



Colac Otway  
SHIRE

**UNSCHEDULED COUNCIL MEETING**

**AGENDA**

**Wednesday 3 May 2023**

**at 5:00 PM**

**COPACC**

**95 - 97 Gellibrand Street, Colac**



# COLAC OTWAY SHIRE UNSCHEDULED COUNCIL MEETING

Wednesday 3 May 2023

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# COLAC OTWAY SHIRE UNSCHEDULED COUNCIL MEETING

NOTICE is hereby given that the next **UNSCHEDULED COUNCIL MEETING OF THE COLAC OTWAY SHIRE COUNCIL** will be held at COPACC on Wednesday 3 May 2023 at 5:00 PM.

## AGENDA

### **1 DECLARATION OF OPENING**

#### **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 AND LEAVE OF ABSENCE**

### **4 WELCOME AND ACKNOWLEDGEMENT OF COUNTRY**

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

#### **RECORDING AND PUBLICATION OF MEETINGS**

Please note: Council meetings will be live streamed and recorded when the meeting is held either at COPACC or online. This includes the public participation sections of the meetings. When meetings are held in other locations, Council will endeavour to make an audio recording of the meeting for community access. Matters identified as confidential items in the Agenda will not be live streamed or recorded regardless of venue or mode.

By participating in open Council meetings, individuals consent to the use and disclosure of the information they share at the meeting (including any personal and/or sensitive information).

As soon as practicable following each open Council meeting, the live stream recording will be accessible on Council's website. Audio recordings are also taken to facilitate the preparation of the minutes of open Council meetings and to ensure their accuracy. Recordings will be retained by Council for a period of four years.

As stated in the Governance Rules, other than an official Council recording, no video or audio recording of proceedings of Council meetings will be permitted without specific approval by resolution of the relevant Council meeting.

This meeting will be livestreamed to the public via Council's YouTube channel (search Colac Otway Shire Council at [www.youtube.com](http://www.youtube.com)).

The sole purpose of this Unscheduled Council meeting is to consider the following agenda item:

- Endorse 2023-24 Draft Budget for Public Exhibition.
- Community Care Service Review.
- Confidential item: Authority to Purchase Equipment.

## **5 QUESTION TIME**

Please note that as this is an Unscheduled Council meeting, only questions pertaining to this agenda will be responded to. A maximum of 15 minutes is allowed for question time at Unscheduled Council meetings. Any person wishing to participate in question time by videoconference will need to register their intention to do so by contacting the shire prior to 5pm on Monday 1 May 2023. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting. Written questions must be received by 5pm on Monday 1 May 2023.
2. Questions by videoconference (by prior arrangement).
3. Questions from the floor.

## **6 DECLARATIONS OF INTEREST**

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

## Item: 7.1

# Preparation of 2023-24 Draft Budget - Endorsement of Fees and Charges for Bluewater Fitness Centre

<b>OFFICER</b>	Marlo Emmitt
<b>CHIEF EXECUTIVE OFFICER</b>	Anne Howard
<b>DIVISION</b>	Corporate Services
<b>ATTACHMENTS</b>	Nil

## 1. PURPOSE

To seek Council approval of the fees and charges for the 'Bluewater Fitness Centre', which form part of the Proposed Fees and Charges 2023-24, in order to manage a Councillor conflict of interest.

## 2. EXECUTIVE SUMMARY

The Proposed Fees and Charges 2023-24 have been developed over a period of months, with Council officers working collaboratively with Councillors.

Due to a conflict of interest, endorsement of the budgeted fees and charges for 'Bluewater Fitness Centre', is being sought separately from the overall Draft Budget 2023-24.

## 3. RECOMMENDATION

***That Council endorses the fees and charges for the 'Bluewater Fitness Centre', on page 8 of 29 of the Proposed Fees and Charges 2023-24 document (at Attachment 2 to Agenda item 7.4).***

## 4. KEY INFORMATION

The proposed budget for the financial year 2023-24 has been prepared in the form set out in the Local Government Model Financial Report (LGMFR) and developed in accordance with the financial

management principles outlined in the *Local Government Act 2020* (LGA 2020). Therefore, the budget to be adopted by 30 June 2023 is in accordance with the LGA 2020.

The development process for setting fees and charges for the 2023-24 financial year has been extensive and aims to enable the community to access affordable services as well as supporting the sustainability of these services within available resources.

The fees and charges for the 'Bluewater Fitness Centre', are outlined in the Proposed Fees and Charges 2023-24, Discretionary Fees and Charges on pages 8 to 11. Due to a conflict of interest, endorsement of the fees and charges for the 'Bluewater Fitness Centre' is being sought separately to the overall Draft budget 2023-24.

## 5. CONSIDERATIONS

### **Overarching Governance Principles (s(9)(2) LGA 2020)**

Transparency of Council decisions, actions and information is ensured.

### **Policies and Relevant Law (s(9)(2)(a) LGA 2020)**

Council has specific obligations under the following sections of the LGA 2020:

- Section 94 – The Budget
- Section 95 – Revised Budget
- Section 96 – Preparation of budget and revised budget

### **Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)**

Not applicable.

### **Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)**

It is proposed that the Proposed Fees and Charges 2023-24, be placed on public exhibition for a period of four weeks. During this time submissions will be invited to be considered by Council.

### **Public Transparency (s58 LGA 2020)**

The Chief Executive Officer, authorised by Council, will give public notice via Council's website, local newspapers and social media following endorsement of the Proposed Fees and Charges 2023-24, at this Council Meeting, in accordance with Council's Community Engagement Policy.

The public notice will inform the community that Council has prepared the Proposed Fees and Charges for 2023-24 and will be on public exhibition for a period of four weeks. Copies of the Draft Budget will be available via Council's website, local newspapers and social media to view on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) or in person at Council's Customer Service Centres in Colac (2-6 Rae Street) or Apollo Bay (100 Great Ocean Road).

### **Alignment to Plans and Strategies**

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 1: We commit to a program of best practice and continuous improvement

Objective 2: We are a financially robust organisation

### **Financial Management** (s101 *Local Government Act 2020*)

S96 of the LGA 2020 specifies that Council must develop the budget in accordance with the financial management principles outlined in S101 of the LGA 2020. The budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR), in accordance with the regulations.

### **Service Performance** (s106 *Local Government Act 2020*)

The development of the Proposed Fees and Charges 2023-24 has followed a process to ensure that quality and cost standards for services set by Council provide good value to the municipal community.

### **Risk Assessment**

The financial sustainability of the Council over the long term has been a focus of this budget process and Council is committed to address these challenges. Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future.

### **Communication/Implementation**

The Draft Fees and Charges are planned to be placed on public exhibition for a period of four weeks, following endorsement at this Council Meeting as per Council's Community Engagement Policy. In order to achieve the legislated deadline of adoption by 30 June, submissions will be invited during May and any person wishing to be heard in support of their submission will be invited to a Submissions Committee meeting scheduled on 14 June 2023 prior to consideration and adoption of the Budget at the Council Meeting to be scheduled on 28 June 2023.

### **Human Rights Charter**

No impact.

### **Officer General or Material Interest**

Andrew Tenni, General Manager Corporate Services, has declared a conflict of interest in the preparation of this report. This officer does not have direct responsibility for this service and has not influenced the development of the proposed fees.

### **Options**

#### Option 1 – Endorse the Proposed Fees and Charges 2023-24 for the financial year as presented

This option is recommended by officers. The Proposed Fees and Charges 2023-24 document has been developed over a number of months and incorporates Council's most recent information and decisions.

#### Option 2 – Endorse the Proposed Fees and Charges 2023-24 with amendments

This option is not recommended by officers as the implications of amendments to the Proposed Fees and Charges 2023-24 at this meeting will not be able to be assessed, nor financial implications determined to inform Councillors' consideration of the changes.

#### Option 3 – Do not endorse the Proposed Fees and Charges 2023-24

This option is not recommended by officers. If Council does not endorse the Proposed Fees and Charges 2023-24, it may compromise Council's ability to comply with its obligations under the *Local Government Act 2020* and *Local Government Act 1989*

Item: 7.2

## Preparation of 2023-24 Draft Budget - Endorsement of Fees and Charges for Community Services, OPASS

<b>OFFICER</b>	Andrew Tenni
<b>GENERAL MANAGER</b>	Andrew Tenni
<b>DIVISION</b>	Corporate Services
<b>ATTACHMENTS</b>	Nil

### 1. PURPOSE

To seek Council approval of the 'Community Services – Older Persons Ability Support Service (OPASS)' which form part of the Proposed Fees and Charges 2023-24, in order to manage a Councillor conflict of interest.

### 2. EXECUTIVE SUMMARY

The Proposed Fees and Charges 2023-24 have been developed over a period of months as part of the development of the Draft Budget 2023-24.

Due to a conflict of interest, endorsement of the fees and charges for the OPASS service, is being sought separately.

### 3. RECOMMENDATION

***That Council endorses the 'Community Services – Older Persons Ability Support Service' on page 13 and 14 of 29 of the Proposed Fees and Charges 2023-24 document (at Attachment 2 to Agenda item 7.4).***



## 4. KEY INFORMATION

The proposed budget for the financial year 2023-24 has been prepared in the form set out in the Local Government Model Financial Report (LGMFR) and developed in accordance with the financial management principles outlined in the *Local Government Act 2020* (LGA 2020). Therefore, the budget to be adopted by 30 June 2023 is in accordance with the LGA 2020.

The development process for setting fees and charges for the 2023-24 financial year has been extensive and aims to enable the community to access affordable services as well as supporting the sustainability of these services within available resources.

The fees and charges for the OPASS services are outlined in the Proposed Fees and Charges 2023-24, Discretionary Fees and Charges on pages 13 to 14. Due to a conflict of interest, endorsement of the budgeted OPASS service fees and charges is being sought separately.

## 5. CONSIDERATIONS

### **Overarching Governance Principles** (s(9)(2) LGA 2020)

Transparency of Council decisions, actions and information is ensured.

### **Policies and Relevant Law** (s(9)(2)(a) LGA 2020)

Council has specific obligations under the following sections of the LGA 2020:

- Section 94 – The Budget
- Section 95 – Revised Budget
- Section 96 – Preparation of budget and revised budget

### **Environmental and Sustainability Implications** (s(9)(2)(c) LGA 2020)

Not applicable.

### **Community Engagement** (s56 LGA 2020 and Council's Community Engagement Policy)

It is proposed that the Proposed Fees and Charges 2023-24, be placed on public exhibition for a period of four weeks. During this time submissions will be invited to be considered by Council.

### **Public Transparency** (s58 LGA 2020)

The Chief Executive Officer, authorised by Council, will give public notice via Council's website, local newspapers and social media following endorsement of the Proposed Fees and Charges 2023-24, at this Council Meeting, in accordance with Council's Community Engagement Policy.

The public notice will inform the community that Council has prepared the Proposed Fees and Charges for 2023-24 and will be on public exhibition for a period of four weeks. Copies of the Draft Budget will be available via Council's website, local newspapers and social media to view on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) or in person at Council's Customer Service Centres in Colac (2-6 Rae Street) or Apollo Bay (100 Great Ocean Road).

### **Alignment to Plans and Strategies**

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 2: We are a financially robust organisation

### **Financial Management (s101 Local Government Act 2020)**

S96 of the LGA 2020 specifies that Council must develop the budget in accordance with the financial management principles outlined in S101 of the LGA 2020. The budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR), in accordance with the regulations.

### **Service Performance (s106 Local Government Act 2020)**

The development of the Proposed Fees and Charges 2023-24 has followed a process to ensure that quality and cost standards for services set by Council provide good value to the municipal community.

### **Risk Assessment**

The financial sustainability of the Council over the long term has been a focus of this budget process and Council is committed to address these challenges. Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future.

### **Communication/Implementation**

The Proposed Fees and Charges 2023-24 are planned to be placed on public exhibition for a period of four weeks, following endorsement at this Council Meeting as per Council's Community Engagement Policy. In order to achieve the legislated deadline of adoption by 30 June, submissions will be invited during May and any person wishing to be heard in support of their submission will be invited to a Submissions Committee meeting to be scheduled on 14 June 2023 prior to consideration and adoption of the Budget at the Council meeting to be scheduled on 28 June 2023.

### **Human Rights Charter**

No impact.

### **Officer General or Material Interest**

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

### **Options**

#### Option 1 – Endorse the Proposed Fees and Charges 2023-24 for the financial year as presented

This option is recommended by officers. The Proposed Fees and Charges 2023-24 document has been developed over a number of months and incorporates Council's most recent information and decisions.

#### Option 2 – Endorse the Proposed Fees and Charges 2023-24 with amendments

This option is not recommended by officers as the implications of amendments to the Proposed Fees and Charges 2023-24 at this meeting will not be able to be assessed, nor financial implications determined to inform Councillors' consideration of the changes.

#### Option 3 – Do not endorse the Proposed Fees and Charges 2023-24

This option is not recommended by officers. If Council does not endorse the Proposed Fees and Charges 2023-24, it may compromise Council's ability to comply with its obligations under the *Local Government Act 2020* and *Local Government Act 1989*

### Item: 7.3

## Preparation of 2023-24 Draft Budget - Endorsement of Fees and Charges for Health Protection Administration

<b>OFFICER</b>	Andrew Tenni
<b>GENERAL MANAGER</b>	Andrew Tenni
<b>DIVISION</b>	Corporate Services
<b>ATTACHMENTS</b>	Nil

### 1. PURPOSE

To seek Council approval of the 'Public Health – Health Protection Administration (Registration Fees)', which form part of the Proposed Fees and Charges 2023-24, in order to manage a Councillor conflict of interest.

### 2. EXECUTIVE SUMMARY

The Proposed Fees and Charges 2023-24 have been developed over a period of months. Due to a conflict of interest, endorsement of the budgeted *Public Health – Health Protection Administration (Registration Fees)* is being sought separately.

### 3. RECOMMENDATION

***That Council endorses the 'Public Health – Health Protection Administration (Registration Fees)' on pages 22 and 23 of 29 of the Proposed Fees and Charges 2023-24 document (at Attachment 2 to Agenda item 7.4).***

### 4. KEY INFORMATION

The proposed Budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR) and developed in accordance with the financial management principles outlined in the *Local Government Act 2020* (LGA 2020). Therefore, the budget to be adopted by 30 June 2023 is in accordance with the LGA 2020.

The development process for setting fees and charges for the 2023-24 financial year has been extensive, involving collaboration between Officers and Councillors. This process takes many months with various aspects of fees and charges being reviewed to ensure the services identified within the Council Plan are being delivered, within available resources.

The fees and charges for the Public Health – Health Protection Administration are outlined in the Proposed Fees and Charges 2023-24, Discretionary Fees and Charges on pages 22 to 24. Due to a Councillor a conflict of interest, endorsement of the budgeted Public Health – Health Protection Administration (Registration Fees) is being sought separately.

## 5. CONSIDERATIONS

### **Overarching Governance Principles (s(9)(2) LGA 2020)**

Transparency of Council decisions, actions and information is ensured.

### **Policies and Relevant Law (s(9)(2)(a) LGA 2020)**

Council has specific obligations under the following sections of the LGA 2020:

- Section 94 – The Budget
- Section 95 – Revised Budget
- Section 96 – Preparation of budget and revised budget

### **Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)**

Not applicable.

### **Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)**

It is proposed that the Proposed Fees and Charges 2023-24, be placed on public exhibition for a period of four weeks. During this time submissions will be invited to be considered by Council.

### **Public Transparency (s58 LGA 2020)**

The Chief Executive Officer, authorised by Council, will give public notice via Council's website, local newspapers and social media following endorsement of the Proposed Fees and Charges 2023-24, at this Council Meeting, in accordance with Council's Community Engagement Policy.

The public notice will inform the community that Council has prepared the Proposed Fees and Charges for 2023-24 and will be on public exhibition for a period of four weeks. Copies of the Draft Budget will be available via Council's website, local newspapers and social media to view on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) or in person at Council's Customer Service Centres in Colac (2-6 Rae Street) or Apollo Bay (100 Great Ocean Road).

### **Alignment to Plans and Strategies**

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 2: We are a financially robust organisation

### **Financial Management (s101 Local Government Act 2020)**

S96 of the LGA 2020 specifies that Council must develop the budget in accordance with the financial management principles outlined in S101 of the LGA 2020. The budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR), in accordance with the regulations.

### **Service Performance (s106 Local Government Act 2020)**

The development of the Proposed Fees and Charges 2023-24 has followed a process to ensure that quality and cost standards for services set by Council provide good value to the municipal community.

### **Risk Assessment**

The financial sustainability of the Council over the long term has been a focus of this budget process and Council is committed to address these challenges. Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future.

### **Communication/Implementation**

The Proposed Fees and Charges 2023-24 are planned to be placed on public exhibition for a period of four weeks, following endorsement at this Council Meeting as per Council's Community Engagement Policy. In order to achieve the legislated deadline of adoption by 30 June, submissions will be invited during May and any person wishing to be heard in support of their submission will be invited to a Submissions Committee meeting to be scheduled on 14 June 2023 prior to consideration and adoption of the Budget at the Council meeting to be scheduled on 28 June 2023.

### **Human Rights Charter**

No impact.

### **Officer General or Material Interest**

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

### **Options**

#### Option 1 – Endorse the Proposed Fees and Charges 2023-24 for the financial year as presented

This option is recommended by officers. The Proposed Fees and Charges 2023-24 document has been developed over a number of months, has been guided by Councillors participating in dedicated budget briefing sessions and incorporates Council's most recent information and decisions.

#### Option 2 – Endorse the Proposed Fees and Charges 2023-24 with amendments

This option is not recommended by officers as the implications of amendments to the Proposed Fees and Charges 2023-24 at this meeting will not be able to be assessed, nor financial implications determined to inform Councillors' consideration of the changes.

#### Option 3 – Do not endorse the Proposed Fees and Charges 2023-24

This option is not recommended by officers. If Council does not endorse the Proposed Fees and Charges 2023-24, it may compromise Council's ability to comply with its obligations under the *Local Government Act 2020* and *Local Government Act 1989*

## Item: 7.4

# Preparation of 2023-24 Draft Budget - Endorse for Exhibition

<b>OFFICER</b>	Amanda Barber
<b>GENERAL MANAGER</b>	Andrew Tenni
<b>DIVISION</b>	Corporate Services
<b>ATTACHMENTS</b>	<ol style="list-style-type: none"><li>1. 2023-24 Draft Budget - public exhibition May 2023 [7.4.1 - 72 pages]</li><li>2. 23-24 Council Fees And Charges with Front Cover [7.4.2 - 30 pages]</li><li>3. 23-24 Statutory Fees And Charges with Front Cover [7.4.3 - 12 pages]</li></ol>

## 1. PURPOSE

To present the Draft Budget 2023-24 and Draft 2023-24 Fees and Charges to Council for endorsement prior to public exhibition.

## 2. EXECUTIVE SUMMARY

The Draft Budget 2023-24 and Draft 2023-24 Fees and Charges (attached) have been developed over a period of months, with Council officers working collaboratively with Councillors through fees and charges, operating budgets, projects and capital works at nine budget workshop sessions.

The Draft Budget 2023-24 has been guided by the Revenue and Rating Plan, Workforce Plan and Long-Term Financial Plan to enable the priorities identified in the Council Plan 2021-2025 to be progressed within the available resources of the Council.

The proposed budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR) and developed in accordance with the financial management principles outlined in the *Local Government Act 2020* (LGA 2020). Therefore, the budget to be adopted by 30 June 2023 is in accordance with the LGA 2020.

The key financial outcomes from the attached budget include:

- Net Surplus – (\$2.19m)
- Adjusted Underlying Result (deficit) - (\$3.89m)

- Closing Cash Balance - \$23.51m
- Reserve Balance - \$16.88m
- \$8.73m Capital Works Program
- \$7.53m renewal, which equates to 52% of depreciation.

Council continues to maintain a low level of debt, with only one short-term loan planned to commence in June 2023. The borrowings are based on the assumption that Council will enter a loan for \$380k in late June 2023 as per the adopted 2022-23 Budget. However, this is still subject to Council decision through resolution.

This Draft Budget proposes to increase rate revenue in line with the Fair Go Rates System which is capped at 3.5% for the 2023-24 financial year. The cap is set by the State Government and applies to the total revenue generated through general rates and the municipal charge. The rate cap includes a Municipal Charge of \$206 per annum for each rateable property, where applicable.

A portion of Council's overall waste and resource recovery services is funded through rate revenue, with Council also receiving specific income through levying of a waste management charge. The charge is applied as follows:

- Properties receiving a weekly kerbside collection will be levied a charge of \$351 per annum.
- Properties receiving a fortnightly kerbside collection will be levied a charge of \$268 per annum.

A Council must ensure that the budget gives effect to the Council Plan and requires commentary on the description and funding of services in the budget and the major initiatives that will contribute to the achievement of the four Strategic Objectives in the Council Plan 2021-2025. The Draft Budget 2023-24 also includes investment across all four themes of the Council Plan through ongoing delivery of Council's day to day operations as well as some specific initiatives and projects.

The three-year projections included in the Draft Budget have been developed based on revised assumptions developed in the Long-Term Financial Plan (adopted on 27 October 2021) and budget workshops take into account current information available in the budget.

### 3. RECOMMENDATION

***That Council:***

- 1. Notes that draft fees for Bluewater Leisure Centre, Community Services – Older Persons Ability Support Service and Health Protection Administration services have been separately approved by Council for exhibition with the Draft Budget 2023-24.***
- 2. Endorses the Draft Budget 2023-24 for the financial year, and subsequent 3 financial years, for the purposes of Section 94 of the Local Government Act 2020, including the Draft 2023-24 Fees and Charges.***
- 3. Gives public notice via Council's website, local newspapers and social media that Council has prepared a Draft Budget for the 2022-24 year and subsequent 3 financial years, including the Draft 2023-24 Fees and Charges.***
- 4. Determines that the public consultation period will be no less than four weeks from the initial public notice, to ensure sufficient time to adopt the budget by 30 June 2023.***

- 4. Schedules a Submissions Committee meeting to be held on Wednesday 14 June 2023, commencing at 4 pm at the Colac Otway Performing Arts and Cultural Centre, to provide the opportunity for any person wishing to speak to their written submission to be heard, or a nominated representative to speak to their submission on behalf of the person.**
- 5. Authorises the Chief Executive Officer to undertake administrative procedures necessary to enable Council to carry out its obligations under sections 94, 95 and 96 of the Local Government Act 2020.**
- 6. Considers for adoption the Budget 2023-24, and subsequent 3 financial years, including the 2023-24 Fees and Charges at the Council Meeting scheduled to be held on Wednesday 28 June 2023 at 4pm at Colac Otway Performing Arts and Cultural Centre after consideration of any written and verbal submissions received by Council.**

## 4. KEY INFORMATION

Council has prepared a Draft Budget for the 2023-24 financial year which seeks to support the provision of important services and infrastructure that are affordable for our community. The Draft Budget is informed by the principles and assumptions contained in the Financial Plan and discussions with Councillors through 2022 and 2023 as the Draft Budget was developed.

In 2021, Colac Otway Shire Council adopted the community vision and Council Plan 2021-2025 with the support and collaboration of its community. The Council Plan, inclusive of the Municipal Health and Wellbeing Plan, guides Council's work over the remainder of its term and has four key themes:

1. Strong and Resilient Economy
2. Valuing the Natural and Built Economy
3. Healthy and Inclusive Community
4. Strong Leadership and Management

This Draft Budget includes investment across all four themes through ongoing delivery of Council's day to day operations as well as some specific initiatives and projects.

The Draft Budget development process has been extensive, involving collaboration between Officers and Councillors. This process takes many months to undertake, with all aspects of the budget being reviewed to ensure the services identified within the Council Plan are being delivered, within available resources. It has also been prepared in accordance with the requirements of the LGA 2020.

The following items have been reviewed and discussed by Council:

- Average rate Increase;
- Fees and Charges;
- Proposed Business Cases;
- Operating Income and Expenditure; and
- Allocation of external capital funding to nominated projects.



## MAJOR INITIATIVES

As per section 94 of the *Local Government Act 2020*, Council has identified and funded a number of major initiatives that achieve goals set in the Council Plan 2021-25, including the following:

**Table 1**

Council Plan 2021-25 Theme	Major Initiative	Expense Budget \$000s
Strong and Resilient Economy	Forrest Caravan Park, Wastewater System completion	\$450
Valuing the Natural and Built Environment	Kennett River Wetland sediment removal	\$50
Healthy and Inclusive Communities	Small Halls Renewal Program	\$120
Strong Leadership and Management	ICT Critical Infrastructure Replacement	\$210

The detail of Council initiatives is contained in section 2 of the attached budget.

## RATES AND CHARGES

This Draft Budget proposes to increase rate revenue in line with the Fair Go Rates System which is capped at 3.5% for the 2023-24 financial year. The cap is set by the State Government and applies to the total revenue generated through general rates and the municipal charge. Council's rate revenue also increases from supplementary rates which arise throughout the year from the building of new homes or properties, subdivisions or existing property development.

As legislated, each property across the state is subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, but it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 3.5% increase because of changes to their property value relative to that of other ratepayers' properties.

Rates and Charges calculations within the Draft Budget have been based on the indicative valuation data for 1 January 2023 provided by the Valuer-General Victoria. This is currently indicating a total increase in Capital Improved Value (CIV) of approximately \$1.43b, or 13.8% across the Shire from \$10.34b to \$11.77b). This has had the effect of decreasing each rate in the dollar by 8%, to ensure Council complies with the 3.5% rate cap. Further details relating to rates and charges is included in Section 4.1 of the Budget 2023-24 document.

Table 2 provides a summary of the calculation, according to the formula prescribed by the State Government.

**Table 2**

<b>Summary of Rate Revenue</b>	
Forecast Annualised Rate Revenue at 30 June 2023	\$30,184,806
Forecast Number of Assessments at 30 June 2023	15,981
<b>Forecast Base Average Rate 2022-23 per assessment</b>	<b>\$1,889</b>
Budget Rate Revenue 2022-23	\$31,238,121
<b>Capped Average Rate 2023-24 per assessment</b>	<b>\$1,955</b>
<b>Average Capped Increase</b>	<b>3.50%</b>

**FINANCIAL PERFORMANCE AND SUSTAINABILITY**

The key financial outcomes from the attached budget include:

- Net Surplus – (\$2.19m)
- Adjusted Underlying Result (deficit) - (\$3.89m)
- Closing Cash Balance - \$23.51m
- Reserve Balance - \$16.88m
- \$8.73m Capital Works Program
- \$7.53m renewal, which equates to 52% of depreciation.

**Net Surplus**

The budgeted net result represents all revenues less operating expenses and is further detailed in Council's formal statements (section 3).

The expected net result for the 2023-24 financial year is a deficit of \$2.19m. This result is a decline on the previous year's budgeted and forecast net result, due primarily to Council anticipating lower non-recurrent capital and operational grants than in recent years. In addition, Council has completed a series of asset revaluations to ensure that its replacement values and remaining useful lives reflect current conditions. This has resulted in depreciation values that are significantly higher than previous budgets or the adopted long-term financial plan.

**Adjusted Underlying Surplus**

The regulations prescribe the method for calculating the 'Adjusted Underlying Result'. The purpose for calculating the Adjusted Underlying Result is to remove the effect on the budget of one-off revenue items that may otherwise overstate Council's 'normal' performance.

The Adjusted Underlying Result assists in removing the over-statement that results from including capital income without associated expenditure. Under the regulations the 2023-24 deficit of \$3.89m is calculated as follows:

**Table 3**

Adjusted Underlying Result	\$'000
Total Comprehensive Result.	(\$2,186)
Non-recurrent grants used to fund capital expenditure	\$1,703
Non-monetary asset contributions	-
Other contributions to fund capital expenditure	-
Adjusted Underlying Result (surplus/deficit)	(\$3,889)

Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future. Council is committed to address its financial sustainability over the long term to address these challenges.

### Revenue

The following key points relate to the budgeted revenue of \$58.43m which is budgeted to decrease from the 2022-23 forecast of \$83.86m:

- Rates and charges total \$35.37m. This increase is the result of a 3.5% average increase in rates and charges, compounded by supplementary valuations.
  - The average increase of 3.5% includes a Municipal Charge of \$206.
- The annual revenue from waste management charges total \$3.71m and is budgeted to increase by 9.0% due to higher number of assessments being levied the waste management charge, with:
  - the weekly waste charge increasing by \$32 from \$319 to \$351, representing a 10.0% increase, and
  - the fortnightly waste charge increasing by \$25 from \$243 to \$268, representing a 10.3% increase.
- User fees and charges have decreased by \$0.32m to \$7.21m. The budgeted decrease in user fees is largely due to change in delivery of fully funded Home Care Packages in 2023-24 to reflect the new funding model of the Commonwealth Government. This increase is offset by the reduced costs to deliver the packages. The other area where user fees has decreased in comparison to 2022-23 is in the area of infrastructure development, where some categories of fees have been more correctly categorised as Statutory Fees and are now included in Note 4.1.2.
- Operating grants have decreased from the 2022-23 forecast by \$15.83m to \$11.27m in 2023-24. The budgeted reduction in non-recurrent operating grants predominantly relates to the receipt of \$15.5m for the City Deals Projects, which has an offsetting expense of \$15.3m recognised in Materials and Services in 2022-23. The 2022-23 forecast also includes \$2.18m funding for Economic and Business Enterprise one-off projects, primarily for the investment in the Forrest Mountain Bike Trail, which also has an offsetting expense in 2022-23.
- The budgeted capital grants have decreased compared to forecast 2022-23 by \$9.37m. 2022-23 includes capital grant funding received for capital works carried forward from 2021-22 and additional Local Roads and Community Infrastructure programme funding of \$4.3m. 2023-24 capital grants include funding for Roads to Recovery of \$1.7m. The reduction in expected

capital grants is reflected in the reduced capital works program (refer to section 4.5 Capital works program).

- The Draft Budget has allocated Round 4 of the Local Roads and Community Infrastructure (LRCI) program to 12 infrastructure projects as detailed in Appendix B of the Budget.

### Expenditure

The following key points relate to the budgeted expenditure of \$60.61m which has decreased by \$16.88m compared to the 2022-23 forecast:

- Employee costs have increased by a net change of \$71k overall, or 0.3%, to \$24.11m, including:
  - Reduction in overall FTE, Employment of 246.3 Full-time Equivalent Employees (FTE). The employee cost is explained in detail in Note 4.1.7 of the attached Budget.
  - Increases in wages and salaries arising from EBA increments and allowances as per new Enterprise Agreement 2022.
  - Increase in superannuation to 11.0%.
  - Allowance for WorkCover premium to increase by \$53k which reflects actual costs over recent years.
- Materials and services are budgeted to decrease by \$17.33m, or 45.9%, to \$20.41m, with a comparison to previous financial years being difficult due to the high project-related expenses in the 2022-23 budget. Putting aside project costs, Council has managed to constrain growth in materials and services to ensure service delivery represents value for money and these expenses are \$0.26m lower than the previous budget for recurrent operations.
- Depreciation expense will increase by \$0.59m to \$14.49m. The depreciation is \$3.42m higher than the 2022-23 adopted Budget (\$11.08m) which is largely due to reflection of asset revaluation performed for the financial year ending 2021-22 and incorporation of information coming through preliminary asset revaluation work in early 2023.

### Balance Sheet

Key points to note are:

- Council's working capital will increase by \$3.63m, from \$11.51m to \$15.14m. The Budget assumes that cash held for capital and operational projects carried forward from 2021-22 will be completed in 2022-23.
- Council's net worth will decrease by \$2.19m to \$454.74m compared to forecast 2022-23.
- Property, infrastructure, plant and equipment comprise 93.8% of Council's total assets.
- Right of use assets include the Apollo Bay Early Years Hub, Colac Library and gym equipment at Bluewater Leisure Centre at a forecast carrying value of \$2.96m as of 30 June 2024.
- Current assets will be 2.4 times current liabilities at the end of the financial year, up from 2.2 in the forecast end of year 2022-23.
- Borrowings (*principal*) will decrease by \$0.09m by the end of 2023-24.

Council has considered the interest rates currently available and its capacity to allocate cash to existing obligations and new initiatives. The loan borrowings of \$380k are proposed for the 2023-24 year to source new borrowings, however this is still subject to Council decision through resolution. Loans are projected to reduce to zero balance within the four-year period. The total amount of borrowings is presented in Section 4.2.3 of the attached Budget.

The lease liabilities of \$15k reflect the remaining liability for committed lease payments for equipment. The leased equipment assets are represented under 'Right of Use' assets in the balance sheet.

### Cash Flow

The closing cash balance is budgeted to be \$23.51m at 30 June 2024.

Over time there is an upward trend in cash balances which is reflective of the lower allocation of cash to new projects and initiatives planned at this time. While Council's cash balance remains at moderate levels, the funds are already fully committed to achieving Council priorities and Council has no accumulated unallocated cash at this time.

### SALE OF LAND

In 2022 Council identified a parcel of land that is surplus to municipal needs and is appropriate for sale at McLachlan Street, Apollo Bay. Council is still to determine its preferred sale process for this property therefore this property may not be sold during in the next financial year. The Draft Budget 2023-24 does not include any proposed income from sale of land and this asset remains under Current Asset – Non-current assets held for sale.

### CAPITAL WORKS

The key points to note are:

- The capital works program for 2023-24 totals \$8.73m, \$15.50m less than the 2022-23 forecast of \$24.23m due to projects carried forward from previous years.
- The Forecast 2022-23 Capital Works Program has increased from the 2022-23 Adopted Budget (\$12.33m) by \$11.89m, primarily through projects carried forward from 2021-22.
- The new program is divided between capital renewal (86.27%), capital upgrade (5.47%) and new assets (8.26%).
- The capital works budget is funded from a mix of external and internal sources. 39% is funded by grants and contributions and 61% by operations.

Following is a summary of the *major items* of capital expenditure funded in the budget:

• Bridge renewal program	\$0.24m
• Building renewal program	\$1.00m
• Computers and telecommunications renewal and upgrade	\$0.31m
• Stormwater renewal and upgrade	\$0.32m
• Forrest Caravan Park Wastewater system	\$0.45m
• Footpath and pedestrian connections	\$0.18m
• Birregurra play space redevelopment	\$0.28m
• Donaldson's reserve play space redevelopment	\$0.10m
• Elliminyt Tennis court resurfacing and fence repair	\$0.25m
• Public street litter bin replacement program	\$0.12m
• Western Reserve Netball Court resurfacing	\$0.07m
• Repair works to the Apollo Bay Resource Recovery Centre building	\$0.06m
• Paradise Picnic Reserve facility improvement	\$0.05m
• Street Planting program 2023-24	\$0.06m
• Plant and light fleet replacement	\$0.80m
• Reseal renewal program	\$1.00m

• Unsealed road resheeting program	\$1.00m
• Mooleric Road, Stage 1 pavement reconstruction	\$0.85m
• Sealed road crack sealing and major patching program	\$0.38m
• Forest Street sealed pavement reconstruction	\$0.78m
• Landslip Treatment - Emergency response upgrade works	\$0.15m
• Road safety renewal program	\$0.09m
• Kerb and channel replacement works	\$0.11m

## 5. CONSIDERATIONS

### Overarching Governance Principles (S(9)(2) LGA 2020)

A number of relevant governance principles under S(9)(2) of the LGA 2020 apply to this report, including:

- a) Council decisions are to be made and actions taken in accordance with the relevant law:
  - i. The Draft Budget 2023-24 has been:
    - developed in accordance with the financial management principles as outlined in Section 101 of LGA 2020 and Council’s Community Engagement Policy. (S96 LGA 2020),
    - developed to ensure that it gives effect to the Council Plan (S94(2) LGA 2020),
    - prepared in compliance with the 3.5% average rate cap set by the State Government for the 2023-24 financial year (S94(3) LGA 2020),
    - prepared to include commentary on the description and funding of services in the budget and the major initiatives that will contribute to the achievement of one of the four Strategic Objectives Council Plan 2021-2025 (S94(2) LGA 2020),
    - prepared in the form set out in the Local Government Model Financial Report (LGMFR) in accordance with the regulations, and
    - developed and prepared in accordance with a rigorous schedule, discussions with Councillors through 2023 as the Draft Budget was developed, development of a community vision and Council Plan 2021-2025 with the community, and finally, a community engagement process prior to consideration by Council for adoption by 30 June (S94(1) LGA 2020).
- b) priority is to be given to achieving the best outcomes for the municipal community, including future generations:
  - i. Commentary is included in section 2 of the Draft Budget on how the allocation of financial resources to services and initiatives in the budget will achieve the Strategic Objectives in the Council Plan 2021-2025.
- c) innovation and continuous improvement is to be pursued:
  - i. Initiatives include Council’s commitment to:
    - undertake a four yearly planning scheme review,
    - continue to grow its asset management capabilities, undertaking asset condition assessments for drainage and open space in 2023-24, and
    - improving the customer experience through implementation of a new Customer Request System (CRS).
- d) the ongoing financial viability of the Council is to be ensured:
  - i. The budget forecasts have been updated to provide:

- a meaningful projection of Council’s long term financial position and provide a current understanding of Council’s ongoing financial viability, and
  - financial indicators that describe Council’s current and projected performance across a range of key financial performance indicators.
- e) regional, state and national plans and policies are to be taken into account in strategic planning and decision making:
- i. Budget allocations include available funding opportunities for initiatives and capital works that will contribute to the achievement of Council’s Strategic Objectives in the Council Plan 2021-2025, if known at the time of preparation of the budget, and
- f) the transparency of Council decisions, actions and information is to be ensured:
- i. Council’s Community Engagement Policy is applied to the Council budget development, including Council Fees and Charges.
  - ii. Statutory fees and charges, which are set by the State Government, are also included in the budget process alongside Council fees and charges to ensure transparency of all fees and charges collected by the Council. Statutory fees and charges applicable from 1 July 2023 are subject to a separate State Government review process and may therefore change.
  - li. The standard public exhibition period of six weeks in the Community Engagement Policy is proposed to be reduced to a period of four weeks to ensure sufficient time to adopt the budget by 30 June 2023 in accordance with the requirement of Section 94(1) of LGA 2020.

**Policies and Relevant Law (s(9)(2)(a) LGA 2020)**

In relation to the Budget, Council has specific obligations under the following sections of the LGA 2020:

- Section 94 – The Budget
- Section 95 – Revised Budget
- Section 96 – Preparation of budget and revised budget

Section 94 requires that:

- a) A Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by 30 June each year.
- b) The budget must give effect to the Council Plan and contain a list of prescribed information, which is in the form set out in the Local Government Model Financial Report (LGMFR) in accordance with the regulations.
- c) If Council determines to apply a rate increase above the average rate cap for the financial year, the budget must contain a statement that Council intends to apply for an increase above the average rate cap, or is waiting for the outcome of an application, or specify any approved average rate cap that applies.

Section 95 requires that a Council must prepare and adopt a revised budget before the Council can make a variation to the declared rates or charges, undertake any borrowings not previously approved in the budget, or where Council considers a change to the budget should be the subject of community engagement.

In addition, Part 4 - Division 4 of the Act requires Council to implement the prescribed financial management principles in undertaking their duties. Section 96 specifically states that:

A Council must develop the budget and any revised budget in accordance with—

- a) the financial management principles; and
- b) its community engagement policy.

### **Environmental and Sustainability Implications (s(9)(2)(c) LGA 2020)**

The Draft Budget, and subsequent 3 financial years, must reflect the objectives of the Council Plan. Therefore, the resources allocated to environmental, social, cultural and economic issues must be considered as part of the process.

Section 2 of the Draft Budget outlines the activities and initiatives under major service categories that will be delivered to contribute to the achievement of one of the four Strategic Objectives in the Council Plan 2021-2025.

### **Community Engagement (s56 LGA 2020 and Council's Community Engagement Policy)**

In 2021, Colac Otway Shire Council adopted the community vision and Council Plan 2021-2025 with the support and collaboration of its community.

Due to the time constraints in ensuring the budget is adopted by 30 June 2023, it is proposed that the Draft Budget 2023-24, including the Draft 2023-24 Fees and Charges, be placed on public exhibition for a period of four weeks. During this time submissions will be invited to be considered by Council.

### **Public Transparency (s58 LGA 2020)**

The Chief Executive Officer, authorised by Council, will give public notice via Council's website, local newspapers and social media following endorsement of the Draft Budget 2023-24, including the Draft 2023-24 Fees and Charges, at this Council Meeting, in accordance with Council's Community Engagement Policy.

The public notice will inform the community that Council has prepared the Draft Budget, including the Draft Fees and Charges, for the 2023-24 and will be on public exhibition for a period of four weeks. Copies of the Draft Budget will be available via Council's website, local newspapers and social media to view on Council's website at [www.colacotway.vic.gov.au](http://www.colacotway.vic.gov.au) or in person at Council's Customer Service Centres in Colac (2-6 Rae Street) or Apollo Bay (100 Great Ocean Road).

### **Alignment to Plans and Strategies**

Alignment to Council Plan 2021-2025:

Theme 4 – Strong Leadership and Management

Objective 1: We commit to a program of best practice and continuous improvement

Objective 2: We are a financially robust organisation

Objective 4: We support and invest in our people

### **Financial Management (s101 Local Government Act 2020)**

S96 of the LGA 2020 specifies that Council must develop the budget in accordance with the financial management principles outlined in S101 of the LGA 2020. The budget has been prepared in the form set out in the Local Government Model Financial Report (LGMFR), in accordance with the regulations. This presentation aims to assist the reader to understand how the following financial management principles have been considered in preparation of the budget:

- (a) revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans,



- (b) financial risks must be monitored and managed prudently having regard to economic circumstances (financial risks include any risk relating to the financial viability of the Council, the management of current and future liabilities of the Council and the beneficial enterprises of the Council,
- (c) financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community, and
- (d) accounts and records that explain the financial operations and financial position of the Council must be kept.

Specifically, the budget document includes commentary on:

- a) how the budget is guided by the Revenue and Rating Plan, Workforce Plan and Long-Term Financial Plan to enable the priorities identified within the Council Plan 2021-2025 to be achieved,
- b) the description and funding of services in the budget and the major initiatives that will contribute to the achievement of one of the four Strategic Objectives in the Council Plan 2021-2025,
- c) three-year projections developed based on assumptions developed in the Long-Term Financial Plan, which was adopted by Council on 27 October 2021, to provide a meaningful projection of Council's long term financial position and provide a current understanding of Council's ongoing financial viability, and
- d) financial indicators that describe Council's current and projected performance across a range of key financial performance indicators are found in section 5 of the Budget.

#### **Service Performance** (s106 *Local Government Act 2020*)

A number of service performance indicators have been incorporated into section 2 includes descriptions of the general services and functions provided by Council under each Council Plan theme, and includes a summary of service statistics in sub-section 2.7.

Section 5 of the Draft Budget incorporates four prescribed service performance indicators that Council will report against through its Annual Report.

#### **Risk Assessment**

The budget process must comply with a rigorous schedule to ensure the budget meets the statutory requirements outlined in this report, including final adoption by Council of the budget by 30 June. As a consequence, the public exhibition period of six weeks nominated in Council's policy has been reduced to a period of four weeks (as provided for in Council's Community Engagement Policy), to ensure sufficient time to adopt the budget by 30 June 2023.

The financial sustainability of the Council over the long term has been a focus of this budget and Council is committed to address these challenges. Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future.

The Draft Budget has been developed with expectations of external grants as already indicated by Commonwealth and State Governments, however there is a low risk that some of these may be reviewed as they finalise their respective budgets.

#### **Communication/Implementation**

The Draft Budget is planned to be placed on public exhibition for a period of four weeks, following endorsement at this Council Meeting as per Council's Community Engagement Policy. In order to achieve the legislated deadline of adoption by 30 June, submissions will be invited during May and any person wishing to be heard in support of their submission will be invited to a Submissions

Committee meeting scheduled on 14 June 2023 prior to consideration and adoption of the Budget at the Council Meeting to be scheduled on 28 June 2023.

### **Human Rights Charter**

No implication for Human Rights has been identified through the development of the Draft Budget.

### **Officer General or Material Interest**

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

Where conflicts of interests have been identified in relation to fees and charges these have been addressed in separate items in this agenda.

### **Options**

#### Option 1 – Endorse the Draft Budget 2023-24 for the financial year, and subsequent 3 financial years, including the Draft 2023-24 Fees and Charges as presented

This option is recommended by officers. The prepared budget document has been developed over a number of months, has been guided by Councillors participating in dedicated budget briefing sessions, and incorporates Council's most recent information and decisions. Importantly, the Draft Budget 2023-24 incorporates important initiatives to support the community and will support ongoing service delivery. Endorsement of the Draft Budget at this meeting will also fulfil Council's obligations under the *Local Government Act 2020*.

Amendments to the Draft Budget may be made by Council following consideration of:

- a) public submissions to be heard in June 2023, and
- b) officer recommendations to incorporate any recent information, including updated forecasts, where appropriate.

#### Option 2 – Endorse the Draft Budget 2023-24 for the financial year, and subsequent 3 financial years, including the Draft 2023-24 Fees and Charges with amendments

This option is not recommended by officers as the implications of amendments to the Draft Budget at this meeting will not be able to be assessed, nor financial implications determined to inform Councillors' consideration of the changes.

#### Option 3 – Do not endorse the Draft Budget 2023-24 for the financial year, and subsequent 3 financial years, including the Draft 2023-24 Fees and Charges

This option is not recommended by officers.

If Council does not endorse a Draft Budget for the next financial year, or delays the adoption of an annual budget it may:

- i. Compromise its ability to strike rates in accordance with legislation,
- ii. Compromise the opportunity for its community to participate in Council's decision making prior to Council considering the budget for adoption,
- iii. Delay the opportunity for the community to receive benefits from new initiatives,
- iv. Impact delivery of important ongoing services,
- v. Compromise Council's ability to comply with its obligations under the *Local Government Act 2020* and *Local Government Act 1989*.



Colac Otway  
SHIRE



# COLAC OTWAY SHIRE

## BUDGET 2023-24

### TO BE ADOPTED

This Budget Report has been prepared with reference to Local Government Victoria (LGV) Local Government Model Financial Report (LGMFR) 2023-24.

Colac Otway Shire

Draft

<https://www.colacotway.vic.gov.au>

**Acknowledgement of Traditional Custodians**

*The Colac Otway Shire Council respectfully acknowledges the Gulidjan and Gadabanud peoples as the traditional owners of the Colac Otway region, the land on which the decisions and activities of the Colac Otway Shire Council take place.*

*We pay our respects to their ancestors and elders, past, present and emerging. We recognise and respect their unique cultural heritage, beliefs and uphold their continuing relationship to this land.*

**Vision Statement**

*By 2050, Colac Otway Shire will be a destination where people come to appreciate our unique and diverse environment and friendly communities.*

*We value the wisdom of this land's first caretakers, the Gulidjan and Gadabanud peoples, and recognise all those who have cared for the land since.*

*We work to preserve what makes our place special. We focus on environmental sustainability to protect our precious natural assets.*

*We are a proud and resilient community that values our welcoming spirit. We embrace new people, new business, new ideas. Our region is a great place to learn, live, work and play.*



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### Mayor's Message

I am pleased to present the proposed Budget 2023-24 on behalf of the Colac Otway Shire Council as we continue to work with our community to achieve its vision for 2050.

The Council Plan 2021-2025, inclusive of the Municipal Health and Wellbeing Plan, continues to guide Council's work over the remainder of its term, with a focus on four key themes:

*Strong and Resilient Economy*

*Valuing the Natural and Built Economy*

*Healthy and Inclusive Community*

*Strong Leadership and Management*

The proposed Budget 2023-24 has been developed with financial prudence, and attention to the long-term financial challenge of balancing the budget and prioritising funding of projects and services for our community.

The proposed Budget 2023-24 includes a 3.5% average rate increase in line with the State Government's Fair Go Rates System. The annual increase in rate revenue is essential for Council's future viability, and ability to continue to support the community.

The waste management charge per eligible household will increase by an average of 10% in 2023-24 reflecting the significant cost increases in this service, including State Government levies, sustained high fuel prices and high CPI.

The proposed Budget 2023-24 will allow Council to invest a further \$8.726 million in capital works projects of which \$7.526 million is directed to the renewal of existing assets to continue to support economic prosperity and healthy connected communities.

Each allocation in this budget has been carefully considered and offers a diverse list of investments that reach across the Shire. Many in our community have asked that we invest in places where communities meet, where they stay active and connected, and this budget includes a commitment of more than \$0.870 million to refreshing our community halls and play spaces.

The budget includes the \$0.317 million direct investment in community initiatives through the Community Grants Program that enables a diverse range of community-based and business-based projects and events to get up and running, and a further \$0.422 million of financial contributions to support community groups to do wonderful work for local communities.

To staff and councillors, thank you for your valuable work and input that has helped to shape a budget that takes us towards the community vision of a region that is a great place to learn, live, work and play.

## Draft Budget 2023-24

**CEO's Introduction and Executive Summary**

Council has again developed an annual budget that maintains delivery of the current services and outlines key Council actions for our community for this financial year. This budget is made in the face of significant financial challenges and will deliver a deficit net result in 2023-24. This budget also includes an asset renewal investment that is lower than the annual funding target set by Council. The challenges are not new, and while Council is working hard to address them, these concerning budget features are projected to continue in the following three years of the Long Term Financial Plan.

Council is aware that the community faces challenges with the increased cost of living, a pressure that Council shares as it too faces the highest inflation for many years. Council has been diligent in searching for financial improvements and we're pleased that these have been found for the second year, with a further cost reduction in our recurrent operations of \$0.257million. We will continue to strengthen our financial, asset and project management practices to ensure that public money is used effectively, but the low-hanging fruit has been harvested and financial savings will be more difficult in future years.

Council's financial challenges need to be overcome if Council is to continue to support the level of economic activity, lifestyle and prosperity we want our community to enjoy. This is a dilemma that Council can only solve with the help of the community. To help our community better understand our situation, we introduce this budget with a re-designed executive summary. We are committed to explaining our situation in a way that makes sense to the community, where solutions can be found together and decisions can be made with confidence that we are building a brighter future.

Thank you to the Councillors who reflect our community's aspirations and to the staff for their hard work in preparing this budget.

<b>Summary of Key Financial Outcomes for the proposed Budget 2023-24</b>		<b>\$'000</b>
Net Result (deficit)		(\$2,186)
Adjusted Underlying Result (deficit)		(\$3,889)
Closing Cash Balance		\$23,506
Reserves balance		\$16,879
Capital Works Program (new allocations)		\$8,726
Allocation to Annual Asset Renewal Program (47% of target)		\$7,528

### Rates and municipal charges

This budget proposes to increase rate revenue in line with limit set by the Victorian Government through the **Fair Go Rates System**, which is 3.5% for the 2023-24 financial year. The cap is set by the Victorian Government and applies to the total revenue generated through general rates and the municipal charge.

Council's rate revenue also increases due to supplementary rates, which are usually new ratepayers that are created throughout the year from the building of new properties, subdivisions or existing property capital investment. The estimation of Council's revenue from supplementary rates in the 2023-24 financial year are not subject to the rate cap calculation. Supplementary rates that are received during the financial year then become part of general rates in future years and thus become integrated into the overall rate calculation at that time.

Summary of Rate Revenue		\$
Forecast Annualised Rate Revenue at 30 June 2023		\$30,184,806
Forecast Number of Assessments at 30 June 2023		15,981
<b>Forecast Base Average Rate 2022-23 per assessment</b>		<b>\$1,889</b>
Budget Rate Revenue 2022-23		\$31,238,121
<b>Capped Average Rate 2023-24 per assessment</b>		<b>\$1,955</b>
<b>Average Capped Increase</b>		<b>3.50%</b>

As legislated, each property across the state is subject to an independent annual valuation, and these values will be used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council, but it redistributes the rates burden according to updated property values. This means ratepayers may see rate increases that differ from the average 3.5% increase because of changes to their property value relative to that of other ratepayers' properties. Further details relating to rates and charges is included in Section 4.1 of the Budget 2023-24 document.

### Waste charges

Council has three key parts to its total waste and resource recovery service: kerbside collection, drop-off facilities and public litter collection. Council has a four-bin kerbside collection system including: FOGO (food organic and green organics), comingled recycling, glass only and landfill. The four-bin system helps to divert materials from landfill and is in line with the State Government's Circular Economy policy for a cleaner greener Victoria with less waste and pollution. In addition to the implementation of an enhanced waste service which directly increases service costs, Council is also subject to increasing external costs including landfill levies paid to the State Government.

Council has held a position that the cost of kerbside collection services will be funded through the levying of a waste management charge, issued via the property rates notice. The balance of the waste service costs are funded through Council's general rates income along with other services.

Council recognises that waste management charge needs to increase sufficiently to cover cost increases in kerbside collection services to avoid impacting on the general rate revenue and consequently other services. With this in mind, the proposed waste charges for the 2023-24 financial year are to increase by an average of 10% as follows:

Properties receiving a weekly kerbside collection will be levied a charge of **\$351** per annum

Properties receiving a fortnightly kerbside collection will be levied a charge of **\$268** per annum



## Draft Budget 2023-24

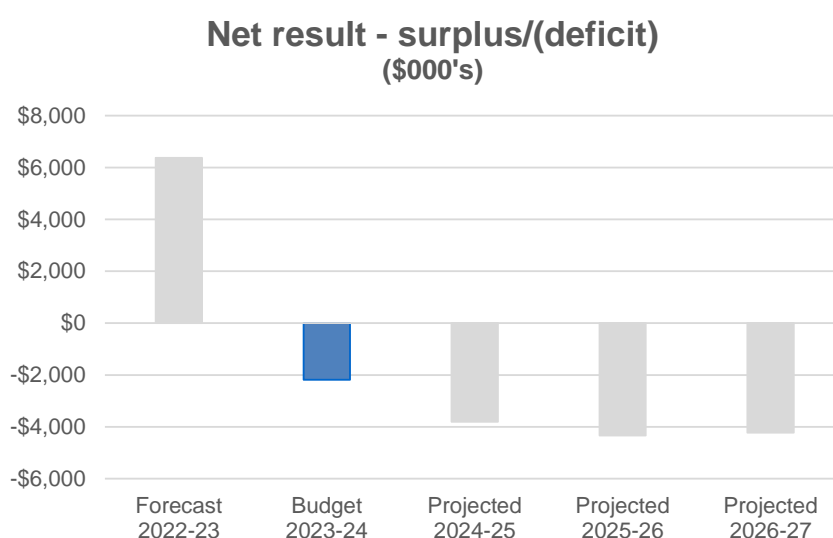


The proposed waste charges represent increases of \$32 per annum and \$25 per annum for weekly and fortnightly kerbside collections respectively, when compared to the waste management charges levied on individual properties in the 2022-23 financial year.

### Net Result

The budgeted net result represents all revenues less operating expenses and is further detailed in Council's formal statements (section 3).

The expected net result for the 2023-24 financial year is a deficit of \$2.186 million. This result is a decline on the previous year's budgeted and forecast net result, due primarily to Council anticipating lower non-recurrent capital and operational grants than in recent years. In addition, Council has completed a series of asset revaluations to ensure that its replacement values and remaining useful lives reflect current conditions. This has resulted in depreciation values that are significantly higher than previous budgets or the adopted long term financial plan.



### Adjusted Underlying Result

In addition to prescribing the calculation of the Net Result of Council's Budget, the regulations prescribe the method for calculating the 'Adjusted Underlying Result'. The purpose for calculating the Adjusted Underlying Result is to remove the effect on the budget of one-off (non-recurrent) revenue items that may otherwise overstate Council's normal performance. Under regulations the 2023-24 surplus/deficit is calculated as follows:

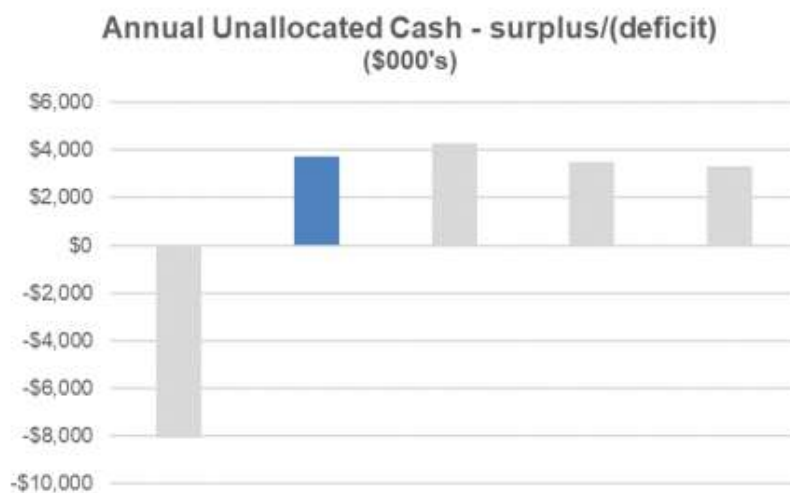
Adjusted Underlying Result	\$'000
Total Comprehensive Result.	(\$2,186)
Non-recurrent grants used to fund capital expenditure	\$1,703
Non-monetary asset contributions	-
Other contributions to fund capital expenditure	-
<b>Adjusted Underlying Result (surplus/deficit)</b>	<b>(\$3,889)</b>

The Adjusted Underlying Result assists in removing the over-statement that results from including capital income without associated expenditure.

### Annual Unallocated Cash Result

Local government financial reporting, including the Comprehensive Income Statement, often includes a number of pre-allocated items that can make it difficult for readers to understand underlying performance. Contributions, grants and once-off project funding further contribute to this difficulty. These net surplus result also includes a number of non-cash items that are important to consider, but also conceal the underlying commitments and costs incurred in the year, and so it is useful to consider the annual result in the form of the **Annual Unallocated Cash Result**.

The ability to derive an Annual Unallocated Cash Result means that Council can make commitments in that year without creating unreasonable burden on Councils and communities in future years. Ideally, Council should be able to deliver a nominal unallocated cash result after it has allocated funding to deliver services, meeting its compliance and non-discretionary obligations, allocate intended funds to asset renewal works and make investments that work towards Council's strategic objectives.



Achieving an unallocated cash surplus in any given year is becoming increasingly difficult for Council under the Fair Go Rates System (rate capping). This will require Council to systematically and strategically review all of its services and all assets for which it has responsibility.

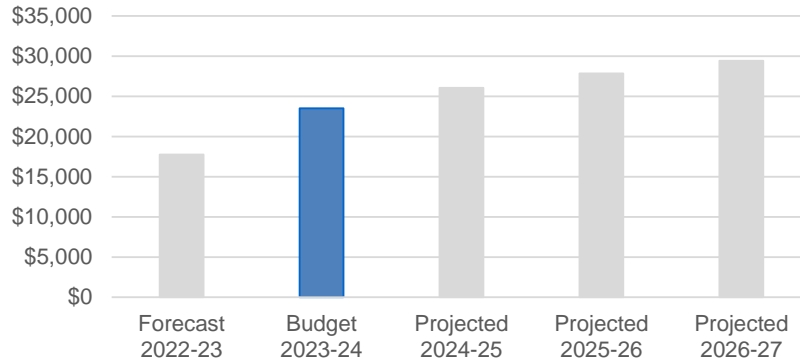
The unallocated cash surplus in 2023-24 is only achieved through the relatively low level of new investment in the Annual Asset Renewal program, which means that there are assets that have reached a condition where intervention is desired, but not able to be funded at this time. The balance of unallocated cash will be used to meet commitments that Council has already made in previous years and is yet to fund and deliver.

### Cash and Investments

Cash and investments are expected to increase by \$5.752million during the 2023-24 financial year to \$23.506 million. Over time there is an upward trend in cash balances which is reflective of the lower allocation of cash to new projects and initiatives planned at this time. While Council's cash balance remains at moderate levels, the funds are already fully committed to achieving Council priorities and Council has no accumulated unallocated cash at this time.

**Draft Budget 2023-24**

**Cash and Cash Equivalents  
(\$000's)**



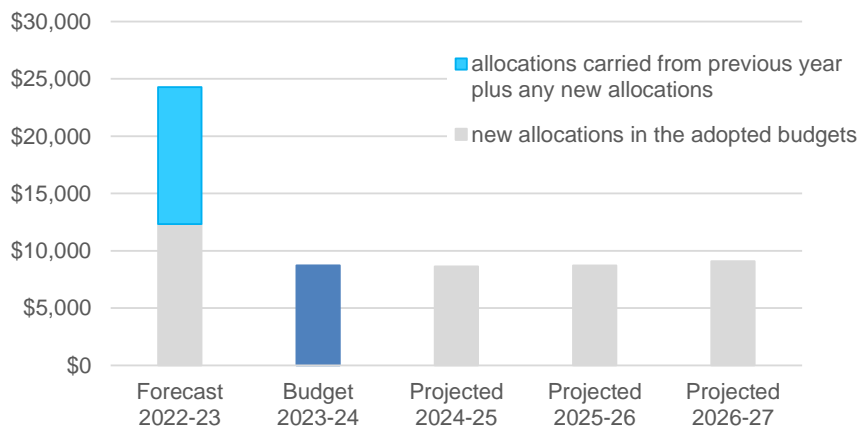
**Capital Works Program**

In any financial year the total program allocation for Council's Capital Works Program comprises new project commitments, the portion of the Capital Works Program that was not completed before the end of the previous financial year (project budgets 'carried forward') and any new projects arising throughout the year. With all of these inputs, the forecast for the total allocation to Council's Capital Works Program in 2022-23 is \$24.228 million.

The proposed Budget 2023-24 is premised on an assumption that works will be completed by the end of June 2023 and the allocations for the proposed Budget 2023-24 and three following years represent new allocations to the Capital Works Program.

As the 2022-23 financial year draws to a conclusion, an estimate of projects to be carried forward can be developed and included into the final budget or forecast in the first quarter of the next financial year.

**Capital Works Program - allocations  
(\$000's)**

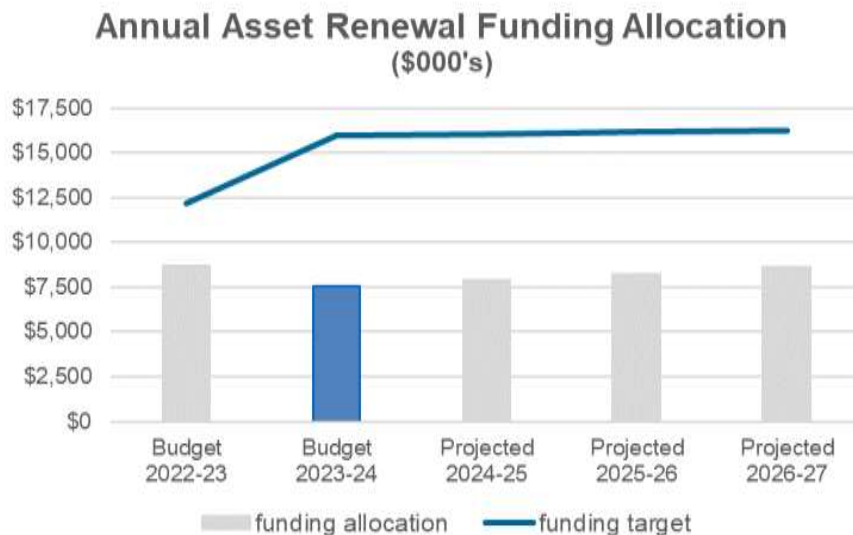


### Asset Renewal Funding

Council's Asset Renewal Funding Strategy is incorporated into its adopted Asset Plan. The strategy establishes the overall allocation to asset renewal that Council aims to make each year so that it can fund reconstruction and renewal works when assets need this type of intervention. A prioritised strategic approach to the asset renewal allocation avoids renewal requirements having to compete for funding against new priorities.

Council's Asset Renewal Funding Strategy uses annual depreciation as a proxy for the annual funding that Council should commit if it is to have funds available to respond to the anticipated asset renewal demands. When the value of demands exceeds the accumulated funds available, Council will have an 'asset renewal backlog' and when Council has an excess of funds committed it should quarantine the funds in a cash reserve to draw on funds when needed.

The Budget 2023-24 allocates \$7,528k to the asset renewal program compared to its target of \$15,942k.



Council is not able to fund its desired asset renewal funding allocation in 2023-24, with the target being an allocation equivalent to 110% of depreciation in the budget year. This means that the unfunded value of assets with a condition that has reached desired intervention, referred to as the 'asset backlog', will increase until Council can address this in the longer term.

Further information on Council's capital works program can be found in sections 3.5 and 4.5 of this document.

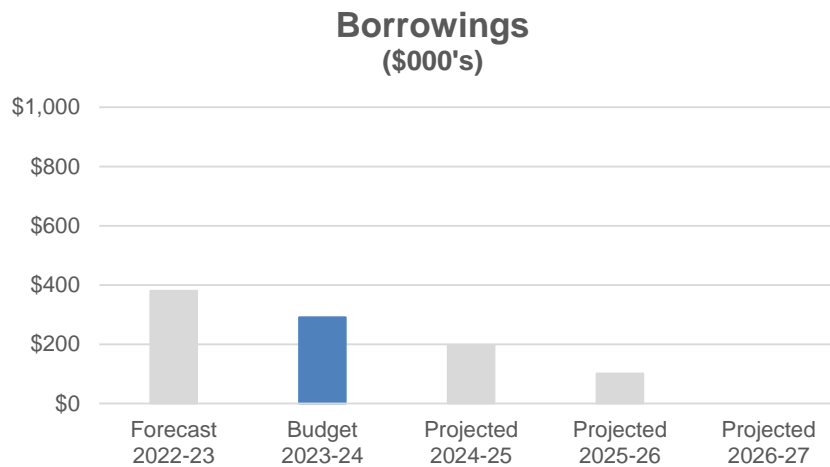
### Operational Projects

Council also invests in non-infrastructure projects each year across a range of activities and initiatives that help inform Council's decisions, plan for the future, or deliver important outcomes today for the community. Important examples of Operational Projects include development of strategies, policies, masterplans and supporting advocacy priorities. Council is allocating \$355k to operational projects in 2023-24 and these are listed in more detail in Appendix C.

**Draft Budget 2023-24**

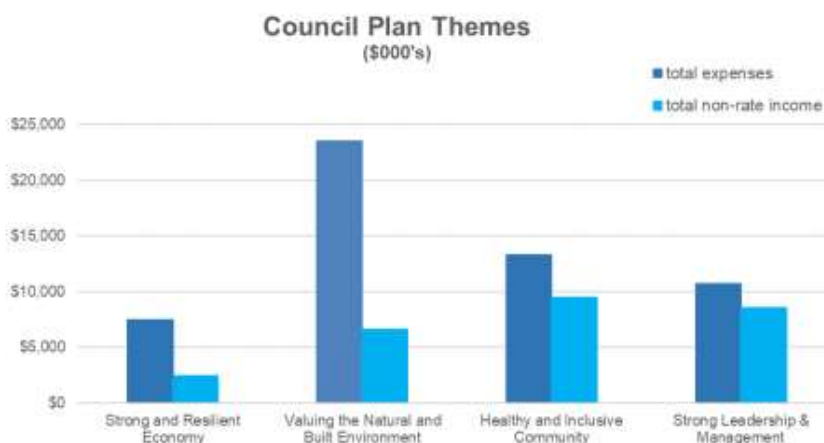
**Debt Management**

Council continues to maintain a low level of debt, with only one short-term loan planned to be taken in 2022-23. Council will consider its cash position before entering into any future debt arrangements. Section 4.2 of this document contains further information about Council's debt profile. The borrowings below represent the residual borrowing liabilities at the end of year (i.e. remaining principal at 30 June) and are based on the assumption that Council will enter a loan for \$380k in late June 2023 as per the adopted 2022-23 Budget, however this is still subject to Council decision through resolution.



**Strategic objectives**

The Council Plan 2021-2025 sets out the strategic objectives that Council will focus on for this Council term. The Council Plan has four key themes with corresponding strategic objectives and outcomes. The following graph outlines Council's total planned expense and non-rate income for each theme. These are detailed further in sections 1 and 2 of this Budget report.



Where service-specific income streams do not generate enough revenue to fully cover the costs of services and projects in that theme, the costs are covered through Council's general rates revenue and in effect all ratepayers are funding the services.

Expenses and investments reported under the theme of Strong Leadership and Management don't recognise the important role of corporate functions in supporting the customer-facing functions and

services that Council provides because Council has not yet implemented a model for distributing corporate overheads. Recognition of corporate overheads is recommended by the Victorian Auditor General and is one of the strategic objectives endorsed by Council when it adopted its Financial Plan in 2021.

### Major Initiatives

Council has identified major initiative for each of the Council Plan Themes to be delivered in 2023-24 financial year which are summarised in the following table.

Council Plan 2021-25 Theme	Major Initiative	Expense Budget \$000s
Strong and Resilient Economy	Forrest Caravan Park, Wastewater System completion	\$450
Valuing the Natural and Built Environment	Kennett River Wetland sediment removal	\$50
Healthy and Inclusive Communities	Small Halls Renewal Program	\$120
Strong Leadership and Management	ICT Critical Infrastructure Replacement	\$200

These major initiatives are described in more detail in section 2.

### Strategic targets

Council has also established Strategic Targets in accordance with *Local Government (Planning and Reporting) Regulations 2020*. This is a new requirement for Victorian Councils and the first time that these have been required to be stated in Council's annual budget. The following targets have been developed with consideration given to past performance, current priorities and planned investment by Council. These targets are summarised below and explained in more detail in section 5.

Service/Financial area	Description	2023-24 Target
<b>Service Indicators</b>		
<b>Governance</b> Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	53
<b>Roads</b> Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council/kms of sealed local roads	100%
<b>Statutory planning</b> Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time/Number of decisions made	85%
<b>Waste management</b> Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins	63%
<b>Financial Indicators</b>		
<b>Liquidity</b> Working Capital	Current assets/current liabilities	238.28%
<b>Obligations</b> Asset renewal	Asset renewal and upgrade expense/Asset depreciation	55.23%
<b>Stability</b> Rates concentration	Rate revenue/adjusted underlying revenue	62.20%
<b>Efficiency</b> Expenditure level	Total expenses/ no. of property assessments	\$3,656

## Draft Budget 2023-24

### 1 Link to the Council Plan and Community Vision

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

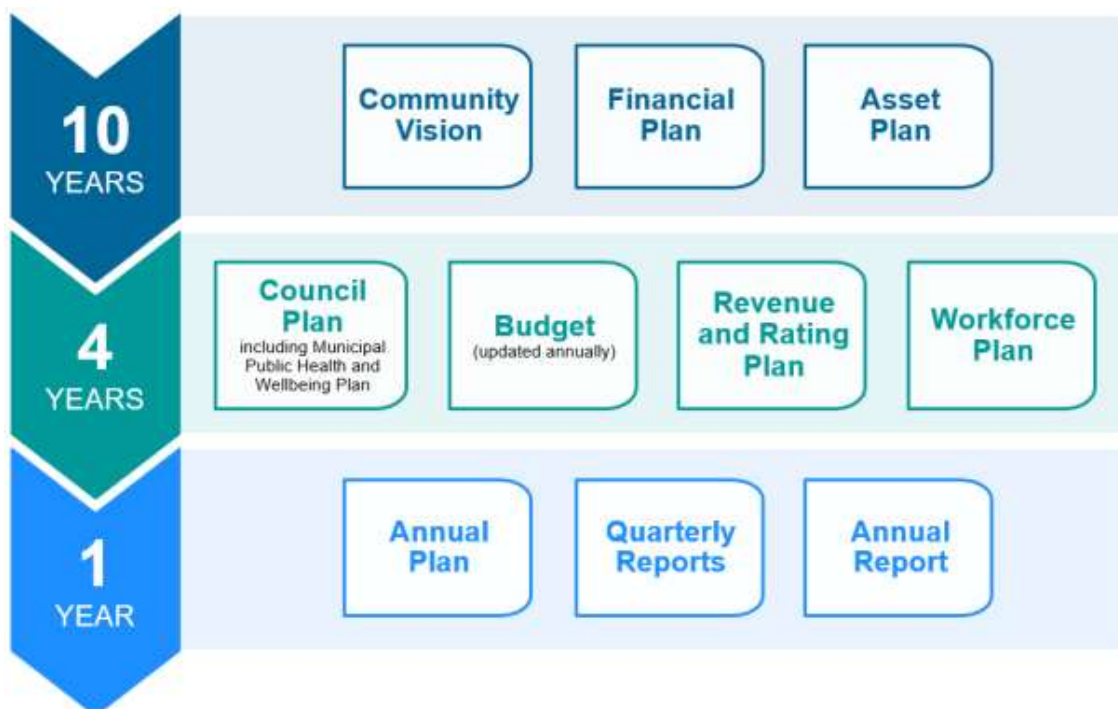
Council developed a vision statement with the community in 2021. This statement is found inside the cover of this budget document.

#### 1.1 Planning and Accountability Framework

Council has an Integrated Planning Framework that aligns our operational, corporate and strategic plans to deliver core services, and achieve sustainable improvements for the Council and community. The framework includes long, medium and short-term plans that set the direction of everything we do.

The Budget forms an important part of Council's Integrated Planning and Reporting Framework. This framework ensures that the Budget is developed in response to Council Plan priorities, and specifies the resources required to fund Council services and initiatives over the next 12 months and subsequent 3 financial years.

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



The framework includes reports to monitor the implementation of our plans. The Annual Report, including audited financial statements, is our report to the community on our performance during the year.

## 1.2 Council Plan Themes and Strategic Objectives

Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan 2021-2025.

The following table lists the four Strategic Objectives as described in the Council Plan.

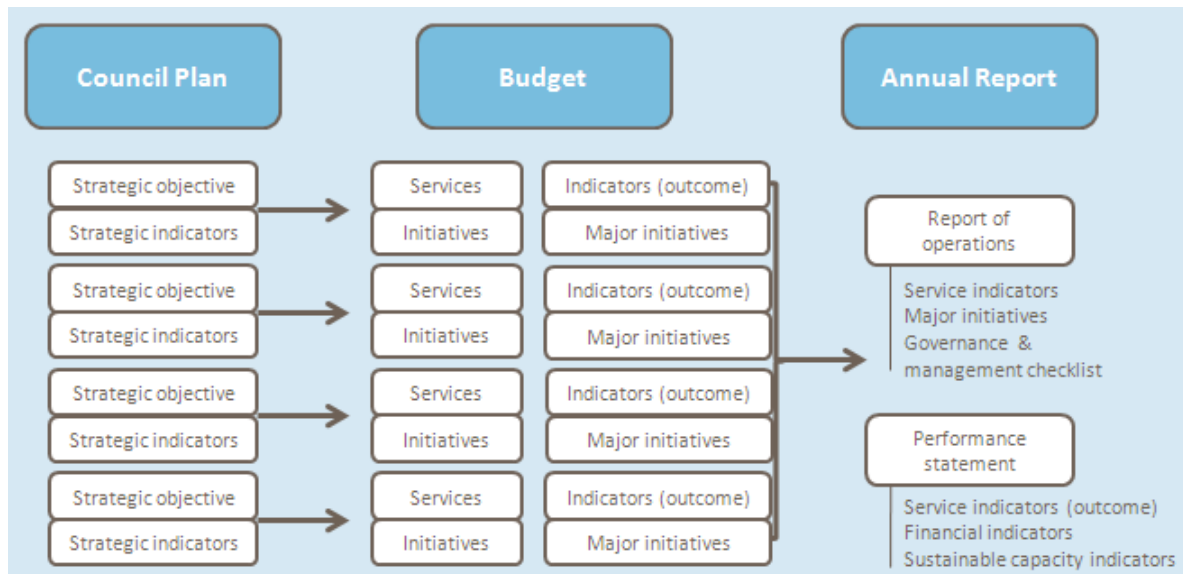
THEME	DESCRIPTION	STRATEGIC OBJECTIVES
STRONG AND RESILIENT ECONOMY	We are committed to expanding our diverse industries, vibrant arts community, world-renowned tourism, and professional health services. A healthy, growing economy will provide sustainable industries and jobs, and opportunities for all ages.	<ul style="list-style-type: none"> <li>Affordable and available housing will support our growing community and economy</li> <li>Attract, retain and grow business in our Shire</li> <li>Key infrastructure investment supports our economy and liveability</li> <li>Colac Otway Shire is a destination to visit</li> <li>Grow the Colac Otway Shire's permanent population by at least 1.5%</li> </ul>
VALUING THE NATURAL AND BUILT ENVIRONMENT	We will protect our natural environment and communities, by maintaining and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.	<ul style="list-style-type: none"> <li>We mitigate impacts to people and property arising from climate change</li> <li>We operate sustainably with a reduced carbon footprint</li> <li>Protect and enhance the natural environment</li> <li>We will satisfy our community's reasonable expectations to reduce waste going to landfill, increase resource recovery and minimise waste charges</li> <li>Provide and maintain an attractive and safe built environment</li> </ul>
HEALTHY AND INCLUSIVE COMMUNITY	We will continue to be a great place to live. We embrace our diverse community, take care of our older community and prepare our children for success. We care for each other, are friendly and welcoming, and enjoy a vibrant and active lifestyle. We are a small population with big hearts.	<ul style="list-style-type: none"> <li>All people have the opportunity to achieve and thrive in our shire</li> <li>People are active and socially connected through engaging quality spaces and places</li> <li>We are a safe, equitable and inclusive community</li> </ul>
STRONG LEADERSHIP AND MANAGEMENT	We will be leaders in good governance, transparency and strive for ongoing improvement.	<ul style="list-style-type: none"> <li>We commit to a program of best practice and continuous improvement</li> <li>We are a financially robust organisation</li> <li>We provide exceptional customer service</li> <li>We support and invest in our people</li> </ul>



## 2 Services, Initiatives and Service Performance Indicators

This section provides a description of the services and initiatives to be funded by Council in the 2023-24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan.

It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify in the budget major initiatives, initiatives and service performance outcome indicators, and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning.

Services for which there are prescribed performance indicators to be reported in accordance with the Regulations are included in the following sections. The reconciliation between the surplus for the year recorded on the Income Statement and the activities and initiatives is detailed within this section.

Sections 2.1 through to 2.4 provide indicative costs for the various services and functions of Council as they sit under each Council Plan theme.

The expenses, revenue and net costs indicated for the various services and functions in 2023-24 represent general recurrent operations and operational projects, but do not include non-cash items such as depreciation/amortisation or distribution of corporate overheads.

### 2.1 Council Plan Theme 1 - Strong and Resilient Economy

This theme represents Council's commitment to supporting the expansion of the Shire's diverse industries, vibrant arts community, world-renowned tourism, and professional health services.

This section outlines the activities and initiatives for Council services and key strategic activities.

Service Area	Description of Services Provided		2021-22 Actual \$'000	2022-23 Forecast \$'000	2023-24 Budget \$'000
Apollo Bay Harbour	The State Government has appointed Council to operate the Port of Apollo Bay to support the fishing industry and to manage the Apollo Bay Harbour for the enjoyment of the community	<i>Exp</i>	1,025	1,027	1,059
		<i>Rev</i>	(1,037)	(1,027)	(1,059)
		<b>NET</b>	<b>(12)</b>	<b>-</b>	<b>-</b>
Colac Regional Saleyards	This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.	<i>Exp</i>	377	396	366
		<i>Rev</i>	(515)	(467)	(505)
		<b>NET</b>	<b>(139)</b>	<b>(71)</b>	<b>(139)</b>
Economic Development	This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.	<i>Exp</i>	1,817	2,675	1,188
		<i>Rev</i>	(616)	(1,202)	(39)
		<b>NET</b>	<b>1,201</b>	<b>1,473</b>	<b>1,149</b>
Tourism	This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.	<i>Exp</i>	525	865	802
		<i>Rev</i>	(134)	(235)	(201)
		<b>NET</b>	<b>390</b>	<b>630</b>	<b>601</b>
Events	This service provides for active community involvement in the provisioning of management and support for community entertainment and events.	<i>Exp</i>	106	129	122
		<i>Rev</i>	(2)	(6)	(6)
		<b>NET</b>	<b>105</b>	<b>123</b>	<b>116</b>
Arts and Culture	This service is responsible for running the Colac Otway Performing Arts and Cultural Centre, plus providing support to the arts via events, grants and space provision.	<i>Exp</i>	770	936	849
		<i>Rev</i>	(149)	(315)	(441)
		<b>NET</b>	<b>621</b>	<b>622</b>	<b>409</b>
Statutory planning	This service fulfils Council's statutory obligations in being the 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.	<i>Exp</i>	1,585	1,571	1,460
		<i>Rev</i>	(432)	(496)	(382)
		<b>NET</b>	<b>1,153</b>	<b>1,075</b>	<b>1,079</b>
Strategic planning	This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.	<i>Exp</i>	377	1,375	930
		<i>Rev</i>	(71)	(549)	-
		<b>NET</b>	<b>305</b>	<b>826</b>	<b>930</b>

#### Major initiative in 2023-24 relating to this theme of a Strong and Resilient Economy

The major initiative for 2023-24 relating to this theme of a Strong and Resilient Economy is Council's funding commitment to complete the **Forrest Caravan Park, Wastewater System** project, with the goal of ensuring infrastructure investment supports the economy.

The allocation of \$450k in the Budget 2023-24 represents the balance of funding needed to install a new wastewater system at the Forrest Caravan Park, to be delivered in 2023-24. Council has already committed a funding to this project in previous years, and with the completion of detailed designs

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and the approvals now in hand this funding allocation in 2023-24 will enabled this important infrastructure to be delivered.

## Other Initiatives – Capital Projects

- Colac Regional Saleyards, septic system works
- COPACC, resurfacing and painting of main stage
- COPACC, replace auditorium chairs (phase 1)

## Other Initiatives – Operational Projects

- Birregurra structure plan review
- Key Worker Housing Feasibility, Nelson St Apollo Bay
- Northern towns growth plans

## Initiatives – New Recurrent Expenditure

- Annual investment in planning scheme amendments

## Service Performance Outcome Indicators relevant to this theme

Service	Indicator	Performance Measure	2021-22 Actual	2022-23 Forecast	2023-24 Target
Statutory planning	Decision making	Statutory planning Decision making Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	100%	100%	100%

## 2.2 Council Plan Theme 2 - Valuing the Natural and Built Environment

This theme represents Council's commitment to protecting our natural environment and communities, by maintaining and providing resilient infrastructure, and being leaders in sustainable living, modelling innovation and best practice.

This section outlines the activities and initiatives for Council services and key strategic activities.

Service Area	Description of Services Provided		2021-22 Actual \$'000	2022-23 Forecast \$'000	2023-24 Budget \$'000
Building services	These services support maintaining a safe built environment by overseeing compliance with building development controls	<i>Exp</i>	1,489	1,374	1,364
		<i>Rev</i>	(157)	(151)	(138)
		<b>NET</b>	<b>1,332</b>	<b>1,223</b>	<b>1,226</b>
Emergency Management	This service provides for the necessary support for the community in the case of an emergency event occurring.	<i>Exp</i>	545	596	268
		<i>Rev</i>	(0)	(14)	(10)
		<b>NET</b>	<b>545</b>	<b>582</b>	<b>258</b>

Service Area	Description of Services Provided		2021-22	2022-23	2023-24
			Actual \$'000	Forecast \$'000	Budget \$'000
Environmental Sustainability	This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.	<i>Exp</i>	508	706	712
		<i>Rev</i>	21	(22)	(47)
		<b>NET</b>	<b>528</b>	<b>684</b>	<b>665</b>
Civil infrastructure and building maintenance (See note below)	The civil works team is responsible for the construction, maintenance and day-to-day operation of Council's sealed and unsealed road, bridges, drainage and pathways. The Building maintenance team is responsible for a wide range of Council facilities and associated infrastructure (e.g. indoor sports facilities, recreation, early years, public toilets, community halls).	<i>Exp</i>	8,245	22,376	8,355
		<i>Rev</i>	(7,741)	(28,939)	(297)
		<b>NET</b>	<b>503</b>	<b>(6,563)</b>	<b>8,059</b>
Waste management	This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.	<i>Exp</i>	4,854	5,673	5,515
		<i>Rev</i>	(3,739)	(3,798)	(4,091)
		<b>NET</b>	<b>1,115</b>	<b>1,874</b>	<b>1,424</b>

Note – The preceding table includes operational projects expenses and income. For Civil Infrastructure management this includes \$15million relating to City Deals in the forecast for 2022-23. These funds and expenses are not included in the budget for 2023-24 as Council will not have responsibility for completion of these projects.

#### Major initiative in 2023-24 relating to this theme of Valuing the Natural and Built Environment

Coastal communities enjoy a special environment that needs to be protected from day-to-day activities, including appropriate stormwater management. Stormwater and drainage from the Kennett River hamlet discharges to a wetland that aims to provide treatment to stormwater before it is discharged to the environment. Over time, sediments collect in the wetland that reduce its capacity and treatment effectiveness. Council will invest \$50k in [Kennett River Wetland sediment removal](#) in 2023-24 to ensure that the wetland operates appropriately and the natural environment is protected.

#### Other Initiatives – Capital Projects

- Apollo Bay Resource Recovery Centre, Roller Door replacements
- Armstrong St Culvert, stormwater outlet renewal
- Bridges Renewal program (major culverts on Boundary Rd, De La Rues Rd, Hordern Vale Rd and Forest Rd South)
- Council Office, Rae St Colac, top level roof replacement
- Drainage improvement works, Murrell St, Birregurra
- Drainage improvement works, un-named laneway near Murray St, Colac
- Kerb and channel renewal works, 2023-24
- Landslip treatments, 2023-24 allocation
- Public street litter bin replacements and upgrades

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- Road safety works including guard fence replacements, 2023-24
- Sealed roads, annual reseal program, 2023-24
- Sealed roads, crack sealing program 2023-24
- Sealed roads, major patching program 2023-24
- Sealed road reconstruction, Forest St Colac (J Barrys Rd to Pound Rd)
- Sealed road reconstruction, Mooleric Rd, Stage 1
- Stormwater outlet renewal near Colac Yacht Club
- Stormwater pipe renewal near 45 Scenic Drive Apollo Bay
- Unsealed roads, annual resheeting program, 2023-24
- Water Garden improvement works, Cruikshank Court, Elliminyt

## Other Initiatives – Operational Projects

- Lavers Hill Hall septic compliance investigations

**Service Performance Outcome Indicators relevant to this theme**

Service	Indicator	Performance Measure	2021-22 Actual	2022-23 Forecast	2023-24 Target
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	55%	61%	63%
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	47	48	49

**2.3 Council Plan Theme 3 - Healthy and Inclusive Community**

This theme represents Council's commitment to ensuring that Colac Otway Shire continues to be a great place to live. Council commits to embrace our diverse community, take care of our older community and prepare our children for success.

This section outlines the activities and initiatives for Council services and key strategic activities.

Service Area	Description of Services Provided		2021-22 Actual \$'000	2022-23 Forecast \$'000	2023-24 Budget \$'000
Parks gardens and reserve management	The parks and gardens team cares for and manages the maintenance of landscaping in streetscapes and open space areas for the enjoyment of all community members, including the Colac Botanical Gardens.	<i>Exp</i>	1,325	2,267	2,681
		<i>Rev</i>	(1)	(1)	(1)
		<b>NET</b>	<b>1,324</b>	<b>2,266</b>	<b>2,680</b>
Children and family services	This service provides support to our children, families and youth to encourage and nurture their growth and development. Council's early years service delivery has a focus on kindergartens, family day care and maternal and child health services, and continues to supporting young people through delivery of state-funded programs.	<i>Exp</i>	1,104	1,237	977
		<i>Rev</i>	(820)	(866)	(647)
		<b>NET</b>	<b>285</b>	<b>372</b>	<b>330</b>
Older Persons and disability services	This service provides support to older persons and people with disabilities to with services and support that helps people to live independently in their own home for as long as possible.	<i>Exp</i>	4,113	5,039	4,032
		<i>Rev</i>	(4,499)	(5,378)	(4,844)
		<b>NET</b>	<b>(385)</b>	<b>(339)</b>	<b>(813)</b>
Recreation services	This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities.	<i>Exp</i>	381	406	304
		<i>Rev</i>	(52)	(13)	-
		<b>NET</b>	<b>329</b>	<b>392</b>	<b>304</b>
Leisure centre	This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.	<i>Exp</i>	1,899	2,015	2,197
		<i>Rev</i>	(912)	(1,294)	(1,621)
		<b>NET</b>	<b>987</b>	<b>720</b>	<b>576</b>
Connected communities	This function, in partnership with agencies outside of Council, strives to support the delivery of high quality, sustainable community health and wellbeing services that lead to a more connected, healthy and active community.	<i>Exp</i>	522	559	346
		<i>Rev</i>	(111)	(194)	(68)
		<b>NET</b>	<b>411</b>	<b>365</b>	<b>278</b>
Library Service	The library service provides resources and oversight to the Geelong Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.	<i>Exp</i>	726	941	1,025
		<i>Rev</i>	-	-	-
		<b>NET</b>	<b>726</b>	<b>941</b>	<b>1,025</b>



## Draft Budget 2023-24

Service Area	Description of Services Provided	2021-22	2022-23	2023-24	
		Actual \$'000	Forecast \$'000	Budget \$'000	
Local Laws and Animal Management	This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being. The work of the team is supported by Council's Local Laws that control general amenity matters. The team also undertakes animal management, helping lost pets be returned to their families and lost stock to be returned to farmers.	<i>Exp</i>	740	784	816
		<i>Rev</i>	(379)	(184)	(360)
		<b>NET</b>	<b>361</b>	<b>600</b>	<b>456</b>
Environmental Health	This service promotes a healthy and safe lifestyle by actively promoting and monitoring public health issues.	<i>Exp</i>	487	523	533
		<i>Rev</i>	(272)	(254)	(266)
		<b>NET</b>	<b>214</b>	<b>269</b>	<b>267</b>

**Major initiative in 2023-24 relating to this theme of a Healthy and Inclusive Community**

Council undertook a review of the role of Community Asset Committees in 2022-23 to ensure that it is providing the committees with good governance support that enables them to successfully look after assets that are important to their local communities.

Council recognises that many of its halls need some renewal works to be done, and Community Asset Committees willing to help, and is committing \$120k to a **Small Halls Renewal Program** that will deliver a range of renewal projects at these important local facilities.

## Other Initiatives – Capital Projects

- Birregurra Hall and streetscape works
- Birregurra Play Space redevelopment
- Ceremonial/Recognition Flagpole at Civic Precinct Colac
- Colac Central Bowling Club, Kitchen renewal project
- Colac Mallet Sports Club
- Colac Otway, allocation for urgent building renewal works
- Cororooke Maternal and Child Health Centre, plumbing renewal
- Donaldson's Play Space renewal works
- Elliminyt Tennis Court resurfacing and fence repairs
- Flagpole lighting project to enable permanent flying
- Footpath renewal program, 2023-24 allocation
- Great Ocean Road path, complete link to Pisces
- Hickeys Cutting to Old Coach Rd, Skenes Creek, pedestrian safety improvements
- Lavers Hill Hall, various renewal works
- Netball Court resurfacing, Western Reserve, Colac
- Paradise Park Reserve, picnic improvements
- Open space renewal works, 2023-24 allocation
- Roof compliance works, various buildings

- Small Halls program, various renewal activities
- Winifred Nance Kindergarten, verandah replacement
- Wydinia Kindergarten, roof replacement

## Other Initiatives – Operational Projects

- Colac Library compliance and safety projects
- Local Law review project completion

**Service Performance Outcome Indicators relevant to this theme**

Service	Indicator	Performance Measure	2021-22 Actual	2022-23 Forecast	2023-24 Target
Libraries (see note below)	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	3.98%	8%	12%
Aquatic facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	1.73	4.5%	5%
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	75.84%	75%	75%
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	88.89%	100%	100%
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	0% (Note: there were no prosecutions in 2021-22)	100%	100%

Note – The performance indicator for libraries (reflecting active library borrowers) is calculated as a rolling average over three years. Because 2021-22 was the first year that Council was a member of the Geelong Regional Library Corporation (GRLC) the indicator is low because there were no GRLC members for Colac Otway Shire in the two years prior. Similarly, the forecast 2022-23 indicator only has two years of membership data and it is not until Council has been an active member of GRLC for three years that it will have a realistic indication of active borrowers.



## Draft Budget 2023-24

## 2.4 Council Plan Theme 4 - Strong leadership and management

This theme represents Council's commitment to be leaders in good governance, transparency and strive for ongoing improvement. This section outlines the activities and initiatives for Council services and key strategic activities.

Service Area	Description of Services Provided		2021-22	2022-23	2023-24
			Actual \$'000	Forecast \$'000	Budget \$'000
Councillors, Executive and Governance	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated governance support which cannot be easily attributed to the direct service provision areas.	<i>Exp</i>	2,578	2,744	2,742
		<i>Rev</i>	(25)	(17)	(151)
		<b>NET</b>	<b>2,553</b>	<b>2,727</b>	<b>2,592</b>
Procurement and Contract management	This service provides oversight and governance on contractual and procurement services undertaken by Council.	<i>Exp</i>	228	279	398
		<i>Rev</i>	-	-	-
		<b>NET</b>	<b>228</b>	<b>279</b>	<b>398</b>
Finance, property and rates	This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.	<i>Exp</i>	1,641	1,751	1,709
		<i>Rev</i>	(39,039)	(35,819)	(8,337)
		<b>NET</b>	<b>(37,399)</b>	<b>(34,068)</b>	<b>(6,628)</b>
Information services	This services provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards	<i>Exp</i>	2,517	2,795	2,603
		<i>Rev</i>	-	-	-
		<b>NET</b>	<b>2,517</b>	<b>2,795</b>	<b>2,603</b>
People and Culture	This service provides and develops a culture of high performance, productivity and accountability across the organisation.	<i>Exp</i>	2,517	2,795	2,603
		<i>Rev</i>	-	-	-
		<b>NET</b>	<b>2,517</b>	<b>2,795</b>	<b>2,603</b>
Risk management	This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio	<i>Exp</i>	1,080	1,165	1,160
		<i>Rev</i>	(143)	(115)	(33)
		<b>NET</b>	<b>937</b>	<b>1,050</b>	<b>1,127</b>

### Major initiative in 2023-24 relating to this theme of Strong Leadership and Management

While Council continues to host its core business systems on premise, it is necessary that Council undertakes an **ICT Critical infrastructure** project to ensure it is appropriately managed. Core server and storage infrastructure is at its end of life and is to be replaced to ensure that business performance and capacity requirements are maintained as well as security and failure risks being minimised. Council is committing \$200k to this work in 2023-24.

#### Other Initiatives – Capital Project

- ICT annual device renewal program
- Fittings and Fixtures renewal program
- Light fleet replacement program, 2023-24
- Plant replacement program, 2023-24

**Service Performance Outcome Indicators relevant to this theme**

Service	Indicator	Performance Measure	2021-22 Actual	2022-23 Forecast	2023-24 Target
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	53	52	53

**2.5 Service Performance Outcome Indicators**

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2023-24 Annual Report.

**2.6 Reconciliation of Council Plan themes to the Income Statement**

This section outlines the activities and initiatives for Council services and key strategic activities.

**Service Performance Outcome Indicators relevant to this theme**

Service	Net Cost \$'000	Expense \$'000	Revenue \$'000
Strong and Resilient Economy	4,963	7,292	(2,330)
Valuing The Natural and Built Environment	13,084	17,530	(4,445)
Healthy and Inclusive Community	3,139	11,386	(8,247)
Strong Leadership & Management	1,463	9,983	(8,520)
<b>Total</b>	<b>22,649</b>	<b>46,190</b>	<b>(23,542)</b>

***Expenses added in:***

Depreciation	14,493
Amortisation - right of use assets	101
Finance costs	27

***Deficit before funding sources*** **37,270**

## Funding Sources added in:

Rates and charges revenue (excluding waste charges)	(31,678)
Capital grants	(3,406)

***Total funding sources*** **(35,084)**

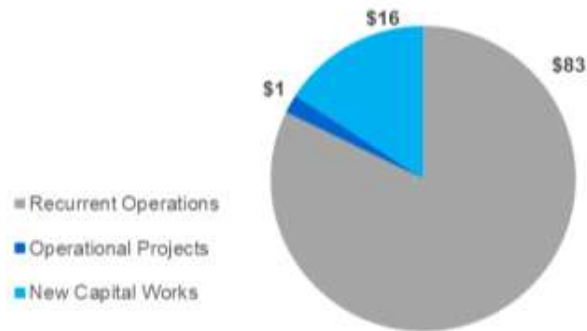
**Operating (surplus)/deficit for the year** **2,186**

## Draft Budget 2023-24

Each \$100 of expenditure in Council's budget for the 2023-24 financial year is allocated as follows:

- \$83 will be spent delivering Council's regular **services** and activities (recurrent operations)
- \$17 will be committed to new **initiatives** (capital and operational projects)

How does \$100 get spent in 2023-24?



## 2.7 Service Statistics

The following table provides the community with high-level information about the types and scale of regular services that Council can expect to deliver through this budget.

The list is not exhaustive and actual results are measured through the year.

<b>Customer experience</b>		<b>Community facilities</b>	
Total calls taken	35,000	Recreation reserves maintained	5
Total service centre visits	47,000	Recreation reserves supported	14
Number of transactions received	9,500	Playgrounds and skate parks maintained	33
<b>Governance functions</b>		<b>Aquatic facilities</b>	
Freedom of information requests p.a.	10	Bluewater annual membership	1,500
Community Asset Committees supported.	21	Bluewater learn to swim enrolments	420
<b>Positive aging and community care</b>		<b>Local Laws and Rangers Services</b>	
In home care hours delivered	42,500	Dog registrations	4,202
Number of individual clients receiving service	720	Cat registrations	1,337
Meals delivered 'on wheels'	5,500	<b>Statutory Planning</b>	
<b>Children's Services</b>		Applications determined	365
Family Day Care (hours provided)	9,000	Planning compliance matters addressed	19
New babies supported by M&CH	240	<b>Road services</b>	
Consultations with 0-3.5 year olds	2,000	Total length of roads maintained	1,628 kms
<b>Regulatory Building Services</b>		<b>Waste services</b>	
Property Information requests	800	Urban bins collected kerbside	10,298
Building permits received for lodgement	455	Rural bins collected roadside	167
<b>Environmental Health Services</b>		Waste to landfill (tonnes)	6,347
Food premises inspections	200	Recyclables collected (tonnes)	2,203
Registered food businesses	328	Glass collected (tonnes)	330
Immunisation vaccinations delivered	2,080	Food and Organics collected (tonnes)	3,486
<b>Saleyards</b>		<b>Library services</b>	
Cattle throughput	25,000	Library members	5,400
<b>COPACC activities</b>		Loans from Council libraries	95,500
Performances hosted annually	50	<b>Community Grants</b>	
Annual attendance at performances	10,000	Community/business initiatives supported	90
Business events hosted annually	160	<b>Parks and gardens</b>	
Annual participation in business events	9,000	Street trees planned to be planted	300

## Draft Budget 2023-24

### 3 Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023-24 has been supplemented with projections to 2026-27 that will inform the update of the Long Term Financial Plan.

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

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

#### Pending Accounting Standards

The 2023-24 budget has been prepared based on the accounting standards applicable at the date of preparation. Standards that are likely to impact on the 2023-24 financial statements have informed the preparation of the budget.

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2027

	NOTES	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Budget 2024-25 \$'000	Budget 2025-26 \$'000	Budget 2026-27 \$'000
<b>Income / Revenue</b>						
Rates and charges	4.1.1	33,726	35,365	36,686	38,072	39,529
Statutory fees and fines	4.1.2	866	917	931	945	959
User fees	4.1.3	7,526	7,210	7,228	7,246	7,355
Grants - Operating	4.1.4	27,099	11,269	10,992	10,712	10,872
Grants - Capital	4.1.4	12,779	3,406	1,703	1,703	1,703
Contributions - monetary	4.1.5	225	25	25	25	25
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		1,275	-	-	-	-
Fair value adjustments for investment property		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	(100)	(100)	(100)	(100)
Other income	4.1.6	365	333	331	330	330
<b>Total income / revenue</b>		<b>83,861</b>	<b>58,425</b>	<b>57,796</b>	<b>58,933</b>	<b>60,673</b>
<b>Expenses</b>						
Employee costs	4.1.7	24,035	24,106	24,744	26,060	27,102
Materials and services	4.1.8	37,732	20,407	20,935	21,481	22,233
Depreciation	4.1.9	13,900	14,493	14,593	14,693	14,793
Amortisation - right of use assets	4.1.10	24	101	119	118	113
Bad and doubtful debts		20	20	20	20	20
Borrowing costs		32	15	11	7	2
Finance Costs - leases		25	12	9	3	-
Other expenses	4.1.11	1,722	1,457	1,171	885	635
<b>Total expenses</b>		<b>77,490</b>	<b>60,611</b>	<b>61,602</b>	<b>63,268</b>	<b>64,899</b>
<b>Surplus/(deficit) for the year</b>		<b>6,371</b>	<b>(2,186)</b>	<b>(3,806)</b>	<b>(4,335)</b>	<b>(4,226)</b>
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment/(decrement)		-	-	-	-	-
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)						
<b>Total other comprehensive income</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total other comprehensive income</b>		<b>6,371</b>	<b>(2,186)</b>	<b>(3,806)</b>	<b>(4,335)</b>	<b>(4,226)</b>

## Draft Budget 2023-24

## 3.2 Balance Sheet

For the four years ending 30 June 2027

	NOTES	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projection 2024-25 \$'000	Projection 2025-26 \$'000	Projection 2026-27 \$'000
<b>Assets</b>						
<b>Current assets</b>						
		17,753	23,506	26,623	28,397	29,990
		2,063	1,579	1,566	1,597	1,645
		191	191	191	191	191
		570	570	-	-	-
		-	-	-	-	-
		242	242	242	242	242
<b>Total current assets</b>	4.2.1	<b>20,819</b>	<b>26,088</b>	<b>28,622</b>	<b>30,428</b>	<b>32,068</b>
<b>Non-current assets</b>						
		447,351	441,584	435,356	429,383	423,679
		147	147	147	147	147
	4.2.4	3,060	2,959	2,893	2,775	2,662
<b>Total non-current assets</b>	4.2.1	<b>450,558</b>	<b>444,690</b>	<b>438,396</b>	<b>432,305</b>	<b>426,488</b>
<b>Total assets</b>		<b>471,377</b>	<b>470,778</b>	<b>467,019</b>	<b>462,733</b>	<b>458,556</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
		3,345	5,024	5,134	5,307	5,476
		1,600	1,600	1,600	1,600	1,600
		4,226	4,226	4,226	4,226	4,226
	4.2.3	89	93	97	101	-
	4.2.4	18	6	27	18	-
<b>Total current liabilities</b>	4.2.2	<b>9,314</b>	<b>10,949</b>	<b>11,084</b>	<b>11,252</b>	<b>11,302</b>
<b>Non-current liabilities</b>						
		4,881	4,881	4,881	4,881	4,881
	4.2.3	291	198	101	-	-
	4.2.4	-	9	18	-	-
<b>Total non-current liabilities</b>	4.2.2	<b>5,136</b>	<b>5,088</b>	<b>5,000</b>	<b>4,881</b>	<b>4,881</b>
<b>Total liabilities</b>		<b>14,450</b>	<b>16,037</b>	<b>16,085</b>	<b>16,133</b>	<b>16,183</b>
<b>Net assets</b>		<b>456,927</b>	<b>454,740</b>	<b>450,934</b>	<b>446,599</b>	<b>442,373</b>
<b>Equity</b>						
		146,568	146,746	142,940	138,605	134,379
		310,359	307,994	307,994	307,994	307,994
<b>Total equity</b>		<b>456,927</b>	<b>454,740</b>	<b>450,934</b>	<b>446,599</b>	<b>442,373</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2027

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023 Forecast Actual</b>					
Balance at beginning of the financial year		450,555	133,368	291,114	26,073
Surplus/(deficit) for the year		6,371	6,371	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	6,828	-	(6,828)
<b>Balance at beginning of the financial year</b>		<b>456,927</b>	<b>146,568</b>	<b>291,114</b>	<b>19,245</b>
<b>2024 Budget</b>					
Balance at beginning of the financial year		456,927	146,568	291,114	19,245
Surplus/(deficit) for the year		(2,187)	(2,187)	-	-
Net asset revaluation increment/(decrement)	4.3.1	-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.2	-	2,365	-	(2,365)
<b>Balance at beginning of the financial year</b>		<b>454,740</b>	<b>146,746</b>	<b>291,114</b>	<b>16,880</b>
<b>2025</b>					
Balance at beginning of the financial year		454,740	146,746	291,114	16,880
Surplus/(deficit) for the year		(3,806)	(3,806)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at beginning of the financial year</b>		<b>450,934</b>	<b>142,940</b>	<b>291,114</b>	<b>16,880</b>
<b>2026</b>					
Balance at beginning of the financial year		450,934	142,940	291,114	16,880
Surplus/(deficit) for the year		(4,335)	(4,335)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at beginning of the financial year</b>		<b>450,555</b>	<b>133,368</b>	<b>291,114</b>	<b>26,073</b>
<b>2027</b>					
Balance at beginning of the financial year		446,599	138,605	291,114	16,880
Surplus/(deficit) for the year		(4,226)	(4,226)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at beginning of the financial year</b>		<b>442,373</b>	<b>134,379</b>	<b>291,114</b>	<b>16,880</b>



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## 3.4 Statement of Cash Flows

For the four years ending 30 June 2027

	NOTES	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projection 2024-25 \$'000	Projection 2025-26 \$'000	Projection 2026-27 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		34,777	35,645	36,635	38,022	39,476
Statutory fees and fines		866	924	930	944	958
User fees		7,526	7,267	7,224	7,243	7,349
Grants - operating		16,925	11,358	10,995	10,716	10,864
Grants - capital		12,779	3,433	1,748	1,702	1,703
Contributions - monetary		225	25	25	25	25
Trust funds and deposits taken		469	-	-	-	-
Other receipts		449	335	331	330	330
Employee costs		(24,035)	(23,226)	(24,667)	(25,916)	(26,988)
Materials and services		(34,980)	(19,662)	(20,871)	(21,421)	(22,151)
Trust funds and deposits repaid		-	-	-	-	-
Other payments		(1,722)	(1,404)	(1,202)	(916)	(662)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	<b>13,279</b>	<b>14,697</b>	<b>11,149</b>	<b>10,728</b>	10,904
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(24,228)	(8,726)	(8,366)	(8,720)	(9,090)
Proceeds from sale of property, infrastructure, plant and equipment		3,193	-	570	-	-
Payments for investments		-	(100)	(100)	(100)	(100)
Proceeds from sale of investments		-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	<b>(21,035)</b>	<b>(8,826)</b>	<b>(7,896)</b>	<b>(8,820)</b>	<b>(9,190)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(32)	(15)	(11)	(7)	(2)
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings		(216)	(89)	(93)	(97)	(101)
Interest paid - lease liability		(25)	(12)	(9)	(3)	-
Repayment of lease liabilities		(24)	(3)	(24)	(27)	(18)
<b>Net cash provided by/ (used in) financing activities</b>	4.4.3	<b>(297)</b>	<b>(118)</b>	<b>(136)</b>	<b>(134)</b>	<b>(122)</b>
Net increase/(decrease) in cash & cash equivalents		(8,054)	5,752	3,117	1,774	1,592
Cash and cash equivalents at the beginning of the financial year		25,807	17,753	23,506	26,623	28,397
<b>Cash and cash equivalents at the end of the financial year</b>		<b>17,753</b>	<b>23,506</b>	<b>26,623</b>	<b>28,397</b>	<b>29,990</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2027

	Forecast Actual 2022-23	Budget 2023-24	Projections		
Notes	\$'000	\$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Property</b>					
Land	298	-	-	-	-
Buildings	2,779	1,001	983	1,028	1,074
<b>Total land &amp; Buildings</b>	<b>3,077</b>	<b>1,001</b>	<b>983</b>	<b>1,028</b>	<b>1,074</b>
<b>Total property</b>	<b>3,077</b>	<b>1,001</b>	<b>983</b>	<b>1,028</b>	<b>1,074</b>
4.5.2					
<b>Plant and equipment</b>					
Plant, machinery and equipment	2,056	800	836	874	913
Fixtures, fittings and furniture	0	20	21	22	23
Computers and telecommunications	507	310	324	338	354
<b>Total plant and equipment</b>	<b>2,563</b>	<b>1,130</b>	<b>1,181</b>	<b>1,234</b>	<b>1,290</b>
4.5.2					
<b>Infrastructure</b>					
Roads	5,990	4,359	4,555	4,760	4,974
Bridges	1,509	244	255	266	278
Footpaths and cycleways	676	182	42	44	46
Drainage	146	320	262	274	286
Other infrastructure	10,267	1,489	1,088	1,114	1,142
<b>Total infrastructure</b>	<b>18,588</b>	<b>6,594</b>	<b>6,202</b>	<b>6,458</b>	<b>6,726</b>
4.5.2					
<b>Total capital works expenditure</b>	<b>24,228</b>	<b>8,726</b>	<b>8,366</b>	<b>8,720</b>	<b>9,090</b>
<b>Represented by:</b>					
New asset expenditure	5,144	721	250	250	250
Asset renewal expenditure	16,362	7,528	7,866	8,220	8,590
Asset upgrade expenditure	2,722	477	250	250	250
<b>Total capital works expenditure</b>	<b>24,228</b>	<b>8,726</b>	<b>8,366</b>	<b>8,720</b>	<b>9,090</b>
<b>Funding Sources represented by:</b>					
Grants	12,621	3,406	1,703	1,703	1,703
Contributions	55	-	-	-	-
Council Cash	11,552	5,319	6,663	7,017	7,387
Borrowings	-	-	-	-	-
<b>Total capital works expenditure</b>	<b>24,228</b>	<b>8,726</b>	<b>8,366</b>	<b>8,720</b>	<b>9,090</b>

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### 3.6 Statement of Human Resources

Council has continued to revise its functions and structures to ensure resources are used as efficiently as possible across the organisation. This has led to an overall reduction in budgeted FTE for the 2023-24 year. However, the reduction in overall FTE is primarily due to changes in the Federal Government's funding of in-house services to our older community, from a 'demand' based model to a 'supply' based model. This has meant a more realistic approach to the budgeting for what resourcing levels are required to deliver services. So whilst there has been a reduction in budgeted FTE, this does not mean a reduction in staff employed and does not mean a reduction in service delivery provided by Council.

For the four years ending 30 June 2027

NOTES	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projection 2024-25 \$'000	Projection 2025-26 \$'000	Projection 2025-26 \$'000
<b>Staff Expenditure</b>					
Employee costs -operating	34,035	24,106	24,744	26,060	27,102
Employee costs -capital	1,119	930	795	828	864
<b>Total staff expenditure</b>	<b>25,154</b>	<b>25,036</b>	<b>25,539</b>	<b>26,888</b>	<b>27,966</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employee costs	253.0	246.3	246.3	246.3	246.3
<b>Total staff expenditure</b>	<b>253.0</b>	<b>246.3</b>	<b>246.3</b>	<b>246.3</b>	<b>246.3</b>

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

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projection 2024-25 \$'000	Projection 2025-26 \$'000	Projection 2025-26 \$'000
Chief Executive Officer	1,087	979	108	-	-
Corporate Services	3,585	3,015	470	-	100
Community and Economy	9,397	4,992	4,395	10	-
Infrastructure and Operations	10,037	9,181	676	-	180
<b>Total permanent staff expenditure</b>	<b>24,106</b>	<b>18,167</b>	<b>5,649</b>	<b>10</b>	<b>280</b>
Capitalised labour costs	930				
<b>Total expenditure</b>	<b>25,036</b>				

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

	Budget 2023-24	Permanent Full time	Permanent Part time	Casual	Temp
Chief Executive Officer	11	10	1	-	-
Corporate Services	37	31	5	-	1
Community and Economy	96	51	45	0	-
Infrastructure and Operations	103	94	7	-	2
<b>Total permanent staff expenditure</b>	<b>246</b>	<b>186</b>	<b>58</b>	<b>0</b>	<b>3</b>

### 3.7 Summary of Planned Human Resources Expenditure

A summary of human resources expenditure categorised according to the organisational structure of Council for 2023-24 is included in the following table.

	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000
<b>Chief Executive Office</b>				
Permanent - Full time	999	1,026	1,080	1,124
Women	799	821	864	899
Men	0	0	0	0
Self-described gender	200	205	216	225
Permanent - Part time	110	113	119	124
Women	110	113	119	124
Men	0	0	0	0
Self-described gender	0	0	0	0
<b>Total Chief Executive Office</b>	<b>1,109</b>	<b>1,139</b>	<b>1,199</b>	<b>1,247</b>
<b>Corporate Services</b>				
Permanent - Full time	3,078	3,159	3,327	3,460
Women	1,879	1,928	2,031	2,112
Men	799	821	864	899
Self-described gender	400	410	432	449
Permanent - Part time	483	495	522	543
Women	383	393	414	430
Men	100	103	108	112
Self-described gender	0	0	0	0
<b>Total Corporate Services</b>	<b>3,561</b>	<b>3,655</b>	<b>3,849</b>	<b>4,003</b>
<b>Development and Community Services</b>				
Permanent - Full time	5,096	5,231	5,510	5,730
Women	3,098	3,180	3,349	3,483
Men	1,499	1,539	1,620	1,685
Self-described gender	500	513	540	562
Permanent - Part time	4,488	4,607	4,852	5,046
Women	3,571	3,665	3,860	4,014
Men	482	494	521	542
Self-described gender	436	447	471	490
<b>Total Development and Community Services</b>	<b>9,584</b>	<b>9,838</b>	<b>10,361</b>	<b>10,776</b>
<b>Environment and Infrastructure Services</b>				
Permanent - Full time	8,874	9,109	9,593	9,977
Women	979	1,005	1,059	1,101
Men	7,295	7,488	7,886	8,202
Self-described gender	600	615	648	674
Permanent - Part time	688	706	743	773
Women	375	385	405	421
Men	0	0	0	0
Self-described gender	313	321	338	352
<b>Total Environment and Infrastructure Services</b>	<b>9,561</b>	<b>9,815</b>	<b>10,336</b>	<b>10,750</b>
<b>Casuals, temporary and other expenditure</b>	<b>290</b>	<b>298</b>	<b>314</b>	<b>326</b>
<b>Capitalised labour costs</b>	<b>930</b>	<b>795</b>	<b>828</b>	<b>864</b>
<b>Total staff expenditure</b>	<b>25,035</b>	<b>25,539</b>	<b>26,888</b>	<b>27,966</b>

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A summary of human resources full-time equivalent (FTE) employees, categorised according to the organisational structure of Council for 2023-24, is included in the following table.

	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE
<b>Chief Executive Office</b>				
Permanent - Full time	10.0	10.0	10.0	10.0
Women	8.0	8.0	8.0	8.0
Men	0.0	0.0	0.0	0.0
Self-described gender	2.0	2.0	2.0	2.0
Permanent - Part time	1.1	1.1	1.1	1.1
Women	1.1	1.1	1.1	1.1
Men	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Chief Executive Office</b>	<b>11.1</b>	<b>11.1</b>	<b>11.1</b>	<b>11.1</b>
<b>Corporate Services</b>				
Permanent - Full time	30.8	30.8	30.8	30.8
Women	18.8	18.8	18.8	18.8
Men	8.0	8.0	8.0	8.0
Self-described gender	4.0	4.0	4.0	4.0
Permanent - Part time	4.8	4.8	4.8	4.8
Women	3.8	3.8	3.8	3.8
Men	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Corporate Services</b>	<b>35.6</b>	<b>35.6</b>	<b>35.6</b>	<b>35.6</b>
<b>Development and Community Services</b>				
Permanent - Full time	51.0	51.0	51.0	51.0
Women	31.0	31.0	31.0	31.0
Men	15.0	15.0	15.0	15.0
Self-described gender	5.0	5.0	5.0	5.0
Permanent - Part time	44.9	44.9	44.9	44.9
Women	35.7	35.7	35.7	35.7
Men	4.8	4.8	4.8	4.8
Self-described gender	4.4	4.4	4.4	4.4
<b>Total Development and Community Services</b>	<b>95.9</b>	<b>95.9</b>	<b>95.9</b>	<b>95.9</b>
<b>Environment and Infrastructure Services</b>				
Permanent - Full time	88.8	88.8	88.8	88.8
Women	9.8	9.8	9.8	9.8
Men	73.0	73.0	73.0	73.0
Self-described gender	6.0	6.0	6.0	6.0
Permanent - Part time	6.9	6.9	6.9	6.9
Women	3.8	3.8	3.8	3.8
Men	0.0	0.0	0.0	0.0
Self-described gender	3.1	3.1	3.1	3.1
<b>Total Environment and Infrastructure Services</b>	<b>95.7</b>	<b>95.7</b>	<b>95.7</b>	<b>95.7</b>
<b>Casuals and temporary staff</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>Capitalised labour</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>Total staff numbers</b>	<b>246.3</b>	<b>246.3</b>	<b>246.3</b>	<b>246.3</b>

## 4 Notes to the Financial Statements

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

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and Charges

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

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

Rates and charges are an important source of revenue for Council. Planning for future rate increases is an important component of the Long Term Financial Planning process. Like it ratepayers, most of Council's costs are impacted by inflation and market forces. Each year there are additional obligations placed on Councils by other levels of government in addition to various requests from the community to assist with challenges faced, or support for opportunities and aspirations.

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

The Fair Go Rates System sets out the maximum amount councils may increase rates in a year and in 2023-24 the rates cap has been set at 3.5%. The cap applies to both general rates and the municipal charge and is calculated based on council's average rates and charges (see table 4.1.1(l)). Council limits rate revenue increases to comply with the Fair Go Rates System.

The Valuer-General reviews the value of every property in the municipality annually, and these property values are used to calculate individual property rates. This annual revaluation does not result in a net gain or loss of revenue to Council.

Ratepayers may see rate increases that differ from the average 3.5% increase because of changes to their property value relative to that of other ratepayers' properties

At the time of preparing Council's draft budget, not all supplementary rate notices for 2022-23 have been processed. The final data in the adopted budget may differ from that which is disclosed below due to a change in the mix of differentials (types of property) once all of the supplementary rate notices for 2022-23 are processed. The average rate increase of 3.5% will still apply.

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

	2022-23 Forecast \$'000	2023-24 Budget \$'000	Change \$'000	%
General rates*	26,916	28,132	1,216	4.52%
Municipal charge*	2,947	3,106	159	5.39%
Waste management charge	3,407	3,713	306	9.0%
Special rates and charges	23	23	-	0.00%
Supplementary rates and rate adjustments	100	100	0	-
Revenue in lieu of rates	233	241	8	3.50%
Interest on rates and charges	100	50	(50)	(50.0%)
<b>Total rates and charges</b>	<b>33,726</b>	<b>35,365</b>	<b>1,639</b>	<b>4.86%</b>

1. These items include annualised supplementary rates, which are not subject to the rate cap.

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

Type or class of land	2022-23 cents/\$CIV	2023-24 cents/\$CIV	Change
Residential - Colac/Eliminyt	0.002860	0.002630	(8.0%)
Residential - Balance Of Shire	0.002431	0.002236	(8.0%)
Holiday Rental	0.002860	0.002630	(8.0%)
Rural Farm	0.002145	0.001973	(8.0%)
Commercial/Industrial - Colac/Eliminyt	0.004719	0.004340	(8.0%)
Commercial/Industrial - Balance Of Shire	0.004004	0.003682	(8.0%)

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

Type or class of land	2022-23 \$	2023-24 \$	Change \$	%
Residential - Colac/Eliminyt	7,558,740	7,697,042	138,302	1.8%
Residential - Balance Of Shire	8,905,772	9,292,143	386,371	4.3%
Holiday Rental	1,436,120	1,437,374	1,253	0.1%
Rural Farm	6,248,340	6,748,950	500,610	8.0%
Commercial/Industrial - Colac/Eliminyt	1,852,769	1,990,207	137,438	7.4%
Commercial/Industrial - Balance Of Shire	913,857	966,131	52,274	5.7%
<b>Total amount to be raised by general rates</b>	<b>26,915,598</b>	<b>28,131,847</b>	<b>1,216,250</b>	<b>4.5%</b>

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

Type or class of land	2022-23	2023-24	Change	
	Number	Number	Number	%
Residential - Colac/Elimityt	5,883	5,966	83	1.4%
Residential - Balance Of Shire	5,460	5,562	102	1.9%
Holiday Rental	567	554	(13)	(2.3%)
Rural Farm	2,857	2,892	35	1.2%
Commercial/Industrial - Colac/Elimityt	663	674	11	1.7%
Commercial/Industrial - Balance Of Shire	330	333	3	0.9%
<b>Total number of assessments</b>	<b>15,760</b>	<b>15,981</b>	<b>221</b>	<b>1.4%</b>

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

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

Type or class of land	2022-23	2023-24	Change	
	\$	\$	\$	%
Residential - Colac/Elimityt	2,642,916,000	2,926,632,000	283,716,000	10.7%
Residential - Balance Of Shire	3,663,419,000	4,155,699,000	492,280,000	13.4%
Holiday Rental	502,140,000	546,530,000	44,390,000	8.8%
Rural Farm	2,912,979,000	3,420,654,000	507,675,000	17.4%
Commercial/Industrial - Colac/Elimityt	392,619,000	458,573,000	65,954,000	16.8%
Commercial/Industrial - Balance Of Shire	228,236,000	262,393,000	34,157,000	15.0%
<b>Total value of land</b>	<b>10,342,309,000</b>	<b>11,770,481,000</b>	<b>1,428,172,000</b>	<b>13.8%</b>

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022-23	2023-24	\$	%
Municipal Charge	198	206	8	4.0%

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

Type of Charge	2022-23	2023-24	Change	
	\$	\$	\$	%
Municipal Charge	2,947,428	3,106,274	158,846	5.4%



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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022-23	2023-24	\$	%
Weekly Kerbside collection	319	351	32	10.0%
Fortnightly Kerbside collection	243	268	25	10.3%

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

Type of Charge	2022-23	2023-24	Change	
	\$	\$	\$	%
Weekly Kerbside collection	3,366,088	3,668,652	302,564	9.0%
Fortnightly Kerbside collection	41,067	44,220	3,153	7.7%
<b>Total</b>	<b>3,407,155</b>	<b>3,712,872</b>	<b>305,717</b>	<b>9.0%</b>

These figures include supplementary waste charges from new properties.

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

	2022-23	2023-24	Change	
	\$	\$	\$	%
General rates	26,915,598	28,131,847	1,216,250	4.5%
Municipal charge	2,947,428	3,106,274	158,846	5.4%
Kerbside collection and recycling	3,407,155	3,712,872	305,717	9.0%
Tirrengow er Drainage Scheme	22,500	22,500	-	-
<b>Total Rates and charges</b>	<b>33,292,681</b>	<b>34,973,493</b>	<b>1,680,813</b>	<b>5.0%</b>

## 4.1.1(l) Fair Go Rates System Compliance

Colac Otway Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2022-23	2023-24
Total Rates	\$ 29,356,729	\$ 30,184,806
Number of rateable properties	15,760	15,981
Base Average Rate	\$ 1,863	\$ 1,889
Maximum Rate Increase (set by the State Government)	<b>1.75%</b>	<b>3.50%</b>
Capped Average Rate	\$ 1,895	\$ 1,955
Maximum General Rates and Municipal Charges Revenue	\$ 29,870,472	\$ 31,241,274
Budgeted General Rates and Municipal Charges Revenue	\$ 29,863,026	\$ 31,238,121
Budgeted Supplementary Rates	\$ 100,000	\$ 100,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 29,963,026	\$ 31,338,121

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

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

- Supplementary valuations for new properties or subdivisions (2023/24: estimated \$100,000 and 2022/23: \$100,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

The rate and amount of rates payable in relation to land in each category of differential are listed above in item 4.1.1(b).

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.

#### Residential – Colac/Elliminyt

##### Definition:

Any land, whether vacant or built upon, which is located in Colac, Colac East, Colac West and Elliminyt that is not zoned for commercial or industrial use and which 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.

and whose highest and best use is deemed to be as residential land.

##### Objectives:

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

##### Types and Classes:

Rateable land having the relevant characteristics described below:

- a) used primarily for residential purposes,
- b) highest and best use is deemed to be as residential,
- c) any land that is not defined as Holiday rental land, Farm Land or Commercial/Industrial Land.

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### Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### Level of Rate:

100% of the base rate.

This rating category is deemed to be the “base rate” due to it containing the majority of assessments.

### Use of Land:

Any use permitted under the Colac Otway Shire Council Planning Scheme to be used for residential purposes

### Geographic Location:

In the localities of Colac, Colac East, Colac West and Elliminyt.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

### Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

## Residential – Balance of Shire

### Definition:

Any land which is located in localities other than Colac, Colac East, Colac West or Elliminyt which 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 whose highest and best use is deemed to be as residential land.

### Objectives:

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

### Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate of residential land. The vacant land affected by this rate is that which is zoned residential under the Colac Otway Shire Council Planning Scheme. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

**Types and Classes:**

Rateable land having the relevant characteristics described below:

- a) used primarily for residential purposes,
- b) highest and best use is deemed to be as residential,
- c) any land that is not defined as Holiday rental land, Farm Land or Commercial/Industrial Land.

**Use of Rate:**

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Level of Rate:**

85% of the base rate.

The justification for this category to be rated at a lesser rate than the base rate is that properties in this category are:

- generally in smaller townships or rural areas;
- have less access to the full suite of services and amenities provided by Council; and
- due to small populations are generally less likely to attract expenditure by Council.

**Use of Land:**

Any use permitted under the Colac Otway Shire Council Planning Scheme to be used for residential purposes.

**Geographic Location:**

In the localities of Colac, Colac East, Colac West and Elliminyt.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

**Types of Buildings:**

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

**Holiday Rental****Definition:**

Any land that contains a dwelling, cabin or house or part of a house that:

- a) Is used for the provision of holiday accommodation for the purpose of generating income; or
- b) Is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

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Note: Typically, the category will include absentee owned holiday houses publicly made available for short term accommodation for a tariff, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include:

- absentee owned holiday houses that are not publicly made available for hire but are used by family/friends of the owner for short term holiday accommodation, and
- 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 therefore include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi-unit developments and the like.

**Objectives:**

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

**Characteristics:**

Properties included in this rating category will be characterised by their use and/or availability for short term holiday accommodation for a tariff. The proportion of the year for which they are used for this purpose is not relevant.

The extent to which a property is let out for short term holiday accommodation will vary from property to property and will depend on a variety of factors.

A common factor however is the most property owners have the property set up as a business for taxation purposes.

**Types and Classes:**

Rateable land having the relevant characteristics described below:

- a) used for the provision of holiday accommodation for the purpose of generating income,
- b) Is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

**Use of Rate:**

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Level of Rate:**

100% of the base rate.

The justification for this category to be rated at the base rate is that

- the provision of short term holiday accommodation is generally conducted as a semi commercial activity, so rating these properties at the Commercial rate in the dollar would be unfair;

- There is also a wide variation as to the extent to which these properties are used for this purpose, so rating these properties at the Commercial rate in the dollar would be unfair and may force reluctant property owners to make the property available more often, possibly saturating the market and reducing returns able to be generated by many
- Use of these properties for this purpose tends to be seasonal

It is recognised however that:

- these properties are in direct competition with other holiday accommodation property types that are included in the Commercial rating category;
- owners of these properties benefit from using the property in this manner and that customers to these properties use facilities and infrastructure provided by the shire; and
- rates paid for properties in this category are generally a tax deductible expense.

It is therefore considered fair and equitable that these properties pay a rate in the dollar higher than the "Residential - Balance of Shire" rate in the dollar, but less than the Commercial rate in the dollar.

It is noted this means the Holiday rental properties in Colac/Elliminyt pay no more than the "Residential – Colac/Elliminyt" rate. Historically, there have been few properties in Colac/Elliminyt used for short term holiday accommodation, however with the rise of AirBnB, etc, this is an issue that will be monitored.

#### **Use of Land:**

Any use permitted under the Colac Otway Shire Council Planning Scheme that allows use of the property to provide short term holiday accommodation.

#### **Geographic Location:**

In all the localities of the Colac Otway Shire.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

#### **Types of Buildings:**

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

### **Rural Farm**

#### **Definition:**

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.

Any land which is "Farm Land" within the meaning of Section 2(1) of the Valuation of Land Act 1960.

- a) Farm Land means any rateable land that is 2 or more hectares in area;
- b) used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and

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That is used by a business –

- That has a significant and substantial commercial purpose of character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

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.

In addition, it may include small parcels of undeveloped land that do not meet the meaning of “Farm Land” prescribed in of section 2 of the Valuation of Land Act 1960, but are also deemed unlikely to be granted a town planning permit for a dwelling to be located on the property.

Typically these properties will be:

- a) up to 5 hectares in area;
- b) be zoned to allow the land to be used for rural and/or farming purposes;
- c) been deemed unviable for the purposes of carrying on a business of primary production by Council; and
- d) been deemed unsuitable to allow the construction of a dwelling.

### **Objectives:**

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

### **Characteristics:**

The characteristics of the Rural Farm planning scheme zoning are applicable to the determination of whether land is included in the Rural Farm rating category.

### **Types and Classes:**

Farm Land having the relevant characteristics described above that is:

- a) used primarily for primary production purposes; or
- b) any land that is not defined as Residential, Holiday Rental or Commercial/Industrial Land.

### **Use of Rate:**

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### **Level of Rate:**

75% of the base rate.

The justification for this category to be rated at a lesser rate than the base rate is that properties in this category are:

- in rural areas;
- have less access to the full suite of services and amenities provided by Council;
- are generally less likely to attract expenditure by Council;
- due to the land area required to operate, these properties have higher valuations (and therefore higher rates) than residential properties; and
- tend to operate in an environment that is subject to the vagaries of weather and external factors beyond the farmer's control.

**Use of Land:**

Any use permitted under the Colac Otway Shire Council Planning Scheme.

**Geographic Location:**

In all the localities of the Colac Otway Shire that contain land zoned in the Colac Otway Planning Scheme as Rural Farm.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

**Types of Buildings:**

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year

**Commercial/Industrial – Colac/Elliminyt**

**Definition:**

Any land which is located in Colac, Colac East, Colac West or Elliminyt which 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;

Is used primarily for:

- a) The sale of goods or services;
- b) Other commercial purposes; or
- c) Industrial purposes, or is land which is vacant but zoned for commercial or industrial use.

**Objectives:**

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

The commercial businesses of Colac Otway Shire Council benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of



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Council rates for commercial properties which is not available to the residential sector, and also the income generating capability of commercial based properties.

The Commercial differential rate is applied to promote the economic development objectives for the Colac Otway Shire Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in the municipality

### Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Commercial/Industrial Land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

### Types and Classes:

Commercial/Industrial having the relevant characteristics described below:

- a) used primarily for commercial or industrial purposes; or
- b) any land that is not defined as Residential, Holiday Rental or Farm Land.

### Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### Level of Rate:

165% of the base rate.

The rationale for this category to be rated at a rate above the base rate is that:

- businesses conducted at these properties benefit from the services and facilities provided by Council;
- services and facilities provided by the shire help to attract residents to the shire, which can provide businesses with both a source of labour and customers; and
- businesses generally have a capacity pay, which is complimented by rates being a tax deductible expense.

It is therefore deemed fair and equitable that properties in this category pay rates at a higher rate in the dollar than the base rate.

### Use of Land:

Any use permitted under the Colac Otway Shire Council Planning Scheme.

### Geographic Location:

In the localities of Colac, Colac East, Colac West and Elliminyt.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

**Types of Buildings:**

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

**Commercial/Industrial – Balance of Shire****Definition:**

Any land which is located in localities other than Colac, Colac East, Colac West or Elliminyt which 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;

is used primarily for:

- a) The sale of goods or services;
- b) Other commercial purposes; or
- c) Industrial purposes,

or is land which is vacant but zoned for commercial or industrial use.

**Objectives:**

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

The commercial businesses of Colac Otway Shire Council benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and also the income generating capability of commercial based properties.

The Commercial differential rate is applied to promote the economic development objectives for the Colac Otway Shire Council as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in the municipality

**Characteristics:**

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Commercial/Industrial Land. The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

**Types and Classes:**

Commercial/Industrial having the relevant characteristics described below:

- a) used primarily for commercial or industrial purposes; or
- b) any land that is not defined as Residential, Holiday Rental or Farm Land.

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### Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

### Level of Rate:

140% of the base rate.

The rationale for this category to be rated at a rate above the base rate is that:

- businesses conducted at these properties benefit from the services and facilities provided by Council;
- services and facilities provided by the shire help to attract residents to the shire, which can provide businesses with both a source of labor and customers; and
- businesses generally have a capacity pay, which is complimented by rates being a tax deductible expense.

However, as properties in this category are generally located in smaller townships, there can be less opportunity to generate revenue. This can vary depending on the type of business.

It is therefore deemed fair and equitable that properties in this category pay rates at a higher rate in the dollar than the base rate but less than the rate in the dollar for "Commercial/Industrial - Colac/Elliminyt"

### Use of Land:

Any use permitted under the Colac Otway Shire Council Planning Scheme. Geographic Location: In the localities of Colac, Colac East, Colac West and Elliminyt.

### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Colac Otway Shire Council Planning Scheme.

### Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

## Other Charges

### Municipal Charge

A Municipal Charge be declared for the budgeted period pertaining to this budget document to cover some of the administrative costs of the Council.

The Municipal Charge to be as stated in item 4.1.1(g) per annum for each rateable property in respect of which a municipal charge can be levied.

### Annual Service (Waste Management) Charges

An annual service charge for the weekly and fortnightly domestic kerbside collection service is also levied. The aim of the charge is to apportion the total cost of managing the collection, transportation and disposal of domestic waste, to the owners of all properties that derive a benefit from having the service available for use.

The charge is therefore levied on all developed assessments used primarily for residential or commercial purposes that are located on the designated collection routes. The charge is not levied on vacant land properties.

Commercial/Industrial properties may apply for an exemption from the charge if they produce non domestic types of waste and provide proof they have engaged a contractor to collect and dispose of their waste

#### **Tirrengower Special (Drainage) Scheme**

Colac Otway Shire Council utilise Special Charges on a case-by-case basis, except for the application of the Tirrengower Special (Drainage) Scheme. This is an ongoing scheme where landholders who benefit from the infrastructure contribute an annual amount equal to \$2.50 per hectare.

The special charge for the Tirrengower drainage works previously declared by Council to be fixed at \$2.50 per hectare for the period 1 July 2023 to 30 June 2024.

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## 4.1.2 Statutory fees and charges

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Statutory Planning Operations	373	373	0	-
Public Health Operations	232	243	11	4.5%
Building Services Operations	118	106	(12)	(10.2%)
Local Law s Operations	72	64	(8)	(11.1%)
Property & Rates Operations	42	33	(9)	(21.4%)
Infrastructure Customer Services	11	80	69	627.3%
Emergency Management Operations	14	10	(4)	(28.6%)
Planning Compliance	3	8	6	220.2%
Corporate Services Management	1	0	(1)	(66.7%)
<b>Total statutory fees and fines</b>	<b>866</b>	<b>917</b>	<b>52</b>	<b>6.0%</b>

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include fees for planning certificates, subdivision certificates, building certificates and local law infringements.

Revenue from statutory fees are budgeted to increase by 6.0% or \$0.052 million compared to 2022-23.

## 4.1.3 User charges

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Aged Care Management Administration	3,958	3,563	(395)	(10.0%)
Bluewater Fitness Centre Operations	1,500	1,596	96	6.4%
Colac Livestock Selling Centre Operations	467	505	38	8.1%
COPACC Management Operations	263	290	27	10.3%
Great Ocean Road VIC Operations	224	199	(25)	(11.2%)
Waste Management Administration	315	378	63	20.1%
Local Law s Operations	218	241	23	10.3%
Apollo Bay Harbour Admin	147	179	32	21.8%
Infrastructure Development	175	40	(135)	(77.1%)
Family & Children` s Services Operations	81	53	(28)	(34.0%)
Colac Visitor Information Centre Operations	35	-	(35)	(100.0%)
Airfield Operations	22	39	17	76.0%
Building Services Operations	32	32	(1)	(2.2%)
Public Health Operations	3	4	1	16.7%
Standpipe Management Operations	1	-	(1)	(100.0%)
Risk Management Operations	1	1	0	-
Statutory Planning Operations	1	1	0	-
Strategic Asset & Property Services Operations	80	87	7	8.7%
Financial Services Operations	2	2	0	-
Events Operations	4	4	0	-
<b>Total user fees</b>	<b>7,526</b>	<b>7,210</b>	<b>(316)</b>	<b>(4.2%)</b>

The budgeted decrease in user fees is largely due to change in delivery of fully-funded Home Care Packages in 2023-24 to reflect the new funding model of the Commonwealth Government. This increase is offset by the reduced costs to deliver the packages, as shown in the '4.1.7 Employee Cost' analysis.

The other area where user fees has decreased in comparison to 2022-23 is in the area of Infrastructure Development, where some categories of fees have been more correctly categorised as Statutory Fees and are now included in Note 4.1.2.

#### **4.1.4 Grants operating and capital**

The budgeted recurrent operating grants are similar to the 2022-23 forecast, with the expectation that Federal Assistant Grant (Victorian Grants Commission) funding will increase, with 50% of the 2023-24 grant received in advance in 2022-23.

The budgeted reduction in non-recurrent operating grants predominantly relates to the receipt of \$15.5m for the City Deals Projects, which has an offsetting expense of \$15.3m recognised in Materials and Services. The 2022-23 forecast also includes \$2.18m funding for Economic and Business Enterprise one-off projects, which has an offsetting expense.

The budgeted capital grants have decreased compared to 2022-23 by \$13.95m. 2022-23 includes capital grant funding received for capital works carried forward from 2021-22 and additional Local Roads and Community Infrastructure (LRCI) program funding of \$4.3m. 2023-24 capital grants include funding for Roads to Recovery of \$1.7m. The reduction in expected capital grants is reflected in the reduced capital works program (refer to section 4.5 Capital works program).

Council does not budget for grants or corresponding project budgets that are not confirmed with a signed grant agreement.

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	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	29,187	10,082	(19,105)	(65.5%)
State funded grants	10,691	4,593	(6,098)	(57.0%)
<b>Total grants received</b>	<b>39,878</b>	<b>14,675</b>	<b>(25,203)</b>	<b>(63.2%)</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Family & Children's Services Operations	330	170	(160)	(48.5%)
Aged Care Management Administration	91	29	(62)	(68.1%)
Other	66	66	0	-
Victorian Grants Commission	6,290	8,114	1,824	29.0%
<b>Recurrent - State Government</b>				
Aged Care Management Administration	1,048	1,071	23	2.2%
Port of Apollo Bay Operations	878	878	0	-
Environment and Community Safety Operations	21	47	26	123.8%
Maternal & Child Health Operations	410	423	13	3.2%
Regional Assessment Service Operations	182	182	0	-
COPACC Management Operations	95	95	0	-
School Crossing Supervision Operations	55	55	0	-
Revenue Services	50	50	0	-
Public Health Operations	19	20	1	6.4%
Family & Children's Services Operations	1	1	0	-
Bluewater Leisure Centre	10	-	(10)	(100.0%)
<b>Total recurrent grants</b>	<b>9,546</b>	<b>11,201</b>	<b>1,815</b>	<b>19.0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
City Deal Projects	15,500	-	(15,500)	(100.0%)
Family & Children's Services Operations	39	-	(39)	(100.0%)
<b>Non-recurrent - State Government</b>				
Economic Development Operations	1,166	-	(1,166)	(100.0%)
Community Services Management	194	68	(126)	(64.9%)
Family & Children's Services Operations	5	-	(5)	(100.0%)
Recreation & Open Spaces	77	-	(77)	100.0%
Working For Victoria	13	-	(13)	(100.0%)
Strategic Planning Operations	559	-	(559)	(100.0%)
<b>Total non-recurrent grants</b>	<b>17,553</b>	<b>68</b>	<b>(17,485)</b>	<b>(99.6%)</b>
<b>Total operating grants</b>	<b>27,099</b>	<b>11,269</b>	<b>(15,830)</b>	<b>(58.4%)</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,703	1,703	-	-
<b>Total recurrent grants</b>	<b>1,703</b>	<b>1,703</b>	<b>0</b>	<b>0.0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Recreation, Leisure and Community Facilities	5,168	-	(5,168)	(100.0%)
<b>Non-recurrent - State Government</b>				
Local Roads and Community Infrastructure Funding	5,908	1,703	(4,205)	(71.2%)
<b>Total non-recurrent grants</b>	<b>11,076</b>	<b>1,703</b>	<b>(9,373)</b>	<b>(84.6%)</b>
<b>Total capital grants</b>	<b>12,779</b>	<b>3,406</b>	<b>(9,373)</b>	<b>(73.3%)</b>
<b>Total Grants</b>	<b>39,878</b>	<b>14,675</b>	<b>(25,203)</b>	<b>(63.2%)</b>

#### 4.1.5 Contributions

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Monetary	225	25	(200)	(88.9%)
Non-monetary	-	-	-	-
<b>Total contributions</b>	<b>225</b>	<b>25</b>	<b>(200)</b>	<b>(88.9%)</b>

Monetary contributions are expected to decrease due to 2023-24 contributions relating to one-off projects and anticipated public open space contributions. 2022-23 project contributions related to the Colac Civic Precinct Plan (\$90k), Planning Scheme Amendment Birregurra Flood Study (\$20K), Community Sport Lighting Upgrades (\$55k), and various reserve projects (\$55k).

#### 4.1.6 Other income

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Reimbursements	56	41	(15)	(27.0%)
Port of Apollo Bay Administration Income	2	2	-	-
Interest	20	20	0	-
Other income	234	258	24	10.1%
Works on Road Permits	-	-	0	-
Rates Legal Costs Recovered	53	13	(40)	(75.5%)
Landing Fees	-	-	-	-
<b>Total other income</b>	<b>365</b>	<b>333</b>	<b>(31)</b>	<b>(8.6%)</b>

The budget for other income is expected to reduce due to a realignment to use fees as well as removal of Barnard Trust will be offset by the reduced costs in materials and services, as shown in the '4.1.8 Materials and services' analysis.

#### 4.1.7 Employee costs

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	17,330	17,542	212	1.2%
Employee Leave	2,887	2,006	(881)	(30.5%)
Superannuation	1,982	2,414	432	21.8%
Casual Staff	591	729	139	23.5%
Sick Leave	565	678	114	20.1%
Other Employee Benefits	9	12	3	36.8%
Fringe Benefits Tax	174	175	1	0.4%
WorkCover	497	550	53	10.6%
<b>Total employee costs</b>	<b>24,035</b>	<b>24,106</b>	<b>71</b>	<b>0.3%</b>

Primary drivers of the change between the 2022-23 and 2023-24 financial years include: reduction in overall FTE, increases in wages and salaries arising from EBA increments and allowances, increase in superannuation to 11.5% and increase in WorkCover premiums. While these are the underlying changes, the financial model Council uses to distribute overall employee costs includes a re-distribution of overheads across various cost elements, and so comparison between years for each line is not directly comparable.

Refer to section 3.6 notes to the Statement of Human Resources for more information on employee costs.



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## 4.1.8 Materials and services

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Contractors	26,652	9,094	(17,558)	(65.9%)
Materials	3,743	4,003	259	6.9%
Subscriptions and memberships	2,360	2,436	76	3.2%
Utilities	1,254	1,281	27	2.1%
Consultants	1,304	734	(570)	(43.7%)
Agency staff	543	652	109	20.1%
Insurances	938	1,187	249	26.6%
Training costs	504	523	18	3.6%
Plant and equipment (maintenance & internal charge)	214	314	101	47.1%
Legal costs	144	160	16	11.1%
Venue Hire	31	8	(23)	(73.7%)
Other expenditure	41	10	(31)	(75.6%)
Permits	2	2	0	-
Merchant Fees	3	5	2	66.7%
<b>Total materials and services</b>	<b>37,732</b>	<b>20,407</b>	<b>(17,325)</b>	<b>(45.9%)</b>

The budget for materials and services is expected to reduce in 2023-24, largely due to the 2022-23 forecast including projects carried forward from previous years, as well as non-recurrent operational initiatives. These significant initiatives total \$9.46m and include \$4.6m contractor costs relating to the City Deals Projects and \$930k for expenses related to the Forrest Mountain Bike Trail.

As referenced in the CEO's introduction, Council has also reduced its budget in 2023-24 by \$0.257 million through identifying efficiencies and improved budgeting processes, including through centralising training budgets, phones and printing costs, and reduced legal costs and other miscellaneous savings.

## 4.1.9 Depreciation

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Buildings	1,939	1,939	0	-
Plant & equipment	1,770	1,770	0	-
Infrastructure	10,190	10,783	592	5.8%
<b>Total depreciation</b>	<b>13,900</b>	<b>14,493</b>	<b>592</b>	<b>4.3%</b>

Depreciation measures the allocation of the value of an asset over its useful life for Council's property, plant and equipment (including infrastructure assets such as roads and drains) as a result of delivering services to the community. The increase of \$0.592 million or 4.3% compared to 2022-23 is due mainly to the anticipated completion of the 2022-23 capital works program and incorporation of information coming through preliminary asset revaluation work in early 2023.

#### 4.1.10 Amortisation

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Right of use assets	24	101	77	324.8%
<b>Total amortisation - right of use assets</b>	<b>24</b>	<b>101</b>	<b>77</b>	<b>324.8%</b>

Amortisation measures the allocation of an intangible asset over its useful life for the tip air space and leases (right of use assets). Amortisation of right of use assets include the Apollo Bay Early Years Hub, Colac Library and gym equipment at Bluewater Leisure Centre.

#### 4.1.11 Other expenses

	Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Grants and donations paid	748	711	(38)	(5.1%)
Elected Members Allow ances	234	312	78	33.4%
Other costs	510	222	(288)	(56.5%)
Fire service levy	70	70	-	-
Auditors remuneration	47	60	13	27.7%
Rates Written Off	30	-	30	(100.0%)
Elected Members Superannuation Contribution	24	25	-	-
Elected Member Mileage Allow ance per km	20	20	-	-
Animal registration levy	23	24	1	4.3%
Royalties and commissions	5	9	4	80.0%
Interest Payments Interfund	5	-	(5)	(100.0%)
Remote Area Councillor Travel Allow ance	3	3	-	-
Corporate Card Expenses	3	3	-	-
<b>Total other expenses</b>	<b>1,722</b>	<b>1,457</b>	<b>(264)</b>	<b>(15.3%)</b>

The budgeted movement mainly relates to operating projects carried forward from 2021-22, Outdoor Activation \$171k and Information Service projects \$150k which are reflected in the forecast 'Other costs' in 2022-23.

## 4.2 Balance Sheet

### 4.2.1 Assets

Assets will decrease in 2023-24 with Cash increasing and Property, Infrastructure, Plant and Equipment expected to decrease. Property, infrastructure, plant and equipment comprise 93.8% of Council's total assets and the decrease is largely due to the capital works program being lower than depreciation. 'Right-of-Use' assets have increased from prior years, primarily by the recognition of the Colac Library which was transferred at a value of \$2.76 million.

### 4.2.2 Liabilities

Liabilities will decrease in 2023-24, with a combination of reduced trade creditors and provisions offset with an increase in trust deposits held by Council, the main contributors. New loan borrowings of \$380k are proposed for the 2023-24 year. The lease liabilities of \$18k reflect the remaining liability for committed lease payments for equipment. The leased equipment assets are represented under 'Right of Use' assets in the balance sheet.

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## 4.2.3 Borrowings

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

	Forecast 2022-23 \$'000	Budget 2023-24 \$	Budget 2024-25 \$	Budget 2025-26 \$	Budget 2026-27 \$
Amount borrowed as at 30 June of the prior year	596	380	291	198	101
Amount proposed to be borrowed	380	-			
Amount projected to be redeemed	(596)	(89)	(93)	(97)	(101)
<b>Amount of borrowings as at 30 June</b>	<b>380</b>	<b>291</b>	<b>198</b>	<b>101</b>	<b>0</b>

## 4.2.4 Leases by category

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

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000
<b>Right-of-use assets</b>		
Property	3,000	2,918
Plant and equipment	60	41
<b>Total right-of-use assets</b>	<b>3,060</b>	<b>2,959</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Plant and equipment	6	27
<b>Total current lease liabilities</b>	<b>6</b>	<b>27</b>
<b>Non-current lease liabilities</b>		
Plant and equipment	9	18
<b>Total non-current lease liabilities</b>	<b>9</b>	<b>18</b>
<b>Total lease liabilities</b>	<b>15</b>	<b>45</b>

### 4.3 Statement of Changes in Equity

Reserve Name	Reserve Type	Forecast	Budget
		2022-23 \$'000	2023-24 \$'000
Asset Revaluation Reserve	Discretionary	291,114	291,114
Financial Assistance Grants received in Advance	Discretionary	6,291	4,107
Waste Management Reserve	Discretionary	2,682	2,610
Landfill Rehabilitation (Alvie) Reserve	Discretionary	1,151	1,208
Long Service Leave Reserve	Discretionary	2,983	2,883
Plant Replacement Reserve	Discretionary	884	954
Port of Apollo Bay Reserve	Contractual	17	17
Recreational Lands Reserve	Statutory	970	970
Rehabilitation Reserve	Discretionary	1,046	1,189
Water Sensitive Urban Design	Discretionary	68	68
Disaster Recovery	Discretionary	6	6
Strategic Projects Reserve	Discretionary	3,069	2,789
Tirrengow er Drainage Scheme Reserve	Contractual	78	78
<b>Total Equity Reserves</b>		<b>310,359</b>	<b>307,993</b>

#### Purpose for Reserves

##### Asset Revaluation Reserve

###### Purpose

This reserve captures the reassessment of the value of Council's capital assets.

##### Carryover Reserve

###### Purpose

The purpose of this reserve is to act as a mechanism to carry over funding for projects that are still in progress at year end.

##### Financial Assistance Grants received in advance

###### Purpose

The purpose of this reserve is to set aside any Commonwealth Financial Assistance Grant funding received in advance of its intended allocation. Financial Assistance Grants received in advance.

##### Waste Management Reserve

###### Purpose

This reserve was set up as a source of funding the replacement of kerbside bins. All funds in this reserve are collected from the waste collection service charge and are to be used only in connection with the waste collection service.

##### Long Service Leave Reserve

###### Purpose

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The purpose of this reserve is to ensure that the nominal long service leave balances owing to employees are maintained.

### **Landfill Rehabilitation (Alvie) Reserve**

#### Purpose

This reserve relates to the funds required to restore the Alvie landfill. The rehabilitation reserve will continue to grow until the landfill closes, at which time, the funds will be utilised to meet this obligation.

### **Recreational Lands Reserve**

#### Purpose

Statutory reserve to be used for the development of recreational reserves and public open space.

### **Rehabilitation Reserve**

#### Purpose

This reserve is to fund the rehabilitation and aftercare of the various closed waste disposal sites across the Colac Otway Shire.

### **Plant replacement Reserve**

#### Purpose

This reserve is to fund the replacement of council's plant at the end of their useful lives. Inflows to the reserve accrue out of any plant operating surplus with the funds then being used for the changeover of plant.

### **Strategic Projects Reserve**

#### Purpose

The purpose of this reserve is for strategic projects and acquisitions of new or expanded assets that are of an intergenerational nature.

### **Tirrengower Drainage Scheme Reserve**

#### Purpose

These funds are collected via a special rate and must be expended against the purpose of the drainage scheme at Tirrengower.

### **Disaster Recovery**

#### Purpose

This reserve relates to disaster recovery funds received for bushfire and flood events.

#### **4.4 Statement of Cash Flows**

##### **4.4.1 Net Cash Provided from Operating Activities**

There is an increase in cash provided by operating activities in 2023-24 compared to the forecast 2022-23 financial year due to the higher cost of materials and services expected to be incurred in 2022-23 to complete the projects carried forward from 2021-22.

The capital program is budgeted to reduce in 2023-24, as carried forward projects from 2021-22 are completed in 2022-23.

##### **4.4.2 Cash Flows from Investing Activities**

New capital works budgeted in 2023-24 is lower than the 2022-23 budgeted program of \$8.7m by \$3.6m. The decrease in 'Payments for property, infrastructure, plant and equipment' mainly reflects this reduced program.

##### **4.4.3 Cash Flows from Financing Activities**

One loan to be refinanced in June 2023 of \$380k. 2023-24 repayments represent scheduled loan repayments of \$89k and the \$130k one-off repayment.

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## 4.5 Statement of Capital Works

This section provides a summary of the planned capital expenditure and funding for the 2023-24 year classified by expenditure type and funding source.

### 4.5.1 Summary

	Forecast	Budget	Change	%
	2022-23	2023-24		
	\$'000	\$'000	\$'000	
Property	3,077	1,001	(2,076)	-67.46%
Plant and equipment	2,563	1,130	(1,433)	-55.91%
Infrastructure	18,588	6,594	(11,994)	-64.52%
<b>Total</b>	<b>24,228</b>	<b>8,726</b>	<b>(15,502)</b>	<b>-63.99%</b>

	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,001	-	941	60	366	-	635	-
Plant and equipment	1,130	-	1,130	-	-	-	1,130	-
Infrastructure	6,594	721	5,456	417	3,040	-	3,554	-
<b>Total</b>	<b>8,726</b>	<b>721</b>	<b>7,528</b>	<b>477</b>	<b>3,406</b>	<b>-</b>	<b>5,319</b>	<b>-</b>

The 2022-23 forecast figures include capital works carried forward from previous years and increased funding renewal and upgrade works. The 2022-23 Capital Works Program has increased from the Adopted Budget of \$12.33million, by \$11.895million. The proposed Budget 2023-24 is premised on all of the 2022-23 Capital Works Program being completed and this will be affirmed at the end of 2022-23 financial year draws to a close.

### 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>								
<b>Buildings</b>								
<i>Building Renewal Programme</i>	941	-	941	-	366	-	575	-
<i>Building Upgrade Programme</i>	60	-	-	60	-	-	60	-
<b>TOTAL PROPERTY</b>	<b>1,001</b>	<b>-</b>	<b>941</b>	<b>60</b>	<b>366</b>	<b>-</b>	<b>635</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
<i>Annual Heavy Plant Replacement Program</i>	600	-	600	-	-	-	600	-
<i>Annual Light Fleet Replacement Program</i>	200	-	200	-	-	-	200	-
<b>Fixtures, Fittings and Furniture</b>								
<i>Fixtures, Fittings and Furniture</i>	20	-	20	-	-	-	20	-
<b>Computers and Telecommunications</b>								
<i>ICT - Device Renewal</i>	110	-	110	-	-	-	110	-
<i>ICT - Critical Infrastructure Improvement</i>	200	-	200	-	-	-	200	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,130</b>	<b>-</b>	<b>1,130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,130</b>	<b>-</b>

## Current Budge (cont.)

Capital Works Area	Project Cost \$'000	Asset expenditure types			Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>								
<b>Roads</b>								
<i>Crack Sealing Program</i>	80	-	80	-	-	-	80	-
<i>Kerb and Channel Renewal Program</i>	109	-	109	-	-	-	109	-
<i>Major Patching Program</i>	300	-	300	-	-	-	300	-
<i>Sealed Road Reconstruction Renewal Program</i>	1,780	-	1,780	-	703	-	1,077	-
<i>Unsealed Road Reconstruction Program</i>	1,850	-	1,850	-	1,000	-	850	-
<i>Road Safety Renewal Program</i>	90	-	90	-	-	-	90	-
<i>Road Safety Upgrade Program</i>	150	-	150	-	-	-	150	-
<b>Bridges</b>								
<i>Bridge Renewal Program</i>	244	-	244	-	-	-	244	-
<b>Footpaths and Cycleways</b>								
<i>Footpath New Program</i>	142	142	-	-	142	-	-	-
<i>Footpath Renewal Program</i>	40	-	40	-	-	-	40	-
<b>Drainage</b>								
<i>Stormwater Renewal Program</i>	251	-	251	-	-	-	251	-
<i>Stormwater Upgrade Program</i>	69	-	-	69	-	-	69	-
<b>Other infrastructure</b>								
<i>Western Reserve Netball Courts Resurfacing</i>	70	-	70	-	70	-	-	-
<i>Public street litter bin replacement program-Includes solar compaction bins and additional public recycling bins</i>	120	-	72	48	-	-	120	-
<i>Repair works to the Apollo Bay Recourse Recovery Centre building</i>	55	-	55	-	-	-	55	-
<i>Eliminyt Tennis court resurfacing and fence repair</i>	250	-	250	-	250	-	-	-
<i>Open Space renewal works - scope to budget allocation</i>	40	-	40	-	-	-	40	-
<i>Birregurra play space redevelopment</i>	275	-	55	220	275	-	-	-
<i>Fourth flagpole for Rae Street civic campus</i>	6	6	-	-	-	-	6	-
<i>Lighting of existing three flagpoles to enable the Australian flag to fly "permanently"</i>	13	13	-	-	-	-	13	-
<i>Forrest Caravan Park Wastewater System</i>	450	450	-	-	450	-	-	-
<i>Tree planting program</i>	60	60	-	-	-	-	60	-
<i>Paradise Picnic Reserve Facility Improvements</i>	50	50	-	-	50	-	-	-
<i>Donaldson's Play Space Upgrades</i>	100	-	20	80	100	-	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>6,594</b>	<b>721</b>	<b>5,456</b>	<b>417</b>	<b>3,040</b>	<b>-</b>	<b>3,554</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>8,726</b>	<b>721</b>	<b>7,528</b>	<b>477</b>	<b>3,406</b>	<b>-</b>	<b>5,319</b>	<b>-</b>



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4.6 Summary of Planned Capital Works Expenditure

For the year ending 30 June 2025

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	0	0	0	0	0	0	0	0	0	0
Buildings	983	0	983	0	0	983	0	0	983	0
<b>Total Buildings</b>	983	0	983	0	0	983	0	0	983	0
<b>Total Property</b>	<b>983</b>	<b>0</b>	<b>983</b>	<b>0</b>	<b>0</b>	<b>983</b>	<b>0</b>	<b>0</b>	<b>983</b>	<b>0</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	836	0	836	0	0	836	0	0	836	0
Fixtures, fittings and furniture	21	0	21	0	0	21	0	0	21	0
Computers and telecommunications	324	0	324	0	0	324	0	0	324	0
<b>Total Plant and Equipment</b>	<b>1,181</b>	<b>0</b>	<b>1,181</b>	<b>0</b>	<b>0</b>	<b>1,181</b>	<b>0</b>	<b>0</b>	<b>1,181</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,555	0	4,555	0	0	4,555	1,703	0	2,852	0
Bridges	255	0	255	0	0	255	0	0	255	0
Footpaths and cycleways	42	0	42	0	0	42	0	0	42	0
Drainage	262	0	262	0	0	262	0	0	262	0
Other infrastructure	1,088	250	588	0	250	1,088	0	0	1,088	0
<b>Total Infrastructure</b>	<b>6,202</b>	<b>250</b>	<b>5,702</b>	<b>0</b>	<b>250</b>	<b>6,202</b>	<b>1,703</b>	<b>0</b>	<b>4,499</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>8,366</b>	<b>250</b>	<b>7,866</b>	<b>0</b>	<b>250</b>	<b>8,366</b>	<b>1,703</b>	<b>0</b>	<b>6,663</b>	<b>0</b>



For the year ending 30 June 2026

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	0	0	0	0	0	0	0	0	0	0
Buildings	1,028	0	1,028	0	0	1,028	0	0	1,028	0
<b>Total Buildings</b>	1,028	0	1,028	0	0	1,028	0	0	1,028	0
<b>Total Property</b>	<b>1,028</b>	<b>0</b>	<b>1,028</b>	<b>0</b>	<b>0</b>	<b>1,028</b>	<b>0</b>	<b>0</b>	<b>1,028</b>	<b>0</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	874	0	874	0	0	874	0	0	874	0
Fixtures, fittings and furniture	22	0	22	0	0	22	0	0	22	0
Computers and telecommunications	338	0	338	0	0	338	0	0	338	0
<b>Total Plant and Equipment</b>	<b>1,234</b>	<b>0</b>	<b>1,234</b>	<b>0</b>	<b>0</b>	<b>1,234</b>	<b>0</b>	<b>0</b>	<b>1,234</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,760	0	4,760	0	0	4,760	1,703	0	3,057	0
Bridges	266	0	266	0	0	266	0	0	266	0
Footpaths and cycleways	44	0	44	0	0	44	0	0	44	0
Drainage	274	0	274	0	0	274	0	0	274	0
Other infrastructure	1,114	250	614	0	250	1,114	0	0	1,114	0
<b>Total Infrastructure</b>	<b>6,458</b>	<b>250</b>	<b>5,958</b>	<b>0</b>	<b>250</b>	<b>6,458</b>	<b>1,703</b>	<b>0</b>	<b>4,755</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>8,720</b>	<b>250</b>	<b>8,220</b>	<b>0</b>	<b>250</b>	<b>8,720</b>	<b>1,703</b>	<b>0</b>	<b>7,017</b>	<b>0</b>

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For the year ending 30 June 2027

2026/27	Asset Expenditure Types				Funding Sources					
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Land	0	0	0	0	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0	0	0	0	0
<b>Total Land</b>	0	0	0	0	0	0	0	0	0	0
Buildings	1,074	0	1,074	0	0	1,074	0	0	1,074	0
<b>Total Buildings</b>	1,074	0	1,074	0	0	1,074	0	0	1,074	0
<b>Total Property</b>	<b>1,074</b>	<b>0</b>	<b>1,074</b>	<b>0</b>	<b>0</b>	<b>1,074</b>	<b>0</b>	<b>0</b>	<b>1,074</b>	<b>0</b>
<b>Plant and Equipment</b>										
Plant, machinery and equipment	913	0	913	0	0	913	0	0	913	0
Fixtures, fittings and furniture	23	0	23	0	0	23	0	0	23	0
Computers and telecommunications	354	0	354	0	0	354	0	0	354	0
<b>Total Plant and Equipment</b>	<b>1,290</b>	<b>0</b>	<b>1,290</b>	<b>0</b>	<b>0</b>	<b>1,290</b>	<b>0</b>	<b>0</b>	<b>1,290</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	4,974	0	4,974	0	0	4,974	1,703	0	3,271	0
Bridges	278	0	278	0	0	278	0	0	278	0
Footpaths and cycleways	46	0	46	0	0	46	0	0	46	0
Drainage	286	0	286	0	0	286	0	0	286	0
Other infrastructure	1,142	250	642	0	250	1,142	0	0	1,142	0
<b>Total Infrastructure</b>	<b>6,726</b>	<b>250</b>	<b>6,226</b>	<b>0</b>	<b>250</b>	<b>6,726</b>	<b>1,703</b>	<b>0</b>	<b>5,023</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>9,090</b>	<b>250</b>	<b>8,590</b>	<b>0</b>	<b>250</b>	<b>9,090</b>	<b>1,703</b>	<b>0</b>	<b>7,387</b>	<b>0</b>

## 5 Indicators

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

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

### 5.1 Targeted Performance Indicators

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	+/-
<b>Governance</b>									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	53	52	53	53.53	54.33	54.88	+
<b>Roads</b>									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	96%	95%	100%	100%	100%	100%	o
<b>Statutory planning</b>									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	78.33%	80.00%	85.00%	85.00%	85.00%	85.00%	+
<b>Waste management</b>									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	55.44%	61.10%	63%	67%	70%	73%	+

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	+/-
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	5	187.14%	223.52%	238.28%	258.23%	270.41%	283.73%	+
<b>Obligations</b>									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	105.27%	137.29%	55.23%	55.61%	57.64%	59.76%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	7	55.67%	58.83%	62.20%	63.33%	64.46%	65.01%	+
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments	8	\$3,669	\$4,917	\$3,656	\$3,567	\$3,587	\$3,641	+

#### 1. Satisfaction with community consultation and engagement

Council plans to hold a number of 'Community Conversation' sessions in 2023 to create opportunities for local discussions across the Shire.

#### 2. Sealed local roads below the intervention level

Council should always plan for, and strive to achieve, 100% compliance with the Road Management Plan.

#### 3. Planning applications decided within the relevant required time

Process improvements are being introduced to provide greater efficiencies that aim to improve customer experience and reduce turnaround times.

#### 4. Kerbside collection waste diverted from landfill

Council introduced kerbside collection of glass in 2021 and continues to assist the community with information and facilities that increase diversion of materials from landfill. Council's Waste Strategy includes a target of 70% total diversion from landfill by 2025-26.

#### 5. Working Capital

Council aims to maintain a consistent level of liquidity.

#### 6. Asset renewal

Council's depreciation has increased significantly over recent years through revaluations and market increases, and therefore this target is below 100% to reflect estimated financial capacity.

#### 7. Rates concentration

Council aims to maintain a current sustainability level as measured by this indicator.

#### 8. Expenditure level

Target reflects the anticipated increase in revenue from rates and charges.

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## 5.2 Financial Performance Indicators

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	0.91%	7.60%	-8.21%	-6.84%	-7.34%	-6.95%	+
<b>Liquidity</b>									
Unrestricted cash	Unrestricted cash / current liabilities	10	-16.72%	28.00%	23.00%	23.00%	23.00%	23.00%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	1.81%	1.13%	0.82%	0.54%	0.27%	0.00%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.55%	1.86%	0.29%	0.28%	0.27%	0.26%	+
Indebtedness	Non-current liabilities / own source revenue		11.86%	11.74%	11.61%	11.07%	10.48%	10.13%	+
<b>Stability</b>									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.41%	0.33%	0.30%	0.33%	0.35%	0.35%	o
<b>Efficiency</b>									
Revenue level	General rates and municipal charges / no. of property assessments	13	\$1,832	\$1,895	\$1,955	\$2,051	\$2,153	\$2,260	+

## 9. Operating Position

Council's budget projects ongoing negative Operating Position due primarily to the high value of depreciation driving an ongoing deficit result, however this measure is an important indicator of the sustainable operating result required to enable Council to generate enough cash from operations and future projects including asset renewal. The results are showing underlying deficit results in 2022-23, 2023-24 and future years.

The budgeted deficit indicates that Council is generating less revenue from sources it can control, increasing reliance on funding from external sources such as grant funding. This is not considered to be sustainable in the long term, however adjusted underlying deficits are sustainable in the short term, providing other indicators remain healthy.

Without important changes to Council's service offering and delivery models, future years will also present deficits and erode Council's ability to support the community in the future.

## 10. Liquidity

This shows an increase in the available unrestricted cash. This is due to the improvement in cash and cash equivalents levels over the period. This trend is consistent and reflective of the adjusted underlying result and working capital.

## 11. Obligations

The decrease in indebtedness (non-current liabilities) mainly reflects a decrease in borrowings by \$216k in 2022-23. The repayment of the balance of an existing loan (\$596k) will be partly offset by new borrowings (2022-23: \$255k non-recurrent; 2023-24 \$129k non-recurrent) in June 2023 to spread the final payments of the existing loan over a short term. Borrowings are projected to reduce to zero balance within the four year period.

## 12. Stability

This indicator remains relatively stable and typical of other councils that are of similar scale to Colac Otway Shire.

## 13. Efficiency

Efficiency is projected to increase in future years due to the relatively low increase in the number of property assessments.

## Appendix A – Council Contributions to External Parties

Organisations	Contribution
<b>Memberships and commitments to working with regional partners</b>	<b>\$1,060,422</b>
Geelong Regional Library Corporation	\$ 838,000
G21 Region Alliance	\$46,103
SouthWest Victoria Alliance	\$25,000
Rural Councils Victoria	\$ 4,400
Timber Towns Victoria	\$2,750
Municipal Association of Victoria	\$31,500
Barwon South West Climate Alliance	\$15,000
Great Ocean Road Regional Tourism	\$97,669
<b>Community and Business Funding Programs</b>	<b>\$317,500</b>
Community Grants	\$311,500
Student Achievement Awards	\$1,000
Garden Awards	\$5,000
<b>Contributions to others providing Leisure / Recreation to community</b>	<b>\$314,952</b>
Apollo Bay P12 College - Aquatic Centre	\$227,152
Lavers Hill K-12 College - Leisure Centre	\$21,700
Life Saving Victoria	\$39,000
Old Beechy Rail Trail landowner insurance	\$26,000
Play audits - GORCAPA managed assets	\$1,100
<b>Other Programs and Services</b>	<b>\$44,000</b>
Great Ocean Road Health	\$39,000
Apollo Bay Foreshore sculpture maintenance	\$3,500
Mt Gellibrand Fire Tower Lookout Committee	\$1,500
<b>Contributions to others managing Council and non-Council recreation reserves</b>	<b>\$56,035</b>
Apollo Bay Recreation Reserve	\$7,200
Alvie Recreation Reserve	\$5,674
Beeac Recreation Reserve	\$2,127
Birregurra Recreation Reserve	\$7,727
Beech Forest Recreation Reserve	\$1,527
Carlisle River Recreation Reserve	\$3,130
Cressy River Recreation Reserve	\$1,418
Forrest Recreation Reserve	\$3,321
Gellibrand Recreation Reserve	\$3,720
Irrewillipe Recreation Reserve	\$5,674
Pirron Yallock Recreation Reserve	\$2,127
Warrion Recreation Reserve	\$2,127
Warrowie Recreation Reserve	\$6,068
Colac Secondary College	\$4,194

**Draft Budget 2023-24**

<b>Neighbourhood Houses</b>	<b>\$8,400</b>
Apollo Bay Neighbourhood House	\$2,100
Colac Neighbourhood House	\$2,100
Forrest Neighbourhood House	\$2,100
Gellibrand Neighbourhood House	\$2,100
<b>Total contributions to partners and community</b>	<b>\$1,801,309</b>

## Appendix B - Capital Works Program 2023-24, project listing

Capital Works Project/allocation	Total Expense Budget \$'000s	Roads to Recovery Funding \$'000s	LRCI Round 4 Funding \$'000s	Council Funding \$'000s
<b>Bridges</b>	<b>\$244</b>	<b>\$0</b>	<b>\$0</b>	<b>\$244</b>
Boundary Road	\$65	\$0	\$0	\$65
De La Rues Rd	\$60	\$0	\$0	\$60
Forrest Road South (0.5 from Woodrovale Rd)	\$55	\$0	\$0	\$55
Hordern Vale Road	\$64	\$0	\$0	\$64
<b>Buildings</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$366</b>	<b>\$634</b>
Birregurra Hall and streetscape works	\$110	\$0	\$110	\$0
Building compliance	\$46	\$0	\$0	\$46
Colac Mallet Sports Club	\$75	\$0	\$0	\$75
COPACC, replace auditorium chairs, phase 1	\$66	\$0	\$66	\$0
COPACC, re-surfacing and painting of main stage	\$47	\$0	\$0	\$47
Cororooke Maternal and Child Health Centre, plumbing renewal	\$7	\$0	\$0	\$7
Emergency Building renewal/compliance Works	\$40	\$0	\$0	\$40
Kitchen renewal, Colac Central Bowling Club	\$48.5	\$0	\$0	\$48.5
Lavers Hill Hall	\$70	\$0	\$70	\$0
Rae Street Office - Top Level roof replacement	\$150	\$0	\$0	\$150
Sale Yards Septic system	\$45	\$0	\$0	\$45
Small Halls program	\$120	\$0	\$120	\$0
Winifred Nance Kindergarten	\$85	\$0	\$0	\$85
Wydinya Kindergarten roof replacement	\$91	\$0	\$0	\$91
<b>Computers and telecommunications</b>	<b>\$310</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310</b>
ICT - Critical Infrastructure Improvement	\$200	\$0	\$0	\$200
ICT - Device Renewals	\$110	\$0	\$0	\$110
<b>Drainage</b>	<b>\$320</b>	<b>\$0</b>	<b>\$0</b>	<b>\$320</b>
12 Cruickshank Court, Elliminyt	\$22	\$0	\$0	\$22
12 Murrell Street, Birregurra Strachan and Murrell corner	\$44	\$0	\$0	\$44
397 Murray Street, Unnamed Laneway 5	\$25	\$0	\$0	\$25
45 Scenic Drive, Apollo Bay	\$30	\$0	\$0	\$30
Armstrong Street Outlet renewal	\$125	\$0	\$0	\$125
Kennett River Wetlands Sediment Removal Project	\$50	\$0	\$0	\$50
Yacht club Pipe replacement	\$24	\$0	\$0	\$24
<b>Fixtures, fittings and furniture</b>	<b>\$470</b>	<b>\$0</b>	<b>\$450</b>	<b>\$20</b>
Fixtures, Fittings and Furniture	\$20	\$0	\$0	\$20
Forrest Caravan Park Wastewater system	\$450	\$0	\$450	\$0
<b>Footpaths and cycleways</b>	<b>\$182</b>	<b>\$0</b>	<b>\$142</b>	<b>\$40</b>
Footpath renewal works - scope to budget allocation	\$40	\$0	\$0	\$40
GOR footpath stage 3	\$120	\$0	\$120	\$0
Walking connection from Old Coach Rd to Hickeys Cutting, Skenes Creek	\$22	\$0	\$22	\$0





## Draft Budget 2023-24

Capital Works Project/allocation	Total Expense Budget \$'000s	Roads to Recovery Funding \$'000s	LRCI Round 4 Funding \$'000s	Council Funding \$'000s
<b>Other infrastructure</b>	<b>\$1,039</b>	<b>\$0</b>	<b>\$745</b>	<b>\$294</b>
Birregurra play space redevelopment	\$275	\$0	\$275	\$0
Donaldson's reserve play space redevelopment	\$100	\$0	\$100	\$0
Elliminyt Tennis court resurfacing and fence repair	\$250	\$0	\$250	\$0
Fourth flagpole for Rae Street civic campus	\$6	\$0	\$0	\$6
Lighting of existing three flagpoles to enable the Australian flag to fly "permanently"	\$13	\$0	\$0	\$13
Netball court resurfacing, Western Reserve Colac	\$70	\$0	\$70	\$0
Open Space renewal works - scope to budget allocation	\$40	\$0	\$0	\$40
Paradise Picnic Reserve facility improvements	\$50	\$0	\$50	\$0
Public street litter bin replacement program	\$120	\$0	\$0	\$120
Repair works to the Apollo Bay Resource Recovery Centre building	\$55	\$0	\$0	\$55
Street Planting Program 2023-24	\$60	\$0	\$0	\$60
<b>Plant, machinery and equipment</b>	<b>\$800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Heavy Plant Replacement Program 2023-24	\$600	\$0	\$0	\$600
Light Fleet Replacement Program 2023-24	\$200	\$0	\$0	\$200
<b>Roads</b>	<b>\$4,359</b>	<b>\$1,703</b>	<b>\$0</b>	<b>\$2,656</b>
Forest Street - from J Barrys Road to Pound Road	\$780	\$703	\$0	\$77
Guardrail replacement	\$35	\$0	\$0	\$35
Kerb and channel replacement works 2023-24	\$109	\$0	\$0	\$109
Landslip Treatment - Emergency response upgrade works (Cost to Council)	\$150	\$0	\$0	\$150
Mooleric Road, Stage 1	\$850	\$500	\$0	\$350
Reseal Program - Renewal	\$1,000	\$0	\$0	\$1,000
Road safety treatment	\$55	\$0	\$0	\$55
Sealed road crack sealing program - Renewal	\$80	\$0	\$0	\$80
Sealed road major patching program	\$300	\$0	\$0	\$300
Unsealed road resheet program - Renewal	\$1,000	\$500	\$0	\$500
<b>Grand Total</b>	<b>\$8,726</b>	<b>\$1,703</b>	<b>\$1,703</b>	<b>\$5,319</b>

Note \$800k of Council's cash to fund this program includes \$800k of funds held in cash reserve for Plant and Light Fleet replacement.

## Appendix C – Operational Projects 2023-24

In 2023-24 Council plans to fund \$355k of operational projects with a particular focus on strategic planning activities that help progress residential land and dwellings.

Operational Projects 2023-24	\$'000s
Birregurra Structure Plan Review	\$80
Northern Towns Growth Plans (Alvie, Cororooke, Coragulac, Beeac and Cressy)	\$80
Key Worker Housing Feasibility, Nelson St, Apollo Bay	\$120
Colac Library Returns Room safety projects	\$30
Local Law Review project completion	\$25
Colac Library, fire safety items	\$15
Lavers Hill Hall, investigate septic operations	\$5
<b>Total</b>	<b>\$355</b>

All operational projects are to be fully funded by Council. The source of funding for the two strategic land use planning projects will be from proceeds from the sale of Bruce St Colac property as these are consistent with Council's resolution of February 2023 to use a portion of the proceeds to progress land for residential purposes. The Key Worker Housing Feasibility (Nelson St, Apollo Bay) will also be funded from Bruce St proceeds as per Council's previous resolution.



**Colac Otway**  
SHIRE



# COLAC OTWAY SHIRE

PROPOSED FEES AND CHARGES 2023-24

**Discretionary Fees and Charges**

(Fees and Charges set by Council)

Colac Otway Shire

Date

<https://www.colacotway.vic.gov.au>

DRAFT

Fees & Charges

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Colac Otway Shire Council

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**DRAFT**

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Colac Otway Shire

### Corporate Services

### Financial Services

### Replacement Rate Notice

Fee	C	\$27.50	\$29.00	5.45%
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### Payment Dishonour Fee (All Other)

Admin Fee	C	\$26.50	\$27.50	3.77%
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### Payment Dishonour Fee (Direct Debit)

Admin Fee	C	\$11.00	\$11.50	4.55%
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**DRAFT**

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Development & Community Services

### Bluewater Fitness Centre

#### Aquatic – Daily Charges

##### Combo Swim Spa Sauna Stadium (SSSS)

Adult	C	\$13.30	\$13.80	3.76%
Concession	C	\$10.70	\$11.10	3.74%

##### Pool or spa or steam room or stadium

Adult	C	\$7.40	\$8.00	8.11%
Child	C	\$5.20	\$5.70	9.62%
Concession	C	\$5.90	\$6.40	8.47%
Family	C	\$22.30	\$24.00	7.62%
Parent/Toddler	C	\$6.00	\$6.40	6.67%
School Group	C	\$5.20	\$5.70	9.62%

#### Aqua Membership (Aquatics Only)

##### Adult

12 months	C	\$627.40	\$689.00	9.82%
Direct Debit	C	\$25.40	\$26.50	4.33%

##### Concession

12 months	C	\$501.40	\$551.20	9.93%
Direct Debit	C	\$20.50	\$21.20	3.41%

##### Family

12 months	C	\$941.00	\$1,034.80	9.97%
Direct Debit	C	\$38.10	\$39.80	4.46%

#### Childcare

##### Member - BWFC

10 Multi Visit Pass (Visit per Hour)	C	\$67.00	\$70.20	4.78%
30 Multi Visit Pass (Visit per Hour)	C	\$191.70	\$198.90	3.76%
Member - Additional Child (per hr)	C	\$6.75	\$7.40	9.63%
Child 1 hr (per hour)	C	\$7.10	\$7.80	9.86%

##### Non-member - BWFC

Non Member - Additional Child (per hr)	C	\$13.10	\$14.00	6.87%
Non Member 10 Multi Visit Pass (Visit per Hour)	C	\$131.00	\$133.40	1.83%
Non Member 30 Multi Visit Pass (Visit per Hour)	C	\$372.00	\$377.90	1.59%
Child 1 hr	C	\$13.80	\$14.80	7.25%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Health Club & Group Fitness

### Casual Entry

Adult	C	\$17.00	\$18.00	5.88%
Concession	C	\$13.70	\$14.40	5.11%

### Group Fitness Casual Entry

Adult	C	\$16.00	\$16.60	3.75%
Concession	C	\$13.00	\$13.30	2.31%
Group Entry (Schools)	C	\$11.20	\$11.60	3.57%
Senior Programs	C	\$8.00	\$8.30	3.75%

### Personal Training

1 session personal training (45 min)	C	\$70.00	\$72.50	3.57%
10 ticket personal training	C	\$630.00	\$652.00	3.49%
5 ticket personal training	C	\$332.50	\$345.00	3.76%

## Platinum Membership (Full Centre)

### Youth 14 - 17 years old

Direct Debit (Fortnightly)	C	\$26.70	\$29.10	8.99%
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### Off-Peak Full Facility Access (8.30am-4.30pm)

Direct Debit	C	\$28.60	\$29.90	4.55%
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### Adult

12 months	C	\$943.00	\$1,037.00	9.97%
Direct Debit	C	\$38.20	\$39.90	4.45%

### Concession

12 months	C	\$755.00	\$830.00	9.93%
Direct Debit	C	\$30.50	\$32.00	4.92%

### Family

12 months	C	\$1,415.35	\$1,556.00	9.94%
Direct Debit	C	\$57.30	\$60.00	4.71%

## Gold Membership (Gym Only)

### Adult

12 months	C	\$840.00	\$924.30	10.04%
Direct Debit	C	\$34.00	\$35.55	4.56%

### Concession

12 months	C	\$680.00	\$740.00	8.82%
Direct Debit	C	\$27.50	\$28.50	3.64%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Family

12 months	C	\$1,330.00	\$1,461.00	9.85%
Direct Debit	C	\$54.00	\$56.20	4.07%

## Membership Fee

### Direct Debit Joining Fee

Adult	C	\$53.50	\$55.00	2.80%
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## Multipass

### Adult

10 Ticket Group Fitness	C	\$152.00	\$152.00	0.00%
10 Ticket Gym	C	\$161.50	\$167.00	3.41%
10 Ticket Aqua	C	\$70.30	\$72.00	2.42%

### Concession

10 Ticket Group Fitness	C	\$123.50	\$123.50	0.00%
10 Ticket Aqua	C	\$56.10	\$57.60	2.67%
10 Ticket Gym	C	\$129.20	\$133.60	3.41%

## Other Charges

### Instructor hire/hr aquatic or dry

Instructor Hire	C	\$70.00	\$72.50	3.57%
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## Swim School

### 30 min Private Lesson

30 Min Group SS 2 on 1 (per person)	C	\$40.60	\$42.40	4.43%
30 Min Group SS 3 on 1 (per person)	C	\$35.50	\$37.10	4.51%
30 Min Group SS 4 on 1 (per person)	C	\$30.50	\$31.80	4.26%
Swim School	C	\$50.75	\$53.00	4.43%

### 30 min group lesson

Swim School - Concession	C	\$14.00	\$14.00	0.00%
Swim School - Paid in Full (per lesson)	C	\$16.60	\$17.50	5.42%
Swim School	C	\$17.50	\$17.50	0.00%

## Schools Swim & Survive Program Entry

Program Entry	C	\$4.80	\$5.00	4.17%
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## Venue Hire

### Pool Hire

Lane hire/hr (during normal operating hrs)	C	\$36.00	\$38.00	5.56%
Whole pool full day 4+ hrs (during normal operating hours)	C	\$620.00	\$651.00	5.00%
Program Pool Hire - half pool per hr	C	\$40.00	\$42.00	5.00%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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**Pool Hire** [continued]

Program Pool Hire - full pool per hr	C	\$66.00	\$70.00	6.06%
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**Commercial Room Hire**

Program Room Single	C	\$43.50	\$46.00	5.75%
Program Room Double	C	\$65.00	\$68.00	4.62%
Meeting Room	C	\$43.50	\$46.00	5.75%

**Community Room Hire**

Program Room Single	C	\$29.50	\$31.00	5.08%
Program Room Double	C	\$44.50	\$47.00	5.62%
Meeting Room	C	\$29.50	\$31.00	5.08%

**Stadium Hire**

All day hire	C	\$740.00	\$777.00	5.00%
Off Peak court hire/hr	C	\$44.50	\$47.00	5.62%
Peak court hire/hr	C	\$52.50	\$55.00	4.76%

**Community Services - Family Day Care****Family Day Care Administration Levy****Educators Levy**

Carers Levy per week	C	\$12.20	\$12.30	0.82%
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**Per family per week**

Child's hourly rate for a family per week	C	\$1.90	\$2.00	5.26%
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**Family Day Care Charges****8am to 6pm Monday to Friday**

Per hour per child - Lower Limit	C	\$8.90	\$9.50	6.74%
Per hour per child - Upper Limit	C	\$9.40	\$9.90	5.32%

**Before 8 am and after 6 pm**

Mon - Fri (per hour per child) - Lower Limit	C	\$9.90	\$10.00	1.01%
Mon - Fri (per hour per child) - Upper Limit	C	\$10.30	\$10.40	0.97%

**Saturday, Sunday and Public Holidays**

Per hour per child - Lower Limit	C	\$9.90	\$10.00	1.01%
Per hour per child - Upper Limit	C	\$10.30	\$10.40	0.97%

**Meals (per meal)**

Breakfast	C	\$4.20	\$5.00	19.05%
Evening Meal	C	\$6.65	\$7.00	5.26%
Lunch	C	\$5.25	\$7.00	33.33%
Snack	C	\$2.00	\$3.00	50.00%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### Trips

Fee	C	\$5.30	\$5.70	7.55%
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## Community Services - Family and Children

### MCH Room Hire

#### Apollo Bay Early Years Hub

Full day hire	C	\$0.00	\$86.00	∞
Half day hire	C	\$0.00	\$46.00	∞

## Community Services - Recreation and Open Space

### Casual Hire Rates

#### Central Reserve Full Facility

Casual booking	C	\$0.00	\$550.00	∞
CDFNL season matches	C	\$0.00	\$330.00	∞
Cleaning surcharge if hirer not cleaning	C	\$0.00	\$550.00	∞
Oval lights use per hour	C	\$0.00	\$42.00	∞

#### Central Reserve Oval only

Casual booking, oval only, full day hire	C	\$0.00	\$264.00	∞
Casual booking, oval only, half day hire	C	\$0.00	\$154.00	∞
Oval lights use per hour	C	\$0.00	\$42.00	∞

#### Central Reserve Pavillion Hire Commercial

Cleaning surcharge if hirer not cleaning	C	\$0.00	\$135.00	∞
Full day hire (up to 8 hours) during business hours	C	\$0.00	\$396.00	∞
Full day hire (up to 8 hours) on weekends	C	\$0.00	\$440.00	∞
Half day hire (up to 4 hours) during business hours	C	\$0.00	\$198.00	∞
Half day hire (up to 4 hours) weekend	C	\$0.00	\$220.00	∞
Weeknight meeting hire (available until 9pm)	C	\$0.00	\$220.00	∞

#### Central Reserve Pavillion Hire Community

Cleaning surcharge if hirer not cleaning	C	\$0.00	\$135.00	∞
Full day hire (up to 8 hours) during business hours	C	\$0.00	\$220.00	∞
Full day hire (up to 8 hours) on weekends	C	\$0.00	\$330.00	∞
Half day hire (up to 4 hours) during business hours	C	\$0.00	\$110.00	∞
Half day hire (up to 4 hours) on weekends	C	\$0.00	\$165.00	∞
Weeknight meeting hire (available until 9pm)	C	\$0.00	\$182.00	∞

#### Central Reserve Netball Court Hire

Full day hire (up to 8 hours)	C	\$0.00	\$88.00	∞
Half day hire (up to 4 hours)	C	\$0.00	\$44.00	∞
Netball court light use per hour	C	\$0.00	\$31.00	∞

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
<b>Central Reserve Netball change rooms Hire</b>				
Cleaning surcharge if hirer not cleaning	C	\$0.00	\$75.00	∞
Full day hire (up to 8 hours)	C	\$0.00	\$97.00	∞
Half day hire (up to 4 hours)	C	\$0.00	\$48.00	∞
<b>Electricity charge, visiting health van services</b>				
Full day electricity use	C	\$0.00	\$40.00	∞
<b>Other City Reserves Oval Hire (Western, Eastern, Elliminyt, Lake)</b>				
Pre-season/casual training other city reserves (oval only, up to 3 hours)	C	\$0.00	\$112.00	∞
<b>Community Services - Older Persons Ability Support Service (OPASS)</b>				
<b>OPASS</b>				
<b>Domestic Assistance</b>				
Per Hour - Lower Limit	C	\$5.00	\$5.20	4.00%
Per Hour - Upper Limit	C	\$48.07	\$49.00	1.93%
<b>Personal Care</b>				
Per Hour - Lower Limit	C	\$5.00	\$5.10	2.00%
Per Hour - Upper Limit	C	\$48.10	\$51.00	6.03%
<b>Property Maintenance</b>				
Per hr plus cost of materials - Lower Limit	C	\$17.00	\$17.50	2.94%
Per hr plus cost of materials - Upper Limit	C	\$72.00	\$74.00	2.78%
<b>Respite Care</b>				
Per Hour - Lower Limit	C	\$4.95	\$5.20	5.05%
Per Hour - Upper Limit	C	\$48.00	\$50.00	4.17%
<b>Community Transport</b>				
<b>Birregurra/Forrest/Beeac/Warrion</b>				
One way	C	\$9.30	\$9.40	1.08%
Return	C	\$17.70	\$17.80	0.56%
<b>Colac</b>				
Return	C	\$10.40	\$10.50	0.96%
<b>Colac Otway Shire - Apollo Bay, Lavers Hill</b>				
Return	C	\$33.10	\$33.20	0.30%
<b>Colac to Geelong or Ballarat</b>				
One way - single passenger	C	\$22.60	\$23.10	2.21%
One way - two or more passengers	C	\$17.60	\$18.10	2.84%
Return	C	\$33.00	\$33.50	1.52%



Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### Colac to Melbourne

Return	C	\$59.00	\$60.00	1.69%
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### Colac to Warrnambool

Return	C	\$33.10	\$33.60	1.51%
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### Community Bus Transport for Group Activities

Community Bus Transport for Group Activities	C	\$6.20	\$6.30	1.61%
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## Contracted Services

### Contracted Services

Rate per kilometre	C	\$1.20	\$1.20	0.00%
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### Domestic Assistance

#### Per hour

7:30am to 7:30pm - Sat./Sun./Public Holiday	C	\$94.00	\$94.00	0.00%
7:30am to 7:30pm Mon. to Fri.	C	\$53.00	\$53.00	0.00%

### Personal Care

#### Per hour

7:30am to 7:30pm - Sat./Sun./Public Holiday	C	\$94.00	\$94.00	0.00%
7:30am to 7:30pm Mon. to Fri.	C	\$53.00	\$53.00	0.00%
7:30pm to 7:30am Mon. to Fri.	C	\$94.00	\$94.00	0.00%

### Respite Care

#### Per hour

7:30am to 7:30pm Sat./Sun./Public Holiday	C	\$94.00	\$94.00	0.00%
7:30am to 7:30pm Mon. to Fri.	C	\$53.00	\$53.00	0.00%
7:30pm to 7:30am Mon. to Fri.	C	\$94.00	\$94.00	0.00%

## Meals to Agency clients

### Per hour plus cost of materials

#### All meals

Per meal - Lower Limit	C	\$10.70	\$10.80	0.93%
Per meal - Upper Limit	C	\$22.00	\$22.00	0.00%

#### Delivered meals

Per meal - Lower Limit	C	\$10.70	\$10.80	0.93%
Per meal - Upper Limit	C	\$22.00	\$22.00	0.00%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## COPACC

### Marketing

Complimentary Marketing Package	C	\$0.00	\$0.00	0.00%
Silver Marketing Package	C	\$0.00	\$200.00	∞

### Auditorium 1 - 4 Hour Minimum Hire

#### Commercial Hire

Holding Fee - per non usage day	C	\$0.00	\$200.00	∞
4 Hour Hire	C	\$1,083.50	\$1,100.00	1.52%
8 Hour Hire	C	\$1,603.00	\$1,650.00	2.93%
Additional Hour	C	\$144.00	\$192.50	33.68%

#### Community From Colac Otway

4 Hour Hire	C	\$786.00	\$825.00	4.96%
8 Hour Hire	C	\$1,172.00	\$1,237.00	5.55%
Additional Hour	C	\$115.00	\$144.00	25.22%

### Catering

Biscuits - Per Head	C	\$0.00	\$2.50	∞
Tablecloth Hire - COPACC Black - per cloth	C	\$12.50	\$12.80	2.40%
Tea, Coffee & Mints - per head	C	\$4.00	\$4.30	7.50%
Juice - Apple/Orange per Jug	C	\$7.00	\$7.20	2.86%

## Civic Hall

#### Commercial Hire

4 Hour Hire	C	\$520.00	\$530.00	1.92%
8 Hour Hire	C	\$802.00	\$802.00	0.00%
Additional Hour	C	\$95.00	\$95.00	0.00%

#### Community From Colac Otway

4 Hour Hire	C	\$431.00	\$431.00	0.00%
8 Hour Hire	C	\$671.00	\$671.00	0.00%
Additional Hour	C	\$84.00	\$84.00	0.00%

### Equipment Hire

Civic Hall presenter package/day	C	\$173.00	\$176.00	1.73%
Civic Hall presenter package/week	C	\$304.50	\$310.00	1.81%
Consumables Charge	C	\$0.00	\$0.00	0.00%
Large Stage Build	C	\$0.00	\$35.00	∞
Minor Equipment Charge	C	\$0.00	\$15.00	∞
PA System - Intermediate	C	\$0.00	\$277.10	∞
Projector Hire Epson 7.5K - Civic Hall - per day	C	\$117.00	\$119.00	1.71%
Projector Hire Epson 7.5K - Civic Hall – per week	C	\$265.00	\$269.00	1.51%
Small Stage Build	C	\$0.00	\$30.00	∞

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### Equipment Hire [continued]

Yoda (Yell out digital assistant)	C	\$0.00	\$29.00	∞
Projector Hire - Epson 11K - Auditorium - per day	C	\$218.00	\$222.00	1.83%
Projector Hire - Epson 11K - Auditorium - per week	C	\$545.00	\$555.00	1.83%
Haze Machine - Daily	C	\$44.00	\$45.00	2.27%
Haze Machine - Weekly	C	\$109.00	\$223.00	104.59%
Mirror Ball	C	\$87.00	\$89.00	2.30%
PA System - Advanced	C	\$277.00	\$445.00	60.65%
PA System - Basic	C	\$115.00	\$117.00	1.74%
Wireless Microphone - per additional day	C	\$30.00	\$30.00	0.00%
Wireless Microphone - per day	C	\$56.00	\$57.00	1.79%

### Green Room Hourly Rate

#### Commercial Hire

After Hours	C	\$73.00	\$75.00	2.74%
Between 8:30am & 5pm	C	\$45.00	\$46.00	2.22%

#### Community From Colac Otway

After Hours	C	\$62.00	\$64.00	3.23%
Between 8:30am & 5pm	C	\$32.00	\$35.00	9.38%

### Kitchen Hourly Rate

#### Commercial Hire

After Hours & Weekends	C	\$74.00	\$76.00	2.70%
Between 8:30am & 5pm	C	\$58.00	\$59.00	1.72%

#### Community From Colac Otway

After Hours & Weekends	C	\$65.00	\$65.00	0.00%
Between 8:30am & 5pm	C	\$33.00	\$40.00	21.21%

### Labour Charges

#### Hourly Rate

Public Holiday Surcharge (Staffing)	C	Additional 25% on standard rates Last year fee Additional 25% on standard rates		
Event staff - First 8 Hours (per hour)	C	\$70.00	\$73.00	4.29%
Event staff - Additional Hour (per hour)	C	\$93.00	\$96.00	3.23%
Technical staff - First 8 Hours (per hour)	C	\$70.00	\$73.00	4.29%
Technical staff - Additional Hour (per hour)	C	\$93.00	\$96.00	3.23%

### Meeting Room/s Hourly Rate

#### Commercial Hire

Double Room (After Hours)	C	\$98.00	\$120.00	22.45%
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Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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**Commercial Hire** [continued]

Double Room (Between 8:30am & 5pm)	C	\$74.00	\$83.00	12.16%
Single Room (After Hours)	C	\$74.00	\$83.00	12.16%
Single Room (Between 8:30am & 5pm)	C	\$51.00	\$57.00	11.76%

**Community From Colac Otway**

Double Room (After Hours)	C	\$85.00	\$102.00	20.00%
Double Room (Between 8:30am & 5pm)	C	\$63.00	\$71.00	12.70%
Single Room (After Hours)	C	\$63.00	\$71.00	12.70%
Single Room (Between 8:30am & 5pm)	C	\$40.00	\$48.00	20.00%

**Other Charges**

Cancellation of show after on-sale	C	\$0.00	\$159.00	∞
Major changes to ticket build after on-sale	C	\$0.00	\$159.00	∞
Migration of Spotify Playlist	C	\$0.00	\$39.00	∞
Ticket Commission	C	\$0.00	\$3.50	∞

**Commercial & Community Hire**

Admin Fee	C	\$196.00	\$199.00	1.53%
Grand Piano	C	\$112.00	\$115.00	2.68%
Major Cleaning	C	\$235.00	\$245.00	4.26%
Minor Cleaning	C	\$175.00	\$183.00	4.57%
Piano Tuning	C	\$310.00	\$315.00	1.61%
Test & Tag Services - per item	C	\$11.20	\$11.40	1.79%

**Public Gallery Exhibition & Display Hire Charges****Exhibition**

Exhibition - % Commission	C			10.00%
				<b>Last year fee</b> 10.00%

**Public Gallery Hourly Rate For Meeting & Convention****Commercial Hire**

After Hours	C	\$74.00	\$75.50	2.03%
Between 8:30am & 5pm	C	\$51.00	\$52.00	1.96%

**Community From Colac Otway**

After Hours	C	\$62.00	\$64.00	3.23%
Between 8:30am & 5pm	C	\$40.00	\$44.00	10.00%

**Rehearsal Room Hourly Rate****Commercial Hire**

After Hours	C	\$74.00	\$101.50	37.16%
Between 8:30am & 5pm	C	\$51.00	\$70.00	37.25%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
<b>Community From Colac Otway</b>				
After Hours	C	\$63.00	\$86.00	36.51%
Between 8:30am & 5pm	C	\$40.00	\$59.00	47.50%
<b>Customer Service</b>				
A3 sheet	C	\$1.00	\$1.00	0.00%
A4 sheet	C	\$0.50	\$0.50	0.00%
Coloured copy – A3 sheet	C	\$2.50	\$2.50	0.00%
Coloured copy – A4 sheet	C	\$1.50	\$1.50	0.00%
<b>Economic Development &amp; Events</b>				
<b>Aerodrome Landing Fees</b>				
<b>Apollo Bay</b>				
Per landing	C	\$11.00	\$11.00	0.00%
<b>Colac</b>				
Per landing	C	\$11.00	\$12.10	10.00%
<b>Colac Livestock Selling Centre</b>				
<b>Agents (with leased office space) special sale</b>				
Fee	C	\$200.00	\$210.00	5.00%
<b>Agents (with leased office space) weekly fee</b>				
Fee	C	\$200.00	\$210.00	5.00%
<b>Agents (without office space) per sale fee</b>				
Fee	C	\$500.00	\$525.00	5.00%
<b>All horses</b>				
Fee	C	\$17.60	\$18.50	5.11%
<b>All other cattle</b>				
Fee	C	\$13.50	\$14.10	4.44%
<b>Annual licence and rental</b>				
Fee	C	\$2,377.60	\$2,495.00	4.94%
<b>Bobby calves</b>				
Fee	C	\$5.90	\$6.20	5.08%
<b>Bulls flat rate</b>				
Fee	C	\$18.60	\$19.60	5.38%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
<b>Cows and calves weigh fee</b>				
Weigh Fee per Animal	C	\$4.10	\$4.30	4.88%
<b>Dairy cattle</b>				
Fee	C	\$13.50	\$14.10	4.44%
<b>Pigs</b>				
Fee	C	\$3.50	\$3.70	5.71%
<b>Private weigh</b>				
Fee	C	\$5.90	\$6.20	5.08%
<b>Sheep and lambs</b>				
Fee	C	\$2.20	\$2.30	4.55%
<b>Stud cattle</b>				
Fee	C	\$18.60	\$19.60	5.38%
<b>Weighed cattle</b>				
Fee	C	\$13.50	\$14.10	4.44%
<b>Other miscellaneous fees</b>				
Round Bales	C	\$0.00	\$77.00	∞
Transit Fee (loading/unloading cattle) per beast	C	\$0.00	\$2.20	∞
Truck wash per minute	C	\$1.10	\$1.20	9.09%
Small bale of Hay	C	\$10.00	\$16.50	65.00%
Facility hire	C	\$440.00	\$440.00	0.00%
Adjustment for cattle per day per beast	C	\$4.00	\$4.40	10.00%
<b>Events</b>				
Event in a public place permit	C	\$205.00	\$215.00	4.88%
Event trailer hire - Commercial	C	\$330.00	\$330.00	0.00%
Event trailer hire - not-for-profit	C	\$110.00	\$110.00	0.00%
Consulting of Liquor in a Public Place Permit	C	\$180.00	\$190.00	5.56%
<b>Planning &amp; Building</b>				
<b>Building Control Charges</b>				
<b>Application for Place of Public Entertainment (PoPE) Permit or Temporary Structure</b>				
<b>PoPE Single Event</b>				
Application for Place of Public Entertainment (PoPE) Permit <500 persons	C	\$289.00	\$300.00	3.81%
Application for Place of Public Entertainment (PoPE) Permit 500-2000 persons	C	\$600.00	\$625.00	4.17%
Application for Place of Public Entertainment (PoPE) Permit >2000 persons	C	\$915.00	\$950.00	3.83%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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#### PoPE Multi year event (In addition to single event fee for additional years)

Application for Place of Public Entertainment (PoPE) Permit <500 persons, additional per year fee	C	\$157.00	\$163.00	3.82%
Application for Place of Public Entertainment (PoPE) Permit 500-2000 persons, additional per year fee	C	\$209.00	\$217.00	3.83%
Application for Place of Public Entertainment (PoPE) Permit >2000 persons, additional per year fee	C	\$261.00	\$271.00	3.83%

#### Application for Siting of Temporary Structure associated with PoPE (In addition to PoPE fee)

Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit per structure	C	\$85.00	\$88.00	3.53%
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#### Application for PoPE & Siting of Temporary Structure Multi year Event max 5 year (In addition to single event fee)

Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit per structure <500 persons, additional per year fee	C	\$157.00	\$163.00	3.82%
Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit per structure 500-2000 persons	C	\$209.00	\$217.00	3.83%
Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit per structure >2000 persons	C	\$261.00	\$271.00	3.83%

#### Application for Siting of Temporary Structure not associated with a PoPE

Application for Temporary Structure Siting Permit - Single Event per structure	C	\$157.00	\$157.00	0.00%
Application for Temporary Structure Siting Permit - Single Event, plus per multi year event per structure	C	\$105.00	\$105.00	0.00%

#### Late Application for PoPE or Siting of Temporary Structure

Application for Place of Public Entertainment (PoPE) or Temporary Structure Siting Permit made less than 21 days from the scheduled event (in additional to application fee)	C	\$535.00	\$555.00	3.74%
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#### Information charges

Building plans, plan search	C	\$118.00	\$123.00	4.24%
Building plans/plan search (archival search)	C	\$236.00	\$245.00	3.81%

#### Registration of Swimming Pool

Application for Registration	C	\$32.30	\$32.30	0.00%
Information Search	C	\$47.90	\$47.90	0.00%
Lodgement of Certificate - Pool Barrier Compliant	C	\$20.70	\$20.70	0.00%
Lodgement of Certificate - Pool Barrier Non-Compliant	C	\$390.70	\$390.70	0.00%
Swimming Pool/Spa Compliance Audit for Land Owner	C	\$712.80	\$740.00	3.82%

#### Building Permit Amendments

Permit Amendments	C	\$214.00	\$222.00	3.74%
Extensions of Time	C	\$214.00	\$222.00	3.74%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Building Permit Application Fee

### All other classes of Occupancy 2-9 inclusive (construction and/or demolition)

Does not exceed \$5,000	C	\$970.00	\$1,005.00	3.61%
Does not exceed \$10,000	C	\$1,365.00	\$1,415.00	3.66%
Does not exceed \$20,000	C	\$2,065.00	\$2,140.00	3.63%
Does not exceed \$50,000	C	\$2,975.00	\$3,080.00	3.53%
Does not exceed \$100,000	C	\$4,615.00	\$4,780.00	3.58%
Does not exceed \$200,000	C	\$5,910.00	\$6,120.00	3.55%
Does not exceed \$500,000	C	\$7,320.00	\$7,580.00	3.55%
Does not exceed \$600,000	C	\$8,780.00	\$9,090.00	3.53%
Does not exceed \$700,000	C	\$10,240.00	\$10,600.00	3.52%
Does not exceed \$800,000	C	\$10,220.00	\$10,580.00	3.52%
Does not exceed \$900,000	C	\$13,190.00	\$13,660.00	3.56%
Does not exceed \$1,000,000	C	\$13,450.00	\$13,930.00	3.57%
Does not exceed \$1,500,000	C	\$20,050.00	\$20,760.00	3.54%
Does not exceed \$2,000,000	C	\$24,540.00	\$25,400.00	3.50%
Does exceed \$2,000,000	C	\$29,730.00	\$30,780.00	3.53%

### Domestic – class 1a Dwellings (construction and demolition), where the value of building work:

Does not exceed \$5,000	C	\$755.00	\$785.00	3.97%
Does not exceed \$10,000	C	\$1,025.00	\$1,065.00	3.90%
Does not exceed \$15,000	C	\$1,405.00	\$1,455.00	3.56%
Does not exceed \$25,000	C	\$1,735.00	\$1,800.00	3.75%
Does not exceed \$50,000	C	\$2,720.00	\$2,820.00	3.68%
Does not exceed \$75,000	C	\$3,150.00	\$3,265.00	3.65%
Does not exceed \$100,000	C	\$3,805.00	\$3,940.00	3.55%
Does not exceed \$150,000	C	\$4,060.00	\$4,205.00	3.57%
Does not exceed \$200,000	C	\$4,975.00	\$5,150.00	3.52%
Does not exceed \$250,000	C	\$5,370.00	\$5,560.00	3.54%
Does not exceed \$300,000	C	\$5,910.00	\$6,120.00	3.55%
Does exceed \$300,000	C	\$6,980.00	\$7,230.00	3.58%

### Minor Works - Class 10a, 10b & 1ai: Garages, carports, pool/spas & fence where value of work:

Less than \$5000	C	\$755.00	\$785.00	3.97%
Between \$5,000 to \$10,000	C	\$1,025.00	\$1,065.00	3.90%
Between \$10,001 to \$20,000	C	\$1,685.00	\$1,745.00	3.56%
More than \$20,000	C	\$1,940.00	\$2,010.00	3.61%
Minor works - Class 10b: Safety Barrier (without pool/spa) & Alterations to Safety Barrier.	C	\$540.00	\$560.00	3.70%

## Inspections

### Additional Inspection (charged where additional inspections are required)

Additional Inspection (Domestic) - within 20km radius of Colac	C	\$246.00	\$246.00	0.00%
Additional Inspection (Commercial)	C	\$307.00	\$307.00	0.00%



Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### Additional Inspection (charged where additional inspections are required) [continued]

Additional Travel per km (in addition to additional inspection fee) - more than 20km from Colac	C	\$1.25	\$1.25	0.00%
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## Essential Safety Measures Assessments

### Essential Safety Measures Determination

Fee	C	\$715.00	\$715.00	0.00%
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## Report and Consent Fees

### Report & Consent Application

Report & Consent Application - Charge per notice sent to adjoining properties	C	\$25.00	\$25.00	0.00%
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## Planning Fees & Charges – Other

### Advertising

Advertising notice sent to individual property owners per letter	C	\$8.20	\$8.20	0.00%
Advertising sign erected on site	C	\$354.00	\$354.00	0.00%

### Application for approval of amended plans under secondary consent

Fee	C	\$192.00	\$192.00	0.00%
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### Extension of time to planning permits

1st Extension of time to planning permits	C	\$121.00	\$121.00	0.00%
2nd Extension of time to planning permits	C	\$181.00	\$181.00	0.00%
Each additional extension of time to planning permits	C	\$242.00	\$242.00	0.00%

### Property Enquiry

Does not require extensive research	C	\$0.00	\$0.00	0.00%
Extensive research	C	\$0.00	\$0.00	0.00%

## Section 173 Agreements

Written consent to vary something registered on title.	C	\$735.00	\$735.00	0.00%
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## Public Health

### Health Protection Administration (Registration Fees)

#### CLASS 1 Food Premises

Class 1 - Not For Profit Renewal or New	C	\$332.00	\$332.00	0.00%
Class 1 Renewal or New	C	\$609.00	\$667.00	9.52%
Class 1 Change of Ownership	C	\$304.00	\$334.00	9.87%

#### CLASS 2 Food Premises

Class 2 Major Renewal or New	C	\$1,053.00	\$1,238.00	17.57%
Class 2 Major Transfer of Registration	C	\$530.00	\$620.00	16.98%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
<b>CLASS 2 Food Premises</b> [continued]				
Class 2 Not for Profit Renewal or New	C	\$273.00	\$281.00	2.93%
Class 2 Not for Profit Transfer of Registration	C	\$137.00	\$144.00	5.11%
Class 2 General Renewal or New	C	\$500.00	\$560.00	12.00%
Class 2 General Change of Ownership	C	\$250.00	\$280.00	12.00%
<b>CLASS 3 Food Premises</b>				
Class 3 General Renewal or New	C	\$299.00	\$345.00	15.38%
Class 3 General Transfer of Registration	C	\$150.00	\$172.00	14.67%
Class 3 Not for Profit Renewal or New	C	\$169.00	\$174.00	2.96%
Class 3 Not for Profit Change of Ownership	C	\$85.00	\$87.00	2.35%
<b>Additional Temporary/Mobile Food Registration</b>				
Class 2 Streatrader Additional Component	C	\$132.00	\$136.00	3.03%
Class 3 Streatrader Additional Component	C	\$74.00	\$76.00	2.70%
<b>Community Group Support</b>				
Class 2 or 3 - Not For Profit - Community Service Club	C	\$51.00	\$51.00	0.00%
Class 2 or 3 less than 3 Months Not For Profit (once per year)	C	\$0.00	\$0.00	0.00%
<b>Category 1 Aquatic Facilities</b>				
Registration or Renewal of category 1 aquatic facilities (1 year registration)	C	\$0.00	\$332.73	∞
Transfer of category 1 aquatic facilities	C	\$0.00	\$332.73	∞
<b>Personal Appearance Services</b>				
<b>Beauty Therapies</b>				
Beauty Therapy/Ear Piercing (Med Risk) Renewal or New	C	\$165.00	\$172.00	4.24%
Beauty Therapy/Ear Piercing (Med Risk) Transfer of Registration	C	\$82.00	\$86.00	4.88%
<b>Hairdressers</b>				
Hairdresser/Makeup (Low Risk) New - One Off Reg Fee	C	\$213.00	\$219.00	2.82%
<b>Skin Penetration (Tattooists, body piercing)</b>				
Tattooist/Body Piercing (High Risk) Renewal or New	C	\$221.00	\$231.00	4.52%
Tattooist/Body Piercing (High Risk) Transfer of Registration	C	\$110.00	\$116.00	5.45%
<b>Miscellaneous</b>				
<b>Conveyance Enquiries for regulated businesses</b>				
Pre Purchasing Inspection	C	\$241.00	\$248.00	2.90%
<b>Water Sampling</b>				
Professional service fee	C	\$154.00	\$158.00	2.60%

Attachment 7.4.2 23-24 Council Fees And Charges with Front Cover

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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**Water Sampling** [continued]

Actual testing fee	C			Actual cost Last year fee Actual cost
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**Immunisation**

Immunisation Service Fee Flu Vaccine	C	\$26.50	\$27.50	3.77%
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**Replacement Certificate**

Fee	C	\$44.00	\$45.50	3.41%
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**Express Service**

Within 5 days	C	\$219.00	\$225.00	2.74%
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**Professional Service**

Additional compliance inspection	C	\$154.00	\$158.00	2.60%
Food Safety Program Template	C	\$87.00	\$90.00	3.45%
Historic document Search fee	C	\$236.00	\$242.00	2.54%
Historic Document Search Fee (Basic)	C	\$118.00	\$134.00	13.56%
Additional hour	C	\$57.00	\$65.00	14.04%

**Prescribed Accommodation**

**6 to 10 persons**

Prescribed Accommodation up to 10 Renewal or New	C	\$314.00	\$366.00	16.56%
Prescribed Accommodation up to 10 Transfer of Registration	C	\$157.00	\$183.00	16.56%

**11 to 20 persons**

Prescribed Accommodation 10 -20 persons Renewal or New	C	\$414.00	\$474.00	14.49%
Prescribed Accommodation 11-20 persons Transfer of Registration	C	\$207.00	\$237.00	14.49%

**20+ persons**

Prescribed Accommodation 20+ persons Renewal or New	C	\$507.00	\$581.00	14.60%
Prescribed Accommodation 20+ persons Transfer of Registration	C	\$254.00	\$290.00	14.17%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Environment & Infrastructure Services

### Infrastructure Development

#### Asset Protection Permit Fee

Permit Fee	C	\$158.00	\$158.00	0.00%
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#### Check Engineering Plans

These fees apply to developments/subdivisions that do not require the construction of new Council roads.

2 lot development	C	\$156.00	\$156.00	0.00%
3 to 5 lot development	C	\$260.00	\$260.00	0.00%
6 to 12 lot development	C	\$416.00	\$416.00	0.00%
13 to 19 lot development	C	\$572.00	\$572.00	0.00%
20 to 30 lot development	C	\$728.00	\$728.00	0.00%
31+ lot development	C	\$936.00	\$936.00	0.00%
Apartment, motel, hotel building (per 10 units)	C	\$260.00	\$260.00	0.00%
Small commercial developments (<500m <sup>2</sup> + floor area)	C	\$260.00	\$260.00	0.00%
Medium commercial developments (500-2,000m <sup>2</sup> + floor area)	C	\$572.00	\$572.00	0.00%
Large commercial developments (2,001m <sup>2</sup> + floor area)	C	\$988.00	\$988.00	0.00%
1 industrial/factory/warehouse buildings/lots	C	\$156.00	\$156.00	0.00%
2-5 industrial/factory/warehouse buildings/lots	C	\$416.00	\$416.00	0.00%
6+ industrial/factory/warehouse buildings/lots	C	\$624.00	\$624.00	0.00%

#### Design Fee

In house	C		10.00%
			<b>Last year fee</b> 10.00%
External design - Supervision fee	C		2.5%
			<b>Last year fee</b> 2.5%
External design work	C		At Cost
			<b>Last year fee</b> At Cost

#### Special Charge Scheme

Contract administration	C		2.50%
			<b>Last year fee</b> 2.50%
Scheme administration	C		3.00%
			<b>Last year fee</b> 3.00%

#### Standpipe water fee

Per kilolitre	C	\$6.00	\$6.00	0.00%
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Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Environment & Community Safety

### Animal Control

#### Registration

All other (refer Sch 2 of Domestic Animal Act 1994)	C	\$45.00	\$47.00	4.44%
Cat registration - full	C	\$120.00	\$125.00	4.17%
Cat registration - micro chipped and de-sexed	C	\$22.00	\$23.00	4.55%
Cat registration - micro chipped only	C	\$38.00	\$40.00	5.26%
Dog registration - full	C	\$140.00	\$145.00	3.57%
Dog registration - micro chipped and de-sexed	C	\$30.00	\$32.00	6.67%
Dog registration - micro chipped only	C	\$44.00	\$47.00	6.82%
Pensioner discount of registration fee	C			50.00%
				<b>Last year fee</b> 50.00%
Working farm dog	C	\$28.00	\$32.00	14.29%
Declared Dangerous & Menacing Dogs	C	\$150.00	\$160.00	6.67%
Pet Shop - Breeding/Boarding Facility Audit Fee	C	\$240.00	\$250.00	4.17%

#### Pound Release Fees

Cats - Initial impoundment plus	C	\$46.00	\$48.00	4.35%
Cats - per head per day	C	\$10.00	\$12.00	20.00%
Cattle/horses - Initial impoundment plus	C	\$100.00	\$110.00	10.00%
Cattle/horses - per head per day	C	\$18.00	\$20.00	11.11%
Dogs - Initial impoundment plus	C	\$70.00	\$75.00	7.14%
Dogs - per head per day	C	\$20.00	\$22.00	10.00%
Sheep/pigs - Initial impoundment plus	C	\$46.00	\$48.00	4.35%
Sheep/pigs - per head per day	C	\$14.00	\$16.00	14.29%
All other - Initial impoundment plus	C	\$35.00	\$37.00	5.71%
All other - per head per day	C	\$14.00	\$15.00	7.14%

### Fire Prevention

#### Administrative fee block slashing

Fee (plus cost of slashing)	C	\$180.00	\$190.00	5.56%
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### Local Laws

#### Local Law No 2

Goods for sale per m2	C	\$75.00	\$78.00	4.00%
Signs (A frame) - Charitable Organisations	C	\$75.00	\$78.00	4.00%
Signs (A frame) - Other	C	\$150.00	\$155.00	3.33%
Tables and chairs - 1st table and 4 chairs	C	\$140.00	\$150.00	7.14%
Tables and chairs - then per seat thereafter	C	\$42.00	\$44.00	4.76%
Using Council land - Permit /admin fee	C	\$67.00	\$70.00	4.48%
Plus Cost Per Week				
Using Council land - Cost per week	C	\$37.00	\$40.00	8.11%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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**Local Law No 2** [continued]

Vegetation	C	\$105.00	\$110.00	4.76%
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**Other****Abandoned or derelict vehicles**

Pickup fee	C	\$290.00	\$300.00	3.45%
Plus Transport and Storage Costs				
Transport and storage costs	C			At Cost
				Last year fee At Cost

**All other permits**

Spruiking & Busking, Door Knocks and Temporary Dwellings Permit	C	\$95.00	\$100.00	5.26%
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**Impoundment Fee**

Fee	C	\$160.00	\$165.00	3.13%
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**Public protection (hording permit)**

Application fee	C	\$40.00	\$42.00	5.00%
Plus Per m2 fee				
Per m2 fee	C	\$20.00	\$22.00	10.00%
Work Zone Parking Permit (per bay per week)	C	\$47.00	\$50.00	6.38%

**Parking****All day parking permit (Payable in 6 monthly blocks - Johnstone's Carpark only)**

Per week	C	\$25.00	\$25.00	0.00%
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**Car parking fines**

Fine	C	\$80.00	\$85.00	6.25%
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**Apollo Bay Market**

Apollo Bay Community Saturday Market 1/2 Day permit (per annum)	C	\$40.00	\$40.00	0.00%
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**Waste Management****Waste Management Additional Service Charge/Bin**

360 Litre Recycle additional bin	C	\$108.60	\$120.00	10.50%
Additional Glass Bin 120 Litre	C	\$53.80	\$60.00	11.52%
240 litre garbage additional service charge/bin	C	\$333.00	\$367.00	10.21%
240 litre organic additional service charge/bin	C	\$115.00	\$127.00	10.43%
240 litre recycle additional service charge/bin	C	\$93.00	\$103.00	10.75%
Upgrade to 240 litre Garbage Bin	C	\$139.00	\$153.00	10.07%
Upgrade to 360 litre Recycling bin	C	\$20.50	\$23.00	12.20%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### All waste receival sites

240L Comingled Recycling (Charging from 1 January 2022)	C	\$4.00	\$4.20	5.00%
Car bodies	C	\$0.00	\$0.00	0.00%
Chemical drums (each)	C	\$1.25	\$1.40	12.00%
Commercial fully co-mingled recyclables (per m3)	C	\$45.00	\$87.00	93.33%
Commercial fully co-mingled recyclables (per tonne)	C	\$77.00	\$168.00	118.18%
Mattresses each	C	\$30.00	\$33.00	10.00%
Putrescibles (incl mixed rubbish) per m3	C	\$46.50	\$52.00	11.83%
Putrescibles (incl mixed rubbish) 1st 240 litre bin or less	C	\$10.30	\$11.40	10.68%
Putrescibles (incl mixed rubbish) 2nd 240 litre bin	C	\$0.00	\$0.00	0.00%
Putrescibles (incl mixed rubbish) per tonne	C	\$227.70	\$251.00	10.23%
Tree pruning's (per m3)	C	\$51.00	\$57.00	11.76%
Tree pruning's (per tonne)	C	\$124.00	\$137.00	10.48%
TV & Monitors	C	\$0.00	\$0.00	0.00%
Car tyre	C	\$9.50	\$10.45	10.00%
Car tyre on rim	C	\$15.50	\$17.10	10.32%
Commercial batteries each (more than 2)	C	\$7.00	\$7.70	10.00%
Light truck tyre	C	\$18.00	\$19.80	10.00%
Tractor tyre 1 - 2m	C	\$222.15	\$245.00	10.29%
Tractor tyre up to 1m	C	\$106.00	\$116.60	10.00%
Truck tyre	C	\$47.54	\$52.30	10.01%
10 tickets up to 240L, Waste, Co-mingled or Mix of Both	C	\$82.00	\$87.00	6.10%
25 tickets up to 240L, Waste, Co-mingled or Mix of Both	C	\$174.00	\$183.00	5.17%
15 tickets up to 240L, Waste, Recycling Disposal	C	\$15.00	\$20.00	33.33%
30 tickets up to 240L, Waste, Recycling Disposal	C	\$30.00	\$40.00	33.33%

### Kerbside Bin Fees

Bin change over fee (all bins)	C	\$33.00	\$33.00	0.00%
Lost or stolen bins – 120/240 litre	C	\$62.00	\$62.00	0.00%

### Other

Tourist Bags (red and yellow) per pair	C	\$10.00	\$10.00	0.00%
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### Apollo Bay Harbour

#### Marina Fees

Marina Berth - Annual Fee >18M	C	\$3,335.00	\$3,502.00	5.01%
Marina Berth - Annual Fee 12-15M	C	\$3,045.70	\$3,198.00	5.00%
Marina Berth - Annual Fee 15.01-18M	C	\$3,195.00	\$3,355.00	5.01%
Waiting List Application Fee	C	\$256.00	\$269.00	5.08%
Marina Berth - Annual <12M	C	\$2,830.00	\$2,975.00	5.12%
Short Term Berth (Per Day) - <15	C	\$42.90	\$45.50	6.06%
Short Term Berth (Per Day) - 15 to 20m	C	\$53.55	\$57.00	6.44%
Short Term Berth (Per Day) - 20 to 25m	C	\$65.95	\$70.00	6.14%
Short Term Berth (Per Day) - 25 to 30m	C	\$83.00	\$88.00	6.02%
Short Term Berth (Per Day) - >30m	C	\$147.00	\$155.00	5.44%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### Marina Fees [continued]

Marina Key Replacement	C	\$52.00	\$55.00	5.77%
Swing Mooring - Annual Fee	C	\$556.00	\$584.00	5.04%
Swing Mooring - Establishment	C	\$370.70	\$370.70	0.00%

### Slipway Fees

#### Slipping Fees

Slipping Fee - 15.1 to 20m	C	\$660.00	\$668.00	1.21%
Slipping Fee <10m	C	\$225.00	\$228.00	1.33%
Slipping Fee >20m	C	\$1,125.00	\$1,155.00	2.67%
Slipping Fee 10.1 to 15m	C	\$320.00	\$330.00	3.13%
Slipping Fee 15.1 to 20m	C	\$660.00	\$660.00	0.00%

#### Slip Yard Occupancy (Per Day)

Slip Yard Occupancy (Per Day) - <10m	C	\$57.00	\$100.00	75.44%
Slip Yard Occupancy (Per Day) - >20m	C	\$297.00	\$332.00	11.78%
Slip Yard Occupancy (Per Day) - 10.1 to 15m	C	\$108.00	\$140.00	29.63%
Slip Yard Occupancy (Per Day) - 15.1 to 20m	C	\$248.00	\$248.00	0.00%
Slipyard Occupancy (Day Rate) >20m	C	\$297.00	\$297.00	0.00%

### Ancillary Services

#### Business Hours

Crane Truck with Operator and Dogman per hour	C	\$220.00	\$225.00	2.27%
Crew (Additional, Attend V/L or Mooring) per hour	C	\$67.00	\$69.00	2.99%
Hire "Barrum" Inc Coxswain per hour	C	\$220.00	\$227.00	3.18%
Hire "Urchin" inc. Master and Deckhand per hour	C	\$550.00	\$565.00	2.73%
Pressure Cleaner Hire per day	C	\$39.00	\$45.00	15.38%

#### After Hours (3hr Min)

Crane Truck with Operator and Dogman per hour	C	\$493.00	\$505.00	2.43%
Crew (Additional, Attend V/L or Mooring) per hour	C	\$132.00	\$136.00	3.03%
Hire "Barrum" inc Coxswain per hour	C	\$493.00	\$508.00	3.04%
Hire "Urchin" Inc Master and Deckhand per hour	C	\$825.00	\$845.00	2.42%





Colac Otway  
SHIRE



# COLAC OTWAY SHIRE

PROPOSED FEES AND CHARGES 2023-24

**Statutory Fees and Charges**

(Fees and Charges set by a Statute)

Colac Otway Shire

Date

<https://www.colacotway.vic.gov.au>

DRAFT

Fees & Charges

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Colac Otway Shire Council

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Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Colac Otway Shire

### Corporate Services

### Financial Services

### Land Information Certificate

Fee	S	\$27.80	\$27.80	0.00%
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## Governance

### Freedom of Information

Per application	S	\$30.60	\$30.60	0.00%
Printing Fee - Per Page	S	\$0.20	\$0.20	0.00%
Search Time - Per Hour	S	\$22.90	\$22.90	0.00%
Supervision of Inspection - Per Hour	S	\$22.90	\$22.90	0.00%

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Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Development & Community Services

### Community Services - Older Persons Ability Support Service (OPASS)

#### OPASS

##### Veterans Home Care (1st hr)

Minimum service fee	S	\$5.00	\$5.00	0.00%
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## Planning & Building

### Bonds

#### Bond for Demolition or Removal of Building (Reg 323)

Bond for Demolition or Removal of Building (Reg 323) - per sqm of floor area; OR - cost of works, whichever is the lesser	S	\$100.00	\$100.00	0.00%
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#### Bond for Re-erection of Building (Reg 323)

Bond for Re-erection of Building (Reg 323) - Fee; OR - cost of works	S	\$10,000.00	\$10,000.00	0.00%
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### Building Control Charges

#### Property Information Certificate

Property information Application	S	\$48.80	\$48.80	0.00%
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#### Lodgement fees

Building permit lodgement - private building surveyor	S	\$125.80	\$125.80	0.00%
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### Report and Consent Fees

#### Demolition fee (s. 29A)

Fee	S	\$87.90	\$87.90	0.00%
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#### Report & Consent Application

Report & Consent Application	S	\$299.70	\$299.70	0.00%
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### Planning Fees & Charges – Other

#### Application for Certification of subdivision under Subdivision Act

Application for Certification of subdivision under Subdivision Act; plus	S	\$180.40	\$180.40	0.00%
Application for Certification of subdivision under Subdivision Act - cost per lot	S	\$20.00	\$20.00	0.00%
Required alteration of plan	S	\$114.70	\$114.70	0.00%

#### Application for Plan of Consolidation

Fee	S	\$180.40	\$180.40	0.00%
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#### Application for Recertification of Plan of Subdivision

Fee	S	\$142.80	\$145.30	1.75%
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Attachment 7.4.3 23-24 Statutory Fees And Charges with Front Cover

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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**Engineering Plan prepared by Council**

Fee	S			3.50%
				<b>Last year fee 3.50%</b>

**Satisfaction Matters**

Satisfaction matters as specified by planning scheme	S	\$336.40	\$336.40	0.00%
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**Supervision of Works**

Fee	S			2.50%
				<b>Last year fee 2.50%</b>

**Section 173 Agreements**

Amendment to an existing agreement	S	\$680.40	\$680.40	0.00%
Removal of an existing agreement	S	\$680.40	\$680.40	0.00%

**Certificates of compliance**

Fee	S	\$336.40	\$336.40	0.00%
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**Permit for use of land**

Application where only the land use is changed.	S	\$1,360.80	\$1,360.80	0.00%
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**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:**

**Excluding VicSmart applications**

\$100,000 to \$500,000	S	\$1,330.20	\$1,330.20	0.00%
\$10,000 or less	S	\$206.40	\$206.40	0.00%
\$10,000 - \$100,000	S	\$649.80	\$649.80	0.00%
\$500,000 - \$1,000,000	S	\$1,437.30	\$1,437.30	0.00%
\$1,000,000 - \$2,000,000	S	\$1,544.30	\$1,544.30	0.00%

**NEW FEE Vic smart applications**

**Single dwelling**

\$10,000 or less	S	\$206.40	\$206.40	0.00%
More than \$10,000	S	\$443.40	\$443.40	0.00%
Subdivision or consolidation	S	\$206.40	\$206.40	0.00%

**To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:**

Less than \$100,000	S	\$1,185.00	\$1,185.00	0.00%
\$100,000 - \$1,000,000	S	\$1,597.80	\$1,597.80	0.00%
\$1,000,000 - \$5,000,000	S	\$3,524.30	\$3,524.30	0.00%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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### To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is: [continued]

\$5,000,000 - \$15,000,000	S	\$8,982.90	\$8,982.90	0.00%
\$15,000,001 - \$50,000,000	S	\$26,489.90	\$26,489.90	0.00%
More than \$50,000,000	S	\$59,539.30	\$59,539.30	0.00%
To subdivide an existing building	S	\$1,360.80	\$1,360.80	0.00%
To subdivide land into two lots	S	\$1,360.80	\$1,360.80	0.00%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	S	\$1,360.80	\$1,360.80	0.00%
All other subdivisions per 100 lots created	S	\$1,360.80	\$1,360.80	0.00%
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	\$1,360.80	\$1,360.80	0.00%
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	\$1,360.80	\$1,360.80	0.00%
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	\$1,360.80	\$1,360.80	0.00%
A permit not otherwise provided for in the Fee regulations	S	\$1,360.80	\$1,360.80	0.00%

### (b) Amendments to Permits – Set by Statute

<b>1</b>				
Change of use only	S	\$1,360.80	\$1,360.80	0.00%
<b>2</b>				
To amend a permit other than a single dwelling to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit	S	\$1,360.80	\$1,360.80	0.00%
<b>3</b>				
Single dwelling (\$10,000 or less)	S	\$206.40	\$206.40	0.00%
<b>4</b>				
Single dwelling (\$10,000 - \$100,000)	S	\$649.80	\$649.80	0.00%
Single dwelling (\$100,000 - \$500,000)	S	\$1,330.20	\$1,330.20	0.00%
Single dwelling (\$500,000 - \$2,000,000)	S	\$1,437.30	\$1,437.30	0.00%
<b>5</b>				
VicSmart - \$10,000 or less	S	\$206.40	\$206.40	0.00%
VicSmart - development more than \$10,000	S	\$443.40	\$443.40	0.00%
VicSmart - subdivision or consolidation	S	\$206.40	\$206.40	0.00%
<b>6</b>				
Other developments (less than \$100,000)	S	\$1,185.00	\$1,185.00	0.00%



Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
8				
Other developments (\$100,00 - \$1,000,000)	S			\$1,597.80
				<b>Last year fee \$1,570.60</b>
Other developments (\$1,000,000 - \$50,000,000)	S	\$3,524.30	\$3,524.30	0.00%

9				
Amendment to a permit not otherwise provided for in the fee regulation	S	\$1,360.80	\$1,360.80	0.00%
Subdivision - common boundary realignment, consolidation of two or more lots, existing buildings and two lot subdivisions (other than VicSmart)	S	\$1,360.80	\$1,360.80	0.00%
Subdivision (other than VicSmart, two lot subdivisions and boundary realignments)	S	\$1,360.80	\$1,360.80	0.00%
Creation, variation and removal of restrictions, easements and rights of way	S	\$1,360.80	\$1,360.80	0.00%

### (c) Planning Scheme Amendment Fees – Set by Statute

i.				
Considering a request for an Amendment	S	\$3,149.70	\$3,149.70	0.00%
ii.				
For considering up to 10 submissions	S	\$15,611.10	\$15,611.10	0.00%
For considering 11-20 submissions	S	\$31,191.60	\$31,191.60	0.00%
For considering in excess of 20 submissions	S	\$41,695.80	\$41,695.80	0.00%
iii.				
Adoption of Amendment by Responsible Authority	S	\$496.90	\$496.90	0.00%
iv.				
Consideration of a request to approve an Amendment (by the Minister for Planning)	S	\$496.90	\$496.90	0.00%

### Public Health

#### Prescribed Accommodation

##### Caravan Parks per site

Fee	S	\$15.30	\$15.30	0.00%
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#### Public Health - Septic Tanks

##### Additional inspections

additional hours for OWMS approval per hour	S	\$95.17	\$95.17	0.00%
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##### Septic tank alterations

Minor Alterations	S	\$551.70	\$551.70	0.00%
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Attachment 7.4.3 23-24 Statutory Fees And Charges with Front Cover

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
<b>Septic tanks system</b>				
Construct, install or alter	S	\$723.90	\$723.90	0.00%
<b>Septic tank amend a permit</b>				
Amend a permit	S	\$153.70	\$153.70	0.00%
<b>Transfer a septic tank permit</b>				
Fee	S	\$147.10	\$147.10	0.00%
<b>Renew a septic tank permit</b>				
Fee	S	\$123.10	\$123.10	0.00%
<b>Septic tank exemption</b>				
Fee	S	\$217.30	\$217.30	0.00%

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Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Environment & Infrastructure Services

### Infrastructure Development

#### Check Engineering Plans

These fees apply to developments/subdivisions that do not require the construction of new Council roads.

Fee	S			0.75%
				<b>Last year fee</b> 0.75%

#### Fee for Legal Point of Discharge Report

As per Section 36(4) Building Regulations 2018

Fee (9.77 units)	S	\$149.40	\$149.40	0.00%
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#### Local Road (speed at any time is greater than 50 kph)

##### Minor Works

Cost per fee unit

Conducted on any part of the roadway, shoulder or pathway (9.3 units)	S	\$142.20	\$142.20	0.00%
Not conducted on any part of the roadway, shoulder or pathway (6 units)	S	\$91.74	\$91.74	0.00%

##### Works on Roads (works other than minor works)

Cost per fee unit

Conducted on any part of the roadway, shoulder or pathway (43.1 units)	S	\$659.00	\$659.00	0.00%
Not conducted on any part of the roadway, shoulder or pathway (23.5 units)	S	\$359.31	\$359.31	0.00%

#### Local Road (speed at any time is not more than 50kph)

##### Minor Works

Cost per fee unit

Conducted on any part of the roadway, shoulder or pathway (9.3 units)	S	\$142.20	\$142.20	0.00%
Not conducted on any part of the roadway, shoulder or pathway (6 units)	S	\$91.60	\$91.60	0.00%

##### Works on Roads (works other than minor works)

Cost per fee unit

Conducted on any part of the roadway, shoulder or pathway (23.5 units)	S	\$358.60	\$358.60	0.00%
Not conducted on any part of the roadway, should or pathway (6 units)	S	\$91.60	\$91.60	0.00%

Name	Council / Statutory	Year 22/23 Fee (incl. GST)	Year 23/24 Fee (incl. GST)	Increase %
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## Environment & Community Safety

### Fire Prevention

#### Local Law Infringement fee – burning of offensive material (2 penalty units)

Infringement fee - burning of offensive material (2 penalty units)	S	\$200.00	\$200.00	0.00%
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#### Statutory Penalty fee – Failing to comply with fire prevention notice (10 penalty units)

Infringement fee - failing to comply with fire prevention notice (10 penalty units)	S	\$1,849.20	\$1,849.20	0.00%
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### Local Laws

#### Local Law No 2

Alcohol infringement fee (2 penalty unit)	S	\$200.00	\$200.00	0.00%
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## Item: 7.5

# Community Care Service Review

<b>OFFICER</b>	Lenny Jenner, Executive Projects Officer
<b>GENERAL MANAGER</b>	Andrew Tenni, General Manager, Corporate Services
<b>DIVISION</b>	Corporate Services
<b>ATTACHMENTS</b>	Summary of Colac Otway Shire's aged and disability services in 2021-22 <ol style="list-style-type: none"> <li>Attachment 1. Summary of Council's Aged and Disability Services in 2021-22 [7.5.1 - 3 pages]</li> </ol>

## 1. PURPOSE

The purpose of this report is to provide information to enable Council to decide to undertake a Best Value Review of its aged and disability services (community care or OPASS services), given the scope and timing of the Commonwealth Government aged care reforms and their potential impact on Council's aged and disability services.

This report recommends that Council undertakes a Best Value Review of its aged and disability services by December 2023. This timing will enable Council to determine its future role in managing aged and disability services, prior to the Commonwealth Government's new 'Support at Home' program that that will commence on 1 July 2024.

## 2. EXECUTIVE SUMMARY

Council has provided aged and disability services to enable people to live independently at home and in the community for over 40 years.

In the 2021-22 financial year, Council delivered approximately 46,500 hours of aged and disability services to around 950 clients.

Council employs around 50 staff (32 full time equivalent), and contractors to provide aged and disability services that comprise domestic services, personal care and respite, delivered meals on wheels, social support, transport and home maintenance services.

Council's aged and disability service provision arrangements with the Commonwealth Government have a foundation of certainty and predictability including:

- A formal service agreement with an agreed timeframe
- A known funding formula and agreed set number of hours of service
- Funding provided as block payments made in advance of service provision (recently changed)
- A Commonwealth Government managed accreditation program.

From 1 July 2024, the Commonwealth Government will commence a new 'Support at Home' program that will operate on the following arrangements:

- A market model where consumers will have right of choice over service provider and be able to move provider without notice.
- Set unit costing for each service (only indicative figures available at this time) with payments made in arrears on proof of service and receipt of invoicing.
- Higher standards of clinical governance and accreditation.
- Expectation that future providers will be capable of delivering a suite of services.
- No capacity for providers to subsidise services given National Competition Policy.

These changes will present Council with both opportunities and risks. It is imperative that Colac Otway Shire Council undertakes a Best Value Review to:

- fully understand the Commonwealth Government policy reforms
- assess the impact of the new Commonwealth Government aged care service arrangements
- assess its current aged and disability services and analyse its unit costs
- evaluate the options and future pathways for Council's aged and disability services
- ensure Council is well positioned to decide its future role in managing and providing aged and disability services.

### 3. RECOMMENDATION

***That Council:***

- 1) Recognises that it has had a role in providing aged and disability services over a long period;***
- 2) Notes the Commonwealth Government aged care policy reforms and the commencement of the Commonwealth Government's new 'Support at Home' program on 1 July 2024;***
- 3) Acknowledges that the changes to Commonwealth Government funded aged care services will have an impact on Council's aged and disability services;***
- 4) Approves the undertaking of a Best Value Review of its aged and disability services to enable Council to fully understand the impact of the Commonwealth Government policy reforms and determine its future role in managing aged and disability services;***
- 5) Agrees to allocate funds from its existing service review budget to support the project management of the Best Value Review;***
- 6) Allocates \$45,000 in its final Budget 2023-24 as a project allocation to support the appointment of a subject matter expert consultant to undertake the Best Value Review.***

## 4. KEY INFORMATION

Colac Otway Shire Council plays a key role in providing home and community-based care services to older people, people with disabilities and people recovering from acute illness. Council's aged and disability services (Older People and Ability Support Services - OPASS) are designed to enable residents to continue to live independently at home and in the community.

Colac Otway Shire, along with other Victorian Councils, commenced directly providing home and community care services in the early 1980s through the 'Home and Community Care' (HACC) program. The HACC program in Victoria was unique in Australia as this service was implemented as a partnership between state and local government and local residents and communities. In other states and territories, community care services were typically delivered by the not-for-profit (or community) and private sector organisations. At the time, the HACC program funded a coordinated range of services that extended to domestic support, personal care/medication, respite care, property maintenance/modification, meals-on-wheels, social support and transport.

In 2016, the Commonwealth Government commenced a major reform program designed to ensure the aged care and disability service system was best placed to meet the needs of an ageing population in an efficient, fair and sustainable way. This policy change also saw the Commonwealth Government assuming sole responsibility for the funding of all services for people aged 65 years and over.

On 1 July 2016, the HACC program, that was originally cast as a cost-shared program, ceased to exist and was replaced by three separately funded programs. Colac Otway Shire Council remains an active provider of these services.

- Commonwealth Home Support Program (CHSP)  
Funding source: Commonwealth Government  
Target: People aged over 65 years of age.  
Current status: Colac Otway Shire has a funding agreement with Department of Health and Aged Care until 30 June 2024.
- Home and Community Care Program for Younger People (HACC PYP)  
Funding source: State Government  
Target: People under 65 years of age who are not eligible for the NDIS.  
Current status: Colac Otway Shire has a funding agreement until 30 June 2024.
- National Disability Insurance Scheme (NDIS)  
Funding source: National Disability Insurance Program  
Target: This program provides support for people with a disability.  
Current status: Colac Otway Shire has no formal agreement in place and can withdraw or cease services at any time.

Council also provides other aged and disability services that include:

- Department of Veteran's Affairs (DVA)  
Funding source: Commonwealth Government  
Target: Former defence force veterans and their family.  
Current status: Colac Otway Shire has a funding agreement with Veterans Home Care until October 2023. Currently seeking tenders for a three-year contract.

- Commonwealth Home Care Packages (HCP)  
Funding source: Commonwealth Government  
Target: People aged over 65 years of age who have been allocated an 'aged care package'  
Current status: Colac Otway Shire is a Commonwealth Government approved provider of 'aged care packages'. Council has no formal agreement in place and can withdraw or cease services at any time.
- Contracted Services (includes Post-Acute Care (PAC) for Colac Area Health and Sub-contracted services OPASS provide to other organisations)  
Funding source: Various organisations that 'sub-contract' services to Colac Otway Shire Council to deliver.  
Target: Spans all services detailed above.  
Current status: Colac Otway Shire has service delivery contracts with multiple agencies.
- Regional Assessment Services (RAS)  
Funding source: Commonwealth Government, via the State Government  
Target: Home Support Assessments are for people over the age of 65 years, who need support to be independent. It is also for people of Aboriginal or Torres Strait Islander descent over the age of 50 years.  
Current status: Colac Otway Shire has a funding agreement with the Department of Health until 30 June 2024.

Council's aged and disability services have grown significantly since the commencement of the HACC program 40 years ago. In 2023, Colac Otway Shire Council is the largest provider of Commonwealth Government funded home based aged care services in the municipality, providing about 46,500 hours of service annually to around 950 people with services delivered by approximately 50 staff (32 full time equivalent).

Attachment 1 provides a more detailed analysis of the different programs, the total number of service hours delivered by Council and total number of clients receiving these services in the 2021-22 financial year.

As previously referenced, the Commonwealth Government is rapidly progressing transformational aged care policy and program reforms. The findings of the 2020 Royal Commission into Aged Care Quality and Safety, and the Commonwealth Government's formal response to the recommendations, has given significant momentum to its national aged care reform agenda.

The Commonwealth Government has described the aged care policy reforms as the most significant policy and program changes to aged care services. The key changes include:

- Consumer choice and control of service providers and the introduction of a star rating system of consumer feedback.
- Legislation emphasising people's right to safe, high quality services and the strengthening of service standards.
- A market based model generating competition between service providers.
- Dramatic increases in the reporting and accountability requirements of service providers including provider accreditation, new governance standards, more demanding performance reporting and increased prudential and financial reporting standards.



- A new 'Support at Home' program, that will commence on 1 July 2024, with service providers expected to deliver services within and across regional areas.
- Changes in financial arrangements, with services provided on a pre-determined fee-for-service to be invoiced and paid after the service is delivered.

For people receiving services, this suite of policy and program reforms are designed to improve the quality of aged care service, enhance service governance and service accountability, increase reporting standards and herald a shift to a market and consumer choice model.

For Victorian Councils providing aged and disability services, these changes will present both opportunities and risks. It is imperative that Colac Otway Shire Council undertakes a Best Value Review to:

- understand the Commonwealth Government policy reforms
- assess its current aged and disability services and the impact of the new Commonwealth Government aged care service arrangements
- evaluate the options available to Council given the findings of a review
- ensure it is well positioned to decide its future role in managing and providing aged and disability services.

It is evident that the new reforms will fundamentally change the current funding and service provision arrangements between the Commonwealth Government (that has sole responsibility for aged care funding) and Victorian local Councils.

In response to these national reforms, most Victorian Councils (almost two thirds) are currently in the process of undertaking a formal review of aged and disability services (scheduled to be completed in 2023) and a small number of Councils are yet to commence a review, including Colac Otway Shire. Neighbouring Councils have either completed or are in the process of undertaking a formal review.

Many Victorian Councils (approximately one third) have completed a formal review of their Commonwealth Government funded aged care services and determined their future role in aged and disability service provision. A majority of these Councils have decided to fully or partially discontinue delivery of Commonwealth Government funded aged care services. Of those Councils that have decided to discontinue some service provision, it is common for these Councils to no longer provide domestic services, personal care and respite care and continue to deliver meals on wheels, social support and transport. There appears to be a mix of Councils that are maintaining or discontinuing home maintenance services.

## 5. CONSIDERATIONS

### **Overarching Governance Principles (s(9)(2) LGA 2020)**

Council does have wide reaching legislative obligations that underpin all services and programs. The 'overarching principles' detailed in s9 of the *Local Government Act 2020* are particularly relevant to Council in planning its response to the Commonwealth Government's aged care policy reforms.

- Best outcomes for the municipal community, including future generations economic, social, and environmental sustainability (including climate change risk)
- Community to be engaged in strategic planning
- Collaboration with Councils and statutory authorities to be pursued
- Ongoing financial viability to be ensured
- Regional state and national plans to be considered.

The Council Plan 2021-25 includes a range of specific priorities designed to improve the health and wellbeing of Colac Otway Shire residents and communities.

**Policies and Relevant Law** (s(9)(2)(a) LGA 2020)

Council's involvement in the provision of Commonwealth Government funded aged services is completely voluntary and not bound to any legislative obligation. Council's service and legal responsibilities stem from its funding agreements with, and quality care standards and accountability requirements of Commonwealth and State Governments.

In assessing local government's role in aged and disability services, it is important to consider Council's legislative obligations under the *State Public Health and Wellbeing Act 2008*. The 'function of Council', defined in s24 of this Act, is to '*seek to protect, improve and promote public health and wellbeing within the municipal district by (a) creating an environment which supports the health of members of the local community and strengthens the capacity of the community and individuals to achieve better health*'.

**Environmental and Sustainability Implications** (s(9)(2)(c) LGA 2020)

Not applicable.

**Community Engagement** (s56 LGA 2020 and Council's Community Engagement Policy)

The Commonwealth Government aged care reforms have the potential to impact across the Colac Otway Shire communities, particularly to people aged over 65 years. A Best Value Review will provide an opportunity for people receiving aged and disability services and the broader community to provide information regarding the current and future provision of aged and disability services.

There are several key stakeholders that will be directly affected by the Commonwealth Government policy reforms. Council currently delivers a broad range of aged and disability services that enable around 950 residents to live independently at home and in the community. A formal review of Council's aged and disability services will need to engage and actively seek and consider the views of people receiving these services. A service review is likely to generate a level of concern and apprehension for clients and steps will be taken to alleviate and address any anxieties. The families of people receiving services will also have an important part to play in a service review.

Council's current aged and disability services are delivered by a team of around 50 staff who will have an important part to play in a formal review.

Colac Otway Shire Council has been providing aged and disability services for over 40 years and, in this time, the broader community has come to 'expect' that Council will play a role in ensuring these services are available and accessible. The broader community will be actively engaged in a formal review process.

A Community Engagement Plan will be produced and implemented as part of the recommended 'Best Value Review'.

### **Public Transparency (s58 LGA 2020)**

This report is presented to a public meeting of Council. Council has advertised the Special Meeting and the agenda items to be considered. Information will be provided on Council's website regarding this report and Council's decision in relation to undertaking a Best Value Review.

Specific steps have been taken to ensure that all people receiving services and all staff involved in providing services have been informed that Council will be considering undertaking a Best Value Review of its aged and disability services.

### **Alignment to Plans and Strategies**

This report and proposed Best Value Review of Council's aged and disability services has particular alignment to the Council Plan 2021-25:

Theme 4: Stronger leadership and management

We commit to a program of best practice and continuous improvement.

4.1.4: Undertake a rolling program of service reviews.

Theme 3: Healthy and inclusive community

All people have the opportunity to achieve and thrive in our Shire.

3.1.3: Provide services to enable lifelong health and wellbeing from early to senior years.

### **Financial Management (s101 Local Government Act 2020)**

The proposed Best Value Review of Council's aged and disability services has budget implications for both the 2022-23 and 2023-24 financial years.

It is proposed that project management of the Best Value Review be funded from Council's 2022-23 budget allocation to 'service reviews'.

It is also proposed that a consultant (subject-matter expert) be funded from a project allocation of \$45k to be funded through the 2023-24 budget.

### **Service Performance (s106 Local Government Act 2020)**

Evaluating service performance is at the core of the proposed Best Value Review of Council's aged and disability services. A Best Value Review will provide Council with (1) a clear understanding of the Commonwealth Government aged care reforms, (2) an assessment of Council's current service provision (including a unit cost analysis of each service) and the impact of the Commonwealth Government reforms on Council's aged and disability services (3) an evaluation of possible future service provision options and pathways and (4) a recommended future role for Council in aged and disability services.

Service performance principles will be an importance reference point in the Best Value Review.

### **Risk Assessment**

The proposed Best Value Review is a risk management strategy in that it presents critical information to enable Council to determine its future role in aged and disability service provision, in light of the imminent Commonwealth Government policy and program changes.

The Commonwealth Government aged care policy and program reforms present a significant risk to all Victorian Councils. As previously stated, the aged and disability service system in Victoria is unique in Australia. Over the past 40 years, the State Government and (since 2016) Commonwealth

Government have commissioned Colac Otway Shire Council to provide in-home aged care services under the following arrangements:

- A formal service agreement with an agreed timeframe.
- A known funding formula and agreed set number of hours of service.
- Funding provided as block payments made in advance of service provision.
- Local Government participating in a Commonwealth Government managed accreditation program.

These arrangements have provided a high level of certainty and predictability for Victorian Councils.

From 1 July 2024, the 'Support at Home' program will operate on the following arrangements:

- A market model where consumers will have right of choice over service provider and be able to move provider without notice.
- Set unit costing for each service (only indicative figures available at this time) with payments made in arrears on proof of service and receipt of invoicing.
- Higher standards of clinical governance and accreditation.
- Expectation that future providers will be capable of delivering a suite of services.
- No capacity for providers to subsidise services given National Competition Policy.

From 1 July 2024, the new 'Support at Home' program will introduce a high level of uncertainty for Victorian Councils.

The other important key risk centres on Council's relationship and communication with primary stakeholders, specifically:

- clients receiving community care services and their families
- staff involved in providing community care services and the Australian Services Union, including meeting Council's Enterprise Agreement.
- Commonwealth and State Governments, given current service agreements.

A risk assessment has been completed and reviewed by senior management. A formal briefing of Council's Audit and Risk Committee on this matter is scheduled for 17 May 2023 and the ARC Chair will be advised.

There will be no disruption to Council's community care services during the proposed review.

### **Communication/Implementation**

Given the particular impacts on clients receiving aged and disability services and the staff delivering aged and disability services, steps have been taken to ensure all clients and all staff have received letters to advise that, in light of the Commonwealth Government aged care reforms, Council will consider a report to undertake a Best Value Review of Council's aged and disability services.

Council officers will communicate Council's decision on the proposed aged and disability services review to the following key stakeholders:

- People receiving services via letter and general information including ‘Answers to Frequently Asked Questions’
- Staff delivering services via letter and meetings and general information including ‘Answers to Frequently Asked Questions’
- Australian Services Union via letter
- General public via media releases and through Council’s usual media channels
- Commonwealth Government via email and direct contact
- State Government via email and direct contact
- Other service providers via email and direct contact

Assuming Council decides to undertake a Best Value Review of its aged and disability services, the project will apply the following key milestones:

- 3 May 2023 - Council considers undertaking a Best Value service review
- May 2023 – Appoint Project Manager and advertise for subject matter expert
- June 2023 – Appoint subject matter expert
- June 2023 - Commence Best Value Review
- July / August 2023 – Undertake Community Engagement
- September 2023 or before – Progress report to Council
- December 2023 or before – Present final Best Value Review report to Council

### **Human Rights Charter**

No impact at this time as the report recommends the undertaking of a Best Value Review of Council’s aged and disability services.

### **Officer General or Material Interest**

No officer declared an interest under the *Local Government Act 2020* in the preparation of this report.

### **Options**

Option 1 – Council undertakes a Best Value Review of its aged and disability services to enable Council to determine its future role in managing aged and disability services.

This option is recommended by officers as the Commonwealth Government will implement its new aged care reform program, including the new ‘Support at Home’ service, on 1 July 2024. These changes present opportunities and significant risks for Victorian Councils providing aged and disability services. A Best Value Review of Council’s aged and disability services will enable Council to fully understand the impact of the Commonwealth Government aged care reforms and determine its future role in managing aged and disability services.

Option 2 – Council delays undertaking a Best Value Review of its aged and disability services.

This option is not recommended by officers as timing is critical given the commencement of the new Commonwealth Government ‘Support at Home’ program and associated changes to funding, accountability and reporting requirements on 1 July 2024. This timing allows Council to assess its current service provision, evaluate future options and pathways and either adapt its current service provision and/or discontinue some or all services and transition services to another provider (the appointment of another provider is determined solely by the Commonwealth Government).

Option 3 – Council does not approve the undertaking of a Best Value Review of its aged and disability services.

This option is not recommended by officers. This option will limit Council's understanding of (1) the impact of the Commonwealth Government reforms on Council's aged and disability services; (2) the range of possible aged and disability service options and pathways and (3) how best to position Council's future role in aged and disability services.

This option will still trigger the need for Council officers to progress a limited assessment of Council's aged and disability services against the Commonwealth Government aged care reforms.

**Attachment 1: Summary of Council's Aged and Disability Services in 2021-22****Commonwealth Home Support Program (CHSP)**

The CHSP provides entry-level supports to assist older persons, aged 65 years and over (50 years for Aboriginal and Torres Strait Islander people) to remain living independently in their own and community.

This program funds the following basic service: domestic supports, personal care, medications, respite, meals on wheels, meal preparation in the home, property maintenance and modification, group Social supports.

**Total number of clients = 607**

**Services Used by client - number of hours: July 2021 – June 2022**

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support Group	Transport
Number of clients 488	Number of clients 168	Number of clients 7	Number of clients 80	Number of clients 201	Number of clients 29	Number of clients 91
Number of Hours 9,181	Number of Hours 4,796	Number of Hours 200	Number of Hours 3,498	Number of Hours 788	Number of Hours 1,310	Number of Hours 1,691

**Home and Community Care Program - Younger People (HACC-PYP)**

The HACC-PYP provides services to under 65 years younger person who require short term interventions – Palliative Care-End of Life – Medical emergencies or as requested by medical practitioners.

Services funded are, domestic supports, personal care, property maintenance /modification, transport.

**Total number of clients = 28**

**Services Used by client - number of hours: July 2021 – June 2022**

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support	Transport
Number of clients 21	Number of clients 8	Number of clients 0	Number of clients 0	Number of clients 5	Number of clients 0	Number of clients 7
Number of Hours 493	Number of Hours 309	Number of Hours 0	Number of Hours 0	Number of Hours 21	Number of Hours 0	Number of Hours 187

### Home Care Package Program (HCP)

The HCP Program supports senior Australians with complex needs to live independently within their own home and community, using a consumer directed care approach to meet their required needs in partnership with an assigned care manager.

The care manager brokage out all services on behalf of the client.

Direct services provided by OPASS: domestic support, personal care/medications, meals, transport.

**Total number of clients = 218**

#### Services Used by client - number of hours: July 2021 – June 2022

Note that the information below is for charges to the HCP for services completed by OPASS

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support	Transport
Number of clients 134	Number of clients 130	Number of clients 19	Number of clients 25	Number of clients <i>Contract out</i>	Number of clients 0	Number of clients 86
Number of Hours 3,610	Number of Hours 9,350	Number of Hours 1,031	Number of Hours 1,775	Number of Hours 0	Number of Hours 0	Number of Hours 2,170

### National Disability Support Services (NDIS)

The NDIS provides funding to eligible people with disability to gain more time with family and friends, greater independence, access to new skills, jobs, or volunteering in their community, and an improved quality of life. The NDIS also connects anyone with disability to services in their community.

OPASS continues to support long term NDIS clients with the traditional services we deliver with the view that NDIS clients would transition to other disability services.

OPASS provided services: domestic supports, personal care, community access (respite).

**Total number of clients = 26**

#### Services Used by client - number of hours: July 2021 – June 2022

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support	Transport
Number of clients 17	Number of clients 13	Number of clients 13	Number of clients 0	Number of clients 0	Number of clients 0	Number of clients 0
Number of Hours 863	Number of Hours 2,408	Number of Hours 1,728	Number of Hours 0	Number of Hours 0	Number of Hours 0	Number of Hours 0



### Veterans Home Care

Current and past service men and women are eligible for a range of services supported by the Commonwealth Department of Veterans Affairs.

VHC has their own assessment processes and contract out services to a range of registered services with VHC.

OPASS has a contract with VHC to October 2023.

Services provided: domestic supports, personal care, respite, property maintenance. Small service demand.

**Total number of clients = 15**

#### Services Used by client - number of hours: July 2021 – June 2022

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support	Transport
Number of clients 18	Number of clients 3	Number of clients 0	Number of clients 0	Number of clients 6	Number of clients 0	Number of clients 0
Number of Hours 766	Number of Hours 199	Number of Hours 0	Number of Hours 0	Number of Hours 16	Number of Hours 0	Number of Hours 0

### OPASS – Agency Services

OPASS has a small number of Agencies contracting our services, mainly from Colac Area Health Post-Acute Services on 3-week purchases.

Very small program, limited demand.

OPASS provides: domestic supports, personal care, meals

**Total number of clients = 60 (generally limited service)**

#### Services Used by client - number of hours: July 2021 – June 2022

Domestic supports	Personal care / medication	Respite care	Meals on wheel	Property Maintenance/ modification	Social support	Transport
Number of clients 50	Number of clients 13	Number of clients 0	Number of clients 1	Number of clients 0	Number of clients 0	Number of clients 0
Number of Hours 132	Number of Hours 48	Number of Hours 0	Number of Hours 241	Number of Hours 0	Number of Hours 0	Number of Hours 0

## CLOSED SESSION

### **RECOMMENDATION**

***That pursuant to the provisions of Section 66 of the Local Government Act 2020, the meeting be closed to the public and Council move into Closed Session in order to deal with:***

<b><i>SUBJECT</i></b>	<b><i>REASON</i></b>	<b><i>SECTION OF ACT</i></b>
<b><i>Authority to Purchase Equipment</i></b>	This matter deals with Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.	Section 3(1)(a)