



Revenue and Rates Plan 2021-24

[April 2021]



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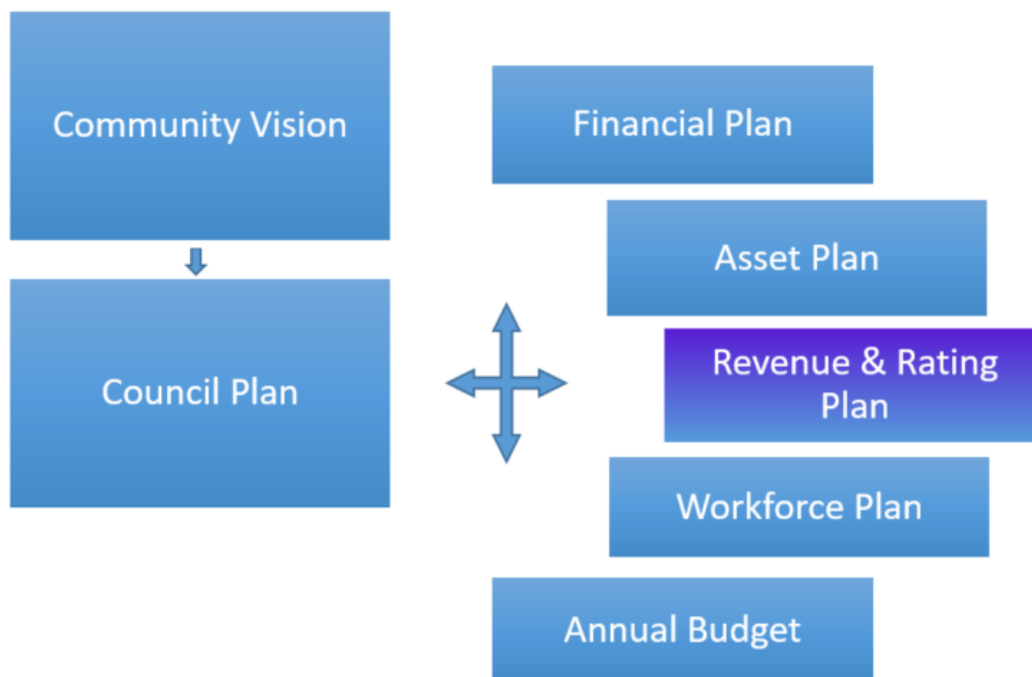
1.1 PURPOSE

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

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

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

Strategies outlined in this plan will align with the objectives contained in the Council Plan (under development) and will feed into our future budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework.



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

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

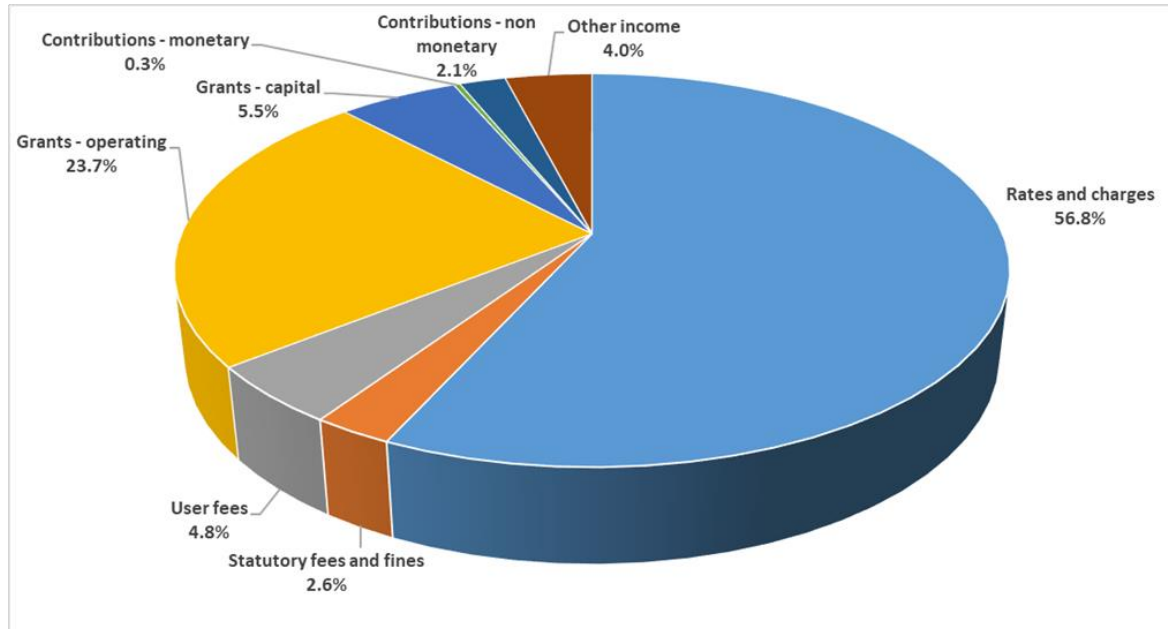
It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

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1.2 INTRODUCTION

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Revenue breakdown 2019/20



Source: Murrindindi Shire Council 2019-20 Annual Report

Council's revenue sources include:

- Rates and charges
- Waste and garbage charges
- Grants from other levels of Government
- Statutory fees and fines
- User fees
- Cash and non-cash contributions from other parties (ie developers, community groups)
- Interest from investments
- Sale of assets

Rates are the most significant revenue source for Council and make up approximately 57% of its annual operating income.

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

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council



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has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

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

1.3 RATES AND CHARGES

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

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

- **General Rates** – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- **Municipal Charge** - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

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

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

The Murrindindi Shire Council rating structure comprises five differential rates (general - residential, commercial and industrial, rural 1, rural 2 and vacant land). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- Residential - 100%
- Commercial / Industrial - 125%
- Rural 1 - 70%
- Rural 2 - 99%
- Vacant - 150%

Council also levies a municipal charge. The municipal charge is a minimum rate per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each ratable property in the municipality makes a contribution.



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The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

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

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates System.

1.3.1 RATING LEGISLATION

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

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

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

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

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Value, Capital Improved Value (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.



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Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

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

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

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Murrindindi Shire Council budget.

In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced.

1.3.2 RATING PRINCIPLES

Taxation Principles:

When developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

Wealth Tax

The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity



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Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation).

Vertical equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden).

Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden.

Capacity to Pay

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

Diversity

The capacity of ratepayers within a group to pay rates.

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

1.3.3 DETERMINING WHICH VALUATION BASE TO USE

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

- **Capital Improved Value (CIV)** – Value of land and improvements upon the land.
- **Site Value (SV)** – Value of land only.
- **Net Annual Value (NAV)** – Rental valuation based on CIV. For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.



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Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows council to apply differential rates which greatly adds to council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows council to apply higher rating differentials to the commercial and industrial sector that offset residential rates.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

Site value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Murrindindi Shire Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential and farming sectors, and would hinder council’s objective of a fair and equitable rating system.

It is difficult to see an equity argument being served by the implementation of site valuation in Murrindindi Shire Council.

Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial/commercial sector onto the residential and farming sectors of council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (eg. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.



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- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by council's customer service and property revenue staff each year.

Net annual value (NAV)

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

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

Recommended valuation base

In choosing a valuation base, councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a council was to choose the former, under the *Local Government Act 1989* it must adopt either of the CIV or NAV methods of rating.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements.

CIV is Council's chosen valuation base for the following reasons:

- CIV is considered to be the closest approximation to an equitable basis for distribution of the rating burden.
- CIV provides Council with the ability to levy a full range of differential rates. Differential rating is limited under the other rating bases.
- It is noted that the majority of Victorian Councils apply CIV as their rating base and as such, it has a wider community acceptance and understanding than the other rating methodologies.

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

Section 161(1) of the *Local Government Act 1989* outlines the requirements relating to differential rates, which include:

- a) A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.



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- b) If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Council's functions and must include the following:
- i. A definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
 - ii. An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council's district).
 - iii. Specify the characteristics of the land, which are the criteria for declaring the differential rate.

Once the Council has declared a differential rate for any land, the Council must:

- a) Specify the objectives of the differential rates;
- b) Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the *Local Government Act 1989*.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four times the lowest differential rate.

Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Murrindindi Shire Council applies a Capital Improved Value (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree.

Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations and advises council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rate notice.



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Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Murrindindi Shire Council. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

1.3.4 RATING DIFFERENTIALS

Advantages of a differential rating system

The perceived advantages of utilising a differential rating system summarised below are:

- There is greater flexibility to distribute the rate burden between all classes of property, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- Enables Council to encourage particular developments through its rating approach e.g. encourage building on vacant blocks.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome.
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community.

Disadvantages of a differential rating system

The perceived disadvantages in applying differential rating summarised below are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding the system. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (e.g. residential to commercial,) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.
- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the rate achieves those objectives.

Council has established a rating structure which is a combination of the following:

- Property values, based on Capital Improved Value; and
- A range of differential rates in the dollar to reflect variations in the provision and use of supporting services, access to Council assets, and land development and use priorities.

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



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Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions,

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

General - Residential

Definition:

This category includes all residential properties including flats, units and rural residential properties (i.e. under the 40ha threshold specified for the Rural 1 category).

Objectives:

To ensure that all owners of general residential properties, make an equitable financial contribution to the cost of carrying out the functions of the Council.

Types and Classes:

Includes all properties including residential properties which do not fit the criteria of the following differentials:

- Commercial and Industrial;
- Rural 1;
- Rural 2; or
- Vacant Land;

Properties that satisfy the above criteria will receive the standard general residential rate.

Use of Rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of Rate:

100% of General Rate.

Use of Land:

Any use permitted under the Murrindindi Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district. Land covered by this classification is not affected by ward boundaries

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

Definition:

Commercial and industrial properties are defined as:



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- Any property which is used primarily for commercial and/or industrial purposes and/or,
- Any property zoned as commercial and industrial land under the planning scheme in force in the municipal district which is not deemed vacant.

Objectives:

To ensure that the owners of the property having the characteristics of Commercial and Industrial Land make an equitable financial contribution to the cost of carrying out Council's functions, including those functions supporting economic development and tourism, and the renewal and maintenance of public infrastructure that is of critical importance and benefit to business owners.

Types and Classes:

Rateable property having the relevant characteristics described above. Commercial and Industrial properties are not:

- General - Residential;
- Rural 1;
- Rural 2; or
- Vacant Land.

Use of Rate:

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

Level of Rate:

125% of the General Rate.

Use of Land:

Any use permitted under the Murrindindi Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district. Land covered by this classification is not affected by ward boundaries

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 1

Definition:

Rural 1 land is any rateable land, which is:

- Not less than 40 hectares in area; and
- Shall include non-contiguous assessments within the Shire operating as a single farm enterprise.

Objectives:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;



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- Provision of general support services; and
- Recognition of the capital required for farming within the Shire and limited access to some services.

And to:

- Encourage uses compatible with the physical capability of the land;
- Minimise the need for urban works and services to the non-urban area;
- Conserve the resources of soil, flora and fauna and the significant natural features in the areas identified as having ecological and landscape interest value;
- Conserve as far as possible the existing patterns of vegetation to maintain landscape quality;
- Assist in the maintenance of farming activities within areas eminently suited for that purpose; and
- Discourage the proliferation of non-agricultural activities on soil of high agricultural value by protecting the social characteristics of the rural community from the encroachment of urban-type development.

Types and Classes:

Rateable properties having the relevant characteristics described above. Rural 1 properties are not:

- General - Residential;
- Commercial and Industrial;
- Rural 2; or
- Vacant 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:

70% of the General Rate.

Use of Land:

Any use permitted under the Murrindindi Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district. Land covered by this classification is not affected by ward boundaries

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 2

Definition:

Rural 2 land is any ratable land, which is:

- greater than 4 hectares and less than 40 hectares in area; and
- shall include non-contiguous assessments within the Shire operating as a single farm enterprise.



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Objectives:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Provision of general support services; and
- Recognition of the capital required for farming within the Shire and limited access to some services.

Types and Classes:

Rateable properties having the relevant characteristics described above. Rural 2 properties are not:

- General - Residential;
- Commercial and Industrial;
- Rural 1; or
- Vacant 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:

99% of the General Rate.

Use of Land:

Any use permitted under the Murrindindi Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district. Land covered by this classification is not affected by ward boundaries

Types of Buildings:

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

Vacant land

Definition:

Vacant land is defined as:

- Any land which is located in Council's defined residential, commercial, rural living or industrial zones for planning purposes that is currently undeveloped.
- Undeveloped land is broadly classified as land not containing an approved, habitable structure, or land that has been developed for the purpose of commercial or industrial use.

Objectives:

To encourage property owners to develop vacant land identified by Council as suitable for development, rather than simply acquire or hold land for the purpose of future investment without developing it. Encouraging the development of land ensures that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of the Council.



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Types and Classes:

Rateable properties having the relevant characteristics described above. Rural 2 properties are not:

- General - Residential;
- Commercial and Industrial;
- Rural 1; or
- Rural 2.

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:

150% of the General Rate.

Use of Land:

Any use permitted under the Murrindindi Shire Council Planning Scheme.

Geographic Location:

Wherever located within the municipal district. Land covered by this classification is not affected by ward boundaries

1.3.5 MUNICIPAL CHARGE

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

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

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

The arguments in favour of a municipal charge are similar to waste charges. They apply equally to all properties and are based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. The same contribution amount per assessment to cover a portion of Council's administrative costs can be seen as an equitable method of recovering these costs.

The argument against a municipal charge is that this charge is regressive in nature and results in lower valued properties paying higher overall rates and charges. The equity objective in levying rates against property values is lost in a municipal charge as it is levied uniformly across all assessments.

Given the financial sustainability challenges that most small rural councils are experiencing, and the requirement to fund the ongoing maintenance and operation of the new and



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gifted assets, the existing Municipal Charge will continue to be applied for the foreseeable future, in accordance with the legislation detailed above.

1.3.6 SPECIAL RATES & CHARGE SCHEMES

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

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

The special rate or special charges may be declared on the basis of any criteria specified by the council in the rate (Section 163 (2)). In accordance with Section 163 (3), council must specify:

- a. the wards, groups, uses or areas for which the special rate or charge is declared; and
- b. the land in relation to which the special rate or special charge is declared;
- c. the manner in which the special rate or special charge will be assessed and levied; and
- d. details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is proof "special benefit" applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no 'free-riders' reaping the benefits but not contributing to fire prevention.

Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.

Council will use special rates and charges in instances that fit the following circumstances

- Funding of narrowly defined capital projects (e.g. streetscape works, private road sealing) where special benefit can be shown to exist to a grouping of property owners;
- Raising funds for a dedicated purpose where the use of CIV is not the most equitable method of calculating property owner contributions; or
- Covering the cost of an expense relating to a specific group of ratepayers (e.g. licensed premises).

1.3.7 SERVICE RATES AND CHARGES

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

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

Murrindindi Shire Council currently applies a Service Charge for the collection and disposal of refuse on properties that fall within the designated kerbside waste collection area.



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Council retains the objective of setting the Service charge for waste at a level that fully recovers the cost of the waste function. It should be noted that Council does not currently provide services detailed in a) and c) above.

The advantage of the waste charge is that it is readily understood and accepted by residents as a fee for a direct service that they receive. It further provides equity in the rating system in that all residents who receive exactly the same service level all pay an equivalent amount. The disadvantage of the waste charge is similar to the municipal charge in that it is regressive in nature. A fixed charge to a low valued property comprises a far greater proportion of the overall rates than it does to a more highly valued property.

Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including providing for the cost of rehabilitation of the council's landfill once it reaches the end of its useful life.

Should council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate – meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties.

Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

Therefore on balance, Council will retain its existing waste charge. Unlike a municipal charge where the direct benefit to the resident is invisible – the waste charge is a tangible service that is provided directly to all in the same fashion.

1.3.8 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

Payment options

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

Alternatively under section 167 (2A), ratepayers have the option to pay the full amount of rates by 15 February.

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via Council's payment portal,
- direct debit (on prescribed instalment due dates or monthly),
- BPAY,
- by mail (cheques and money orders only).



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Interest on arrears and overdue rates

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

Pensioner rebates

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

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

Financial Hardship Policy

To assist ratepayers in meeting financial obligations to Council by providing alternative payment arrangements for property based debts, where financial hardship is proven to exist.

This gives ratepayers the opportunity to present their case and to ensure they are treated in a consistent, equitable and confidential manner. If Council becomes aware of any ratepayer providing false or misleading information in order to gain assistance for which he/she would otherwise not be eligible, the agreement with Council will become null and void. Any charges which have been waived or deferred will be restored to the full amount. In addition, this includes any interest not charged that would have otherwise been payable.

Ratepayers may have rates and charges, or part thereof, deferred subject to the following conditions:

- a. The ratepayer must be able to demonstrate they are or will experience undue and unusual financial hardship;
- b. A confidential statement must be submitted by the ratepayer or their representative as evidence of such circumstances;
- c. Where the ratepayer has complied with clauses a and b, the rate or charge or part thereof may be deferred either for a set period or an indefinite period;
- d. Where practicable, the ratepayer must enter into an agreement with Council on a payment schedule and perform against such agreement.

Under a deferment arrangement, whilst rates and interest will still accrue, no debt recovery action shall be taken. Annually, confirmation will be sought from either the ratepayer or nominated representative that financial hardships conditions still exist. Council has the ability to review any existing arrangements.

Deferment is withdrawn automatically upon the sale of the property.

Debt recovery



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

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

Fire Services Property Levy

In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums.

The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

1.4 OTHER REVENUE ITEMS

1.4.1 USER FEES AND CHARGES

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

Examples of user fees and charges include:

- Hall hire fees
- Pool visitation and membership fees
- Waste management fees
- Saleyards fees

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

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



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In providing services to the community, council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

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

Market pricing (A) is where council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and council needs to meet its obligations under the government's Competitive Neutrality Policy.

It should be noted that if a market price is lower than council's full cost price, then the market price would represent council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that council is not the most efficient supplier in the marketplace. In this situation, council will consider whether there is a community service obligation and whether council should be providing this service at all.

Full cost recovery price (B) aims to recover all direct and indirect costs incurred by council. This pricing should be used in particular where a service provided by council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

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

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

1.4.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.



Revenue and Rates Plan 2021

Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four [penalty units](#).

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

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

Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court [registrar](#) of probates is 1.6 fee units.

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

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

1.4.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

1.4.4 CONTRIBUTIONS

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects.

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

Examples of contributions include:

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



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Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

1.4.5 INTEREST ON INVESTMENTS

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's Investment Policy, which seeks to earn the best return on funds, whilst minimising risk.

1.4.6 BORROWINGS

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Proposed loans must be included in the annual or revised budgets, and can only be approved by council resolution. Borrowings are managed per Council's Borrowings Policy.

Statement A

Murrindindi Shire Council
Income Statement
For the period ended 31st March 2021

		(1)	(2)	%				
NOTE	December Revised Budget 2020/21 \$	Annual Revised Budget 2020/21 \$	Forecast Adjustment 2020/21 \$	YTD Budgets 31/03/2021 \$	Actual 31/03/2021 \$	YTD Budget V Actual Variance 31/03/2021 \$	YTD Budget V Actual Variance 2020/21 %	
Revenue								
Rates & Charges	1	21,562,446	21,562,446	-	21,521,418	21,512,400	(9,018)	-0.04%
Special Charge	2	27,000	27,000	-	-	-	-	
Statutory fees and fines	3	1,187,957	1,178,457	(9,500)	861,009	880,912	19,903	2.31%
User fees	4	909,964	908,914	(1,050)	680,750	788,705	107,955	15.86%
Grants - Operating	5	8,613,237	8,703,237	90,000	4,706,999	4,560,094	(146,905)	-3.12%
Grants -Capital	6	4,259,098	4,246,183	(12,915)	2,415,162	2,414,004	(1,158)	-0.05%
Contributions - Cash	7	288,970	297,970	9,000	254,772	263,980	9,208	3.61%
Contributions - Non Cash	8	600,000	600,000	-	-	-	-	
Reimbursements	9	330,083	337,983	7,900	154,759	146,505	(8,254)	-5.33%
Other revenue	10	754,980	788,749	33,769	488,782	498,837	10,055	2.06%
				-				
Total Revenue		38,533,735	38,650,939	117,204	31,083,651	31,065,437	(18,214)	-0.06%
Expenses								
Employee Benefits	11	15,610,143	15,503,568	(106,575)	11,783,504	11,605,427	(178,077)	-1.51%
Materials and Services	12	13,975,873	14,003,477	27,604	9,202,066	8,544,657	(657,409)	-7.14%
Depreciation and amortisation	13	8,859,048	8,759,048	(100,000)	90,000	88,139	(1,861)	-2.07%
Bad and Doubtful Debts	14	160,000	160,000	-	160,000	160,085	85	0.05%
Other Expense	15	356,886	356,886	-	205,966	192,704	(13,262)	-6.44%
Finance Costs (Interest)	16	24,909	24,909	-	9,637	9,642	5	0.05%
Total Expenses		38,986,859	38,807,888	(178,971)	21,451,173	20,600,654	(850,519)	-3.96%
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	17	(622,047)	(622,047)	-	-	103,227	103,227	
Increase/(Decrease) Landfill Provision		-	-	-	-	-	-	
Surplus (deficit) for the period		(1,075,171)	(778,996)	296,175	9,632,478	10,568,010	935,532	9.71%

Statement B

Murrindindi Shire Council
Balance Sheet
as at 31st March 2021

	Original Budget 2020/21	December Revised Budget 2020/21	Annual Revised Budget 2020/21	(1)		(2)	
				Forecast Adjustment	YTD Budget 31/03/2021	Actual 31/03/2021	YTD Budget V Actual Variance 31/03/2021
	\$	\$	\$		\$	\$	\$
Assets							
Current assets							
Cash and cash equivalents	31,332,461	31,376,944	31,358,119	(18,825)	37,618,117	40,122,346	2,504,229
Trade and other receivables	3,259,000	3,906,329	3,906,329	-	6,539,846	6,449,615	(90,231)
Accrued Income	200,000	60,000	60,000	-	-	-	-
Prepayments	175,000	175,000	175,000	-	-	5,737	5,737
Inventories	30,000	30,000	30,000	-	30,000	44,661	14,661
Total current assets	34,996,461	35,548,273	35,529,448	(18,825)	44,187,963	46,622,359	2,434,396
Non current assets							
Intangible Assets	1,688,440	1,845,096	1,945,096	100,000	2,111,750	2,113,611	1,861
Property & Plant & Equipment	356,919,301	358,555,393	358,770,393	215,000	359,570,041	356,742,775	(2,827,266)
Receivables	5,000	5,000	5,000	-	-	2,818	2,818
Total non-current assets	358,612,741	360,405,489	360,720,489	315,000	361,681,791	358,859,204	(2,822,587)
Total assets	393,609,202	395,953,762	396,249,937	296,175	405,869,754	405,481,563	(388,191)
Liabilities							
Current liabilities							
Trade and other payables	2,948,153	2,948,153	2,948,153	-	1,724,994	249,104	1,475,890
Trust funds and deposits	1,025,666	1,025,666	1,025,666	-	1,366,666	1,240,081	126,585
Grants in Advance		225,000	225,000	-	225,000	225,000	-
Provisions - Employee Entitlements	3,360,000	3,218,000	3,218,000	-	3,218,000	3,469,511	(251,511)
Interest-bearing loans and borrowings	141,489	141,489	141,489	-	-	-	-
Total Current Liabilities	7,475,308	7,558,308	7,558,308	-	6,534,660	5,183,696	1,350,964
Non-Current Liabilities							
Provisions - Employee Entitlements	280,000	280,000	280,000	-	280,000	250,678	29,322
Provisions - Other	5,700,000	5,700,000	5,700,000	-	5,700,000	5,756,563	(56,563)
Interest-bearing loans and borrowings	158,991	158,991	158,991	-	390,982	390,982	-
Total Non Current Liabilities	6,138,991	6,138,991	6,138,991	-	6,370,982	6,398,223	(27,241)
TOTAL LIABILITIES	13,614,299	13,697,299	13,697,299	-	12,905,642	11,581,919	1,323,723
NET ASSETS	379,994,903	382,256,463	382,552,638	296,175	392,964,112	393,899,644	935,532
Equity							
Accumulated Surplus	135,274,966	132,841,173	133,003,069	161,896	131,560,478	131,560,478	-
Surplus for the Year	(54,904)	(1,075,171)	(778,996)	296,175	9,632,478	10,568,010	935,532
Asset Revaluation Reserve	227,542,254	231,594,638	231,594,638	-	231,594,638	231,594,638	-
Other Reserves	17,232,587	18,895,823	18,733,927	(161,896)	20,176,518	20,176,518	-
TOTAL EQUITY	379,994,903	382,256,463	382,552,638	296,175	392,964,112	393,899,644	935,532

Statement C

Murrumbidgee Shire Council
Cash Flow Statement
For the period ended 31st March 2021

	Original Budget 2020/21 Inflows/ (Outflows)	December Revised Budget 2020/21 Inflows/ (Outflows)	Annual Revised Budget 2020/21 Inflows/ (Outflows)	(1) Forecast Adjustment	YTD Budget 31/03/2021 Inflows/ (Outflows)	Actual 31/03/2021 Inflows/ (Outflows)	YTD Budget V Actual Variance 31/03/2021
	\$	\$	\$		\$	\$	\$
Cash Flow From Operating Activities							
Rates & Charges	21,604,547	21,529,596	21,529,596	-	18,288,250	18,585,441	297,191
Statutory fees and fines	1,153,634	1,194,647	1,185,147	9,500	867,699	871,400	3,701
User fees	1,668,990	757,154	755,999	1,155	1,218	481,508	480,290
Grants - operating	6,924,717	9,312,950	9,402,950	(90,000)	5,966,712	4,560,094	(1,406,618)
Grants - capital	2,135,391	4,004,532	3,991,617	12,915	2,415,162	3,343,535	928,373
Contributions - monetary	54,449	288,970	297,970	(9,000)	254,772	263,980	9,208
Other Income	746,315	793,946	839,782	(45,836)	707,895	482,925	(224,970)
Interest Received	699,748	381,426	381,426	-	290,892	284,451	(6,441)
Net GST Refund/Payment	933,277	1,270,104	1,268,802	1,301	829,650	750,963	(78,687)
Net receipt trust funds and deposits	(62,300)	(456,616)	(456,616)	-	(115,616)	(242,201)	(126,585)
Payments to suppliers	(12,555,138)	(15,641,339)	(15,671,703)	30,364	(10,840,157)	(11,556,733)	(716,576)
Payments to employees	(14,076,579)	(15,665,975)	(15,559,400)	(106,575)	(12,434,336)	(12,034,070)	400,266
Other Payments	(348,575)	(392,575)	(392,575)	-	(226,563)	(211,974)	14,588
Net cash flow provided by operating activities	8,878,476	7,376,820	7,572,995	(196,175)	6,005,578	5,579,318	(426,260)
Cash flow from investing activities							
Payment for property, plant and equipment, infrastructure & intangible assets	(11,681,781)	(16,868,773)	(17,083,773)	215,000	(8,502,431)	(5,571,938)	2,930,493
Proceeds from sale of property, plant and equipment, infrastructure & intangible assets	247,000	959,777	959,777	-	103,227	103,227	-
Net cash used in investing activities	(11,434,781)	(15,908,996)	(16,123,996)	215,000	(8,399,204)	(5,468,711)	2,930,493
Cash flows from financing activities							
Finance costs	(27,149)	(27,148)	(27,148)	-	(15,029)	(15,034)	(5)
Repayment of interest bearing loans and borrowings	(178,076)	(178,077)	(178,077)	-	(87,574)	(87,574)	-
Net cash provided by (used in) financing activities	(205,225)	(205,225)	(205,225)	-	(102,603)	(102,608)	(5)
Net increase/(decrease) in cash and cash equivalents	(2,761,530)	(8,737,402)	(8,756,227)	(18,825)	(2,496,229)	7,999	2,504,229
Cash and cash equivalents at the beginning of the financial year	34,093,991	40,114,346	40,114,346	-	40,114,346	40,114,346	-
Cash and cash equivalents at the end of the financial year	31,332,461	31,376,945	31,358,120	(18,825)	37,618,117	40,122,346	2,504,229

Statement D

Cash Flow Statement Reconciliation - Non discretionary Cash Requirements

	(1)						YTD Budget V Actual Variance
	Original Budget	Annual Revised Budget	Annual Revised Budget	Forecast Adjustment	YTD Budget	Actual	
	2020/21	2020/21	2020/21		31/03/2021	31/03/2021	
Non discretionary Cash Requirements to be held:							
Reserves		\$	\$		\$	\$	
Account							
070300 Public Open Space Reserve	(620,204)	(483,030)	(492,030)	(9,000)	(556,330)	(556,330)	-
070305 Infrastructure Contributions - Parking	(41,080)	(41,080)	(41,080)	-	(41,080)	(41,080)	-
070312 - Infrastructure Maintenance Reserve 2% Rates	(1,040,130)	(1,040,130)	(1,040,130)	-	(1,040,130)	(1,040,130)	-
070313 - Infra. Maint. New & Expanded Assets (bal. \$1.2m)	-	-	-	-	-	-	-
070314 - Infra. Maint. Gifted & Novated Assets - \$920K	(620,000)	(700,948)	(700,948)	-	(700,948)	(700,948)	-
070315 - Defined Benefits Superannuation	(1,200,000)	(1,200,000)	(1,200,000)	-	(1,200,000)	(1,200,000)	-
070316 - Infra. Balance MAP's Funding	-	-	-	-	(498,428)	(498,428)	-
070318 - Infrastructure Reserve	(5,025,852)	(4,915,478)	(4,915,478)	-	(4,915,478)	(4,915,478)	-
070325 Garbage Reserve	(8,380,321)	(10,254,211)	(10,083,315)	170,896	(10,893,202)	(10,893,202)	-
070336 - Marysville Community Fund	(63,531)	-	-	-	-	-	-
070345 Shaw Avenue Redevelopment Reserve	(43,752)	(43,752)	(43,752)	-	(43,752)	(43,752)	-
070355 Alexandra Community Leisure Centr	-	-	-	-	-	-	-
070370 Road Maintenance Reserve	-	-	-	-	-	-	-
070420 Yea Saleyards Reserve	(25,900)	(87,204)	(87,204)	-	(102,730)	(102,730)	-
070430 Alexandra Saleyards Reserve	-	-	-	-	-	-	-
070440 Yea Caravan Park Reserve	67,221	23,617	23,617	-	(32,883)	(32,883)	-
070445 Marysville Caravan Park Reserve	(239,038)	(153,607)	(153,607)	-	(151,557)	(151,557)	-
Total Cash backed reserves	(17,232,587)	(18,895,823)	(18,733,927)	161,896	(20,176,518)	(20,176,518)	-
Other Cash Requirements							
070000 Deposits	(750,000)	(750,000)	(750,000)	-	(750,000)	(771,050)	(21,050)
70041 Provision for Employee Entitlement - A/L 25%	(304,500)	(304,500)	(304,500)	-	(344,247)	(344,247)	-
070040 Provision for Employee Entitlement LSL (progression to 25% over 4 years	(535,500)	(500,000)	(500,000)	-	(500,000)	(523,131)	(23,131)
070060 General Trust Accounts	(9,666)	(9,666)	(9,666)	-	(9,666)	(8,667)	999
Quarry Security ANZ	(112,500)	(19,500)	(19,500)	-	(19,500)	-	19,500
Fire Service Property Levy	(70,000)	(70,000)	(70,000)	-	(460,000)	(181,048)	278,952
Total Required Cash	(19,014,753)	(20,549,489)	(20,387,593)	161,896	(22,259,931)	(22,004,661)	255,270
Total Available Cash	31,332,461	31,376,945	31,358,120	(18,825)	37,618,117	40,122,346	2,504,229
Surplus/(Deficit)	12,317,708	10,827,456	10,970,527	143,071	15,358,187	18,117,685	2,759,498

MURRINDINDI SHIRE COUNCIL PLAN 2017-2021



Murrindindi
Shire Council

QUARTERLY REPORT (JANUARY - MARCH 2021)

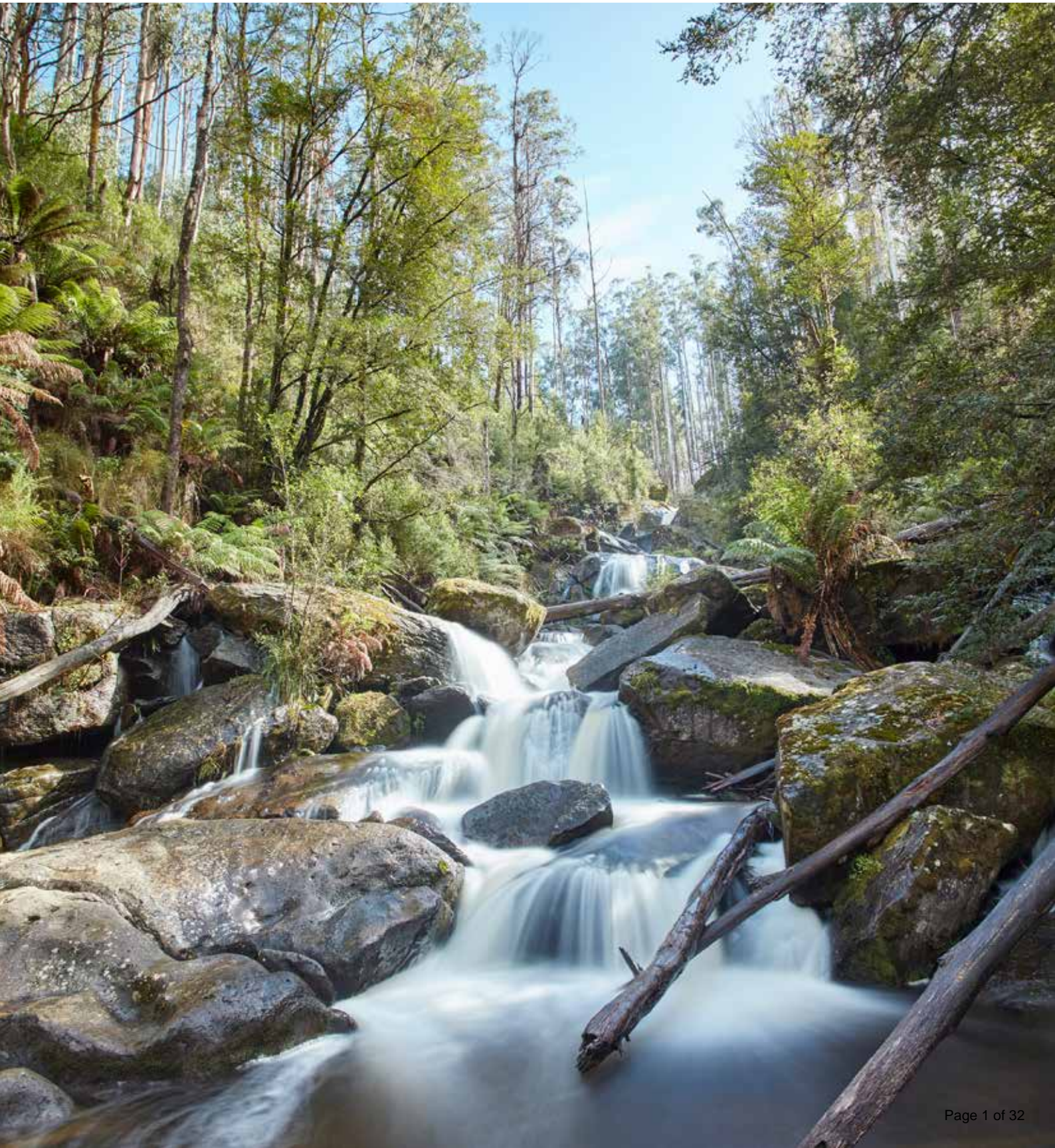


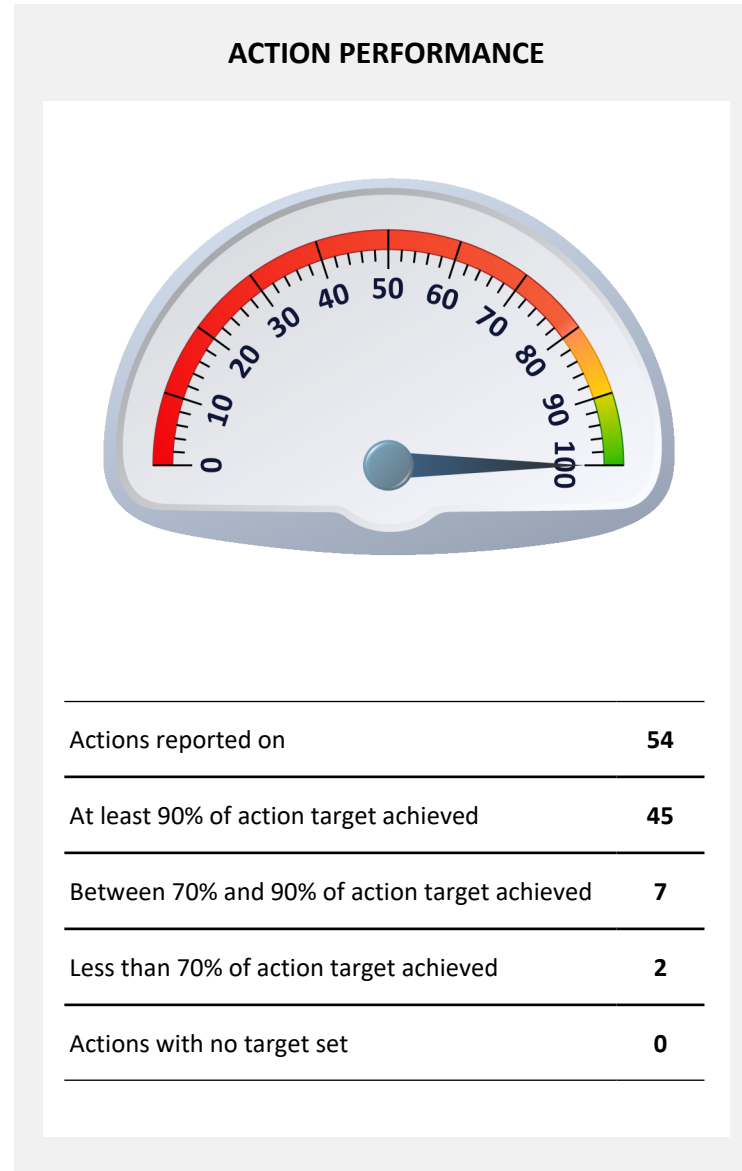
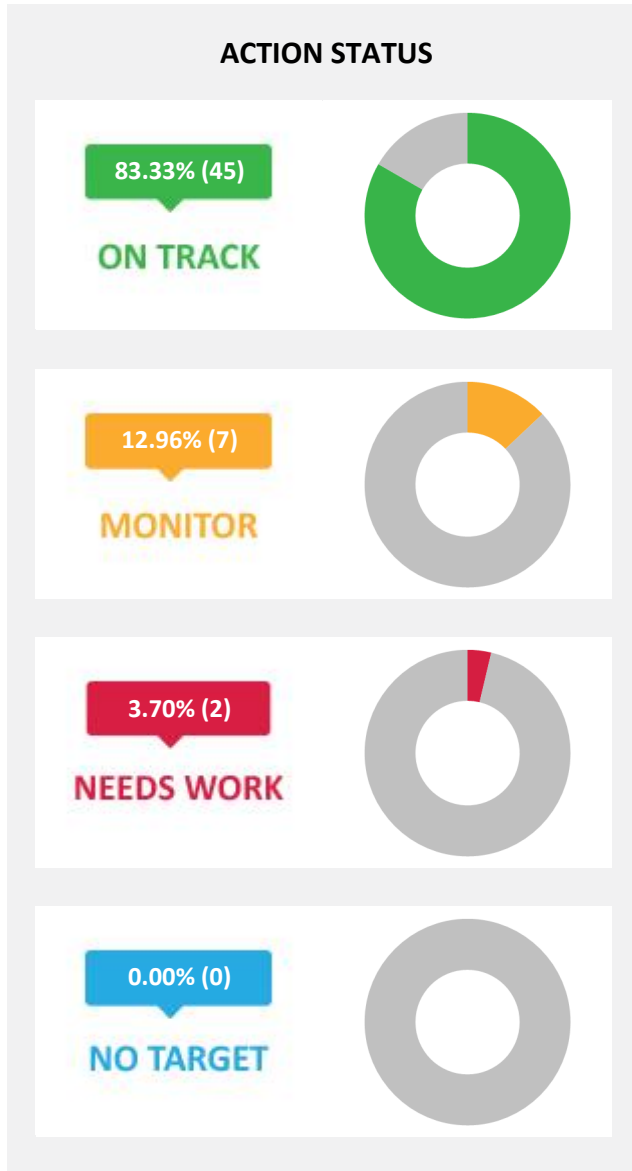
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INTRODUCTION

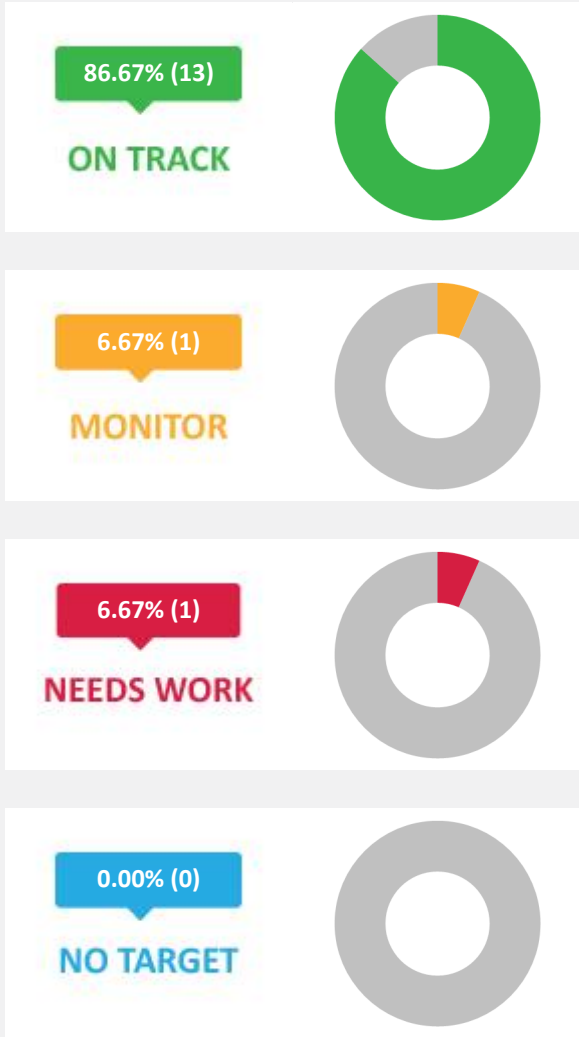
This report provides a quarterly summary of progress towards delivering the strategies in the Murrindindi Shire Council Plan 2017-2021. The report focuses on action undertaken during the January - March 2021 Quarter. A full report on annual progress and achievements, including an assessment against the Strategic Indicators in the Council Plan is provided each financial year as part of Council's Annual Report.

OVERVIEW SUMMARY

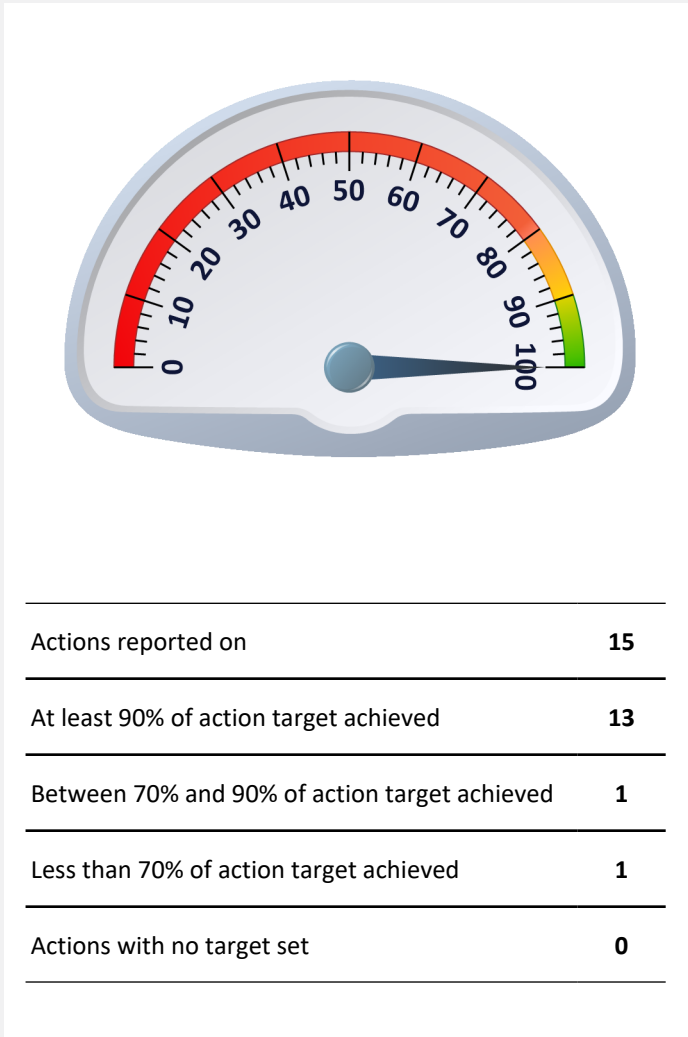


Our People

ACTION STATUS









ACTION PERFORMANCE





Our People



PERFORMANCE OVERVIEW

STRATEGIC OBJECTIVE 1.1 Together we will celebrate and encourage diverse, caring and connected communities		Actions On Track	KPI -
Strategy	Action Performance		KPI Performance
1.1.1 Encourage activities and events that celebrate our vibrant, diverse and creative people and communities		On Track	-
1.1.2 Work with community and groups to connect, collaborate and plan for our future		On Track	-
1.1.3 Work with our partner agencies to ensure people of all ages can access the health and community services they need		On Track	-
1.1.4 Create a positive environment that supports our young people to grow, participate and be happy		On Track	-
1.1.5 Promote opportunities for people of all ages to connect with and be involved in their community		On Track	-




Our People

ACTION SUMMARY



Strategic Objective: Together we will celebrate and encourage diverse, caring and connected communities								
Strategy: Encourage activities and events that celebrate our vibrant, diverse and creative people and communities								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.1 Promote more community celebrations to increase opportunities for the community to connect	Stuart Coller - Acting Manager Community Wellbeing	We continued providing support to community groups in preparing submissions for events and projects aligned with the Grants and Contributions program. Three grants were awarded with a value of \$12,148.	In Progress	01/07/20	30/06/21	80.00	75.00	 ON TRACK
1.1.1.2 Support creative and cultural activities	Stuart Coller - Acting Manager Community Wellbeing	Our Alexandra Library held the ceremonial Book Launch of 'On Taungurung Land: Sharing History and Culture' by Roy Henry Patterson and Dr Jennifer Jones on 27 March. Our youth development program "Dindi Sessions" was delivered with 12 young people participating in career information, technical production, song-writing and recording workshops.	In Progress	01/07/20	30/06/21	95.00	75.00	 ON TRACK



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.1.3 Use our library facilities and programs to connect and celebrate communities	Jacqui Rabel - Manager Customer Experience	<p>We continued the rollout of the new library catalogue, which came online during the last quarter. This involved regular sessions to upskill community members in using the catalogue and related app, downloading e-material, accessing library databases and photo skills. In this quarter, we commenced listing of all library events on our library catalogue so that the community can register online.</p> <p>We resumed nearly all programs, including Storytime and Baby Rhyme Time, On The Couch/Pageturners, Youth and Children's Sessions and introduced a new 'Welcome Group' for newcomers to the Shire. Libraries ran a VCE text movie session 'The Dressmaker' and ran a month-long series of events and promotions to mark International Women's Day. We kicked off the Year 2030 series at our Yea Library, featuring a targeted book collection.</p>	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
1.1.1.4 Strengthen our relationship with local Aboriginal communities	Shivaun Brown - Director Community Engagement	<p>The Taungurung Land and Waters Council Chief Executive Officer met with Council to discuss the aims of, and areas covered by the Recognition and Settlement Agreement.</p> <p>We implemented the appropriate protocols for Acknowledgement of Country and Welcome to Country.</p>	In Progress	01/07/20	30/06/21	37.00	75.00	 NEEDS WORK

Strategy: Work with community and groups to connect, collaborate and plan for our future



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.2.1 Help local communities plan for their future	Stuart Coller - Acting Manager Community Wellbeing	<p>We began the community engagement process for the "Shaping our Future" project associated with developing our Council Plan, Community Vision, Financial Plan and Municipal Public Health & Wellbeing Plan.</p> <p>We continued to support Community Planning in Marysville, Yea and Toolangi/Castella with project implementation, including grant applications.</p>	In Progress	01/07/20	30/06/21	60.00	75.00	 MONITOR
1.1.2.2 Promote and encourage volunteering	Stuart Coller - Acting Manager Community Wellbeing	Our Good Sport initiative continues to provide resources, connections and support to recreation and sporting clubs through Council's web page and officer outreach and support.	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK
1.1.2.3 Strengthen community, sport and recreation groups	Stuart Coller - Acting Manager Community Wellbeing	<p>We facilitated two workshops targeting Volunteer Recruitment and Grant seeking via the Good Sport Initiative. Four sporting clubs attended and were granted a \$500 operational grant to support 'return to normal' following COVID restrictions.</p> <p>We made a range of resources available to sporting clubs that support the return to play, via a landing page featuring links to the various sporting initiatives and support.</p>	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK

Strategy: Work with our partner agencies to ensure people of all ages can access the health and community services they need



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.3.1 Encourage provision of services that meet community needs	Stuart Coller - Acting Manager Community Wellbeing	<p>We progressed key initiatives in the COVID-19 Community Transition Plan in partnership with the Health & Wellbeing Consortium members.</p> <p>Our participation continued in the Goulburn Mental Health & Wellbeing Project, via the Lower Hume Primary Care Partnership (LHPCP). Aligning project objectives with the Royal Commission into Mental Health recommendations has been a priority.</p>	In Progress	01/07/20	30/06/21	86.00	75.00	 ON TRACK
1.1.3.2 Promote programs that encourage active lifestyle and access to healthy food	Stuart Coller - Acting Manager Community Wellbeing	<p>Our 2019/20 new budget initiative to provide free entry to our swimming pools in Alexandra, Eildon, Marysville and Yea over for the 2020/21 season saw 21,500 patrons accessing the service.</p> <p>Our collaboration with the Lower Hume Primary Care Partnership via the "Grow Well Dindi" project supported promoting the Colour Run program to primary school students and collaborating on the Healthy Schools newsletter.</p> <p>We supported the VicHealth "This Girl Can" week initiative celebrating women getting active, regardless of background, ability, gender identity, age or body shape.</p>	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.3.3 Strengthen local aged and disability services	Stuart Coller - Acting Manager Community Wellbeing	We supported 13 vulnerable community members to access health services through Dindi Link. The Dindi Link section of our website experienced a 100% growth with 315 views, which supports people to independently source information to connect to health services.	In Progress	01/07/20	30/06/21	75.00	75.00	
1.1.3.4 Support healthy and happy children and families	Stuart Coller - Acting Manager Community Wellbeing	<p>Our Maternal and Child Health (MCH) Service experienced a 55% increase in births, with 36 new births and 100% enrolment in the service. Our MCH Enhanced program supported 25 vulnerable families at risk of poor outcomes via assertive outreach.</p> <p>We supported 25 families via the Children Services Parent Early Education Partnership (PEEP) and Facilitated Playgroups programs. The 10 year Kindergarten Infrastructure Strategic Plan was finalised in partnership with the Department of Education.</p> <p>We engaged a consultant to enhance our Family Day Care Service with professional development to ensure the service continues to exceed national standards.</p>	In Progress	01/07/20	30/06/21	85.00	75.00	

Strategy: Create a positive environment that supports our young people to grow, participate and be happy

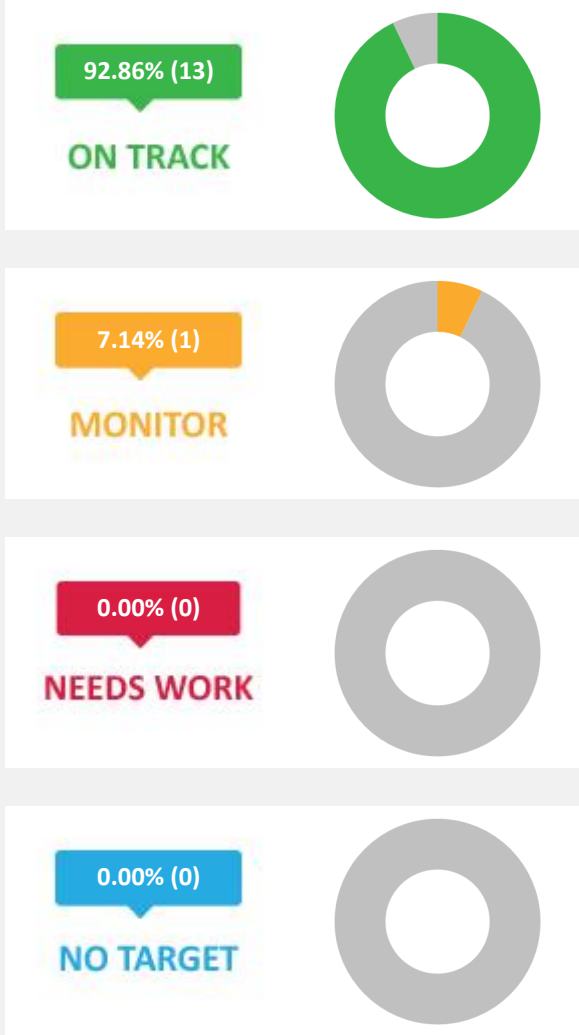
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.4.1 Encourage young people to participate and lead	Stuart Coller - Acting Manager Community Wellbeing	We delivered three youth-led pool parties with over 500 people in attendance, featuring local youth musicians. We began promoting and recruiting for our second Annual Youth Leadership Program.	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK
1.1.4.2 Improve access to the support young people need	Stuart Coller - Acting Manager Community Wellbeing	We worked with the Central Ranges Local Learning Employment Network to deliver career pathway opportunities across Murrindindi Shire, an area of concern highlighted by young people.	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK

Strategy: Promote opportunities for people of all ages to connect with and be involved in their community

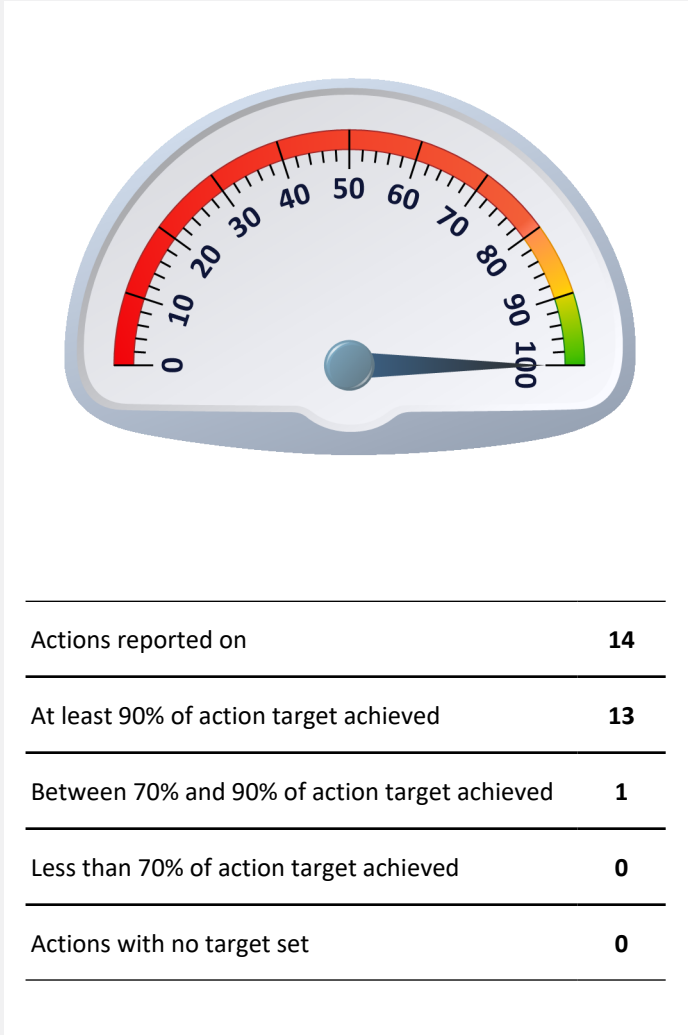
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
1.1.5.1 Inspire people to be engaged and active	Stuart Coller - Acting Manager Community Wellbeing	We continued to facilitate the Local Services Network, consisting of Community and Neighbourhood Houses, focusing on supporting the development of activities to enhance social inclusion and connection for vulnerable members of the community.	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK
1.1.5.2 Remove barriers that restrict people's participation in the community	Stuart Coller - Acting Manager Community Wellbeing	We participated in the Access 4 All Project Advisory Group, which is a part of the Nexus led Linkages and Capacity Building Project. This Project has been established to ensure equity of access and increased inclusion of people with disability in mainstream services. This work has been further enhanced by participation in the Voice at the Table working group led by the Self Advocacy Resource Unit which includes supporting "Speak Up Alexandra". We developed an Easy English survey to encourage low literacy community members to participate in the Shaping our Future community consultation.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Our Place

ACTION STATUS



ACTION PERFORMANCE



Actions reported on	14
At least 90% of action target achieved	13
Between 70% and 90% of action target achieved	1
Less than 70% of action target achieved	0
Actions with no target set	0



Our Place PERFORMANCE OVERVIEW

STRATEGIC OBJECTIVE		Actions On Track	KPI -
Strategy	Action Performance		KPI Performance
2.1 We will maintain and enhance places to be attractive and liveable, in balance with our natural environment		On Track	-
2.1.1 Support recreation opportunities for our residents and visitors that encourage participation and community connections		On Track	-
2.1.2 Improving links and making Murrindindi Shire easier to navigate and its services and destinations easy to find		On Track	-
2.1.3 Through good land use planning enhance the liveability, prosperity and the rural character of our Shire		On Track	-
2.1.4 Strengthen the environmental sustainability of our communities, protect our natural environment and reduce resource consumption		On Track	-
2.1.5 Recognise and embrace the history, culture and identity of our towns and communities		On Track	-
2.1.6 Enhance community safety, resilience and liveability through improved planning, community engagement, and a fair and transparent approach to compliance		On Track	-


Our Place ACTION SUMMARY



Strategic Objective: We will maintain and enhance places to be attractive and liveable, in balance with our natural environment

Strategy: Support recreation opportunities for our residents and visitors that encourage participation and community connections



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.1.1 Explore innovative approaches to promote tracks, trails, sport and recreational opportunities	Matt Thomas - Manager Business, Tourism and Events Recovery	We worked with Tourism North East to add new touring routes and activities to the High Country website.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
2.1.1.2 Deliver the Recreation and Open Space Strategy	Stuart Coller - Acting Manager Community Wellbeing	<p>We released the Eildon Improvement Plan detailed design stage tender to the market.</p> <p>We submitted a funding application to Regional Development Victoria to support the stage two delivery of the Alexandra Youth precinct.</p> <p>We appointed a contractor to commence the Yea Recreation Reserve Lighting Upgrade works.</p>	In Progress	01/07/20	30/06/21	87.00	75.00	 ON TRACK

Strategy: Improving links and making Murrindindi Shire easier to navigate and its services and destinations easy to find




Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.2.1 Improve information and directional signage	Matt Thomas - Manager Business, Tourism and Events Recovery	We advocated to Regional Roads Victoria for updates to tourism signage requiring replacement.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.2.2 Identify and upgrade road links for key attractions and business	Caroline Lintott - Manager Community Assets	We were successful in our applications for a number of road safety and bridge replacement grants. We completed the development of a 10 year capital works program and the 2021/2022 capital works program that will consider upgrades for road link needs.	In Progress	01/07/20	30/06/21	90.00	75.00	 ON TRACK
2.1.2.3 Improve pathway links for pedestrians and school students, cyclists and horse riders	Caroline Lintott - Manager Community Assets	We are awaiting the outcome of a number of grant applications we have made to improve pathway links within main township areas. We commenced the works on the 2020/2021 path program.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK


Strategy: Through good land use planning enhance the liveability, prosperity and the rural character of our Shire

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.3.1 Implement priority actions from existing strategic plans	Natalie Stewart - Manager Development Services	We finalised the Activating for Growth in Murrindindi Project. The outcome of this project was a priority model and implementation plan.	Completed	01/07/20	30/06/21	100.00	75.00	 ON TRACK
2.1.3.2 Maintain a proactive Strategic Planning program	Natalie Stewart - Manager Development Services	We progressed a Planning Scheme Amendment C70 for the Alexandra Waste Facilities with the assistance of external consultants. We progressed a Planning Scheme Amendment C71 for Toolangi Forest Discovery Centre to rezone land to allow an expanded use of the facility.	In Progress	01/07/20	30/06/21	81.00	75.00	 ON TRACK



Strategy: Strengthen the environmental sustainability of our communities, protect our natural environment and reduce resource consumption


Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.4.1 Introduce new waste management and recycling services and progressively improve existing services	Brad Byrne - Manager Resource Recovery & Environment	We completed the draft of the Waste and Resource Recovery Strategy 2030. We completed the financial assessment and scenario-based business case costings for Recycling Victoria's kerbside transition.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
2.1.4.2 Reduce Council's impact on the environment	Brad Byrne - Manager Resource Recovery & Environment	Our Roadside Conservation Assessment work progressed, now nearing completion. We also developed a submission for the Victorian Government inquiry into health effects of air quality. This submission was endorsed by Council.	In Progress	01/07/20	30/06/21	81.00	75.00	 ON TRACK
2.1.4.3 Support our communities to live, and our businesses to operate more sustainably	Brad Byrne - Manager Resource Recovery & Environment	We began the transition process to becoming the auspice Council for the Goulburn Broken Greenhouse Alliance.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Strategy: Recognise and embrace the history, culture and identity of our towns and communities

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.5.1 Showcase the stories and history of our towns, villages and localities	Matt Thomas - Manager Business, Tourism and Events Recovery	We continued to deliver the Discover Your Backyard initiative to encourage residents to engage with outdoor experiences across the Shire.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Strategy: Enhance community safety, resilience and liveability through improved planning, community engagement, and a fair and transparent approach to compliance

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.6.1 Implement a strategic approach to compliance across Council's regulatory functions and enhance organisational capacity	Natalie Stewart - Manager Development Services	<p>We continued to strengthen education programs to promote compliance in priority areas including shipping containers, unsightly properties, native vegetation removal, living in non-habitual structures and swimming pools.</p> <p>We continued to promote private swimming pool compliance to meet the new legislative requirements.</p>	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK
2.1.6.2 Working with the community to promote shared responsibilities	Natalie Stewart - Manager Development Services	<p>We implemented the Domestic Animal Management Plan 2017-2021 final year strategies.</p> <p>We commenced engagement with the community relating to the development of the Domestic Animal Management Plan (2022-2026).</p> <p>We received grant funding to subsidise Outdoor Dining and A frame permit fees to reduce the burden on small business following the COVID-19 Pandemic.</p>	In Progress	01/07/20	30/06/21	63.00	75.00	 MONITOR

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
2.1.6.3 Plan for emergency response and recovery, and promote community resilience	Vito Albicini - Director Assets and Development	<p>Our Municipal Emergency Management Plan was reviewed and adopted.</p> <p>We commenced the development of an Emergency Management Policy that will set emergency management direction for the Municipality.</p> <p>We made a submission through the Safer Together Program seeking a grant for \$45,000 to support additional fire prevention works.</p> <p>We supported the development process of a Regional Emergency Management Plan through the Regional Emergency Planning Committee (REMPC), of which Council is a member.</p>	In Progress	01/07/20	30/06/21	91.00	75.00	 <small>ON TRACK</small>

Our Prosperity

ACTION STATUS

100.00% (12)

ON TRACK



0.00% (0)

MONITOR



0.00% (0)

NEEDS WORK

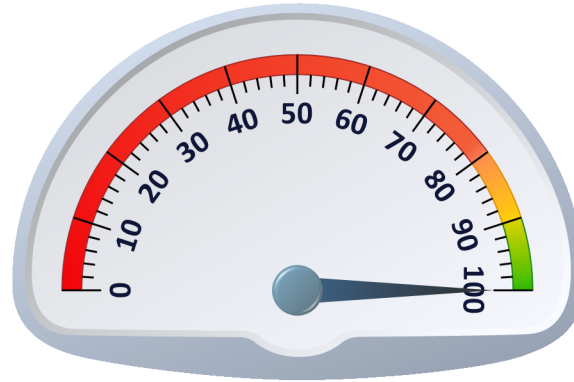


0.00% (0)

NO TARGET









ACTION PERFORMANCE






Actions reported on	12
At least 90% of action target achieved	12
Between 70% and 90% of action target achieved	0
Less than 70% of action target achieved	0
Actions with no target set	0

Our Prosperity



PERFORMANCE OVERVIEW



STRATEGIC OBJECTIVE 3.1 In partnership with the community we will promote an environment in which business and community can thrive		Actions On Track	KPI -
Strategy		Action Performance	KPI Performance
3.1.1 Use a fresh approach to attract new and existing business investment		On Track	-
3.1.2 Work with our businesses, regional partners and communities to support a diverse visitor experience that promotes our natural assets, and a vibrant range of events		On Track	-
3.1.3 Support and encourage local businesses to work together, thrive and grow, through networking, start-up assistance, mentoring, and access to skills		On Track	-
3.1.4 Advocate for and support high quality opportunities for education and training to meet community and business needs		On Track	-
3.1.5 Advocate for improved infrastructure and access to public land to realise social and economic opportunities		On Track	-

Our Prosperity ACTION SUMMARY



Strategic Objective: In partnership with the community we will promote an environment in which business and community can thrive								
Strategy: Use a fresh approach to attract new and existing business investment								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.1.1 Provide a seamless service for businesses and investors	Matt Thomas - Manager Business, Tourism and Events Recovery	We continued to work with prospective developers to provide assistance and guidance as they navigate the regulatory journey. We assisted five developments to progress during this quarter.	In Progress	01/07/20	30/06/21	85.00	75.00	 ON TRACK
3.1.1.2 Support businesses to recover and grow	Matt Thomas - Manager Business, Tourism and Events Recovery	We ran a mental health and JobKeeper support session for businesses and undertook a business survey to check on business recovery. We promoted the reopening of the Grants Program to businesses and delivered a grants information session.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
3.1.1.3 Use established marketing documentation as well as networks and connections to promote our Shire as a great place to invest and do business	Matt Thomas - Manager Business, Tourism and Events Recovery	We commenced work to refresh the Murrindindi Investment website.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.1.4 Perform at high levels across all regulatory functions, striving to meet statutory timeframes in partnership with other government agencies	Natalie Stewart - Manager Development Services	<p>Our Better Approvals Project began operation across the organisation to assist new business work through the regulatory requirements.</p> <p>We progressed to preliminary stage exploring environmentally sustainable design into the planning approval processes for new subdivision developments, including:</p> <ul style="list-style-type: none"> - Smart street design to maximise solar access - Stormwater harvesting and reuse to minimise water consumption - Using alternative products into road pavement and footpaths to reduce their environmental impact. 	In Progress	01/07/20	30/06/21	87.00	75.00	 ON TRACK

Strategy: Work with our businesses, regional partners and communities to support a diverse visitor experience that promotes our natural assets, and a vibrant range of events								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.2.1 Leverage our natural assets to build on the tourism offer	Matt Thomas - Manager Business, Tourism and Events Recovery	We commenced the "Better Out Than In" social media campaign to drive visitation to Murrindindi's larger townships and encourage family holiday visitation.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
3.1.2.2 Partner with regional and local stakeholders to enhance the economic benefit of the tourism sector	Matt Thomas - Manager Business, Tourism and Events Recovery	We coordinated face to face meetings between Tourism North East and tourism operators for over 20 businesses.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.2.3 Strengthen marketing and promotional activities	Matt Thomas - Manager Business, Tourism and Events Recovery	We were successful in securing funding for a multi-use trail in Eildon and art structures for the Great Victorian Rail Trail. We increased our Instagram following by 647 with a post reach of 1.3 million people. We reached over 2.1 million people through our Facebook posts.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
3.1.2.4 Support tourism, experiences, event development and delivery	Matt Thomas - Manager Business, Tourism and Events Recovery	We held a Great Victorian Rail Trail Management Committee meeting and engaged industry through an industry update email. We progressed the Visitor Information Centre Review.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK


Strategy: Support and encourage local businesses to work together, thrive and grow, through networking, start-up assistance, mentoring, and access to skills

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.3.1 Ensure businesses have access to the information and support they need to improve their viability	Matt Thomas - Manager Business, Tourism and Events Recovery	We continued to provide details of information and support programs available to businesses through a monthly e-newsletter and through direct engagement.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK
3.1.3.2 Improve business-to-business and business-to-community networking	Matt Thomas - Manager Business, Tourism and Events Recovery	We ran two online business workshops this quarter allowing an opportunity for networking.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

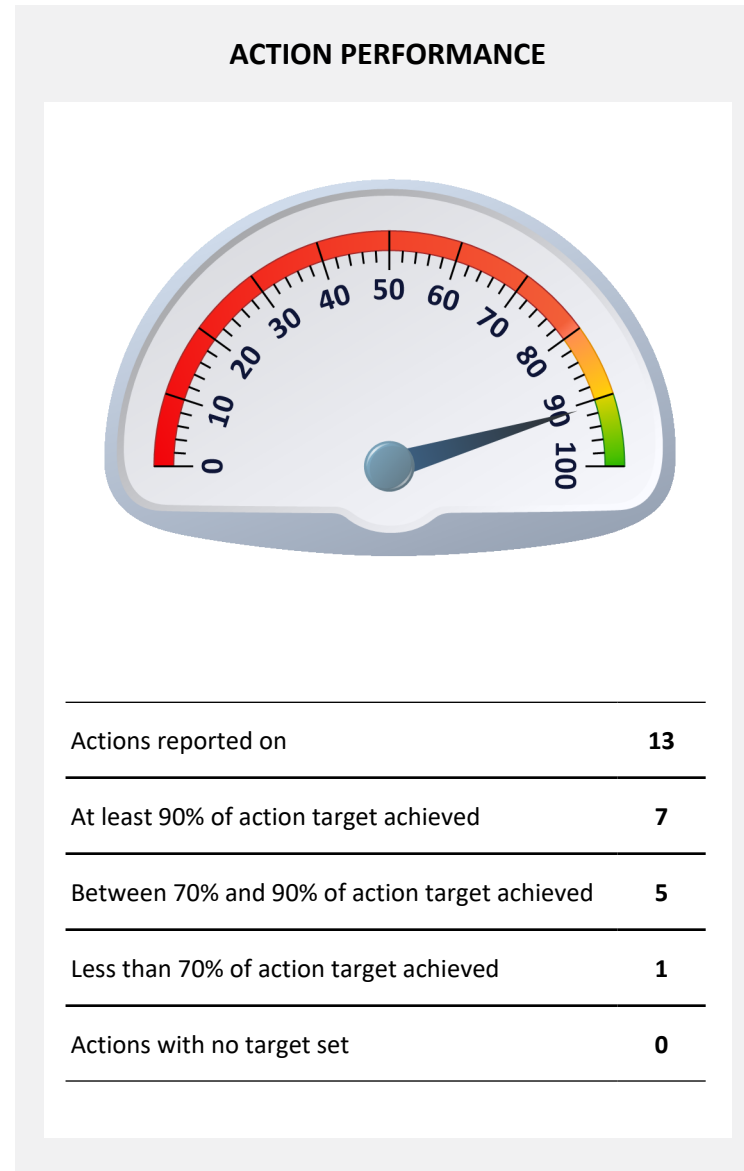
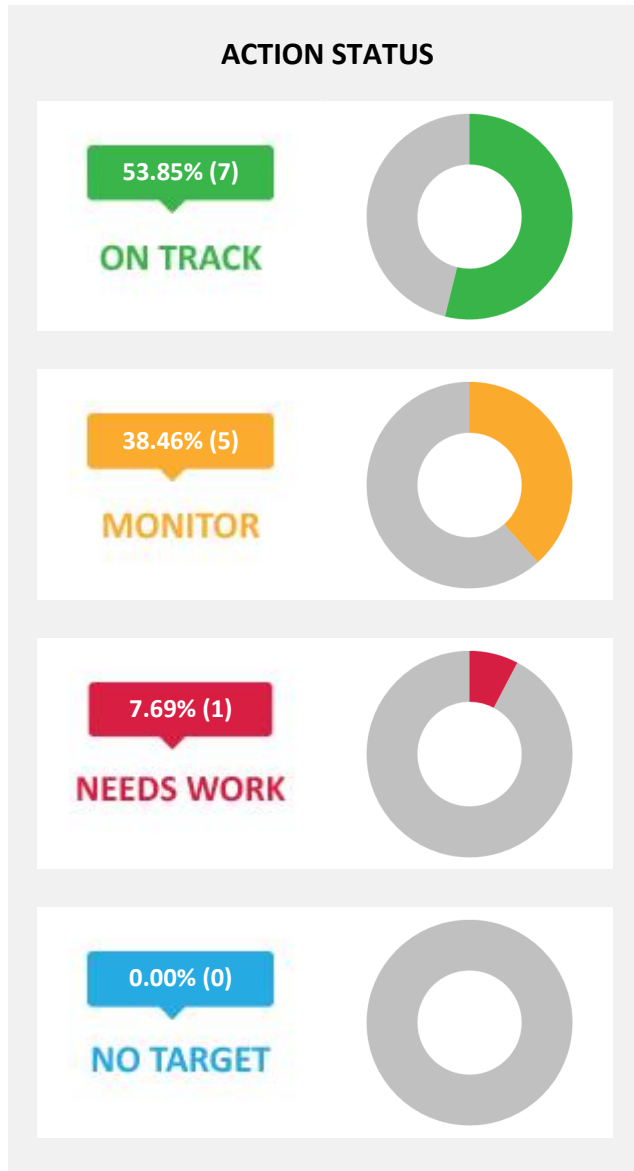
Strategy: Advocate for and support high quality opportunities for education and training to meet community and business needs

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.4.1 Assist with the development of a local, skilled workforce	Shivaun Brown - Director Community Engagement	We continued to deliver the Grants and Contributions Program, including the Governance, Skills and Capacity Building stream. This stream supported businesses to understand their business and develop new skills and capacity, opening up new opportunities for growing employment.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Strategy: Advocate for improved infrastructure and access to public land to realise social and economic opportunities









Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
3.1.5.1 Continue to support the roll out of technology and telecommunications	Vito Albicini - Director Assets and Development	We advocated for phone coverage and infrastructure improvements to the Local State and Federal Members of Parliament. We contacted National Broadband Network to further advocate improved services to the Community.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Our Promise



Our Promise


PERFORMANCE OVERVIEW

STRATEGIC OBJECTIVE 4.1 We will all work in collaboration with our communities to deliver the best possible outcomes in all that we do		Actions On Track	KPI -
Strategy		Action Performance	KPI Performance
4.1.1 Represent and advocate for our community in a transparent and equitable way		On Track	-
4.1.2 Ensure our culture, systems and technologies encourage and enable innovation in our business practices and service delivery		On Track	-
4.1.3 Ensure the range of services we provide and the way we provide them are best aligned with community priorities and Council’s resources		Off Track	-
4.1.4 Commit to developing a stronger customer-focused culture		On Track	-
4.1.5 Expand our communication and two-way engagement with the community		Monitor	-
4.1.6 Maintain Council’s financial sustainability through sound financial and asset management		On Track	-
4.1.7 Support a skilled, engaged and flexible workforce that can respond to changing needs		Monitor	-


Our Promise ACTION SUMMARY


Strategic Objective: We will all work in collaboration with our communities to deliver the best possible outcomes in all that we do

Strategy: Represent and advocate for our community in a transparent and equitable way



Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.1.1 Advocate for our community's interests to other levels and agents of government	Shivaun Brown - Director Community Engagement	We advocated to State and Federal Members of Parliament on the following issues during the quarter: <ul style="list-style-type: none"> - Improving digital connectivity and NBN service provision - Addressing the shortage of local GPs - Stronger action by, and support from governments to address climate change - Rate capping and financial sustainability of small rural Councils - Faster planning amendment processes to facilitate residential development - Implementation of the Lake Eildon Master Plan - Cessation of logging in areas close to Snobs Creek Falls 	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Strategy: Ensure our culture, systems and technologies encourage and enable innovation in our business practices and service delivery


Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.2.1 Collaborate across the organisation to identify, access and implement innovative ideas	Shivaun Brown - Director Community Engagement	We continue to progress the implementation of an after-hours call service for customers, which is due commence in the next quarter.	In Progress	01/07/20	30/06/21	75.00	75.00	 ON TRACK

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.2.2 Progress Council's key IT applications to enable business process and service improvements	Graham Haylock - Manager Business Services	<p>We continued to upgrade to Microsoft 365 software across Council's computer fleet.</p> <p>We investigated workplace desk management software solutions to assist with managing the return of staff to offices in accordance with our COVID Safe Plan.</p> <p>We also completed a request for quote for the development of our Enterprise Systems Architecture and ICT Strategy.</p>	In Progress	01/07/20	30/06/21	88.00	75.00	 ON TRACK

Strategy: Ensure the range of services we provide and the way we provide them are best aligned with community priorities and Council's resources


Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.3.1 Commence a program with the community to review and plan how we deliver and the level to which Council's services should be delivered	Caroline Lintott - Manager Community Assets	We continued to undertake a detailed review of our current level of maintenance services.	In Progress	01/07/20	30/06/21	30.00	75.00	 NEEDS WORK
4.1.3.2 Continue to explore opportunities to share functions or the delivery of services with other councils	Natalie Stewart - Manager Development Services	<p>We continued our shared service support with Mansfield Shire Council for Building Services with an extension to the contract through to March 2023.</p> <p>We commenced a joint initiative with several rural councils in the North East to explore shared service opportunities in Information Technology.</p>	In Progress	01/07/20	30/06/21	70.00	75.00	 ON TRACK


Strategy: Commit to developing a stronger customer-focused culture

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.4.1 Improve the delivery of customer service across Council's operations	Jacqui Rabel - Manager Customer Experience	<p>We implemented a new Cloud-base Contact Centre phone system to enhance the phone performance and management to improve customer experience. We advanced the OpenForms project, with considerable progress made on the Animal Registration form, which now combines multiple forms in a simpler format.</p> <p>We have completed work necessary to enable launch of an after-hours call service for customers, which is due to go live in the next quarter.</p>	In Progress	01/07/20	30/06/21	70.00	75.00	 ON TRACK


Strategy: Expand our communication and two-way engagement with the community

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.5.1 Enhance Council's community engagement	Stuart Coller - Acting Manager Community Wellbeing	<p>Our Community Engagement Policy was adopted by Council at its March meeting following a period of community consultation.</p> <p>We invested in a participation platform called "The Loop" to enhance community engagement and consultation in projects and service delivery. The launch of this new service coincided with the first round of engagement in Shaping our Future, a project that will culminate with in adoption of the 10 year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25.</p>	In Progress	01/07/20	30/06/21	62.00	75.00	 MONITOR

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.5.2 Improve Council's communication and marketing	Jacqui Rabel - Manager Customer Experience	<p>We have completed the majority of short and medium term actions identified in our Communication Strategy. We reviewed our Social Media Protocol Guide to align with recommendations from the Strategy and this will be rolled out in the following quarter.</p> <p>Our communications have continued to have a strong focus on COVID-19 related initiatives in the last quarter, including providing social media support to COVID-19 Community and Business Recovery Plan implementation.</p> <p>We further provided Social media training to Councillors and officers.</p>	In Progress	01/07/20	30/06/21	67.00	75.00	 MONITOR

Strategy: Maintain Council's financial sustainability through sound financial and asset management								
Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.6.1 Continue to ensure Council's long term financial sustainability is maintained	Graham Haylock - Manager Business Services	We continued the review of our current long term financial planning processes in accordance with the Local Government Act 2020 as part of the development Council's 2021/22 budget (draft to be tabled at April's Council Meeting).	In Progress	01/10/20	30/06/21	75.00	75.00	 ON TRACK
4.1.6.2 Explore new ways to improve asset life and address Council's asset renewal challenges	Caroline Lintott - Manager Community Assets	<p>We completed the development of our 10-year capital works program.</p> <p>We commenced the review of our Asset Management Strategy.</p>	In Progress	01/07/20	30/06/21	67.00	75.00	 MONITOR
4.1.6.3 Integrate asset and financial information systems to improve quality of decision making and business processes	Caroline Lintott - Manager Community Assets	<p>We expanded the range of assets included in our new Asset Management System, with the incorporation of many of our building assets.</p> <p>We commenced the review of our Road Management Plan.</p>	In Progress	01/07/20	30/06/21	82.00	75.00	 ON TRACK

Strategy: Support a skilled, engaged and flexible workforce that can respond to changing needs

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.7.1 Maintain a positive, flexible and engaged organisation	Tara Carter - Manager Governance and Risk	<p>We initiated an all staff 'wellbeing in the workplace' survey to allow staff to provide feedback to the organisation regarding the support that they are receiving and how Council can better support them going forward in the return to the 'new normal' in the workplace.</p> <p>We began transitioning staff back to our offices in a limited capacity in accordance with the COVID-19 Restrictions.</p>	In Progress	01/07/20	30/06/21	60.00	75.00	 MONITOR

Action	Responsibility	Progress Comment	Action Status	Start Date	End Date	% Complete	Target	Status
4.1.7.2 Review Council's management of OH&S with recognition of an ageing workforce and industry best practices	Tara Carter - Manager Governance and Risk	<p>We developed and began implementing a comprehensive employee OHS training program for the remainder of the financial year.</p> <p>We appointed a new OHS committee and all Health and Safety Representatives undertook appropriate training.</p> <p>We reviewed our COVID Safe Plan and Practices for our worksites and the various safety measures were implemented in the offices to allow limited employees to re-enter the workplace after 12 months of working from home.</p>	In Progress	01/07/20	30/06/21	65.00	75.00	 MONITOR

ATTACHMENT 1 - CAPITAL WORKS - MONTHLY REPORT - MARCH

Project Status	Name	Locality	Ward	% Complete	Asset handover complete	Original Budget	Current Revised Budget	Actual	Committed	Actuals & Committed	Revised Anticipated Project Budget	Likely Carry forward into next financial year.	Potential savings non-complete projects (Non Grant funded)	Current budget demand (new projects and existing check budget column)	Current confirmed Variance (Red overspend, black Savings)	Comment	
	Sealed Road Program/ Bituminous Sealing Program																
	Sealed Roads - Renewal & Major Patching			100%		\$ 103,000.00	\$ 407,991.00	\$ 389,525.00	\$ 132,077.00	\$ 521,602.00	\$ 497,991.00	\$ -	\$ -	\$ 90,000.00	\$ -113,611.00	Works complete. Final Invoices Pending	
	Main street Utah place Eldon LRCI 2	Eldon	Eldon	20%										\$ -		Now funded through LRCI 2	
	High St and Centre Av Intersection, Eldon	Eldon	Eldon	100%												Complete	
	Tenth St, Eldon	Eldon	Eldon	20%												Kerb underway, will proceed at kerb completion	
	Marr Ct, Eldon	Eldon	Eldon	20%												Deferred as no funding available	
	Maintongoon Rd, Maintongoon	Alexandra	Red Gate	100%												Complete	
	Green St, intersection of Johnston St, Alexandra	Alexandra	Red Gate	100%												Complete	
	Break O'Day Rd, Glenburn, 2.125m	Glenburn	King Parrot	100%												Complete	
	Shamrock Street, Alexandra	Alexandra	Red Gate	100%												Complete	
	Ninth Street, Eldon	Eldon	Eldon	100%												Complete	
	Lynbird Drive, Kinglake	Kinglake	Kinglake	100%												Complete	
	Sealed Roads - Renewal (Reseals)			90%		\$ 1,095,000.00	\$ 1,095,000.00	\$ 123,297.00	\$ 956,959.00	\$ 1,060,256.00	\$ 1,095,000.00	\$ -	\$ -	\$ -	\$ -	Majority of works complete, invoices pending	
	Gravel Road Resheeting Program			15%		\$ 1,280,000.00	\$ 1,567,070.00	\$ 328,283.00	\$ 1,190,126.00	\$ 1,515,409.00	\$ 1,267,070.00	\$ 300,000.00	\$ -	\$ -	\$ -	Awarded. Mobilisation underway	
	Burgess Rd, Yarak2570m	Yarak	Koriella	100%												Complete	
	Hawletts Rd, Caveat, 2055m	Caveat	Koriella	100%												Complete	
	Middle Creek Rd, Gobur, 7639m	Kanumbra/Gobur/Yarak	Koriella	100%												Complete	
	Shoulder Resheeting			15%		\$ 67,000.00	\$ 79,400.00	\$ 11,900.00	\$ -	\$ 11,900.00	\$ 79,400.00	\$ -	\$ -	\$ -	\$ -	Works now underway first timesheets pending internal staff	
	Roads - Major Maintenance			60%		\$ 400,000.00	\$ 490,463.00	\$ 287,201.00	\$ 61,833.00	\$ 349,034.00	\$ 490,463.00	\$ -	\$ -	\$ -	\$ -	Works underway	
	Level 1 Projects																
	Kinglake Streetscape (G893 & G899)	Kinglake	Kinglake	20%		\$ 1,349,000.00	\$ 1,459,475.00	\$ 233,598.00	\$ 1,162,785.00	\$ 1,396,383.00	\$ 859,475.00	\$ 600,000.00	\$ -	\$ -	\$ -	Design complete. Tender closed and awarded. Works to begin in May, unlikely to be completed until September	
	Kinglake Public Toilet Renovation - All Ability Unisex Toilets	Kinglake	Kinglake	15%		\$ 160,000.00	\$ 160,000.00	\$ -	\$ 68,082.00	\$ 68,082.00	\$ 160,000.00	\$ -	\$ -	\$ -	\$ -	Toilet block works awarded. BBQ & Shelter RFQ underway. EV station RFT pending	
	Eldon Play space Stage 1 Schematic Design	Eldon	Eldon	5%		\$ -	\$ 295,000.00	\$ 4,513.00	\$ 4,513.00	\$ 9,026.00	\$ 195,000.00	\$ 100,000.00	\$ -	\$ -	\$ -	Request for tender closed and evaluation complete, awaiting Council Endorsement	
	Alexandra Youth Precinct, detailed design (Rotary Park)	Alexandra	Red Gate	90%		\$ -	\$ 56,242.00	\$ 61,779.00	\$ 5,375.00	\$ 67,154.00	\$ 56,242.00	\$ -	\$ -	\$ -	\$ -	Design 100% complete. Design estimate for fulldetailed design complete ready for PCG presentation	
	Kinglake West/Pheasant Creek Streetscape - Stage 1 design	Kinglake West	King Parrot	5%		\$ -	\$ 30,000.00	\$ 5,500.00	\$ 14,755.00	\$ 20,255.00	\$ 24,000.00	\$ -	\$ 6,000.00	\$ -	\$ -	Design underway.	
	Other Road Projects			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Sealing Unsealed Road Entrances			0%		\$ -	\$ 111,991.00	\$ 69,813.00	\$ 862.00	\$ 70,675.00	\$ 111,991.00	\$ -	\$ -	\$ -	\$ -		
	Bower St Entry & Realignment Stage 2, Kinglake	Kinglake	Kinglake	10%		\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	Design Complete	
	Wilhelmina Falls Road - Stage 2	Murrindindi	Koriella	100%		\$ -	\$ 61,991.00	\$ 60,305.00	\$ 549.00	\$ 60,854.00	\$ 60,854.00	\$ -	\$ 1,137.00	\$ -	\$ 1,137.00	Complete.	
	Sealed Road - Upgrades			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Mountain Home Road Improvement, Kinglake -Stage 1 (Design)	Kinglake	Kinglake	85%		\$ 25,000.00	\$ 26,740.00	\$ 24,355.00	\$ 2,385.00	\$ 26,740.00	\$ 26,740.00	\$ -	\$ -	\$ -	\$ -	Design nearing completion awaiting RRV signoff	
	Mt Pleasant Rd Entry Realignment and Sealing, Alexandra - Stage 2 (Construction)	Alexandra	Red Gate	90%		\$ 170,000.00	\$ 170,000.00	\$ 67,386.00	\$ 78,970.00	\$ 146,356.00	\$ 160,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	Works Complete, Invoice pending.	
	Kinglake West Primary School Service Road / Drop-off Area Improvement (Design and Construction)	Kinglake West	King Parrot	5%		\$ 175,000.00	\$ 175,000.00	\$ 4,273.00	\$ -	\$ 4,273.00	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	Design & Construct tender out	
	Kinglake West memorial carpark - Stage 2 (Landscaping & traffic island)	Kinglake West	King Parrot	100%		\$ -	\$ 68,700.00	\$ 65,298.00	\$ -	\$ 65,298.00	\$ 68,700.00	\$ -	\$ -	\$ -	\$ 3,402.00	Complete. Awaiting invoice	
	Marysville - Murchison Street works	Marysville	Cathedral	65%		\$ -	\$ 59,030.00	\$ -	\$ 46,920.00	\$ 46,920.00	\$ 59,030.00	\$ -	\$ -	\$ -	\$ -	Works scoped. Pedestrian bridge railing works awarded. Major patch awarded. Stonework repointing being explored	
	Murchison Carpark - Landscaping works	Marysville	Cathedral	100%		\$ -	\$ 17,747.00	\$ 24,901.00	\$ 1,645.00	\$ 26,546.00	\$ 26,546.00	\$ -	\$ -	\$ 8,799.00	\$ -8,799.00	Works completed. Regular watering of plants underway.	
	Bridge Program			0%		\$ 50,000.00	\$ 281,303.00	\$ 240,468.00	\$ 27,947.00	\$ 268,415.00	\$ 281,303.00	\$ -	\$ -	\$ -	\$ -		
	Dropmore Bridge - Renewal	Molesworth	Koriella	10%		\$ -	\$ 187,303.00	\$ 188,362.00	\$ 12,208.00	\$ 180,570.00	\$ 182,303.00	\$ -	\$ 5,000.00	\$ -	\$ 6,733.00	Works Complete awaiting final invoice	
	Cheviot Tunnel Bridge #297 - Stage 2	Limestone	Cathedral	100%		\$ -	\$ 10,000.00	\$ 9,800.00	\$ -	\$ 9,800.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 200.00	Works complete revisions required in report	
	Dyes Lane Bridge - Renewal	Buxton	Cathedral	95%	Y	\$ -	\$ 34,000.00	\$ 24,656.00	\$ 6,224.00	\$ 30,880.00	\$ 32,000.00	\$ -	\$ 2,000.00	\$ -	\$ 3,120.00	Works Complete awaiting final invoice	
	Construction			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Fannings Bridge - Load Upgrade	Glenburn	King Parrot	100%	Y	\$ -	\$ 100,453.00	\$ 89,711.00	\$ -	\$ 89,711.00	\$ 91,453.00	\$ -	\$ 9,000.00	\$ -	\$ 10,742.00	Works Complete.	
	Yea Caravan Park Bridge Renewal - Stage 1 Investigation & Design	Yea	Cheviot	30%		\$ 50,000.00	\$ 50,000.00	\$ 37,650.00	\$ 9,515.00	\$ 47,165.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	Design nearing completion	
	Pincombes Bridge (Break O' day Rd) Upgrade (Stage 1 Design only)	Glenburn	King Parrot	10%		\$ 60,000.00	\$ 36,820.00	\$ 38,650.00	\$ -	\$ 38,650.00	\$ 38,820.00	\$ -	\$ -	\$ 2,000.00	\$ -	Design nearing completion. Multi year project funding shortfall will be filled from next budget via WIP process.	
	Path Program			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Renewal - Pathways			20%		\$ 370,000.00	\$ 367,705.00	\$ 549.00	\$ 367,705.00	\$ 368,254.00	\$ 368,254.00	\$ -	\$ -	\$ 549.00	\$ -	Construction underway.	
	Path Upgrade			0%		\$ 289,000.00	\$ 382,500.00	\$ 46,642.00	\$ 12,644.00	\$ 61,286.00	\$ 382,500.00	\$ -	\$ -	\$ -	\$ -		
	Yea Station St disabled parking upgrade - public toilets	Yea	Cheviot	10%		\$ -	\$ 32,500.00	\$ -	\$ -	\$ -	\$ 32,500.00	\$ -	\$ -	\$ -	\$ -	Works awarded. Paperwork for new supplier pending for PO entry	
	Disability Access Parking and Pathway - Yea Council offices	Yea	Cheviot	10%		\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	Works awarded. Paperwork for new supplier pending for PO entry	
	Footpath Extension - Falls Road - Gallipoli Park to Goulds Terrace, Marysville Stage 1 (Design & Construction) Stage 1	Marysville	Cathedral	12%		\$ 100,000.00	\$ 100,000.00	\$ 13,875.00	\$ 3,015.00	\$ 16,890.00	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	Final designs received. Scope underway for works	
	Footpath extension and connection - Williams Street and Station Street, Alexandra (Design & Construction)	Alexandra	Red Gate	12%		\$ 189,000.00	\$ 189,000.00	\$ 31,500.00	\$ 2,100.00	\$ 33,600.00	\$ 189,000.00	\$ -	\$ -	\$ -	\$ -	Design nearing completion. Specification underway for works	
	Footpath extension and connection - Halls Street - West side Downey St to Cooper St 450m (Design & Construction)	Alexandra	Red Gate	0%		\$ -	\$ 11,000.00	\$ 3,267.00	\$ 7,529.00	\$ 10,796.00	\$ 11,000.00	\$ -	\$ -	\$ -	\$ -	Design nearing completion. Grant submission complete	
	Kerb & Channel Program			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Renewal			0%		\$ -	\$ 295,000.00	\$ 98,769.00	\$ 163,468.00	\$ 262,237.00	\$ 295,000.00	\$ -	\$ -	\$ -	\$ -		
	Tenth St & Ninth St, Eldon, 564m	Eldon	Eldon	15%		\$ -	\$ 185,000.00	\$ -	\$ 163,468.00	\$ 163,468.00	\$ 185,000.00	\$ -	\$ -	\$ -	\$ -	Project awarded, PO complete. Works to begin in April	
	Fitzroy Ct, Alexandra, 150m	Alexandra	Red Gate	0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	New			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Kerb & Channel - Bayley St between Nihil and Cooper, Alexandra	Alexandra	Red Gate	100%		\$ -	\$ 110,000.00	\$ 98,769.00	\$ -	\$ 98,769.00	\$ 100,000.00	\$ -	\$ 10,000.00	\$ -	\$ 11,231.00	Construction complete.	
	Stormwater Network			0%		\$ 35,000.00	\$ 57,966.00	\$ 36,113.00	\$ 9,020.00	\$ 45,133.00	\$ 57,966.00	\$ -	\$ -	\$ -	\$ -		
	Renewal programs - Drainage Pit Cover	Various	Various	100%		\$ 35,000.00	\$ 57,966.00	\$ 19,784.00	\$ -	\$ 19,784.00	\$ 22,966.00	\$ -	\$ 35,000.00	\$ -	\$ 38,182.00	Works complete, all Yea pit lids listed on program complete. Potential to expand scope, to include Alexandra	
	Drainage Upgrade - Trouble Spots			0%		\$ -	\$ 122,000.00	\$ 101,273.00	\$ 28,251.00	\$ 129,524.00	\$ 122,000.00	\$ -	\$ -	\$ -	\$ -		
	Thornton Drainage Upgrade Stage 1 & 2	Thornton	Eldon	80%		\$ -	\$ 87,000.00	\$ 66,355.00	\$ 26,771.00	\$ 93,126.00	\$ 94,000.00	\$ -	\$ -	\$ 7,000.00	\$ -	Preliminary plans reviewed. Now awaiting final plans. Deeping of potential conflict points now complete.	
	Community Facility			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Irrigation upgrade High Street, Yea	Yea	Cheviot	30%		\$ -	\$ 75,100.00	\$ 1,127.00	\$ 50,273.00	\$ 51,400.00	\$ 75,100.00	\$ -	\$ -	\$ -	\$ -	Works now progressing all issues resolved.	
	Switchboard compliance works - Stage 1	Various	Various	75%		\$ -	\$ 46,015.00	\$ 19,706.00	\$ 416.00	\$ 20,122.00	\$ 46,015.00	\$ -	\$ -	\$ -	\$ -	Program largely complete, awaiting invoices	
	Asbestos management works	Shire Wide	Shire Wide	15%		\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	Investigative works procurement complete PO pending	
	Kinglake Memorial Reserve Facility Improvement (Construction)	Kinglake Central	Kinglake	0%		\$ 40,000.00	\$ 40,000.00	\$ -	\$ 7,200.00	\$ 7,200.00	\$ 30,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	First stage of works awarded and underway (Concrete access ramp tennis courts). Second stage currently out for RFQ (Railing at Football pavilion)	
	Yea Pool Shade (Design & Construct)	Yea	Cheviot	75%		\$ 45,000.00	\$ 50,000.00	\$ 9,050.00	\$ -	\$ 9,050.00	\$ 35,000.00	\$ -	\$ 15,000.00	\$ -	\$ -	Shade sail complete, tree planting pending.	
	Buxton Recreation Reserve - Pathway/Access track	Buxton	Cathedral	100%		\$ 15,000.00	\$ 15,000.00	\$ 6,350.00	\$ -	\$ 6,350.00	\$ 7,000.00	\$ -	\$ 8,000.00	\$ -	\$ 8,650.00	Works Complete.	

Colour coding is as follows: Green = On track for planned completion, Yellow = Possible carry forward, Red = Will be Carry forward, Black = Complete, Blue = On hold

ATTACHMENT 1 - CAPITAL WORKS - MONTHLY REPORT - MARCH

Project Status	Name	Locality	Ward	% Complete	Asset handover complete	Original Budget	Current Revised Budget	Actual	Committed	Actuals & Committed	Revised Anticipated Project Budget	Likely Carry forward into next financial year.	Potential savings non-complete projects (Non Grant funded)	Current budget demand (new projects and existing check budget column)	Current confirmed Variance (Red overspend, black Savings)	Comment
	Kinglake Ranges Neighbourhood House - Playground roof	Kinglake	Kinglake	80%		\$ 25,000.00	\$ 25,000.00	\$ 14,635.00	\$ -	\$ 14,635.00	\$ 14,635.00	\$ -	\$ 10,365.00	\$ -	\$ -	Works nearing completion invoices pending
	Buxton Recreation Reserve - Toilet Renewal	Buxton	Cathedral	45%		\$ 60,000.00	\$ 60,000.00	\$ -	\$ 41,660.00	\$ 41,660.00	\$ 50,000.00	\$ -	\$ 10,000.00	\$ -	\$ -	Awarded, Works progressing
	Yea Recreation Reserve Clubrooms - Installation of BiFold Door (Design & Construction)	Yea	Cheviot	80%		\$ 40,000.00	\$ 40,000.00	\$ -	\$ 19,084.00	\$ 19,084.00	\$ 20,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	Works nearing completion, invoice pending
	Yea Recreation Reserve - Irrigation works Renewal/Upgrade	Yea	Cheviot	95%		\$ -	\$ 29,000.00	\$ 21,700.00	\$ -	\$ 21,700.00	\$ 29,000.00	\$ -	\$ -	\$ -	\$ -	Primary works complete. Sprinkler head renewal complete. Minor upgrade works to controls now underway
	Kinglake Memorial Reserve - New Bore	Kinglake Central	Kinglake	15%		\$ 60,000.00	\$ 60,000.00	\$ -	\$ -	\$ -	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	Confirmed new bore new license unlikely given current usage. Will need to recondition and deepen old bore under existing license. Works now awarded. Paperwork and PO pending
	Thornton Recreation Reserve Oval Fencing and Coach Box (Construction)	Thornton	Eildon	5%		\$ 35,000.00	\$ 35,000.00	\$ -	\$ -	\$ -	\$ 35,000.00	\$ -	\$ -	\$ -	\$ -	Original RFQ complete. Over estimated value, exploring options to re-quote for better value for Council
	Kinglake Memorial Reserve - Public Toilet (Design & Construction)	Kinglake Central	Kinglake	50%		\$ 350,000.00	\$ 251,260.00	\$ 148.00	\$ 90,909.00	\$ 91,057.00	\$ 152,260.00	\$ -	\$ 99,000.00	\$ -	\$ -	Awarded. Underway
	Strath Creek Pioneer Reserve Tennis Court Demolition	Strath Creek	Cheviot	0%		\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	Scope being prepared for RFQ. Some issues identified, current court identified to remain is closed due to cracks, while the one slated for demolition is currently in use? Need to confirm committee's intentions
	Corporate Buildings															
	Marysville Community Centre - Installation of Emergency Generator	Marysville	Cathedral	10%		\$ 30,000.00	\$ 30,000.00	\$ -	\$ 23,630.00	\$ 23,630.00	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	Further investigation required regarding installation, original setup was not correct.
	Flowerdale Early Learning Centre - Playground Turf renewal Works	Flowerdale	Cheviot	100%	Y	\$ -	\$ 21,000.00	\$ 17,384.00	\$ -	\$ 17,384.00	\$ 18,384.00	\$ -	\$ 2,616.00	\$ -	\$ 3,616.00	Works complete.
	Alexandra Operations Centre - Supply & Install Emergency (Backup) Generator	Alexandra	Red Gate	100%		\$ 30,000.00	\$ 30,218.00	\$ 30,218.00	\$ -	\$ 30,218.00	\$ 30,218.00	\$ -	\$ -	\$ -	\$ -	Works complete
	Alexandra Shire Hall - Sound & Lighting Systems	Alexandra	Red Gate	5%		\$ 85,000.00	\$ 85,000.00	\$ -	\$ 91,437.00	\$ 91,437.00	\$ 95,000.00	\$ -	\$ -	\$ 10,000.00	\$ -	Awarded, Works underway
	Alexandra Shire Hall - Kitchen	Alexandra	Red Gate	100%		\$ -	\$ 1,882.00	\$ 1,454.00	\$ -	\$ 1,454.00	\$ 1,882.00	\$ -	\$ -	\$ -	\$ -	428.00 Works Complete
	Swimming Pools - Annual Program			0%												
	Marysville Swimming Pool Renewal Works	Marysville	Cathedral	15%		\$ 479,000.00	\$ 479,000.00	\$ -	\$ -	\$ -	\$ 330,000.00	\$ -	\$ 149,000.00	\$ -	\$ -	Some works complete, main project RFT Closed evaluation underway.
	Swimming Pool Solar Hot Water (Design & Construction)	Eildon	Eildon	95%		\$ 45,000.00	\$ 45,000.00	\$ -	\$ 22,276.00	\$ 22,276.00	\$ 25,000.00	\$ -	\$ 20,000.00	\$ -	\$ -	Approaching completion invoices pending
	Waste Management			0%												
	Landfill															
	Landfill Capping Design Cell 1A - Alexandra - Stage 1	Alexandra	Red Gate	5%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Design of Monolithic cap authorised, confirmation with EPA underway to confirm current temporary cell capping can remain in place in interim.
	Alexandra Landfill - Cell development and design	Alexandra	Red Gate	0%		\$ 75,000.00	\$ 75,000.00	\$ 2,250.00	\$ -	\$ 2,250.00	\$ 5,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	On hold pending direction
	Alexandra Landfill - Tip Truck for Landfill	Alexandra	Red Gate	100%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Works complete
	Closed Landfills - Rehabilitation of Yea RRC	Ghin Ghin	Koriella	100%		\$ -	\$ 21,500.00	\$ 12,500.00	\$ 8,682.00	\$ 21,182.00	\$ 21,182.00	\$ 318.00	\$ -	\$ -	\$ 318.00	Works complete pending invoice
	Alexandra Landfill - Construction of Cap for Cells 1 E and 1BC	Alexandra	Red Gate	0%		\$ 1,750,781.00	\$ 50,781.00	\$ -	\$ 1,165.00	\$ 1,165.00	\$ 5,781.00	\$ 45,000.00	\$ -	\$ -	\$ -	Works will not proceed this year. Budget adjustments will be undertaken as part of mid year review.
	Leachate Pond Works	Alexandra	Red Gate	0%		\$ 15,000.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -	Works not required Leachate pond repairs holding well. Will be savings
	Landfill Plant	Alexandra	Red Gate	100%		\$ 15,000.00	\$ 15,000.00	\$ 11,250.00	\$ -	\$ 11,250.00	\$ 11,250.00	\$ -	\$ 3,750.00	\$ -	\$ 3,750.00	Works complete.
	Level 1 Project															
	Closed Landfills - Rehabilitation of Eildon RRC	Eildon	Eildon	75%		\$ -	\$ 1,021,500.00	\$ 135,574.00	\$ 614,294.00	\$ 749,868.00	\$ 871,500.00	\$ -	\$ 150,000.00	\$ -	\$ -	Report complete and invoiced. Construction currently underway, progressing well, March invoice sent not yet processed.
	Resource Recovery Centres															
	Level 1 Project															
	New - Resource Recovery Centre - Fire Prevention Infrastructure - Alexandra	Alexandra	Red Gate	0%		\$ -	\$ 75,000.00	\$ -	\$ -	\$ -	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -	Budget confirmed, technical specification being prepared
	New - Resource Recovery Centre - Fire Prevention Infrastructure - Eildon	Eildon	Eildon	0%		\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	Budget confirmed, technical specification being prepared
	New - Resource Recovery Centre - Fire Prevention Infrastructure - Yea	Yea	Cheviot	0%		\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	Budget confirmed, technical specification being prepared
	New - Resource Recovery Centre - Fire Prevention Infrastructure - Kinglake	Kinglake	Kinglake	0%		\$ -	\$ 95,000.00	\$ -	\$ -	\$ -	\$ 95,000.00	\$ -	\$ -	\$ -	\$ -	Budget confirmed, technical specification being prepared
	New - Resource Recovery Centre - Fire Prevention Infrastructure - Marysville	Marysville	Cathedral	0%		\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	Budget confirmed, technical specification being prepared
	New - Resource Recovery Centre - Yea - design and project development stage (Multi Year project)	Yea	Cheviot	100%		\$ 150,000.00	\$ 204,970.00	\$ 56,316.00	\$ 8,398.00	\$ 64,714.00	\$ 70,714.00	\$ -	\$ 134,256.00	\$ -	\$ 140,256.00	All reports completed. Pending Council report resulting from investigations.
	Resource Recovery Centre - E-Waste Infrastructure (Yea)	Yea	Cheviot	100%		\$ -	\$ 95,942.00	\$ 88,037.00	\$ 91.00	\$ 88,128.00	\$ 88,128.00	\$ -	\$ 7,814.00	\$ -	\$ 7,814.00	Complete
	Auxiliary Works - Roads & Stormwater Upgrades	Alexandra	Red Gate	95%		\$ 45,000.00	\$ 45,000.00	\$ 3,196.00	\$ 31,732.00	\$ 34,928.00	\$ 45,000.00	\$ -	\$ -	\$ -	\$ -	Minor works complete, remaining works complete for roadworks and drainage at Alexandra Landfill. Invoice pending
	Sealing and Hardstand at RRC's	Various	Various	30%		\$ -	\$ 25,000.00	\$ 14,856.00	\$ -	\$ 14,856.00	\$ 14,856.00	\$ -	\$ 10,144.00	\$ -	\$ 10,144.00	Works underway
	Offices Fences & Bin bays	Various	Various	10%		\$ -	\$ 45,000.00	\$ 4,564.00	\$ -	\$ 4,564.00	\$ 45,000.00	\$ -	\$ -	\$ -	\$ -	Allocated to repair of fences in Kinglake. Scoping underway
	Signage and Info Boards	Various	Various	100%		\$ -	\$ 7,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000.00	\$ -	\$ 7,000.00	Works completed under operational as under capital thresholds. Savings for reserve
	Recycling Infrastructure	Various	Various	5%		\$ 105,000.00	\$ 105,000.00	\$ 7,428.00	\$ 3,115.00	\$ 10,543.00	\$ 105,000.00	\$ -	\$ -	\$ -	\$ -	Due to changes in the e-waste collection provider now need to use these funds to provide new lifters for pallets/tubs for storage and collection scoping underway.
	Resource Recovery Centres and landfill - New Trailer/Float	Various	Various	90%		\$ 65,000.00	\$ 56,800.00	\$ 55,099.00	\$ -	\$ 55,099.00	\$ 55,099.00	\$ -	\$ 1,701.00	\$ -	\$ 1,701.00	On order, delivery pending
	Corporate Facilities			0%												
	Yea Saleyards - Supply & Install Emergency (Back Up) Generator	Yea	Cheviot	100%		\$ -	\$ 31,663.00	\$ 31,663.00	\$ -	\$ 31,663.00	\$ 31,663.00	\$ -	\$ -	\$ -	\$ -	Installation complete, awaiting invoice
	Yea Saleyards - Security Cameras	Yea	Cheviot	5%		\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	New meeting held with committee to determine direction for limited funding quotes received and exceeded available funding to deliver desired scope. Now on hold pending committee confirmation of scope.
	Yea Saleyards - Security Fence	Yea	Cheviot	0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Request from Saleyards committee to defer to later year to preserve reserve based on slump in income resulting from COVID
	New Yea Saleyards Project - Auctioneers walkway	Yea	Cheviot	25%		\$ -	\$ 13,388.00	\$ -	\$ 13,388.00	\$ 13,388.00	\$ 13,388.00	\$ -	\$ -	\$ -	\$ -	Works awarded and underway
	Yea Saleyards - Prepare and Seal Drainage & Level B-Double Approaches	Yea	Cheviot	5%		\$ -	\$ 33,032.00	\$ 25,732.00	\$ -	\$ 25,732.00	\$ 33,032.00	\$ -	\$ -	\$ -	\$ -	Request from Saleyards committee to defer to later year to preserve reserve based on slump in income resulting from COVID
	Yea Saleyards - Decontamination facility (design/invest)	Yea	Cheviot	0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Request from Saleyards committee to defer to later year to preserve reserve based on slump in income resulting from COVID
	Yea Saleyards Development - WiFi Link Booster	Yea	Cheviot	95%		\$ -	\$ 3,870.00	\$ 2,870.00	\$ 8,252.00	\$ 11,122.00	\$ 3,870.00	\$ -	\$ -	\$ -	\$ 7,252.00	Nearing completion
	Yea Saleyards Development - Plant & Equipment	Yea	Cheviot	50%		\$ 90,000.00	\$ 1,000.00	\$ -	\$ 675.00	\$ 675.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 325.00	Nearing completion
	Corporate resources			0%												
	IT System Development (Hardware Renewal & Fibre Alex/Kinglake offices)			55%		\$ 116,000.00	\$ 181,806.00	\$ 102,450.00	\$ 33,308.00	\$ 135,758.00	\$ 161,806.00	\$ 20,000.00	\$ -	\$ -	\$ -	Progressing well
	Software Allocation			75%		\$ -	\$ 96,750.00	\$ 95,900.00	\$ 1,500.00	\$ 97,400.00	\$ 97,400.00	\$ -	\$ -	\$ 650.00	\$ -	Progressing well
	Books (Adult)			80%		\$ 72,000.00	\$ 72,000.00	\$ 59,373.00	\$ 12,627.00	\$ 72,000.00	\$ 72,000.00	\$ -	\$ -	\$ -	\$ -	All on order, deliveries pending

ATTACHMENT 1 - CAPITAL WORKS - MONTHLY REPORT - MARCH

Project Status	Name	Locality	Ward	% Complete	Asset handover complete	Original Budget	Current Revised Budget	Actual	Committed	Actuals & Committed	Revised Anticipated Project Budget	Likely Carry forward into next financial year.	Potential savings non-complete projects (Non Grant funded)	Current budget demand (new projects and existing check budget column)	Current confirmed Variance (Red overspend, black Savings)	Comment
	Books (Junior)			100%		\$ 28,000.00	\$ 28,255.00	\$ 28,000.00	\$ -	\$ 28,000.00	\$ 28,255.00	\$ -	\$ -	\$ -	\$ 255.00	All on order, deliveries pending
	Passenger vehicles			80%		\$ 427,000.00	\$ 651,642.00	\$ 387,773.00	\$ 164,853.00	\$ 552,626.00	\$ 651,642.00	\$ -	\$ -	\$ -	\$ -	Progressing well
	Major Plant & Machinery			80%		\$ 594,000.00	\$ 1,879,105.00	\$ 604,650.00	\$ 880,256.00	\$ 1,484,906.00	\$ 1,879,105.00	\$ -	\$ -	\$ -	\$ -	Progressing well
	Special projects			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Yea Fossil Pathway	Yea	Cheviot	10%		\$ -	\$ 55,634.00	\$ -	\$ -	\$ -	\$ 55,634.00	\$ -	\$ -	\$ -	\$ -	Panel RFQ failed to receive any bids new Open RFQ underway
	Vegetation Projects	Various	Various	5%		\$ -	\$ 81,240.00	\$ -	\$ -	\$ -	\$ 81,240.00	\$ -	\$ -	\$ -	\$ -	Some planting scheduled for Rubicon Rd. Remainder allocated to Kinglake Streetscape.
	Alexandra Scout Hall works	Alexandra	Red Gate	100%		\$ -	\$ 20,000.00	\$ 21,045.00	\$ 1,588.00	\$ 22,633.00	\$ 22,633.00	\$ -	\$ -	\$ 2,633.00	\$ 2,633.00	Works complete. Final invoice pending
	Moveable pound yards and ramp	Alexandra	Red Gate	100%		\$ -	\$ 6,871.00	\$ 4,780.00	\$ -	\$ 4,780.00	\$ 4,780.00	\$ -	\$ 2,091.00	\$ -	\$ 2,091.00	Works complete.
	Yea Caravan Park (Fire system improvements)	Yea	Cheviot	100%		\$ -	\$ 87,958.00	\$ 87,958.00	\$ -	\$ 87,958.00	\$ 87,958.00	\$ -	\$ -	\$ -	\$ -	Works complete.
	Marysville Caravan Park - Camp Kitchen	Marysville	Cathedral	100%		\$ -	\$ 31,585.00	\$ 35,959.00	\$ -	\$ 35,959.00	\$ 35,959.00	\$ -	\$ -	\$ 4,374.00	\$ 4,374.00	Complete shortfall to be funded from reserve
	Floating cilies Eildon (Boat Ramp & Washdown Bay)	Eildon	Eildon	50%		\$ -	\$ 638,320.00	\$ 32,995.00	\$ 601,261.00	\$ 633,356.00	\$ 638,320.00	\$ -	\$ -	\$ -	\$ -	Works progressing March invoice received not yet processed for payment.
	Yea High Street Road Safety Improvements (RRV)	Yea	Cheviot	100%		\$ -	\$ 823,889.00	\$ 835,243.00	\$ 68,238.00	\$ 903,481.00	\$ 866,248.00	\$ -	\$ -	\$ 42,359.00	\$ 79,992.00	Works complete, awaiting final invoices
	Back Eildon Road Route Improvement (RRV)	Eildon	Eildon	100%		\$ -	\$ 41,003.00	\$ 62,057.00	\$ 731.00	\$ 62,788.00	\$ 63,003.00	\$ -	\$ -	\$ 22,000.00	\$ 21,785.00	Works complete
	Rubicon Road Route Improvement (RRV)	Rubicon	Eildon	100%		\$ -	\$ 150,775.00	\$ 155,566.00	\$ 21,402.00	\$ 176,968.00	\$ 176,775.00	\$ -	\$ -	\$ 26,000.00	\$ 26,193.00	Works complete
	King Parrot Creek Road Improvement (RRV)	Kerrisdale	Cheviot	100%		\$ -	\$ 274,919.00	\$ 152,212.00	\$ 36,684.00	\$ 188,896.00	\$ 188,919.00	\$ -	\$ 86,000.00	\$ -	\$ 86,023.00	Works complete final PC inspection pending, invoice pending
	Rubicon village effluent project	Rubicon	Eildon	80%		\$ 225,000.00	\$ 428,527.00	\$ 247,317.00	\$ 115,480.00	\$ 362,797.00	\$ 428,527.00	\$ -	\$ -	\$ -	\$ -	All current signed up system tendered and awarded. 4 systems remain to be installed
	NEW PROJECTS			0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Permanent outdoor space - Seats & Power supply in Yea	Alexandra	Red Gate	5%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Funding confirmed. Location of seating now nearing confirmation, RFQ to follow.
	Alexandra Library Shade sale	Alexandra	Red Gate	10%		\$ -	\$ 20,000.00	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	RFQ complete, evaluation and award underway.
	Snobs Creek Road - Widening (Road Safety)	Eildon	Eildon	0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Design RFQ being prepared
	McDonalds Bridge Renewal - Yarck Rd Gobur	Gobur	Koriella	0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Design & Construct Specification being prepared in April
	Alexandra Shire Office - Refurbishment	Alexandra	Red Gate	100%		\$ -	\$ -	\$ 69,648.00	\$ -	\$ 69,648.00	\$ 69,649.00	\$ -	\$ -	\$ 69,649.00	\$ 69,648.00	Works underway. Needs Funding sourced from savings.
	185 Grant Street Drainage Renewal & Upgrade	Alexandra	Red Gate	100%	Y	\$ -	\$ 35,000.00	\$ 34,918.00	\$ -	\$ 34,918.00	\$ 34,918.00	\$ -	\$ 82.00	\$ -	\$ 82.00	Works complete.
	Kinglake Memorial Tennis Courts LRCI 1	Kinglake Central	Kinglake	15%		\$ -	\$ 32,000.00	\$ -	\$ 29,091.00	\$ 29,091.00	\$ 32,000.00	\$ -	\$ -	\$ -	\$ -	RFQ closed evaluation complete and awarded. Works to be complete by end of April
	Kinglake Memorial Tennis Courts LRCI 2	Kinglake Central	Kinglake	15%		\$ -	\$ 32,000.00	\$ -	\$ 17,009.00	\$ 17,009.00	\$ 17,009.00	\$ -	\$ 14,991.00	\$ -	\$ -	Awarded funded from LRCI round 2
	Kinglake Memorial Cricket Nets LRCI 1	Kinglake Central	Kinglake	100%		\$ -	\$ 15,000.00	\$ 13,172.00	\$ -	\$ 13,172.00	\$ 15,000.00	\$ -	\$ -	\$ -	\$ 1,828.00	Works complete awaiting invoice.
	Tumbling Waters - Toilet Renewal LRCI 1	Thornton	Eildon	15%		\$ -	\$ 70,000.00	\$ -	\$ 46,570.00	\$ 46,570.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	RFQ complete and awarded.
	Yea Railway Reserve Playground - spinner LRCI 1	Yea	Cheviot	50%	Y	\$ -	\$ 14,000.00	\$ 10,695.00	\$ -	\$ 10,695.00	\$ 11,200.00	\$ -	\$ 2,800.00	\$ -	\$ 3,305.00	Works complete.
	Marshbank, Craigie and Smith Streets (Part Sealing) LRCI 1	Yea	Cheviot	5%		\$ -	\$ 80,000.00	\$ 20,430.00	\$ 2,150.00	\$ 22,580.00	\$ 130,000.00	\$ 30,000.00	\$ -	\$ 80,000.00	\$ -	Designs nearing completion. Likely budget shortfall
	Marshbank Street (Part Sealing)	Yea	Cheviot	5%		\$ -	\$ 80,000.00	\$ 13,869.00	\$ 2,150.00	\$ 16,019.00	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -	Designs nearing completion. Likely budget shortfall
	Craigie Street (Part Sealing)	Yea	Cheviot	5%		\$ -	\$ -	\$ 2,905.00	\$ -	\$ 2,905.00	\$ -	\$ -	\$ -	\$ -	\$ -	Designs nearing completion. Likely budget shortfall
	Smith Street (Part Sealing)	Yea	Cheviot	5%		\$ -	\$ -	\$ 14,798.00	\$ 2,150.00	\$ 16,948.00	\$ -	\$ -	\$ -	\$ -	\$ -	Designs nearing completion. Likely budget shortfall
	Road Safety Audit - Gordons Bridge Road, Castella LRCI 1	Castella	Kinglake	100%		\$ -	\$ 91,200.00	\$ 45,343.00	\$ 19,340.00	\$ 64,683.00	\$ 69,200.00	\$ -	\$ 22,000.00	\$ -	\$ 26,517.00	Works completed awaiting invoice
	Road Safety Audit - Brooks Cutting Road, Alexandra LRCI 1	Alexandra	Red Gate	10%		\$ -	\$ 115,200.00	\$ -	\$ -	\$ -	\$ 115,200.00	\$ -	\$ -	\$ -	\$ -	RFT released and underway.
	Buxton Reserve - Path Lighting LRCI 1	Buxton	Cathedral	100%		\$ -	\$ 30,000.00	\$ 22,629.00	\$ -	\$ 22,629.00	\$ 24,000.00	\$ -	\$ 6,000.00	\$ -	\$ 7,371.00	Works complete
	Urban Access Improvements Annual Program - Accessibility Issues (Alexandra Focus) LRCI 1	Alexandra	Red Gate	60%		\$ -	\$ 45,000.00	\$ -	\$ 31,625.00	\$ 31,625.00	\$ 45,000.00	\$ -	\$ -	\$ -	\$ -	Works Underway, progressing well. Invoice pending
	Footpath extension and connection - Bayley Street, Alexandra LRCI 1	Alexandra	Red Gate	15%		\$ -	\$ 50,872.00	\$ -	\$ -	\$ -	\$ 50,872.00	\$ -	\$ -	\$ -	\$ -	Awarded, PO Pending, awaiting new supplier paperwork for Purchase Order.
	Sealing Mary and Anne St, Yea LRCI 1	Yea	Cheviot	10%		\$ -	\$ 220,000.00	\$ 16,774.00	\$ 2,150.00	\$ 18,924.00	\$ 310,000.00	\$ 50,000.00	\$ -	\$ 140,000.00	\$ -	Design complete and estimate complete indicates considerable budget shortfall for full scope, tender with separable portions and seek additional funds.
	Watsons Road Kinglake West Footpath LRCI 1	Pheasant Creek	King Parrot	15%		\$ -	\$ 210,000.00	\$ 18,520.00	\$ 1,600.00	\$ 20,120.00	\$ 210,000.00	\$ -	\$ -	\$ -	\$ -	RFT closed evaluation complete Purchase order pending.
	Yea Pioneer Reserve (Pathway Seating) LRCI 1	Yea	Cheviot	90%		\$ -	\$ 8,000.00	\$ 6,288.00	\$ -	\$ 6,288.00	\$ 8,000.00	\$ -	\$ 1,712.00	\$ -	\$ 1,712.00	Works complete
	Alexandra Swimming Pool LRCI 1	Alexandra	Red Gate	5%		\$ -	\$ 102,000.00	\$ -	\$ -	\$ -	\$ 102,000.00	\$ -	\$ -	\$ -	\$ -	Scoping underway. Audit report complete. Some works complete under maintenance ledgers, concretebunding slabs pending
	Fire Tank Replacement program	Various	Various	30%		\$ 40,000.00	\$ 40,000.00	\$ -	\$ 12,727.00	\$ 12,727.00	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	Scoping complete. Currently working with local CFA. Asset protection permits pending. PID complete
	Eildon Boat Ramp washout repair (Maintenance ledger)	Eildon	Eildon	100%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Works complete
	Yea Netball Courts - Renewal works	Yea	Cheviot	25%		\$ -	\$ 20,000.00	\$ -	\$ 15,261.00	\$ 15,261.00	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	Works underway some concern regarding the weather, acrylic best applied in warm sunny weather possible it may be delayed to Spring.
	Yea Recreation reserve - Oval lighting upgrade	Yea	Cheviot	30%		\$ -	\$ 392,000.00	\$ 3,650.00	\$ -	\$ 3,650.00	\$ 342,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	RFT complete and awarded. PO awaiting approval.
	Yea Cemetery Expansion - Detailed design	Yea	Cheviot	100%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Survey information complete. Geotechnical investigation complete. Update estimate to allow reserve funding.
	Special Charge Schemes					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Pendlebury Street Kerb (Rose to Coater), Alexandra (special Charge scheme)	Alexandra	Red Gate	5%		\$ -	\$ 53,000.00	\$ -	\$ -	\$ -	\$ -	\$ 53,000.00	\$ -	\$ -	\$ -	

Totals
Totals of non reserve project.

	\$ 10,829,781.00	\$ 18,917,068.00	\$ 6,123,728.00	\$ 7,611,914.00	\$ 13,735,642.00	\$ 17,227,669.00	\$ 1,318,318.00	\$ 877,094.00	\$ 506,013.00
	\$ 8,519,000.00	\$ 17,712,579.00	\$ 5,684,050.00	\$ 7,536,416.00	\$ 13,220,466.00	\$ 16,313,789.00	\$ 1,203,000.00	\$ 697,429.00	\$ 501,639.00
		Actuals		Actuals & Committed					
		Original	Revised	Original	Revised				
Full		56.55%	32.37%	126.83%	72.61%				
Non-Reserve		66.72%	32.09%	155.19%	74.64%				
				Anticipated Budget non reserve Difference	\$ 195,790.00				

	Reserve Savings/Demand
Waste	\$ - \$ 170,983.00
Saleyards	\$ - \$ 6,927.00
Caravan parks	\$ 4,374.00 \$ 4,374.00
Non reserve Confirmed Variance	