



Council Meeting Agenda

Meeting to be held at

Port of Sale Business Centre

Foster Street, Sale

Tuesday 18 April 2017, commencing at 6pm

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ORDINARY MEETING OF COUNCIL – 18 APRIL 2017

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Council Meeting Information

Members of the Public Gallery should note that the Council records and publishes Council meetings via Webcast to enhance the accessibility of Council meetings to the broader Wellington community. These recordings are also archived and may be published on Council's Website for viewing by the public or used for publicity or information purposes. At the appropriate times during the meeting, members of the gallery may address the Council at which time their image, comments or submissions will be recorded.

Members of the public who are not in attendance at the Council meeting but who wish to communicate with the Council via the webcasting chat room should lodge their questions or comments early in the meeting to ensure that their submissions can be dealt with at the end of the meeting.

Please could gallery visitors and Councillors ensure that mobile phones and other electronic devices are turned off or in silent mode for the duration of the meeting.



A - PROCEDURAL



STATEMENT OF ACKNOWLEDGEMENT

***“We acknowledge the traditional custodians
of this land the Gunaikurnai people,
and pay respects to their elders past and present”***



PRAYER

***“Almighty God, we ask your blessing upon the Wellington
Shire Council, its Councillors, officers, staff and their families.***

***We pray for your guidance in our decisions so that the
true good of the Wellington Shire Council may result to
the benefit of all residents and community groups.”***

Amen



A - PROCEDURAL

A4 CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING/S

ITEM A4**ADOPTION OF MINUTES OF PREVIOUS MEETING/S**

ACTION OFFICER:

GENERAL MANAGER CORPORATE SERVICES

DATE:

18 APRIL 2017

OBJECTIVE

To adopt the minutes of the Ordinary Council Meeting of 4 April 2017 as tabled.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY**RECOMMENDATION**

That Council adopt the minutes and resolutions of the Ordinary Council Meeting of 4 April 2017 as tabled.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.



A - PROCEDURAL

A5 BUSINESS ARISING FROM PREVIOUS MEETING/S



A - PROCEDURAL

A6 ACCEPTANCE OF LATE ITEMS



A - PROCEDURAL

A7 NOTICE/S OF MOTION



A - PROCEDURAL

A8 RECEIVING OF PETITIONS OR JOINT LETTERS

ITEM A8(1)**OUTSTANDING PETITIONS**

ACTION OFFICER

GOVERNANCE

DATE:

18 APRIL 2017

ITEM	FROM MEETING	COMMENTS	ACTION BY
NIL			



A - PROCEDURAL

A9 INVITED ADDRESSES, PRESENTATIONS OR ACKNOWLEDGEMENTS



A - PROCEDURAL

A10 QUESTIONS ON NOTICE



A - PROCEDURAL

A11 MAYOR'S REPORT

ITEM A11(1)**MAYOR'S REPORT**

OFFICER:

COUNCILLOR CAROLYN CROSSLEY

DATE:

18 APRIL 2017

RECOMMENDATION*That the Mayor's report be noted.*

22 March 2017 to 18 April 2017

10 March	Meeting with Premier, Hon Daniel Andrews MP, Moe.	Mayor Crossley and Chief Executive Officer attended.
15 March	Meeting with Mr Danny O'Brien MLA, Member for South Gippsland, Sale.	Mayor Crossley, Cr Mills and Cr Maher attended.
15 March	Meeting with Mr Danny O'Brien MLA and Hon Peter Walsh, Shadow Minister for Regional Development, Sale.	Mayor Crossley, Cr McCubbin, Cr Hole, Cr Mills, Cr Maher and Cr Stephens attended.
15 March	Congratulate 10,000 th passenger on Rubeena Cruises, Port of Sale, Sale.	Cr Rossetti attended.
16 March	Meeting with Minister Gayle Tierney, Minister for Trades and Skills, Sale.	Mayor Crossley, Cr McCubbin and Chief Executive Officer attended.

A number of meetings have now been held with the Minister and future meetings have been planned. We welcome the opportunity to work closely with the Minister, Director for Education Renewal, TAFE and Participation, Gabriel Solorzano Torres and the Minister's department to ensure that Federation Training can provide an appropriate standard of skills development for members of our community. We are also strongly advocating for essential education and training services to be based in the CBD area of Sale.

24 March	Gippsland Local Government Network (GLGN) meeting, Korumburra.	Mayor Crossley, Cr Hole and Chief Executive Officer attended.
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This meeting was dominated by the ASH issue. All of the Gippsland mayors were dismayed that after seven weeks of negotiations the Victorian Government is still not willing to release any further timber to support the Heyfield Timber Mill. The mayors resolved to fight for the future of the Heyfield jobs. Following, this meeting the Deputy Prime Minister, Barnaby Joyce, also called on the government to cooperate, release more timber and investigate the status of the Leadbeaters Possum. Since this, there still remains no action from the Victorian Government to come to a sensible resolution. We will keep fighting.

24 March	Officially open the Gippsland Health Summit, Sale.	Cr McCubbin attended.
25 March	Tour de Cure BBQ, Sale.	Mayor Crossley attended.

25 March	Official Tour de Cure dinner, Sale.	Mayor Crossley attended.
26 March	Launch of Rosedale History book and unveiling of Agnes Buntine plaque, Rosedale.	Cr McCubbin attended.
28 March	Meeting with Federation Training representatives, Sale.	Mayor Crossley, Cr McCubbin and Chief Executive Officer attended.

Met with the CEO of Federation Training, Johnathon Davis, two of his staff members and the Minister for Trades and Skills, Gayle Tierney and Director for Education Renewal, TAFE and Participation, Gabriel Solorzano Torres. It is great to be working together to discuss education and training for the Shire. Further regular meetings are planned with all the parties.

28 March	Participate in video for Sport and Recreation Victoria (SRV) about female friendly facilities at Baldwin Recreation Reserve, Sale	Mayor Crossley attended.
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SRV are producing some promotional materials on their female friendly facilities funding program and chose the Baldwin Recreation Reserve in Sale as a case study to showcase a great example of a successful application.

28 March	Meeting with Murray Goulburn CEO, Ari Mervis, Maffra.	Mayor Crossley and Chief Executive Officer attended.
28 March	Prime People's Choice Awards night, Sale.	Deputy Mayor Cr Hall, Cr Bye, Cr Rossetti and Cr Hole attended.
29 March	Meeting with The Honourable Linda Dessau AM, Governor of Victoria and Mr Anthony Howard QC, Sale.	Mayor Crossley, Cr McCubbin, Cr Hole, Cr Mills, Cr Maher and Cr Stephens attended.

It was a great pleasure to host the Governor of Victoria and Mr Howard on her whistle stop visit to the region. They were both very complimentary and knowledgeable about the region and visited a number of places including Gippsland Art Gallery; CAE (Simulator); Royal Flying Doctor Service; 5 Star Project; RAAF Base; Dicky Bill's and Maffra Cheese. A civic reception was also held and included members of the community from Sale Catholic College, CFA,

29 March	Grand opening of new Mortgage Choice store, Sale.	Deputy Mayor Cr Hall attended.
29 March	Dinner with The Honourable Linda Dessau AM, Governor of Victoria and Mr Anthony Howard QC, Sale.	Mayor Crossley, Deputy Mayor Cr Hall, Cr McCubbin and Cr Bye attended.
30 March	Roundtable discussion with Minister Tierney and Victorian Skills Commissioner, Neil Coulson, Morwell.	Mayor Crossley and Chief Executive Officer attended.

30 March	Civic Reception for The Honourable Linda Dessau AM, Governor of Victoria and Mr Anthony Howard QC, Sale.	Deputy Mayor Cr Hall and Cr McCubbin attended.
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30 March	RAAF 96 th Birthday evening Cocktail Reception, Sale	Mayor Crossley, Cr McCubbin and Cr Rossetti attended.
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Council has had a long standing positive relationship with the RAAF in Sale for many years. They are the second oldest air force in the world which is a great accolade, and it was a pleasure to attend their 96th birthday celebrating their association with Sale and the greater Wellington Shire community.

31 March	Official Opening of Farm World 2017 - 50th Anniversary, Lardner Park.	Cr Mills attended.
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6 April	'Switching on the Lights" for Stephenson Park, Sale	Mayor Crossley, Cr McCubbin, Cr Bye, Cr Rossetti and Chief Executive Officer attended.
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The new sports lighting was officially switched on Stephenson's Park in Sale. This \$253,000 project has been funded with \$100,000 from SRV, \$40,000 from Sale City Football/Netball Club, \$7,000 from Sale & District Touch Association and \$106,000 from Council. Dan Poynton was in attendance representing Sports and Recreation Victoria. Completion of this project now enables users to train under compliant lights and gives users the capacity to host night competitions.

**COUNCILLOR CAROLYN CROSSLEY
MAYOR**



B –REPORT

DELEGATES



C1 - REPORT

CHIEF EXECUTIVE OFFICER

ITEM C1.1**CHIEF EXECUTIVE OFFICER'S REPORT**

OFFICER: CHIEF EXECUTIVE OFFICER

DATE: 18 APRIL 2017

RECOMMENDATION***That the Chief Executive Officer's Report be received.***

- 24 March Attended **Gippsland Local Government Network** (GLGN) meeting, Korumburra with Mayor Crossley. The meeting included an open discussion with The Hon. Peter Walsh, Leader of the nationals and Melina Bath, MLC for Eastern Victoria
- 27 March Hosted a meeting with Dr Matthew Butlin, Red Tape Commissioner.
- 28 March Held a phone conference with Latrobe Valley Authority's Interim Chief Executive Officer, Kylie White alongside Mayor Crossley.
- Met with Federation Training Director, Jonathan Davis and his senior staff, along with Gabriel Solórzano Torres, Director Education Renewal, TAFE and participation with the Department of Education and Training. In attendance was Mayor, Cr Carolyn Crossley and Cr Darren McCubbin.
- Attended a dinner with Murray Goulburn CEO, Ari Marvis and MG Board members and senior staff, alongside Mayor, Cr Crossley.
- 29 - 30 March Hosted **The Honourable Linda Dessau AC, Governor of Victoria** and Mr Anthony Howard QC in Wellington Shire. Day One included touring the Gippsland Art Gallery, CAE training facility, Royal Flying Doctors, Five Star Project and RAAF Base East Sale. Day Two included visiting Dicky Bill Fresh Salads, Maffra Cheese and concluded with a Civic Reception.
- 30 March Attended a meeting with **Minister Tierney** and Victorian Skills Commissioner, Neil Coulson, Morwell to discuss industry and skills in the Gippsland region.
- 6 April Teleconference with regional Development Victoria and representatives from Fujitsu to discuss economic development opportunities
- 10 April Discussion with senior staff from Vicroads regarding a number of key projects in Wellington

ITEM C1.2**MARCH 2017 PERFORMANCE REPORT**

DIVISION: CHIEF EXECUTIVE OFFICE
ACTION OFFICER: CHIEF EXECUTIVE OFFICER
DATE: 18 APRIL 2017

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓	✓					

OBJECTIVE

For Council to receive and note the March 2017 Council Performance Report.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY**RECOMMENDATION**

That Council receive and note the March 2017 Council Performance Report as attached.

BACKGROUND

The March 2017 Council Performance Report comprises key highlights towards achievement of the 2013 -17 Council Plan, progress in relation to Major Initiatives and Initiatives as identified in the 2016/17 Budget together with an overview of Council finances including an Income Statement, a Balance Sheet with commentary regarding any major variances, information on cash balances, the level of rates outstanding and a progress update on Council's Capital Works program.

Section 138(1) of the *Local Government Act 1989* requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

OPTIONS

Following consideration of the attached March 2017 Performance Report, Council can resolve to either:

1. Receive and note the March 2017 Council Performance Report; or
2. Not receive and note the March 2017 Council Performance Report and seek further information for consideration at a later Council meeting, which would result in Council not meeting legislative requirements.

PROPOSAL

That Council receive and note the attached March 2017 Council Performance Report.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

FINANCIAL IMPACT

The attached financial report provides information that informs Council on its financial operations for the March 2017 quarter as well as the expected financial position for the 2016/17 year.

COMMUNICATION IMPACT

The Council Plan communicates Council's strategic direction to the community. The Council Plan can also be used by Council to communicate its vision and direction to other tiers of government, organisations, government agencies and funding bodies.

LEGISLATIVE IMPACT

Section 138(1) of the *Local Government Act 1989* requires that at least every three months, the Chief Executive Officer must ensure that a statement comparing budgeted revenue and expenditure for the financial year with the actual revenue and expenditure to date is presented to Council at a Council meeting which is open to the public.

COUNCIL POLICY IMPACT

The March 2017 Council Performance Report has been prepared in the context of existing Council policies.

COUNCIL PLAN IMPACT

Objective 2.2 states that Council will:

"Maintain processes and systems to ensure sound financial management"

Objective 2.3 states that Council will:

"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making".

MARCH PERFORMANCE REPORT

MARCH 2017 COUNCIL PLAN HIGHLIGHTS

Cherished Memorial unveiled

March 17 saw the official unveiling of the “Cherished – Mother & Child” memorial in Victoria Park Sale by the Hon Darren Chester MP, Federal Member for Gippsland. Also in attendance was former state Premier Ted Baillieu and Deputy Premier Peter Ryan.

The Memorial commemorates Prime Minister Julia Gillard’s National Parliamentary Apology on 21 March 2013 and Victorian Premier Ted Baillieu & Deputy Premier Peter Ryan’s Parliamentary state apologies on 25 October 2012.

The apologies were in recognition of a tragic period in our recent history when new born babies were forcibly removed from their mothers without their consent.

Municipal Excellence Award

Council received the 2017 Award for Municipal Excellence - Rural Category from the Consulting Surveyors of Victoria, for 'excellence in dealing with subdivision applications'.

Longford Development

Council adopted Amendment C90 to provide for further rural lifestyle lot development/growth in Longford.

Seek feedback for Road Management Plan

The Draft Road Management Plan was finalised and authorised for community consultation by Council. The community feedback opportunity commenced on 27 March.

Sale Motorbike track

Fast tracking of event permissions for Sale Motorbike track lead to several interested parties coming forward to form a Committee to manage the site ongoing.

Funding announcements

The following funding announcements were made on 10 March through the Latrobe Valley Sporting Package: Sale Tennis Club redevelopment - \$1 million; Gormandale Recreation Reserve - \$500,000; Cowwarr Recreation Reserve - \$500,000; and Gordon Street Reserve - \$100,000.

Youth Week

Currently working with Ramahyuck, Uniting Care Gippsland, Propellor FReeZA group and Yarram Unite on Youth Week 2017. Youth Week activities are well underway with events being held in Stratford, Sale, Yarram, Heyfield and Rosedale from 1 - 8 April.

Art Gallery Exhibitions

The Gippsland Art Gallery held four exhibitions in March: Owen Rye's 'Jars'; Sue Fraser's 'Story Lines'; Close Encounters with the Collection and at Maffra Exhibition Space: Jeremy Kasper's 'Inertia'.

Governor of Victoria visit

On 29 March, the Governor of Victoria Her Excellency the Honourable Linda Dessau AC attended the Gallery for an artist talk and morning tea where she met the volunteer Gallery Guides and members of the Advisory Group.

Computer technology courses

Library staff have been working with the Stratford Men's Shed to arrange computer technology courses during April and May. This has the potential to be rolled out to other similar community groups.

'Twelfth Night'

One hundred and fifty-two patrons attended the Australian Shakespeare Company's performance of Twelfth Night at the Sale Botanic Gardens.

Wedge events

Three hundred and forty-four children attended the 'Wind in the Willows' at the Wedge and over two hundred people attended the Gippsland Health Summit.

Swimming Carnival

March saw the end of the outdoor pool season with all rural pools closing on 13 March and Lex Glover Swimming Complex closing after the Regional School's carnival on 16 March. Feedback received from schools and Gippsland Swimming was very positive, suggesting that the Swimming Carnival Season was 'the smoothest ever.'

GRSC Stage 2A

On 16 March, the official 'Sod turning' was held at GRSC. This event publicly signalled the formal commitment by the state government, Wellington Shire Council and the John Leslie Foundation to this project. Representatives of state and federal governments and all key sporting clubs and organisations were present to celebrate this important stage.

Diving pool closure

Closure of the diving pool at the Lex Glover Swimming Complex was announced with information provided by mail to key users and a Media Release issued.

Emergency Management updates

Wellington Shire Council Fire Management Plan Steering Committee established.

MARCH PERFORMANCE REPORT

Major Initiatives	Completion Target	Progress Comment	Status
LEADERSHIP AND ENGAGEMENT			
Progress the Port of Sale Cultural Hub construction project in line with the project plan.	30 June 2017 (Ongoing)	Works on schedule and \$2.0M of works completed in the past two months.	In Progress (40%)
Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.	30 June 2017 (Ongoing)	Roadworks largely complete, Skatepark is due to finish in April, Park street bridge works progressing, landscape works commenced and building works preliminaries coming through.	In Progress (40%)
Oversee a review and update of Wellington 2030 and facilitate a comprehensive service review process across the organisation.	30 June 2017	The Service Review process has been completed. The draft Wellington 2030 Strategic Vision will be open for community feedback from 8 March to 5 April 2017. So far around ten people have provided feedback on the draft document.	In Progress (85%)
As Chair Council of the Gippsland Local Government Network, Wellington will work with other Gippsland Councils to implement objectives in the Gippsland Regional Plan.	30 June 2017 (Ongoing)	Council continues to advocate on several regional projects including Macalister Irrigation District (MID), passenger rail, and Latrobe Valley transitional issues that affect the entire region.	Ongoing
Strongly advocate for the relocation of the Federation Training's Fulham campus to Sale CBD and in doing so improve accessibility to education and training outcomes for the Wellington community.	30 June 2017 (Ongoing)	Met with management at Central Gippsland Health Service and obtained key information about hospital's skills needs. This informed the round table with the Minister and Skills Commissioner held on 30 March 2017 attended by the CEO and Mayor.	Ongoing
ORGANISATIONAL			
Explore both Corporate (back office processing) and ICT Shared Services opportunities for the Gippsland Local Government Network (GLGN) Councils.	30 June 2017 (Ongoing)	Benchmarking data, for similar back office and ICT functions, is being reviewed to identify potential opportunities for greater efficiencies across the GLGN Councils.	Ongoing

Major Initiatives	Completion Target	Progress Comment	Status
Plan and implement an organisational wide electronic document, intranet and records management system.	30 June 2017	Multiyear project with completion of phase one including development of new Business Classification Scheme.	In Progress (80%)
Implement Stage 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisational wide infrastructure and technology upgrade.	30 June 2017	Works in progress with no major issues to report.	In Progress (80%)
Manage the Port of Sale Cultural Hub and Precinct Project Information Communication Technology (ICT) and Audio Visual (AV) design and installation.	30 June 2017	ICT/AV construction work has commenced. No issues to report.	In Progress (40%)
Implement new Position Descriptions, an automated Appraisal System and a KPI reporting database across the organisation	30 June 2017	Position Descriptions have been finalised using the new templates for all positions. Finalised Corporate Performance Indicators (CPIs) were uploaded to the Corporate Planning and Reporting system for monthly reporting. A shortlisted set of CPIs to be finalised to include in quarterly Council Performance Report.	In Progress (90%)
Adopt and implement the Domestic Wastewater Management Plan (DWMP)	30 June 2017	The DWMP has now been approved by Council and next item required is the memorandum of understanding (MoU) which has been sent to the water authorities for consideration. Signatures being sought for the MoU.	Completed
Drive the Wellington Shire Council Enterprise Agreement No. 9 renegotiation to ensure adoption of an effective and workable agreement.	30 June 2017	Enterprise Agreement No.9 is finalised with the access period, voting, signoff and lodgement taking place. Currently with the Fair Work Commission for their sign off.	In Progress (95%)
INFRASTRUCTURE			
Support the development of Yarram Early Learning Inc. to ensure the service is not dependent on a Council subsidy beyond June 2017.	30 June 2017	Financial audit for 2016 being completed for the centre. Enrolments strong. There will be significant change to the Management Committee, hopeful that people with appropriate skills will be attracted to support the centre.	In Progress (65%)

Major Initiatives	Completion Target	Progress Comment	Status
Subject to receipt of State Government funding, support Defence Project AIR 5428 outcomes by commencing detailed planning and project programming for upgrades at West Sale Airport including runway extension and asphalt overlay, runway lighting and other associated works.	30 June 2017	Project Control Group Meeting completed with detailed timelines presented showing planning phase being undertaken throughout remainder of 2017. Completion of works early 2019 in line with RAAF training commencement.	In Progress (75%)
LAND USE PLANNING			
Facilitate the release of industrial land in Wurruk/West Sale to support economic growth.	30 June 2017	Consultant quotations for the Wurruk/West Sale Industrial Strategy are currently being sought.	In Progress (10%)
Implement the North Sale Development Plan and Developer Contributions Plan into the Planning Scheme to support well planned housing growth.	30 June 2017	Following public exhibition, a final Development Plan for North Sale is currently being developed, along with further consideration of drainage and traffic management issues in response to community and stakeholder submissions made.	In Progress (70%)
ECONOMY			
Develop a report and roadmap to address further economic and social opportunities as a result of expansion of RAAF Base East Sale.	30 June 2017	Reviewed final draft in preparation for Council workshop in April. Provided feedback to consultant.	In Progress (70%)
COMMUNITY WELLBEING			
Plan for the upgrade of Maffra Gymnastics Club and investigate further enhancements at the Cameron Sporting Complex.	30 June 2017	Final report expected in early-mid April which will provide recommendation around project scope. The completion date has been pushed back due to some user groups taking longer than expected to return requested paperwork. Once the final report has been received, Council officers will present the report back to the Cameron Sporting Complex committee of management and engage Councillors as required.	In Progress (65%)
Facilitate stakeholder engagement throughout the development and delivery of the Gippsland Regional Sporting Complex Stage II A.	30 June 2017	On 16 March, the official 'Sod turning' was held at GRSC. This event publicly signalled the formal commitment by state government, WSC and the John Leslie Foundation to	In Progress (70%)

Major Initiatives	Completion Target	Progress Comment	Status
		<p>this project. Representatives of state and federal government and all key sporting clubs and organisations were present to celebrate this important stage. While concept design has received unanimous sign off from key user groups, further consultation will occur in order to achieve consensus for the most workable kiosk design. The potential for improvement was noted during late stage reviews of pavilion design with the architect, WSC's Building and Projects team and Leisure Services staff.</p>	

Initiatives	Completion Target	Progress Comment	Status
LEADERSHIP AND ENGAGEMENT			
Facilitate delivery of 2 key outcomes in the 2015-2018 Community Engagement Strategy Action Plan	30 June 2017 (Ongoing)	'Wellington Engagement Network – Direction and Innovation' (WENDI) working group is currently developing Community Engagement Policy, which will be a Council Policy. WENDI sub working group have developed a draft Action Plan that will be brought to the next WENDI meeting in late April / early May.	Ongoing
Implement the action plan association with Wellington Shire Economic Development Strategy 2016-2022.	30 June 2017	Implementation is well underway. Key actions were discussed with coordinators.	In Progress (65%)
Facilitate stakeholder engagement throughout the delivery of the Cowwarr Recreation Reserve Clubroom Redevelopment.	30 June 2017	Council officers meeting with JJC Design on 30 March to progress detailed design phase. Project progressing well.	In Progress (65%)
ORGANISATIONAL			
Develop an internal communications plan that will establish and embed a shared understanding of corporate expectations, culture and strategic framework.	30 June 2017	Internal workshops have been held with staff and the strategy is being updated to reflect comments to present to CEO/CMT.	In Progress (80%)
Develop an organisation learning and development strategy to ensure that organisation learning needs are identified, prioritised and implemented cost effectively to achieve to identified outcomes.	30 June 2017	Leadership training for staff with supervisory responsibilities is in draft and the 17/18 Training calendar is almost finalised.	In Progress (85%)

Initiatives	Completion Target	Progress Comment	Status
Implementation of the 2016/17 Aqua Energy and Gippsland Regional Sporting Complex Business Plan.	30 June 2017	<ul style="list-style-type: none"> Customer Satisfaction survey is underway with over 350 returns to date against a target of 400. Direct Debit now accounts for over 65% of 'Learn to Swim' enrolments and is expected to reduce term end roll over and aid in retention. Additional promotion actions undertaken for Crèche. Follow up calls continue to non-active members, with active trialling of a standardised script for tours for new visitors. The freeze on Joining fees continues. Changes of weekend operating hours are being considered and may move forward 1hour i.e. 9.00 - 6.00 to become 8.00 - 5.00. Pack up and 'mothballing' of rural pools is well underway and is expected to be completed by Easter. Group Fitness timetable will be reviewed in April. A review of season 2016-17 Rural Pools Operating model will be undertaken with alternative models to be explored for greater cost efficiencies. Staff training, particularly update training, continues. 	In Progress (85%)
Manage and deliver Information Communication Technology (ICT) services to East Gippsland Shire Council (EGSC) as per the Memorandum of Understanding.	30 June 2017	New Business Centre for East Gippsland Shire Council - Construction in progress and ICT/AV infrastructure in progress as scheduled. No issues to report.	In Progress (70%)
Implement the new corporate planning and reporting system to ensure strategic organisational alignment and that reporting capabilities are optimised.	30 June 2017	New Corporate Planning and Reporting System, Pulse was implemented. Reporting against annual business plans and Corporate Performance Indicators is done through Pulse system monthly.	Complete (100%)
Identify and implemented an automated Credit Card module to enable procurement efficiency and compliance.	30 June 2017	Awaiting awarding of bank contract before any further work can be undertaken.	In Progress (5%)

Initiatives	Completion Target	Progress Comment	Status
Inform Aqua Energy's business decisions through the cost allocation model data	30 June 2017	A comparison of quarter one and two of 2016/17 vs 2015/16 shows that 'Avg Cost to Council per Leisure Services Facility Attendee' (excluding GRSC) has dropped from \$7.61 to \$6.25. This is due to maintaining income and attendances and reducing expenditure. Expenditure was affected by long service leave, position consolidation and reduced chemical expenditure. Overall swim attendances are slightly up despite cold weather having a detrimental effect on rural pool attendances. While gym attendances are down period to period, Learn to Swim attendances are up period to period. This means cost to council per gym attendee has increased while it has decreased for Learn to Swim.	In Progress (65%)
Review Council's Business Continuity Planning framework to ensure that an effective plan is in place to maintain the continuity of critical business functions in the event of a business interruption event.	30 June 2017	This will be carried forward to next financial year.	Not started
Provide access to hearing loop facilities at all public library branches for hearing augmentation.	30 June 2017	Now installed and operating in all five remaining library branches, with the Yarram branch being provided with a hearing loop device in the previous year.	Complete (100%)
Develop and implement a Customer Service Strategy that defines the standards required to improve customer satisfaction across all Council services.	30 June 2017	Framework drafted including four key themes. Two brainstorming sessions with working group this month surrounding the four themes and their action items moving forward.	In Progress (45%)
NATURAL ENVIRONMENT			
Refine and implement the Wetlands Management Process into the Park Service operational plans	30 June 2017	Progress being made. Conversation held with Coordinator Built Environment Planning to discuss how to incorporate drainage function requirements into Maintenance Standards documents. Draft templates for two additional Wetland Maintenance Standards prepared.	In Progress (65%)

Initiatives	Completion Target	Progress Comment	Status
Initiate the Depot Nursery Climate Change plant trials	30 June 2017	Trail continuing during March. Monitoring being conducted by Sustainability Officer.	In Progress (70%)
INFRASTRUCTURE			
Finalise a Stormwater Management Plan which identifies levels of service and service gaps for all townships, supported by a capital works program	30 June 2017	Development of a Stormwater Management Plan has commenced with a review of each township undertaken.	In Progress (30%)
Complete a review of Councils level of service for bituminous surfacing in residential streets and courts	30 June 2017	A preliminary review of the level of service for bituminous surfacing (the use of asphalt vs spray sealing) in residential streets and courts, including cost assessment, has been completed for discussion and finalisation over the coming months.	In Progress (80%)
Undertake a review of the 2013 - 2016 Boating Facilities Strategic Plan	30 June 2017	Conducted community engagement prior to the review.	In Progress (20%)
Progress the Residential Road and Street Construction Plan projects in line with the implementation plan.	30 June 2017	Preliminaries for Simpson/Pearson Street underway.	In Progress (30%)
Oversight the supervision of the Princes Highway/Cobains Road Roundabout project in line with the project plan.	30 June 2017	Work in Cobains Road is essentially complete and the power pole on the south-east corner of the highway has been relocated allowing pavement work to be undertaken on that corner.	In Progress (75%)
Construct the Park Street Bridge, Sale as per the project plan.	30 June 2017	Piling reaching towards completion.	In Progress (35%)
Progress the Cowwarr Recreation Reserve Clubrooms redevelopment project in line with the project plan.	30 June 2017	The redevelopment of the Cowwarr Recreation Reserve Clubrooms will commence after the 2017 winter football season.	Not due to start

Initiatives	Completion Target	Progress Comment	Status
Identify the key recommendations of the Turf Maintenance service review for implementation	30 June 2017	Mowing review to Council workshop in April. Outcome will identify key recommendations for implementation.	In Progress (80%)
Initiate a minimum of four projects identified within the Residential Road and Street Construction Plan to the stage of public meetings and formal survey	30 June 2017	Five meetings for Residential Road and Street Construction Plan projects have been undertaken, including: Dundas Street - South and Dundas Street - North. Merry Street, Maffra Marley Street, Sale, (North), Marley Street (South)	Completed (100%)
Initiate projects for year 3 of the Boating Facilities Action Plan.	30 June 2017	Port Albert consultation results will be presented to the Council in April.	In Progress (55%)
Establish a 5 year work plan to reduce energy consumption by 5% per year at Desailly Street Head Office and Yarram Hub and use Planet Footprint to track results.	30 June 2017 (Ongoing)	Council has installed significant infrastructure in the corporate office including LED Organic response lighting, solar panels, programmed air conditioning/heating and timed water units. These initiatives are expected to significantly reduce the cost of operation of the corporate office. Over the 2018/19 a review of Yarram Hub energy and audit of facilities and equipment will be completed to plan for energy savings within the 2019/20 capital year.	Completed (100%)
Investigate and evaluate a replacement box office ticketing system for the Entrainment Centre.	30 June 2017	TicketServ has been chosen as the most suitable and cost effective system, and is to be installed prior to June 2017.	In Progress (80%)
Identify a digital asset management system for library and art gallery collections.	30 June 2017	Officers have discussed software with Gallery Director. The Art Gallery uses software which may require significantly more storage and so this may will not be suitable for adoption by them. The project does have good potential for library digitisation applications, accessibility to community historical assets, and future collection development.	Completed (90%)

Initiatives	Completion Target	Progress Comment	Status
Establish a 5 year work plan to reduce energy consumption by 5% per year at Esso BHP Billiton Wellington Entertainment Centre (EBBWEC) and use Planet Footprint to track results.	30 June 2017 (Ongoing)	An air-conditioning audit of the Entertainment Centre has been requested. Planet Footprint will be utilised to monitor energy consumption.	In Progress (55%)
Establish a 5 year work plan to reduce energy consumption by 5% per year at Aqua Energy and Gippsland Regional Sports Complex (GRSC) and use Planet Footprint to track results	30 June 2017 (Ongoing)	Planet Footprint Report received in early March. Overall data shows evidence of positive progress in reducing energy consumption although the reliability of the data is somewhat questionable. WSC has made the decision to conclude its use of Planet Footprint at the end of financial year 2016-17. Further planning for implementation of energy saving projects is needed.	In Progress (55%)
Finalise Operational Review for Yarram Aerodrome and present to West Sale Airport and Yarram Aerodrome Strategic Advisory Group.	30 June 2017	Council Workshop completed.	Completed (100%)
Review land identified as surplus to Councils requirements and update Land Sales Strategy.	30 June 2017	System for identifying and managing surplus property finalised in OneNote. Sessions to introduce Land Sales Strategy in OneNote to be arranged with relevant managers and staff.	In Progress (75%)
Apply the Community Facilities Strategy to all relevant decisions involving projects that impact community facilities.	30 June 2017	Considered the framework when making decisions about Sale Bridge Club and provision of new land versus participating in an existing facility.	In Progress (75%)
LAND USE PLANNING			

Initiatives	Completion Target	Progress Comment	Status
Implement the Stage 2 Heritage Study into the Planning Scheme to protect the Shire's heritage assets.	30 June 2017	Amendment C92 proposes to implement the recommendations of Stage 2 of the Heritage Study by applying the Heritage Overlay to 67 places across the Shire. Public exhibition has now concluded, with one objecting submission received. A report was presented to the 4 April 2017 Council meeting recommending adoption of that part of the amendment which received no objection and referral of the objecting submission to an Independent Planning Panel for further consideration.	In Progress (90%)
ECONOMY			
Advocate, in partnership with other Gippsland Shires, for increases and enhancements of V-Line services to Gippsland to improve connectivity and access for residents.	30 June 2017 (Ongoing)	Harriet Shing made comments through the media that the upcoming State Government budget will include significant investment into the Gippsland rail line. Details will be known following the budget announcement.	(Ongoing)
Seek funding to develop a business case for the extension of the Great Southern Rail Trail through to Yarram and Port Albert, to increase visitation and business opportunities in adjacent areas.	30 June 2017	Waiting for advice from Regional Development Victoria Gippsland on potential funding sources to complete a business case to determine the economic growth that could potentially be realised from extension of Great Southern Rail Trail to Alberton, as well as from Leongatha to the west.	In Progress (65%)
COMMUNITY WELLBEING			
Introduce patron self-checkout units at Sale Library	30 June 2017	Following the February visit to Melbourne to inspect operational units, an assessment was made and discussed with IT and MAC, the vendor. An order has been placed for three self-checkout kiosks. The units will have a staggered arrival so staff and public will be introduced and trained in their use before the remaining units arrive and are installed in the Wellington Centre. This has kept the process on track with the requirements of the planning architects.	In Progress (75%)
Develop a program of annual exhibitions at Gippsland Art Gallery Sale designed to encourage emerging artists in Gippsland.	30 June 2017	The next exhibitions to open at the Gallery are Josephine Jakobi 'Halocline' and Marlee McMahon 'Optic White' on 28 April. Both artists were the winners of the Gallery's	In Progress (75%)

Initiatives	Completion Target	Progress Comment	Status
		'Next Big Thing' competition which saw them receive twelve months of intense mentoring by the Curator followed by a solo exhibition.	
Implement Dromkeen major children's literature and illustration exhibition at Yarram Library, in partnership with State Library of Victoria.	30 June 2017	Exhibition completed. Evaluation submitted to State Library Victoria for this successfully hosted exhibition.	Completed (100%)
Complete a business case for the redevelopment of 25 metre indoor pool	30 June 2017	Meeting held on 10 March with Jim Corbett to further clarify framework (and key drivers) for the detailed business case analysis for 25 metre pool redevelopment. Additional information was also obtained from key Leisure Services staff. The consultant is currently collecting benchmark information from 'like' facilities to compare operations and relative efficiencies. Once this information has been ascertained/collected, we will better understand likely timeframes for delivery of the final report.	In Progress (45%)
Implement the 16/17 priorities emanating from the 2015-20 Aquatic Strategy	30 June 2017	<ul style="list-style-type: none"> • Outdoor Shade Structure Replacement: Rosedale and Maffra: Completed • Sale and Stratford commencing in April • Pump Renewal Program - Ongoing • Sale Outdoor Pool Plant replacement - to be held over to 2017-18. Design and documentation for plant provision underway • Outdoor pools security fencing – Aqua Energy fence replacement postponed to 2017-18. • Gym airlock door - installed and operating; awaiting installation of scanner. • Painting Project for Aqua Energy 25m pool change rooms completed • Business Case for 25m pool redevelopment. -Contractor commenced • GRSC Seating- Ordered 	In Progress (75%)

Initiatives	Completion Target	Progress Comment	Status
Implement actions and recommendations from the Leisure Services Marketing Plan as a tool to increase memberships and participation rates.	30 June 2017	<ul style="list-style-type: none"> • Customer Satisfaction survey is underway with over 350 returns to date against a target of 400. • Swim School Newsletter is in draft for circulation mid semester one. • Direct Debit now accounts for over 65% of 'Learn To Swim' enrolments and is expected to reduce term end roll over and aid in retention. Direct Debit is now the primary payment option presented for new enrolling families. • Additional promotion actions undertaken for Crèche include purchase of an external (street) banner and new a5 flyers. • RAAF base is also included for targeting of crèche promotion. Follow-up calls continue to non-active members, with free seven day trial memberships (for new members) also ongoing. • The active trialling of a standardised script for tours for new visitors plus the freeze on Joining fees continues. • Changes of weekend operating hours are being considered. During eastern standard time, we may move forward one hour (i.e. 9.00AM - 6.00PM to become 8.00AM - 5.00PM). This will be managed in parallel with earlier closure on Friday nights. • Group Fitness timetable will be reviewed in April. • Cafe promotion of external catering for council activities has also increased. Radio advertising has been altered to Aqua Energy general awareness. 	In Progress (75%)
Undertake consultation and planning to ensure the development of a first draft of the Municipal Public Health and Wellbeing plan (2017-21) by 30 June 2017.	30 June 2017	Stakeholder workshop scheduled for Mental Wellbeing (27 April) and Gender Equity theme (28 April). The aim of these workshops is to develop a draft strategic plan, which will include outcomes, strategies and action. A workshop for healthy living has not yet been set. This stakeholder workshop will occur during April / beginning of May. It will	In Progress (50%)

Initiatives	Completion Target	Progress Comment	Status
		be facilitated by Deakin University and will incorporate systems mapping as part of the workshop process.	
Develop Wellington Age Friendly Plan.	30 June 2017	<p>The Age-Friendly Wellington project plan was approved by Department of Health and Home Service in late January. During last couple of months there have been two focuses for the Age-Friendly project:</p> <p>1. Starting projects that have been approved. Projects include:</p> <ul style="list-style-type: none"> • Knit and Natter - an opportunity for older people to get together in an informal setting. People from senior citizens centres will be taken to different venues to enable them to participate in this activity. • Living Longer, Driving Longer – driving lessons for people aged 60+ to update and refresh their driving skills and knowledge, and help prolong the life of their driving license so that they can still be independent. • Sharing Your Story – Wellington Shire residents will have the opportunity to record their stories of the area with the help of a professional writer. • Improving Access to Information – council will ensure information is easier to find about what is available in the Shire for older people, including services, community groups and organisations, key contacts, etc. • One-on-one technology training – personalised training provided on a person's own device so that they can improve their skills in using their mobile phone, tablet, computer or laptop <p>2. Compiling a list of new projects to present to the March Steering group meeting, where we hope to allocate the remaining \$25,000 of project funds.</p>	Ongoing

Initiatives	Completion Target	Progress Comment	Status
Complete a review of the Wellington Responsible Gaming Policy.	30 June 2017	Policy has been reviewed and draft Council Report paper has been prepared.	In Progress (75%)
Finalise the Wellington Youth Strategy and achieve planned actions for 2016-17.	30 June 2017	Workshop given to Council on strategy development on 21 March. Expecting to provide draft Strategy to Council in May 2017.	In Progress (55%)
Ensure implementation of Council led responsibilities for 2016-17 in the Healthy Wellington Action Plan	30 June 2017	Community Health and Wellbeing Officer role was vacant in March 2017. Have recruited a person to the role beginning on 3 April. Focus will be on supporting the Active to School projects - Bike Education Trailer, Walk to School funding application and closing the loop from 2016 Walk to school month.	Ongoing
Finalise the Municipal Early Years Plan with support from key partners and achieve planned actions for 2016-17.	30 June 2017	Early Years Plan presented to Councillors on 7 March 2017. Council report being prepared to seek to release to community for final feedback prior to endorsement.	In Progress (75%)
Finalise the Wellington Access and Inclusion plan and achieve planned actions for 2016-17	30 June 2017	Draft document developed and awaiting Manager feedback prior to undergoing approval process.	In Progress (30%)
Conduct a review of the community assistance grants program and implement recommendations prior to the opening of the 2016/17 Community Assistance Grants Program.	30 June 2017	Workshop to update Councillors regarding process and assessment criteria has been pushed back to April 4.	In Progress (20%)
Establish a process that enables development and maintenance of 10 year capital planning of community facilities for Council approval.	30 June 2017	Working on Service Planning model for Community Wellbeing over April 2017.	In Progress (50%)

Initiatives	Completion Target	Progress Comment	Status
Review Current Section 86 structures that are currently in place and make appropriate recommendations to be considered by Council.	30 June 2017	Prepared workshop paper and submitted to Karen for feedback. Deadline for finalised paper is end of the month. S86 review from Surf Coast Shire was received back but only included feedback from four other Councils.	In Progress (75%)
Ensure implementation of all municipal responsibilities identified in the Municipal Emergency Management Plan	30 June 2017	Dargo fires - although Municipal Emergency Coordination Centre wasn't officially activated, Emergency Management staff participated in regular teleconferences, community meetings, vulnerable persons register advice and road rehabilitation support.	In Progress (70%)
Ensure implementation of all municipal responsibilities identified in the Municipal Fire Management Plan (MFMP)	30 June 2017	Fire season briefings and fire season newsletter have concluded for the fire season. The fire hydrant marker replacement program continues for the VicRoads network. The 2016/17 fire prevention inspections program is complete. Hazard complaint inspections have concluded for the fire season. Forced fire hazard clearing mostly complete. Internal review of infringements ongoing. Fire Access Road Subsidy Scheme (FARSS) planning for 2018/19 has begun. Planned burning at West Sale Airport scheduled for 2 April. Planned burning at Yarram Airport and identified roadsides ready for burning in autumn. Early stages of MFMP review has begun. CFA Fire Signs project has recommenced. Fire management on roadsides under review.	In Progress (75%)



MARCH 2017

PERFORMANCE REPORT

INCORPORATED IN PERFORMANCE REPORT

INCOME STATEMENT

For the period ending 31 March 2017

	YEAR TO DATE 2016-2017			FULL YEAR 2016-2017		
	Actual	Adopted Budget	Variance	Adopted Budget	Forecast	Variance
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Income						
Rates and charges	53,972	53,671	301	53,722	53,977	255
Statutory fees & fines	597	370	227	461	740	279
User fees	4,469	4,199	270	6,117	6,450	333
Grants - operating	10,015	10,322	(307)	13,619	13,401	(218)
Grants - capital	5,368	7,056	(1,688)	15,483	11,507	(3,976)
Contributions - monetary	356	145	211	1,114	342	(772)
Contributions - non monetary	1,583	-	1,583	-	1,581	1,581
Net gain on disposal of property, infrastructure, plant and equipment	154	285	(131)	328	320	(8)
Other income	3,871	1,715	2,156	2,975	4,310	1,335
Total Income	80,385	77,763	2,622	93,819	92,628	(1,191)
Expenditure						
Employee costs	18,413	19,589	1,176	25,353	24,259	1,094
Contractors, materials and services	17,860	20,797	2,937	28,913	28,552	361
Bad and doubtful debts	-	1	1	111	86	25
Depreciation and amortisation	15,996	16,333	337	21,760	20,464	1,296
Borrowing costs	331	317	(14)	504	504	-
Other expenses	1,890	599	(1,291)	711	1,473	(762)
Total Expenditure	54,490	57,636	3,146	77,352	75,338	2,014
Surplus for the period	25,895	20,127	5,768	16,467	17,290	823

Note: The forecast figures reflect changes which will increase or decrease Council's operating income or expenditure by 30 June 2017, since the adoption of the original budget. This enables Council to more accurately monitor financial performance during the year and predict the end of the year position. Council must however report publicly against the original adopted budget on a quarterly basis. The format of the income statement has been amended to match the requirements and to meet statutory requirements of the Local Government (Planning and Reporting) Regulations 2015.

Adopted Budget to Actuals

The operating results for the third quarter of the financial year reflects a surplus of \$25.89 million against an adopted budget surplus of \$20.13 million. The variance of \$5.77 million is mainly due to:

Income

- **\$0.31 million** Additional rates raised during 2016/17 due to the finalisation of supplementary valuations after the completion of the 2016/17 budget
- **\$0.23 million** Fire infringements are higher than anticipated by \$102k due to fines for noncompliance now being issued to multiple individual joint property owners rather than a single fine against the property itself. Planning application fees are also higher than anticipated by \$97k due to increased State Government planning fees introduced on 13 October 2016.
- **\$0.27 million** The bulk of the user fees variance relates to an additional \$197k commercial tipping fees raised for processing a higher than anticipated waste volume. Entertainment Centre revenue is greater than expected due to higher ticket sales for popularity of shows, but partly offset by increased artist fees and marketing costs.
- **(\$1.68 million)** The bulk of the outstanding capital funding relates to Roads to Recovery projects which has been delayed impacting the timing of claims for 2016/17.
- **\$1.58 million** Asset contributions of \$1.58 million (non monetary) associated with new subdivisions have been received, which will be used for future developments within the Shire.
- **\$2.16 million** Other income primarily represents recognition of new assets (non cash adjustments) of \$1.5 million during 2016/17. Rental revenue earned from Council properties is higher than anticipated by \$100k compared to the budget.

Expenditure

- **\$1.18 million** There is some savings in employee costs due to minor changes to organisation structure, staff vacancies and timing of leave taken by the staff. Part of these savings have been offset by the use of agency staff to backfill important customer focused operations to align with Council's key community goals and objectives. Council's new Enterprise Bargaining Agreement is currently awaiting approval with payments adjustments expected to be finalised by end of June 2017.

- **\$2.94 million** Gains in contractors, materials and services are primarily due to:
 - a. \$1.0 million - The Princes Highway/Cobains road intersection upgrade works are being undertaken by the developer and progressing at a slow pace but is expected to be fully spent by the end of June 2017. This project is not directly controlled by Wellington Shire Council.
 - b. \$932k - Construction of the rehabilitation of the Kilmany Landfill site has commenced later than expected but is expected to be complete in May 2017.
 - c. Underspends of \$276k in rural sealed and gravel roads and roadside vegetation areas are due to unplanned emergency works such as drainage taking precedence over the scheduled jobs during the year.
 - d. Overall utility costs are lower than budget by \$157k mainly due to number of energy efficient initiatives being implemented for street lighting but electricity prices are forecasted to rise over the coming months.
 - e. The majority of the remaining underspends relate to operational expenditure which includes maintenance of infrastructure and facilities and contributions to third parties which will be expended by 30 June 2017.

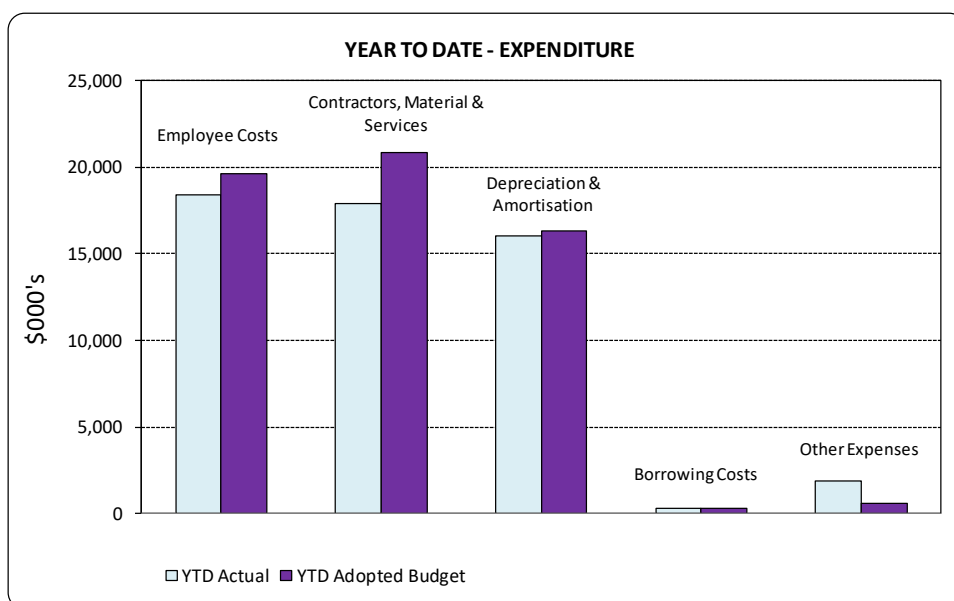
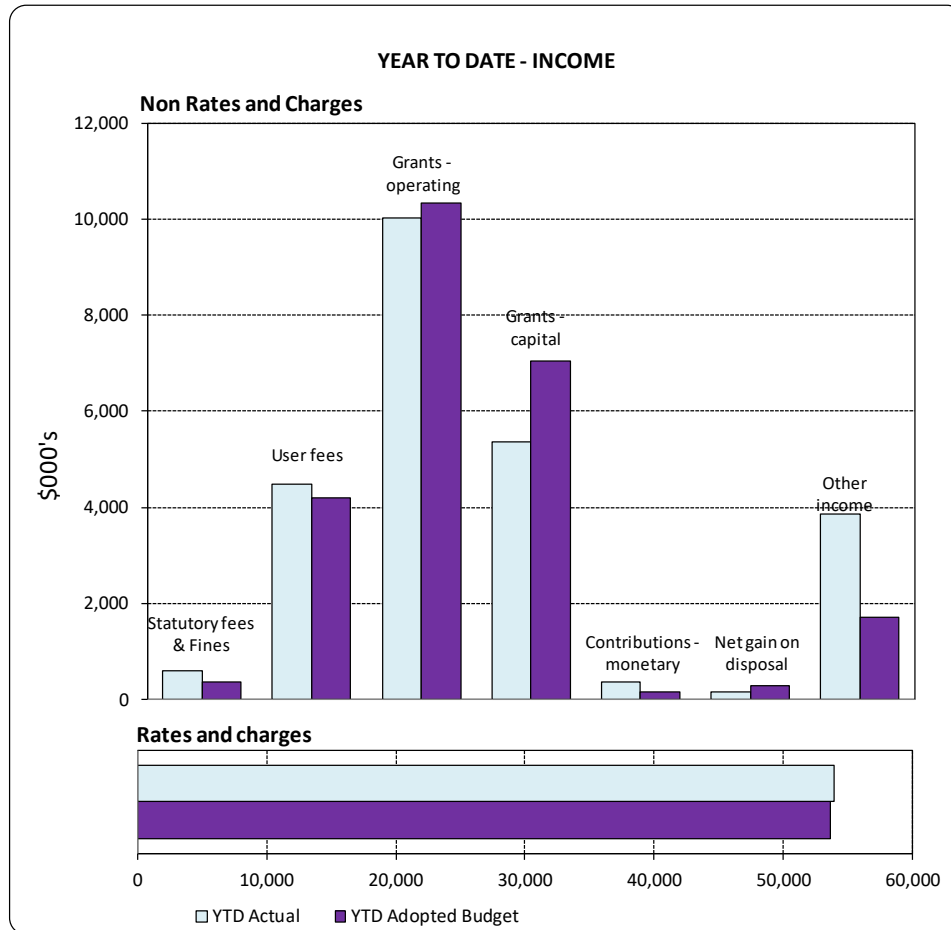
- **\$0.34 million** Depreciation and amortisation (non cash) is lower to date for buildings and landfill improvements mainly due to the timing of capital works completion.

- **(\$1.29 million)** Other expenses include derecognition of assets (non cash adjustment), such as roads and buildings no longer controlled by Council.

Full year Adopted Budget to Forecast

The operating result projected for 2016/17 financial year reflects an increased surplus of \$823,000 above the adopted budget surplus of \$16.47 million. The final result will include some variations within income categories. Some capital grant funding (Roads to Recovery) will not be received in the current year, conversely additional fees and charges are forecast for the last quarter of 2016/17. There is anticipated to be around \$1.1 million savings in employee costs and \$360,000 in contractor payments for the year, these will be partly offset by overspends in other areas. The impact on the final result for "non-cash" entries such as depreciation, non monetary contributions (subdivision assets), recognition and derecognition of assets cannot be determined until all 2016/17 entries have been processed.

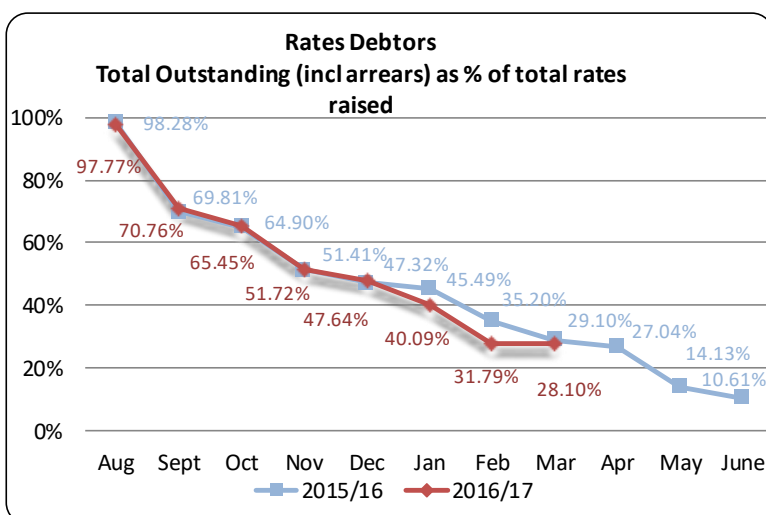
MARCH 2017 YEAR TO DATE COMPONENTS AT A GLANCE



BALANCE SHEET

As at 31 March 2017

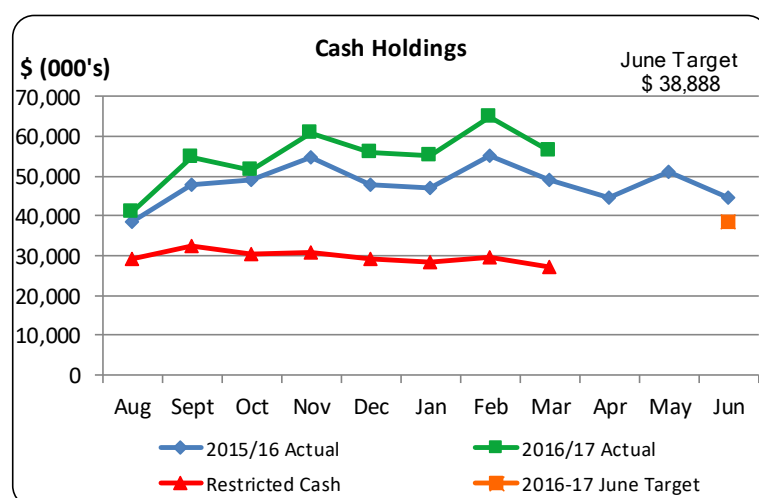
Actual		Actual	Forecast	Adopted Budget
March 16		March 17	June 17	June 17
\$000's		\$000's	\$000's	\$000's
Current Assets				
64,235	Total Current Assets	71,853	58,198	43,009
892,871	Total Non Current Assets	902,268	913,520	925,042
957,106	Total Assets	974,121	971,718	968,051
Current Liabilities				
11,482	Total Current Liabilities	9,950	14,276	14,997
10,365	Total Non Current Liabilities	10,121	11,291	11,536
21,847	Total Liabilities	20,071	25,567	26,533
935,259	Net Assets	954,050	946,151	941,518



The rate debtors outstanding at the end of March 2017 was \$16.9 million (28.10%) compared to March 2016 of \$16.8 million (29.10%).

For 2016/17 there is one more rate instalment due on 31 May 2017 and Council will be continuing its efforts on debt collection for any outstanding rates.

In 2015/16 during the last quarter 63% (\$10.6 million) of the outstanding rates was recovered through various debt recovery measures and it is expected the same trend will continue in 2016/17.



To date the cash movements are trending in line with previous years which is pleasing. Council cash holdings at the end of March 2017 of \$56.1 million is above the March 2016 balance of \$48.9 million. The current cash holdings includes restricted funds of \$7.5 million to cash back reserves, \$8.8 million to cover provisions and \$16.9 million associated with the operating and capital carried forwards. Not included in the restricted cash is \$11.9 million anticipated working capital required until next rate instalment due on 31 May 2017.

Restricted cash is money that is reserved for a specific purpose and therefore not available for general business use.

CAPITAL EXPENDITURE PROGRAM

For the period ending 31 March 2017

	YEAR TO DATE 2016-2017			FULL YEAR 2016-2017		
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Adopted Budget \$000's	Forecast \$000's	Variance \$000's
Property	3,979	4,849	870	12,442	9,208	(3,234)
Infrastructure	11,022	16,801	5,779	29,359	21,089	(8,270)
Plant and Equipment	1,203	2,719	1,516	3,149	3,248	99
Intangibles	33	555	522	675	134	(541)
Grand Total	16,237	24,924	8,687	45,625	33,679	(11,946)

	YEAR TO DATE 2016-2017			FULL YEAR 2016-2017		
	Actual \$000's	Adopted Budget \$000's	Variance \$000's	Adopted Budget \$000's	Forecast \$000's	Variance \$000's
Renewal	12,430	19,271	6,841	29,984	24,433	(5,551)
Upgrade	2,585	4,558	1,973	9,661	6,583	(3,078)
Expansion	1,032	1,027	(5)	3,917	2,166	(1,751)
New Assets	190	68	(122)	2,063	497	(1,566)
Grand Total	16,237	24,924	8,687	45,625	33,679	(11,946)

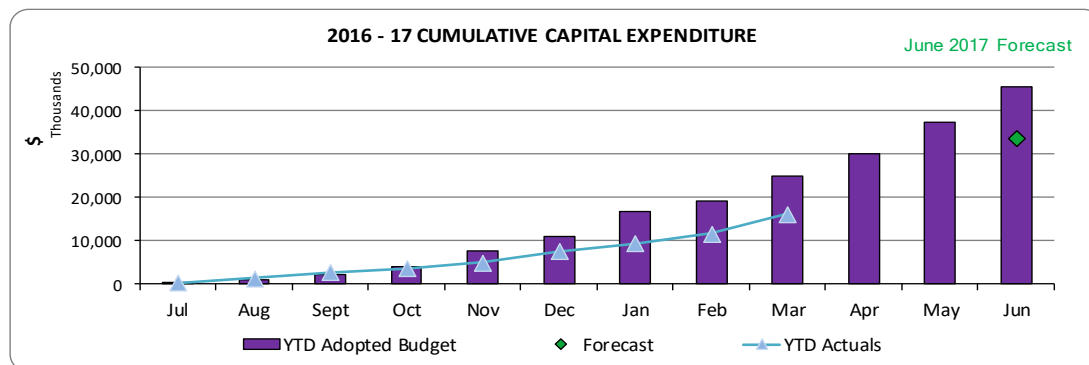
March 2017 Quarter Highlights

- Port of Sale Cultural Hub construction is progressing. The Foster Street pedestrian crossing is complete and Canal Road traffic and parking roadworks are 95% complete. The entertainment centre deck extension and grass terraces components of the Port precinct works have commenced.
- Reseal Rural roads (Annual Reseals Program) - completed.
- Rosedale, Flynns Creek Road Widening - Construction commenced, expecting completion in August.
- Cowwarr, Cowwarr Seaton Road Widening - Construction commenced, expecting completion in June.
- Golden Beach Roundabout and Parking - Contract awarded, expected to reach about 70% by end of June.
- Yarram, Morwell / Grand Ridge Road - works completed.
- Public Toilets Strategy - Maffra CBD Toilet Remodelling is complete.
- Sale Depot, Energy Efficiencies Solar - project complete.
- Overall - 22 project were completed and 31 projects moved forward from planning to contract awarded, commenced or completed this quarter.

Summary Year To Date 2016-2017

As at 31 March 2017, the year to date adopted capital expenditure budget is \$24.9 million. 145 projects planned for the year.

Status	% of Capital Works	Other:	% of Capital Works
Complete	30%	Red	3%
Commenced	32%	Amber	0%
Contract	8%	Multi Year	6%
Preplanning	12%	Transferred	9%
Other	19%		





C2 - REPORT

GENERAL MANAGER CORPORATE SERVICES

ITEM C2.1**ASSEMBLY OF COUNCILLORS**

DIVISION: CORPORATE SERVICES

ACTION OFFICER: GENERAL MANAGER CORPORATE SERVICES

DATE: 18 APRIL 2017

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management

OBJECTIVE

To report on all assembly of Councillor records received for 23 March 2017 and for the period 28 March 2017 to 11 April 2017.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY**RECOMMENDATION**

That Council note and receive the attached Assembly of Councillor records received for 23 March 2017 and for the period 28 March 2017 to 11 April 2017.

BACKGROUND

Section 80A of the *Local Government Act 1989* requires a written record be kept of all assemblies of Councillors, stating the names of all Councillors and Council staff attending, the matters considered and any conflict of interest disclosures made by a Councillor. These records must be reported, as soon as practicable, at an ordinary meeting of the Council and recorded in the minutes.

Below is a summary of all assembly of Councillor records received for 23 March 2017 and for the period 28 March 2017 to 11 April 2017.

Assembly of Councillors summary of reports received for 23 March 2017 and for the period 28 March 2017 to 11 April 2017		
Date	Matters considered	Councillors and officers in attendance
23 March 2017	Marley Street North Special Charge Street Construction Scheme No 1604 – Submissions Committee Hearing	Cr Crossley, Cr Bye, Cr McCubbin Dean Morahan, Manager Asset & Projects Thomas Weatherall, Coordinator Road Planning & Support Tilo Junge, Acting Infrastructure Planner Trish Dean, Governance Officer
4 April 2017	IT / Diary Meeting	Cr Bye, Cr Crossley, Cr Hall, Cr Hole, Cr McCubbin, Cr Mills, Cr Rossetti David Morcom, Chief Executive Officer Sharon Willison, Mayoral & Councillor Support Officer Damian Norkus, Business Systems Officer
4 April 2017	Community Assistance & Quick Response Grant Scheme Overview Draft Council Plan 2018/22 Port of Sale Redevelopment Project Update Defence Project Air5428 Economic & Social Opportunities Open Space Strategy Open Space – Public Toilet Provision in Parks Litter Management over Peak Periods	Cr Bye, Cr Crossley, Cr Hall, Cr Hole, Cr McCubbin, Cr Mills, Cr Rossetti David Morcom, Chief Executive Officer Arthur Skipitaris, General Manager Corporate Services Chris Hastie, General Manager Built & Natural Environment John Websdale, General Manager Development Glenys Butler, General Manager Community & Culture Karen McLennan, Manager Community Wellbeing (Item 1) Sharon MacGowan, Community Facilities Planning & Grants Officer (Item 1) Marcus Stone, Coordinator Community Facilities Planning (Item 1) Katy Leighfield, Acting Manager People & Excellence (Item 2) Sharon Houlihan, Executive Manager Major Projects (item 3) Paul Johnson, Manager Business Development (Item 4) Tim Rowe, Manager Natural Environment & Parks (Item 5, 6, 7) Liam Cole, Open Space Planning Officer (Item 5 & 6)
11 April 2017	SLUPP Agenda	Cr Maher, Cr Bye Chris Hastie, General Manager Built and Natural Environment Dean Morahan, Manager Asset & Projects Barry Hearsey, Coordinator Strategic Planning Sam Pye, Coordinator Infrastructure Development Josh Clydesdale, Manager Land Use Planning

OPTIONS

Council has the following options:

1. Note and receive the attached assembly of Councillors records; or
2. Not receive the attached assembly of Councillors records.

PROPOSAL

That Council note and receive the attached assembly of Councillors records received for 23 March 2017 and during the period 28 March 2017 to 11 April 2017.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

LEGISLATIVE IMPACT

The reporting of written records of assemblies of Councillors to the Council in the prescribed format complies with Section 80A of the *Local Government Act 1989*.

COUNCIL PLAN IMPACT

The Council Plan 2013-17 Theme 2 Organisational states the following strategic objective and related strategy:

Strategic Objective

"An organisation that is responsive, flexible, honest, accountable and consistent."

Strategy 2.3

"Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making."

This report supports the above Council Plan strategic objective and strategy.

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

23 March 2017

2. ATTENDEES

Councillors:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley	✓		Cr McCubbin	✓	
Cr Hall		✓	Cr Bye	✓	
Cr Maher		✓	Cr Rossetti		✓
Cr Stephens		✓	Cr Hole		✓
Cr Mills		✓			

Officers In Attendance:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO		✓	G Butler, GML		✓
C Hastie, GMB&NE		✓	J Websdale, GMD		✓
A Skipitaris, GMCS		✓			

Others in attendance: (list names and item in attendance for)

Name	Item No.	Name	Item No.
Dean Morahan	1	Jane Cahill	1
Thomas Weatherall	1	Shirley Morrissy	1
Tilo Junge	1	Robin Motherway	1
Trish Dean	1		

3. Matters/Items considered at the meeting (list):

1. Marley Street North Special
Charge Street Construction
Scheme No 1604 – Submissions
Committee Hearing

4. Conflict of Interest disclosures made by Councillors:

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

4 April 2017

2. ATTENDEES:

Councillors:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley	✓		Cr McCubbin	✓	
Cr Hall	✓		Cr Bye	✓	
Cr Maher		✓	Cr Rossetti	✓	
Cr Stephens		✓	Cr Hole	✓	
Cr Mills	✓				

Officers In Attendance:

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		G Butler, GML		✓
C Hastie, GMB&NE		✓	J Websdale , GMD		✓
A Skipitaris, GMCS		✓			

Others in attendance: (list names and item in attendance for)

Name	Item No.
Sharon Willison	1
Damian Norkus	1

3. Matters/Items considered at the meeting (list):

2. IT/Diary Meeting - Councillors

4. Conflict of Interest disclosures made by Councillors:

NIL

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

4 April 2017

2. ATTENDEES

Councillor Names	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Bye	✓		Cr Maher		✓
Cr Crossley	✓		Cr Mills	✓	
Cr Hall	✓		Cr Rossetti	✓	
Cr Hole	✓		Cr Stephens		✓
Cr McCubbin	✓				

Officer Names	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO	✓		G Butler, GMCC	✓	
A Skipitaris, GMCS	✓		John Websdale, GMD	✓	
C Hastie, GMBNE	✓				

Others in Attendance (list names and item in attendance for):	Item No.
Karen McLennan, Sharon MacGowan, Marcus Stone	1
Katy Leighfield	2
Sharon Houlihan	3
Paul Johnson, Simon Smith (AEC Group)	4
Tim Rowe, Liam Cole	5
Tim Rowe, Liam Cole	6
Tim Rowe	7

3. Matters / Items considered at the meeting (list):

1. Community Assistance & Quick Response Grant Scheme Overview
2. Draft Council Plan 2017/21
3. Port of Sale Redevelopment Project Update
4. Defence Project Air5428 Economic & Social Opportunities
5. Open Space Strategy
6. Open Space – Public Toilet Provision in Parks
7. Litter Management over Peak Periods

4. Conflict of Interest disclosures made by Councillors:

ASSEMBLY OF COUNCILLORS

1. DATE OF MEETING:

11 April 2017

2. ATTENDEES

Councillors

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
Cr Crossley		✓	Cr McCubbin		✓
Cr Rossetti		✓	Cr Maher	✓	
Cr Stephens		✓	Cr Bye	✓	
Cr Hall		✓	Cr Hole		✓
Cr Mills		✓			

Officers In Attendance

Name	In attendance (tick)		Name	In attendance (tick)	
	Yes	No		Yes	No
D Morcom, CEO		✓	G Butler, GML		✓
A Skipitaris, GMCS		✓	J Websdale , GMD		✓
C Hastie, GMB&NE	✓				

Others in attendance (list names and item in attendance for)

Name	Item No.	Name	Item No.
Dean Monahan	All	Sam Pye	All
Paul Johnson	x	Josh Clydesdale	All
Barry Hearsey	All	Sabine Provily	x
Ben Proctor	x		

3. Matters/Items considered at the meeting (list):

1. SLUPP Agenda – 11 April 2017

4. Conflict of Interest disclosures made by Councillors:

No Conflicts of Interest Declared

ITEM C2.2**RESOLVE TO ADVERTISE THE DRAFT 2017/18 BUDGET,
PROPOSED RATES AND FEES AND CHARGES**

DIVISION: CORPORATE SERVICES
 ACTION OFFICER: MANAGER CORPORATE FINANCE
 DATE: 18 APRIL 2017

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓		✓	✓	✓	✓		

OBJECTIVE

For Council to resolve to advertise the draft 2017/18 Budget and seek public submissions in accordance with Section 223 of the *Local Government Act 1989*.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY**RECOMMENDATION**

That:

1. **Council advertise its draft 2017/18 Budget (as attached) in accordance with Section 129 of the Local Government Act 1989; and**
2. **Council consider submissions for the draft 2017/18 Budget at a Special Council Meeting on Tuesday 30 May 2017 at 3pm; and**
3. **Council meet on Tuesday 6 June 2017 at 3pm to consider the formal adoption of the 2017/18 Budget; and**
4. **Council makes the following declarations regarding rates and charges for the period commencing on 1 July 2017 and concluding on 30 June 2018:**
 - A) **Pursuant to the provisions of Sections 158, 161 and 162 of the Local Government Act 1989, the Wellington Shire Council hereby resolves to declare that the amount it intends to raise by rates and annual service charges is \$55,499,859:**

General Rate:	\$49,874,190
Cultural & Recreational Land rates	\$ 70,930
Supplementary Rates	\$ 195,787
Garbage Charge:	\$ 3,533,086
Waste Infrastructure Charge:	\$ 1,533,850
EPA Levy Charge:	\$ 282,316
Boisdale Common Effluent System Charge	\$ 9,700
 - B)
 - (1) **It be further declared that, subject to paragraph 4 of this Part, the general rate be raised through the application of differential rates.**
 - (2) **A rate in the dollar of 0.005436 be specified as the general rate.**
 - (3) **It be confirmed that the general rate for all rateable land within the municipal district be determined so that the amount payable be the Capital Improved Value multiplied by the rate in the dollar of 0.005436**
 - (4) a) **It be recorded that Council considers that a differential rate will contribute to the equitable and efficient carrying out of Council functions.**

- b) **A differential rate be declared for that rateable land having the characteristics specified below, which characteristics will form the criteria for the differential rate so declared:**
- (i) **Farm Land:**
Within the meaning of Section 2 of the Valuation of Land Act 1960 as amended
“Farm land” means rateable land –
 - **that is not less than 2 hectares in area; and**
 - **that is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and**
 - **that is used by a business –**
 - **that has a significant and substantial commercial purpose or character; and**
 - **that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and**
 - **that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating; and**
 - **where the ratepayer is a Primary Producer.**
- C) **Garbage Charge:**
 (1) **An annual service charge of \$187.00 be declared for the collection and disposal of garbage in respect of Residential premises to which the service is available – whether or not the owner or occupier of any such premises avails themselves of the service.**
- D) **Waste Infrastructure Charge:**
 (1) **An annual service charge be declared for the development of Landfills, Recycling facilities, Transfer Stations and the rehabilitation of Landfill sites, and provision of facilities for ongoing monitoring of landfills, to ensure that Council is able to continue to provide a waste disposal service.**
 (2) **The charge be \$50.00 for each property in respect of which a municipal charge may be levied. This charge will not apply to properties identified as being within the Ninety Mile Beach Restructure Plan Stages 7 – 22, with the exception of those properties with an existing dwelling, where the charge will still apply.**
- E) **EPA Levy Charge:**
 (1) **An annual service charge of \$14.92 be declared to cover the costs levied by the Environment Protection Authority on the operation of landfills, not otherwise recouped.**
 (2) **The charge be levied on each property to which a Garbage Charge is applied, at the rate of one EPA Levy Charge for each Garbage Charge.**
- F) **Boisdale Common Effluent System Charge:**
 (1) **An annual service charge of \$396.00 be declared for wastewater availability in respect of Residential premises in the township of Boisdale, to contribute towards the costs of operation and management of the Boisdale Common Effluent System (the System).**

- (2) **An annual service charge of \$435.34 (includes GST) be declared for wastewater availability in respect of Commercial premises in the township of Boisdale, to contribute towards the costs of operation and management of the System.**
- (3) **The charge be levied on each property which is connected to the System, at the rate of one charge per tenement connected.**
- G) **Cultural and Recreational Land:**
- (1) **The following amounts (excluding service charges) be declared as payable in accordance with Section 4 of the Cultural and Recreational Lands Act 1963, having regard to the services provided by the Council in relation to such lands and the benefit to the community derived from this recreational land:**

ORGANISATION	LOCATION	AMOUNT
Gippsland Woodcraft Group Inc	843 Maffra-Rosedale Rd, Nambrok	0.00
Glenmaggie & District Boat Club	Licola Rd, Glenmaggie	0.00
Heyfield Bowling Club Inc	George St, Heyfield	\$1,201.35
Heyfield Golf Club Inc	91 Golf Course Rd, Heyfield	\$1,693.32
Lake Wellington Yacht Club Inc	725 Marlay Point Rd, Clydebank	0.00
Maffra Bowling Club Inc	Princess St, Maffra	\$994.79
Maffra Golf Club	Fulton Rd, Maffra	\$4,060.70
Maffra Sale Motorcycle Club	54 Tatterson Lane, Newry	\$186.18
Maffra Sale Motorcycle Club	Morison St, Maffra	\$292.18
Maffra Squash & Racquetball Club Inc	Little Johnson St, Maffra	\$221.52
Para Park Co-operative Game Reserve	Sunday Island, Port Albert	\$6,069.30
Port Albert Water Sports & Safety Centre	31-37 Bay St, Port Albert	0.00
Sale & District Aero Modellers Club Inc	Back Maffra Rd, Sale	\$70.67
Sale Agricultural Society – Showgrounds	Dawson St, Sale	\$2,787.31
Sale Agricultural Society – Sale Greyhound Club	Maffra-Sale Rd, Sale	\$9,662.49
Sale Angling & Sportsfishing Club	5 David St, Manns Beach	\$0.00
Sale Angling & Sportsfishing Club	Punt Lane, Sale	\$0.00
Sale Community Bowls Club Ltd	Foster St, Sale	\$5,658.88
Sale City Football Netball Club Inc	Guthridge Pde, Sale	\$1,375.31
Sale United Football Club Inc	313-321 Raglan St, Sale	\$602.04
Sale Croquet Club	Guthridge Pde, Sale	0.00
Sale Field & Game Association	Chessum Rd, Longford	\$456.63
Sale Golf Club	2631 Rosedale-Longford Rd, Longford	\$7,220.37
Sale-Maffra Badminton Association Inc.	59 Gibsons Rd, Sale	\$611.55
Sale Small Bore Rifle Club	86 Stephenson St, Sale	0.00
Sale Tennis Club	51 Guthridge Pde, Sale	\$777.35
Sale Turf Club	Maffra-Sale Rd, Sale	\$1,239.41
Sale Turf Club	1227 Maffra-Sale Rd, Sale	\$8,972.12
Sporting Legends Club Inc	316 Montgomery Rd, Bundalaguah	\$1,011.09

Stratford Angling Club Inc	Hollands Landing Rd, Hollands Landing	0.00
Stratford Bowls Club	18-22 Dawson St, Stratford	\$4,571.68
West Sale Bowls Club Inc	Hunt Place, Wurruk	\$593.88
The Yarram Country Club Inc	332-338 Commercial Rd, Yarram	\$8,154.00
Yarram Golf Club	42 Golf Links Rd, Yarram	\$2,446.20
Yarram Motorcycle Club	96 Morris Rd, Yarram	\$0.00
TOTAL		\$70,930.32

H) Pursuant to the provisions of Section 169 of the Local Government Act 1989, Council resolves to declare a Rates Rebate on land with a Deed of Covenant for conservation purposes.

- (1) Council considers that this rebate will ensure that the biodiversity values of the land will be protected for the benefit of the broader community.**
- (2) The rebate will apply only to the land that is affected by a covenant as described in the covenant document.**
- (3) The rebate will be applied at \$5 per hectare, with a minimum rebate of \$100 and a maximum equal to the annual general rate on the property for that portion of land.**
- (4) Conditions apply as per Council's Policy No. 4.1.12 – Rates Rebate on land with a Deed of Covenant for Conservation Purposes.**

BACKGROUND

Council has developed the draft 2017/18 Budget, for the financial year commencing 1 July 2017 and ending 30 June 2018. Council undertook several workshops in early 2017 as part of the budget development, which reviewed the implications of the 2017/18 Rate Cap, proposed capital projects, operational costs, service levels and fees and charges.

The proposed 2017/18 Budget reflects a 2.0% increase in the average rate in the dollar for general rates in line with the Victorian Government's Rate Cap.

The increasing cost of compliance with Environment Protection Authority (EPA) requirements in the provision of waste infrastructure (landfills and transfer stations) has resulted in the need to increase the Waste Infrastructure Charge from \$45 to \$50, in order to be able to fund future capital works. In addition, the Garbage Charge will increase to \$187.00, with the associated EPA Levy Charge to remain unchanged at \$14.92.

This proposed increase in rates and charges takes into account the current economic climate and its impact on ratepayers, while recognising the need to continue providing an acceptable level of service to the community.

Fees and charges set by Council have also been reviewed and increases proposed where appropriate.

The next step in the process is for Council to formally advertise the 2017/18 Draft Budget and to receive submissions regarding same, so that Council is in a position to consider the adoption of the proposed budget at the 6 June 2017 Ordinary Council Meeting.

The full range of issues considered within the budget is detailed in the attached document, which is based on the best practice guide for reporting local government budgets in Victoria. This document represents the core component of an annual budget report and recognises that there are different levels of interest in the budget by various stakeholders. This different level of interest is considered by structure within the document, beginning with an overview, moving to statutory reporting sections 1-7, Budget best practice analysis sections 8-13 and then linking the budget and long term

strategies sections 14-16. The budget document also includes appendices listing 2017/18 fees and charges and setting out greater levels of detail on important matters directly related to the budget process.

OPTIONS

Council has the following options:

1. To resolve to advertise the draft 2017/18 Budget seeking submissions from the public; or
2. To seek further information and present the draft 2017/18 Budget to Council for consideration at a later Council meeting, taking into account that legislation requires that Council must adopt the budget no later than 30 June 2017.

PROPOSAL

That:

1. Council resolve to advertise the draft 2017/18 Budget (as attached) in accordance with Section 129 of the *Local Government Act 1989*; and then
2. Council consider submissions on the draft 2017/18 Budget at a Special Council Meeting on Tuesday 30 May 2017 at 3pm; and
3. Council meet on Tuesday 6 June 2017 at 3pm to consider the formal adoption of the 2017/18 Budget; and
4. Council make declarations regarding rates and charges for the period commencing on 1 July 2017 and concluding on 30 June 2018.

CONFLICT OF INTEREST

No staff and/or contractors involved in the compilation of this Report have declared a Conflict of Interest.

FINANCIAL IMPACT

The estimated amount to be raised by general rates and the proposed rate in the dollar is reflected in the table below:

Type of Property	Proposed Rate in the dollar	Total Income
General residential	0.005436	\$31,565,037
Commercial/Industrial	0.005436	\$8,628,785
Farm	0.004349	\$9,680,368
Cultural and Recreational Land		\$70,930
Supplementary Rates		\$195,787
Total		\$50,140,907

The estimated amount to be raised through service charges and the proposed charge per property is as follows:

Type of Charge	Per rateable property	Total Income
Kerbside collection (Garbage)	\$187.00	\$3,533,086
Waste Infrastructure Charge	\$50.00	\$1,533,850
EPA Levy Charge	\$14.92	\$ 282,316
Boisdale Common Effluent System Charge	\$396.00	\$9,700
Total		\$5,358,952

All rates are levied on Capital Improved Values, which were revalued at 1 January 2016 and were effective from 1 July 2016.

Council also proposes a rate rebate on land with a Deed of Covenant for conservation purposes, which will amount to approximately \$13,000.

COMMUNICATION IMPACT

All individuals or organisations making submissions in response to the draft 2017/18 Budget will have an opportunity to present to Council on Tuesday 30 May 2017, and will be advised in writing of the outcome once Council has considered their submission.

In accordance with Section 129(4) of the *Local Government Act 1989*, Council will place the draft 2017/18 Budget in the public domain for comment. Advertisements will be placed in local newspapers to seek community submissions on the draft 2017/18 Budget and copies will be available for inspection at all Council Customer Service Centres, libraries and on Council's website

LEGISLATIVE IMPACT

As soon as practicable after a Council has prepared a proposed budget, the Council must give public notice in accordance with Section 129 of the *Local Government Act 1989*. Section 223 of the *Local Government Act 1989* requires Council to provide a 28 day submission period.

COUNCIL PLAN IMPACT

The proposed Council Plan 2017/21 vision for the Organisational theme is *Wellington is well led, managed and supported by best organisational practices to deliver services and infrastructure to the community by listening, advocating and responding to their needs*. This includes the following Strategic Objective:

6.3 Strategic Objective – Maintain a well governed, transparent, high performing, ethical and accountable organisation.

The preparation of the annual budget and releasing it to the community for public comment is in line with this objective.

RESOURCES AND STAFF IMPACT

The outcomes of the budget process will have an impact on the level of resources available in the 2017/18 financial year and the staffing levels of Council.

COMMUNITY IMPACT

The draft 2017/18 Budget reflects the financial impact of the services provided by Council to the community and, as such, will impact on the community through enhanced services especially in infrastructure construction, maintenance, recreation programs and facilities, and strengthening community participation.

ENVIRONMENTAL IMPACT

Council considers that the declaration of a rate rebate on land with a Deed of Covenant for conservation purposes will ensure that the biodiversity values of the land will be protected for the benefit of the broader community.



WELLINGTON SHIRE COUNCIL

2017/18 Budget

DRAFT

18 April 2017

This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2017/18" a best practice guide for reporting local government budgets in Victoria.

2017/18 Budget - Wellington Shire Council

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Mayor's introduction

On behalf of Council, I am pleased to release the 2017/2018 Budget to our community for comment.

This is the first budget for the new Council and it builds upon our community's strategic vision, Wellington 2030, and the Council Plan 2017-2021, which focus on the following six key areas: Communities; Services and Infrastructure; Natural Environment; Lifelong Learning; Economy and Organisational.

The budget includes a general rate increase of 2.0 per cent, in line with the Fair Go Rates System which caps rates increases for Victorian Councils. This is the second year that Council is delivering its budget under this system therefore, Council must strike a balance between what our community wants and what is needed and affordable.

We are pleased to announce an allocated capital budget of \$45.25 million for 2017/18 and some of the projects to provide improved services and infrastructure throughout the Shire include:

- Sale - Port of Sale Cultural Hub and Precinct Redevelopment (multi year project)
- Stratford and Maffra -Streetscape renewal
- Gormandale - Stradbroke Road Reconstruction
- Alberton - Gelliondale Road renewal
- Boisdale - Hodges Road and Boisdale Newry Road Safety Upgrades
- Rosedale - Cansick Street Reconstruction
- Sale - Gippsland Regional Sporting Complex Stage 2A (multi year project)
- Cowwarr - Cairnbrook Road Reconstruction
- Yarram - McMillan Crescent Street Construction
- Loch Sport - land stabilisation Seagull Drive Walk
- Woodside Beach- playground renewal
- Port Albert - boat ramp and parking improvements.

In addition we have budgeted to spend \$2.38 million on residential street schemes and \$2.48 million for our annual footpaths and shared paths program. Our natural environment will benefit by a \$6.49 million investment in open space projects including streetscapes, parks, reserves, sportsgrounds, playgrounds and skate parks.

In addition to our capital works program, we will continue to deliver a wide range of services, including \$2.0 million in rural areas on our regular roadside vegetation management, rural road reseals and drainage, and gravel road maintenance and another \$2.0 million on maintaining our parks and gardens.

The budget also includes anticipated increases to utility costs including electricity, gas and water of approximately \$227,000 and a rise in fuel costs to operate plant, trucks and vehicles associated with the Australian car manufacturers phasing out of gas vehicles, of approximately \$71,000.

Council will continue to deliver a wide and varied range of services including: around 4,800 immunisations; reuniting over 700 domestic pets with their owners; loaning around 270,000 items from our libraries; teaching over 800 children how to swim; emptying 18,400 garbage and recycling bins every week; inspecting over 1,000 food premises and assessing nearly 500 planning permit applications.

I believe this budget brings benefits to our Shire through the delivery of our annual program.

Cr Caroline Crossley
Mayor

2017/18 Budget - Wellington Shire Council

Executive Summary

Council has prepared a Budget for 2017/18 which is aligned to the vision in the Council Plan 2017-2021. It seeks to maintain and improve services and infrastructure as well as deliver services that are valued by our community, and do this within the capped rate increase mandated by the State Government.

This Budget projects a small operational surplus of \$0.7M before combining the significant capital funding of \$17.5M million which supports the large capital works program in 2017/18.

1. Key areas we are funding

- Ongoing delivery of services to the Wellington Shire Council community, funded by a budget of \$79.0 million (excluding funding for capital programs). These services are summarised in Section 2.
- A capital works program of \$45.2M. This includes roads \$13.0M; bridges \$1.3M; footpaths and bicycle paths \$2.5M; buildings \$7.0M; recreational leisure and community facilities \$4.3M; parks open space and streetscapes \$6.3M; aerodromes \$4.8M; plant and equipment \$3.2M and other \$2.8M. The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 5, 6 and 12.

Theme 1: Communities

- 1) Adoption by Council of the Municipal Public Health and Wellbeing plan (2017-21) by 31 October 2017
- 2) Implement the 2017/18 Leisure Services Operational Business Plan for Aqua Energy, GRSC and WSC's seasonal outdoor pools.
- 3) Continued implementation of Domestic Wastewater Management Plan (DWMP) to ensure the DWMP is adequately executed and commitments contained within the plan are achieved.
- 4) Actively engage with the community and partners to redevelop the Domestic Animal Management Plan.

Theme 2: Services and Infrastructure

- 5) Progress the Port of Sale Cultural Hub construction project in line with the project plan.
- 6) Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.
- 7) Progress West Sale Airport initiatives including Stage 3 of the Eastern Recreation Aviation Precinct and the Runway Extension Project.
- 8) Review and update the Boating Facilities Strategic Plan 2013-16 and provide a 4 year capital plan, taking into account any changes from Gippsland Coastal Board Boating Facilities Coastal Action Plan.
- 9) Facilitate the release of industrial land in Wurruk/West Sale to support economic growth
- 10) Implement the North Sale Development Plan/Developer Contributions Plan into the Planning Scheme to support well planned housing growth.
- 11) Secure funding for the upgrade of Cameron Sporting Complex Maffra to ensure the facility meets growing demand.

2017/18 Budget - Wellington Shire Council

Theme 5: Economy

- 12) Strongly advocate for the relocation of the Federation Training's Fulham campus to Sale CBD and in doing so improve accessibility to education and training outcomes for the Wellington community.
- 13) Implement the recommendations of the report and roadmap on further economic and social opportunities as a result of expansion of RAAF Base East Sale.

Theme 6: Governance

- 14) Explore Shared Services opportunities for transactional, administrative and Information Communications Technology services.
- 15) Plan and implement an organisational wide electronic document and records management system.
- 16) Implement Year 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisational wide infrastructure and technology upgrades.
- 17) Manage the Information Communication Technology (ICT) and Audio Visual (AV) design, plan and installation for the Port of Sale Cultural Hub (PoSCH) Precinct Project.

2. General Rates

- a. The average general rate will rise by 2.0% in line with the order by the Minister for Local Government on 19 December 2016 under the Fair Go Rates System.
- b. Key drivers:
 - i. To fund ongoing service delivery – business as usual (balanced with increased community service requirements)
 - ii. To fund renewal of infrastructure and community assets
 - iii. To cope with a reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by their freezing of grant indexation for the three years 2014/15, 2015/16 and 2016/17
- c. This is not a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016 and amended by supplementary valuations.

3. Other Charges

- d. The garbage charge will increase from \$181 to \$187 and the waste infrastructure charge will increase from \$45 to \$50. On behalf of the State Government, Council collects the EPA Levy charge which will remain at \$14.92 for each property which receives a garbage collection service.
- e. The Boisdale Common Effluent System service charge will increase from \$388 to \$396 (per connected property), including a septic tank pump out charge. This charge will recover a portion of the costs of delivering a sewerage system to the community of Boisdale.
- f. Refer Section 6 for further Rates and Charges details.

2017/18 Budget - Wellington Shire Council

4. Key Statistics

Total Income: \$96.3M (2016/17 = \$92.6M) - Includes Significant Capital Funding
Total Expenditure: \$78.1M (2016/17 = \$75.3M)

Operating result: Surplus= \$0.7M (2016/17 = Surplus \$2.9M)

Operating result is an important measure of financial sustainability as it excludes all funds which are used for capital, from being allocated to cover operating expenses. In 2017/18 capital funds are defined as recurrent capital grants (Road to Recovery funding) of \$4.8M, non recurrent grant funding of \$10.4M and other income to fund capital expenditure of \$2.3M and all have been excluded to determine the operating result.

Cash result: (\$1.2M) Deficit, (2016/17 = \$37.40M Surplus).

This is the net funding result after considering the funding requirements to meet loan principal repayments and reserve transfers.

Refer Statement of Cash Flows in Section 3.

Total Capital Works Program of \$45.2M

- o \$16.4M from Council operations (rates funded)
- o \$1.5M from borrowings
- o \$0.8M from asset sales
- o \$17.3M from external grants and contributions - (Recurrent and Non Recurrent)
- o \$9.2M from cash and reserves

5. Budget Influences

External Influences

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

- The Victorian State Government has introduced a cap on rate increases for 2017/18. The cap for 2017/18 has been set at 2.0%. (2016/17 2.5%)
- CPI for Victoria is forecast to be 2.0% for the 2017/18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18. (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- Council has estimated the increase in the levy payable to the State Government upon disposal of waste into landfill at 2.0% as this is yet to be announced.
- Council has incorporated a higher increase in utilities payments due to the current unpredictability of electricity and gas prices.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

Internal Influences

As well as external influences, there are also a number of internal influences which had a significant impact in 2016/17 and represent continuing challenges for the 2017/18 Budget. These matters and their financial impact are set out below:

- Reductions in financial assistance grants, the introduction of the Fair Go Rates System (FGRS) and our continued focus on cost reduction, drove the implementation of some operational efficiencies in 2016/17. In 2017/18 our focus on efficiencies will continue and will result in :

2017/18 Budget - Wellington Shire Council

- Completion of a review of the Shire's strategic vision document Wellington 2030 and implementation of service review recommendations across the organisation.
- Review and implementation of additional commercial income streams at West Sale Airport and Gippsland Regional Livestock Exchange.
- Continue implementing the recommendations of the Park Services review.
- Continuing the Information communication and technology (ICT) shared services initiative with East Gippsland Shire Council which has resulted in the cost of some positions being reduced by 50%.
- Continuing the shared services initiative with East Gippsland Shire Council for Risk Management where the position is shared with Wellington Shire Council and reimbursed for 50% of the costs.
- The continuance of the 2016/17 reduction in the provision of mosquito monitoring and spraying with Council's contribution reduced to match government funding.

6. Cost Shifting

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Co-funded services with Commonwealth and State Governments

Council provide a number of services which are co-funded between Council, Commonwealth and State Governments, including school crossing supervision, state emergency services, mosquito monitoring and maintenance of VicRoads median strips. There is also co-funding arrangements for library services, the Art gallery and Entertainment centre. For a number of these services, the funding agreement from the State government had included no CPI increases for the term of the agreement (for example the annual Regional Partnership Program funding for Art Gallery and the Entertainment Centre has remained fixed since 2011/12 to 2016/17) with the total cost to Council of delivering these services increasing above CPI.

Loss of funding in General

A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014/15 Budget that it would pause indexation of the total national pool of financial assistance grants to local government for three years (2014/15, 2015/16, 2016/17). The cumulative impact on Wellington Shire Council for the three years totals approximately \$2.6M and although the freeze has now been removed this is a permanent loss of revenue. Council continues to advocate for financial assistance.

Statutory fees that prohibit full cost recovery

While most statutory fees are increased each July there are number that have not been consistently increased each year, including State set planning fees, information certificates and caravan parks registration fees. Any revenue shortfall resulting from the inconsistency in increasing all statutory fees must be covered by ratepayers through rate income.

Levies

There are state government set levies such as the landfill levy and the animal registration levy where Council is required to pay the State government an amount each year. Any increases in these levies are reimbursed by ratepayers through the EPA charge or the annual animal registration charge.

Statutory requirements lead to increased costs

Since the introduction of Emergency Management Victoria, the facilitation role of Local Government in emergency management has increased significantly which has required Council to fund a full time position to provide this facilitation.

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Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in section 8 to 15 of this report.

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

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

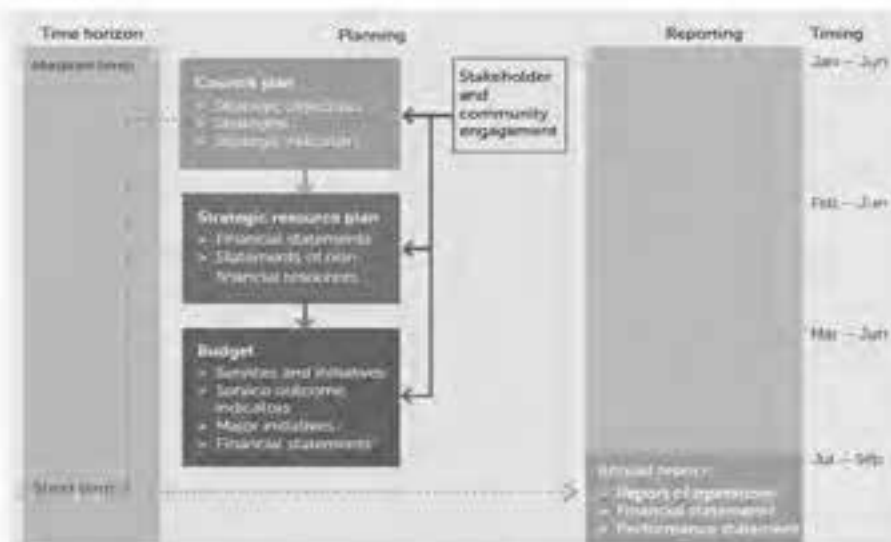
2017/18 Budget - Wellington Shire Council

1. Link to the Council Plan

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

1.1 Planning and accountability framework

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



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

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

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

1.2 Strategic Objectives

Council delivers services and initiatives under 141 service categories. Each contributes to the achievement of one of the strategic objectives under each of six themes as set out in the Council Plan for the years 2017-21, and listed in the following table.

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Theme	Strategic Objective
Communities	<p>We know and support each other and have a strong sense of community belonging. Diversity is respected and there are many social and community activities providing opportunities for all people to interact. We strive for good health, feel safe in our communities and are prepared for natural disasters.</p> <p>1.1 Maintain and develop friendly, safe communities which attract population growth by providing opportunities for residents to lead healthy and active lifestyles.</p> <p>1.2 Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities.</p> <p>1.3 Strengthen community identity by promoting our heritage and history and appreciation for small town rural living.</p> <p>1.4 Enhance resilience in our towns and our communities.</p>
Services and Infrastructure	<p>Wellington has diverse and accessible recreational opportunities and services. Events and facilities are available for all. Communities are connected to places and services through access to a public transport system, that links with walking and cycling infrastructure.</p> <p>2.1 Council services and infrastructure are responsive to identified current and future community needs within budget parameters.</p> <p>2.2 Council assets are responsibly, socially and sustainably managed.</p> <p>2.3 Wellington Shire is well planned, considering long term growth and sustainability.</p> <p>2.4 Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.</p>
Natural Environment	<p>Wellington's natural environment and landscapes are clean, diverse, beautiful, accessible and protected.</p> <p>3.1 Conserve and protect our natural environment through responsible and sustainable management practices.</p> <p>3.2 Demonstrate leadership in waste, water management, land management and energy efficiency.</p> <p>3.3 Build resilience in our communities and landscapes to mitigate risks from a changing climate.</p>
Lifelong Learning	<p>Wellington will have a broad choice of local training, education and holistic learning and development options that lead to meaningful employment and personal fulfilment.</p> <p>4.1 Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.</p> <p>4.2 Encourage innovation for and in the region.</p>
Economy	<p>Wellington has a wealth of diverse industries providing employment opportunities for all. There is growth in the Wellington population and economy which is balanced with the preservation of our natural environment and connected communities.</p> <p>5.1 Support and develop our existing businesses.</p> <p>5.2 Use a targeted approach to attract new business investment to Wellington Shire, to support population growth.</p> <p>5.3 Grow Wellington Shire's visitor economy.</p>
Organisational	<p>Wellington is well led, managed and supported by best organisational practices to deliver services and infrastructure to the community by listening, advocating and responding to their needs.</p> <p>6.1 Wellington Shire Council is a leader in best practice, innovation, and continuous improvement.</p> <p>6.2 Community engagement and customer service excellence is central to Council's decision making process.</p> <p>6.3 Maintain a well governed, transparent, high performing, ethical and accountable organisation.</p> <p>6.4 Act and lobby behalf of the priorities of the community.</p>

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2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017/18 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance indicators for key areas of Council operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections.

2.1 Strategic Objectives for theme 'Communities'

- Maintain and develop friendly, safe communities which attract population growth by providing opportunities for residents to lead healthy and active lifestyles.
- Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities.
- Strengthen community identity by promoting our heritage and history and appreciation for small town rural living.
- Enhance resilience in our towns and our communities.

The activities and initiatives for each service category and key strategic activities are described below:

Services

Business area	Description of services provided	Expenditure
		(Income)
		Net Cost
		\$'000
Community Wellbeing	Community Wellbeing Unit provides opportunities for communities to work in partnerships with local government to achieve identified priorities. The unit works to ensure all members of the community have equal opportunity to participate in community activities. Special focus is given to those who have traditionally remained marginalised such as the young, elderly, disabled and transport disadvantaged.	2,107
	Services include:	(341)
	<ul style="list-style-type: none"> • Social Policy and Planning • Access and Inclusion • Youth Liaison • Art Development • Community Engagement 	1,766
	Initiatives	
	<ul style="list-style-type: none"> • Ensure implementation of Council led responsibilities for 2017-18 in the Healthy Wellington Action Plan • Finalise the Wellington Access and Inclusion plan and ensure implementation of Community Wellbeing led responsibilities for 2017-18. • Facilitate delivery of 2 key outcomes in the Community Engagement Strategy Action Plan • Monitor the sustainability of the Wellington Early Years Network as it transitions to a new facilitation structure and supports the implementation of the Municipal Early Years Plan. • Support the development of Yarram Early Learning Inc. to ensure that the service is financially sustainable. • Finalise the Wellington Youth Strategy and achieve planned actions for 2017-18. 	

2017/18 Budget - Wellington Shire Council

- Support Gumnuts Early Learning Centre Inc. to determine an appropriate management and governance structure by 31 Dec 2017
- Develop Wellington Age Friendly Plan

Leisure Services	The Leisure Services Lifestyles Unit provides services and functions directed at fostering a healthier and more active community through the facilitation and provision of a range of recreation, fitness and community activities and programs at Council's recreation facilities. They ensure Council owned recreation facilities are managed sustainably, are fully utilised and accessible to people of all abilities	3,671
		(2,212)
		1,459

Initiatives

- Implement recommendations and actions to support the 5 year work plan to reduce energy consumption by 5% per year at Aqua Energy and Gippsland Regional Sports Complex (GRSC) using Planet Footprint to track results.
- Complete a business case for the further development of aquatic facilities at Aqua Energy.
- Implement the 2017/18 priorities emanating from the 2015-20 Aquatic Strategy.
- Implement an outdoor pool operating model (temperature forecast related) to reduce cost to council while maintaining optimum service levels.
- Inform Aqua Energy's business decisions through the cost allocation model data.

Municipal Services	The Municipal Services Business Unit works with people to ensure the life, health & safety of the community is maintained through educating and enforcing the Environmental Health (including <u>food safety</u> support programs), Building and Local Laws regulations and <u>animal management</u> services.	2,583
		(1,261)
		1,322

Emergency Management	The Emergency Management team coordinates Council's emergency management responsibilities ensuring the organisation has the skills and capacity to respond appropriately to emergencies and facilitates a coordinated shire approach through the Municipal Emergency Management Planning Committee.	685
		(326)
		359

TOTAL COMMUNITIES

4,906

Major Initiatives

- 1) Adoption by Council of the Municipal Public Health and Wellbeing plan (2017-21) by 31 October 2017
- 2) Implement the 2017/18 Leisure Services Operational Business Plan for Aqua Energy, GRSC and WSC's seasonal outdoor pools.
- 3) Continued implementation of Domestic Wastewater Management Plan (DWMP) to ensure the DWMP is adequately executed and commitments contained within the plan are achieved.
- 4) Actively engage with the community and partners to redevelop the Domestic Animal Management Plan.

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Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Target
Animal Management	Health and safety	Animal prosecutions (Number of successful animal prosecutions)	15 or less
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	4 or more visits
Food Safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	100%

2.2 Strategic Objectives for theme 'Services and Infrastructure'

- Council services and infrastructure are responsive to identified current and future community needs within budget parameters.
- Council assets are responsibly, socially and sustainably managed.
- Wellington Shire is well planned, considering long term growth and sustainability.
- Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.

The activities and initiatives for each service category and key strategic activities are described below:

Services

Business area	Description of services provided	Expenditure (Income) Net Cost \$'000
Assets and Projects	The Assets and Projects Business Unit manages a diverse range of services for Council including the implementation and management of capital projects across the organisation in order of \$28 million to \$46 million per annum; planning for new infrastructure development opportunities and providing asset management and information systems and support.	2,019 (20) 1,999

Initiatives

- Progress the Residential Road and Street Construction Plan projects in line with the implementation plan.
- Progress the Connarr Recreation Reserve Clubrooms redevelopment project in line with the project plan.

Built Environment	The Built Environment Unit manages the maintenance, renewal and improvement of Council's road and boating infrastructure, in addition to various civic facilities and buildings, including roadways, paths, drainage, boat ramps and jetties etc. This includes managing Council's road maintenance teams and ensures that maintenance of Council's road and other infrastructure is performed in a coordinated way to maximise benefits to the community and other users.	10,664 (4,078) 6,586
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Initiatives

- Develop an Off Street Car Parking Master Plan, considering the needs of central business areas within the six major townships, supported by a long term capital works program.
- Develop a 5 year implementation plan for residential street construction works and present to Council.

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Business area	Description of services provided	Expenditure (Income) Net Cost \$'000
Arts & Culture	The Esso BHP Billiton Wellington Entertainment Centre (EBBWEC) as part of the Arts & Culture Unit seeks to assist in the development of a vibrant culturally active community that promotes expression and participation through visual, literary and performing arts; informs and educates the community on various aspects of the arts; enhances the lifestyle of Wellington residents; and encourages visitors to explore the heritage and culture of the region.	1,361 (557) 804
	Initiatives	
	<ul style="list-style-type: none"> Implement the second stage of the 5 year work plan to reduce energy consumption by 5% per year at Entertainment Centre and Wellington Centre, and use Planet Footprint to track results 	
Land Use Planning	The Land Use Planning unit through our <u>statutory planning</u> and strategic land use planning services, aims to develop and improve forward looking land use planning policies and plans that guide and support sustainable growth and appropriate land use and development. Many of these services are provided through and driven by legislation. We aim to provide services that satisfy community needs by encouraging and supporting development that meets required standards and is of good design.	1,630 (391) 1,239
	Initiatives	
	<ul style="list-style-type: none"> Facilitate a private rezoning/development plan for the Wairuk Growth area to support well planned housing growth. Implement the Heyfield Low Density Residential Review into the Planning Scheme to support housing growth. Implement Stage 1 of a Planning Scheme Review (in consultation with DELWP Flying Squad initiatives) to ensure that the strategic direction of the Planning Scheme is up to date/relevant. Undertake a 'streamlining review' of the Planning Scheme (subject to DELWP flying squad support) to minimise regulatory burden for the community. Update flood overlay controls and policy in the Planning Scheme to minimise future risk to the community. Implement updated noise contour mapping for RAAF Base East Sale and West Sale aerodrome to support the ongoing operation of these airfields. Develop a policy to guide decision making about rezoning of land to support consistent and equitable outcomes. 	
Community Facility Planning	The Community Facility Planning Unit provides services and functions directed at fostering a healthy, well serviced community with a primary focus on community infrastructure planning, priorities and projects; project funding attraction; management and governance of community facilities and administration of Council's community assistance grants scheme. The team plans for and supports recreation facilities that encourage the community to participate in physical and general wellbeing activities, and the development of community infrastructure that addresses community service needs.	2,035 (74) 1,961

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Initiatives

- Undertake service planning and expand the 10 year recreation facilities capital planning program to incorporate community facilities, to enable greater prioritisation of community facilities in alignment with the Community Facilities Framework.
- Evaluate, in partnership with Built and Natural Environment, existing processes to effectively deliver Council's capital projects and implement new processes to ensure better outcomes for Council and community.
- Utilise the Community Facilities Framework and Hierarchy tool to review funding and agreements of all community facilities – Council and community managed - and make appropriate recommendations for the development of a consistent approach to be considered by Council.
- Facilitate consistent approach to emergency planning for all Community Committees of Management, owned and managed by Council, to ensure WSC and CoM are adequately prepared and covered for incidents.
- Facilitate the distribution of consistent insurance coverage information and advice for all Community Committees of Management in facilities on Council owned and/or managed land to ensure CoM and volunteers are adequately covered in case of an incident.

TOTAL SERVICES AND INFRASTRUCTURE	12,589
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Major Initiatives

- 5) Progress the Port of Sale Cultural Hub construction project in line with the project plan.
- 6) Progress the Port of Sale Precinct (The Port) redevelopment project in line with the project plan.
- 7) Progress West Sale Airport initiatives including Stage 3 of the Eastern Recreation Aviation Precinct and the Runway Extension Project.
- 8) Review and update the Boating Facilities Strategic Plan 2013-16 and provide a 4 year capital plan, taking into account any changes from Gippsland Coastal Board Boating Facilities Coastal Action Plan.
- 9) Facilitate the release of industrial land in Warruk/West Sale to support economic growth.
- 10) Implement the North Sale Development Plan/Developer Contributions Plan into the Planning Scheme to support well planned housing growth.
- 11) Secure funding for the upgrade of Cameron Sporting Complex Maffra to ensure the facility meets growing demand.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Target
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	49 or more (in line with the target for Large Rural Council)
Statutory Planning	Planning Decision Making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	70% or more

2017/18 Budget - Wellington Shire Council

2.3 Strategic Objectives for theme 'Natural Environment'

- Conserve and protect our natural environment through responsible and sustainable management practices.
- Demonstrate leadership in waste, water management, land management and energy efficiency
- Build resilience in our communities and landscapes to mitigate risks from a changing climate.

The activities and initiatives for each service category and key strategic activities are described below:

Services

Business area	Description of services provided	Expenditure (income)
		Net Cost \$'000
Natural Environment & Parks	<p>The Natural Environment & Parks Unit covers a range of activities related to the operational management of public open space, which includes approximately 320 hectares of parkland and associated infrastructure, such as picnic shelters, BBQs, seating, boardwalks, fences and public toilets. The service also proactively manages 30,000 – 35,000 urban trees and is responsible for the management, design and development of parks and streetscapes in urban areas.</p> <p>The unit is also responsible for moving the Wellington community towards a more sustainable future. Key priority areas include biodiversity, water consumption & quality, <u>waste management</u> and energy use.</p> <p>Initiatives</p> <ul style="list-style-type: none"> • Develop & implement monthly landscape & turf audit management report • Investigate & initiate composting trial of all green waste at Kilmory Landfill site • Develop a model for community engagement for promoting sustainability to an adult audience • Develop & implement plant nursery water recycling project 	<p>11,668</p> <p>(8,098)</p> <p>3,570</p>
Wellington Coast Subdivision Strategy	The Wellington Coast Subdivision Strategy Project Manager is responsible for implementing the Ninety Mile Beach Plan Voluntary Assistance Scheme. Expenditure for 2017/18 is funded through unspent State Government grant funding carried forward.	380
		380
TOTAL NATURAL ENVIRONMENT		3,950

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Target
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclable and green organics collected from kerbside bins that is diverted from landfill)	35% or more

2017/18 Budget - Wellington Shire Council

2.4 Strategic Objectives for theme 'Lifelong Learning'

- Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.
- Encourage innovation for and in the region.

The activities and initiatives for each service category and key strategic activities are described below:

Services

Business area	Description of services provided	Expenditure (income)
		Net Cost \$'000
Arts & Culture	The Art Gallery and Libraries as part of the Art Gallery Arts & Culture Unit seeks to assist in the development of a vibrant culturally active community that: promotes expression and participation through visual, literary and performing arts; informs and educates the community on various aspects of the arts; enhances the lifestyle of Wellington residents; and encourages visitors to explore the heritage and culture of the region.	1,921
		(518)
		1,405

Initiatives

- Relocate the Gallery collection, exhibitions and staff offices to the new Wellington Centre, and enable successful ongoing cultural services from that site.
- Relocate the Sale Library resources and equipment & Headquarters facilities to the new Wellington Centre, and enable successful ongoing cultural services from that site.

TOTAL LIFELONG EDUCATION AND DEVELOPMENT	1,405
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Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Target
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	17% or more

2017/18 Budget - Wellington Shire Council

2.5 Strategic Objectives for theme 'Economy'

- Support and develop our existing businesses.
- Use a targeted approach to attract new business investment to Wellington Shire, to support population growth.
- Grow Wellington Shire's visitor economy.

The activities and initiatives for each service category and key strategic activities are described below.

Services

Business area	Description of services provided	Expenditure (Income)
		Net Cost \$'000
Business Development	Council's Business Development service aims to support business growth and employment, lifestyle opportunities and a vibrant tourism sector.	902
		902

Initiatives

- Implement the action plan associated with Wellington Shire Economic Development Strategy 2016-2022.
- Advocate, in partnership with other Gippsland Shires, for increases and enhancements of V-Line services to Gippsland to improve connectivity and access for residents.
- Seek funding for and develop a business case for the extension of the Great Southern Rail Trail through to Yarram and Port Albert, to increase visitation and business opportunities in adjacent areas.
- In early 2018, prepare Economic Development Strategy Action Plan for 2018-20.

TOTAL ECONOMY	902
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Major Initiatives

12)	Strongly advocate for the relocation of the Federation Training's Fulham campus to Sale CBD and in doing so improve accessibility to education and training outcomes for the Wellington community.
13)	Implement the recommendations of the report and roadmap on further economic and social opportunities as a result of expansion of RAAF Base East Sale.

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2.6 Strategic Objectives for theme 'Organisational'

- Wellington Shire Council is a leader in best practice, innovation, and continuous improvement.
 - Community engagement and customer service excellence is central to Council's decision making process.
 - Maintain a well governed, transparent, high performing, ethical and accountable organisation.
 - Act and lobby behalf of the priorities of the community.
- The services, major initiatives and service performance indicators for each business area are described below.

Services

Business area	Description of services provided	Expenditure (Income) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which covers service provision across the entire organisation.	3,113 - 3,113
Media and Public Relations	This area provides internal and external communication services and support and branding initiatives for Council. The team also seeks to proactively inform our community and our staff ensuring transparency, consistency and clarity of our message.	444 - 444
Initiatives		
<ul style="list-style-type: none"> • Upgrade Council's abilities to produce high quality video messaging to improve our communications processes and enhance our social media channels. • Develop an External Communications Strategy that will establish a shared understanding of Council's external communications framework, tools and processes. 		
Information Services	The Information Services Business Unit provides centralised and integrated information services and new and emerging technologies to assist Council to reach the 2030 Vision.	3,429 (225) 3,204
Initiatives		
<ul style="list-style-type: none"> • Deliver Information Communication Technology (ICT) services to East Gippsland Shire Council as per the Memorandum of Understanding • Explore Shared Services opportunities for ICT services in order to improve efficiencies and reduce costs 		

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People and Excellence	The People and Excellence Unit provides a expert and responsive advice and services in the areas of Human resources, Learning & Development, Occupational Health & Safety, Risk Management, Corporate Planning & Reporting and Business Improvement	2,489 (12) 2,477
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Initiatives

- Develop an organisation learning and development strategy to ensure that organisation learning needs are identified, prioritised and implemented cost effectively to achieve identified outcomes

Finance	The Finance Business Unit provides financial, payroll, rating and property valuation services to the organisation, community and external stakeholders. These services underpin the drive to be a financially sustainable Council, comply with the necessary legislative requirements and meet community needs. The unit also aims to provide a safe, reliable and sustainable fleet of vehicles to support the organisation in achieving its goals	2,605 (321) 2,484
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Business Development	The Commercial Facilities team as part of the Business Development unit, manages a range of commercial property portfolios including strategic projects in addition to completing the transactions for property acquisitions, disposal and transfers.	651 (1,047) (396)
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Initiatives

- Review Council's list of Surplus Land so that land value can be realised in accordance with policy and standards of best practice

Municipal Services	The Customer Service team as part of the Municipal Services Business Unit provides responsive, quality customer service to all stakeholders.	496 496
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Initiatives

- Develop and implement a Customer Service Strategy that defines the standards required to improve customer satisfaction across all Council services.

TOTAL ORGANISATIONAL	11,822
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Major Initiatives	
14)	Explore Shared Services opportunities for transactional, administrative and Information Communications Technology services.
15)	Plan and implement an organisational wide electronic document, records and intranet management system.
16)	Implement Year 3 of the Information Communications Technology (ICT) Strategic Road Map 2015-17 to achieve organisational wide infrastructure and technology upgrades
17)	Manage the information Communication Technology (ICT) and Audio Visual (AV) design, plan and installation for the Port of Sale Cultural Hub (POSCH) Precinct Project.

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2.8 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.9 Reconciliation with budgeted operating result

	Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Communities	4,140	9,046	(4,906)
Services and Infrastructure	5,120	17,709	(12,589)
Natural Environment	8,098	12,048	(3,950)
Lifelong Education and Development	516	1,921	(1,405)
Economy	-	902	(902)
Organisational	1,805	13,427	(11,622)
Total services & initiatives	19,479	55,053	(35,574)
Other non-attributable			(13,738)
Deficit before funding sources			(49,310)
Funding sources:			
Rates			50,141
Capital Grants & Contributions			17,414
Total funding sources			67,555
Surplus for the year			18,245

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3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

The section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Finance Report.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources.

2016/17 Budget - Wellington Shire Council

3.1 Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
General Rates	53,977	55,500	56,755	58,560	59,706
Statutory fees & fines	740	729	871	854	703
User fees & Charges	6,450	6,533	6,712	6,831	6,862
Grants - Operating	13,401	13,892	13,811	14,210	14,248
Grants - Capital	11,507	15,175	8,330	6,575	5,890
Contributions - monetary -Operating	242	75	77	78	80
Contributions - monetary -Capital	100	1,188	2,001	1,826	1,490
Contributions - non - monetary	1,581	-	-	-	-
Net gain (loss) on disposal of property, infrastructure, plant and equipment	320	151	512	490	935
Other income- Operating	2,614	2,027	2,968	3,078	3,078
Other income- Capital	1,696	1,051	110	-	-
Total income	92,628	96,321	91,947	92,302	93,112
Expenses					
Employee costs	24,259	25,673	26,043	26,881	27,679
Materials and Services	28,552	28,612	28,885	29,001	30,574
Bad and doubtful debts	88	88	87	89	93
Depreciation and amortisation	20,464	22,545	23,444	24,004	23,967
Borrowing Costs	504	476	540	515	488
Other expenses	1,473	684	697	714	493
Total expenses	75,338	78,078	79,596	81,204	83,294
Surplus for the year	17,290	18,245	12,251	11,098	9,818
Other comprehensive income Items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment	-	-	-	-	-
Total comprehensive result	17,290	18,245	12,251	11,098	9,818

2016/17 Budget - Wellington Shire Council

3.2 Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	41,864	40,471	41,721	41,094	45,765
Trade and other receivables	5,978	5,455	5,367	5,786	5,816
Other financial assets	10,148	9,000	9,000	9,000	9,000
Other assets	410	410	410	410	410
Total current assets	58,398	55,336	56,498	56,290	60,991
Non-current assets					
Trade and other receivables	1,333	1,910	2,753	3,563	4,261
Property, infrastructure, plant & equipment	911,579	933,219	944,878	953,412	960,455
Intangible assets	608	1,017	910	943	790
Total non-current assets	913,520	936,145	948,541	957,918	965,506
Total assets	971,918	991,481	1,005,039	1,014,208	1,026,497
Liabilities					
Current liabilities					
Trade and other payables	5,872	5,893	5,949	5,977	6,291
Trust funds and deposits	727	609	817	887	887
Provisions	6,913	7,265	7,357	7,566	7,765
Interest-bearing loans and borrowings	784	447	3,565	699	913
Total current liabilities	14,296	14,214	17,688	14,929	15,856
Non-current liabilities					
Provisions	2,099	2,126	2,134	2,150	2,166
Interest Bearing loans and borrowings	9,162	10,745	8,570	9,384	10,913
Total non-current liabilities	11,261	12,871	10,704	11,534	13,079
Total liabilities	25,557	27,085	28,392	26,463	28,935
Net assets	946,361	964,396	976,647	987,745	997,562
Equity					
Accumulated surplus	332,995	349,987	362,950	375,293	385,003
Reserves	613,366	614,409	613,697	612,452	612,559
Total equity	946,361	964,396	976,647	987,745	997,562

2016/17 Budget - Wellington Shire Council

3.3 Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	928,861	314,776	607,385	6,700
Surplus(deficit) for the year	17,290	17,290	-	-
Effect of prior year adjustments	-	-	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	3,797	-	(3,797)
Transfer from other reserves	-	(2,868)	-	2,868
Balance at end of the financial year	946,151	332,995	607,385	5,771
2017/2018 Budget				
Balance at beginning of the financial year	946,151	332,995	607,385	5,771
Surplus(deficit) for the year	18,245	18,245	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to other reserves	-	1,847	-	(1,847)
Transfer from other reserves	-	(3,100)	-	3,100
Balance at end of the financial year	964,396	349,987	607,385	7,024
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	964,396	349,987	607,385	7,024
Surplus(deficit) for the year	12,251	12,251	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	3,554	-	(3,554)
Transfer from reserves	-	(2,842)	-	2,842
Balance at end of the financial year	976,647	362,950	607,385	6,312
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	976,647	362,950	607,385	6,312
Surplus(deficit) for the year	11,098	11,098	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	4,280	-	(4,280)
Transfer from reserves	-	(3,035)	-	3,035
Balance at end of the financial year	987,745	375,293	607,385	5,067
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	987,745	375,293	607,385	5,067
Surplus(deficit) for the year	9,818	9,818	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Transfer to reserves	-	2,929	-	(2,929)
Transfer from reserves	-	(3,039)	-	3,039
Balance at end of the financial year	997,562	385,000	607,385	5,177

2016/17 Budget - Wellington Shire Council

3.4 Statement of Cash Flow

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	53,698	55,314	56,602	58,339	59,566
Statutory fees and fines	740	729	671	654	703
User fees	6,359	6,517	6,674	6,809	6,917
Grants - Operating	14,618	13,686	14,017	14,004	14,454
Grants - Capital	11,399	16,045	8,330	6,575	5,890
Contributions- monetary	421	661	1,222	1,035	747
Interest received	1,292	1,100	1,122	1,144	1,167
Trust funds and deposits taken	263	(140)	259	143	254
Other receipts	1,786	1,878	1,956	1,934	1,911
Employees costs	(24,145)	(25,285)	(25,941)	(26,651)	(27,459)
Materials and services	(27,361)	(28,599)	(28,831)	(28,977)	(30,264)
Trust funds and deposits repaid	(165)	22	(51)	(273)	(54)
Other payments	(657)	(684)	(697)	(714)	(493)
Net cash provided by operating activities	38,248	41,344	35,333	34,022	33,339
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(33,676)	(45,249)	(35,774)	(33,255)	(31,549)
Proceeds from sale of property, infrastructure, plant and equipment	1,384	806	1,288	1,173	1,626
Payments for investments	(80,995)	(90,202)	(91,294)	(91,083)	(91,379)
Proceeds from sale of investments	122,121	91,348	91,294	91,083	91,379
Net cash used in investing activities	(165)	(43,297)	(34,486)	(32,082)	(29,923)
Cash flows from financing activities					
Finance costs	(504)	(476)	(540)	(515)	(486)
Proceeds from borrowings	1,300	2,000	1,390	1,513	2,442
Repayment of borrowings	(1,481)	(754)	(447)	(3,565)	(899)
Net cash used in financing activities	(685)	760	403	(2,567)	1,255
Net increase (decrease) in cash & cash equivalents	37,395	(1,193)	1,250	(627)	4,671
Cash & cash Equivalents at beginning of the financial year	4,269	41,664	40,471	41,721	41,094
Cash & cash equivalents at end of the financial year	41,664	40,471	41,721	41,094	45,765

2016/17 Budget - Wellington Shire Council

3.5 Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	-	150	125	-	-
Landfill Improvements	1,208	322	75	1,600	-
Total land	1,208	472	200	1,600	-
Buildings	7,523	6,980	3,120	3,140	4,485
Total property	8,731	7,452	3,320	4,740	4,485
Plant & Equipment					
Plant, Machinery and Equipment	2,646	2,408	2,469	2,438	2,556
Furniture & Fittings	54	295	44	10	37
Information Technology	171	250	100	182	182
Library books	260	245	238	244	250
Total plant & equipment	3,131	3,198	2,851	2,874	3,025
Infrastructure					
Roads	11,626	12,952	12,842	10,863	10,572
Bridges	2,380	1,255	912	2,649	596
Footpaths	784	2,475	1,449	770	1,493
Drainage	173	467	730	1,665	2,545
Recreational leisure and community facilities	1,413	4,263	4,700	3,565	1,445
Waste Management	184	270	100	310	230
Parks, open space and streetscapes	4,025	6,294	5,415	4,320	5,580
Aerodromes	350	4,760	2,670	530	850
Off Street Car Parks	204	150	500	500	500
Other Infrastructure	543	1,116	125	120	120
Total infrastructure	21,692	34,002	29,443	25,312	23,931
Intangibles	134	597	160	329	108
Total intangibles	134	597	160	329	108
Total capital works expenditure	33,678	45,249	35,774	33,255	31,549
Represented by:					
New asset expenditure	245	3,163	755	535	520
Asset renewal expenditure	24,618	27,990	25,738	26,187	23,793
Asset expansion expenditure	2,440	4,705	2,984	1,561	2,605
Asset upgrade expenditure	6,375	9,391	6,297	4,992	4,631
Total capital works expenditure	33,678	45,249	35,774	33,255	31,549

2016/17 Budget - Wellington Shire Council

3.6 Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual 2016/17	Budget 2017/18	Strategic Resource Plan Projections		
	\$'000	\$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	24,269	25,673	26,043	26,881	27,679
Employee costs - capital	367	164	52	-	-
Total staff expenditure	24,646	25,837	26,095	26,881	27,679
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees- Operating	286.3	287.8	283.1	282.8	280.8
Capitalised Labour	3.6	1.5	1.0	0.0	0.0
Total Staff numbers	289.9	289.3	284.1	282.8	280.8

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

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Built & Natural Environment	9,336	9,280	56
Chief Executive Officer	950	950	-
Community and Culture	4,911	3,327	1,584
Corporate Services	3,715	3,443	272
Development	4,879	4,248	631
Total permanent staff expenditure	23,791	21,248	2,843
Casuals and other expenditure	2,046		
Less: Capitalised Labour costs	(164)		
Total operating expenditure	25,673		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Built & Natural Environment	114.6	114.0	0.6
Chief Executive Officer	7.0	7.0	-
Community and Culture	58.9	37.0	21.9
Corporate Services	39.6	36.0	3.6
Development	52.8	43.0	9.8
Total permanent staff	272.7	237.0	35.7
Casuals and other	16.6		
Less: Capitalised Labour costs	(1.5)		
Total Operating Employees	287.8		

2017/18 Budget - Wellington Shire Council

4. Financial Performance Indicators

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

Indicator		Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue Permissible range: -20.0% to 20.0%	1	3.8%	12.4%	6.7%	6.0%	5.6%	5.0%	-
Liquidity									
Working Capital	Current assets/Current liabilities Permissible range: 100.0% to 300.0%	2	382.8%	457.7%	389.3%	319.4%	377.1%	384.7%	-
Unrestricted cash	Unrestricted cash / Current liabilities Permissible range: 0.0% to 200.0%		236.5%	268.7%	321.2%	264.9%	310.7%	327.4%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue Permissible range: 0.0% to 50.0%	3	19.6%	16.4%	20.2%	21.4%	17.2%	19.6%	o
Loans and borrowings	Interest and principal repayments / Rate revenue Permissible range: 0.0% to 10.0%		7.0%	3.7%	2.2%	1.7%	7.0%	2.0%	o
Indebtedness	Non-current liabilities /Own source revenue Permissible range: 0.0% to 50.0%		17.4%	17.2%	19.5%	15.9%	16.7%	16.6%	o
Asset renewal	Asset renewal expenses /Asset Depreciation Permissible range: 50.0% to 100.0%	4	80.2%	121.3%	125.1%	110.6%	110.3%	100.4%	+
Stability									
Rates concentration	Rate revenue / Adjusted underlying revenue Permissible range: 40.0% to 80.0%	5	69.1%	62.6%	66.3%	67.0%	66.1%	66.1%	o

2017/18 Budget - Wellington Shire Council

Indicator	Notes	Actual 2015/16	Forecast 2016/17	Budget 2017/18	Strategic Resource Plan Projections			Trend +/-
					2018/19	2019/20	2020/21	
Rates effort	Rate revenue / Capital improved value of rateable properties in the municipality Permissible range: 0.2% to 0.7%	0.56%	0.57%	0.58%	0.57%	0.58%	0.58%	o
Efficiency								
Expenditure level	Total expenses / Number of property assessments Permissible range: \$2,000 to \$4,000	2,184.18	2,201.78	2,327.35	2,332.12	2,372.80	2,409.87	+
Revenue level	Residential rate revenue / Number of residential property assessments Permissible range: \$800 to \$1,800	1,188.01	1,251.13	1,294.58	1,326.83	1,371.72	1,400.68	+
Workforce turnover	Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year Permissible range: 5.0% to 20.0%	9.4%	12.0%	11.0%	10.0%	10.0%	10.0%	o

Key to Forecast Trend:

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

Notes to Indicators

1 Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. The adjusted underlying result calculation includes recurrent capital funding (i.e. Roads to Recovery funding) and gain(loss) from sale from property, plant and equipment, but excludes all other capital income. The 2017/18 adjusted underlying result reflects the impact of the increased allocation of Roads to Recovery funding (\$4.72 million) which in future years will reduce to historical annual allocation of \$2.0 to \$2.6 million. The ratio shows a continual decrease from 2017/18.

2 Working Capital - The proportion of current liabilities covered by current assets. Working capital is forecast to decrease in 2017/18 and 2018/19 and then increase back to 2017/18 levels for the last two years.

3 Debt compared to rates - Trend indicates Council's reducing reliance on debt against its annual rate revenue through management of long term debt.

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

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council's reliance on rate revenue compared to all other revenue sources will remain steady over the four year period.

2017/18 Budget - Wellington Shire Council

5. Other budget information

This section presents other budget related information required by the Local Government (Planning and Reporting) Regulations 2014.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

2017/18 Budget - Wellington Shire Council

5.1.1 Grants operating : \$491,000 increase

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has increased by \$491,000 compared to 2016/17. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below:

Operating Grants	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Recurrent - Commonwealth			
Victoria Grants Commission	12,017	12,292	275
Recurrent - State Government			
Property valuation	(124)	219	343
School crossing supervisors	75	100	25
Municipal emergency	150	158	8
Libraries	310	314	4
Parks & Environmental services	107	107	-
Cultural Services	213	213	-
Fire Service Property levy	55	55	-
Senior citizens	55	55	-
Other	16	13	(3)
Community support programs	29	25	(4)
Rural Access	284	249	(15)
Environmental health	87	72	(15)
Total Recurrent grants	13,254	13,872	618
Non- Recurrent - State Government			
Community Support programs	65	10	(55)
Economic Development & Tourism	72	-	(72)
Community & Recreation Facilities	10	10	-
Total Non- Recurrent grants	147	20	(127)
Total Operating grants	13,401	13,892	491

The increase primarily relates to Victoria Grants Commission (VGC) funding from the Commonwealth Government being slightly over by \$275,000 for 2017/18.

Council budget for property valuation reimbursement from the State Revenue Office in 17/18 is based on actual levels for 16/17 although current forecast contains some administrative adjustments from prior year 2015/16.

Non recurrent State funded grants are projected to be lower in 2017/18 than previous year due to the receipt of one off grants in 2016/17 for specific projects such as Gippsland Regional Sporting Complex Upgrade, RAAF Defence Facilities Project at East Sale and Dairy Impact grants to oversee the dairy industry needs in the region.

2017/18 Budget - Wellington Shire Council

5.1.2 Grants capital : \$3.67 million increase

Capital grants include all monies received from State and Federal government for the purposes of funding specific capital works projects. Overall the level of capital grants has increased by 31.88% or \$3.67 million compared to 2016/17.

Grant funding is expected in 2017/18 for major projects such as;

- West Sale Airport Runway Extension (\$3.5 million)
- Port of Sale Cultural Hub and Precinct redevelopment (\$3.0 million)
- Gippsland Regional Sporting Complex Stage 2A (\$650,000)
- Sale CBD Streetscape Renewal York Street (\$500,000)

During 2017/18 a total of \$4.97 million Roads to Recovery funding is also expected and will be spent on projects such as Residential Road and Street Construction Plan Implementation, Park Street Bridge Renewal and the Glebe - Wooddella Path.

Section 12 "Analysis of Capital Budget" includes a more detailed analysis of the capital grants expected to be received during 2017/18.

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

Grants - capital	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
<u>Recurrent - Commonwealth</u>			
Roads to Recovery	7,012	4,780	(2,232)
Recurrent - State Government	-	-	-
Total Recurrent grants	7,012	4,780	(2,232)
<u>Non-recurrent - Commonwealth</u>	-	-	-
<u>Non- Recurrent - State Government</u>			
Aerodromes	-	-	-
Buildings	-	752	752
Parks, open space and streetscapes	-	285	285
Recreational leisure and community facilities	9	-	(9)
Footpaths and Cycleways	-	-	-
Roads	-	752	752
Bridges	-	285	285
Other infrastructure	-	754	754
Library books	9	-	(9)
Total Non- Recurrent grants	18	2,828	2,610
Total Capital grants	7,030	7,608	578

5.1.3 Statement of Borrowings

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

Borrowings	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of the prior year	10,137	9,956
Total amount to be borrowed	1,300	2,000
Total amount projected to be redeemed	(1,481)	(764)
Total amount proposed to be borrowed as at 30 June	9,956	11,182

6. Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

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

- New works for 2017/18
- Works carried forward from the 2016/17 year

2017/18 Budget - Wellington Shire Council

Capital works program

For the year ending 30 June 2018

6.1 New works (Work Funded from 1718 funds)

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
PROPERTY									
LAND									
Maffra - Local Open Space	150	-	-	-	150	-	-	150	-
TOTAL LAND	150	-	-	-	150	-	-	150	-
LANDFILL IMPROVEMENTS									
Kilmany - New Cell - Design (Yr1); OA (Yr 2); Construction (Yr3)	310	-	310	-	-	-	-	310	-
Rosedale - Construct New Waste Cell	12	-	12	-	-	-	-	12	-
TOTAL LANDFILL IMPROVEMENTS	322	-	322	-	-	-	-	322	-
BUILDINGS									
Public Toilet Renewal Program	75	-	75	-	-	-	-	75	-
Port of Sale Cultural Hub Development	3,250	-	1,825	813	812	3,000	250	-	-
Yarram - Regent Theatre Refurbishment - Stage 2	200	-	170	30	-	-	-	200	-
Aqua Energy Café Equipment Renewal	15	-	4	11	-	-	-	15	-
Aqua Energy Wayfinding and Advisory Signage Renewal	25	-	25	-	-	-	-	25	-
EBBWEC Signage Renewal	35	-	35	-	-	-	-	35	-
EBBWEC Storage Space	50	-	25	25	-	-	-	50	-
Maffra and Yarram Depot Energy Efficiency (Solar Panels)	35	-	-	35	-	-	-	35	-
Port Albert Wharf and Restaurant Renewal Works	50	-	50	-	-	-	-	50	-
Sale Oval and OA Ruff Stadium Renewal Works	50	-	50	-	-	-	-	50	-
Yarram Mechanics Hall Major Renewal Works	50	-	42	8	-	-	-	50	-
Port Of Sale Cultural Hub Roof Replacement	275	-	275	-	-	-	-	275	-
Gippsland Art Gallery Lighting	80	-	-	-	80	-	-	80	-
TOTAL BUILDINGS	4,190	-	2,378	922	892	3,000	250	940	-
TOTAL PROPERTY	4,662	-	2,698	922	1,042	3,000	250	1,412	-

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
ROADS									
Asphalt Urban Streets	512	-	512	-	-	-	-	512	-
Project Development	300	-	150	80	80	-	-	300	-
Unsealed Road Intersection Upgrades	210	-	105	105	-	-	-	210	-
Kerb & Channel Replacement - Annual Program	200	-	200	-	-	-	-	200	-
Reconstruct Unsealed Roads	1,500	-	1,500	-	-	-	-	1,500	-
Urban Streets Asphalt Resealing - Annual Program	520	-	520	-	-	-	-	520	-
Rural Roads Resealing - Annual Program	2,075	-	2,075	-	-	-	-	2,075	-
Final Seals - Annual Program	560	-	537	23	-	260	-	300	-
Rosedale - Rosedale Flynn Creek Road Widening	200	-	100	100	-	200	-	-	-
Crest Widening Program - Heyfield Upper Maffra Road	150	-	75	75	-	-	-	150	-
Sale - Simpson Pearson Street Upgrade - Special Charge Scheme	330	-	198	132	-	-	330	-	-
Port of Sale traffic and parking improvements (The Port)	100	-	50	50	-	100	-	-	-
Sale - Foster Street Pedestrian Crossing Improvements (The Port)	35	-	18	17	-	35	-	-	-
Yarram - McMillan Crescent Upgrade - Special Charge Scheme	300	-	150	150	-	250	50	-	-
Sale - Dundas Street North Upgrade - Special Charge Scheme	320	-	160	160	-	224	96	-	-
Sale - Dundas Street South Upgrade - Special Charge Scheme	320	-	160	160	-	192	128	-	-
Sale - Marley Street North Upgrade - Special Charge Scheme	980	-	490	490	-	732	265	17	-
Maffra - Merry Street Upgrade - Special Charge Scheme	133	-	67	66	-	60	53	-	-
Boisdale Newry Road Safety Upgrades (Blackspot Program)	434	-	109	325	-	434	-	-	-
Cairnbrook Road Reconstruction - 2.2km	500	-	300	200	-	350	-	150	-
Rosedale - Censick Street Reconstruction	600	-	600	-	-	-	-	600	-
Gullondale Road Reconstruction	650	-	487	163	-	650	-	-	-
Heyfield - Gordon Street Reconstruction (Year 1 - Design)	100	-	70	30	-	-	-	100	-
Gormandale Stradbroke Road Reconstruction 1.0km at Timbs Crossing	500	-	300	200	-	-	-	500	-
Hodges Road Safety Upgrades (Blackspot Program)	318	-	159	159	-	318	-	-	-
Stratford - Hobsons Street Reconstruction	150	-	112	38	-	-	-	150	-
TOTAL ROADS	11,997	-	8,204	2,733	80	3,625	922	7,350	-
BRIDGES									
End Posts/Bridge Approach Guardrails	115	-	115	-	-	-	-	115	-
Major Culvert Renewal Program	60	-	60	-	-	-	-	60	-
Bridge Renewal Program	285	-	280	-	-	280	-	-	-
Boobyum Bridge Renewal	200	-	200	-	-	200	-	-	-
Napier Bridge Renewal	150	-	150	-	-	150	-	-	-
Toms Cap Bridge	150	-	150	-	-	150	-	-	-
TOTAL BRIDGES	960	-	900	-	-	790	-	170	-

2017/18 Budget - Wellington Shire Council

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
FOOTPATHS									
Footpaths Network Connections Annual Program	64	-	-	64	-	-	-	64	-
Annual Footpaths Renewal Program	250	-	250	-	-	-	-	250	-
Footpath Disability Improvement Program	124	-	62	62	-	-	-	124	-
Glebe Woodella Path Construction	1,457	-	-	-	1,457	1,007	-	450	-
Macalister Wetlands Boardwalk Renewal	30	-	30	-	-	-	-	30	-
Terra Trail Stage 2 - Alberton to Port Albert	350	-	-	-	350	234	-	116	-
TOTAL FOOTPATHS	2,275	-	342	126	1,807	1,241	-	1,034	-
DRAINAGE									
Drainage Minor Capital Works	300	-	150	150	-	-	-	300	-
TOTAL DRAINAGE	300	-	150	150	-	-	-	300	-
RECREATIONAL LEISURE AND COMMUNITY FACILITIES									
Gippsland Regional Sporting Complex Stage II	2,163	2,163	-	-	-	665	801	697	-
Gippsland Regional Sporting Complex Outdoor Netball Courts - Surface Maintenance	15	15	-	-	-	-	-	15	-
Outdoor Pool Plant Room Replacement, Sale - Year 2	500	-	400	100	-	-	-	500	-
Aqua Energy CCTV System Extension	10	-	5	-	5	-	-	10	-
Aqua Energy LED Lighting Renewal	50	-	40	10	-	-	-	50	-
Baldwin Reserve Change Room Redevelopment	490	-	123	123	244	100	50	340	-
Outdoor Pools - Chemical Storage Shed Installations Year 1 of 2	45	-	23	22	-	-	-	45	-
Outdoor Pools - Public Address System Reinstatement Year 1 of 2	15	-	12	3	-	-	-	15	-
Outdoor Pools - Upgrade Solar pumps, plant and controls Year 1 of 2	45	-	23	22	-	-	-	45	-
Pools Pump Renewal Program	25	-	25	-	-	-	-	25	-
Stratford Pool Concourse Resurfacing	50	-	50	-	-	-	-	50	-
TOTAL RECREATIONAL LEISURE AND COMMUNITY FACILITIES	3,408	2,178	701	280	249	765	851	1,782	-
WASTE MANAGEMENT									
Longford Landfill - Monitoring bores (groundwater) x 2	10	-	-	-	10	-	-	10	-
Kilmany and Matfra Landfills - Hydrological Assessment Monitoring Bores	40	-	-	-	40	-	-	40	-
Rosedale Landfill minor Cell Construct	30	-	30	-	-	-	-	30	-
Stratford Transfer station - Access Road Sealing	170	-	25	145	-	-	-	170	-
Yarram Transfer Station - Facility Refit	20	-	20	-	-	-	-	20	-
TOTAL WASTE MANAGEMENT	270	-	75	145	50	-	-	270	-

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Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
PARKS OPEN SPACE AND STREETSCAPES									
Sale - CBD Infrastructure Renewal Program	1,000	-	750	250	-	500	-	500	-
Sale - Botanic Gardens Development	135	-	27	54	54	135	-	-	-
Playgrounds Expansion Program (The Port)	20	-	-	-	20	-	-	20	-
Playgrounds Renewal Program	235	-	235	-	-	-	-	235	-
Gravel Path Renewal Program	70	-	70	-	-	-	-	70	-
Stratford - CBD Streetscape Renewal	900	-	675	225	-	500	-	400	-
Rosedale - Highway Tree Planting - Prince Street	60	-	60	-	-	-	-	60	-
Irrigation Renewal Program	35	-	28	9	-	-	-	35	-
Loch Sport - Land Stabilising - Seagull Drive Walk	100	-	60	40	-	-	-	100	-
Maffra - Cameron Sports Complex - Open Space Upgrade	180	-	90	90	-	-	-	180	-
Maffra - CBD Streetscape Renewal	1,250	-	1,000	250	-	-	-	400	850
Maffra - Lawn Tennis Synthetic Grass Court Resurfacing	140	-	140	-	-	70	15	55	-
Maffra - Recreation Reserve Drainage	450	-	-	450	-	100	50	300	-
Sale - Victoria Park Rejuvenation	230	-	172	-	58	-	-	230	-
Sale - Stephenson Park Netball Court Relocation	240	-	144	96	-	-	15	225	-
Stratford - Memorial Park Public Art Installation	25	-	-	-	25	-	8	17	-
Toilet Replacement and Renewal Program	60	-	60	-	-	-	-	60	-
TOTAL PARKS, OPEN SPACE AND STREETSCAPES	5,130	-	3,509	1,464	157	1,305	88	2,887	850
AERODROMES									
Aerodrome Minor Capital Works / Audit Works	85	-	51	17	17	-	-	85	-
Eastern Recreational Aviation Precinct Development - Stage 2 - 5	330	330	-	-	-	-	-	330	-
West Sale Airport - Fencing Stage 5	85	-	85	-	-	-	-	85	-
West Sale Airport - Runway Extension	4,125	-	2,888	1,031	206	3,500	-	-	625
TOTAL AERODROMES	4,625	330	3,024	1,048	223	3,500	-	500	625
OFF STREET CAR PARKS									
Off Street Car Park Resealing Program	150	-	150	-	-	-	-	150	-
TOTAL OFF STREET CAR PARKS	150	-	150	-	-	-	-	150	-
OTHER INFRASTRUCTURE									
Boating Infrastructure Action Plan Works	763	-	572	191	-	637	-	126	-
Charles Street - Boat Ramp	117	-	-	58	58	117	-	-	-
TOTAL OTHER INFRASTRUCTURE	880	-	572	250	58	754	-	126	-
TOTAL INFRASTRUCTURE	29,994	2,508	18,689	6,196	2,604	12,175	1,881	14,484	1,475

2017/18 Budget - Wellington Shire Council

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
PLANT & EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
Plant Renewal - Annual Program	1,135	-	1,135	-	-	-	-	1,135	-
Fleet Renewal - Annual Program	1,273	-	1,273	-	-	-	-	1,273	-
Fitness Equipment Renewal	155	-	155	-	-	-	-	155	-
TOTAL PLANT, MACHINERY AND EQUIPMENT	2,562	-	2,562	-	-	-	-	2,563	-
FURNITURE & FITTINGS									
Gippsland Art Gallery, Sale - Art Acquisitions	10	-	-	-	10	-	-	10	-
EBBWEC Asset Acquisitions (Phone system)	11	-	-	-	11	-	-	11	-
Gippsland Art Gallery, Sale - Moveable Walls	25	-	25	-	-	-	-	25	-
EBBWEC Foyer and External lighting control	9	-	5	4	-	-	-	9	-
EBBWEC LED Replacement of Lights including the External Flood Lighting	52	-	38	16	-	-	-	52	-
EBBWEC Replacement of Function chairs and cafe tables	15	-	12	3	-	-	-	15	-
EBBWEC Sound Desk - Back Row mixing position	9	-	-	-	9	-	-	9	-
Gippsland Art Gallery, Sale - Photographic Equipment	10	-	5	5	-	-	-	10	-
TOTAL FURNITURE & FITTINGS	141	-	83	28	30	-	-	141	-
COMPUTERS AND TELECOMMUNICATIONS									
IT - Hardware Upgrade	100	-	100	-	-	-	-	100	-
TOTAL COMPUTERS AND TELECOMMUNICATIONS	100	-	100	-	-	-	-	100	-
LIBRARY BOOKS									
Library Cataloguing & Processing	38	-	38	-	-	-	-	38	-
Book Acquisitions	145	-	145	-	-	-	-	145	-
Library - Audio Visual Library Resources	49	-	39	10	-	-	-	49	-
Library Trolleys	13	-	13	-	-	-	-	13	-
TOTAL LIBRARY BOOKS	245	-	235	10	-	-	-	245	-
TOTAL PLANT & EQUIPMENT	3,648	-	2,980	38	30	-	-	3,049	-
INTANGIBLES									
GIS Imagery Renewal	25	-	25	-	-	-	-	25	-
TOTAL INTANGIBLES	25	-	25	-	-	-	-	25	-
TOTAL NEW CAPITAL WORKS 2017/18	37,729	2,508	24,389	7,156	3,876	15,175	2,111	18,970	1,475

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
6.2 Works carried forward from the 2016/17 year (Work funded from funds received in 1617 and carried forward)									
PROPERTY									
BUILDINGS									
EBBWEC Energy Efficiencies (Solar System)	40	-	-	40	-	-	-	40	-
Port of Sale Cultural Hub Development	1,783	-	892	446	445	-	-	1,783	-
Port of Sale Precinct Redevelopment (The Port)	950	-	238	475	237	-	-	950	-
EBBWEC - New Storage Space	18	-	-	-	18	-	-	18	-
TOTAL BUILDINGS	2,791	-	1,130	961	700	-	-	2,791	-
TOTAL PROPERTY	2,791	-	1,130	961	700	-	-	2,791	-
INFRASTRUCTURE									
ROADS									
Asphalt Urban Streets	440	-	440	-	-	-	-	440	-
Port of Sale traffic and parking improvements (The Port)	185	-	93	92	-	-	-	185	-
Alberton - Pound Road West and Lower Jack Road - Intersection	130	-	130	-	-	-	-	130	-
Port Albert RV and Boating Parking Improvements	200	-	120	80	-	-	-	200	-
TOTAL ROADS	955	-	783	172	-	-	-	955	-
BRIDGES									
End Posts/Bridge Approach Guardrails	60	-	60	-	-	-	-	60	-
Sal - Footbridge Construction - Maxfields Road	185	-	185	-	-	-	-	185	-
Swing Bridge Drive Unit Refurbishment	50	-	50	-	-	-	-	50	-
TOTAL BRIDGES	295	-	295	-	-	-	-	295	-
FOOTPATHS									
Glebe Woodella Path Construction	200	-	-	-	200	-	-	200	-
TOTAL FOOTPATHS	200	-	-	-	200	-	-	200	-
DRAINAGE									
Drainage Minor Capital Works	87	-	44	43	-	-	-	87	-
Heyfield - Gordon St Recreation Reserve Dam Wall Remediation	80	-	80	-	-	-	-	80	-
TOTAL DRAINAGE	167	-	124	43	-	-	-	167	-
RECREATIONAL LEISURE AND COMMUNITY FACILITIES									
Gippsland Regional Sporting Complex Stage II	655	655	-	-	-	391	-	264	-
Outdoor Pool Plant Room Replacement, Sal - Year 2	200	-	160	40	-	-	-	200	-
TOTAL RECREATIONAL LEISURE AND COMMUNITY FACILITIES	855	655	160	40	-	391	-	464	-
PARKS, OPEN SPACE AND STREETSCAPES									
Sal - CBD Infrastructure Renewal Program	500	-	375	125	-	-	-	500	-
Sal - Botanic Gardens Development	65	-	13	28	28	-	-	65	-
Loch Sport - Foreshore Management Program	100	-	100	-	-	-	-	100	-
Rosedale - Streetscape Renewal	449	-	337	112	-	-	-	449	-
Maffra - Cameron Sporting Complex - Water Bore & Irrigation	50	-	-	15	35	-	-	50	-
TOTAL PARKS, OPEN SPACE AND STREETSCAPES	1,164	-	825	278	63	-	-	1,164	-

Capital Works Area	Project	Asset Expenditure Type				Summary of Funding Sources			
	Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
AERODROMES									
West Sale Airport - Perimeter Fencing - Stage 4	85	-	59	26	-	-	-	85	-
West Sale Airport - North West Corner Boundary Fencing	50	-	50	-	-	-	-	50	-
TOTAL AERODROMES	135	-	109	26	-	-	-	135	-
OTHER INFRASTRUCTURE									
Boating Infrastructure Action Plan Works	103	-	77	26	-	-	-	103	-
Charles Street - Boat Ramp	133	-	-	67	66	133	-	-	-
TOTAL OTHER INFRASTRUCTURE	236	-	77	93	66	133	-	103	-
TOTAL INFRASTRUCTURE	4,907	655	2,373	652	327	524	-	3,483	-
PLANT & EQUIPMENT									
COMPUTERS AND TELECOMMUNICATIONS									
Business Systems Upgrades	572	-	-	572	-	-	-	572	-
Remote Sites AV Technology	100	-	50	50	-	-	-	100	-
IT - Hardware Upgrade	50	-	50	-	-	-	-	50	-
TOTAL COMPUTERS AND TELECOMMUNICATIONS	722	-	100	622	-	-	-	722	-
TOTAL PLANT & EQUIPMENT	722	-	100	622	-	-	-	722	-
TOTAL CARRIED FORWARD WORKS FROM 2016/17	7,520	655	3,603	2,235	1,027	524	-	6,996	-

6.3 Summary									
PROPERTY	7,453	-	3,826	1,683	1,742	3,000	250	4,203	-
INFRASTRUCTURE	34,001	3,163	21,059	6,848	2,931	12,699	1,861	17,967	1,475
PLANT & EQUIPMENT	3,770	-	3,080	660	30	-	-	3,771	-
INTANGIBLES	25	-	25	-	-	-	-	25	-
TOTAL CAPITAL WORKS 2017/18	45,249	3,163	27,992	9,391	4,703	15,699	2,111	25,966	1,475

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7. Rates and Charges

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

7. Rates and charges

In developing the Strategic Resource Plan (SRP) (referred to in Section 14), rates and charges were identified as an important source of revenue, averaging 58% of the total revenue received by Council annually. Planning for the impact of minimal rate increases has therefore been an important component of the Strategic Resource Planning (SRP) process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applied to both general rates and is calculated on the basis of council's average rates.

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

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.0% in line with the rate cap. Other charges including the Garbage charge, Waste Infrastructure charge and the EPA levy are outside the Fair Go Rate System (FGRS) and will be on a cost recovery basis. This will raise total rate and charges for 2017/18 of \$55.5 million, including \$0.20 million generated from supplementary rates.

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

Type or class of land	Budget 2016/17 cents/\$CIV	Budget 2017/18 cents/\$CIV	Change
General residential	0.005329	0.005436	2.0%
Commercial/Industrial	0.005329	0.005436	2.0%
Farm	0.004263	0.004349	2.0%
Cultural & Recreational Land Act (rate concession)	N/A	N/A	N/A

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

Type of Property	2016/17 \$000's	2017/18 \$000's	Change
General residential	30,620	31,555	3.1%
Commercial/Industrial	8,406	8,629	2.7%
Farm	9,383	9,680	3.2%
Cultural & Recreational Land	66	71	7.5%
Total amount to be raised by general rates	48,475	49,945	3.0%

Additional supplementary property valuation and new assessments occurring during 2017/18 are included in the budget

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7.3 The number of assessments in relation to each type or class of land compared with the previous year.

Type of Property	2016/17 No.	2017/18 No.	Change
General residential	28,141	28,301	0.6%
Commercial/Industrial	1,513	1,553	2.7%
Farm	3,618	3,656	1.1%
Cultural & Recreational Land	37	36	-1.7%
Total number of assessments	33,309	33,547	0.7%

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

7.5 The estimated value of each type or class of land compared with the previous financial year.

Type of Property	2016/17 000's	2017/18 000's	Change
General residential	5,745,877	5,806,666	1.1%
Commercial/Industrial	1,577,335	1,587,341	0.6%
Farm	2,200,921	2,225,986	1.1%
Recreational Land	27,700	27,468	-0.8%
Total value of land	9,551,833	9,647,461	1.0%

The uplift represents supplementary (new assessments of CIV) occurring/created during 2016/17 and in place for 2017/18.

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

Type of Charge	Per Rateable Property 2016/17 \$	Per Rateable Property 2017/18 \$	Change
Residential Garbage collection	181.00	187.00	3.3%
Waste Infrastructure Charge (Landfill operation and rehabilitation)	45.00	50.00	11.1%
EPA Levy Charge	14.92	14.92	-
Boisdale Common Effluent System and Pump out Charge -Residential	368.00	396.00	2.1%
Boisdale Common Effluent System and Pump out Charge -Commercial - includes GST	426.60	436.60	2.1%

Service rates are charges are not covered by FGRS

7.7 The estimated amount to be raised by each type of service rate or charge compared with the previous financial year.

Type of Charge	2016/17 \$	2017/18 \$	Change
Kerbside collection (Garbage)	3,388	3,533	4.3%
Waste Infrastructure Charge	1,371	1,534	11.8%
EPA Levy Charge	279	282	1.2%
Boisdale Common Effluent System Charge	10	10	-3.0%
Total amount to be raised by service rates or charges	5,048	5,359	6.2%

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

	2016/17	2017/18
	\$	\$
Rates and charges	53,523	55,304
Supplementary rates	200	198
Total	53,723	55,500

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

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

7.10. Differential rates

Rates to be levied

The rate in the dollar to be applied to the CIV in relation to land in each category of differential are:

- A general rate of 0.005436 for all rateable general properties; and
- A rate of 0.004349 for all rateable farm properties, being 80% of the general rate.

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

Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the types of classes of land, which are subject to each differential rate are set out below.

Farm Land

Farm land is land, which is:

- not less than 2 hectares in area; and
- is used primarily for:
 - grazing (including agistment);
 - dairying;
 - pig-farming;
 - poultry-farming;
 - fish-farming;
 - tree-farming;
 - bee-keeping;
 - viticulture;
 - horticulture;
 - fruit-growing or the growing of crops of any kind or for any combination of these activities; and;
- is used by a business;
 - that has significant and substantial commercial purpose or character; and
 - that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating; and,
- where the ratepayer is considered a Primary Producer.

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Recreational land

Recreational land is land, which is as defined in accordance with Section 4 of the *Cultural & Recreational Lands Act 1963*:

- controlled by a non-profit organisation which exists for the purpose of providing or promoting culture or sporting recreation facilities which is used for sporting, recreation or cultural purposes or which is used for agricultural showgrounds

The amounts levied on recreational land have regard to the services provided by the Council in relation to such lands, and the benefit to the community derived from such recreational lands.

7.11 Fair Go Rates System Compliance

Wellington Shire Council is fully compliant with the State Government's Fair Go Rates System (FGRS). The Essential Services Commission reviews Council's annually for compliance with the FGRS.

Budget Analysis

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

This section includes the following analysis and information

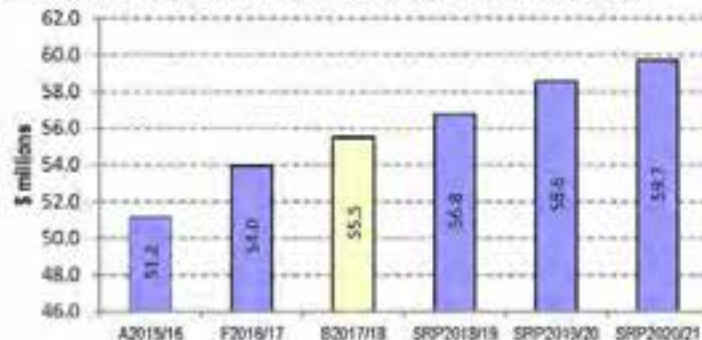
- Summary of financial position
- Budget influences
- Analysis of operating budget
- Analysis of budgeted cash position
- Analysis of capital budget
- Analysis of budgeted financial position

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8. Summary of financial position

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

8.1 Total General Rates (Capped) and Service Charges (cost recovery)



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

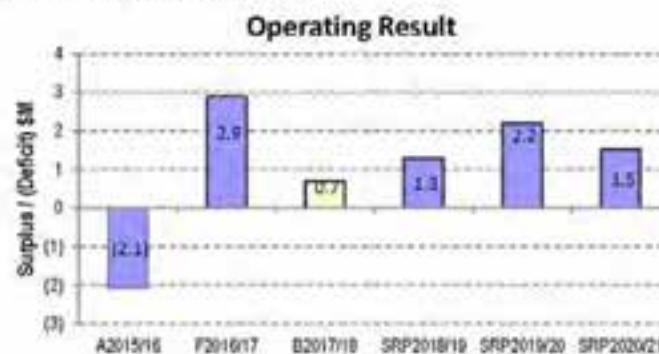
Income from all sources of rates and charges will increase overall for the 2017/18 year, raising \$55.50 million (16/17 \$53.97 million). It must be pointed out that \$51.0 million of general rates are capped to a 2% increase.

The Waste Infrastructure Charge will increase from \$45 to \$50, and the Garbage Charge will increase from \$181 to \$187.

The separately itemised EPA Levy Charge will remain at \$14.92 for each property which receives a Garbage collection service.

The Boisdale Common Effluent System service charge will increase to \$395 (per connected property). This charge will recover a portion of the costs of delivering a sewerage system to the community of Boisdale. Refer to Sections 7 and 10 for more information.

8.2(i) Surplus/(Deficit) - Operating Result



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

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Operating result is an important measure of financial sustainability as it excludes all funds, which are intended to be used for capital. For the 2017/18 financial year it is anticipated that the operating result will be a surplus of \$680,000.

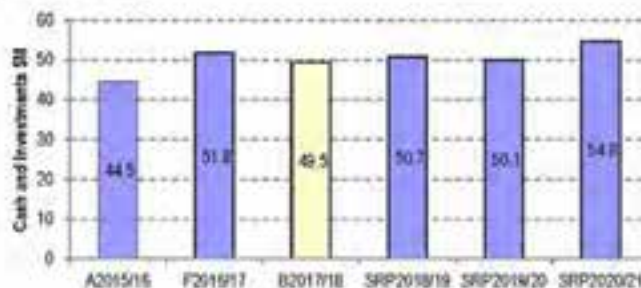
8.2(ii) Surplus/(Deficit) - Accounting Result



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

The accounting result is the surplus and includes all capital funding of \$17.55 million. This one off flow is not anticipated beyond 2017/18. This capital funding includes \$4.97 million for Roads to Recovery allocation (\$2.75 million above normal recurrent levels), West Sale Airport Runway Extension \$3.5 million, Port of Sale Cultural Hub redevelopment \$3.77 million, and other renewal projects necessary across the shire.

8.3 Cash and investments

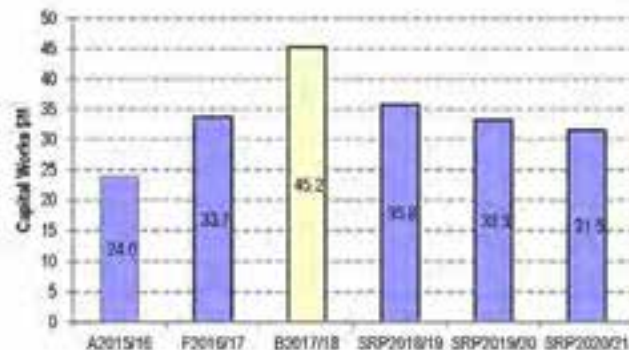


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Refer to Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

2017/18 Budget - Wellington Shire Council

8.4 Capital works



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

The capital expenditure program has been developed and prioritised based on a process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

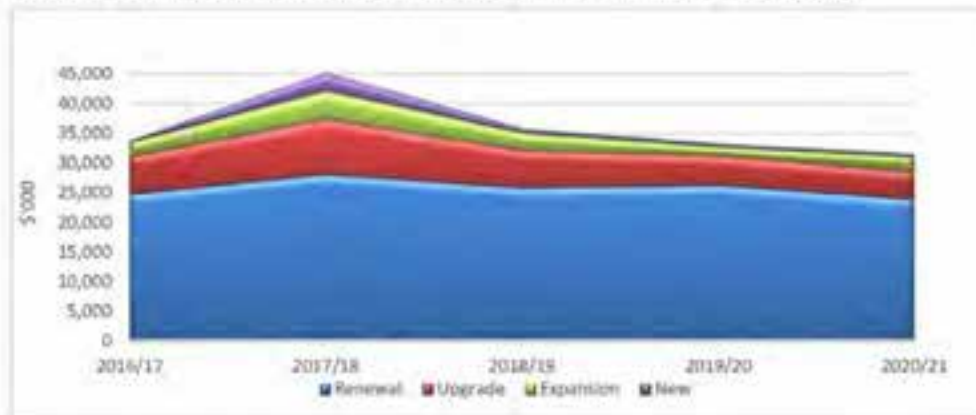
The capital works program for the 2017/18 year is expected to be \$45.25 million of which \$7.52 million relates to projects which will be carried forward from the 2016/17 year. The carried forward component is fully funded from the 2016/17 budget. Of the \$45.25 million of capital funding required, \$16.51 million will come from Council operations, \$18.10 million from external grants, contributions and asset trade-ins, \$1.47 million from borrowings and the balance (including the carried forward component) of \$9.17 million from cash and investments and reserves.

The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including:

- Completion of the Port of Sale Cultural Hub and Precinct Redevelopment \$3.25 million and \$2.73 million carried forward from 2016/17.
- Residential Road and Street Construction Plan implementation \$2.05 million
- Gippsland Regional Sporting Complex Stage 2A \$2.16 million and \$655,000 carried forward from 2016/17.
- Maffra CBD Streetscape Renewal \$1.25 million.
- Gellondale Road Alberton \$650,000.
- Stratford CBD Streetscape Renewal \$900,000.
- Cansick Road Rosedale \$600,000.
- Port Albert RV and Boating Parking Improvements & Boating Infrastructure Action Plan Works \$1.07 million.

2017/18 Budget - Wellington Shire Council

The following graph depicts how the capital works budget will be spent in the next four years.



Further information on the capital program and our current status regarding the renewal gap can be found in Section 16 - Infrastructure Information.

8.5 Working Capital



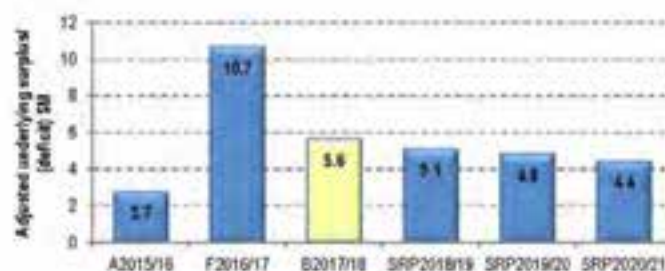
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The working capital is expected to improve with net assets (net worth) to increase by \$18.25 million to \$964.40 million with net current assets (Working Capital) will reduce by \$2.80 million to \$41.12 million as at 30 June 2018. This is mainly due to the use of cash reserves to fund the capital works program. (Net assets is forecast to be \$976.65 million as at 30 June 2018).

Refer also to Section 3 for the Balance Sheet and Section 11 for an analysis of the cash position

2017/18 Budget - Wellington Shire Council

8.6 Financial sustainability



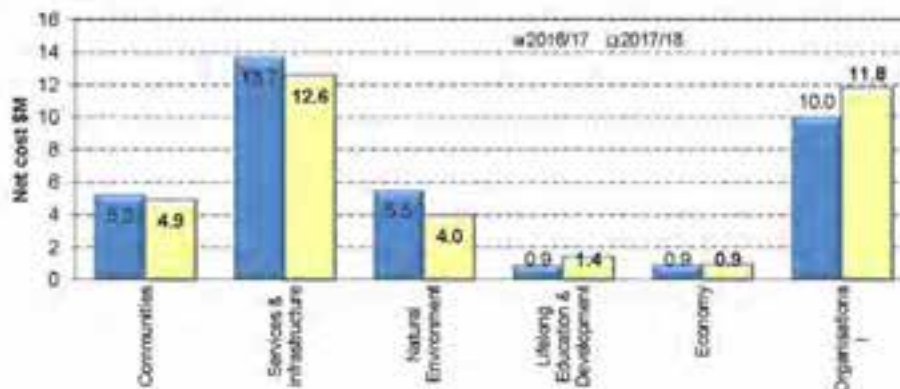
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

A high level Strategic Resource Plan (SRP) for the years 2017/18 - 2020/21 has been developed during the budget process. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan.

This contains operations surplus (deficit) and recurrent capital funding such as Roads to Recovery funding and net gain (loss) on disposal of property and plant and equipment. It is considered representative of 'business as usual' for Local Government during the next four(4) years.

Refer Section 14 for more information on the Strategic Resource Plan

8.7 Strategic objectives

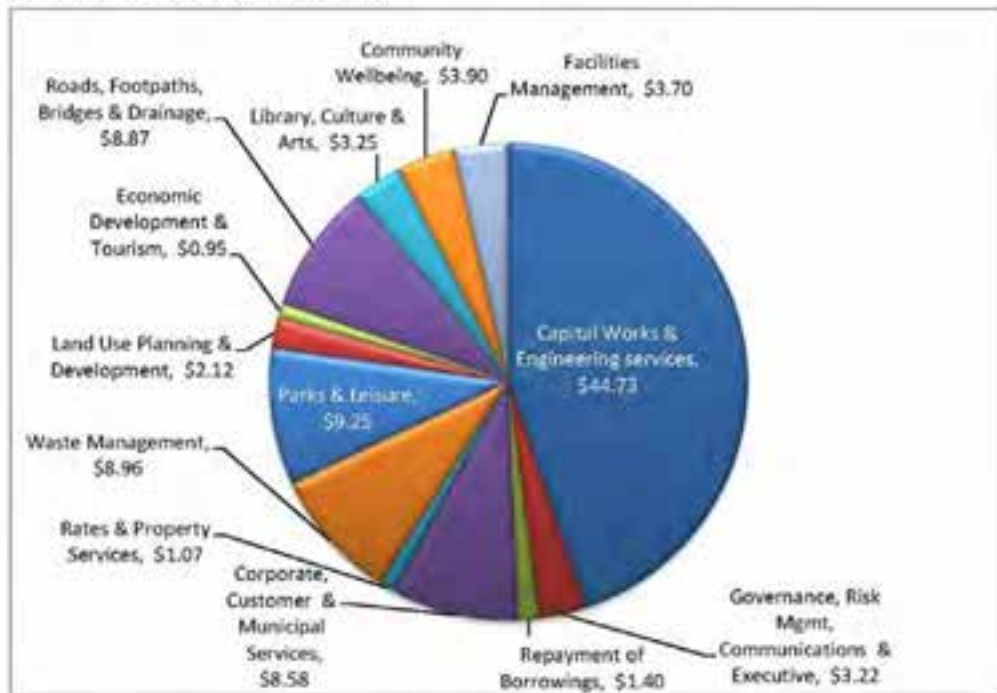


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic themes specified in the Council Plan. The above graph shows the level of expenditure in the budget to achieve the strategic themes as set out in the Council Plan for the 2017/18 year.

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

2017/18 Budget - Wellington Shire Council

8.8 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

2017/18 Budget - Wellington Shire Council

9. Budget Influences

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

9.1 External Influences

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- Consumer Price Index (CPI) increases on goods and services of 1.5% per annum through the year to December quarter 2016 (ABS release 25 January 2017). State-wide CPI is forecast to be 2.0% for the 2017/18 year (Victorian Budget Papers 2016/17).
- Australian Average Weekly Earnings (AWE) growth for Public Sector fulltime adult ordinary time earnings in the 12 months to May 2016 was 3.4% (ABS release 18 August 2016). The wages price index in Victoria is projected to be 2.5% per annum in 2017/18 increasing to 3.0% and 3.25% in the subsequent two years (Victorian Budget Papers 2016/17).
- In the 2014/15 Federal Budget, the Federal Government "paused" indexation for three years on the national pool of financial assistance grants provided to local government via the Victoria Grants Commission. The Federal Minister for Local Government has indicated that indexation to financial assistance grants will resume from 2017-18. Council has assumed a 2% indexation for 2017/18.
- In July 2015, the Federal Government announced an increase in Roads to Recovery (R2R) funding, of which this Council received an allocation of \$1.905 million in 2015/16 and \$5.11 million in 2016/17. Previous to this announcement, the 2015/16 annual allocation of R2R funding had already been doubled from \$2.22 million to \$4.44 million. As a result of this increase Council resolved in October 2015 to include new projects, expand some projects currently funded from R2R and reallocated projects currently funded from rates to R2R funded. During 2017/18 and 2018/19 Council will continue to fund various projects to ensure the total five year (2014/15 to 2018/19) R2R allocation of \$20.35 million will be spent.
- Council has estimated the increase in the levy payable to the State Government upon disposal of waste into landfill at 2.0%, as this is yet to be announced. Council has, however, been able to maintain the charge to ratepayers to recover this at \$14.92 per assessment, due to prior year costs being less than estimated.
- Council has incorporated a higher increase in utilities payments due to the current unpredictability of electricity and gas prices: - \$227,000.
- Council has anticipated an increase of 10 per cent for fuel to operate plant, truck and vehicles associated with the Australian car manufacturers phasing out of gas vehicles: - \$71,000.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervisors, library services, State Emergency Services (SES) and Arbovirus (mosquito monitoring). In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- Proposed 2017/18 borrowings of \$1.75 million towards the West Sale Airport Runway Extension (\$0.625 million) and Maffra CBD Streetscape development (\$0.85 million).
- Proposed borrowings of \$0.525 million towards the residential street construction scheme which will then be repaid by the participating ratepayers over 10 years.
- Anticipated receipt of capital works funding of \$17.29 million for works associated with roads, bridges and footpaths \$5.85 million, Port of Sale Cultural Hub \$3.00 million, Gippsland Regional Sporting Complex Stage 2A \$1.06 million, implementation of Boating Infrastructure plans \$637,000 and other projects.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

2017/18 Budget - Wellington Shire Council

9.2 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact in 2016/17 and represent challenges for the 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters are set out below:

- During 2016/17 Council has renegotiated a new Enterprise Bargaining Agreement commencing in November 2016 for three years. Fully costed employee wage increases are estimated at 2.54% annually.
- Reductions in financial assistance grants, the introduction of the Fair Go Rates System (FGRS) and our continued focus on cost reduction, drove the implementation of some operational efficiencies in 2016/17. In 2017/18 our focus on efficiencies will continue and will result in:
 - Completion of a review of the Shire's strategic vision document Wellington 2030 and implementation of service review recommendations across the organisation.
 - Review and implementation of additional commercial income streams at West Sale Airport and Gippsland Regional Livestock Exchange.
 - Continue implementing the recommendation of the Park Services service review.
 - Continuing the Information communication and technology shared services initiative with East Gippsland Shire Council which has resulted in the cost of some positions being reduced by 50%.
 - Continuing the shared services initiative with East Gippsland Shire Council for Risk Management position where this position is shared with Wellington Shire and reimbursed for 50% of the costs.
 - The continuance of the 2016/17 reduction in the provision of mosquito monitoring and spraying with Council's contribution reduced to matched government funding.

9.3 Budget principles

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

- Existing fees and charges to be held in line with CPI (2%) or market levels, or more closely aligned to cost where user-pays principles apply;
- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Key service levels to be maintained, in general, at 2016/17 levels with the aim to use less resources with an emphasis on innovation and efficiency;
 - Contract labour to be minimised;
 - The use of business cases to support:
 - Increases in staffing levels without matching external funding;
 - New initiatives or projects which are not cost neutral;
- Real savings in expenditure and increases in revenue identified in 2016/17 to be preserved; and
- Operating revenues and expenses arising from completed 2016/17 capital projects to be included.

9.4 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2020/21 (section 14), Rating Information (section 15) and Other Long Term Strategies (section 16) including borrowings and infrastructure.

2017/18 Budget - Wellington Shire Council

10. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

10.1 Budgeted income statement

		Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total income	10.2	92,628	96,321	3,693
Total Expenses	30	(75,338)	(78,075)	(2,738)
Surplus (deficit) for the year		17,290	18,245	955
Adjust for:				
Grants – capital non-recurrent		(4,495)	(10,395)	(5,900)
Capital contributions		(100)	(1,188)	(1,088)
Capital other sources		(464)	(1,052)	(588)
Contributions - non monetary assets		(1,581)	-	1,581
Adjusted underlying surplus	10.1.1	10,650	5,610	(5,040)
Adjust for:				
Grants – capital -recurrent		(7,012)	(4,780)	2,232
Net gain (loss) on disposal of property, infrastructure, plant and equipment		(320)	(150)	170
Other non monetary capital adjustments		(418)	-	418
Operating Result	10.1.1	2,902	680	(2,222)

10.1.1 Operating Result: \$680,000 surplus, \$2.22 million decrease on 16/17
Adjusted underlying surplus: \$5.61 surplus, \$5.04 million decrease

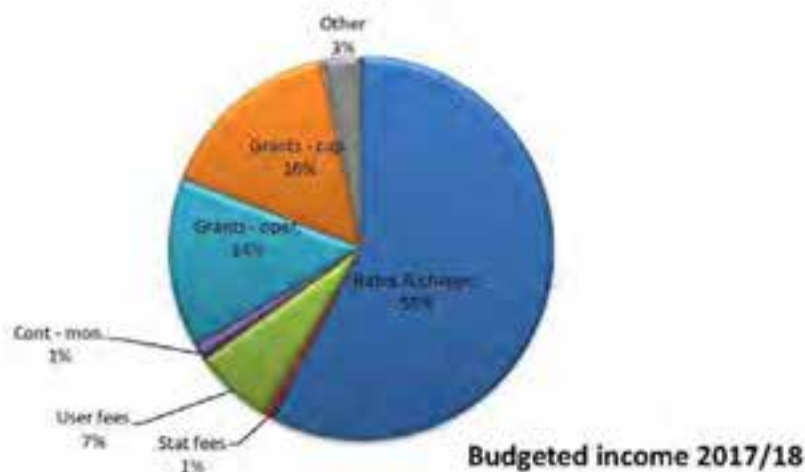
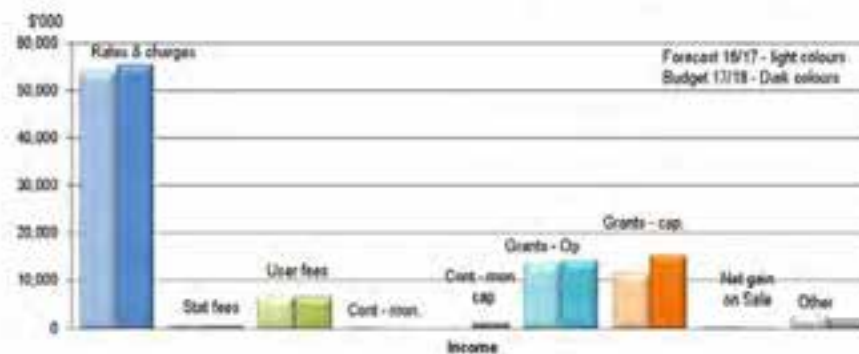
The operating result is an important measure of financial sustainability as it excludes all funds which are used for capital. It is a measure of Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. Contributions of non-monetary assets and other non monetary adjustments including profit/loss on disposal of assets, recognition and derecognition of assets are also excluded as they are not part of Council's normal operations and the value of these adjustments assumed by Council is dependent on the level of activity each year. The operating result for the 2017/18 year is a surplus of \$680,000 which is a reduction of \$2.22 million from the 2016/17 year.

Local Government Reporting of 'adjusted underlying surplus/(deficit)' includes recurrent capital income. In 2017/18 this increases the operating result by \$4.78 million giving an adjusted underlying surplus of \$5.61 million.

2017/18 Budget - Wellington Shire Council

10.2 Income

Income Types	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Rates and charges	10.2.1	53,977	55,500	1,523
Statutory fees & fines	10.2.2	740	729	(11)
User fees	10.2.3	6,450	6,533	83
Contributions - monetary - Operating	10.2.4	242	75	(167)
Contributions - monetary - Capital	10.2.4	100	1,188	1,088
Contributions - non- monetary	10.2.5	1,581	-	(1,581)
Grants - operating	5.1.1	13,401	13,892	491
Grants - capital	5.1.2	11,507	15,175	3,668
Net gain (loss) on disposal of property, infrastructure, plant & equip.	10.2.6	320	151	(169)
Other income- Operating	10.2.7	2,614	2,027	(587)
Other income- Capital	10.2.7	1,606	1,051	(645)
Total Income		92,628	96,321	3,693



2017/18 Budget - Wellington Shire Council

10.2.1 Rates and charges: \$1.52 million increase

It is proposed that the total rates and charges income will increase by \$1.52 million to \$55.50 million. The general rate income will be calculated within the Fair Go Rates system and as per the Ministerial directive of 2.0% rise. The Waste Infrastructure Charge will rise from \$45 to \$50, Garbage Charge increase to \$187 and the separately itemised EPA Levy Charge introduced in 2011/12 will remain unchanged.

Section 7: Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees & fines: \$11,000 decrease

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

Statutory fees are forecast to decrease by 1.49% or \$11,000 compared to 2016/17 primarily due to lower number of compliance (fine) notices are expected to be raised in 2017/18.

10.2.3 User fees: \$83,000 increase

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure, entertainment and other community facilities. In setting the budget, the key principles for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

User fees are projected to increase by 1.28% or \$83,000 over 2016/17. The main areas contributing to the increase include fees for leisure facilities mainly Regional Aquatic Complex and Gippsland Regional Sporting Complex by \$158,000 due to greater patronage expected in 2017/18. Waste management tipping fees revenue is anticipated to grow by \$53,000 over the coming year due to projection of extra landfill waste. This is partly offset by Entertainment Centre ticket sales income for 2017/18 being lower than projected. Council has reviewed all fees and charges and where appropriate has increased them in line with the State-wide CPI of 2.0%.

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

10.2.4 Contributions: monetary: \$821,000 increase

Cash contributions include all monies received from community sources or other non government bodies towards the delivery of Council's services to ratepayers (operating) and capital works program. Overall the level of contributions will increase by \$821,000 compared to 2016/17. Contributions for operating projects has reduced by decreased by \$167,000 compared to 2016/17 due to a reduction in a number of one-off contributions to be received towards community programs. The majority of the capital contribution increase relates to \$822,000 contributions by ratepayers to special charge schemes.

10.2.5 Contributions: non-monetary: \$1.58 million decrease

The 2016/17 forecast includes gifted and donated assets relating to infrastructure assets from new subdivisions, and land acquired under the Ninety Mile Beach Plan Voluntary Assistance Scheme. No non-monetary contributions have been budgeted for in 2017/18.

10.2.6 Net gain (loss) on disposal of property, infrastructure, plant & equip: \$169,000 decrease

Proceeds from the disposal of Council assets is expected to be \$806,000 for 2017/18 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is anticipated to be \$655,000.

2017/18 Budget - Wellington Shire Council

10.2.7 Other income: \$1.23 million decrease

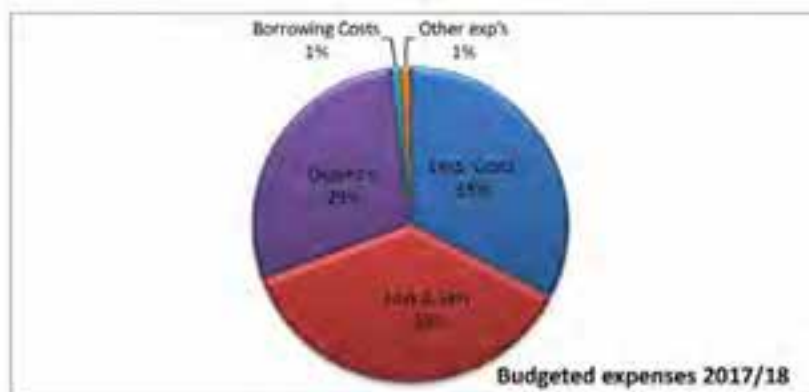
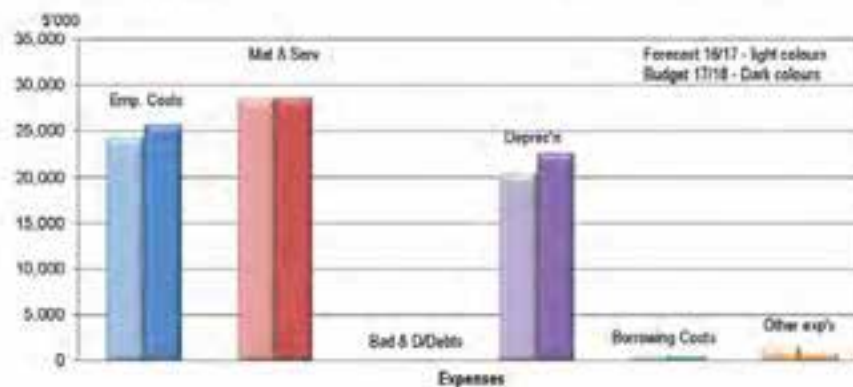
Other income relates to a range of items such as donations for capital works, lease income for council properties and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to decrease by \$1.23 million compared to 2016/17. The decrease is due to lack of certainty in assets to be derecognised; \$645,000 decrease in 2016/17, and declining interest on investments, \$192,000 decrease.

However we expect to receive \$750,000 towards the Port of Sale Cultural Hub and Gippsland Sporting Complex Stage 2A, partly offset by no budget for the recognition of new assets in 2017/18 (2016/17 forecast to be \$1.23 million).

10.3 Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2016/17 \$'000	2017/18 \$'000	
Employee costs	10.3.1	24,259	25,673	1,414
Materials & Services	10.3.2	28,552	28,612	60
Bad and doubtful debts		86	86	-
Depreciation and Amortisation	10.3.3	20,484	22,545	2,062
Borrowing Costs	10.3.4	504	476	(28)
Other expenses	10.3.5	1,473	684	(789)
Total operating expenditure		75,338	78,076	2,738



2017/18 Budget - Wellington Shire Council

10.3.1 Employee costs: \$1.41 million increase

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation for the organisation structure. Employee costs are forecast to increase by \$1.41 million compared to 2016/17. This increase relates to key factors such as:

- Council's Enterprise Bargaining Agreement (EBA).
- Band level increases and staff performing higher duties wherever possible to avoid casual costs.
- Where possible additional FTE for 2017/18 have been offset by associated grant funding.
- Contained growth in EFT through outlook period.

Council will continue to review its operational structure, implement efficiencies and reduce labour costs.

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

Division	Total Budget 2017/18	Comprises	
	\$'000	Permanent Full Time	Permanent Part Time
Built & Natural Environment	9,336	9,280	56
Chief Executive Officer	950	950	-
Community and Culture	4,911	3,327	1,584
Corporate Services	3,715	3,443	272
Development	4,879	4,248	631
Total permanent staff expenditure	23,791	21,248	2,543
Casuals and other expenditure	2,046		
Subtotal	25,837		
Less: Capitalised Labour costs	(164)		
Total Operating Expenditure	25,673		

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

Division	Total Budget 2017/18	Comprises	
	FTE	Permanent Full Time	Permanent Part Time
Built & Natural Environment	114.6	114.0	0.6
Chief Executive Officer	7.0	7.0	-
Community and Culture	58.9	37.0	21.9
Corporate Services	39.6	36.0	3.6
Development	52.6	43.0	9.6
Total permanent staff	272.7	237.0	35.7
Casuals and other	16.6		
Less: Capitalised Labour costs	(1.5)		
Total Operating Employees	287.8		

2017/18 Budget - Wellington Shire Council

10.3.2 Materials & Services: \$60,000 increase

Materials and services include the purchase of consumables, payments to contractors for the provision of services, insurance and utility costs. Materials and services are forecast to increase by \$60,000 compared to 2016/17. This increase is small compared to the total materials and services budget of \$28.61 million.

10.3.3 Depreciation and Amortisation: \$2.08 million increase

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase by \$2.08 million for 2017/18 is due mainly to the completion of the 2017/18 capital works program and the full year effect of depreciation on the 2016/17 capital works program.

10.3.4 Borrowing Costs: \$29,000 decrease

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The decrease in borrowing costs results from the planned repayment of principal in accordance with loan agreements. Loan borrowings of \$2 million are planned in 2017/18. (Refer to Section 16: 'Borrowing Strategy' for a more detailed analysis)

10.3.5 Other expenses: \$789,000 decrease

Other expenses relate to a range of unclassified items including councillor allowances, derecognition and asset write offs, operating leases and other miscellaneous expenditure items. Other expenses are forecast to decrease in 2017/18 by \$789,000 compared to 2016/17. (Derecognised assets such as roads and buildings forecasted for 2016/17 will be approximately \$673,000)

2017/18 Budget - Wellington Shire Council

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance (Outflow) \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		53,698	55,314	1,616
User Charges		7,099	7,246	147
Grants - operating		14,618	13,686	(932)
Grants - capital		11,399	16,045	4,646
Interest		1,292	1,100	(192)
Other receipts		2,305	2,521	216
		90,411	95,912	5,501
<i>Payments</i>				
Employee costs		(24,145)	(25,285)	(1,140)
Other Payments		(28,018)	(29,283)	(1,265)
		(52,163)	(54,568)	(2,405)
Net cash provided by operating activities		38,248	41,344	3,096
Cash flows from investing activities	11.1.2			
Payments for Property, Infrastructure, Plant and Equipment		(33,678)	(45,249)	(11,571)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment		1,384	806	(578)
Payments for investments		(89,995)	(90,202)	(207)
Proceeds from sale of investments		122,121	91,348	(30,773)
Net cash used in investing activities		(168)	(43,297)	(43,129)
Cash flows from financing activities	11.1.3			
Finance costs		(504)	(476)	28
Proceeds from borrowings		1,300	2,000	700
Repayment of borrowings		(1,481)	(764)	717
Net cash used in financing activities		(685)	760	1,445
Net decrease by cash and cash equivalents		37,395	(1,193)	(38,588)
Cash and cash equivalents at the beginning of the year		4,269	41,664	37,395
Cash and cash equivalents at end of the year	11.1.4	41,664	40,471	(1,193)

Source: Section 3

2017/18 Budget - Wellington Shire Council

11.1.1 Operating activities: \$3.10 million increase

The increase in cash inflows from operating activities is mainly due to significantly higher receipts of capital grant funding of \$4.8 million in 2017/18 with the major increases relating to the new funding for West Sale Airport runway extension (\$3.5 million) and finalisation of funding for the Port of Sale Cultural Hub and Precinct Redevelopment (\$2.25 million). There is also additional \$1.62 million rates income along with increase in employee costs.

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

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Net surplus (deficit) for the year	17,290	18,245	955
Depreciation	20,484	22,545	2,081
Loss (gain) on sale of assets	(320)	(151)	169
Write off of assets	143	-	(143)
Finance Costs	505	476	(29)
Non cash contributions	(1,581)	-	1,581
Recognition of assets	(1,232)	-	1,232
Derecognition of assets	673	-	(673)
Net movement in current assets and liabilities	2,306	229	(2,078)
Cash flows available from operating activities	38,248	41,344	3,095

11.1.2 Investing activities: \$43.13 million decrease

The \$43.45 million increase in payments for investing activities represents change in investments greater than ninety days resulting in more cash and cash equivalents in 2017/18 (\$30.98 million) and property, infrastructure, plant and equipment (\$11.89 million). The increase in property, infrastructure, plant and equipment represents Council's continued commitment to the renewal of community assets and delivering improvements to facilities in line with the Infrastructure Strategy as per Section 16. More detailed information on the 2017/18 capital program can be found in Section 6 and 12.

11.1.3 Financing activities: \$1.45 million increase

The increase in loan borrowings results from the \$1.45 million to partly fund capital works on the West Sale Airport Runway Extension (\$825,000), the Maffra CBD Streetscape development renewal (\$850,000) and \$525,000 to partly fund the residential street schemes (with funds to be repaid by ratepayers over a 10 year period). During 2017/18 loan principal and interest repayments have increased by \$745,000 (refer to Section 16 Borrowing Strategy for further details).

11.1.4 Cash and cash equivalents at end of the year: \$1.19 million decrease

Overall, total cash and investments is forecast to decrease by \$1.19 million to \$40.47 million as at 30 June 2018, partly due to some 2016/17 projects that will be completed in 2017/18 as well as reflecting Council's strategy of using excess cash and investments to support renewal of ageing infrastructure assets. The cash at the end of the year will be sufficient to meet Council's short term commitments, cover required reserves and fund carried forward expenditure.

2017/18 Budget - Wellington Shire Council

11.2 Restricted funds and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2018 it will have cash and investments of \$50.60 million, which will be restricted as shown in the following table.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash and investments		51,810	49,471	(2,339)
Restricted cash and investments				
- Statutory and non-discretionary reserves	11.2.1	(1,081)	(1,257)	(176)
- Cash held to fund carry forward works and programs	11.2.2	(10,393)	(11,294)	(901)
- Trust funds and deposits		(727)	(609)	118.00
Unrestricted cash and investments	11.2.3	39,609	36,311	(3,298)
- Discretionary reserves	11.2.4	(4,690)	(5,767)	(1,077)
Unrestricted cash adjusted for discretionary reserves	11.2.5	34,919	30,544	(4,375)

Source: Section 3

11.2.1 Statutory reserves: \$1.26 million

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

11.2.2 Cash held to fund carry forward works and programs: \$11.29 million

An amount of \$11.29 million is forecast to be held at 30 June 2017 to fund works (for both capital and operating projects) budgeted but not completed in the 2016/17 financial year. In addition, there is also \$552,000 of cash forecast within reserves at 30 June 2017 that will fund carry forward works (for both capital and operating projects). Section 6.2 contains further details on capital works funding. The amount being carried forward from 2017/18 operating (\$1.94 million) relates to unspent grant funding for the delivery of the Wellington Coast Subdivision voluntary assistance scheme which will be spent over the next four years.

11.2.3 Unrestricted cash and investments: \$36.31 million

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

11.2.4 Discretionary reserves: \$5.77 million

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

11.2.5 Unrestricted cash adjusted for discretionary reserves: \$30.54 million

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

2017/18 Budget - Wellington Shire Council

12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the capital budget.

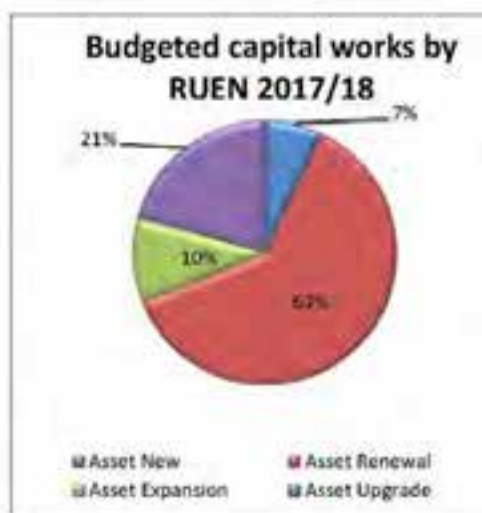
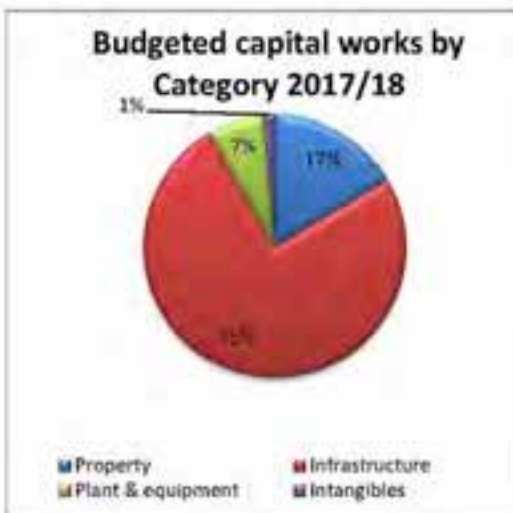
12.1 Capital works

Capital Works - Areas	Ref.	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward	12.1.1			
Property				
Land		-	-	-
Landfill Improvements		-	-	-
Buildings		2,276	2,790	514
Total Property		2,276	2,790	514
Infrastructure				
Roads		(39)	955	995
Bridges		100	295	194
Footpaths		-	200	200
Drainage		-	167	167
Recreational leisure and community facilities		890	855	(35)
Waste Management		-	-	-
Parks, open space and streetscapes		1,567	1,164	(403)
Aerodromes		-	135	135
Off Street Car Parks		150	-	(150)
Other Infrastructure		331	236	(95)
Total Infrastructure		3,000	4,007	1,008
Plant & Equipment				
Plant, Machinery and Equipment		34	-	(34)
Furniture & Fittings		-	-	-
Information Technology		73	150	78
Library Books		-	-	-
Total Plant & Equipment		107	150	44
Intangibles		90	572	483
Total works carried forward		5,473	7,520	2,047
New works for 2017/18				
Property	12.1.2			
Land		-	150	150
Landfill Improvements		1,208	322	(886)
Buildings		5,247	4,190	(1,057)
Total Property		6,455	4,662	(1,793)
Infrastructure	12.1.3			
Roads		11,665	11,997	332
Bridges		2,280	960	(1,320)
Footpaths		764	2,275	1,491
Drainage		173	300	127
Recreational leisure and community facilities		523	3,408	2,886
Waste Management		184	270	86
Parks, open space and streetscapes		2,458	5,130	2,672
Aerodromes		350	4,625	4,275
Off street car parks		54	150	96

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Other Infrastructure		212	880	668
Total Infrastructure		18,683	29,994	11,312
Plant & Equipment	12.1.4			
Plant, Machinery and Equipment		2,612	2,408	(203)
Furniture & Fittings		54	295	241
Information Technology		98	100	2
Library books		260	245	(15)
Total Plant & Equipment		3,023	3,048	26
Intangibles	12.1.5			
Intangibles		44	25	(19)
Total new works		28,204	37,729	9,525
Total capital works		33,678	45,249	11,572

Capital Works Areas	Ref.	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Represented by:				
Asset New	12.1.6	245	3,163	2,918
Asset Renewal	12.1.6	24,617	27,990	3,372
Asset Expansion	12.1.6	2,440	4,705	2,265
Asset Upgrade	12.1.6	6,375	9,391	3,016
Total capital works		33,678	45,248	11,571



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

12.1.1 Carried forward works: \$7.52 million

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation, natural disasters etc. For the 2016/17 year it is forecast that \$7.52 million of capital works will be incomplete and carried forward into the 2017/18 year. The most significant of these projects is the Port of Sale Cultural Hub Redevelopment \$2.73 million, streetscape renewals in Rosedale and Sale \$940,000 and the Gippsland Regional Sporting Complex - Stage 2A \$655,000.

2017/18 Budget - Wellington Shire Council

12.1.2 Property: \$4.66 million

The property class comprises land, landfill improvements and buildings.

For the 2017/18 year, \$4.66 million will be expended on building, building improvements and landfill improvements. The most significant project is the completion of the Port of Sale Cultural Hub and Precinct Redevelopment \$3.25 million.

12.1.3 Infrastructure: \$29.99 million

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

For the 2017/18 year, \$12.00 million will be expended on roads. The more significant projects include the annual road reseals program \$2.60 million, Roads to Recovery projects \$7.01 million, Residential Road and Street Constructions \$750,000 and the unsealed roads reconstruction annual program \$1.50 million.

\$2.28million will be expended on footpaths, with the most significant project being the continuation of the Sale - Glebe Woondella Shared Path Construction \$1.46 million, \$0.96 million will be expended on bridges and \$300,000 will be expended on Drainage projects.

\$5.40 million will be expended on parks, open space, streetscapes and waste management. The most significant include the continuation of the Sale CBD Streetscape Renewal (York Street) \$1.50 million, the continuation of Stratford streetscape renewal \$900,000, Maffra CBD streetscape renewal \$1.25 million and the annual Playgrounds Renewal Program \$235,000.

\$3.41 million will also be expended on recreational, leisure and community facilities including Gippsland Regional Sporting Complex Stage2A \$2,818,000 million, Outdoor Pool Plant room replacement program \$500,000 and Baldwin Reserve Change Room Development \$490,000.

\$4.63 million will be expended on Aerodromes with the most significant project being the West Sale Airport Runway Extension \$4.13 million and \$1.12 million in the Other Infrastructure category which consists of Council managed boating facilities.

12.1.4 Plant and equipment: \$3.05 million

Plant and equipment includes major plant and equipment, computers and telecommunications, library books and art works.

For the 2017/18 year, \$3.05 million will be expended on plant, equipment and other projects. The most significant projects include ongoing cyclical replacement of plant and vehicle fleet \$2.56 million and library material purchases \$245,000.

12.1.5 Intangibles: \$25,000

For the 2017/18 year, \$597,000 will be expended on corporate systems and applications.

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12.1.6 Assets:

New \$3.16 million, Renewal \$27.99 million, Expansion \$4.71 million and Upgrade \$9.39million.

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

The major new asset to be built in 2017/18 is the Gippsland Regional Sporting Complex Stage 2A \$2.82 million

The majority of renewal expenditure is related to infrastructure spending on roads, bridges, footpaths and drainage \$11.86 million and renewal of Council's plant and vehicle fleet \$2.56 million. Other capital items to be renewed in 2017/18 include buildings \$3.51 million and open space projects \$4.33 million.

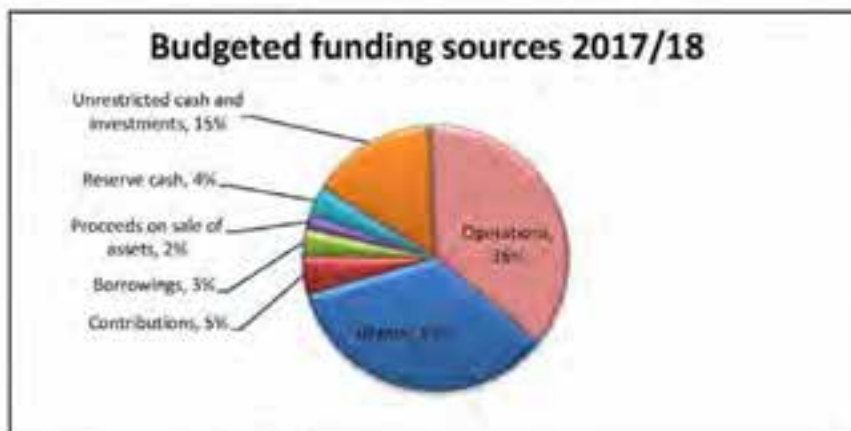
Capital items to be upgraded in 2017/18 include \$1.73 million for the Port of Sale Cultural Hub and Precinct Redevelopment, \$3.22 million in roads, bridges, footpaths and drainage, \$375,000 on the Sale CBD Streetscape Renewal (York Street) and \$217,000 on Boating Infrastructure Action Plan Works.

Capital expansion projects in 2017/18 include the Port of Sale Cultural Hub \$1.49 million and the Glebe Woondella Shared Path Construction \$1.66 million.

12.2 Funding sources

Sources of Funding	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward				
Current year funding				
Grants		2,770	524	2,246
Contributions		-	-	-
Borrowings		-	-	-
Council cash		-	-	-
- Unrestricted cash and investments		2,704	6,996	4,292
- Proceeds on sale of assets		-	-	-
Total works carried forward	12.2.1	5,474	7,520	2,046
New Works				
Current year funding				
Grants	12.2.2	11,507	15,175	3,668
Contributions		542	2,111	1,569
Borrowings	12.2.3	-	1,475	1,475
Council cash				
- Operations	12.2.4	12,439	16,516	4,076
- Proceeds on sale of assets	12.2.5	1,044	806	(238)
- Reserve cash and investments	12.2.6	2,672	1,647	(1,025)
- Unrestricted cash and investments				
Total new works		28,204	37,729	9,525
Total funding sources		33,678	45,249	11,572

2017/18 Budget - Wellington Shire Council



12.2.1 Carried forward works: \$7.52 million

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation, natural disasters etc. For the 2016/17 year it is forecast that \$7.52 million of capital works will be incomplete and carried forward into the 2017/18 year. Significant funding includes grants for the Gippsland Regional Sporting Complex \$391,000 and the Charles Street Boat Ramp \$133,000. The balance of funding for the carried forward works comes from unrestricted cash.

12.2.2 Grants and Contributions: \$15.70 million and \$2.11 million respectively

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

Grants are budgeted to be significantly higher for 2017/18 due to:
The increased funding received from the Federal Government's Roads to Recovery program \$4.50 million over this five year period. Other significant budgeted grant funding includes the Port of Sale Cultural Hub and Precinct Redevelopment \$3.00 million, West Sale Airport runway extension \$3.50 million, Sale and Stratford CBD Streetscape Renewals will receive \$1.00 million, the Sale - Gleebe Woondella Shared Path Construction \$1.01 million, Gippsland Regional Sporting Complex Stage 2A \$665,000 and the Boating Infrastructure Action Plan Works \$637,000.

Contributions are budgeted to be received for projects including the Gippsland Regional Sporting Complex Stage 2A \$801,000 and the Port of Sale Cultural Hub \$250,000. In addition there will be Special Charge Schemes for the Residential Road and Street Construction Plan Implementation \$922,000.

12.2.3 Borrowings: \$1.48 million

Loan borrowings of \$2.00 million are planned for the Maffra CBD development \$850,000 and West Sale Airport Run Extension \$625,000. A further \$525,000 will be borrowed for residential street construction schemes which is funded by contributions from participating ratepayers, although cash inflows will be received over 10 years.

12.2.4 Council cash - operations: \$16.51 million

During the year Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is budgeted that \$16.51 million will be generated from within operations to fund the 2017/18 capital works program.

2017/18 Budget - Wellington Shire Council

12.2.5 Council cash - proceeds from sale of assets: \$806,000

Proceeds from sale of assets includes trade-in of major plant \$596,000 and motor vehicles \$210,000 in accordance with Council's fleet and plant renewal policy.

12.2.6 Council cash - Reserve cash and investments: \$1.65 million

Council has adequate cash reserves, which it is currently using to fund its annual capital works program. For 2017/18 \$1.65 million will be used to fund part of the new capital works program including Kilmany Landfill – Cell 2 Construction \$310,000, plant renewal \$925,000, playgrounds expansion Program (The Port) \$20,000 and other smaller infrastructure projects.

2017/18 Budget - Wellington Shire Council

13. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000
Assets				
Current assets	13.1.1			
Cash and Cash Equivalents		41,664	40,471	(1,193)
Trade and Other receivables		5,978	5,455	(523)
Other Financial Assets		10,148	9,000	(1,148)
Other Assets		410	410	-
Total current assets		58,198	55,336	(2,862)
Non-current assets	13.1.1			
Trade and Other receivables		1,333	1,910	577
Property, Infrastructure, Plant & Equipment		911,579	933,218	21,639
Intangibles		608	1,017	409
Total non-current assets		913,520	936,145	22,625
Total assets		971,718	991,481	19,763
Liabilities				
Current liabilities	13.1.2			
Trade and Other Payables		5,872	5,893	(21)
Interest-Bearing Borrowings		764	447	317
Provisions		6,913	7,265	(352)
Trust funds and deposits		727	609	118
Total current liabilities		14,276	14,214	62
Non-current liabilities	13.1.2			
Interest-Bearing Borrowings		9,192	10,745	(1,553)
Provisions		2,099	2,126	(27)
Total non-current liabilities		11,291	12,871	(1,580)
Total liabilities		25,567	27,085	(1,518)
Net assets	13.1.3	946,151	964,396	18,245
Equity	13.1.4			
Accumulated surplus		332,985	349,987	16,992
Asset revaluation reserve		607,385	607,385	-
Other reserves		5,771	7,024	1,253
Total Equity		946,151	964,396	18,245

Source: Section 3

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13.1.1 Current Assets (\$2.86 million decrease) and Non-Current Assets (\$22.62 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with terms to maturity of three months or less. These balances are projected to decrease by \$1.19 million mainly to fund carried forward capital works and operating projects.

Trade and other receivables are monies owed to Council by ratepayers and others. Long term debtors have increased by \$577,000 due to the implementation of new Special Charge Schemes. Short term debtors have decreased by \$523,000 due to a number of one off capital project grants occurring in 2016/17.

Other Financial Assets includes the value of term deposit investments with terms to maturity of three months or more. These balances are projected to decrease by \$1.15 million mainly to fund carried forward capital works and operating projects.

Other Assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and accrued income.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by the Council over many years. The \$22.62 million increase in this balance is attributable to the net result of the capital works program (\$45.25 million of new assets), depreciation of assets (\$22.06 million) and the impact of asset sales (\$655,000).

Intangible assets includes items such as Amortisation for Landfill Restoration, and software. The \$409,000 increase of intangibles is attributable to planned upgrades of Council's software.

13.1.2 Current Liabilities (\$62,000 decrease) and Non-Current Liabilities (\$1.58 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease from the 2016/17 forecast by \$62,000.

Interest-bearing loans are borrowings of Council. New loan borrowings of \$2.00 million are planned for 2017/18. Council will repay loan principal of \$764,000 during the year.

Provisions include accrued employee entitlements (long service leave and annual leave) owing to employees and provision for landfill rehabilitation. The provisions for employee entitlements are expected to increase in accordance with the Enterprise Bargaining Agreement.

13.1.3 Working Capital (\$2.80 million decrease)

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

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

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	Forecast Actual 2017 \$'000	Budget 2018 \$'000	Variance \$'000
Current assets	58,198	55,336	(2,863)
Current liabilities	(14,276)	(14,214)	62
Working capital	43,923	41,122	(2,801)
Restricted cash and investment current assets			
- Statutory reserves	(1,081)	(1,257)	(176)
- Cash held to fund carry forward works and programs	(10,393)	(11,294)	(901)
- Trust funds and deposits	(727)	(609)	118
Unrestricted working capital	31,722	27,962	(3,760)

In addition to the restricted cash shown above, Council is also projected to hold \$5.77 million in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4 Equity (\$18.24 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. \$17.00 million of the increase results directly from the surplus for the year. An amount of \$1.25 million (net) is budgeted to be transferred to other reserves to accumulated surplus. This is a transfer between equity balances only and does not impact on the total balance of equity.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97.0% of total rates and charges raised will be collected in the 2017/2018 year (2016/2017: 97% forecast)
- Sundry debtors and creditors to remain consistent with 2016/17 levels.
- Employee entitlements to be increased by the Enterprise Bargaining outcome.
- Total capital expenditure to be \$45.25 million.
- There will be new loan borrowings of \$2 million (see Section 5 - Borrowings for more information)
- Repayment of loan principal to be \$764,000 (see Section 5 - Borrowings for more information)
- Proceeds from property sales will be transferred to Reserve for funding future capital projects in following years.

Long Term Strategies

This section includes the following analysis and information:

- 14 Strategic resource plan
- 15 Rating information
- 16 Borrowing Strategy
- 17 Infrastructure

2017/18 Budget - Wellington Shire Council

14. Strategic resource plan

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

14.1 Plan development

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

Council has prepared an SRP for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels
- Obtain/maintain a breakeven underlying operating result in future years.
- Maintain a level of borrowings of no more than 40% of rate revenue (see Borrowings Strategy Section 16); and
- Improve our capacity to fund the renewal of infrastructure assets according to the Asset Management Plans.

In preparing the SRP, the Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act

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

14.2 Financial resources

The following table summarises the key financial results for the next four years as set out in the SRP projections for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

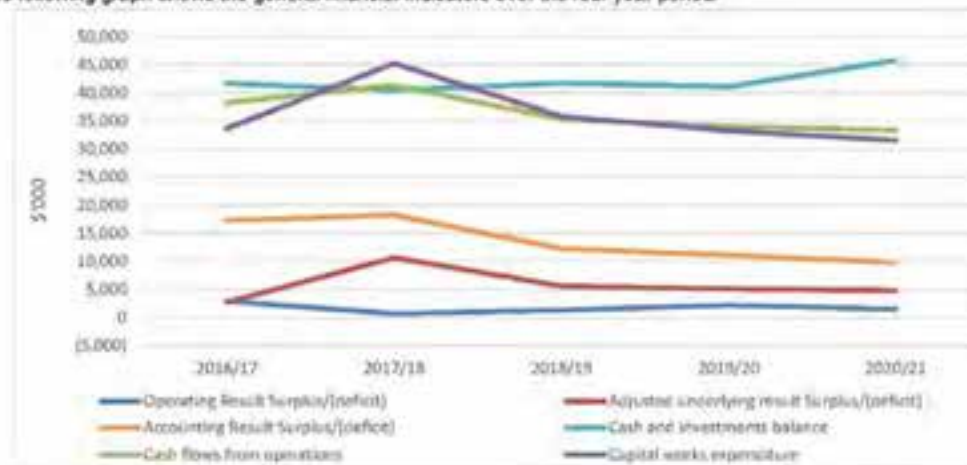
Indicator	Forecast Actual 2016/17	Budget 2017/18	Strategic Resource Projections			Trend +/-
	\$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	
Operating Result Surplus/(deficit)	2,902	680	1,298	2,207	1,502	+
Adjusted underlying result Surplus/(deficit)	2,715	10,650	5,611	5,076	4,802	-
Accounting Result Surplus/(deficit)	17,290	18,245	12,251	11,098	9,818	-
Cash and investments balance	41,684	40,471	41,721	41,094	45,795	+
Cash flows from operations	38,248	41,344	35,333	34,022	33,339	-
Capital works expenditure	33,678	45,249	35,774	33,255	31,549	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to increase over the four year period from \$40.47 million to \$45.76 million.
- **Rating information (Section 15)** - Modest increases are forecast over the four years at an average of 2.0%.
- **Borrowing strategy (Section 16)** - Borrowings are forecast to increase slightly over the four year period, from \$11.19 million to \$11.83 million. This includes \$2.00 million borrowings in 2017/18, \$1.34 million in 2018/19, \$1.51 million in 2019/20 and \$2.44 million in 2020/21.
- **Infrastructure information (Section 17)** - Capital expenditure over the four year period will total \$145.83 million at an average of \$36.46 million per annum.

2017/18 Budget - Wellington Shire Council

15. Rating Information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (SRP- referred to in Section 14.), rates and charges are identified as an important source of revenue, averaging 61.0% of the total revenue received by Council annually. Planning for the impact of minimal rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Wellington Shire community.

15.2 Current year rates and charges

General Rates

For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges. (Wellington Shire Council does not apply a municipal charge).

Waste Infrastructure Charge

The Waste Infrastructure Charge is applied to all properties, other than those identified as being within the Ninety Mile Beach Restructure Plan Stages 7 - 22, with the exception of those properties with an existing dwelling, where the charge will still apply.

The increasing cost of compliance with Environment Protection Authority (EPA) requirements in the provision of waste infrastructure (landfills and transfer stations) has resulted in the need to increase the Waste Infrastructure Charge from \$45 to \$50, in order to be able to fund the next ten years' capital works.

EPA Levy Charge

Council has anticipated that the cost to Council of EPA levies will increase by 2% (per tonne of waste to landfill) in the coming year, but Council has been able to maintain the charge to ratepayers at \$14.92 per assessment, due to prior year costs being contained and managed to lower levels than estimated.

This separate cost is shown on Rates Notices in the interests of greater transparency. The cost of this levy is influenced by two drivers - one is the volume of waste going into our landfill, and the second is the price per tonne levied by the EPA. While we can do little regarding the price, we can certainly, as a community, make greater efforts to recycle more, and reduce the volume of waste to landfill. Council is committed to progressing this within the community through the delivery of education programs in schools focusing on recycling and resource conservation.

In time this levy will need to be revisited.

Boisdale Common Effluent System Charge

In 2014/15, an annual service charge for wastewater availability in the township of Boisdale was implemented, for all properties connected to the Boisdale Common Effluent System. This charge represents a contribution towards the costs of operation and management of the system. The 2017/18 charge will increase to \$396 per property (\$435.60 for commercial properties).

This is charged on the Annual Rates Notice, and may be paid in the same way as other Rates and Charges, over four instalments.

2017/18 Budget - Wellington Shire Council

15.3 Future rates increases

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2017.

Year	General Rate increase (rate in dollar)	Garbage Charge increase	Waste Infrastructure Charge increase	EPA Levy Charge increase	Total Rates & Charges Raised
	%	%	%	%	\$'000
2016/17	1.97	3.00	29.0	0.0	53,977
2017/18	2.00	3.0	11.0	0.0	55,500
2019/19	2.00	3.0	10.0	0.0	56,755
2019/20	2.00	3.0	9.0	0.0	58,560
2020/21	2.00	3.0	0.0	0.0	59,708

15.4 Rating structure

Council has established a rating structure which is comprised of two key elements. These are:

- Property values, form the central basis of rating under the *Local Government Act 1989*
- User pays component to reflect usage of services provided by Council.

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

Council has adopted a formal Rating Strategy in March 2015 that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

Having reviewed the various valuation bases options for determining property values, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality, and enables the application of a differential rate to selected property categories. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises two differential rates (General and Farm) and a rate concession for recreational land. These rates are structured in accordance with the requirements of section 161 "Differential Rates" of the *Local Government Act 1989*. The Farm rate is set at 80% of the general rate and the recreational land rate is set for each property according to a set of criteria as allowed by the Act. Council also has a garbage charge, a waste infrastructure charge, an EPA levy charge, and a Boisdale Common Effluent System and Pump out charge as allowed under the Act. Under the Cultural and Recreational Lands Act 1983, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under this Act.

The following table summarises the rates to be levied for the 2017/18. A more detailed analysis of the rates to be raised is contained in Section 7 "Statutory Disclosures".

2017/18 Budget - Wellington Shire Council

Rate Type	How applied	2016/17	Draft 2017/18	Total Revenue Raised \$000's	Change
General rates	Cents/\$ CIV	0.005329	0.005436	40,194	2%
Farm rates	Cents/\$ CIV	0.004263	0.004349	9,680	2%
Recreational land rates	Cents/\$ CIV	N/A	N/A	71	N/A
Garbage Charge	\$/property	181	187	3,533	3%
EPA Levy Charge	\$/property	14.92	14.92	1,534	0%
Waste Infrastructure Charge	\$/property	45	50	282	11%
Boisdale Common Effluent System Charge	\$/property	288	396	10	2%

The garbage charge is levied against all properties where the collection service is available, whether or not the owner or occupier avails themselves of the service. The Boisdale Common Effluent System charge is levied against those properties connected to the system.

15.5 Rate Rebate on land with a Deed of Covenant for conservation purposes

Council supports the protection of the biodiversity of lands for the benefit of the broader community, through it's provision of a small rate rebate to landowners with a Deed of Covenant for conservation purposes registered on their property (refer Council Policy Manual, Policy 4.1.12). For 2017/18 the rate rebate is set at \$5 per hectare, with a minimum rebate of \$100 and a maximum equal to the annual general rate on the property. Annually, this rebate applies to between 50 and 60 properties, and in 2017/18 is expected to cost Council \$13,000.

2017/18 Budget - Wellington Shire Council

16. Borrowing Strategy

16.1 Current Situation

Council has revised its Long Term Financial Plan, taking into consideration the need to plan carefully for funding the renewal of infrastructure assets, and remain a financially sustainable organisation. From this review the following borrowing strategy principles have been developed:

1. Debt levels to be within permissible ratios of the Local Government Performance Reporting Framework (LGPRF), and be below 40% of annual rate revenue, (based on Council's Rating Strategy), maintaining spare capacity for future major projects and unexpected events.
2. Borrowings will be used for non-recurrent capital works and unexpected major events.
3. Borrowings are a valid mechanism for providing inter-generational equity, i.e. the generation that uses the asset, pays for the asset.

These principles enables Council to utilise borrowings as a logical source of funds for major infrastructure projects, as well as allowing Council to access borrowings if needed unexpectedly (e.g. natural disasters/emergencies) and still remain within the prescribed "obligations" financial reporting indicators.

LGPRF Indicators			
Year	Total Borrowings 30 June \$'000	Loans & Borrowings compared to rates %	Loans & Borrowings repayments compared to rates %
2015/16	10,137	19.6	7.0
2016/17	9,956	18.4	3.7
2017/18	11,192	20.2	2.2
2018/19	12,135	21.4	1.7
2019/20	10,083	17.2	7.0
2020/21	11,826	19.6	2.0
Permissible Range		0% to 50%	0% to 10%

16.2 Future Borrowings

The proposed 2017/18 borrowings is \$2.0 million including \$850,000 towards the Maffra CBD Streetscape Development and \$625,000 towards the West Sale Airport Runway Extension. The remaining \$525,000 will partly fund Residential Street Construction Schemes and will be repaid by participating ratepayers over 10 years.

After making principal payments of \$764,000, Council's total borrowings as at 30 June 2018 will be \$11.19 million.

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	1,300	1,481	504	9,956
2017/18	2,000	764	476	11,192
2018/19	1,390	447	540	12,135
2019/20	1,513	3,565	515	10,083
2020/21	2,442	699	488	11,826

Future borrowings have been matched to specific capital projects which meet our borrowing strategy:

- Residential Street Construction Schemes
- Major Drainage Development Schemes
- Sporting Infrastructure Plan implementation

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

	2016/17 \$'000	2017/18 \$'000
Total amount to be borrowed	1,300	2,000
Total amount projected to be redeemed	764	(1,481)
Total amount proposed to be borrowed as at 30 June	9,956	11,192

2017/18 Budget - Wellington Shire Council

17 Infrastructure

17.1 Council Objectives

The revised Council Plan 2016-22 makes the following statement with regard to its vision for "Infrastructure":

Wellington has a diverse and accessible recreational opportunities and services. Events and facilities are available to all. Communities are connected to places and services through access to a public transport system, that links with walking and cycling infrastructure.

Strategic objective include:

- Council services and infrastructure are responsive to identified current and future community needs.
- Council assets are responsibly and sustainably managed.
- Wellington Shire is well planned, considering long term growth and sustainability.
- Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.

This vision underpins the development of a detailed ten year Capital works program as a critical component of the Long Term Financial Plan.

17.2 Future capital works

The following table summarises Council's current and projected capital works performance indicators:

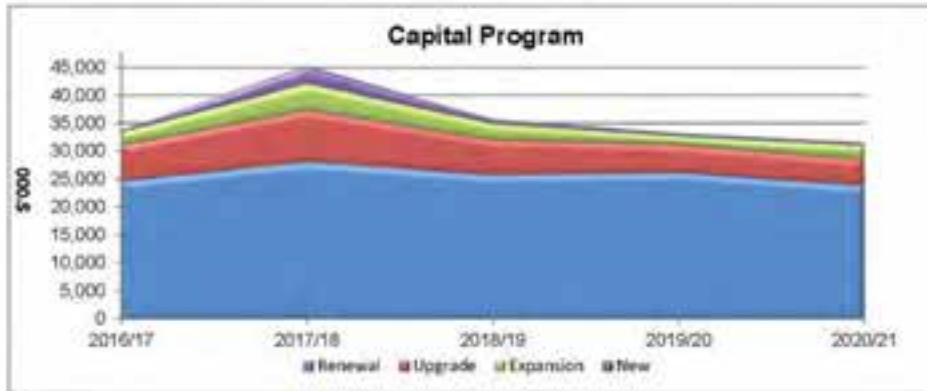
	Forecast Actual		Budget	Strategic Resource Plan			Trend
	2016/17			Projections			
				2018/19	2019/20	2020/21	
Capital expenditure							
Capital works	\$'000	\$ 33,679	\$ 45,248	\$ 35,773	\$ 33,265	\$ 31,545	-
- New Assets	\$'000	245	3,163	755	535	520	-
- Asset renewals	\$'000	24,618	27,990	25,738	26,167	23,793	-
- Asset Expansions	\$'000	2,440	4,705	2,984	1,561	4,631	0
- Asset upgrades	\$'000	6,375	9,391	6,297	4,992	2,605	-
Capital expenditure/ Assessment	\$	1,011	1,349	1,056	972	913	-
Capital outlays/Total cash outflows	%	63.3%	46.8%	39.9%	36.4%	38.3%	-
Capital outlays/Rate revenue	%	62.4%	81.5%	63.0%	56.8%	52.8%	-
Asset renewals/Total depreciation *	%	121.3%	125.1%	110.8%	110.3%	100.4%	-

Key to Forecast Trend:

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

2017/18 Budget - Wellington Shire Council

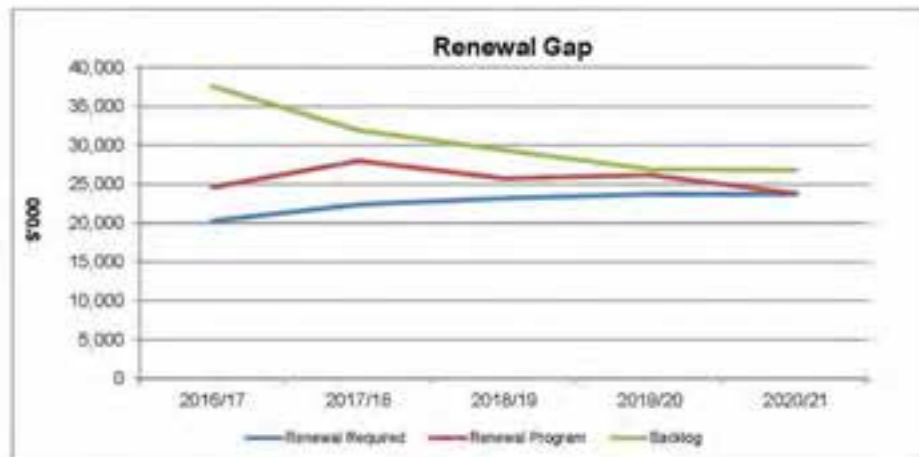
The following graph depicts how the capital works budget will be spent in the next four years. The increase in budgets on renewal projects in 2017/18 is in part due to a number of CBD infrastructure renewal programs, bridge and road renewals for rural and unsealed roads. The Port of Sale Cultural Hub and Precinct Redevelopment project is mostly renewal but have significant components classified as upgrade and expansion as well. The Residential Road and Street Construction Plan Implementation has both renewal and upgrade components, reflected in the increase in budgets in upgrade and renewal projects in 2017/18. The increase in budgets in upgrade and expansion projects in 2017/18 is also due to the West Sale Airport runway extension the Glebe Woodville Shared Path construction projects amongst others.



Capital Renewal Gap

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

The graph below indicates the extent of Council's renewal effort against its renewal requirement. The renewal requirement is based on depreciation that represents the decline in value of its existing capital assets.



2017/18 Budget - Wellington Shire Council

At present, Wellington Shire Council is presently unable to fully fund asset renewal backlog identified in long term asset management plans and as a result, some assets have passed their notional useful life which contributes to the predicted backlog. The backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap.

In recent years, Council has focused on arresting this renewal backlog which is reflected in the above graph. The graph shows that for the next few years the contribution to asset renewal sufficiently accommodates the renewal requirement, and therefore reduces the asset renewal backlog.

A critical component in understanding future renewal requirements is deciding on appropriate service levels for each asset class. We are continuing our focus on improving information on service levels so that we may better predict our future renewal requirements and better reflect the asset renewal backlog. Service level planning is essential to clearly define the predicted asset renewal backlog.

Council is committed to continually improving information about assets including service levels and condition so that our asset renewal predictions are as accurate as possible. The aim is to enable accurate renewal requirements to be determined for each asset class and to ultimately provide a sustainable forward capital works and maintenance program for the renewal of infrastructure.

17.3 Roads to Recovery funding

In developing the ten year capital works program it has been assumed that Roads to Recovery funding will be available beyond the next program conclusion in 2019. Given the extent of Wellington's road network this funding is essential in order to be able to provide an sustainable asset renewal and upgrade program. Roads to Recovery funding underpins and is an essential component of the adopted Residential Road and Street Construction Plan.

Roads to Recovery funding consists of an annualised grants program of approximately \$2.3 million, which will be spent on renewing and upgrading our extensive rural road and residential street network.

Council will continue to lobby, through our industry bodies, for Roads to Recovery funding to continue and expand beyond the next 5 years as this funding has a positive impact on our future capital works programs and reduces the pressure to fund this work from rates income.

17.4 Waste Infrastructure Charge

The ten year Waste Management Plan, which is reviewed annually, clearly sets out the costs for establishing recycling and transfer stations, rehabilitation of landfills and monitoring of existing and closed landfills. These costs are currently being incurred by our community and should be paid for by this generation and not at the expense of future ratepayers and residents.

The implications of the ten year Waste Management Plan, and the funding required for its implementation, are considered in the Long Term Financial Plan. This has resulted in the continuation of the waste infrastructure charge to provide for the identified costs. Since the introduction of this charge, costs of construction and rehabilitation of landfills have escalated in line with increasing community and government expectations for landfill infrastructure.

Presently Council manages the following waste facilities:

- 2 licensed operational landfill sites (Kilmany and Maffra)
 - 1 licensed site not operating (Longford)
 - 1 unlicensed operating site (Rosedale)
 - 7 transfer stations (Kilmany, Stratford, Dargo, Heyfield, Seaspray, Yarram and Loch Sport)
- There are also a further 8 closed landfills under rehabilitation and after care.

In 2017/18 the Council will apply the waste infrastructure charge towards the following projects:

- Stratford Transfer station - Access Road Sealing
- Longford Landfill - Monitoring bores (groundwater) x 2
- Yarram Transfer Station Facility Refit
- Kilmany and Maffra Landfills- Hydrological Assessment monitoring bores.
- 2016/17 carried forward project - Conclude construction of new Kilmany Landfill
- 2016/17 carried forward project - Conclude rehabilitation of the Kilmany Landfill

2016/17 Budget - Wellington Shire Council

Appendix A

Fees and charges schedule

The appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2017/18 year.

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
ART GALLERY					
Art Gallery Life Drawing Classes (6 week course)	C	10	100.00	104.00	01-Jul-17
Art Gallery Education – Subscriptions					
Primary Schools under 150	C	10	100.00	102.50	01-Jan-18
Primary Schools over 150	C	10	203.00	208.00	01-Jan-18
Secondary Schools	C	10	217.00	222.50	01-Jan-18
Specialist Schools	C	10	100.00	102.50	01-Jan-18
Kindergartens	C	10	100.00	102.50	01-Jan-18
Tertiary Institutions	C	10	328.00	340.50	01-Jan-18
Gecko Junior Memberships – First Child	C	10	14.00	15.00	01-Jan-18
Gecko Junior Memberships – Each Additional Child	C	10	9.00	10.00	01-Jan-18
ESSO BHP BILTON WELLINGTON ENTERTAINMENT CENTRE					
Main Stage Hire Rates					
Commercial Rate per day (Max 14 hours)	C	10	1,375.00	1,410.00	01-Jul-17
Commercial – second performance on the same day	C	10	595.00	610.00	01-Jul-17
Community Rate per day (Max 14 hours)	C	10	705.00	725.00	01-Jul-17
Community – second performance on the same day	C	10	295.00	305.00	01-Jul-17
Commercial per Week	C	10	5,375.00	5,510.00	01-Jul-17
Community per Week	C	10	3,545.00	3,645.00	01-Jul-17
Commercial Rate - Short hire (max 4 hours)	C	10	595.00	610.00	01-Jul-17
Community Rate - Short hire (max 4 hours)	C	10	505.00	520.00	01-Jul-17
Rehearsal Room & Meeting Room & Foyer Rate per day (Max 8 hours)	C	10	285.00	293.00	01-Jul-17
Rehearsal Room & Meeting Room - Short hire (Max 4 hours)	C	10	150.00	154.00	01-Jul-17
Ticket Fees					
Ticket fees per ticket - Commercial	C	10	4.05	4.18	01-Jul-17
Ticket fees average per ticket - Community	C	10	2.75	2.75	01-Jul-17
Complimentary Ticket Fee	C	10	0.75	0.75	01-Jul-17
Credit Card fee - Up to 4% of transaction value charged to the hire.	C	10	4%	4%	01-Jul-17
Tech Labour					
Tech Labour Charge Out per hour - Commercial	C	10	49.00	49.90	01-Jul-17
Tech Labour Charge Out per hour - Community	C	10	45.00	45.90	01-Jul-17
Labour Front of House					
FOH Labour Charge out per hour - Commercial	C	10	45.00	45.90	01-Jul-17
FOH Labour Charge out per hour - Community	C	10	43.00	43.77	01-Jul-17
Equipment					
Use of Grand Piano - Commercial	C	10	255.00	261.50	01-Jul-17
Use of Grand Piano - Community	C	10	185.00	189.00	01-Jul-17
Piano Tune	C	10	250.00	256.50	01-Jul-17
Consumables (charged at cost +15%)	C	10	Cost price + 15%	Cost price + 15%	01-Jul-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
LIBRARY					
Printing/Photocopies B&W A4 per page	C	10	0.20	0.20	01-Nov-01
Printing/Photocopies B&W A3 per page	C	10	0.50	0.50	01-Nov-01
Printing/Photocopies Colour A4 per page	C	10	1.00	1.00	01-Jul-10
Printing/Photocopies Colour A3 per page	C	10	2.00	2.00	01-Jul-10
Microfilm Printing A4 per page	C	10	0.20	0.20	01-Jul-10
Interlibrary loans- Search fee per book	C	10	4.00	4.00	01-Jul-10
Interlibrary loans- Books per transfer	C	10	18.50	18.50	01-Jul-13
Overdues per day after grace period expires	C	10	0.15	0.15	01-Jul-10
National facsimile fees (1st page)	C	10	4.00	5.00	01-Jul-17
National facsimile fees Additional Pages per page	C	10	1.00	1.25	01-Jul-17
Overseas facsimile fees (1st page)	C	10	8.00	10.00	01-Jul-17
Overseas facsimile fees Additional Pages per page	C	10	2.00	2.50	01-Jul-17
Library Receiving Faxes per page	C	10	1.00	1.25	01-Jul-17
Mini-earphones	C	10	0.00	0.00	01-Jul-15
Library Laminating A4 size	C	10	4.00	4.00	01-Jul-14
Library Book Covering	C	10	10.00	10.00	01-Jul-14
Library Binding Repairs (thin book approx 10 mins)	C	10	10.00	10.00	01-Jul-14
Library Binding Repairs (thick book approx 15 mins)	C	10	15.00	15.00	01-Jul-14
Replacement membership cards	C	10	5.80	5.50	01-Jul-17
Replacement CD for Talking Book set	C	10	18.00	RRP	01-Jul-17
Lost Book, Magazine or Audio-Visual item	C	10	RRP	RRP	01-Jul-13
GIPPSLAND REGIONAL SPORTS COMPLEX					
Indoor Courts					
Court Hire (peak) - per hour	C	10	47.00	48.00	01-Jul-17
Court Hire (off peak) - per hour*	C	10	34.70	35.40	01-Jul-17
* capped at 8 hours when all 4 courts are booked					
Training/Casual Use - adult / entry fee	C	10	5.00	6.00	01-Jul-17
Training/Casual Use - concession / entry fee	C	10	3.00	3.10	01-Jul-17
Outdoor Courts					
Outdoor Court with Lights - per hour (Capped at 6 Courts)	C	10	9.80	10.10	01-Jul-17
Outdoor Court no Lights - per hour (Capped at 6 Courts)	C	10	4.70	4.80	01-Jul-17
School Use	C	10	3.10	3.20	01-Jul-17
Meeting/Club Rooms					
Meeting Room - per hour	C	10	4.30	4.50	01-Jul-17
Club Room (half) - per hour	C	10	12.70	13.00	01-Jul-17
Club Room (full) - per hour	C	10	25.40	26.00	01-Jul-17
Club Administration Office					
Office Annual Hire Fee	C	10	305.00	315.00	01-Jul-17
Team Match Fees - Competition run by W.S.C.					
Indoor Soccer - per Senior team	C	10	60.00	60.00	01-Jan-17
Indoor Soccer - per Junior team	C	10		45.00	
Indoor Netball - per team	C	10	60.00	60.00	01-Oct-17
Outdoor Netball - per team	C	10	38.00	38.00	01-Oct-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 Including Tax \$	Proposed Fee 17/18 Including Tax \$	Effective Date
Synthetic - Senior Hockey	C	10		TBD	01-Jan-18
Synthetic - Junior Hockey	C	10		TBD	01-Jan-18
Synthetic - Senior Soccer	C	10		TBD	01-Jan-18
Synthetic - Junior Soccer	C	10		TBD	01-Jan-18
Synthetic - Footy 9's	C	10		TBD	01-Jan-18
Synthetic Pitch Hire					
Full Field (250 lux) - Regular User	C	10		TBD	01-Jan-18
Full Field (600 lux) - Regular User	C	10		TBD	01-Jan-18
Full Field (100 lux) - Regular User	C	10		TBD	01-Jan-18
Half Field (250 lux) - Regular User	C	10		TBD	01-Jan-18
Half Field (600 lux) - Regular User	C	10		TBD	01-Jan-18
Half Field (100 lux) - Regular User	C	10		TBD	01-Jan-18
School Use	C	10		TBD	01-Jan-18
Full Field (250 lux) - Casual User	C	10		TBD	01-Jan-18
Full Field (600 lux) - Casual User	C	10		TBD	01-Jan-18
Full Field (100 lux) - Casual User	C	10		TBD	01-Jan-18
Half Field (250 lux) - Casual User	C	10		TBD	01-Jan-18
Half Field (600 lux) - Casual User	C	10		TBD	01-Jan-18
Half Field (100 lux) - Casual User	C	10		TBD	01-Jan-18
Pavilion Hire					
Club Annual Hire (inc. office space and storage shed)	C	10		TBD	
Kiosk Annual Hire	C	10		TBD	
AQUA ENERGY					
Aquatics Casual Entry					
Swim Adult	C	10	6.20	6.30	01-Jul-17
Swim Concession	C	10	5.00	5.10	01-Jul-17
Swim Child (4-15)	C	10	4.10	4.20	01-Jul-17
Swim Family (Medicare card)	C	10	16.50	16.60	01-Jul-17
Swim, Sauna - Adult	C	10	6.50	6.70	01-Jul-17
Swim, Sauna - Concession	C	10	6.80	6.90	01-Jul-17
Swim School Group - per student	C	10	3.30	3.40	01-Jan-18
Swim School Group - Cost of Instructor	C	10	41.70	42.50	01-Jan-18
Group Fitness & Gym Casual Entry					
Group Fitness Adult	C	10	13.60	14.10	01-Jul-17
Group Fitness Concession	C	10	11.00	11.20	01-Jul-17
Group Fitness Schools - per student	C	10	7.40	7.50	01-Jan-18
Gym Adult	C	10	15.40	15.70	01-Jul-17
Gym Concession	C	10	12.30	12.50	01-Jul-17
Gym Teen (classes of gym)	C	10	6.90	7.00	01-Jul-17
Gym School Group - per student	C	10	8.20	8.40	01-Jan-18
Living Longer Living Stronger sessions (gym/fitness classes)	C	10	7.00	7.10	01-Jul-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Multi Visit Passes					
10 visit Swim - Adult	C	10	55.80	60.00	01-Jul-17
10 visit Swim - Child	C	10	36.00	38.00	01-Jul-17
10 visit Swim - Concession	C	10	45.00	48.00	01-Jul-17
10 visit Swim - Family	C	10	148.50	151.50	01-Jul-17
10 visit Swim, Sauna - Adult	C	10	78.50	78.00	01-Jul-17
10 visit Swim, Sauna - Concession	C	10	61.20	62.50	01-Jul-17
10 visit Gym - Adult	C	10	138.60	141.50	01-Jul-17
10 visit Gym - Concession	C	10	110.70	113.00	01-Jul-17
10 visit Group Fitness - Adult	C	10	124.20	127.00	01-Jul-17
10 visit Group Fitness - Concession	C	10	90.00	102.00	01-Jul-17
10 visit Creche - Member	C	10	89.30	80.00	01-Jul-17
10 visit Creche - Non-Member	C	10	137.70	158.00	01-Jul-17
Other					
Creche - Gold & Aquatic members per child per session	C	10	7.70	8.00	01-Jul-17
Creche - Non members per child per session	C	10	15.30	15.65	01-Jul-17
Fitness Room Hire - Full Day	C	10	51.50	52.50	01-Jul-17
Fitness Room Hire - Half Day	C	10	25.80	26.50	01-Jul-17
Pool Hire					
Swimming Pool Hire - whole pool per hour	C	10	140.10	143.0	01-Jul-17
Swimming Pool Hire - lane per hour	C	10	42.70	44.0	01-Jul-17
Pool inflatable Hire - per hour	C	10	90.70	95.0	01-Jul-17
Additional Lifeguard - per hour	C	10	41.80	43.0	01-Jul-17
Learn to Swim Lessons					
Swim lessons - 30mins - Member	C		12.50	12.80	01-Jul-17
Swim lessons - 30mins - Non-Member	C		16.00	16.95	01-Jul-17
Swim lessons - 45mins - Member	C		13.50	13.80	01-Jul-17
Swim lessons - 45mins - Non-Member	C		17.00	18.00	01-Jul-17
Swim lessons - 1hour - Member	C		14.80	15.00	01-Jul-17
Swim lessons - 1hour - Non-Member	C		18.90	19.30	01-Jul-17
Private 1:1 - Half Hour - Member	C		39.50	40.30	01-Jul-17
Private 1:1 - Half Hour - Non-Member	C		43.80	44.90	01-Jul-17
Holiday Swim Program - Member	C		62.50	63.80	01-Jul-17
Holiday Swim Program - Non-Member	C		83.00	84.70	01-Jul-17
Disability - Achiever Program 1:1	C		26.80	27.30	01-Jul-17
Swim lesson - 30mins - Member Direct Debit - per fortnight	C		10.00	20.40	01-Jul-17
Swim lesson - 30mins - Non-Member Direct Debit - per fortnight	C		13.30	27.28	01-Jul-17
Swim lesson - 40mins - Member Direct Debit - per fortnight	C		10.00	22.00	01-Jul-17
Swim lesson - 45mins - Non-Member Direct Debit - per fortnight	C		14.10	29.00	01-Jul-17
Swim lesson - 1hour - Member Direct Debit - per fortnight	C		11.90	24.20	01-Jul-17
Swim lesson - 1hour - Non-Member Direct Debit - per fortnight	C		15.20	31.00	01-Jul-17
Admin					
Joining Fee (Direct Debit Membership)	C	10	70.00	70.00	01-Jul-17
Membership card replacement fee	C	10	6.80	6.80	01-Jul-17
Suspension Fee	C	10		5.90	01-Jul-17

WELLINGTON SHIRE COUNCIL
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GST INCLUSIVE

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Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Term Memberships					
Base Adult 12mth Membership - Aquatic	C	10	354.00	365.00	01-Jul-17
Aquatic 12mth - Adult	C	10	424.00	432.50	01-Jul-17
Aquatic 12mth - Concession	C	10	364.00	365.00	01-Jul-17
Aquatic 12mth - Child	C	10	306.00	315.00	01-Jul-17
Aquatic 12mth - Family	C	10	660.00	673.50	01-Jul-17
Aquatic 6mth - Adult	C	10	247.00	252.00	01-Jul-17
Aquatic 6mth - Concession	C	10	212.00	216.25	01-Jul-17
Aquatic 6mth - Child	C	10	168.00	162.00	01-Jul-17
Aquatic 6mth - Family	C	10	305.00	312.50	01-Jul-17
Aquatic 3mth - Adult	C	10	165.00	168.50	01-Jul-17
Aquatic 3mth - Concession	C	10	145.00	148.00	01-Jul-17
Aquatic 3mth - Child	C	10	136.00	140.00	01-Jul-17
Aquatic 3mth - Family	C	10	216.00	222.50	01-Jul-17
Base Adult 12mth Membership - Gold	C	10	955.00	975.00	01-Jul-17
Gold 12mth - Adult	C	10	1025.00	1045.00	01-Jul-17
Gold 12mth - Concession	C	10	894.00	850.00	01-Jul-17
Gold 12mth - Family	C	10	1692.00	1695.00	01-Jul-17
Gold 6mth - Adult	C	10	548.00	562.00	01-Jul-17
Gold 6mth - Concession	C	10	452.00	461.00	01-Jul-17
Gold 6mth - Family	C	10	688.00	683.50	01-Jul-17
Gold 3mth - Adult	C	10	309.00	315.25	01-Jul-17
Gold 3mth - Concession	C	10	263.00	268.30	01-Jul-17
Gold 3mth - Family	C	10	468.00	477.50	01-Jul-17
Base LLLS	C	10	740.00	755.00	01-Jul-17
Living Longer Living Stronger - 12 month	C	10	810.00	825.00	01-Jul-17
Corporate					
Corporate 12mth - Adult 5+	C	10	900.00	949.00	01-Jul-17
Corporate 12mth - Family 5+	C	10	1503.00	1535.00	01-Jul-17
Direct Debit Memberships - Fortnightly					
Aquatic Direct Debit - Adult	C	10	14.40	14.70	01-Jul-17
Aquatic Direct Debit - Concession	C	10	10.90	11.10	01-Jul-17
Aquatic Direct Debit - Child	C	10	9.80	10.00	01-Jul-17
Aquatic Direct Debit - Family	C	10	23.70	24.20	01-Jul-17
Gold Direct Debit - Adult	C	10	36.60	37.75	01-Jul-17
Gold Direct Debit - Concession	C	10	20.40	20.00	01-Jul-17
Gold Direct Debit - Family	C	10	61.30	62.50	01-Jul-17
Living Longer Living Stronger - Direct Debit	C	10	26.50	26.10	01-Jul-17
Corporate Adult 5+ Direct Debit	C	10	33.10	33.80	01-Jul-17
Corporate Family 5+ Direct Debit	C	10	55.20	56.30	01-Jul-17
Personal Training					
Personal Training 1 Hour Session	C	10	57.30	58.50	01-Jul-17
Personal Training 1/2 Hour Session	C	10	37.20	38.00	01-Jul-17
Personal Training 1 Hour Session 1:2	C	10	60.00	70.50	01-Jul-17
Personal Training 1/2 Hour Session 1:2	C	10	47.80	49.00	01-Jul-17
Personal Training 1 Hour Session 1:3	C	10	82.60	85.00	01-Jul-17
Personal Training 1 Hour Session 1:4	C	10	99.40	105.00	01-Jul-17

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OUTDOOR POOLS					
Single Admission (All Pools)					
Adult	C	10	6.20	6.30	01-Jul-17
Concession	C	10	5.00	5.10	01-Jul-17
Child (4-15)	C	10	4.10	4.20	01-Jul-17
Family	C	10	16.60	16.80	01-Jul-17
Memberships/Season Passes (Sole, Maffra & Yarram) 18 Weeks					
Adult	C	10	122.60	125.00	01-Jul-17
Concession	C	10	96.30	100.00	01-Jul-17
Child (4-15)	C	10	81.70	83.00	01-Jul-17
Family	C	10	204.30	210.00	01-Jul-17
Memberships/Season Passes (Stratford, Heyfield, Rosedale) 15 Weeks					
Adult	C	10	102.20	104.00	01-Jul-17
Concession	C	10	82.00	83.50	01-Jul-17
Child (4-15)	C	10	68.10	69.50	01-Jul-17
Family	C	10	170.20	174.00	01-Jul-17
LOCAL LAWS					
Athletic Dining Permit Annual Fee	C		170.00	175.00	01-Jul-17
Roadside Trading Permit (Weekly fee)	C		60.00	62.00	01-Jul-17
Local Laws permit - 1 year	C		65.00	67.00	01-Jul-17
Local Law permit - 3 years	C		157.00	160.00	01-Jul-17
Impounded Vehicle release fee	C		\$300.00 + towing fee	\$306.00 + towing Fee	01-Jul-17
Shopping trolley impoundment release fee	C		135.00	138.00	01-Jul-17
Local Law Fines	L		100.00 = one penalty unit	100.00 = one penalty unit	01-Jul-17
VicRoads - Emergency works callout up to 3hrs	C	10	560.00	569.00	01-Jul-17
ANIMALS					
Domestic Animals					
Dog-Registrations					
Standard Fee	C		120.00	123.00	11-Apr-18
Dangerous, Menacing or Restricted Breed	C		200.00	205.00	11-Apr-18
Guard Dog	C		NA	120.00	
Reduced Fee (Sterilised, over 10 years old, kept for breeding at a licensed premises, owner a member of approved association, kept for working stock, obedience trained with an approved organisation) not applicable to dangerous, menacing, guard dog or restricted breeds.	C		40.00	41.00	11-Apr-18
Pension Concession on above of 50%	C		50% of appropriate fee	50% of appropriate fee	11-Apr-18
Cat-Registrations					
Standard Fee	C		120.00	123.00	11-Apr-18
Reduced Fee (Sterilised, over 10 years old, kept for breeding at a licensed premises, owner a member of approved association)	C		40.00	41.00	11-Apr-18
Pension Concession on above of 50%	C		50% of appropriate fee	50% of appropriate fee	
Tag Replacement Dog	C		6.00	6.00	11-Apr-18
Tag Replacement Cat	C		6.00	6.00	11-Apr-18
Animal Cage Deposits (Refundable)	C		65.00	67.00	11-Apr-18
Domestic Animal Business Registration	C		\$250.00 +Veterinarian fee if applicable	260.00 + Veterinarian fee if applicable	11-Apr-18
Domestic Animal Business Registration - Breeders	C		\$2500.00 flat fee + \$15.00 per breeding batch + Veterinarian Fee if applicable	\$2500.00 flat fee + \$15.00 per breeding batch + Veterinarian Fee if applicable	01-Jul-17

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Impound Penalties					
Release Penalty Dogs & Cats Registered	C		155.00	155.00	01-Jul-17
Release Penalty Unregistered Dogs & Cats, or subsequent impound of Registered animal	C		185.00	185.00	01-Jul-17
Release Penalty Small Livestock - includes Sheep, Goats and Pigs	C		\$75 for 1st animal, \$40 per subsequent animal + involved transportation costs	\$75 for 1st animal, \$40 per subsequent animal + involved transportation costs	01-Jul-17
Release Penalty Large Livestock - includes Cattle and Horses	C		\$125.00 for 1st animal, \$40 per subsequent animal + involved transportation costs	\$125.00 for 1st animal, \$40 per subsequent animal + involved transportation costs	01-Jul-17
Sustenance fees, per day per animal - fee may be increased dependent on seasonal availability.					
Small Livestock - includes Sheep, Goats and Pigs	C		14.00	14.00	01-Jul-17
Large Livestock - includes Cattle and Horses	C		18.00	18.00	01-Jul-17
BUILDING					
Building Permits Inspections - Minimum Rate	C	10	164.00	168.00	01-Jul-17
Building Report and Comments	L		250.00	250.00	01-Jul-17
Building Plan Copy	C	10	87.00	89.00	01-Jul-17
Building Plan Search Fee	C	10	62.00	64.00	01-Jul-17
Swimming Pool Inspections	C	10	143.00	146.00	01-Jul-17
Places of Public Entertainment (POPEs)	C	10	320.00	327.00	01-Jul-17
HEALTH					
Requested premises inspection Fee	C		270.00	276.00	01-Jul-17
Registration - Food Premises- class 1*	C		460.00	470.00	01-Jul-17
Registration - Food Premises- class 2*	C		460.00	469.00	01-Jul-17
Registration - Food Premises - class 2 (Low volume)*	C		262.00	268.00	01-Jul-17
Registration - Food Premises- class 3 *	C		262.00	268.00	01-Jul-17
Registration - Food Premises- class 3 (Low risk)*	C		110.00	113.00	01-Jul-17
Additional Registration Fee - per each additional staff over 5 EFT*	C		18.00	19.00	01-Jul-17
Water Transport Vehicle	C		360.00	367.00	01-Jul-17
Hairdressers Lifetime Registration one off	C		240.00	245.00	01-Jul-17
Registrations - Hair/Beauty/Skin Penetration	C		135.00	138.00	01-Jul-17
Registrations - Prescribed Accommodation* (Rooming Houses)	C		198.00	202.00	01-Jul-17
Registrations - Caravan Parks per site	L		As per the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010, No.49 Schedule 2	As per the Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010, No.49 Schedule 2	01-Jul-17
Caravan Park - Application for Rigid Annex	C		245.00	251.00	01-Jul-17
* Pro rata registration applies for new registrations					
Registration Late fee additional 50%	C		additional 50%	additional 50%	01-Jul-17
Additional Food Act Inspection Fee - used when premises does not comply with first or second inspection requirements	C		160.00	164.00	01-Jul-17
Vaccines	C		cost price + Administration Fee	cost price + Administration Fee	01-Jul-17

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SEPTIC TANK FEES					
Minor alteration	C		201.00	205.00	01-Jul-17
Major alteration	C		402.00	410.00	01-Jul-17
New Septic Tank	C		485.00	495.00	01-Jul-17
Additional inspections	C		107.00	110.00	01-Jul-17
Reissue of Permits	C		83.00	85.00	01-Jul-17
Report and Consent Request - unserviced areas	C		52.00	54.00	01-Jul-17
PLANNING					
Development Advice Request	C	10	90.00	92.00	01-Jul-17
Development Advice Request (Complex)	C	10	\$90.00 minimum plus \$50.00 per hour	\$90.00 minimum plus \$50.00 per hour	01-Jul-17
Planning Permit & Endorsed Plans Search and Copy	C	10	130.00	133.00	01-Jul-17
Planning Permit Search and Copy	C	10	100.00	102.00	01-Jul-17
Planning Permit Extension of Time	C	10	200.00	204.00	01-Jul-17
Preparation/Review Section 173 Agreement	C	10	200.00	204.00	01-Jul-17
Strategic Planning Written Advice	C	10	60.00	62.00	01-Jul-17
Valuation (Public Open Space Contribution)	C	10	Cost of valuation	Cost of valuation	01-Jul-17
Fees for Applications for Permits under Section 47 (Regulation 9) & Applications to Amend Permits Under Section 72 (Regulation 11) of the Planning & Environment Act 1997					
Class 1 - Use Only	L			1240.70	13-Oct-16
Class 1 - Amendment to a permit to change the use of land allowed by the permit or allow a new use of land	L			1240.70	13-Oct-16
Class 2 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 7 permit or a permit to subdivide or consolidate land) if the estimated cost of development is \$10,000 or less	L			188.20	13-Oct-16
Class 2 - Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all of the conditions which apply to the permit	L			1240.70	13-Oct-16
Class 3 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$10,000 but not more than \$100,000	L			592.50	13-Oct-16
Class 3 - Amendment to a class 2 permit	L			188.20	13-Oct-16
Class 4 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 but not more than \$500,000	L			1212.80	13-Oct-16
Class 4 - Amendment to a class 3 permit	L			592.50	13-Oct-16
Class 5 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$500,000 but not more than \$1,000,000	L			1310.40	13-Oct-16
Class 5 - Amendment to a class 4 permit	L			1212.80	13-Oct-16
Class 6 - To develop land for a single dwelling per lot or use and develop land for a single dwelling per lot and undertake development ancillary to the use of land for a single dwelling per lot included in the application (other than a class 8 permit or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 but not more than \$2,000,000	L			1407.90	13-Oct-16

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Class 6 - Amendment to a class 5 or class 6 permit	L			1310.40	13-Oct-16
Class 7 - VicSmart application if the estimated cost of development is \$10,000 or less.	L			166.20	13-Oct-16
Class 7 - Amendment to a class 7 permit	L			166.20	13-Oct-16
Class 8 - VicSmart application if the estimated cost of development is more than \$10,000.	L			404.30	13-Oct-16
Class 8 - Amendment to a class 8 permit	L			404.30	13-Oct-16
Class 9 - VicSmart application to subdivide or consolidate land.	L			166.20	13-Oct-16
Class 9 - Amendment to a class 9 permit	L			166.20	13-Oct-16
Class 10 - To develop land (other than a class 2, class 3, class 7 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is less than \$100,000.	L			1080.40	13-Oct-16
Class 10 - Amendment to a class 10 permit	L			1080.40	13-Oct-16
Class 11 - To develop land (other than a class 4, class 5, or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$100,000 and not more than \$1,000,000.	L			1456.70	13-Oct-16
Class 11 - Amendment to a class 11 permit	L			1456.70	13-Oct-16
Class 12 - To develop land (other than a class 6 or class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$1,000,000 and not more than \$5,000,000.	L			3213.20	13-Oct-16
Class 12 - Amendment to a class 12, 13, 14 or 15 permit	L			3213.20	13-Oct-16
Class 13 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$5,000,000 and not more than \$15,000,000.	L			8189.80	13-Oct-16
Class 13 - Amendment to a class 16 permit	L			1240.70	13-Oct-16
Class 14 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$15,000,000 and not more than \$50,000,000.	L			24151.10	13-Oct-16
Class 14 - Amendment to a class 17 permit	L			1240.70	13-Oct-16
Class 15 - To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is more than \$50,000,000*.	L			54202.40	13-Oct-16
Class 15 - Amendment to a class 18 permit	L			1240.70	13-Oct-16
Class 16 - To subdivide an existing building (other than a class 9 permit)	L			1240.70 (per 100 lots created)	13-Oct-16
Class 16 - Amendment to a class 19 permit	L			1240.70 (per 100 lots created)	13-Oct-16
Class 17 - To subdivide land into 2 lots (other than a class 9 or class 16 permit)	L			1240.70	13-Oct-16
Class 17 - Amendment to a class 20 permit	L			1240.70	13-Oct-16
Class 18 - To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	L			1240.70	13-Oct-16
Class 18 - Amendment to a class 21 permit	L			1240.70	13-Oct-16
Class 19 - Subdivide land (other than a class 9, class 16, class 17 or class 18 permit)	L			1240.70 (per 100 lots created)	13-Oct-16
Class 20 - To a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	L			1240.70	13-Oct-16
Class 21 - A permit not otherwise provided for in the regulation.	L			1240.70	13-Oct-16
*For the first 12 months from commencement of the regulations, the fee for a class 15 permit application (for development over \$50 million) will be charged at 50% of the fee set out in regulations.	L				13-Oct-16

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Other Fees					
Regulation 7 - For requesting the Minister to prepare an amendment to a planning scheme exempted from the requirements referred to in section 20(4) of the Act.	L		3763.60	3763.60	13-Oct-16
Regulation 8 - For requesting the Minister to prepare an amendment to a planning scheme exempted from certain requirements prescribed under section 20A of the Act.	L		808.10	808.10	13-Oct-16
Regulation 10 - For combined permit applications.	L		Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	Sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	13-Oct-16
Regulation 12 - Amend an application for a permit or an application to amend a permit.	L		<p>a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9;</p> <p>b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below;</p> <p>c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit.</p>	<p>a) Under section 57A(3)(a) of the Act the fee to amend an application for a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 9;</p> <p>b) Under section 57A(3)(a) of the Act the fee to amend an application to amend a permit after notice is given is 40% of the application fee for that class of permit set out in the Table at regulation 11 and any additional fee under c) below;</p> <p>c) If an application to amend an application for a permit or amend an application to amend a permit has the effect of changing the class of that permit to a new class, having a higher application fee set out in the Table to regulation 9, the applicant must pay an additional fee being the difference the original class of application and the amended class of permit.</p>	13-Oct-16

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Regulation 13 - For a combined application to amend permit.	L		The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	13-Oct-18
Regulation 14 - For a combined permit and planning scheme amendment.	L		Under section 98A(4)(a) of the Act The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	Under section 98A(4)(a) of the Act The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made.	13-Oct-18
Regulation 15 - For a certificate of compliance.	L		306.70	306.70	13-Oct-18
Regulation 16 - For an agreement to a proposal to amend or end an agreement under section 173 of the Act.	L		620.30	620.30	13-Oct-18
Regulation 18 - Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council.	L		306.70	306.70	13-Oct-18
Fee Schedule under the Subdivision Act 1988	L				
Regulation 6 - For certification of a plan of subdivision.	L		194.50	194.50	13-Oct-18
Regulation 7 - Alteration of plan under section 10(2) of the Act.	L		104.60	104.60	13-Oct-18
Regulation 8 - Amendment of certified plan under section 11(1) of the Act.	L		132.40	132.40	13-Oct-18
Fees for Amendment to Planning Scheme (Regulation 6)					
Stage 1 of Amendment - For: a) considering a request to amend a planning scheme; and b) taking action required by Division 1 of Part 3 of the Act; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment.	L		2871.60	2871.60	13-Oct-18
Stage 2 of Amendment - For: a) considering: up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	L		14232.70	14232.70	13-Oct-18
(i) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	L		28437.60	28437.60	
(ii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	L		38014.40	38014.40	
b) providing assistance to a panel in accordance with section 155 of the Act; and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and e) after considering submissions and the panel's report, abandoning the amendment.	L		NIL	NIL	
Stage 3 of Amendment - For: a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	L		453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	13-Oct-18

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Stage 4 of Amendment - For: a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act, and b) giving notice of approval of the amendment in accordance with section 38(1) of the Act.	L		453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	453.10 if the Minister is not the planning authority or nil fee if the Minister is the planning authority	13-Oct-16
*For the first 12 months from commencement of the regulations, the fees for planning scheme amendments will be charged at 50% of the fees set out in regulations.					
Council Variations					
Amend Endorsed Plan (if the estimated cost of change is \$10,000 or less, relates to a single dwelling and there is no need for new referrals or public notice)	C		155.00	155.00	
Heritage	C		NO FEE	NO FEE	01-Jul-13
Liquor License Only	C		102.00	104.00	17-Oct-14
Native Vegetation Removal					
<10 Hectares	C		102.00	104.00	17-Oct-14
>10 Hectares	C		604.00	616.00	17-Oct-14
FACILITY HIRE					
Gwen Webb Centre- Hire Charges					
Gwen Webb Centre Hire- Full Day*	C	10	53.00	54.00	01-Jul-17
Regular Hire (8 hours or less)	C	10	31.00	32.00	01-Jul-17
Stephenson Park - Main Oval Hire Charges (Level 2)					
Part or full day hire - (community groups)	C	10	110.00	112.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	217.00	221.00	01-Jul-17
Commercial/Private- Full Day*	C	10	364.00	371.00	01-Jul-17
Stephenson Park - Rotary Oval Hire Charges (Level 4)					
Part or full day hire - (community groups)	C	10	58.00	57.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	110.00	112.00	01-Jul-17
Commercial/Private- Full Day*	C	10	122.00	124.00	01-Jul-17
Stephenson Park - Baseball Oval Hire Charges (Level 4) (includes Baseball Pitch)					
Part or full day hire - (Community groups)	C	10	58.00	57.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	110.00	112.00	01-Jul-17
Commercial/Private- Full Day*	C	10	122.00	124.00	01-Jul-17
Stephenson Park - Baseball Pitch Hire Charges (Level 2) (includes Baseball Oval)	C	10	110.00	112.00	01-Jul-17
Stephenson Park Upstairs Function Room					
Seasonal user group subsidised rate- Full Day*	C	10	53.00	54.00	01-Jul-17
Non seasonal user Community Group - Full Day*	C	10	217.00	221.00	01-Jul-17
Commercial/Private- Full Day*	C	10	353.00	360.00	01-Jul-17
Safe Man Oval - Hire Charges (Level 2)					
Part or full day hire - (Community groups)	C	10	110.00	112.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	217.00	221.00	01-Jul-17
Commercial/Private- Full Day*	C	10	364.00	371.00	01-Jul-17
Safe Velodrome - Hire Charges (Level 2)					
Part or full day hire - (Community groups)	C	10	110.00	112.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	217.00	221.00	01-Jul-17
Commercial/Private- Full Day*	C	10	353.00	360.00	01-Jul-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Salisbury Park (Little Athol) - Hire Charges (Level 2)					
Part or full day hire - (Community groups)	C	10	110.00	112.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	217.00	221.00	01-Jul-17
Commercial/Private- Full Day*	C	10	365.00	368.00	01-Jul-17
Stead Street Oval - Hire Charges (Level 4) (Lakeside Football Field)					
Part or full day hire - (Community groups)	C	10	56.00	57.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	110.00	112.00	01-Jul-17
Commercial/Private- Full Day*	C	10	122.00	124.00	01-Jul-17
Warruk Oval - Hire Charges (Level 3)					
Part or full day hire - (Community groups)	C	10	83.00	85.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	183.00	186.00	01-Jul-17
Commercial/Private- Full Day*	C	10	242.00	247.00	01-Jul-17
Stratford Pine Lodge Hire Charges (Level 4) (see Oval 10 for hire rates, End Tennis Courts)					
Part or full day hire - (Community groups)	C	10	56.00	57.00	01-Jul-17
Part or full day hire - (schools casual hire)	C	10	FREE	FREE	01-Jul-17
Regular School Use - per season/per ground	C	10	110.00	112.00	01-Jul-17
Commercial/Private- Full Day*	C	10	122.00	124.00	01-Jul-17
Light Usage Fee (rate per hour) (includes plug-in portable lighting)	C	10	12.00	15.00	01-Jul-17
Toilet cleaning charges to be added to Casual hire if applicable	C	10	30.00	31.00	01-Jul-17
Notes					
*Half day hire = 50% of scheduled full day fee					
*Half day = 6 hours or less					
Seasonal Hire includes use of toilets and rubbish disposal					
Yarram Meeting Rooms					
Meeting Room 1 or 2 (max 25 people) per day Community Rate	C	10	51.00	53.00	01-Jul-17
Both Meeting Rooms 1 & 2 (max 50 people) per day Community Rate	C	10	102.00	105.00	01-Jul-17
Both Meeting Rooms 1 & 2 (max 50 people) per day Commercial Rate	C	10	208.00	215.00	01-Jul-17
Consulting Room 1 or 2 per hour	C	10	4.30	8.00	01-Jul-17
Consulting Room 1 or 2 per day	C	10	35.00	36.00	01-Jul-17
Lakeside Entertainment & Arts Facility (LEAF)					
Weddings and Commercial Organisations	C	10	180.00	185.00	01-Jul-17
Not for profit/community organisations	C	10	FREE	FREE	01-Jul-17
Use of Concertina Doors	C	10	125.00	140.00	01-Jul-17
Use of Concertina Doors Community Groups	C	10	80.00	70.00	01-Jul-17
Circus					
Recreation Reserve Fees (Circus) Daily Fees	C	10	800.00	850.00	01-Jul-17
Port of Sale					
Mooring Fees - Annual Licence	C	10	1,000.00	1000.00	01-Jul-17
Mooring - Temporary Per Week - Min 2 weeks (\$116.00) Max 12 weeks	C	10	58.00	58.00	01-Jul-17
Transfer of Mooring Fee	C	10		45.00	01-Jul-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

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Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Commercial Property					
Establishment fee for setting up user agreements - for new user agreements on Council Owned or Controlled Land	C	10		100.00	01-Jul-17
West Sale Airport					
West Sale Airport Service Charge - Terminal Access - Per day for charter/commercial flights	C	10	110.00	110.00	01-Jul-16
Rate capped to 100 days p.a.					
West Sale Airport Service Charge - Use of Airside Apron Areas - per m2p.a. Aircraft parking or equipment storage.	C	10	33.00	33.00	01-Jul-16
User agreement to be established for periods in excess of 28 continuous days					
Minimum charge \$275.00 (based on 100m2 for 1 month).					
West Sale Airport / Yarram Aerodrome Service Charge - Annual User Licence Agreement - Recreational Use.	C	10	140.00	140.00	01-Jul-16
West Sale Airport / Yarram Aerodrome Service Charge - Annual User Licence Agreement - Light Commercial Use.	C	10	660.00	660.00	01-Jul-16
West Sale Airport / Yarram Aerodrome Service Charge - Annual User Licence Agreement - Commercial Use.	C	10	1300.00	1300.00	01-Jul-16
West Sale Airport - Landing Fees					
Fee applied per aircraft landing (landing and take-off) no charge for touch and goes.					
Military and other Aircraft with WSA and Yarram licence agreement exempt.					
GA registered aircraft ≤1550kg exempt	C	10		\$3.00/tonne	10-Nov-16
GA registered aircraft >1550kg \$3.00/tonne pro-rata.					
Yarram Aerodrome - Landing Fees					
Fee applied per aircraft landing (landing and take-off) no charge for touch and goes.					
Military and other Aircraft with Yarram and WSA licence agreement exempt.					
GA registered aircraft ≤ 1550kg exempt.	C	10		\$1.50/tonne	10-Nov-16
GA registered aircraft >1550kg \$1.50/tonne pro-rata.					
MAP SALES					
Hardcopy - Standard Map (Dekho, Internet, VicRoads) A3 Colour	C	10	12.00	12.50	01-Jul-17
Hardcopy - Standard Map (Dekho, Internet, VicRoads) A2 Colour	C	10	18.00	18.50	01-Jul-17
Hardcopy - Standard Map (Dekho, Internet, VicRoads) A1 Colour	C	10	30.00	31.00	01-Jul-17
Hardcopy - Aerial Photo Plot A4	C	10	12.00	12.50	01-Jul-17
Hardcopy - Aerial Photo Plot A3	C	10	18.00	18.50	01-Jul-17
Hardcopy - Aerial Photo Plot A2	C	10	30.00	31.00	01-Jul-17
Hardcopy - Aerial Photo Plot A1	C	10	41.00	42.00	01-Jul-17
Softcopy - Aerial Photo - sent to email address	C	10	New Fee	10.00	01-Jul-17
TIPPING FEES					
Commercial Tonne	C	10	155.00	161.00	01-Jul-17
Compacted Commercial	C	10	167.00	173.00	01-Jul-17
Commercial m3	C	10	63.00	66.00	01-Jul-17
Domestic m3	C	10	31.00	33.00	01-Jul-17
Greenwaste m3	C	10	14.00	15.00	01-Jul-17
Clean Concrete Tonne	C	10	29.00	30.00	01-Jul-17
Clean Concrete m3	C	10	43.00	44.00	01-Jul-17
Separated Recyclables m3	C	10	0.00	0.00	01-Jul-17
Asbestos per tonne	C	10	100.00	100.00	01-Jul-17
Single Mattress	C	10	10.00	10.00	01-Jul-17
Double Mattress	C	10	15.00	15.00	01-Jul-17

WELLINGTON SHIRE COUNCIL
PROPOSED SCHEDULE OF FEES AND CHARGES AS AT 1 JULY 2017
GST INCLUSIVE

C=COUNCIL SET L=LEGISLATION

Service	C/L	GST %	Fee 16/17 including Tax \$	Proposed Fee 17/18 including Tax \$	Effective Date
Other					
Rechargeable works	C	10	By Quote	By Quote	01-Jul-15
Consent for Works Within Road Reserve	L		\$81.80 - \$588.00	\$81.80 - \$588.00	01-Jul-16
Recovery cost for Fire Hazard Removal Contractor plus an administration fee	C	10	Admin Cost \$105.00 + contractor cost	Admin Cost \$105.00 + contractor cost	01-Jul-17
Recovery cost for Contractor "call out" plus an administration fee	C	10		Admin Cost \$105.00 + contractor cost.	01-Jul-17
Dishonoured Direct Debit Fees	C		30.00	30.00	01-Jul-16
Dishonoured Cheque Fees	C		35.00	35.00	01-Jul-09
Land Information Certificates	L		24.80	24.80	29-Oct-15
Land Information Certificate – Urgent Fee	C	10	75.00	75.00	01-Jul-14
Duplicate Rate Notice	C	10	10.00	10.00	01-Jul-16
Rate Related Archive Search per hour	C	10	50.00	50.00	01-Jul-14
Freedom of Information Request	L		27.90	28.90	01-Jul-17
Freedom of Information Search Charges per hour or part of an hour (except if on a computer)	L		20.49	21.40	01-Jul-17
Freedom of Information Supervision Charges Per Quarter hour	L		5.00	5.30	01-Jul-17
Freedom of Information Photocopies A4 (per page)	L		0.20	0.20	01-Jul-16

2017/18 Budget - Wellington Shire Council

Appendix B Budget process

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

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

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

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

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

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase. Wellington Shire Council has not moved to apply for a higher rate cap for 2017/18.

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

Budget process	Timing
1 Minister of Local Government announces maximum rate increase	Dec
2 Officers update Council's long term financial projections	Dec/Jan
3 Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4 Council submits formal rate variation submission to ESC	Dec-Mar
5 Proposed budget (s) submitted to Council for approval	Apr
6 Public notice advising intention to adopt budget	Apr
7 Budget available for public inspection & comment	Apr/May
8 Submissions period closes (28 days)	May
9 Submissions considered by Council	Jun
10 Budget and submissions presented to Council for adoption	Jun
11 Copy of adopted budget submitted to the Minister	Jun
12 Revised budget where a material change has arisen	

ITEM C2.3**RESOLVE TO ADVERTISE THE DRAFT 2017/21 COUNCIL PLAN**

DIVISION: CORPORATE SERVICES
ACTION OFFICER: ACTING MANAGER PEOPLE AND EXCELLENCE
DATE: 18 APRIL 2017

IMPACTS									
Financial	Communication	Legislative	Council Policy	Council Plan	Resources & Staff	Community	Environmental	Consultation	Risk Management
✓	✓	✓	✓		✓	✓		✓	

OBJECTIVE

For Council to resolve to advertise the draft 2017/21 Council Plan and seek public submissions in accordance with Section 223 of the *Local Government Act 1989*.

PUBLIC QUESTIONS AND COMMENTS FROM THE GALLERY**RECOMMENDATION**

That:

- 1. Council advertise its 2017/21 draft Council Plan (as attached) in accordance with requirements of Section 223 of the Local Government Act 1989; and***
- 2. Council consider submissions for the 2017/21 draft Council Plan at a Special Council Meeting to be held on Tuesday 30 May 2017 at 3pm.***
- 3. Council meet on Tuesday 6 June 2017 at 3pm to consider the formal adoption of the 2017/21 Council Plan.***

BACKGROUND

In accordance with Section 125 of the *Local Government Act 1989*, every Council must prepare a Council Plan that includes:

- The strategic objectives of Council
- Strategies for achieving the objectives for at least the next four years
- Strategic indicators for monitoring the achievement of the objectives
- A Strategic Resource Plan
- Any other matters as prescribed by regulation.

A copy of the draft 2017/21 Council Plan is attached for Council's consideration.

OPTIONS

Council has the following options:

1. To resolve to advertise the draft 2017/21 Council Plan and seek submissions from the public;
or
2. To request further changes to the draft 2017/21 Council Plan and consider releasing for public comment at a future meeting of Council.

PROPOSAL

It is proposed, that in accordance with the requirements of Section 223 of the *Local Government Act 1989*, Council publicly advertise the attached draft 2017/21 Council Plan and seek public submissions. Council will consider submissions received at a Special Council Meeting to be held on 30 May 2017 at 3pm.

CONFLICT OF INTEREST

No Staff and/or contractors involved in the compilation of this report have declared a Conflict of Interest.

FINANCIAL IMPACT

The draft Council Plan incorporates a summary of budget provisions in its Strategic Resource Plan section.

The strategies incorporated in the draft 2017/21 Council Plan will have varying degrees of financial impact over the short and longer term. Absolute understanding of the draft 2017/21 Council Plan will be gained by reading it in conjunction with the Council's Budget, currently being finalised for the 2017/18 financial year.

COMMUNICATION IMPACT

The draft Council Plan communicates Council's strategic direction to the community. The Council Plan can also be used by Council to communicate its vision and direction to other tiers of government, organisations, government agencies and funding bodies.

LEGISLATIVE IMPACT

Council may make adjustments to its Council Plan following the seeking of submissions under section 223 of the *Local Government Act 1989*.

The Council will comply with the requirements of the *Local Government Act 1989* by adopting a Council Plan.

COUNCIL POLICY IMPACT

The draft Council Plan has been prepared generally in the context of existing Council policies, but may lead to their revision or the development of new policies as a result of implementation of the initiatives contained in it.

RESOURCES AND STAFF IMPACT

The strategies contained within the draft Council Plan will generally be implemented within the existing resources of the Council.

The Strategic Resource Plan component of this draft Council Plan outlines the financial and staff resources provided for its implementation.

COMMUNITY IMPACT

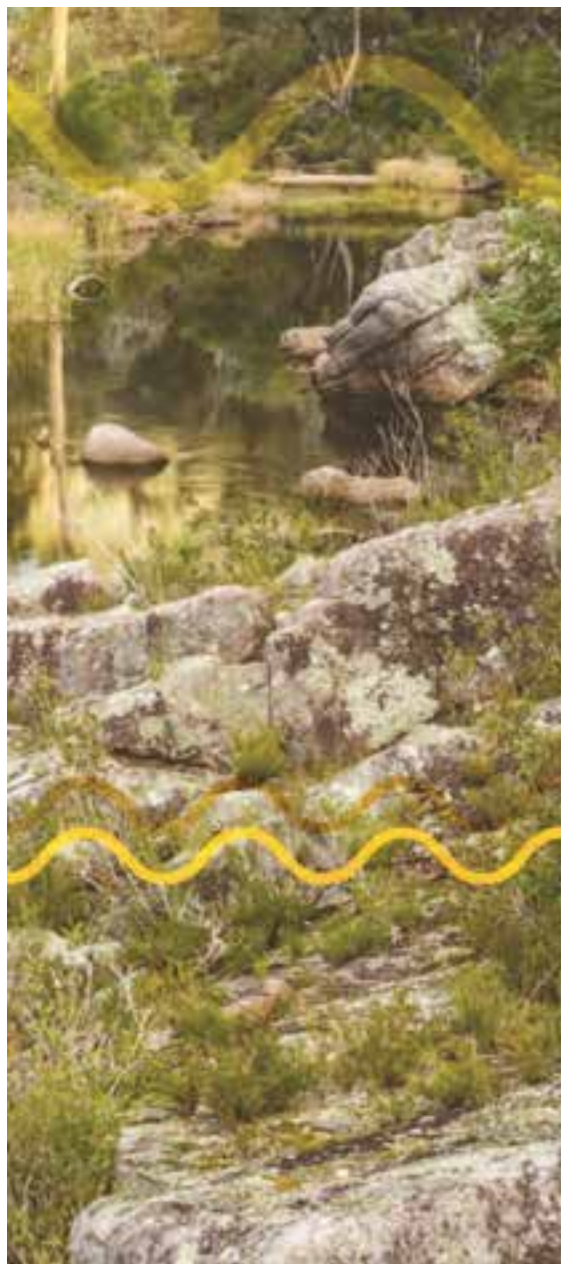
The attached draft Council Plan has been prepared in light of the Wellington 2030 Vision. It is intended to set out for the community the objectives, initiatives and strategies that the Council considers are needed to implement its Vision on behalf of the community over the next four years.

CONSULTATION IMPACT

In accordance with Section 125(3A) of the *Local Government Act 1989*, Council will place the draft 2017/21 Council Plan in the public domain for comment. Advertisements will be placed in local newspapers to seek community submissions on the draft Council Plan and copies will be available for inspection at all Council Customer Service Centres, libraries and on Council's website.







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Artwork panels shown on the front and rear pages of this document are used with the permission of artist Wilma Peppers.

foreword



On behalf of Council, I am proud to present the Wellington Shire Council Plan 2017 - 21. The Council Plan establishes the actions we will take in partnership with our community over the coming four years toward achieving their vision for the future, Wellington 2030.

Extensive engagement undertaken in 2016 informed the renewal of the Wellington 2030 Community Vision. Five themes very clearly emerged from these conversations, themes which are reflected in that vision and again here, in the Council Plan.

A sixth theme, Organisational, is included in this Plan. This sixth theme is the glue that binds the other five themes together; it addresses Council's emphasis on good governance, community engagement, responsiveness, and innovation through the organisation's delivery of over 140 services for, to and on behalf of the community.

The Strategic Resource Plan incorporated within this document, identifies how we will resource our Plan over the coming four years and each financial year, Council presents its annual budget.

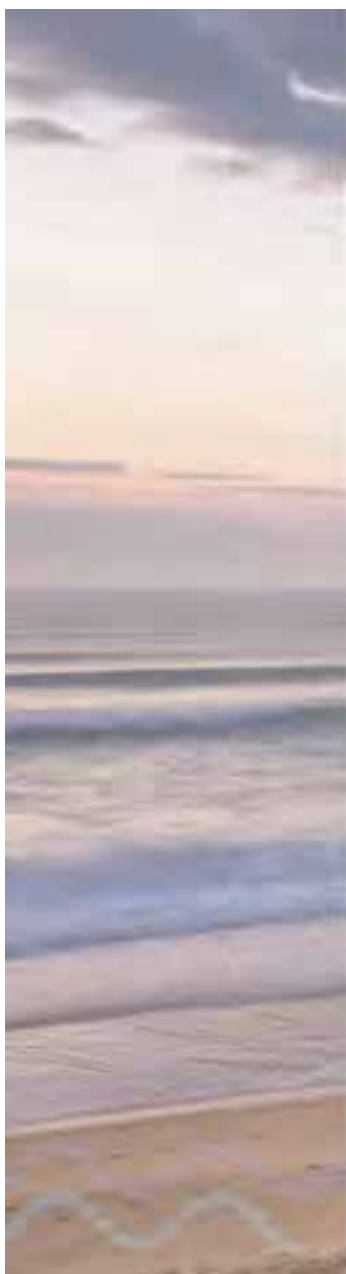
Wellington Shire Council aligns its operations in strict accordance with this Plan. Subsequently, each staff member works to an annual business plan, with performance indicators developed in alignment with the strategies identified within this Plan.

We report our progress back to our community through regular Council Reports in addition to the Annual Report. This Strategic Planning Framework provides Council, its staff, and the community with a clear line of sight from community vision to daily actions.

The community vision is clearly embedded in every aspect of Council business; from every child we immunise, to every waste bin we empty, every pet we reunite with its owners, every tree we plant, road we grade, and every book we loan. I thank the community members who helped shape Wellington 2030, which has helped guide Council's priorities for the next four years. My fellow Councillors and I look forward to reporting our progress back to you, as we all take our journey to 2030.

Cr Carolyn Crossley
Mayor





preparing the plan

This Council Plan has been developed in response to our community's renewed Wellington 2030 strategic vision for the future.

During 2016, Council asked the community to direct our journey to 2030 by telling us what they love about Wellington, what they don't like, what they would like that we don't have, and what their hopes are for our region's future.

Council received responses from over 3,100 people, representing all geographical regions of our shire and all age groups.

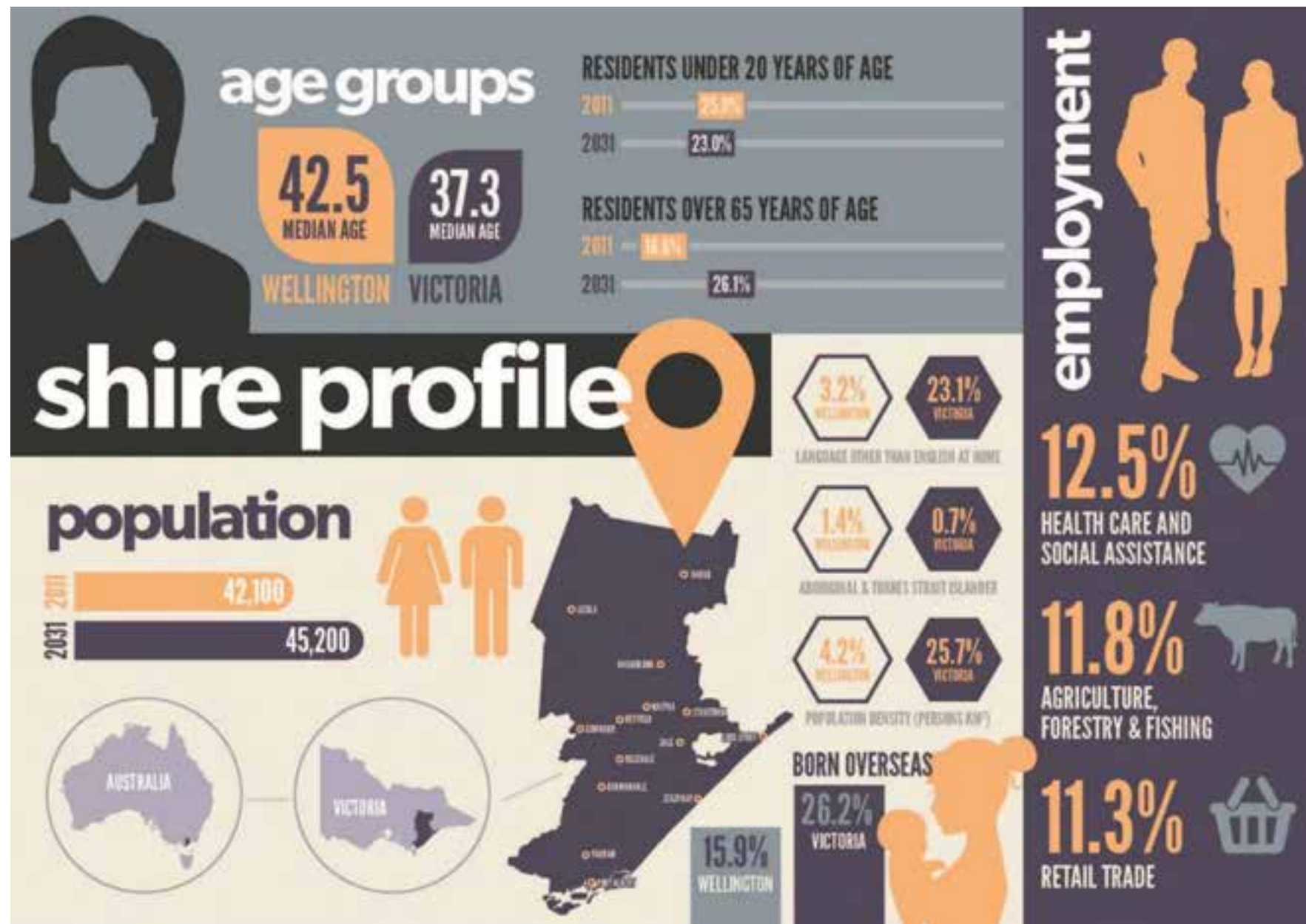
In November 2016, over 100 community members joined Council at a workshop, where responses provided during the initial consultation phase were collated and used to determine the five key themes of the renewed community vision.

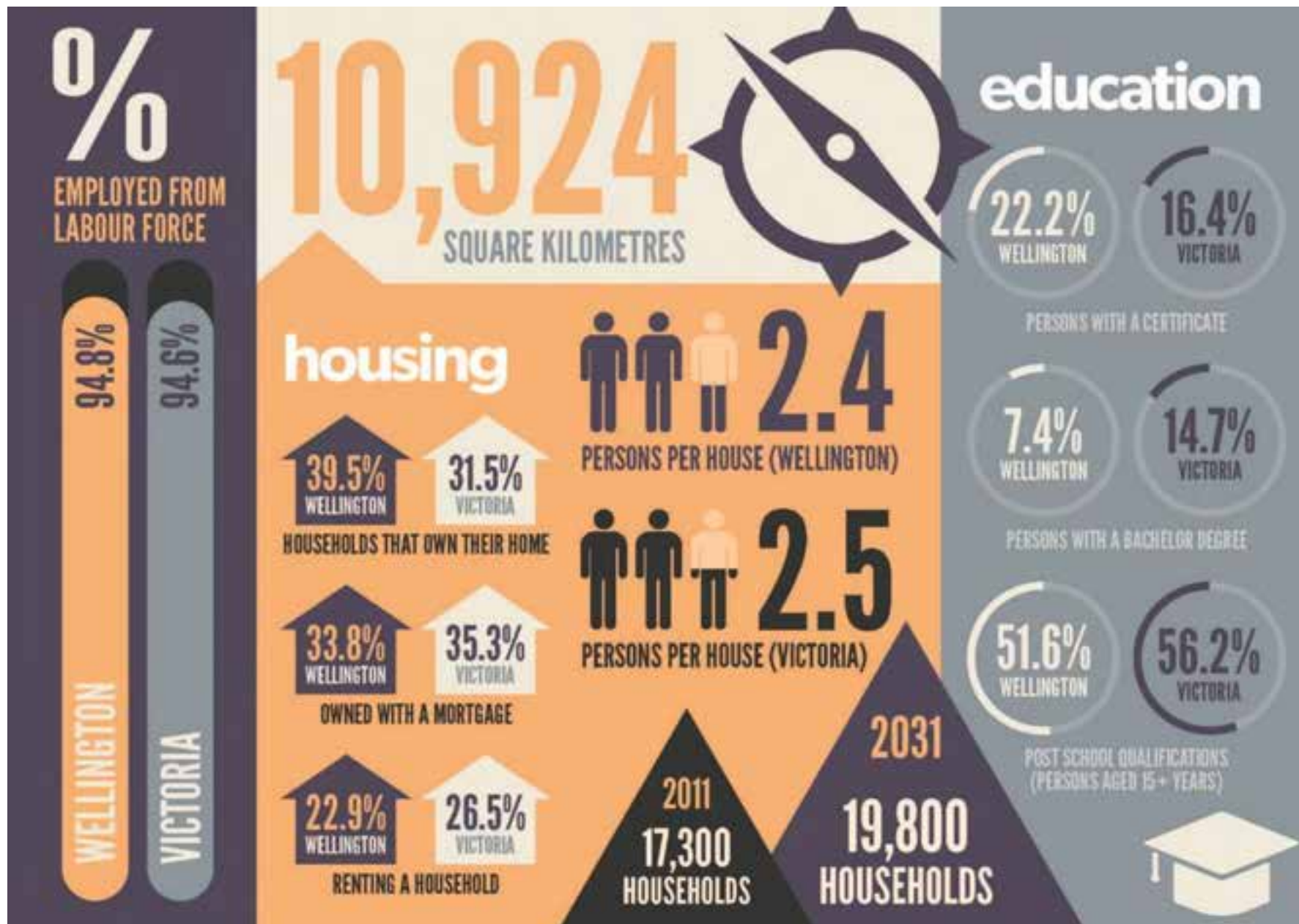
That feedback and those themes are the foundation for this Council Plan. Wellington 2030 is a long term strategic vision for our region over the next 13 years.

The Strategic Objectives contained within this plan align with our community's aspirations and expectations, identified through Wellington 2030. The Council Plan identifies what actions Council will take toward achieving the community's vision between 2017 and 2021 and how we will measure this plan's success.

Council will work in partnership with residents and community of Wellington Shire to deliver this Plan. Council will provide regular updates to the community on how we're progressing, through a variety of reporting mechanisms which include the Annual Report.









our vision

"Happy people,
healthy environment
and thriving
communities in the
heart of Gippsland."







1

OUR VISION

"We know and support each other and have a strong sense of community belonging. Diversity is respected and there are many social and community activities providing opportunities for all age groups to interact. We strive for good health, feel safe in our communities and are prepared for natural disasters."

PERFORMANCE INDICATOR	COUNCIL RESPONSIBILITY LEVEL	PERFORMANCE MEASURE
Satisfaction with enforcement of Local Laws	 Control	64%*
Community satisfaction with Emergency and Disaster Management	 Influence	74%*
Percentage of annual Municipal Health and Wellbeing Action Plan items achieved	 Control	> 75%
Percentage of annual action plan items achieved for the Wellington Youth Strategy	 Influence	> 75%
Monitor utilisation and diversity of usage of Council's community facilities	 Monitor	Monitor
Total value of Community Assistance Grants distributed annually	 Control	Monitor

*Victorian Local Government Community Satisfaction Survey

DEFINITIONS: **Control:** Council actions directly control the result. **Influence:** Council can influence the result but other external factors may also have an impact. **Monitor:** Council has no influence on the result but monitors it to assist future planning.

STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
1.1 Maintain friendly, safe communities providing opportunities for residents to lead healthy and active lifestyles.	1.1.1 Continue to deliver services and programs that encourage and foster community wellness and the prevention of disease.	Provider, Regulator, Funder	Local Laws, Social Planning & Policy, Leisure Services, Environmental Health, Building Services
	1.1.2 Work in partnership to provide leadership and strategic direction on issues relating to community safety.	Partner, Facilitator,	
	1.1.3 Provide and manage open spaces and infrastructure that enable and encourage healthy and active lifestyles.	Provider	
	1.1.4 Develop and foster strong relationships with funding agencies, committees of management and local communities for the provision of appropriate recreational infrastructure, programs and services to support healthy and active lifestyles.	Provider, Partner, Funder	
1.2 Celebrate, recognise and acknowledge our diverse community and improve social connections among youth, aboriginal and aged communities.	1.2.1 Ensure that Council services, facilities and events promote inclusivity, social connectedness and accessibility.	Provider	Social Planning & Policy, Rural Access, Youth Liaison, Leisure Services
	1.2.2 Develop strategic partnerships to work collaboratively to support young people, which provide youth leadership and capacity building opportunities.	Partner, Facilitator	
	1.2.3 Encourage and support communities, sports and recreation clubs to deliver a diverse range of programs and events.	Partner, Funder	
	1.2.4 Strengthen relationships with the Aboriginal community through the enhancement of strategic local partnerships.	Provider	
1.3 Strengthen community identity by promoting our heritage and history and appreciation for small town rural living.	1.3.1 Recognise, celebrate and promote the diverse shared heritage and history of Wellington Shire.	Partner	Social Planning & Policy, Rural Access, Strategic Planning, Statutory Planning, Community Facilities Planning
	1.3.2 Provide support and leadership to local groups to help improve and promote their towns and communities.	Provider, Funder, Partner, Facilitator	
1.4 Enhance resilience in our towns and our communities.	1.4.1 Continue to engage collaboratively with communities and external agencies to ensure a best practice approach to emergency planning, relief and recovery management.	Provider, Partner, Regulator, Advocate	Local Laws, Emergency Management, Environmental Health, Road Management, Strategic Planning, Statutory Planning Community Wellbeing
	1.4.2 Mitigate the potential effects of natural disasters on our communities by supporting appropriate development in accordance with responsible land use planning practices.	Provider, Regulator, Advocate	
	1.4.3 Encourage local volunteering, and empower local community plans and events.		



2

OUR VISION

"Wellington has diverse and accessible recreational opportunities and services. Events and facilities are available for all. Communities are connected to places and services through access to a public transport system, that links with walking and cycling infrastructure."

PERFORMANCE INDICATOR	COUNCIL RESPONSIBILITY LEVEL	PERFORMANCE MEASURE
Community satisfaction with condition of local streets and footpaths	 Control	55%*
Community satisfaction with planning permits	 Control	58%*
Total annual value of municipal development	 Influence	Monitor
Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal	 Control	Monitor

*Victorian Local Government Community Satisfaction Survey

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STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
2.1 Council services and infrastructure are responsive to identified current and future community needs within budgeted parameters.	2.1.1 Undertake service delivery and infrastructure master planning to provide community assets in response to identified needs.	Provider, Funder, Partner, Regulator, Facilitator	Arts and Culture, Road Management, Built Environment, Asset Management, Infrastructure Development, Projects, Strategic Planning, Community Facilities Planning, Community Committees
	2.1.2 Provide access to a diverse range of recreational opportunities for all sectors of the community.	Provider, Funder, Partner, Regulator, Facilitator, Advocate	
	2.1.3 Service planning accounts for seasonal variations in community populations.	Provider	
2.2 Council assets are responsibly, socially, economically and sustainably managed.	2.2.1 Develop asset management plans in conjunction with service level plans for all council facilities and infrastructure.	Provider, Funder	Road Management, Built Environment Facilities, Asset Management, Infrastructure Development, Projects, Community Facilities Planning, Community Committees
	2.2.2 Manage Council community facilities planning to ensure that outputs are attractive to the community.	Provider, Funder	
	2.2.3 Continue to maintain and enhance Council's built environment for public amenity and long-term sustainability.	Provider, Funder	
	2.2.4 Recognise and protect our built heritage assets.	Provider, Regulator	
2.3 Wellington Shire is well planned, considering long term growth and sustainability.	2.3.1 Continue to provide strategic planning to encourage long term growth and sustainability in Wellington Shire.	Provider, Regulator	
	2.3.2 Ensure sufficient land supply to provide for a range of lifestyle options which support housing diversity including affordable housing.	Provider, Regulator	Strategic Planning, Statutory Planning
	2.3.2 Recognise and advocate for best practice land development which considers energy efficiency and sustainability for housing.	Advocate, Regulator	
2.4 Continued improvement to Wellington Shire's connectivity with further developed, accessible transport networks.	2.4.1 Continue to lobby and advocate for improved public transport connectivity.	Advocate	Road Management, Built Environment, Asset Management
	2.4.2 Continue to maintain and enhance Council's road assets infrastructure.	Provider	

Wellington Shire Council Plan 2017-21

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3

OUR VISION

"Wellington's natural environment and landscapes are clean, diverse, beautiful, accessible and protected."

PERFORMANCE INDICATOR	COUNCIL RESPONSIBILITY LEVEL	PERFORMANCE MEASURE
Community satisfaction with the appearance of public areas	 Control	74%*
Community satisfaction with waste management	 Control	67%*
Community satisfaction with Council's slashing and weed control activity	 Control	53%*
Monitor participation rates of Council's Sustainable Living Education Program	 Control	Monitor participation rates

*Victorian Local Government Community Satisfaction Survey

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STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
3.1 Conserve and protect our natural environment through responsible and sustainable management practices.	3.1.1 Ensure development is appropriate to conserve our environmentally sensitive landscapes for future generations.	Provider, Regulator	Statutory Planning, Park Services, Major Land Use Planning Projects, Open Spaces
	3.1.2 Work in partnership to protect and preserve Wellington Shire's natural environment, biodiversity, resources and environmental heritage.	Provider, Regulator, Partner, Advocate	
	3.1.3 Manage Council's high quality, attractive open spaces and streetscapes in accordance with agreed service levels.	Provider	
3.2 Demonstrate leadership in waste and water management, and energy efficiency.	3.2.1 Review Council's provision of waste services.	Provider	Waste Management, Sustainability
	3.2.2 Provide leadership and education in sustainable living practices.	Provider	
	3.2.3 Advocate for and provide leadership toward a low carbon economy.	Advocate, Facilitator	
3.3 Build resilience in our communities and landscapes to mitigate risks from a changing climate.	3.3.1 Design and maintain landscapes and infrastructure appropriate for a changing climate.	Provider, Funder	Strategic Planning, Open Spaces, Park Services, Projects, Strategic Planning
	3.3.2 Consider climate risk impact in planning decisions. Ensure planning schemes use the most up to date, relevant data regarding climate change impacts.	Provider, Facilitator, Partner	



4

OUR VISION

"Wellington will have a broad choice of local training, education and holistic learning and development options that lead to meaningful employment and personal fulfilment."

PERFORMANCE INDICATOR

COUNCIL RESPONSIBILITY LEVEL

PERFORMANCE MEASURE

Maintain or increase the proportion of residents with post school qualifications of some sort relative to the Gippsland average



Monitor

≥ 51.6%*

Increase participation at Council's libraries



Influence

Monitor participation rates

Increase participation at Council's Arts and Culture facilities



Control

Monitor participation rates

*Australian Bureau of Statistics data.

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STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
4.1 Improve people's access to opportunities to challenge and extend their thinking, promote independence, stimulate ideas, further develop leadership skills and lead meaningful lives.	4.1.1 Advocate for improved access to high quality learning environments within Wellington Shire.	Advocate	
	4.1.2 Provide and support learning opportunities to develop skills and promote leadership and mentoring within our communities.	Provider, Partner	Social Planning & Policy, Community Engagement, Business Development, Arts and Culture
	4.1.3 Provide accessible cultural opportunities and activities for all sectors of the community.	Provider, Funder, Partner	
4.2 Encourage innovation for and in the region.	4.2.1 Actively promote and encourage industry, employers and further education providers to work in partnership to train and recruit people locally and provide opportunity for career progression within Wellington.	Advocate, Facilitator	Social Planning & Policy, Community Engagement, Business Development, Arts and Culture



5

OUR VISION

"Wellington has a wealth of diverse industries providing employment opportunities for all. There is growth in the Wellington population and economy which is balanced with the preservation of our natural environment and connected communities."

PERFORMANCE INDICATOR	COUNCIL RESPONSIBILITY LEVEL	PERFORMANCE MEASURE
Maintain or increase the total number of jobs in Wellington Shire relative to the Gippsland workforce	 Influence	≥ 14,192 jobs (15.88% of Gippsland workforce)
Maintain or increase number of businesses	 Influence	≥ 3,889 businesses
Maintain or increase estimated resident population relative to Gippsland population	 Influence	≥ 41,965 residents
Maintain or increase Gross Regional Product (GRP) relative to Gippsland GRP	 Monitor	\$2.32b GRP
Maintain or increase visitor numbers by type/duration	 Influence	Monitor Destination Gippsland data
Maintain lower unemployment rate than the Gippsland average	 Influence	Monitor ABS data

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STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
5.1 Support and develop our existing businesses.	5.1.1 Provide development and training opportunities for local businesses.	Partner, Facilitator	Economic Development
	5.1.2 Leverage from our existing business and assets to diversify the economy through value adding activities, identifying opportunities and building on our strengths.	Provider, Partner, Facilitator	
	5.1.3 Advocate for improved links and connectivity to key markets and destinations.	Provider, Partner, Facilitator	
5.2 Use a targeted approach to attract new business investment to Wellington Shire, to support population growth.	5.2.1 Create a supportive investment environment that encourages new development and job growth.	Facilitator	Business Development, Strategic Planning
	5.2.2 Ensure the availability of residential, commercial and industrial land supply.	Provider, Regulator	
	5.2.3 Actively promote new investment opportunities in key market sectors where Wellington Shire has a competitive strength while celebrating success.	Provider, Advocate	
5.3 Grow Wellington Shire's visitor economy.	5.3.1 Work with key stakeholder organisations to increase consumer awareness of Wellington Shire's strengths.	Partner, Facilitator	Visitor Economy and Events
	5.3.2 Enhance visitor experiences through the development of quality facilities and services.	Provider, Partner, Facilitator	
	5.3.3 Position Wellington Shire as an events destination.	Provider, Partner, Facilitator	

6

OUR VISION

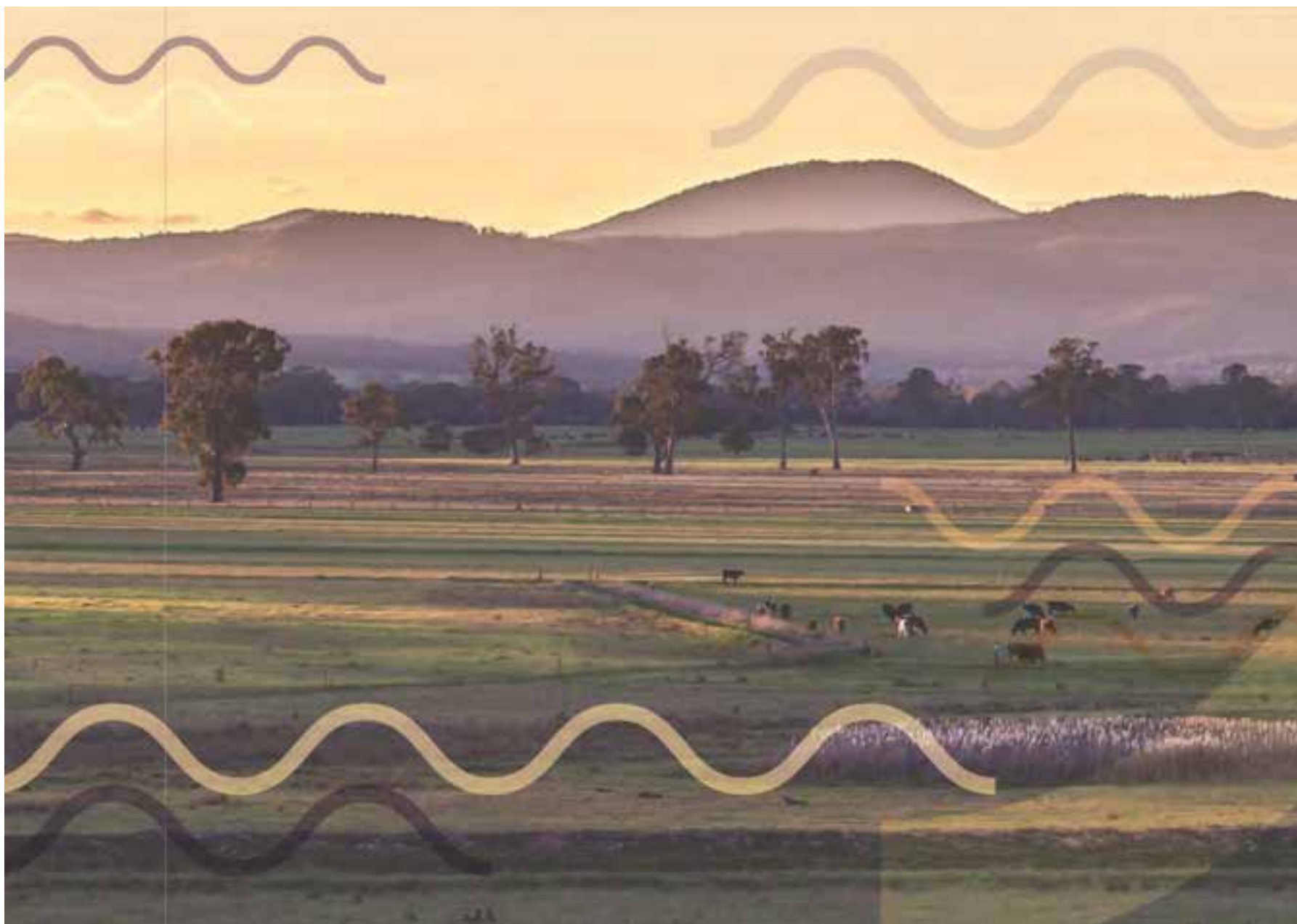
"Wellington is well led, managed and supported by best organisational practices to deliver services and infrastructure to the community by listening, advocating and responding to their needs."

PERFORMANCE INDICATOR	COUNCIL RESPONSIBILITY LEVEL	PERFORMANCE MEASURE
Maintain or increase community satisfaction with Council's overall performance	 Influence	63%*
Increase satisfaction with community consultation and engagement	 Influence	58%*
Maintain or increase satisfaction with advocacy on behalf of the community to other organisations and levels of government	 Control	57%*
Maintain or increase community satisfaction out of 100 with how Council has performed in making decisions in the best interests of the community	 Influence	56%*
Maintain or increase overall staff satisfaction and engagement ratings	 Influence	5.18**

*Australian Bureau of Statistics data. **Internal Staff Engagement Survey mean result.

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STRATEGIC OBJECTIVES	STRATEGIES	OUR ROLE	SERVICE AREA
6.1 Wellington Shire Council is a leader in best practice, innovation, and continuous improvement.	6.1.1 Provide user friendly systems, accessible information and efficient processes.	Provide	Whole Organisation
	6.1.2 Continually improve and implement processes for systems based on best practices.	Provide	Business Systems, Business Improvement
	6.1.3 Consider opportunities for a shared services approach to Council business.	Provide	
6.2 Community engagement and customer service excellence is central to Council's decision making process.	6.2.1 Provide proactive, quality customer service to all stakeholders.	Provide, Facilitate	Whole Organisation
	6.2.2 Actively engage with both internal and external stakeholders to appropriately inform about council business.	Provide	Community Wellbeing, Media & Public Relations, Municipal Services, Leisure Services, Mayoral Support
	6.2.3 Ensure sound processes are in place to facilitate input into Council deliberations and decision making.	Provide	
6.3 Maintain a well governed, transparent, high performing, ethical and accountable organisation.	6.3.1 Maintain processes and systems to ensure sound financial management.	Provide	Whole Organisation
	6.3.2 Reduce Council's reliance on rates income through increasing diversification of income sources.	Provide	Accounting Services, Procurement, Rates & Valuations, Human Resources, Information Management, Commercial Facilities Management, Risk Management, ICT Network Administration
	6.3.3 Ensure sound governance processes that result in responsive, ethical, transparent and accountable decision making.	Provide	
	6.3.4 Ensure effective and accountable risk management and occupational health and safety systems.	Provide	
	6.3.5 Continue to maintain and develop a high performing workforce that supports and enhances Council's ability to deliver its services efficiently and effectively.	Provide	
6.4 Act and lobby behalf of the priorities of the community.	6.4.1 Council Strategies and Plans reflect the aspirations of our diverse communities.	Provide	Whole organisation
	6.4.2 Advocate on the community's behalf to State and Federal agencies, the private sector and industry on a range of issues relevant to Wellington Shire community.	Advocate, Facilitate	







Materials and services costs are affected by a number of external factors including prevailing economic conditions (such as fuel prices), industry specific issues and CNY. Over the four year period there will be modest costs increases, except for 2016/17.

Balance Sheet

The following sheet provides a snapshot of the Council's expected financial position at the end of each of the next four years. This equity represents the net worth of Council.

	2018 (\$'000)	2019 (\$'000)	2020 (\$'000)	2021 (\$'000)
ASSETS (CURRENT ASSETS)				
Cash and Cash Equivalents	40,471	41,721	41,094	45,765
Trade and Other Receivables	5,455	5,367	5,706	5,816
Other Financial Assets	9,000	9,000	9,000	9,000
Other Assets	410	410	410	410
Total Current Assets	55,336	56,498	56,210	60,991
ASSETS (NON-CURRENT ASSETS)				
Trade and Other Receivables	1,910	2,753	3,563	4,261
Property, Infrastructure, Plant and Equipment	933,218	944,878	953,412	960,455
Intangible Assets	1,017	910	943	790
Total Non-Current Assets	936,145	948,541	957,918	965,506
Total Assets	991,481	1,005,039	1,014,208	1,026,497
LIABILITIES (CURRENT LIABILITIES)				
Trade and other payables	5,893	5,949	5,977	6,291
Trust funds and deposits	609	817	687	887
Provisions	7,265	7,357	7,566	7,765
Interest-bearing loans and borrowings	447	3,565	699	813
Total Current Liabilities	14,214	17,688	14,929	15,856
LIABILITIES (NON-CURRENT LIABILITIES)				
Provisions	2,126	2,134	2,150	2,166
Interest-bearing loans and borrowings	10,745	8,570	9,384	10,913
Total Non-Current Liabilities	12,871	10,704	11,534	13,079
Total Liabilities	27,085	28,392	26,463	28,935
Net Assets	964,396	976,647	987,745	997,562
EQUITY				
Accumulated Surplus	349,987	362,950	375,293	385,003
Reserves	614,409	613,697	612,452	612,559
Total Equity	964,396	976,647	987,745	997,562

Statement of Changes in Equity

	Total (\$'000)	Accumulated Surplus (\$'000)	Revaluation Reserve (\$'000)	Other Reserves (\$'000)
2018				
Balance at Beginning of the Financial Year	946,151	332,995	607,385	5,771
Surplus / (Deficit) for the Year	18,245	18,245	-	-
Net Asset Revaluation Increment / (Decrement)	-	-	-	-
Transfers to Other Reserves	-	1,847	-	(1,847)
Transfers from Other Reserves	-	(3,100)	-	3,100
Balance at End of Financial Year	964,396	349,987	607,385	7,024
2019				
Balance at Beginning of the Financial Year	964,396	349,987	607,385	7,024
Surplus / (Deficit) for the Year	12,251	12,251	-	-
Net Asset Revaluation Increment / (Decrement)	-	-	-	-
Transfers to Other Reserves	-	3,554	-	(3,554)
Transfers from Other Reserves	-	(2,842)	-	2,842
Balance at End of Financial Year	976,647	362,950	607,385	6,312
2020				
Balance at Beginning of the Financial Year	976,647	362,950	607,385	6,312
Surplus / (Deficit) for the Year	11,098	11,098	-	-
Net Asset Revaluation Increment / (Decrement)	-	-	-	-
Transfers to Other Reserves	-	4,280	-	(4,280)
Transfers from Other Reserves	-	(3,035)	-	3,035
Balance at End of Financial Year	987,745	375,293	607,385	5,067
2021				
Balance at Beginning of the Financial Year	987,745	375,293	607,385	5,067
Surplus / (Deficit) for the Year	9,818	9,818	-	-
Net Asset Revaluation Increment / (Decrement)	-	-	-	-
Transfers to Other Reserves	-	2,929	-	(2,929)
Transfers from Other Reserves	-	(3,039)	-	3,039
Balance at End of Financial Year	997,562	385,000	607,385	5,177

Statement of Cash Flows

The Cash Flow Statement shows the expected movement in cash over the next four years.

The net cash flow from operating activities shows the expected cash available after providing services to the community. These funds, along with any cash provided by financing activities, are used to fund ongoing capital investments.

	2018 Inflows / (Outflows) (\$'000)	2019 Inflows / (Outflows) (\$'000)	2020 Inflows / (Outflows) (\$'000)	2021 Inflows / (Outflows) (\$'000)
CASH FLOWS FROM OPERATING ACTIVITIES				
Rates and Charges	55,314	56,602	58,339	59,566
Statutory Fees and Fines	729	671	654	703
User Fees	6,517	6,674	6,809	6,917
Grants - Operating	13,686	14,017	14,004	14,454
Grants - Capital	16,045	8,330	6,575	5,890
Contributions - Monetary	661	1,222	1,035	747
Interest Received	1,100	1,122	1,144	1,167
Trust Funds and Deposits Taken	(140)	259	143	254
Other Receipts	1,978	1,956	1,934	1,911
Employee Costs	(25,285)	(25,942)	(26,651)	(27,459)
Materials and Services	(28,599)	(28,830)	(28,977)	(30,264)
Trust Funds and Deposits Repaid	22	(51)	(273)	(54)
Other Payments	(684)	(697)	(714)	(493)
Net Cash Provided by / (Used in) Operating Activities	41,344	35,333	34,022	33,339
CASH FLOWS FROM INVESTING ACTIVITIES				
Payments for Property, Infrastructure, Plant and Equipment	(45,249)	(35,774)	(33,255)	(31,549)
Proceeds from Sale of Property, Infrastructure, Plant and Equipment	806	1,288	1,173	1,620
Payments for Investments	(90,202)	(91,294)	(91,083)	(91,379)
Proceeds from Sale of Investments	91,348	91,294	91,083	91,379
Net Cash Provided by / (Used in) Investing Activities	(43,297)	(34,486)	(32,082)	(29,923)
CASH FLOWS FROM FINANCING ACTIVITIES				
Finance Costs	(470)	(540)	(515)	(488)
Proceeds from Borrowings	2,000	1,360	1,513	2,442
Repayment of Borrowings	(764)	(447)	(3,565)	(699)
Net Cash Provided by / (Used in) Financing Activities	766	403	(2,567)	1,255
Net Increase (Decrease) in Cash and Cash Equivalents	(1,193)	1,250	(627)	4,671
Cash and Cash Equivalents at the Beginning of the Financial Year	41,664	40,471	41,721	41,094
Cash and Cash Equivalents at end of the Financial Year	40,471	41,721	41,094	45,765

Statement of Capital Works

The Statement of Capital Works shows the expected expenditure on capital works over the next four years.

Capital Works Strategies

The Capital Works Program over the four year period is part of the four year Capital Works Program and is intended to ensure alignment with Asset Management Plan objectives and strategies. All projects are evaluated on a cost-benefit basis, taking into account public safety, community needs, legislative requirements and availability of funding. High interest and external funding to Council achieving its Asset Management Plan objectives over the next four years is the continuation of the results to achieve funding initiative of \$10.77 million.

Revenue Strategies

Council's Long Term Financial Plan, takes into consideration the need to plan carefully for funding the removal of infrastructure assets, and replace a financially sustainable operation.

New funding has been secured for all years from 2017/18 to 2020/21, and for residential street construction schemes which will be funded by participating ratepayers over 10 years. At the end of the four year financial period, total debt is forecast to be \$11.87 million, well within the relevant Local Government Reporting Framework guidelines.

	2018 (\$'000)	2019 (\$'000)	2020 (\$'000)	2021 (\$'000)
PROPERTY				
Land	150	125	-	-
Landfill Improvements	322	75	1,600	-
Total Land	472	200	1,600	-
Buildings	6,980	3,120	3,140	4,485
Total Buildings	6,980	3,120	3,140	4,485
Total Property	7,452	3,320	4,740	4,485
PLANT AND EQUIPMENT				
Plant, Machinery & Equipment	2,408	2,469	2,438	2,556
Furniture & Fittings	295	44	10	37
Information Technology	922	200	485	290
Library Books	245	238	244	250
Total Plant and Equipment	3,770	2,951	3,178	3,133
INFRASTRUCTURE				
Roads	12,952	12,842	10,863	10,572
Bridges	1,255	1,449	770	1,493
Footpaths	2,475	912	2,649	596
Drainage	467	730	1,685	2,545
Recreational Leisure and Community Facilities	4,263	4,700	3,565	1,445
Waste	270	5,395	4,320	5,580
Parks, Open Space and Streetscapes	6,294	100	310	230
Aerodromes	4,760	2,670	530	850
Off Street Car Parks	150	500	500	500
Other Infrastructure	1,116	145	120	120
Total Infrastructure	34,002	29,443	25,312	23,931
Intangibles	25	60	25	-
Total Capital Works Expenditure	45,249	35,774	33,255	31,549

Summary of Planned Capital Works Expenditure

2018

	ASSET EXPENDITURE TYPES (\$'000)					FUNDING SOURCES (\$'000)				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
PROPERTY										
Land	150	-	-	-	150	150	-	-	150	-
Landfill Improvements	322	-	322	-	-	322	-	-	322	-
Total Land	472	-	322	-	150	472	-	-	472	-
Buildings	6,980	-	3,505	1,892	1,583	6,980	3,000	250	3,730	-
Total Buildings	6,980	-	3,505	1,892	1,583	6,980	3,000	250	3,730	-
Total Property	7,452	-	3,827	1,892	1,743	7,452	3,000	250	4,202	-
PLANT AND EQUIPMENT										
Plant, Machinery & Equipment	2,408	-	2,408	-	-	2,408	-	-	2,408	-
Furniture & Fittings	295	-	238	28	29	295	-	-	295	-
Information Technology	922	-	200	622	-	922	-	-	922	-
Library Books	245	-	235	10	-	245	-	-	245	-
Total Plant and Equipment	3,770	-	3,081	660	29	3,770	-	-	3,770	-
INFRASTRUCTURE										
Roads	12,952	-	9,986	2,905	60	12,952	3,025	922	8,205	-
Bridges	1,255	-	1,255	-	-	1,255	785	-	470	-
Footpath	2,475	-	342	126	2,007	2,475	1,241	-	1,234	-
Drainage	467	-	273	194	-	467	-	-	467	-
Recreational Leisure and Community Facilities	4,263	2,833	860	320	250	4,263	765	851	2,647	-
Waste	270	-	75	145	50	270	-	-	270	-
Parks, Open Space and Streetscapes	6,294	-	4,334	1,742	218	6,294	1,305	89	4,050	850
Aerodromes	4,760	330	3,333	1,074	223	4,760	3,500	-	635	625
Off Street Car Parks	150	-	150	-	-	150	-	-	150	-
Other Infrastructure	1,116	-	650	341	125	1,116	754	-	362	-
Total Infrastructure	34,002	3,163	21,058	6,848	2,933	34,002	12,175	1,862	18,490	1,475
Intangibles	25	-	25	-	-	25	-	-	25	-
Total Capital Works Expenditure	45,249	3,163	27,991	8,390	4,705	45,249	15,175	2,112	26,887	1,475

Summary of Planned Capital Works Expenditure

2019

	ASSET EXPENDITURE TYPES (\$'000)					FUNDING SOURCES (\$'000)				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
PROPERTY										
Land	125	-	-	-	125	125	-	-	125	-
Landfill Improvements	75	-	75	-	-	75	-	-	75	-
Total Land	200	-	75	-	125	200	-	-	200	-
Buildings	3,120	-	1,462	983	675	3,120	900	-	2,220	-
Total Buildings	3,120	-	1,462	983	675	3,120	900	-	2,220	-
Total Property	3,320	-	1,537	983	800	3,320	900	-	2,420	-
PLANT AND EQUIPMENT										
Plant, Machinery & Equipment	2,409	-	2,409	-	-	2,409	28	-	2,441	-
Furniture & Fittings	44	20	-	-	24	44	-	-	44	-
Information Technology	200	-	100	100	-	200	-	-	200	-
Library Books	238	-	238	10	-	238	-	-	238	-
Total Plant and Equipment	2,891	20	2,797	110	24	2,891	28	-	2,923	-
INFRASTRUCTURE										
Roads	12,842	-	10,327	2,471	44	12,842	3,006	1,039	8,797	-
Bridges	912	-	912	-	-	912	260	110	542	-
Footpath	1,449	-	470	279	700	1,449	500	-	949	-
Drainage	730	-	200	530	-	730	-	297	433	-
Recreational Leisure and Community Facilities	4,700	-	3,369	474	857	4,700	1,300	190	2,710	500
Waste	100	-	100	-	-	100	-	-	100	-
Parks, Open Space and Streetscapes	5,365	385	3,696	864	450	5,365	836	475	4,054	-
Aerodromes	2,670	350	1,666	545	109	2,670	1,500	-	1,170	-
Off Street Car Parks	500	-	500	-	-	500	-	-	500	-
Other Infrastructure	145	-	104	41	-	145	-	-	145	-
Total Infrastructure	29,443	735	21,344	5,204	2,360	29,443	7,402	2,111	19,430	500
Intangibles	60	-	60	-	-	60	-	-	60	-
Total Capital Works Expenditure	35,774	755	25,738	6,287	2,984	35,774	8,330	2,111	24,833	500

Summary of Planned Capital Works Expenditure

11.10.17 10:00 AM Council Plan 2017-21

2020

	ASSET EXPENDITURE TYPES (\$'000)					FUNDING SOURCES (\$'000)				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
PROPERTY										
Land	-	-	-	-	-	-	-	-	-	-
Landfill Improvements	1,600	-	1,600	-	-	1,600	-	-	1,600	-
Total Land	1,600	-	1,600	-	-	1,600	-	-	1,600	-
Buildings	3,140	-	1,436	1,014	690	3,140	920	-	2,220	-
Total Buildings	3,140	-	1,436	1,014	690	3,140	920	-	2,220	-
Total Property	4,740	-	3,036	1,014	690	4,740	920	-	3,820	-
PLANT AND EQUIPMENT										
Plant, Machinery & Equipment	2,438	-	2,438	-	-	2,438	-	-	2,438	-
Furniture & Fittings	10	-	-	-	10	10	-	-	10	-
Information Technology	496	-	382	104	-	496	-	-	496	-
Library Books	244	-	234	10	-	244	-	-	244	-
Total Plant and Equipment	3,178	-	3,054	114	10	3,178	-	-	3,178	-
INFRASTRUCTURE										
Roads	10,863	-	8,607	2,210	46	10,863	1,905	1,045	7,913	-
Bridges	2,649	-	2,649	-	-	2,649	2,200	-	449	-
Footpaths	770	-	482	278	-	770	-	-	770	-
Drainage	1,685	-	1,037	648	-	1,685	-	306	1,379	-
Recreational Leisure and Community Facilities	3,565	-	2,958	7	600	3,565	1,200	100	1,765	500
Waste	310	-	210	-	100	310	-	-	310	-
Parks, Open Space and Streetscapes	4,320	205	3,349	666	100	4,320	350	375	3,595	-
Aerodromes	530	330	170	15	15	530	-	-	530	-
Off Street Car Parks	500	-	500	-	-	500	-	-	500	-
Other Infrastructure	120	-	90	30	-	120	-	-	120	-
Total Infrastructure	25,312	535	20,052	3,864	861	25,312	5,655	1,826	17,331	500
Intangibles	25	-	25	-	-	25	-	-	25	-
Total Capital Works Expenditure	33,255	535	26,167	4,992	1,561	33,255	6,575	1,826	24,354	500

Summary of Planned Capital Works Expenditure

2021

	ASSET EXPENDITURE TYPES (\$'000)					FUNDING SOURCES (\$'000)				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
PROPERTY										
Land	-	-	-	-	-	-	-	-	-	-
Landfill Improvements	-	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-	-
Buildings	4,485	-	2,743	1,037	705	4,485	940	-	3,545	-
Total Buildings	4,485	-	2,743	1,037	705	4,485	940	-	3,545	-
Total Property	4,485	-	2,743	1,037	705	4,485	940	-	3,545	-
PLANT AND EQUIPMENT										
Plant, Machinery & Equipment	2,556	-	2,556	-	-	2,556	-	-	2,556	-
Furniture & Fittings	37	-	-	-	37	37	10	-	27	-
Information Technology	290	-	182	108	-	290	-	-	290	-
Library Books	250	-	239	11	-	250	-	-	250	-
Total Plant and Equipment	3,133	-	2,977	119	37	3,133	10	-	3,123	-
INFRASTRUCTURE										
Roads	10,572	-	8,374	2,150	48	10,572	1,650	1,070	7,852	-
Bridges	596	-	596	-	-	596	340	-	256	-
Footpath	1,493	-	497	296	700	1,493	500	-	993	-
Drainage	2,545	-	1,025	570	950	2,545	-	320	1,325	900
Recreational Leisure and Community Facilities	1,445	-	1,445	-	-	1,445	200	100	645	500
Waste	230	-	80	-	150	230	-	-	230	-
Parks, Open Space and Streetscapes	5,580	-	5,230	350	-	5,580	2,250	-	3,330	-
Aerodromes	850	520	236	79	15	850	-	-	850	-
Off Street Car Parks	500	-	500	-	-	500	-	-	500	-
Other Infrastructure	120	-	90	30	-	120	-	-	120	-
Total Infrastructure	23,931	520	18,073	3,475	1,863	23,931	4,940	1,490	16,101	1,400
Intangibles	-	-	-	-	-	-	-	-	-	-
Total Capital Works Expenditure	31,549	520	23,793	4,631	2,605	31,549	5,890	1,490	22,769	1,400

Statement of Human Resources

2018/19 Budget

2019/20 Budget

2020/21 Budget

2021/22 Budget

Wendouye 2017 Council Plan 2017-21

	2018 (\$'000)	2019 (\$'000)	2020 (\$'000)	2021 (\$'000)
STAFF EXPENDITURE				
Employee Costs - Operating	25,673	26,043	26,881	27,679
Employee Costs - Capital	164	52	-	-
Total Staff Expenditure	25,837	26,095	26,881	27,679
STAFF NUMBERS (FULL TIME EQUIVALENT)				
Employees	287.8	283.1	282.8	280.8
Capitalised Labour	1.5	1.0	-	-
Total Staff Numbers	289.3	284.1	282.8	280.8