

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
2. Service Delivery	Council Reports to be listed for the OMC Agenda process	In Progress	Robyn Willcox	Robyn Willcox	28-Nov-13
2. Service Delivery	Statutory Planning Internal Referral Process	In Progress	Natalie Robertson	Sian Smith	30-Jul-14
2. Service Delivery	Arranging Property Valuation for the purpose of Public Open Space POS)	In Progress	Chris Boyd	Jill Hocking	16-Jul-14
Accounts Payable	Complete a Request for Payment form (for exempt payments)	Published	Kate Tobin	Jeanette Cox	27-Jul-15
Administrative Processes	(F) Vehicle Tender Process	Published	Glenn Burns	Jaqueline (Jacki) Reid	19-Nov-13
Administrative Processes	Disabled Parking Permit applications-Individual	In Progress	Sharon McSweeney	Sharon McSweeney	26-Aug-15
Administrative Processes	CRMS Distribution Process	In Progress	Sarah Annells	Glenn Burns	17-Mar-15
Administrative Processes	After Hours Recording & CRMS Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	CRMS Distribution Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Disbaled Parking Permit Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Infringement Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Enforcement Policy	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	After Hours Service Policy	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Tenders Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Infringement Objection Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Resident & Business Parking Permit Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Fire Arms Process & Policy	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Dispute Settlement Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	Recovery of Expenses Policy	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Administrative Processes	CRMS Creation Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
After Hours Service	After Hours Responce Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Taking Calls & Record Keeping	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Devices & Technology	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Officer Presentation & Identification	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Vehicles	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Overtime Records and Schedules	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Working Alone	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
After Hours Service	Risk Management	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Aged & Disability	A&DS Certificiation Process	In Progress	Manda McDermott	Robyn Salt	14-May-13
Aged & Disability - General	Privacy & Confidentiality Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Aged & Disability - General	Professional Supervision and Support	Published	Manda McDermott	Robyn Salt	17-Feb-16
Aged & Disability - General	Service Delivery Standards Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Aged & Disability - General	Rights and Responsibilities Policy	Published	Manda McDermott	Robyn Salt	17-Feb-16
Aged & Disability - General	Police Check Policy and Procedure	Published	Manda McDermott	Robyn Salt	18-Feb-16
Aged & Disability - General	Duress Button Emergency Policy and Procedureq	Published	Manda McDermott	Robyn Salt	23-Feb-16
Animals	Dog attack investigation process	Published	Glenn Burns	Lisa Handley	10-Oct-13
Animals	Serious dog attack investigation process	Published	Glenn Burns	Lisa Handley	10-Oct-13
Animals	Non serious dog attack investigation process	Published	Glenn Burns	Lisa Handley	10-Oct-13
Animals	Healthy Stray Animals Process (BM Veterinary Centre)	Published	Lisa Handley	Lisa Handley	24-Jun-15
Animals	Injured Stray Animal Process (BM Veterinary Centre)	In Progress	Lisa Handley	Lisa Handley	24-Jun-15
Animals	Stray Animal/s causing Public Danger (Bacchus Marsh Veterinary Centre)	Published	Lisa Handley	Lisa Handley	24-Jun-15
Animals	Dog or Cat Impound Procedure	In Progress	Glenn Burns	Lisa Handley	12-May-15
Animals	Scanning an animal for a microchip	In Progress	Shannon Walsh	Shannon Walsh	27-Nov-14
Animals	Domestic Animal Infringement Process	Published	Sharon Duff	Glenn Burns	12-Mar-15
Animals	Dog or Cat Registered & Microchipped - Owner contacted	Published	Glenn Burns	Lisa Handley	17-Mar-15
Animals	Dog or Cat Microchipped Unregistered - Owner contacted	Published	Glenn Burns	Lisa Handley	17-Mar-15
Animals	Dog or Cat owner Unidentified	Published	Glenn Burns	Lisa Handley	17-Mar-15

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Animals	Dog or Cat WAL with previous record of being WAL or Unregistered	Published	Glenn Burns	Lisa Handley	17-Mar-15
Animals	After Hours Recording and CRMS Procedure	In Progress	Sharon Duff	Glenn Burns	17-Mar-15
Animals	Keeping Additional Animals Permit Process	In Progress	Sharon McSweeney	Lisa Handley	26-Oct-12
Animals	Barking Dog Complaint Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Animal Registration Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Animal Registration Door Knock Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Nuisance Animal Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Permit Request for Additional Animals	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Impond Process & Administration	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Animal Cruelty Process (POCTA)	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Animals	Cat Management Program	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Livestock Control	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Permit to House Livestock - Residential	In Progress	Lisa Handley	Glenn Burns	18-Feb-16
Animals	Impounding of Livestock	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Impound Process & Administration	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Release of Impounded Livestock	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Roadside Grazing Permit Process	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Containment of Livestock	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Animals	Animal Cruelty Process	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Asset Management	Issuing Memorandum of Consent for Traffic Control Devices	In Progress	Rima Zreikat	Rima Zreikat	23-Sep-15
Asset Management	Asset Register-Financial Reporting in myData- Newly Constructed Assets	Published	Rima Zreikat	Rima Zreikat	24-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Gifted Assets	Published	Rima Zreikat	Rima Zreikat	24-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Capital Renewals	Published	Rima Zreikat	Rima Zreikat	24-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Capital Upgrades	Published	Rima Zreikat	Rima Zreikat	24-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Capital Expansion	Published	Rima Zreikat	Rima Zreikat	24-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Intersection Safety Program	Published	Rima Zreikat	Rima Zreikat	28-Apr-15
Asset Management	Asset Register-Financial Reporting in myData-Error Correction	Published	Rima Zreikat	Rima Zreikat	28-Apr-15
Asset Management	STEP Reporting- Standard Procedure	In Progress	Rima Zreikat	Rima Zreikat	5-Mar-15
Asset Management	Engineering Investigation Process	Published	Indrajit Ghosh	Indrajit Ghosh	16-Apr-15
Asset Management	EVALUATE HEAVY VEHICLE ACCESS PERMITS	Published	Indrajit Ghosh	Indrajit Ghosh	20-Apr-15
Asset Management	Evaluate Asset Protection Permits	Published	Ross McCallum	Indrajit Ghosh	23-Sep-14
Asset Management	Evaluate Timber Harvesting Plans	Published	Indrajit Ghosh	Indrajit Ghosh	3-Oct-14
Asset Management	Review of the Road Asset Registers (Annual) Process	In Progress	Lace Daniel	Lace Daniel	3-Jun-14
Asset Management	Allocating a road number for new gifted and found roads	Published	Rima Zreikat	Rima Zreikat	19-Feb-14
Asset Management	Evaluate Works Within Municipal Road Reserve Application	Published	Indrajit Ghosh	Indrajit Ghosh	5-Jun-13
Asset Management	Issue a Roof Access/Hot Works Permit	In Progress	Amanda Willison	Lace Daniel	11-Jun-13
Asset Management	Asset Management Plan Process	In Progress	Lace Daniel	Phil Jeffrey	11-Jun-13
Asset Management	Road segmentation Principles	In Progress	Rima Zreikat	Lace Daniel	18-Jun-13
Asset Management	Assets - Road Safety - Speed limits	In Progress	Keith Linard	Keith Linard	19-Jun-13
Asset Management	Evaluate Build Over Easement Application	Published	Indrajit Ghosh	Indrajit Ghosh	20-May-13
Asset Management	Evaluate Legal Point of Discharge Application	Published	Indrajit Ghosh	Indrajit Ghosh	21-May-13
Asset Management	Vehicle Crossover	In Progress	Ross McCallum	Indrajit Ghosh	21-May-13
Building	Complaints in relation to Building Works	Published	Joy Hannett	Joy Hannett	8-Aug-13
Building	Place of Public Entertainment (POPE)	Published	Joy Hannett	Joy Hannett	24-Oct-13
Building	Recording of Occupancy and Final Certificates	Published	Joy Hannett	Joy Hannett	27-Jun-13
Building	Retrieval of Archived Plans	Published	Joy Hannett	Joy Hannett	27-Jun-13
Building	Property Information for Sale of Properties	Published	Joy Hannett	Joy Hannett	18-Jul-13

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Building	Documentation of Building Permits Process	Published	Joy Hannett	Joy Hannett	20-Jun-13
Building	Archiving Building Permits	Published	Joy Hannett	Joy Hannett	20-Jun-13
Building Maintenance	Evaluate Roof Access Permit	In Progress	Amanda Willison	Amanda Willison	11-Dec-14
Building Sites	Site Fencing	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Waste Bins	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Sign	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Toilet	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Materials on Public Place	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Vehicle Access to Building Sites	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Mud & Washings	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Mud, Clay & Debris on Public Place	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Litter	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Infringement Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Issing Notice to Comply	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Building Sites	Building Site Compliance	In Progress	Sharon Duff	Glenn Burns	6-Aug-14
Business Excellence	Using PDSA & Tools Process	In Progress	Ajay Ramdas	Ajay Ramdas	13-Jun-12
Business Excellence	Work Cover - Invoices Received	In Progress	Andrew Carrick	Chris Boyd	24-Apr-15
Business Excellence	Opportunities for Improvement (OFI) Process	In Progress	Ajay Ramdas	Vanessa O'Toole	29-Sep-14
Business Excellence	Service Planning and Reviews	In Progress	Robyn Willcox	Danny Colgan	28-Jul-14
Capital Works	Constructed Infrastructure Handover Process	Published	Tristan May	Corinne Jacobson	23-Oct-14
Capital Works	Threatened Flora & Fauna Areas & Aboriginal Cultural Sensitive Areas	In Progress	Tristan May	Corinne Jacobson	20-Jan-15
Capital Works	Obtain Quotation for Capital Works Projects	In Progress	Sam Romaszko	Corinne Jacobson	15-Sep-15
Capital Works	Cultural Heritage Investigation	In Progress	Corinne Jacobson	Sam Romaszko	3-Jan-14
Capital Works	Creating an order in Finance One for a Contract	In Progress	Michelle Reynolds	Sam Romaszko	14-Aug-13
Capital Works	CIP Quarterly Report to Council Process	Published	Tristan May	Corinne Jacobson	19-Sep-14
Capital Works	Issuing Practical Completion	In Progress	Tristan May	Corinne Jacobson	15-Apr-14
Capital Works	How to process a progress claim	In Progress	Tristan May	Corinne Jacobson	28-May-13
Capital Works	How to process a progress claim, which includes retention.	In Progress	Tristan May	Corinne Jacobson	29-May-13
CEO Office	CEO Staff Briefings	Published	Dianne Elshaug	Dianne Elshaug	15-Nov-13
CEO Office	Council Briefing Note Process	Published	Dianne Elshaug	Dianne Elshaug	1-Nov-12
CEO Office	Interstate and Overseas Travel	Published	Dianne Elshaug	Dianne Elshaug	11-Jul-13
CEO Office	Council Forward Planner	In Progress	Dianne Elshaug	Dianne Elshaug	31-May-13
CEO Office	CEO Strategic Meetings Briefing Note	Published	Dianne Elshaug	Dianne Elshaug	29-May-13
Communicable Disease Prevention	Communicable Disease Outbreak Investigation Process	Published	Faye Laskaris	Sandi Thacker	25-Mar-13
Community Development	Grants Managment Working Group	In Progress	Kate Diamond-Keith	Kate Diamond-Keith	23-Sep-13
Community Development Fund	Community Development Fund Advertising & Applications Process	In Progress	Renae Knight	Dawn Tschujasehenko	21-Mar-13
Community Engagement	Have Your Say...Moorabool Process	In Progress	Dawn Tschujasehenko	Renae Knight	11-Dec-13
Community Engagement	Community Engagement Process	In Progress	Robyn Willcox	Danny Colgan	11-Jun-13
Community Services	Section 86 CoM Minutes OMC Minutes Process	In Progress	Danny Colgan	Robyn Willcox	23-Aug-13
Co-ordinator Day Programs	Dementia Policy	Published	Manda McDermott	Robyn Salt	15-Feb-16
Co-ordinator Day Programs	Individual Support Plans Policy and Procedure	Published	Manda McDermott	Robyn Salt	16-Feb-16
Co-ordinator Day Programs	Abuse and Neglect Policy & Procedure	Published	Manda McDermott	Robyn Salt	17-Sep-15
Corporate Governance	Fol_Invalid Freedom of Information Request	Published	Natalie Abbott	Michelle Morrow	12-Mar-15
Corporate Governance	Fol_Wholly or Partly Exempt	Published	Natalie Abbott	Michelle Morrow	10-Apr-15
Corporate Governance	Fol_Request for Deposit	Published	Natalie Abbott	Michelle Morrow	8-Apr-15
Corporate Governance	Fol_No Documents Found	Published	Natalie Abbott	Michelle Morrow	8-Apr-15
Corporate Governance	Fol_Third Parties	Published	Natalie Abbott	Michelle Morrow	8-Apr-15

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Corporate Governance	Audit & Risk Committee_Correspondence	In Progress	Natalie Abbott	Michelle Morrow	5-May-15
Corporate Governance	Audit & Risk Committee_Appointment of External Independent Member Processes	In Progress	Natalie Abbott	Michelle Morrow	6-May-15
Corporate Governance	Audit & Risk Committee - Legal Issues	In Progress	Natalie Abbott	Michelle Morrow	22-Apr-15
Corporate Governance	Audit & Risk Committee_Internal Auditor Tender Process	Published	Natalie Abbott	Michelle Morrow	11-May-15
Corporate Governance	Outstanding Audit & Risk Committee Resolutions and Audit Report Recommendations	In Progress	Natalie Abbott	Michelle Morrow	28-Apr-15
Corporate Governance	s86 Committees - Appointment Letters	In Progress	Natalie Abbott	Michelle Morrow	25-Nov-13
Corporate Governance	Compliance with Legislation and Policies Memo Process	In Progress	Natalie Abbott	Michelle Morrow	24-Oct-13
Corporate Governance	Request to view Public Register	Published	Natalie Abbott	Michelle Morrow	20-Feb-14
Corporate Governance	Special Meeting of Council - Letter and Advert Process	Published	Dianne Elshaug	Dianne Elshaug	13-Feb-14
Corporate Governance	Council Vehicle Booking Process	In Progress	Steve Ivelja	Steve Ivelja	24-Sep-13
Corporate Governance	Audit & Risk Committee Agenda Process	In Progress	Natalie Abbott	Michelle Morrow	21-Mar-14
Corporate Governance	FoI_Freedom of Information	Published	Natalie Abbott	Michelle Morrow	23-Jul-13
Corporate Governance	Council Planning Process (4 Years)	In Progress	Natalie Abbott	Michelle Morrow	11-Jun-13
Corporate Governance	Primary/Ordinary Returns (Pecuniary Interest)	Published	Natalie Abbott	Michelle Morrow	25-Jun-13
Corporate Governance	Audit & Risk Committee_Internal Audit ToR & Report Process	In Progress	Natalie Abbott	Michelle Morrow	23-Oct-12
Council Processes	Schedule Assembly of Council Process	In Progress	Dianne Elshaug	Dianne Elshaug	28-Jan-13
Council Processes	Mayors Report to Council	Published	Dianne Elshaug	Dianne Elshaug	31-May-13
Council Processes	Notice of Motions	Published	Dianne Elshaug	Dianne Elshaug	25-Jun-13
Council Processes	Follow Ups from OMCs	Published	Dianne Elshaug	Dianne Elshaug	25-Jun-13
Council Processes	Councillor Information Bulletin (CIB)	Published	Dianne Elshaug	Dianne Elshaug	1-Jul-13
Council Processes	Councillor Delivery	Published	Dianne Elshaug	Dianne Elshaug	19-Jul-13
Council Processes	Statutory Meeting of Council	Published	Dianne Elshaug	Dianne Elshaug	23-Oct-13
Council Processes	Council Meeting Set Up	Published	Dianne Elshaug	Dianne Elshaug	25-Feb-14
Council Processes	Alternate Recommendations (Motions)	Published	Dianne Elshaug	Dianne Elshaug	21-Aug-13
Council Processes	Submitting Late OMC Reports	Published	Dianne Elshaug	Dianne Elshaug	22-Aug-13
Council Processes	Request to Speak at an OMC	Published	Dianne Elshaug	Dianne Elshaug	5-Sep-13
Council Processes	Councillor Service Awards	Published	Dianne Elshaug	Dianne Elshaug	28-Oct-14
Council Processes	CEO Contract - Renewal Process	Published	Dianne Elshaug	Dianne Elshaug	5-Mar-15
Council Processes	CEO Contract - New Appointment Process	Published	Dianne Elshaug	Dianne Elshaug	5-Mar-15
Council Processes	Annual Council Plan Review	In Progress	Dianne Elshaug	Dianne Elshaug	12-May-15
Councillor Induction	Councillor Induction Process (Part 1) - Pre Swearing In	In Progress	Dianne Elshaug	Dianne Elshaug	23-Oct-12
Councillor Induction	Declaration and Swearing In	In Progress	Dianne Elshaug	Dianne Elshaug	4-Jul-13
Councillor Induction	Councillor Induction Process (Part 2) - Post Swearing In	In Progress	Dianne Elshaug	Dianne Elshaug	23-Dec-13
Customer & Business Services	Applying for Grants	In Progress	Dianne Elshaug	Natalie Abbott	14-Nov-13
Customer Service	Hiring a Cat Cage	In Progress	Natalie Abbott	Dimpy Singh	5-Sep-13
Customer Service	Venue Bookings	Published	Natalie Abbott	Dimpy Singh	27-Aug-13
Customer Service	CRMS - Web Request Process	Published	Natalie Abbott	Vicki Hillis	23-Aug-13
Customer Service	Receiving Hand Delivered Mail	Published	Natalie Abbott	Dimpy Singh	10-Sep-13
Customer Service	Forwarding Job Applications Received	Published	Natalie Abbott	Caroline Rantall	10-Sep-13
Customer Service	Reporting Lost or Found Animals	Published	Natalie Abbott	Dimpy Singh	9-Sep-13
Customer Service	Animal Release, Purchase and/or Surrender Procedure	Published	Natalie Abbott	Dimpy Singh	8-Oct-13
Customer Service	Flag Protocol	Published	Natalie Abbott	Dimpy Singh	21-Aug-13
Customer Service	CRMS - Archiving Requests Process	Published	Natalie Abbott	Vicki Hillis	31-Jul-13
Customer Service	CRMS - Phone Messages Process	Published	Natalie Abbott	Vicki Hillis	2-Aug-13
Customer Service	Printing of Meeting Room Bookings at the Lerderberg Library	Published	Natalie Abbott	Dimpy Singh	2-Aug-13
Customer Service	Handling Confidential Paperwork at the Lerderberg Library	Published	Natalie Abbott	Caroline Rantall	9-Dec-13
Customer Service	Updating the Local News Bulletin	Published	Natalie Abbott	Caroline Rantall	9-Dec-13

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Customer Service	Processing Visitors at Moorabool Shire Council Offices.	Published	Natalie Abbott	Caroline Rantall	9-Dec-13
Customer Service	Booking Rooms/Resources via the Electronic Booking System	Published	Natalie Abbott	Dimpy Singh	14-Jan-14
Customer Service	Maintaining Brochures displayed at Council Offices	Published	Natalie Abbott	Dimpy Singh	9-Jan-14
Customer Service	Displaying Office Closure Signage	Published	Natalie Abbott	Caroline Rantall	9-Jan-14
Customer Service	Performing Kitchen Duties at Lerderderg LLibrary	Published	Natalie Abbott	Caroline Rantall	11-Jan-14
Customer Service	Ordering Corporate Stationary	Published	Natalie Abbott	Dimpy Singh	13-Jan-14
Customer Service	Ordering Non-Corporate Stationary	Published	Natalie Abbott	Dimpy Singh	13-Jan-14
Customer Service	Creating Imagination Magic Bookings	Published	Natalie Abbott	Dimpy Singh	13-Jan-14
Customer Service	CRMS - Searching for Requests Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Creating a New Request Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Managing Requests Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Closure of Requests Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Administration of CRMS Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Accessing Request Journals Process	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Accessing CRMS	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Navigating CRMS	Published	Natalie Abbott	Vicki Hillis	4-Jun-14
Customer Service	CRMS - Using CRMS Process	Published	Natalie Abbott	Vicki Hillis	29-May-14
Customer Service	Cashiering During Power Failure	Published	Natalie Abbott	Dimpy Singh	22-Apr-14
Customer Service	EFTPOS Functions	Published	Natalie Abbott	Dimpy Singh	22-Apr-14
Customer Service	Customer Service Procedure - Change Requests	Published	Natalie Abbott	Dimpy Singh	22-Apr-14
Customer Service	Customer Service Procedure - Working Saturdays at Lerderderg Library	Published	Natalie Abbott	Dimpy Singh	22-Apr-14
Customer Service	Video Call Process	Published	Vicki Hillis	Dimpy Singh	26-Mar-14
Customer Service	Triaging Social Media Posts	In Progress	Natalie Abbott	Caroline Rantall	18-Nov-14
Customer Service	Loan of MSC Property to External Parties	In Progress	Natalie Abbott	Caroline Rantall	12-Mar-15
Customer Service	Distributing the Local Newspapers	In Progress	Natalie Abbott	Caroline Rantall	14-Jan-15
Customer Service	Processing Cheque's Received in the Mail - Ballan Cashier	Published	Natalie Abbott	Caroline Rantall	14-Jan-15
Customer Service	Ordering Milk for all Offices	Published	Natalie Abbott	Dimpy Singh	14-Jan-15
Customer Service	Booking the Bacchus Marsh Public Hall & Supper Room	Published	Natalie Abbott	Caroline Rantall	18-Feb-15
Customer Service	Saturday Tasks at Lerderderg Library	In Progress	Lyndal Healey	Dimpy Singh	5-Aug-15
Customer Service	Displaying Public Holiday Signage	Published	Natalie Abbott	Dimpy Singh	4-Jul-13
Customer Service	Cat Cage Hire Process	Published	Natalie Abbott	Vicki Hillis	4-Jul-13
Customer Service	Daily Banking Reconciation	Published	Maureen Dri	Natalie Abbott	4-Jul-13
Customer Service	Issuing Standpipe Keys	In Progress	Natalie Abbott	Caroline Rantall	17-Feb-16
Customer Service	CRMS - TO BE RENAMED	In Progress	Natalie Abbott	Vicki Hillis	20-Jun-14
Customer Service	Issuing Tip Tickets to Residents	Published	Natalie Abbott	Caroline Rantall	15-Sep-14
Customer Service	Reimbursing Staff - Petty Cash	Published	Natalie Abbott	Caroline Rantall	17-Sep-14
Customer Service	Reimbursing the Petty Cash Tin	Published	Natalie Abbott	Caroline Rantall	22-Sep-14
Customer Service	Planning counter enquiries	In Progress	Judy Lotz	Bev Merrett	31-Jan-16
Customer Service	Pre-application meetings	In Progress	Judy Lotz	Bev Merrett	31-Jan-16
Customer Service	General telephone enquiries	In Progress	Judy Lotz	Bev Merrett	14-Dec-15
Document Management	Creating Cheque and BPoint Listing	Published	Natalie Abbott	Julie Conlan	24-Sep-13
Document Management	Classifying Documents	Published	Natalie Abbott	Julie Conlan	24-Sep-13
Document Management	Scanning Documents	Published	Natalie Abbott	Julie Conlan	24-Sep-13
Document Management	Registering Documents in BluePoint	Published	Natalie Abbott	Julie Conlan	24-Sep-13
Document Management	Australia Post Outgoing Mail	Published	Natalie Abbott	Julie Conlan	30-Oct-13
Document Management	Creating Folders	Published	Natalie Abbott	Julie Conlan	30-Oct-13
Document Management	Destruction List from Advance Records Management	In Progress	Natalie Abbott	Julie Conlan	13-Mar-14

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Document Management	Termination of Staff Member in BluePoint	Published	Natalie Abbott	Julie Conlan	20-Feb-14
Document Management	General Cheque List	In Progress	Dimpy Singh	Lauren Doncon	12-Mar-15
Document Management	Packing the mail Bag	In Progress	Dimpy Singh	Dimpy Singh	5-Mar-15
Document Management	General Filing	In Progress	Dimpy Singh	Lauren Doncon	26-Feb-15
Document Management	Changing Staff Members Name	In Progress	Dimpy Singh	Melissa Pitcher	3-Mar-15
Document Management	Ordering Stock	In Progress	Dimpy Singh	Melissa Pitcher	3-Mar-15
Document Management	Termination of Staff in Blue Point	In Progress	Dimpy Singh	Melissa Pitcher	3-Mar-15
Document Management	Auditing Hard Copy Files	In Progress	Dimpy Singh	Melissa Pitcher	3-Mar-15
Document Management	Opening and Processing Mail	Published	Natalie Abbott	Julie Conlan	4-Jul-13
Document Management	Processing Info@moorabool Emails	Published	Natalie Abbott	Julie Conlan	16-Jul-13
Document Management	Processing Incoming Faxes	Published	Natalie Abbott	Julie Conlan	16-Jul-13
Document Management	Processing RecStaff Emails	Published	Natalie Abbott	Julie Conlan	16-Jul-13
Document Management	Internal Mail Delivery Process	Published	Natalie Abbott	Julie Conlan	16-Jul-13
Document Management	Mail handed in over the counter	Published	Natalie Abbott	Julie Conlan	16-Jul-13
Early Childhood Education & Care Serv	Occasional Care - Dealing with Injured Children Process	In Progress	Jade Moerenhout	Belinda Harders	1-Nov-12
Early Childhood Education & Care Serv	Occasional Care - Payments Process	In Progress	Jade Moerenhout	Belinda Harders	21-Mar-13
Early Childhood Education & Care Serv	Occasional Care - Enrolment of Families Process	In Progress	Jade Moerenhout	Belinda Harders	21-Mar-13
Early Childhood Education & Care Serv	Enrolment of Families in Supported Playgroups Process	Published	Jade Moerenhout	Cherie Giles	28-May-13
Early Childhood Education & Care Serv	Starting a Supported Playgroup Process	Published	Jade Moerenhout	Cherie Giles	24-Jul-13
Early Childhood Education & Care Serv	Playgroup Victoria Membership Process	Published	Jade Moerenhout	Cherie Giles	26-Jul-13
Early Years	Bulk Communications Original	In Progress	Sharon McArthur	Sharon McArthur	16-Jun-15
Early Years	Bulk Communications New	In Progress	Sharon McArthur	Sharon McArthur	17-Jun-15
Economic Development	Preparation of MSC Annual Report	Published	Dianne Elshaug	Dianne Elshaug	15-Jul-15
Economic Development & Marketing	Annual report process	In Progress	Genevieve Clark	Peter Forbes	10-Sep-13
Emergency Management	Emergency Response/Recovery Triggers - CODE RED	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Preparation/trigger documents for our response/recovery to emergency hazards	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Preparation/trigger documents for our response/recovery to emergency hazards	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Emergency Response/Recovery Triggers - FLOOD	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Emergency Response / Recovery Triggers - WIND	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Emergency Response / Recovery Triggers - OTHER EMERG EVENT	Published	Cherie Graham	Melissa Hollitt	18-Nov-14
Emergency Management	Emergency Management Deployment of Resources	Published	Cherie Graham	Melissa Hollitt	30-May-14
Emergency Management	Municipal Fire Management Plan - VFRR-B Updates	Published	Sharon Duff	Sharon Duff	19-May-14
Emergency Management	Respite Centre Activation Process	Published	Natalie Abbott	Cherie Graham	9-Sep-13
Emergency Management	Cooling Centre Activation Process	Published	Robyn Salt	Cherie Graham	10-Sep-13
Emergency Management	Hazard Trees - Notification Process	Published	Melissa Hollitt	Cherie Graham	6-Jun-13
Emergency Management	Emergency Occurrence Procedure	Published	Cherie Graham	Cherie Graham	6-Jun-13
Emergency Management	Essential Water Replacement Scheme Process	Published	Cherie Graham	Cherie Graham	7-Jun-13
Emergency Management	Road Closures Notification Process	Published	Cherie Graham	Cherie Graham	7-Jun-13
Emergency Management	Updating Municipal Emergency Management Plan (MEMPlan)	Published	Cherie Graham	Cherie Graham	12-Jul-13
Emergency Management	Management of Sandbags	In Progress	Cherie Graham	Melissa Hollitt	15-Mar-16
Emergency Management	Sandbag Machine Operating Procedures	Published	Cherie Graham	Melissa Hollitt	15-Mar-16
Environmental Health	Food Recalls	Published	Faye Laskaris	Sandi Thacker	1-Sep-14
Environmental Health	Public Health nuisance complaint investigation	Published	Faye Laskaris	Sandi Thacker	4-Dec-13
Environmental Health	Sales to Minors test purchasing	Published	Faye Laskaris	Sandi Thacker	4-Dec-13
Environmental Health	Food, Health and Accommodation Registration Renewal	Published	Faye Laskaris	Sandi Thacker	5-Dec-13
Environmental Health	Monitoring vaccine refrigerator temperature	In Progress	John Carroll	John Carroll	5-Dec-13
Environmental Health	Swimming pool inspection and water sampling	Published	Faye Laskaris	Sandi Thacker	28-Nov-13

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Environmental Health	Responding to Planning Permit referrals process	Published	Sandi Thacker	Faye Laskaris	4-Oct-13
Environmental Health	Issuing an Onsite Wastewater System Permit to Install Process	Published	Faye Laskaris	Sandi Thacker	30-Sep-13
Environmental Health	Issuing an Onsite Wastewater System Permit to Alter Process	Published	Faye Laskaris	Sandi Thacker	1-Oct-13
Environmental Health	Rectification of Failing Septic (Major)	Published	Faye Laskaris	Sandi Thacker	14-Jul-15
Environmental Health	EH Enforcement Process	In Progress	Glenn Burns	Allan May	7-Sep-15
Environmental Health	Domestic Waste Water Management Plan (DWMP) inspection process	Published	Faye Laskaris	Sandi Thacker	8-Sep-15
Environmental Health	Issuing an Onsite Wastewater System Permit to Use Process	Published	Faye Laskaris	Sandi Thacker	14-Oct-15
Environmental Planning	Roadside Pest Plants and Animals Process	In Progress	Justin Horne	Justin Horne	10-Sep-13
Environmental Planning	Engaging a Contractor for Environmental Works Process	In Progress	Justin Horne	Justin Horne	10-Sep-13
Environmental Planning	Clean Up Australia Day Process	Published	Christine Rodda	Christine Rodda	16-May-13
Environmental Planning	Moorabool Landcare Advisory Committee Meeting Process	Published	Kirsty Doncon	Justin Horne	23-Jul-13
Events - CEO Office	Vietnam Veteran's Day Service	Published	Dianne Elshaug	Dianne Elshaug	28-Oct-14
Events - CEO Office	Remembrance Day	Published	Dianne Elshaug	Dianne Elshaug	28-Oct-14
Events - CEO Office	State Visit by the Governor of Victoria	Published	Dianne Elshaug	Dianne Elshaug	21-Nov-14
Events - CEO Office	Anzac Day	Published	Dianne Elshaug	Dianne Elshaug	24-Apr-14
Events - CEO Office	CEO Office Christmas Arrangements	Published	Dianne Elshaug	Dianne Elshaug	18-Nov-13
Events - CEO Office	Citizenship Ceremony Process	Published	Dianne Elshaug	Dianne Elshaug	13-Feb-13
Events - CEO Office	Australia Day Process	Published	Dianne Elshaug	Dianne Elshaug	28-Jan-13
Finance	Annual Budget	In Progress	Dianne Elshaug	Dianne Elshaug	30-Jun-15
Finance & Accounts	F1 - Paste Special Function	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Sorting/Distributing of daily mail, Inputting & Payment Process Overview	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Reconcile Supplier Statements	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Petty Cash	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Security Deposit Refunds	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Refunds (other than security deposits)	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Employee Reimbursement Process	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Unpresented Cheque Procedure	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Outstanding Requisition/Purchase Order Reconciliation	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Commbiz Log-in and Import a bank file	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Commbiz Transaction Group Authorisation Report	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Request for Payment Voucher	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP Invoice Scan & Issue	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - AP End of Financial Year Process	Published	Kate Tobin	Jeanette Cox	24-Feb-15
Finance & Accounts	F1 - Diary Order	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Re-print Lynx Receipt	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Access PC remotely using DameWare	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - AP Future Items Detail Report	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Register Myki Card - Print Transaction History Report	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Commbiz Stop Cheque Request	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Create ProMapp Process - Accounts Payable	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - More - Reverse receipt of an order	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - My Enquiries - Accounts Payable Enquiry	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Purchase Order Procedures	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Natural Account Listing	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - New Users - Log-in/password	Published	Kate Tobin	Jeanette Cox	25-Feb-15
Finance & Accounts	F1 - Supplier Maintenance	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - View supplier maintenance audit trail	Published	Kate Tobin	Jeanette Cox	17-Feb-15

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Finance & Accounts	F1 - Trans.Entry AP Invoice	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Invoice - Prepayments	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	New Supplier Application Form - Finance 1	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP POrder Invoice	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Item Invoice	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Sundry Invoice (Cheque)	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Sundry Invoice (EFT)	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Credit Note	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry AP Journal	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Prompt Cheque	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Manual Cheque	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Invoice and Prompt Cheque	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Invoice and Manual Cheque	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Cancel Cheque	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Cancel EFT Payment	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Errors and Warnings messages	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Trans.Entry Document File Edit Report	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Recurring Doc.	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing Cheque Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing EFT Payment Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing Payroll Supplier Payment Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing Payment Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing Payroll Super Payment Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Payment Processing Trust Payment Run	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Apply/Cancel Apply Outstanding Items	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Apply/Cancel Cancel Item Application	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - AP Enquiry	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - AP Enquiry Re-transmit Document Print (Remittance)	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Ledger Transaction Maintenance	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Cancel Invoice/Credit Note Matching	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Item Type Maintenance	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Item Code Maintenance	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Reference Number Enquiry	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - More Purchase Order Detail Enquiry	Published	Kate Tobin	Jeanette Cox	17-Feb-15
Finance & Accounts	F1 - Journals - Superannuation Direct Debits	Published	Jacinta Tori	Aaron Light	11-Dec-15
Finance & Accounts	F1 - Journals - General Journal	Published	Jacinta Tori	Aaron Light	11-Dec-15
Finance & Accounts	F1 - Journals - GST Journal	Published	Jacinta Tori	Faye Parry	11-Dec-15
Finance & Accounts	Corporate uniform registration	Published	Natalie Abbott	Jacinta Tori	30-Nov-15
Finance & Accounts	Purchase Cards for Aged & Disability (Credit Cards, Corporate Cards)	Published	Faye Parry	Kate Tobin	13-Jul-15
Finance & Accounts	F1 - My Enquiries - General Ledger enquiries	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	Finance - Guide to reading Monthly Financial Reports	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	F1 - System Admin (Payroll) - Create & assign disbursement	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	F1 - Journals - BAS allocation journal	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	F1 - Journals - Plant reallocation (timesheets)	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	Finance - Download remittances from FAC	Published	Jacinta Tori	Aaron Light	27-May-15
Finance & Accounts	Banking - Download statements	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - Banking - Bank Reconciliation	Published	Jacinta Tori	Aaron Light	4-Jun-15

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Finance & Accounts	Month End - Creditors Reconciliation	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	Month End - Suspense reconciliation	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	Month End - Depreciation standing journal	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	F1 - Month End - System Rollover	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	F1 - Month End - Bank Reconciliation	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	End of Month - General process	Published	Jacinta Tori	Aaron Light	10-Jun-15
Finance & Accounts	Year End - Creditor Accruals	Published	Jacinta Tori	Aaron Light	25-May-15
Finance & Accounts	F1 - Journals - Create Entry technique	Published	Jacinta Tori	Aaron Light	26-May-15
Finance & Accounts	F1 - Year End - Rollover	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add a new Contract Number	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add report to menu	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add an authorising officer	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add a plant item	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add new W&P cost centre	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Amend user's security access	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Update/undisable user's password	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Post another user's Document Files	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Amend Journal Format	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Run a Chart Posting	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add a new trans entry format	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Restart DP	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - Add new Server Folder	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	F1 - System Admin - New cost centre for Payroll use	Published	Jacinta Tori	Aaron Light	4-Jun-15
Finance & Accounts	Purchase Cards - Reconciliation and Expense Processing	In Progress	James Hogan	Faye Parry	13-Oct-14
Finance & Accounts	Employee Reimbursement Process for Staff	In Progress	Kate Tobin	Jeanette Cox	22-Jul-14
Finance & Accounts	Print myki transactions	In Progress	Kate Tobin	Jeanette Cox	22-Jul-14
Finance & Accounts	Special Payment Request for Suppliers	In Progress	Kate Tobin	Jeanette Cox	22-Jul-14
Finance & Accounts	F1 - Create new supplier	Published	Kate Tobin	Jeanette Cox	23-Jul-14
Finance & Accounts	Purchase Cards for Card Holders and Approvers (Credit Cards, Corporate Card	Published	Faye Parry	Kate Tobin	4-Oct-13
Fire Management	Permit to Burn under Moorabool Shire Council General Local Law 2010	In Progress	Mark Roberts	Mark Roberts	31-Jul-13
Fire Management	Infringement Internal Review Process	Published	Glenn Burns	Sharon McSweeney	11-Sep-13
Fire Management	Fire Prevention Notice Inspection Process and Extensions	Published	Mark Roberts	Cherie Graham	9-Sep-13
Fire Management	Fire Prevention Infringement Process and Timeline	Published	Mark Roberts	Cherie Graham	27-Aug-13
Fire Management	Municipal Fire Management Plan - VFRR - B Updates - A.1	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - DEECD Bushfire At - Risk Register Updates	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Multi Agency Bushfire Asset Risk Managem	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Multi Agency Bushfire Work Plan - A.4	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Structure Fire and Hazardous Materials Incid	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Strategic Fire Breaks - A.6	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Maps - A.7	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Annual Update - A.8	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - 3 Year Review - A.9	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Municipal Fire Management Plan - Website Maintenance B.1 - B.3	Published	Melissa Hollitt	Cherie Graham	30-May-14
Fire Management	Emergency Response / Recovery Triggers	In Progress	Cherie Graham	Cherie Graham	18-Nov-14
Fire Management	Property Fire Hazard Inspection Process	Published	Mark Roberts	Cherie Graham	25-Oct-12
Fire Management	Lock Gate at Egans Reserve - Greendale on FDRs of Code Red or Extreme or	Published	Cherie Graham	Cherie Graham	7-Jun-13
Fire Management	Fire Control Line Rehabilitation	Published	Cherie Graham	Cherie Graham	7-Jun-13

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Fleet	Fuel Reconciliation (Monthly)	In Progress	Faye Parry	Kate Tobin	1-Mar-16
Fleet	Fleet Policy and Procedure	In Progress	Faye Parry	Kate Tobin	1-Mar-16
Fleet	Process for delivery of replacement vehicles purchased or leased	Published	Faye Parry	Kate Tobin	30-Jul-15
Food Safety	Streatrader Registration Renewal	Published	John Carroll	Faye Laskaris	29-Oct-15
Food Safety	Create an Electronic food safety report	Published	Sandi Thacker	Faye Laskaris	30-Oct-15
Food Safety	Create an inspection list	Published	Sandi Thacker	Faye Laskaris	12-Nov-15
Food Safety	Food Act Reporting	Published	Sandi Thacker	Faye Laskaris	12-Nov-15
Food Safety	Food Sampling	Published	Faye Laskaris	Sandi Thacker	28-Nov-13
Food Safety	Food registration process - transfer of food premises	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Food Safety	Routine food premises inspection	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Food Safety	Food Premise Pre-Registration process - domestic kitchen (low risk food premises)	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Food Safety	Food registration process - new food premises	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Food Safety	Streatrader registration process	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Food Safety	Food premises plans approval process	Published	Faye Laskaris	Sandi Thacker	14-Nov-13
Governance	Delegations and Authorisations to Staff to act on behalf of Council	In Progress	Michelle Morrow	Tamsin Luke	4-Jul-13
Governance	Sale or Exchange of Council Land	In Progress	Michelle Morrow	Michelle Morrow	4-Jul-13
Governance	CRMS Report - Councillor Weekly Reports	Published	Natalie Abbott	Melissa Hollitt	4-Jul-13
Governance	Accessing Council Property Certificate of Titles	In Progress	Michelle Morrow	Vicki Hillis	17-Apr-15
Governance	Application to Licence a Government Road	In Progress	Michelle Morrow	Vicki Hillis	22-Apr-15
Governance	Interplan Action Update Process	In Progress	Paul Evans	Michelle Morrow	18-Sep-14
Governance	Organisational Grants Reporting	In Progress	Tamsin Luke	Michelle Morrow	7-Jan-14
Governance	Ordinary Meeting of Council - Minutes	Published	Natalie Abbott	Melissa Hollitt	31-Jul-13
Governance	Council Resolutions into CRMS	Published	Natalie Abbott	Melissa Hollitt	1-Aug-13
Governance	Upload CRMS Report to Secure Website	Published	Natalie Abbott	Melissa Hollitt	31-Jul-13
Governance	Upload Agenda/Minutes to Webpage	Published	Natalie Abbott	Melissa Hollitt	31-Jul-13
Governance	Agenda for Ordinary Meeting of Council	Published	Natalie Abbott	Melissa Hollitt	31-Jul-13
Growth & Development	Single Incident - Emergency Grants	Published	Melissa Hollitt	Cherie Graham	11-Dec-15
Growth & Development	NSP ( Neighbourhood Safer Place) Monthly Inspection Process	In Progress	Mark Roberts	Cherie Graham	12-Aug-15
Human Resources	Staff Service Awards	Published	Chris Boyd	Suzy Buchan	13-May-15
Human Resources	Significant Life Events - Ordering Flowers	In Progress	Chris Boyd	Chris Boyd	18-May-15
Human Resources	Acknowledgement of Significant Life Events - Ordering Flowers	In Progress	Chris Boyd	Chris Boyd	18-May-15
Human Resources	Flowers	In Progress	Chris Boyd	Chris Boyd	7-May-15
Human Resources	EBA Process	In Progress	Vanessa O'Toole	Vanessa O'Toole	20-Nov-12
Human Resources	FWA Application & Implementation Process	In Progress	Suzy Buchan	Vanessa O'Toole	14-Jun-12
Immunisations	Ordering Vaccines	In Progress	Sandi Thacker	Sandi Thacker	1-Aug-14
Immunisations	Packing Vaccinations for Immunisation Session	In Progress	Sandi Thacker	Sandi Thacker	15-Aug-14
Immunisations	Baby and School sessions	In Progress	Sandi Thacker	Sandi Thacker	15-Aug-14
Immunisations	Recording and downloading temperature data for immunisation fridge	In Progress	Sandi Thacker	Sandi Thacker	23-Jul-14
Individual Excellence (Performance Appr.	Probation Plan Process	In Progress	Suzy Buchan	Vanessa O'Toole	20-Mar-13
Individual Excellence (Performance Appr.	Coaching For Individual Excellence Process (COFIE - Performance Appraisal &	In Progress	Ajay Ramdas	Vanessa O'Toole	17-Oct-12
Individual Excellence (Performance Appr.	Performance review (interim manual process)	In Progress	Sian Smith	Ajay Ramdas	18-Nov-13
Individual Excellence (Performance Appr.	COFIE TEMPLATES	In Progress	Ajay Ramdas	Ajay Ramdas	14-Mar-16
Induction	Part A: Online Induction Process	In Progress	Ajay Ramdas	Suzy Buchan	13-Feb-13
Induction	Part B: Service Area Induction Process	In Progress	Andrew Carrick	Suzy Buchan	17-Mar-13
Induction	Part D: Corporate Induction Training Process	In Progress	Ajay Ramdas	Vanessa O'Toole	17-Mar-13
Induction	Part C: Specific Systems & Procedures Induction Training Process	In Progress	Ajay Ramdas	Ajay Ramdas	16-May-13
Information Services	Disable a user on the IT network process	In Progress	Jodie Phillips	Jodie Phillips	1-Dec-14

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Information Services	Re-image a PC process	In Progress	Jodie Phillips	Jodie Phillips	3-Dec-14
Information Services	Request for new mobile device process (mobile phone, iphone, ipad)	In Progress	Chris Parkinson	Jodie Phillips	30-May-14
Information Services	Request to set up new user on the IT network process	In Progress	Chris Parkinson	Jodie Phillips	16-Jul-14
Information Services	Toner Recycling Process	In Progress	Chris Parkinson	Jodie Phillips	15-Jul-14
Information Services	To Disable User Account	In Progress	Jeme Liang	Jeme Liang	22-May-13
Information Services	Adding a New User Process	In Progress	Jeme Liang	Jeme Liang	14-May-13
Infrastructure	Infrastructure Council Reports to Draft Agenda Process	In Progress	Lace Daniel	Lace Daniel	19-Sep-14
Infrastructure	Minute Taking Process (Place Making Committee)	Published	Lace Daniel	Lace Daniel	15-Apr-15
Infrastructure	Grants Commission Reporting- Standard Procedure	In Progress	Rima Zreikat	Rima Zreikat	11-Mar-15
Infrastructure	End of Year Asset Register Update in myData	In Progress	Rima Zreikat	Rima Zreikat	20-Apr-15
Infrastructure	Asset Register-Financial Reporting in myData-Correcting Anomalies	In Progress	Rima Zreikat	Rima Zreikat	1-May-15
Learning & Development	Providing Work Experience for Students Process	In Progress	Ajay Ramdas	Suzy Buchan	8-Aug-13
Learning & Development	Attending Conference Process	In Progress	Ajay Ramdas	Vanessa O'Toole	12-Aug-13
Learning & Development	Training & Development Process	In Progress	Ajay Ramdas	Vanessa O'Toole	18-Sep-14
Learning & Development	Tertiary Studies and Further Education process	Published	Ajay Ramdas	Vanessa O'Toole	27-Nov-12
Learning & Development	In-House Training Process	In Progress	Ajay Ramdas	Vanessa O'Toole	20-Mar-13
Learning & Development	External Training Process	In Progress	Ajay Ramdas	Vanessa O'Toole	23-Oct-12
Learning & Development	Internal Training Process	Published	Ajay Ramdas	Vanessa O'Toole	16-May-13
Litter	Litter Dump Investigation	In Progress	Matt Parsons	Glenn Burns	23-Sep-14
Litter	Secure Evidence Gathering	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Litter	Industrial & Commercial Waste	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Litter	Litter Infringement Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Living at Home Assessment Officer	InTake and Response	In Progress	Veronica Burgess	Robyn Salt	20-Jul-15
Living at Home Assessment Officer	Mop Policy	Published	Manda McDermott	Manda McDermott	16-Feb-16
Local Laws	Local Law Permit Process	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Placement of Items - Public Place	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Heavy Vehicles - Residential Areas	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Clothing Bins	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Itinerant Trading	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Recreational Vehicles	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Advertising Signs	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Fundraising	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Camping	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Local Law Compliance	In Progress	Matt Parsons	Glenn Burns	17-Feb-16
Local Laws	Shopping Trolleys	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Vegetation encroaching in Public Places	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Nestiing Bees & Wasps	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Repair & Storage of Vehicles	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Residential Noise	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Local Law Infringement Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Local Laws	Unightly Property - Enforcement Process	In Progress	Glenn Burns	Glenn Burns	29-Oct-12
Maternal & Child Health	Transferring MACHS Client Histories - Internally Process	In Progress	Vicki Bainbridge	Karen Blobel	31-May-13
Maternal & Child Health	Enhanced Home Visiting Process	In Progress	Karen Blobel	Robyn Howarth	9-Mar-13
Maternal & Child Health	Transferring MACHS Client Histories - Externally Process	In Progress	Robyn Howarth	Karen Blobel	9-Mar-13
Maternal & Child Health	Centralised Bookings -New Born Home Visits Process	In Progress	Robyn Howarth	Karen Blobel	25-Oct-12
Maternal & Child Health	New Parents Group invite process	In Progress	Karen Bendelle	Karen Blobel	19-Nov-13
Maternal & Child Health	Emotional Wellbeing Group process	Published	Robyn Howarth	Karen Bendelle	19-Nov-13

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Maternal & Child Health	Creating Birthday Postcards Process	In Progress	Sharon McArthur	Vicki Bainbridge	20-Nov-13
Maternal & Child Health	Let's Read Ordering Process	Published	Robyn Howarth	Nichole Russell	6-Nov-13
Maternal & Child Health	Breastfeeding Support Bookings- Ante-natal and post natal	In Progress	Robyn Howarth	Nichole Russell	24-Feb-14
Maternal & Child Health	Imagination Magic Ticketing Process	Published	Robyn Howarth	Nichole Russell	9-Jul-13
Media	Media Enquiries Process	In Progress	Genevieve Clark	Peter Forbes	8-Nov-13
Media	Moorabool Matters Process	In Progress	Genevieve Clark	Peter Forbes	8-Nov-13
Media	Media Monitoring Process	In Progress	Genevieve Clark	Peter Forbes	12-Nov-13
Media	E-news process	In Progress	Genevieve Clark	Peter Forbes	12-Nov-13
Media	Placing advertising process	In Progress	Genevieve Clark	Peter Forbes	12-Nov-13
Media	Media Releases Process	In Progress	Genevieve Clark	Peter Forbes	26-Jul-13
Operational Vehicles & Pool Cars	Operational Vehicles	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Operational Vehicles & Pool Cars	Operational Vehicle Operation and Equipment	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Operational Vehicles & Pool Cars	Cleaning, Maintenance & Servicing	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Operational Vehicles & Pool Cars	Equipment & Checklists	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Operational Vehicles & Pool Cars	Damage Reporting	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Operations	Order Personal Protective Equipment (PPE) & Clothing - Operations Staff	In Progress	Glenn Townsend	Works Admin	24-Nov-15
Parking	(D) VicRoads MAVTEL Request Process	Published	Sharon Duff	Glenn Burns	20-Feb-14
Parking	School crossing parking patrol process	Published	Sharon Duff	Glenn Burns	7-Oct-13
Parking	Parking Control and Enforcement	Published	Sharon Duff	Glenn Burns	19-Feb-14
Parking	(A) Abandoned and/or Derelict Vehicles	Published	Sharon Duff	Glenn Burns	4-May-15
Parking	(B4) Unregistered Vehicle	Published	Sharon Duff	Glenn Burns	4-May-15
Parking	(B5) Abandoned Registered Vehicle	Published	Sharon Duff	Glenn Burns	5-May-15
Parking	(B3) Derelict Vehicle	Published	Sharon Duff	Glenn Burns	5-May-15
Parking	(B2) Illegally Parked Abandoned Vehicle	Published	Sharon Duff	Glenn Burns	5-May-15
Parking	(B1) Abandoned Dangerous High Risk Vehicles	Published	Sharon Duff	Glenn Burns	5-May-15
Parking	Vehilce Tender Process	In Progress	Glenn Burns	Glenn Burns	5-May-15
Parking	(E) Vehicle Release Process	Published	Sharon Duff	Glenn Burns	8-May-15
Parking	(C) Vehicle Impound Process	Published	Sharon Duff	Glenn Burns	7-May-15
Parking	After Hours Truck Patrol	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Parking	Parking Infringement Administrative Process	In Progress	Matt Parsons	Glenn Burns	18-Feb-16
Parks & Gardens	SmartFill Process	In Progress	Helen Suters	Brett Gilliland	1-Oct-14
Parks & Gardens	Starting/Stopping Back-up Generator (Bacchus Marsh Depot)	Published	Glenn Townsend	Ross Holton	22-Oct-14
Parks & Reserves	Parks and Gardens Timesheets	In Progress	Helen Suters	Brett Gilliland	30-Sep-14
Payroll	Payroll - Month End Reconciliation of Deductions Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Month End Superannuation Process	In Progress	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Month End Terminated Employee Record Maintenance Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Special Pay Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Termination Pay Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Upload Annual Leave Loading into Finance 1 Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Using "Online Leave" Process	Published	Azam Mahmood	Azam Mahmood	6-May-13
Payroll	Payroll - Monthly and Fortnightly Payroll Process	Published	Azam Mahmood	Suzy Buchan	24-Oct-12
Payroll	Payroll - HR - LSL transfers TO other Councils	Published	Azam Mahmood	Jacinta Tori	12-Jun-15
Payroll	Long Service Leave Transfer	In Progress	Chris Boyd	Chris Boyd	24-Apr-15
Payroll	Payroll - Staff Leave Report to Managers	Published	Azam Mahmood	Azam Mahmood	23-Feb-15
Payroll	Payroll - Timesheet Management	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Leave Management	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Bank Login and file import	Published	Azam Mahmood	Azam Mahmood	25-Feb-16

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Payroll	Payroll - Other Posting and Reports after payrun	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Print Pay Advices	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Unapproved Leave Request Report	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - HACC 6 Monthly Average Hours Report	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Leave form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Timesheet form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Higher Duties, Acting Position, Secondment forms	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Bank Account Details update form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Travel Claim Form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Super Choice Form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Superannuation Voluntary Contribution Form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
Payroll	Payroll - Electronic Payslip Form	Published	Azam Mahmood	Azam Mahmood	25-Feb-16
People & Performance	Culture Survey Process	In Progress	Ajay Ramdas	Vanessa O'Toole	13-Nov-12
People & Performance	Staff Policy Development Process	In Progress	Vanessa O'Toole	Deb Absolom	29-Aug-13
Pet Adoption	Pet Adoption	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Pet Adoption	Microchipping	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Pet Adoption	Microchipping Day Program	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Pet Adoption	Animal Sale Notifications	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Pet Adoption	Rehoming Assessments	In Progress	Glenn Burns	Shannon Walsh	18-Feb-16
Planning Applications	Rejecting lodged applications	In Progress	Judy Lotz	Bev Merrett	8-Jan-15
Planning Applications	Planning application competency	In Progress	Judy Lotz	Bev Merrett	6-Jan-15
Planning Applications	Submissions	In Progress	Judy Lotz	Bev Merrett	11-Aug-15
Planning Applications	Secondary Consent applications	In Progress	Judy Lotz	Bev Merrett	11-Aug-15
Planning Applications	Extension of time applications	In Progress	Judy Lotz	Bev Merrett	11-Aug-15
Planning Applications	Public notice of applications	In Progress	Judy Lotz	Bev Merrett	16-Jul-15
Planning Applications	Further information requests	In Progress	Judy Lotz	Bev Merrett	16-Jul-15
Planning Applications	Referral of applications	In Progress	Judy Lotz	Bev Merrett	16-Jul-15
Planning Applications	VicSmart applications	In Progress	Judy Lotz	Bev Merrett	16-Dec-15
Planning Applications	PLANNING APPLICATIONS OVERALL	In Progress	Judy Lotz	Bev Merrett	13-Feb-13
Planning Applications	Council Reports	In Progress	Judy Lotz	Bev Merrett	13-Feb-13
Planning Applications	Condition 1 Plans	In Progress	Judy Lotz	Bev Merrett	19-Feb-16
Planning Enforcement	VicRoads documentation arrangement	In Progress	Rob Fillisch	Bev Merrett	30-Jun-15
Planning Enforcement	Planning Enforcement	In Progress	Rob Fillisch	Bev Merrett	7-Feb-14
Planning Processes	Integrated Planning and Delivery Framework (IPDF)	In Progress	Dianne Elshaug	Dianne Elshaug	14-May-14
Planning Processes	Reporting Process	In Progress	Dianne Elshaug	Rob Croxford	11-Jun-13
Planning Processes	Annual Planning Process (1 Year)	In Progress	Dianne Elshaug	Dianne Elshaug	11-Jun-13
Planning Processes	Service Unit Planning Process (1 Year)	In Progress	Dianne Elshaug	Rob Croxford	11-Jun-13
Planning Processes	Community Strategic Planning Process (10+ Years)	In Progress	Rob Croxford	Rob Croxford	11-Jun-13
Planning Processes	Self Assessment Process	In Progress	Dianne Elshaug	Rob Croxford	13-Jun-12
Pound Management	Impound Procedure	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Animal Release Process	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Impound Update List	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Animal Destruction Process	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Pound Management - Operations	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Pound Operations - Administration	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Cleaning, Chemicals & Inventory	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Record Keeping	In Progress	Glenn Burns	Lisa Handley	18-Feb-16

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Pound Management	Stock Supplies & Purchase Ordering	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Staffing, Rosters and Crew Management	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Pound Management	Animal Handling & Treatment	In Progress	Glenn Burns	Lisa Handley	18-Feb-16
Procurement	CORP_REV_PRO Collation of Contract Documents	In Progress	Kirsten Jeandet	Jacinta Erdody	26-Nov-14
Procurement	CORP-REV-PRO Contract Management and Extension	In Progress	Jacinta Erdody	Kirsten Jeandet	20-Nov-14
Procurement	CORP-REV-PRO Recording of Key Procurement & Contract Documents	In Progress	Jacinta Erdody	Kirsten Jeandet	12-Nov-14
Procurement	CORP-REV-PRO Formally Awarding a Contract	In Progress	Jacinta Erdody	Kirsten Jeandet	28-Oct-14
Procurement	CORP-REV-PRO E-Tendering - Tenderlink	In Progress	Jacinta Erdody	Kirsten Jeandet	29-Oct-14
Procurement	CORP_REV_PRO Allocation of Contract Numbers	In Progress	Kirsten Jeandet	Jacinta Erdody	4-Jun-15
Procurement	CORP_REV_PRO Preperation of Tender Evaluation Models	In Progress	Kirsten Jeandet	Jacinta Erdody	25-Jun-15
Procurement	CORP_REV_PRO Physical Tender Box	In Progress	Kirsten Jeandet	Jacinta Erdody	25-Jun-15
Procurement	CORP_REV_PRO Finalisation of Evaluation and Recommendation Report	In Progress	Kirsten Jeandet	Jacinta Erdody	1-Jul-15
Procurement	CORP-REV-PRO Incorporation of Specifications into other Template Document	In Progress	Kirsten Jeandet	Jacinta Erdody	1-Jul-15
Procurement	CORP-REV-PRO Template Tendering and Contract Documents	In Progress	Kirsten Jeandet	Jacinta Erdody	1-Jul-15
Procurement	CORP-REV-PRO Procurement Transaction Auditing	In Progress	Kirsten Jeandet	Jacinta Erdody	1-Jul-15
Procurement	CORP-REV-PRO Copy of Advertising of Tenders	In Progress	Jacinta Erdody	Kirsten Jeandet	3-Jun-15
Procurement	CORP-REV-PRO Uploading Tender Documents for Tenderlink	Published	Jacinta Erdody	Kirsten Jeandet	6-May-14
Procurement	CORP-REV-PRO Procurement Steering Group Meetings	Published	Jacinta Erdody	Kirsten Jeandet	13-May-14
Procurement	CORP-REV-PRO Closing of Tenders and Opening of Tender Box	Published	Jacinta Erdody	Kirsten Jeandet	15-May-14
Procurement	CORP-REV-PRO Tender Clarificaitons & Interviews	In Progress	Jacinta Erdody	Kirsten Jeandet	22-Oct-14
Procurement	CORP_REV_PRO Advertising Tenders	In Progress	Jacinta Erdody	Kirsten Jeandet	16-Oct-14
Procurement	CORP-REV-PRO Method and Delegations for Procurement of Goods and Servi	Published	Jacinta Erdody	Kirsten Jeandet	22-Oct-14
Procurement	CORP_REV_PRO Tender Evaluation	Published	Jacinta Erdody	Kirsten Jeandet	22-Oct-14
Promapp Training	Uploading a Process in Promapp	Published	Ajay Ramdas	Promapp Promaster	18-Feb-13
Promapp Training	Create a Process	Published	Promapp Promaster	Promapp Promaster	7-May-13
Responsible Pet Ownership	Keeping of Animals - Compliance Process	In Progress	Lisa Handley	Lisa Handley	12-Sep-12
Revenue	Review of Payment Arrangement Register	In Progress	Jacinta Erdody	Emma Gilbert	20-Feb-14
Revenue	Debt Collection - Escalation Process	In Progress	Jacinta Erdody	Emma Gilbert	20-Feb-14
Revenue	Change Client Name and/or Address	Published	Jacinta Erdody	Emma Gilbert	30-Jul-14
Revenue	Import Note Data into Lynx Rating Manager	Published	Judy Trembath	Jacinta Erdody	16-Jul-14
Revenue	Debt Collection - No-Reply Emails	Published	Jacinta Erdody	Emma Gilbert	20-Feb-14
Revenue	Debt Collection - Payments on Accounts	Published	Jacinta Erdody	Emma Gilbert	25-Feb-14
Revenue	Cash Handling	In Progress	Jacinta Erdody	Emma Gilbert	26-Feb-14
Revenue	Daily Cheques	In Progress	Jacinta Erdody	Emma Gilbert	26-Feb-14
Revenue	EFTPOS Machines	In Progress	Jacinta Erdody	Emma Gilbert	26-Feb-14
Revenue	Location of Statement and Bill Numbers	In Progress	Jacinta Erdody	Emma Gilbert	26-Feb-14
Revenue	Manual Receipt Books	In Progress	Jacinta Erdody	Emma Gilbert	4-Mar-14
Revenue	Receipting	In Progress	Jacinta Erdody	Emma Gilbert	4-Mar-14
Revenue	Reprint Receipts	In Progress	Jacinta Erdody	Emma Gilbert	5-Mar-14
Revenue	Rate Schedule Maintenance	Published	Judy Trembath	Jacinta Erdody	5-Mar-14
Revenue	Cultural and Recreational Land Act rating provisions	In Progress	Judy Trembath	Jacinta Erdody	5-Mar-14
Revenue	Dishonoured Cheques	In Progress	Jacinta Erdody	Monique McLeod	5-Mar-14
Revenue	Process Pension Rebate Applications	In Progress	Jacinta Erdody	Emma Gilbert	6-Mar-14
Revenue	Reconcile Bank Statement	In Progress	Jacinta Erdody	Emma Gilbert	6-Mar-14
Revenue	Create New Clients	Published	Judy Trembath	Jacinta Erdody	27-Mar-14
Revenue	Process Direct Debit Transactions	In Progress	Jacinta Erdody	Emma Gilbert	27-Mar-14
Revenue	Duplicate Rate Notice Copies	Published	Judy Trembath	Jacinta Erdody	2-Apr-14

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Revenue	Employee Payroll Deductions	In Progress	Jacinta Erdody	Jacinta Erdody	2-Apr-14
Revenue	Merchant Statements	In Progress	Judy Trembath	Jacinta Erdody	2-Apr-14
Revenue	Remove Duplicate Clients from Lynx	Published	Judy Trembath	Jacinta Erdody	2-Apr-14
Revenue	Issue of Mail Database	In Progress	Jacinta Erdody	Monique McLeod	3-Apr-14
Revenue	Refund of Overpayment	In Progress	Judy Trembath	Jacinta Erdody	19-Mar-14
Revenue	Check New Building Certificates of Occupancy	Published	Judy Trembath	Jacinta Erdody	19-Mar-14
Revenue	Update Garbage Charges in Lynx	Published	Judy Trembath	Jacinta Erdody	20-Mar-14
Revenue	Import General Revaluation Data	Published	Judy Trembath	Jacinta Erdody	20-Mar-14
Revenue	Notice of Intent to Cause a General Valuation	In Progress	Jacinta Erdody	Jacinta Erdody	25-Mar-14
Revenue	Undertake Supplementary Valuations	In Progress	Jacinta Erdody	Monique McLeod	26-Mar-14
Revenue	Title Office Releases	In Progress	Jacinta Erdody	Emma Gilbert	23-Apr-14
Revenue	Land Parcel Management	In Progress	Jacinta Erdody	Monique McLeod	29-Apr-14
Revenue	Bungaree Weighbridge	In Progress	Jacinta Erdody	Monique McLeod	29-Apr-14
Revenue	Process and Manage Penalty Infringements	In Progress	Jacinta Erdody	Monique McLeod	29-Apr-14
Revenue	Raising Sundry Debtor Charges	In Progress	Judy Trembath	Jacinta Erdody	30-Apr-14
Revenue	Sundry Debtor Account Adjustments	In Progress	Judy Trembath	Jacinta Erdody	30-Apr-14
Revenue	Grant Access to Lynx Rating Manager	In Progress	Judy Trembath	Jacinta Erdody	1-May-14
Revenue	Request Date of Birth of Property Owners	Published	Judy Trembath	Jacinta Erdody	10-Apr-14
Revenue	Fire Notice - Data Import	In Progress	Judy Trembath	Jacinta Erdody	10-Apr-14
Revenue	Add Debt Collection Costs	Published	Jacinta Erdody	Emma Gilbert	20-Feb-14
Revenue	Redirect Return to Sender Mail	Published	Judy Trembath	Jacinta Erdody	26-Feb-14
Revenue	Request for Ownership - Fencing	In Progress	Monique McLeod	Jacinta Erdody	9-Apr-14
Revenue	Add Agricultural and Grazing Licences in Lynx	Published	Jacinta Erdody	Monique McLeod	9-Apr-14
Revenue	Consolidate Properties	In Progress	Jacinta Erdody	Monique McLeod	9-Apr-14
Revenue	Create New Property Assessments	Published	Monique McLeod	Jacinta Erdody	9-Apr-14
Revenue	Collection and Audit of Monies Received at Council Tips and Transfer Stations	In Progress	Judy Trembath	Jacinta Erdody	14-May-14
Revenue	Debtor Accounts for Statutory Certificates	In Progress	Judy Trembath	Jacinta Erdody	6-May-14
Revenue	Issue Land Information Certificates	In Progress	Monique McLeod	Jacinta Erdody	15-Apr-14
Revenue	Collect Sundry Debtor Accounts	In Progress	Judy Trembath	Jacinta Erdody	6-May-14
Revenue	Over the Phone Credit Card Payments	In Progress	Judy Trembath	Jacinta Erdody	7-May-14
Revenue	Process Notices of Acquisition and Disposition	In Progress	Jacinta Erdody	Emma Gilbert	7-May-14
Revenue	Import of Financial Transaction from Lynx to F1	In Progress	Judy Trembath	Jacinta Erdody	7-May-14
Revenue	Collection and Payment of Interim Receipts for Home Care Accounts and Council	In Progress	Judy Trembath	Jacinta Erdody	7-May-14
Revenue	Process Direct Debit Applications	In Progress	Jacinta Erdody	Monique McLeod	25-Nov-14
Revenue	Manage Land Parcels	In Progress	Judy Trembath	Jacinta Erdody	26-Nov-14
Risk Management	Insurance Audit Process	In Progress	Andrew Carrick	Vanessa O'Toole	12-Dec-12
Risk Management	06. Return to Work (With Authorisation) Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	07. Return to Work (Modified Duties) Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	02. First Aid Injury Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	04. Standard Injury Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	05. Notifiable Incident Reporting Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	03. Minor Injury Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	08. RTW (Modified Duties) Outside MSC Process	In Progress	Andrew Carrick	Tracey Picking	7-May-13
Risk Management	Public Claims and Reported Incidents	In Progress	Andrew Carrick	Andrew Carrick	3-Sep-14
Risk Management	Public Claims and Reported Incidents	In Progress	Andrew Carrick	Andrew Carrick	8-Apr-14
Risk Management	Administering Public Liability Insurance-Community Liability Pack	In Progress	Andrew Carrick	Andrew Carrick	9-Apr-15
Scotsburn/Elaine Fire 2015	Asbestos Assessment & Temporary Fencing	In Progress	Dianne Elshaug	Cherie Graham	22-Feb-16

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Scotsburn/Elaine Fire 2015	Department of Treasury & Finance (DTF) Approvals Process	In Progress	Dianne Elshaug	Cherie Graham	23-Feb-16
Scotsburn/Elaine Fire 2015	Shared Network Drive	In Progress	Dianne Elshaug	Cherie Graham	23-Feb-16
Scotsburn/Elaine Fire 2015	Communications for Emergency Event	In Progress	Dianne Elshaug	Cherie Graham	23-Feb-16
Scotsburn/Elaine Fire 2015	Rubbish Bin Replacement	In Progress	Dianne Elshaug	Cherie Graham	22-Feb-16
Scotsburn/Elaine Fire 2015	BlazeAid	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	Essential Water Replacement	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	Replacement of Water and Tank Cleaning	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	Fresh Water Tank Locations	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	Infrastructure Recovery	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	MECC/MOC Set Up	In Progress	Dianne Elshaug	Cherie Graham	21-Mar-16
Scotsburn/Elaine Fire 2015	Skip Deployment	In Progress	Dianne Elshaug	Cherie Graham	15-Mar-16
Scotsburn/Elaine Fire 2015	Gift Cards/Monetary Donations Registration	In Progress	Dianne Elshaug	Cherie Graham	15-Mar-16
Scotsburn/Elaine Fire 2015	Rate Relief Information	In Progress	Dianne Elshaug	Cherie Graham	15-Mar-16
Section 173 Agreements	Section 173 Agreements	In Progress	Judy Lotz	Bev Merrett	26-Feb-14
Service Delivery	Behaviour Management Policy and Procedure	Published	Manda McDermott	Robyn Salt	18-Feb-16
Service Delivery	Drive Safe Policy and Procedure	Published	Manda McDermott	Robyn Salt	18-Feb-16
Service Delivery	Universal Infection Control Policy	In Progress	Manda McDermott	Robyn Salt	18-Feb-16
Service Delivery	Working with Children Policy and Procedure	In Progress	Manda McDermott	Robyn Salt	18-Feb-16
Service Delivery	Effective Management Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Electrical Safety Switch Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Emergency Response & Management Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Extreme Heat or Heatwave Conditions Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Incident Reporting Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Cleaning Products Policy	Published	Manda McDermott	Manda McDermott	15-Feb-16
Service Delivery	Continuous Improvement Policy	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Delivery	Customer Feedback - Compliments & Complaints	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Authorised Representative Policy	Published	Manda McDermott	Robyn Salt	6-Oct-15
Service Support & Intake Officer	Advocacy	Published	Manda McDermott	Robyn Salt	17-Sep-15
Service Support & Intake Officer	Appeals Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Sep-15
Service Support & Intake Officer	Access and Equity Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Sep-15
Service Support & Intake Officer	Assessment Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Sep-15
Service Support & Intake Officer	Balanced Roster Policy	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Consent Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Cancellation or Refusal of Service Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Referral Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Referral on Hold Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Fee Reduction / Waiver Policy and Procedure	In Progress	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Fees and Charges Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Intake Policy and Procedure	Published	Manda McDermott	Robyn Salt	16-Feb-16
Service Support & Intake Officer	Language Services Policy	Published	Manda McDermott	Robyn Salt	16-Feb-16
Service Support & Intake Officer	Occupational Violence and Aggression Policy	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Orientation Policy	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Personal Care Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Personal Care - Assist with Medication Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Priority of Access Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Exit Strategy Policy and Procedure	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Demand Management Policy	Published	Manda McDermott	Robyn Salt	15-Feb-16

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Service Support & Intake Officer	Declining Service	Published	Manda McDermott	Robyn Salt	15-Feb-16
Service Support & Intake Officer	Training and Recruitment Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Telephone Review Policy and Procedure	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Service Access	Published	Manda McDermott	Robyn Salt	17-Feb-16
Service Support & Intake Officer	Review / Reassessment Policy and Procedure	Published	Manda McDermott	Robyn Salt	22-Feb-16
Social & Community Infrastructure Plann	Travel time Standards analysis (Community Infrastructure Framework)	Published	Andrew Goodsell	Raeph Cumming	12-Aug-15
Social & Community Infrastructure Plann	Community Infrastructure Framework	Published	Andrew Goodsell	Raeph Cumming	12-Aug-15
Statutory Planning	PPARS Reporting	In Progress	Judy Lotz	Bev Merrett	31-Jan-16
Statutory Planning	Land Valuation Process - Purpose of Public Open Space	In Progress	Chris Boyd	Chris Boyd	30-Mar-15
Statutory Planning	Planning Permit by Delegated Authority	In Progress	Judy Lotz	Rob Fillisch	18-Mar-16
Statutory Planning	Invitation Letter to OMC / DAC	In Progress	Judy Lotz	Bev Merrett	11-Mar-16
Statutory Planning	Planning information requests	In Progress	Judy Lotz	Bev Merrett	31-Jan-16
Strategic Planning	Outlining of the planning scheme amendment process	In Progress	Christine Rodda	Lisa Gervasoni	30-May-13
Strategic Planning	Giving Notice of an Amendment process	In Progress	Christine Rodda	Lisa Gervasoni	5-Jun-13
Strategic Planning	Heritage Advisory Committee	Published	Christine Rodda	Lisa Gervasoni	16-May-13
Strategic Planning	Planning review and amendment preparation process	In Progress	Christine Rodda	Lisa Gervasoni	17-May-13
Strategic Planning	Updating HERMES database	In Progress	Lisa Gervasoni	Lisa Gervasoni	16-Jul-15
Strategic Planning	Strategic Studies	In Progress	Christine Rodda	Lisa Gervasoni	8-May-14
Subdivisional Developments	Responding to Planning Referrals	In Progress	Sani Jehar	Peter Cuddy	15-Apr-14
Subdivisional Developments	Subdivision Start Up Process	In Progress	Sani Jehar	Peter Cuddy	1-May-14
Subdivisional Developments	Subdivision Works Register Update Process	In Progress	Sani Jehar	Peter Cuddy	10-Apr-14
Subdivisional Developments	Plan Checking Process	In Progress	Sani Jehar	Peter Cuddy	18-Mar-14
Subdivisional Developments	Responding to Certification Referrals	In Progress	Sani Jehar	Peter Cuddy	18-Aug-14
Subdivisional Developments	Planning Referral Register Update Process	In Progress	Sani Jehar	Peter Cuddy	29-Aug-13
Subdivisional Developments	Infrastructure Planning Referrals and Certification Response	In Progress	Sani Jehar	Peter Cuddy	15-Apr-15
Subdivisions	Subdivision applications via SPEAR	In Progress	Judy Lotz	Bev Merrett	14-Feb-14
Subdivisions	Subdivision applications non SPEAR	In Progress	Judy Lotz	Bev Merrett	19-Feb-14
Tourism & Events	Manage Events Process	In Progress	Dianne Elshaug	Dianne Elshaug	30-Nov-12
Tourism & Events	Events Approval Process (Internal)	In Progress	Sharyn Furlong	Peter Forbes	13-Aug-13
Waste Management	New Commercial Garbage Service Application	Published	Glenn Townsend	Lynda Henry	16-Jul-14
Waste Management	Litter (Street) Bin Requests	Published	Glenn Townsend	Lynda Henry	16-Jul-14
Waste Management	New Waste Service Application Process (kerbside collection)	Published	Glenn Townsend	Lynda Henry	3-Jun-14
Waste Management	Community Events Trailer Applications	In Progress	Glenn Townsend	Lynda Henry	20-Oct-15
Waste Management	End of Month Data Update	Published	Glenn Townsend	Lynda Henry	18-Dec-14
Work Cover	01. Assess Type of Injury Process	In Progress	Andrew Carrick	Andrew Carrick	7-May-13
Works	Daily Plant Safety Checklist	In Progress	Glenn Townsend	Lindsay Bandy	6-Jan-15
Works	Implementation & Maintenance of Worksite Traffic Management	Published	Glenn Townsend	Lindsay Bandy	7-Jan-15
Works	Works Timesheet Upload Process	In Progress	Glenn Townsend	Works Admin	12-Jan-15
Works	Gravel Road Re-Sheet Construction	Published	Lindsay Bandy	Ramsay Beacham	11-Dec-14
Works	CRMS Inspection Process	Published	Lindsay Bandy	Alastair Gosnold	11-Dec-14
Works	Dial Before You Dig (DBYD)	Published	Lindsay Bandy	Ramsay Beacham	22-Dec-14
Works	Safe Work Method Statement (SWMS)	Published	Lindsay Bandy	Ramsay Beacham	22-Dec-14
Works	Traffic Management Plan (TMP)	In Progress	Lindsay Bandy	Ramsay Beacham	22-Dec-14
Works	Level 1 Bridge Inspections	In Progress	Glenn Townsend	Jo Snape	25-Nov-15
Works	Updating (or changing) the Road Inspection Database	In Progress	Glenn Townsend	Jo Snape	25-Nov-15
Works	Procedures for Carrying Out Inspections and Works from CRMS	In Progress	Lindsay Bandy	Alastair Gosnold	11-Dec-15
Works	Works Staff Appraisal/Training Process	Published	Glenn Townsend	Lindsay Bandy	6-Oct-14

Group Name	Process Name	Status	Process Owner	Process Expert	Date Created
Works	Proactive Inspection Process (Road Assets)	In Progress	Glenn Townsend	Jo Snape	16-Apr-13
Works	Road Management Plan (RMP) Review Process	Published	Glenn Townsend	Lace Daniel	17-Apr-13
Works	Complete a Safe Work Method Statement for Works on Roads in Moorabool Sh	In Progress	Lace Daniel	Lace Daniel	24-Jan-13
Works	Water Carting - Western Water	Published	Ramsay Beacham	Lindsay Bandy	18-Feb-16
Works	Safe Work Procedure (SWP)	In Progress	Lindsay Bandy	Ramsay Beacham	18-Feb-16
Youth Development	ACTIVE8	Published	John Perham	John Perham	20-May-13
Youth Development	Assessment & Referrals Process	Published	John Perham	Troy Scoble	16-May-13
Youth Development	FReeZA Events	Published	John Perham	John Perham	9-Oct-13
Youth Development	Year 6 / 7 Transition Program	Published	John Perham	John Perham	11-Oct-13

<b>Policy No.:</b>	CS010	<b>CS009 – Procurement Policy</b>
<b>Review Date:</b>	Annually	
<b>Revision No.:</b>	007	
<b>Policy Manual Version No.:</b>	006	
<b>Adopted by:</b>	Moorabool Shire Council	3 June 2015

## 1. PRINCIPLES

### 1.1 Background

Moorabool Shire Council:

- Recognises that:
  - Developing a procurement policy and adopting appropriate best practice contracting and procurement principles, policies, processes and procedures for all goods, services and works by Council, will enhance achievement of Council objectives such as sustainable and socially responsible procurement; bottom-line cost savings; supporting local economies; achieving innovation; and better services for communities.
  - The elements of best practice applicable to Local Government procurement incorporate:
    - Broad principles covering ethics, value for money responsibilities and accountabilities;
    - Guidelines giving effect to those principles;
    - A system of delegations;
    - Procurement processes, with appropriate procedures covering minor, simple procurement to high value, more complex procurement; and
    - A professional approach.
- Requires that Council's contracting, purchasing and contract management activities:
  - Support Council's corporate strategies, aims and objectives including, but not limited to those related to sustainability, protection of the environment, and corporate social responsibility;
  - Span the whole life cycle of an acquisition from initial concept to the end of the useful life of an asset, including its disposal, or the end of a service contract;
  - Provide a robust and transparent audit trail which ensures that procurement projects are delivered on time, within cost constraints and that the needs of end users are fully met;
  - Achieve value for money and quality in the acquisition of goods, services and works by Council;
  - Can demonstrate that public money has been well spent;
  - Are conducted, and are seen to be conducted, in an impartial, fair and ethical manner;
  - Seek continual improvement including the embrace of innovative and technological initiatives such as electronic tendering processes to reduce activity cost;
  - Generate and support business in the local community; and

- Comply with legislation, corporate policies or other requirements, ensuring that all staff responsible for procurement and contract management are aware of and adhere to the legislative requirements, Council standards and best practice.

## 1.2 Scope

This procurement Policy is made under Section 186a of the Local Government Act 1989.

This section of the Act requires Council to prepare, approve and comply with a Procurement policy encompassing the principles, processes and procedures applied to all purchases of goods, services and works by the Council.

This policy applies to all contracting and procurement activities at Council.

## 1.3 Purpose

The purpose of this Policy is to:

- Provide policy and guidance to Council to allow consistency and control over Procurement activities;
- To develop sound and ethical procurement practices and systems;
- To manage risk associated with each stage of the procurement process;
- Demonstrate accountability to ratepayers; and
- Demonstrate the application of elements of best practice in procurement.

## 1.4 Treatment of GST

All monetary values stated in this policy include GST, except where specifically stated otherwise.

## 1.5 Definitions and Abbreviations

Term	Definition
Australian Business Number (ABN)	A unique 11 digit identifier for businesses. An enterprise must have an ABN to register for GST.
Act	<i>Local Government Act 1989.</i>
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g., prices, discounts, rebates, profits, methodologies and process information, etc.
Contract Management	The process that ensures both parties to a contract that fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular, to provide value for money.
Council Staff/Officer	Includes full-time and part-time Council officers, and temporary employees, contractors and consultants while engaged by Council.
Financial Delegation	The authority to purchase goods and services on behalf of Council.
Goods and Services Tax (GST)	A 10% consumption tax on most goods and services. An enterprise must have an ABN and be registered for GST before GST can be applied.

Local Content	Includes the purchases of works, goods and/or services and/or labour from a business that is based within the boundaries of MSC.
Local Supplier	A supplier whose business is within the boundaries of MSC. For large organisations, this definition of local supplier is limited to the section or unit of the organisation that is submitting the tender.
MSC	Moorabool Shire Council
Probity	The dictionary definition of probity refers to uprightness, honesty, proper and ethical conduct and propriety in dealings. Within government, the word "probity" is often used in a general sense to mean "good process." A Procurement process that conforms to the expected standards of probity is one in which clear procedures that are consistent with Council's policies and legislation are established, understood and followed from the outset. These procedures need to consider the legitimate interests of suppliers and ensure that all potential suppliers are treated equitably.
Standing Offer Arrangements (SOA)	A contract that sets out rates for goods and services which are available for the term of the agreement. However, no commitment is made under the agreement to purchase a specified value or quantity of goods or services.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. This process spans the whole life cycle from initial concept through to the end of the useful life of an asset (including disposal) or the end of a service contract.
Quotation	A written and/or verbal offer to Council to carry out works, provide services or supply goods at a stated price.
Tender Process	The process of inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Superintendent	The person appointed by Council to exercise powers and duties defined in a particular contract and to administer the contract.
Value for Money	Value for Money in Procurement is about selecting the supply of goods, services and works taking into account both cost and non-cost factors including: <ul style="list-style-type: none"> <li>▪ contribution to the advancement of Council's priorities;</li> <li>▪ non-cost factors such as fitness for purpose, quality, service and support; and</li> <li>▪ cost-related factors including whole-of-life costs and transaction costs associated with acquiring, using, holding, maintaining and disposing of the goods, services or works.</li> </ul>

## 2. EFFECTIVE LEGISLATIVE AND POLICY COMPLIANCE AND CONTROL

### 2.1 Ethics and Probity

#### 2.1.1 Requirement

Council's procurement activities will be performed with integrity and in a manner able to withstand the closest possible audit scrutiny.

### **2.1.2 Conduct of Councillors and Council Staff**

#### **2.1.2.1 General**

Councillors and Council staff shall at all times conduct themselves in ways that are, and are seen to be, ethical and of the highest integrity and will:

- treat potential and existing suppliers with equality and fairness;
- not seek or receive personal gain;
- maintain confidentiality of Commercial in Confidence information such as contract prices and other sensitive information;
- present the highest standards of professionalism and probity;
- deal with suppliers in an honest and impartial manner that does not allow conflicts of interest;
- provide all suppliers and tenderers with the same information and equal opportunity; and
- be able to account for all decisions and provide feedback on them.

Council staff who are responsible for managing or supervising contracts are prohibited from performing any works under the contract they are supervising.

#### **2.1.2.2 Members of Professional Bodies**

Councillors and Council staff belonging to professional organisations shall, in addition to the obligations detailed in this policy, ensure that they adhere to any code of ethics or professional standards required by that body.

### **2.1.3 Tender Processes**

All tender processes shall be conducted in accordance with the requirements of this policy and any associated procedures, relevant legislation, relevant Australian Standards and the Act.

### **2.1.4 Conflict of Interest**

Councillors and Council staff shall at all times avoid situations in which private interests conflict, or might reasonably be thought to conflict, or have the potential to conflict, with their Council duties.

The Local Government Act defines and provides examples of conflicts of interest in sections 77A to 78E.

Councillors and Council staff shall not participate in any action or matter associated with the arrangement of a contract (i.e. evaluation, negotiation, recommendation, or approval), where that person or any member of their immediate family has a significant interest, or holds a position of influence or power in a business undertaking tendering for the work.

The onus is on the Councillor and the Council officer involved being alert to and promptly declaring an actual or potential conflict of interest to Council.

### **2.1.5 Fair and Honest Dealing**

All prospective contractors and suppliers must be afforded an equal opportunity to tender or quote.

Impartiality must be maintained throughout the procurement process so it can withstand public scrutiny.

The commercial interests of existing and potential suppliers must be protected.

Confidentiality of information provided by existing and prospective suppliers must be maintained at all times, particularly commercially sensitive material such as, but not limited to prices, discounts, rebates, profit, manufacturing and product information.

### **2.1.6 Accountability and Transparency**

Accountability in procurement means being able to explain and provide evidence on the process followed. The test of accountability is that an independent third party must be able to see clearly that a process has been followed and that the process is fair and reasonable.

Therefore the processes by which all procurement activities are conducted will be in accordance with Council's procurement policies and procedures as set out in this policy and other related, relevant Council policies and procedures.

Additionally:

- all Council staff must be able to account for all procurement decisions made over the lifecycle of all goods, services and works purchased by Council and provide feedback on them; and
- all procurement activities are to provide for an audit trail for monitoring and reporting purposes.

### **2.1.7 Disclosure of Information**

Commercial in Confidence information received by Council must not be disclosed and is to be stored in a secure location.

Councillors and Council officers are to protect, by refusing to release or discuss the following:

- Allocated Council budgets for proposed tenders;
- information disclosed by organisations in tenders, quotation or during tender negotiations;
- all information that is Commercial in Confidence information; and
- pre-contract information including but not limited to information provided in quotes and tenders or subsequently provided in pre-contract negotiations.

Councillors and Council officers are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could have potential contractual implications prior to the contract approval process being finalised other than authorised pre-contract negotiations.

## **2.2 Governance**

### **2.2.1 Responsible Financial Management**

The principle of responsible financial management shall be applied to all procurement activities.

Accordingly, to give effect to this principle, the availability of existing funds within an approved budget, or external source of funds, shall be established prior to the commencement of any procurement action for the supply of goods, services or works.

Council officers must not authorise the expenditure of funds in excess of their financial delegations.

Council funds must be used efficiently and effectively to procure goods, services and works and every attempt must be made to contain the costs of the procurement process without compromising any of the procurement principles set out in this Policy.

All Council Officers have a responsibility to ensure that this Procurement Policy and associated procedures are adhered to.

### **2.3 Achieving Value for Money**

#### **2.3.1 Requirement**

Council's procurement activities will be carried out on the basis of obtaining Value for Money.

This means minimising the total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability, accessibility and delivery considerations. Lowest price is not the sole determinate of value for money, and Council is not required to accept the lowest tender.

Achieving best value also requires challenging the need for the procurement and the way in which the service may be reconfigured to achieve improvements in service delivery, comparing service provision options against all those available, consulting with key stakeholders and ensuring competition in the open market.

Achieving best value for money must be the basis of all procurement decisions within Council.

#### **2.3.2 Approach**

This will be facilitated by:

- developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout the lifecycle;
- effective use of competition;
- using aggregated contracts and SOAs where appropriate;
- identifying and rectifying inefficiencies in procurement processes;
- developing cost efficient tender processes including appropriate use of e-solutions;
- Council staff responsible for providing procurement services or assistance within Council providing competent advice in terms of available approaches and agreements; and
- working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of the goods, services and works being acquired.

#### **2.3.3 Support of Local Business**

Council is committed to generating, supporting and buying:

- from local businesses;
- from businesses outside the boundaries of MSC, who purchase goods and/or services from local suppliers and/or who use local labour;
- has a preference for Australian made products and goods.

Support to Local Business and Australian made products and goods will be achieved through local price preferencing of 5% to obviate additional fees and charges (E.g.: cartage, transport, postage and handling). Every reasonable effort will be given to seek local quotations and to ensure that local suppliers are aware of current and upcoming tenders.

## 2.4 Internal Controls

Council have a framework of internal controls over procurement processes that ensure:

- more than one person is involved in and responsible for a transaction end to end;
- transparency in the procurement process;
- a clearly documented audit trail exists for procurement activities;
- appropriate authorisations are obtained and documented; and
- systems are in place for appropriate monitoring and performance measurement.

## 2.5 Procurement methods according to amount

Amount (Inc. GST)	Available Methods
1. \$0 - \$40	<ul style="list-style-type: none"> <li>▪ **MSC Purchase Card</li> <li>▪ Petty Cash (Employee Reimbursement Form)</li> <li>▪ Purchase Order (electronic)</li> <li>▪ Request for Payment</li> </ul>
2. \$41 - \$2,500	<ul style="list-style-type: none"> <li>▪ **MSC Purchase Card</li> <li>▪ Purchase Order (electronic)</li> <li>▪ Request For Payment</li> </ul>
3. \$2,501 - \$50,000	<ul style="list-style-type: none"> <li>▪ **Purchase Order (electronic) (in conjunction with a request for a minimum of 2 Written Quotations)</li> <li>▪ Request for Payment</li> </ul>
4. \$50,001 - \$150,000 (Goods and Services) or \$200,000 (Carrying out of works)	<ul style="list-style-type: none"> <li>▪ **Purchase Order (electronic) (in conjunction with an approved project brief and a request for a minimum of 3 Written Quotations)</li> <li>▪ Request for Payment</li> <li>▪ Tender (electronic) (Optional)</li> </ul>
5. \$150,000 + (for Goods and Services) or \$200,000 + (Carrying out of works)	<ul style="list-style-type: none"> <li>▪ **Tender (electronic) (Compulsory – in accordance with LGA 1989 S186)</li> </ul>

\*\* Denotes Council's preferred method of procurement

Tenders can be one-stage, multi-stage, and/or one-part or multi-part.

An Expression of Interest (EOI) may be appropriate prior to issuing a tender.

### 2.5.1 Other Procurement Methods

Council may also use aggregated purchasing arrangements with:

- other Councils;
- Municipal Association Victoria Procurement (MAV);
- Procurement Australia (PA – formerly known as MAPS Group and Strategic Purchasing); or
- Victorian State Purchasing Board (whole of Government Contracts).

The Minister may, from time to time, grant Section 186 exemptions to Local Government for the provision of goods or services.

Section 186(5) provides for circumstances where Section 186(1) does not apply. For Example: In the event of an emergency Council can resolve that a contract must be entered into without first undertaking a public tender process.

### 2.5.2 Exceptions To Requirement To Obtain Quotations

It is recognised and understood that in some circumstances quotations will be impractical to seek and obtain. Some of these circumstances include:

- Emergency works and circumstances;
- Existing IT hardware and software;
- Exempt payments (insurance premiums, workcover etc); and
- Other extraordinary circumstances.

In such circumstances, the employee responsible must obtain approval from the relevant General Manager. This clause doesn't apply to the requirement to tender under the Local Government Act unless exempt.

### 2.6 Payment Terms

Council's standard payment terms are 28 days from the date of the invoice and 14 days for local suppliers. Alternative arrangements may be made within contract documents.

Council's preferred method of payment is Electronic Funds Transfer.

### 2.7 Delegation of Authority

#### 2.7.1 Requirement

Delegations define the limitations within which Council Officers are permitted to work. Delegation of procurement authority allows specified Council Officers to approve certain purchases, and quotation, tender and contractual processes without prior referral to Council. This enables the Council to conduct procurement activities in an efficient and timely manner whilst maintaining transparency and integrity.

Procurement delegations ensure accountability and provide confidence to Council and the public that procurement activities are dealt with at the appropriate level.

As such, Council has delegated responsibilities as detailed below relating to the expenditure of funds for the purchase of goods, services and works, the acceptance of quotes and tenders and for Contract Management activities.

#### 2.7.2 Delegations - Council Officers

Council shall maintain a documented scheme of procurement delegations, identifying Council Officers authorised to make such procurement commitments in respect of goods, services and works on behalf of Council and their respective delegations contained in Financial Delegations policies for:

- acceptance of tenders
- acceptance of quotes
- contract term extensions (within authorised delegation limit)
- contract amendment (non-financial)
- contract amendment (financial)
- appointment to register of pre-qualified suppliers

- credit card purchases
- procedural exceptions

### 2.7.3 Delegations - Reserved for Council

Commitments and processes which exceed the CEOs delegation and which must be approved by Council are:

- signing and sealing of contract documents;
- tender recommendations and contract approval for all expenditure in excess of the CEOs Financial Delegation; and
- contract term extensions in excess of the CEOs Financial Delegation.

## 3 CODE OF CONDUCT

This policy is to be read in conjunction with the “Employee, Volunteer & Contractor Code of Conduct” and the “Councillors Code of Conduct”.

Any breach of this policy will be addressed in accordance with the “Counselling & Disciplinary Action Policy”.

## 4 RELATED LEGISLATION/POLICIES/GUIDELINES INCLUDE BUT ARE NOT LIMITED TO:

Australian Competition and Consumer Commission (ACCC)  
A New Tax System (Goods and Services Tax) Act 1999  
Local Government Act 1989  
MSC Councillors Code of Conduct  
MSC Counselling & Disciplinary Action Policy  
MSC Employee, Volunteer & Contractor Code of Conduct  
MSC Finance 1 Procedures  
MSC OH&S Policy  
Municipal Association of Victoria (MAV) Model Procurement Policy (August 2011)  
Trade Practices Act 1974

## 5 CONTINUAL IMPROVEMENT/REVIEW

Council is committed to continuous improvement and will review the Procurement Policy to ensure that it continues to meet its wider strategic objectives as follows:

- on an annual basis in accordance with the LGA Section 186A(7), and
- when amendments that affect the scope and effect of this policy are made to the Legislative Power / Requirements.

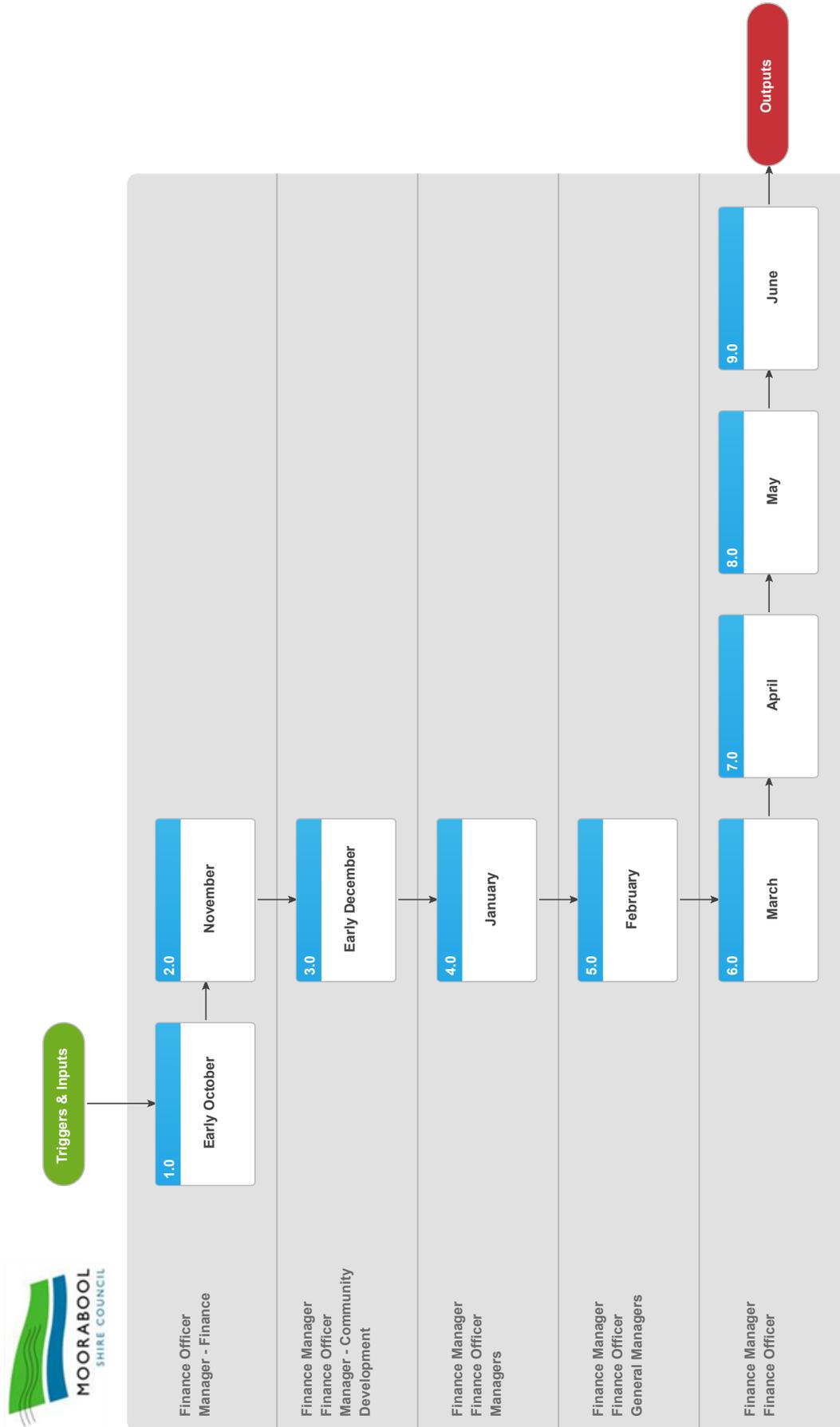
## 6 COMPLAINTS

Any complaints in relation to procurement activities at Moorabool Shire Council are to be directed to the General Manager Corporate Services as follows:

Phone: (03) 5366 7100  
Fax: (03) 5368 1757  
Email: [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)

## 7 POLICY OWNER AND CONTACT DETAILS

Moorabool Shire Council's Finance Manager is the designated owner of this Policy. For further information on the Policy, please contact Council via email [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au) or phone (03) 5366 7100.



## Summary

### Objective

To prepare Council's Annual Budget

**Owner** Dianne Elshaug

**Expert** Dianne Elshaug

## Procedure

### 1.0 Early October

Finance Officer, Manager - Finance

- a Draft Quarterly Report for OMC
- b Update Strategic Financial Plan (SFP) based on the September Quarterly results
- c Draft timeline and schedule for AOC, SMC and OMC dates (once Council Calendar for the following year has been finalised) - refer to attached spreadsheet

### 2.0 November

Finance Officer, Manager - Finance

- a Present proposed budget timetable (including AOC & SMC dates) to Council for adoption
- b Finance Staff update all documents for distribution to Service Unit Managers

#### NOTE What are these documents?

These include updated New Initiative Worksheets, Budget Instructions and list of Fees & Charges

- c AOC is held to present the Strategic Financial Plan (SFP) - liaise with EA Infrastructure and EA CEO

### 3.0 Early December

Finance Manager, Finance Officer, Manager - Community Development

- a SFP is presented to OMC for adoption
- b Schedule budget briefing sessions with MMT
- c Distribute updated Budget pakcs to MMT
- d Liaise with Community Development to plan the community engagement process for the budget

### 4.0 January

Finance Manager, Finance Officer, Managers

- a Managers update budget and return to Finance
- b Finance check returned budgets and collect data
- c Liaise with EA to CEO to schedule individual service unit meetings re budget in February
- d Liaise with EA to CEO to schedule CORM (Leadership) meetings in February
- e Commence community engagement process - refer to attached schedule/dates, etc. (to be drafted)

### 5.0 February

Finance Manager, Finance Officer, General Managers

- a General Managers and/or CEO review budgets
- b Finance meetings scheduled with each Service Unit Manager and Co-ordinator

#### NOTE How many meetings have to be scheduled?

Meetings are usually spread over a 2 - 3 week period; meeting lengths vary depending on the Service Unit. Liaise with EA to CEO to book in meetings (if CEO is involved in each meeting).

- c Prepare all budget information for CORM (Leadership) review, including Fact Sheets.
- d Leadership to meet to conduct initial review of budgets, new initiatives, SFP, fees and charges, etc. (2 meetings required; each of 2 hrs duration)
- e Update budget materials as required

### 6.0 March

Finance Manager, Finance Officer

- a Prepare draft Report for OMC
- b Prepare draft adverts
- c Prepare budget submission forms
- d Hold AOCs for Councillors to review the draft budget information

#### NOTE How many AOCs are needed?

AOC No 1 - 4 hours; AOC No 2 - 2 hours; AOC No 3 - 2 hours (meeting 3 may not be needed); Each AOC is held 1 week apart (if possible)

### 7.0 April

Finance Manager, Finance Officer

- a SMC or OMC is held to adopt the proposed budget and fact sheets
- b Proposed draft budget is adopted
- c Update MSC website
- d Advertise budget for 28 day consultation process
- e Receive public submissions
- f Confirm receipt of public submissions

### 8.0 May

Finance Manager, Finance Officer

- a Draft OMC Report with officer recommendations based on public submissions received
- b Conduct SMC or OMC to consider public submissions received
- c Conduct SMC or OMC to adopt the budget

### 9.0 June

Finance Manager, Finance Officer

- a Forward adopted Budget to Minister prior to 30 June deadline
- b Review and update process for following year

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## Triggers & Inputs

### TRIGGERS

None Noted

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### INPUTS

None Noted

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## Outputs & Targets

### OUTPUTS

None Noted

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### PERFORMANCE TARGETS

None Noted

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## RACI

### RESPONSIBLE

Roles that perform process activities

Finance Manager, Finance Officer, General Managers, Manager - Community Development, Manager - Finance, Managers

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### ACCOUNTABLE

For ensuring that process is effective and improving

**Process Owner** Dianne Elshaug

**Process Expert** Dianne Elshaug

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### CONSULTED

Those whose opinions are sought

### STAKEHOLDERS

None Noted

### STAKEHOLDERS FROM LINKED PROCESSES

None Noted

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### INFORMED

Those notified of changes

All of the above. These parties are informed via dashboard notifications.

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## Systems

None Noted

<b>Policy No.:</b>	IS008	<b><i>IS008 – Special Rates and Charges Policy</i></b>
<b>Review Date:</b>	December 2016	
<b>Revision No.:</b>	002	
<b>Policy Manual Version No.:</b>	002	
<b>Adopted by:</b>	002	5 February 2014

## 1. Purpose and Scope of the Policy

The Local Government Act 1989 provides Council with the ability to introduce a Special Rate or Charge Scheme seeking property owner contributions toward infrastructure projects such as roads, footpaths and drainage improvements. A Special Rate or Charge Scheme may also be appropriate for projects such as recreational facilities, streetscapes and traffic management.

Special Rate or Charge Scheme projects fill the gap between existing infrastructure, often provided as part of the original land development, and current community expectations.

This policy seeks to establish a strategic framework for the application of financial contributions from the property owners who receive special benefit from necessary infrastructure improvements, both in the rural and urban areas within the municipality, in a fair, equitable, consultative and consistent manner.

This policy applies to all infrastructure improvements within Moorabool Shire which are eligible for application of a Special Rate or Charge as defined in the Local Government Act.

## 2. Policy

The Council acknowledges that it does not necessarily have the financial resources or receive enough external grants funding to meet all of the infrastructure demands in the municipality. Where it can be demonstrated that properties will receive a special benefit from implementing necessary infrastructure works, Council may implement a Special Rate or Charge process to provide some or all of the necessary funds. Schemes may be applied, but not limited, to the following:

- Road construction and sealing
- Kerb and channel
- Drains and drainage pits
- Landscaping.
- Traffic management devices
- Footpaths
- Recreational facilities
- Special events

A proposed Special Rate or Charge will have regard to the level of special benefit and community benefit received from such infrastructure works and Council's capacity to finance the necessary cash flow requirements during the term of the Special Rate or Charge Scheme.

The calculation of 'special benefit' will be undertaken in accordance with the Special Rates and Charges Ministerial Guidelines (September 2004)

The intent of this policy and associated management procedure is to detail the circumstances and manner in which new or improved infrastructure works are undertaken with financial contributions from property owners based on principles of fairness and equity. This contribution shall be obtained through a Special Rate or Charge Scheme having regard to the level of special benefit received by those properties and the level of benefit received by the community.

Community consultation and participation will play an important part in the development of specific projects. Many proposals will only be implemented if they have the strong support of property owners. Clause 163 of the Local Government Act does however empower Council to declare a drainage scheme in the interest of public health.

This policy reflects the objectives of the Special Charge Scheme provisions in the Local Government Act and its implementation is supported by the September 2004 Ministerial Guidelines on Special Rates and Charges.

### 2.1 Policy Objectives

- To manage the Special Rate and Charge Scheme process in a manner that is open, transparent, and fair to all.
- Use the consultative process and technical design input to achieve innovative solutions to local problems.
- To ensure that solutions developed are cost effective, affordable and of a standard that meets community expectations.
- To ensure that the development of necessary infrastructure projects in a controlled, managed manner. This will involve the prioritisation of projects, having regard to risk and other factors such as:
  - Health and safety
  - Amenity
  - Environment
  - Demonstrated need; and
  - Financial

### 2.2 Specific Provisions

- Properties with subdivision potential – properties which demonstrate subdivision potential will be included in the scheme in accordance with the relevant zoning provisions. Property owners will have the option to defer the special charge on the additional lots (lots created after subdivision) until such time as the subdivision is released (Statement of Compliance). A Section 173 Agreement will be required to enable deferment of the additional special charge.
- Construction standard – design and construction standards works will be undertaken in accordance with relevant standards, guides, codes and the Infrastructure Design Manual.
- Council contribution – with the following exceptions, Council contribution to all special charge schemes will be based on the community benefit calculated in accordance with the Special Rates and Charges Ministerial Guidelines.
- For pathway schemes based on a precinct approach, Council may contribute up to 50% of the project cost to be determined on a case by case basis.
- Payment terms – property owners liable for scheme contributions that are infrastructure related and exceed \$1,500 will have the option to pay the

charge in instalments over a period of minimum of 4 years and up to 10 years. The applicable borrowing interest rate will be applied to the unpaid special charge. Schemes that require contributions less than \$1,500 will have the payment option of 4 instalments over a 12 month period.

- Submissions and objections to any proposed scheme and subsequent decision whether to discontinue a scheme will be in accordance with the Local Government Act.

### 2.3 Community Engagement

A community engagement plan will be developed for each scheme in accordance with the Community Engagement Framework and provisions of the Local Government Act.

### 2.4 Policy Implementation

The special rate or charge process may be initiated by Council representatives, members of the public, residents within the area, or Council officers. The final outcome of many proposals will depend to a large degree on the priority placed upon the work, the level of community support, available funding and cash flow resources.

## 3. Process

The process is outlined in the Special Rates and Charges Procedure and Special Rates and Charges Ministerial Guidelines (September 2004) which are appendices this policy.

## 4. Precedents

Many Councils adopt a Special Rates and Charges Policy seeking property owner contributions toward infrastructure projects. A small number of Special Charges Schemes have been implemented previously in this Shire.

## 5. Related Legislation/Policies/Guidelines

- Local Government Act 1989 and subsequent amendments
- Special Rates and Charges Ministerial Guidelines (September 2004)
- Community Engagement Framework
- Council Policies
- Sealing of unsealed roads

## 6. Council Plan Reference – Key Performance Area

Key Result Area 3      Enhanced Infrastructure and Natural and Built Environment

Ensure current and future infrastructure meets the needs to the community

Construct physical infrastructure to appropriate standards.

## 7. Review

This policy will be reviewed in 2016.

### 8. Definitions

<b>Special Rate or Charge Scheme</b>	A financial arrangement, between Council and property owners as set out in the Local Government Act, to provide funds in relation to necessary infrastructure works that Council considers is or will be of special benefit to persons required to pay the special rate or charge.
<b>Special Benefit</b>	Is benefit, resulting from the proposed infrastructure work that is additional to or greater than the benefit to other properties.
<b>Community Benefit</b>	Is considered to exist where the works or services will provide tangible and direct benefits to people in the broader community.
<b>Infrastructure Works</b>	Consists of new, or improvements to, infrastructure such as roads, pathways, stormwater drains, buildings, recreational facilities and waste management sites.
<b>Property</b>	Refers to property in the form of land.
<b>Council</b>	Moorabool Shire Council
<b>Shire</b>	The Moorabool municipality, its Councillors, Council staff, residents and ratepayers.

**APPENDI A**

Special Rates & Charges Procedure

<b>References</b>	Special Rates and Charges Policy
<b>Effective From:</b>	5 February 2014
<b>Version No:</b>	001

## Scope

The 1989 Local Government Act provides Council with the ability to introduce a Special Rate or Charge Scheme seeking property owner contributions toward infrastructure projects such as roads, footpaths and drainage improvements.

Special Rate or Charge Scheme projects fill the gap between existing infrastructure, often provided as part of the original land development, and current community expectations.

This document seeks to establish a procedure for the application of financial contributions from the property owners who receive special benefit from necessary infrastructure improvements, both in the rural and urban areas within the municipality, in a fair, equitable, consultative and consistent manner.

This procedure will be used to apply Council's Special Rates and Charges Policy.

## 1. Initiation

A special charge for the purpose of Road Construction may be initiated by a ratepayer, Councillor, Council staff or by an existing Council resolution proposing a Scheme under Section 163 of the Local Government Act 1989.

A special charge for the purpose of the provision of Property Drainage Services may be initiated by a ratepayer, Councillor, Council's Environmental Health Officer or other Council staff.

Upon receipt of an initiating document, Council Officers will prepare a preliminary report to Council. This preliminary report will address the following:

- a. Scope of works.
- b. Whether the works are within the powers and functions of Council.
- c. Whether the works will be of special benefit to the persons required to pay a potential special charge for this purpose.
- d. The need for the works taking into account matters of health, safety and amenity.
- e. Identification of the likely beneficiaries of the works (refer to Section 4.0).
- f. A preliminary cost which provides a broad indication of costs per affected property.
- g. Community engagement.

Council shall then determine whether or not to proceed with a process of preliminary consultation.

## 2. Preliminary Consultation

Once a decision has been made by Council to commence preliminary consultation the likely beneficiaries will be advised of the content of the preliminary report and requested to complete a survey indicating their support or otherwise for the scheme.

The survey shall clearly outline what the proposed works involve and provide an indication of the cost that would be incurred and the options for payment that are available. This consultation shall aim to determine whether there is support for the proposed works.

## 3. Report on the Consideration of a Special Charge

Council Officers will then provide a report to Council on the outcome of this survey and consultation. Included in the report will be a recommendation that Council either take no further action or proceed with the preparation of a special charge scheme, either in the proposed form or an alternative structure as may have been identified through the consultation.

If there is a recommendation for a special charge scheme, the report will contain the following:

- a. The consideration of a special charge.
- b. The beneficiaries of a potential special charge.
- c. Design plans or other information sufficient to determine the beneficiaries of a potential special charge.
- d. Estimate of costs.
- e. The criteria used to determine the special benefit and the degree of special benefit to beneficiaries (refer to Sections 4 & 5).
- f. The distribution of the costs.
- g. The period for which a potential special charge remains in force.
- h. Council contributions that are the result of the 'community benefit' provision within the legislation.

Council will resolve to either abandon, alter or give public notice of its intention to make declaration of a special charge. The potential beneficiaries will be advised of Council's decision.

If Council decides to give public notice of its intention to make declaration of a special charge, the procedure detailed in Section 163 of the Local Government (Democratic Reform) Act 2003 will be followed. Section 163 of the Local Government (Democratic Reform) Act 2003 has provisions for formal submissions from affected property owners to Council and also to the Victorian Civil and Administrative Tribunal. Details of the proposal will be made available for inspection throughout this process.

## 4. Criteria to Determine Special Benefit

### Road and Footpath Construction

The criteria are whether the road and footpath construction provides a special benefit to owners of lands that abut the road and therefore use the road as direct access to their property. Council can only declare a special charge on land which is rateable, as provided under Section 155 of the Local government Act 1989.

### Drainage Services

A drain shall provide a special benefit to lands which have the following characteristics:

- a. Abutting the said drain on the high side which are able to direct water to the drain.
- b. Abutting the said drain on the low side which receive protection by virtue of the drain.

Both a. and b. shall be determined by considering the contour of the land. The existence or evidence of any private stormwater discharge away from the proposed drain shall bear no relevance in determining the lands which will derive a special benefit.

## Other Infrastructure Projects or Services

Where Council seeks to implement a Special Charge Scheme for non road or drainage related services, the special benefit will be determined on a case by case basis with consideration of the Special Rates and Charges Ministerial Guidelines – September 2004.

## **5. Criteria to Determine Degree of Special Benefit**

### Road and Footpath Construction

The criteria to determine the degree of special benefit that the road and footpath construction provides will generally be based on Access Benefit (the ability to gain access to the property from the constructed road) and Amenity Benefit (increased amenity such as reduction in dust, health related issues, aesthetic value etc). VCAT has accepted these criteria as fair and reasonable in relation to previous decisions.

The Access Benefit would be a unit value unless the property has been developed.

The Amenity Benefit is related to the frontage (the length of the abuttal to the road).

For corner properties 100% of the frontage and 30% of the side frontage (if applicable) that abuts the road will be used.

In order to achieve an equitable outcome a 60% weighting will be given to Access Benefit over Amenity Benefit (40%), especially where properties in the scheme have varying frontages as residents with wider frontages may be required to contribute substantially more than those with properties with narrower frontages.

### Drainage Services

The criteria to determine the degree of special benefit the drain provides shall be:

- a. Both higher and lower lands share liability equally and costs are based on the area of each individual allotment rationalised to consider the flow path of surface water to the drain and rationalised to consider the extent of protection by virtue of the drain.

The percentage ration of impermeable to permeable surface contained within an allotment shall bear no relevance other than the flow path of surface water in determining such liability for each individual allotment.

Council is required to consider the total special benefits derived from the construction of a road or drain to every party that would derive benefit from such construction. This could include special benefits to those that are not to be included in the scheme, or community benefits.

### Other Infrastructure Projects or Services

Due to the vast array of infrastructure and services that might attract the use of Special Charge of Special Rate Schemes, any non drainage or road related schemes will be treated on a case by case basis with a view to maintaining equity. In each case, the officer will take into account apportionment systems that have been used within Victoria and in particular those that have been accepted by VCAT. Consideration will also be given to the Special Rates and Charges Ministerial Guidelines – September 2004.

## 6. Design Criteria for Road Construction and Drainage Services

### Road and Footpath Construction

Council will utilise Council's standard specifications for the construction of roads and footpaths and relevant Australian Standards for the purpose of this policy. However, Council's standard specification may be modified or altered where necessary.

### Drainage Services

Council shall adopt Council's standard specifications for the construction of property drains and relevant Australian Standards for the purpose of this policy. Council's standard specification may be modified or altered at the discretion of the engineer. In addition, the minimum pipe size for the purpose of this policy shall be 300mm in diameter.

## 7. Private Assets Contained within Alignment of Drain

In the event of the proposed alignment of the drain being obstructed by vegetation, buildings or other permanent or temporary assets and there being no other suitable alternative alignment for the drain, the cost associated with the removal and/or relocation of such obstructions shall form a component of the costs associated with the special charge.

## 8. Council Contribution

Council will contribute towards the cost of the works constructed under this policy under the following circumstances:

- a. Where Council owned land abuts the unmade road.
- b. If Council determines abnormal circumstances make it appropriate for Council to contribute to the construction of the road, drain or other infrastructure.
- c. Where it has been determined that there will be a special benefit as a result of the construction to parties that are not to be included in the scheme or there will be a benefit to the wider community (community benefit), Council is required to contribute an amount proportional to the benefit derived. It is noted that the legislation is specific about the circumstances and level of contribution by Council for 'community benefit'.
- d. Parties to a scheme that have previously contributed under current or previous provisions within the Local Government Act cannot be required to contribute again. In this event Council will be required to contribute that portion or exclude those works from the scheme.
- e. Where Council considers that the size of the drain should be increased to provide for stormwater other than for the benefiting properties, Council shall contribute the additional cost associated with the provision of such drainage.

## 9. Appointment of Contractor

The tender process for the works will be in accordance with Council policy.

## 10. Administration Costs

Council shall recover administration costs of up to 10% of the actual total cost of the works. This administration cost is to be funded from the special charge and is to recover costs incurred in the design, supervision and administration of the works.

## 11. Variation for the Estimated Cost

Once works have been completed owners who are liable must be advised of the actual cost of the works. If the cost of the special charge results in a material increase above the estimated amount, Council is required to give public notice and consider public submissions in accordance with Section 223 of the Local Government (Democratic Reform) Act.

If the cost of the actual works is below the estimate cost, all owners included in the special charge scheme shall be refunded proportionately.

## 12. Options for Payment

Payment of a special charge will be made in a lump sum payable within one month of commencement of the work or by a maximum 40 quarterly instalments over 10 years commencing within one month of commencement of the work. The interest payment on the instalment option will be in accordance with Council policy.

## 13. Connection to Drain Constructed under Special Charge

The connection of premises to the drain is an owner's responsibility. Upon the completion of the drain, Council shall notify that fact to owners of the land to be drained and require them to connect their premises (at their cost) or demonstrate an intent to connect to the drain within one month of this request. Drains within properties less than 2.0 metres from the alignment of the drain will be considered part of the works associated with the special charge. Such drains shall be connected by the appointed contractor at no extra charge to the property owner.

## 14. Appeals

People are entitled to make written submissions to the Council regarding a proposed special rate or charge and, if they wish, they may request to appear in person to present their case to a Council or committee meeting. Under section 223 of the Local Government Act, the Council is required to consider all submissions that are received within 28 days of the public notice, although Councils may allow a longer time for submissions.

If the Council is proposing to raise more than two thirds of the total cost for a project as a special rate or charge the affected ratepayers must also be given a formal right to object. If objections are received from a majority of properties within 28 days the Council cannot approve the special rate or charge. This objection process does not apply for drainage schemes that are required for public health.

Under certain conditions people who are required to pay a special rate or special charge may appeal to the Victorian Civil Administrative Tribunal (VCAT). Rights of appeal to VCAT are subject to a number of limitations, including time limitations.

**APPENDI B**

2004 Ministerial Guidelines

# **SPECIAL RATES AND CHARGES**

## **Ministerial Guideline**

**September 2004**

**Local Government Victoria**  
**Level 14, 1 Spring Street,**  
**Melbourne, Vic, 3000**  
**(03) 9208 3430**

*Department for  
Victorian Communities*



## **Preface to Ministerial Guideline on Special Rates and Charges**

### **INTRODUCTION**

The attached Ministerial Guideline has been prepared to assist and guide Councils in complying with new provisions of the Local Government Act 1989 (the Act) relating to the levying of Special Rates and Special Charges. It specifically addresses the method of calculating the maximum amount that a Council may levy as a special rate or charge.

The amendments to the Act made by the Local Government (Democratic Reform) Act 2003 had the following objectives:

- To ensure fairness and equity by requiring Councils to formally consider the proportion of the benefits of a proposed works or services that will provide special benefits for the people included in the scheme,
- To maximise opportunities for participation in consultation on proposed schemes and to provide objection rights where it is proposed that the affected people should contribute over two thirds of total costs.
- To ensure councils retain the ability to recover reasonable contributions from people who will derive special benefits from particular works or services so that those special benefits do not need to be subsidised by general ratepayers.

### **THE AMENDMENTS**

The amendments made to the special rates and charges provisions of the Act include the following:

- A proposed declaration must include a description of the works or services to be provided, the total cost of the works or services and the total amount of the special rates and charges to be levied. (This is in addition to information already required)
- When a council gives public notice of a proposed special rate or charge it must, within 3 working days, send a copy of the public notice to each person who will be required to pay the rate or charge.
- Before declaring a scheme, a council must determine the “total amount” of the special rates and charges to be levied. The total amount may not exceed the maximum total amount calculated by the formula  $R \times C = S$ ; where R is the benefit ratio, C is the total cost of the works or service and S is the total maximum amount.
- If a council proposes to levy a total amount that exceeds two thirds of the total cost the affected ratepayers have a right to object and if the council receives objections from a majority of those ratepayers within 28 days of the public notice it may not declare the scheme. (This is in addition to the existing section 223 consultation process)
- If a council proposes to alter a declared special rate or charge in a way that will require an additional person(s) to pay, or that will involve a material increase in the amount that a person has to pay, it must give public notice of the proposal and consider public submissions, in accordance with section 223 of the Act.

## **COVERAGE OF THE GUIDELINE**

The Ministerial Guideline specifically deals with the calculation of the maximum total amount that a council may levy as a special rate or special charge. It therefore deals with the calculation of the total cost of the works or services and the estimation of the benefit ratio (Sections 163(2A) and 163(2B) of the Act).

It should be noted that the guideline does not deal with the following matters:

- Consultation processes between councils and people affected by proposed special rate or charge schemes,
- The new notification and objection procedures in the Act, except where they are related to or affected by the total cost, the benefit ratio or the maximum total levy, or
- The criteria used for the apportionment of special rates and charges between the people required to pay the rate or charge.

## **USING THE GUIDELINE**

This Guideline is intended to assist Councils in preparing proposed declarations for special rates and charges schemes. While not having the same force as the Act, the Guideline should be considered by a council when developing a special rate or special charge scheme.

It is acknowledged that special rate and charge schemes can vary significantly and that it is not possible to cover all situations in a guideline. Subject to the requirements of the Act, councils are empowered to exercise discretion in developing special rate and charge schemes. In exercising their discretion, however, councils should take the Guideline into account to avoid the risk of having their decisions set aside by the VCAT or a court by reason of having failed to take into account a relevant consideration.

## **APPORTIONMENT**

The guideline does not deal with the criteria to be used as a basis for levying a special rate or charge. This is commonly referred to as “apportionment”. The following matters should be noted, however:

- The determination of apportionment criteria is a separate process from the calculation of the maximum total levy.
- While benefit is the fundamental criterion for determining the proportion of total costs that may be recovered under a special rate or charge, it is not necessarily the appropriate criterion for determining apportionment.
- Councils should have regard to the objective in the Local Government Charter (Part 1A of the Act), to “ensure the equitable imposition of rates and charges” when deciding on apportionment criteria.
- Prior consultation with affected people should enable councils to develop equitable and appropriate apportionment criteria in a proposed declaration.
- A person required to pay a special rate or charge continues to have the right to request a review by VCAT on the basis that the apportionment is unreasonable.

## **MAXIMUM LEVY**

The Guideline provides assistance for councils calculating the maximum total levy applicable to a special rate or charge scheme. While maximum total levy is the highest total amount that a council may recover as a special rate or charge, a council is not required to recover that maximum amount and may decide, at its own discretion, to levy a lower amount than the maximum total levy.

## **CONSULTATION**

Generally, councils that establish special rate and charge schemes have well developed public consultation processes that significantly exceed the minimum requirements of the Act. This approach is highly recommended. Experience shows that open and effective consultation with the community, particularly with the people who will be included in a proposed scheme, results in higher success rates and greater public satisfaction.

## **COUNCIL POLICIES**

While not essential, it is desirable for Councils that intend to establish special rate and special charge schemes to develop and adopt policies and procedures to ensure reasonable and consistent practices. It is essential that that any such policies or procedures be consistent with the new provisions of the Act and it is recommended that they be consistent with the Ministerial Guideline.

## Special Rates and Special Charges: Calculating Maximum Total Levy

### Ministerial Guideline

(Published in the Government Gazette on 23 September 2004)

#### INTRODUCTION

1. This Guideline is made under section 163(2C) of the Local Government Act 1989 (the Act). It relates to the application of sections 163(2), 163(2A) and 163(2B) of the Act. It specifically addresses the calculation of the maximum total amount that may be levied as a special rate or special charge (referred to as the “*maximum total levy*”).
2. Some terminology used in this Guideline should be noted:
  - a. “*Scheme*” refers to a special rate or special charge scheme.
  - b. “*Works or services*” refers to the functions or powers being exercised by the Council for which it is proposed to levy a special rate or charge.
  - c. “*Property*” refers to property in the form of land.
3. The calculation of the *maximum total levy* requires the following:
  - a. Calculation of the “*total cost*” of the works or services,
  - b. Calculation of the “*benefit ratio*”, which depends on reasonable estimates of:
    - “*Total special benefits*” to properties included in the scheme,
    - “*Total special benefits*” to properties not included in the scheme (if any), and
    - “*Total community benefits*” (if any).

#### STEPS IN CALCULATION

4. The following steps apply to the calculation of the maximum total levy.
  - A. DEFINE PURPOSE
  - B. ENSURE COHERENCE.
  - C. CALCULATE TOTAL COST
  - D. IDENTIFY SPECIAL BENEFICIARIES
  - E. DETERMINE PROPERTIES TO INCLUDE
  - F. ESTIMATE TOTAL SPECIAL BENEFITS
  - G. ESTIMATE COMMUNITY BENEFITS
  - H. CALCULATE THE “BENEFIT RATIO”
  - I. CALCULATE THE MAXIMUM TOTAL LEVY

## **A. Define Purpose**

5. The purpose, or purposes, of the proposed works or services should be clearly defined at the outset. The purpose should describe the reasons why the proposed works or services are proposed.
6. The description of the purpose would normally take account of the following:
  - a. Reasons why the works or services are considered necessary or appropriate, noting any relevant background information.
  - b. Who has proposed that the works or services be undertaken and including the following information;
    - If the works or services have been proposed by the council, the relevant council policy or resolution.
    - If the works or services were requested by a person or people other than the council, an indication of whether those people are proposed to be included in the scheme and what reasons they have given for requesting the works or services.
7. A scheme may serve multiple purposes and can be proposed by multiple parties.

## **B. Ensure Coherence**

8. For the purposes of calculating the maximum total levy, and therefore total cost and benefit ratio, the works or services for which the special rate or charge is proposed should have a natural coherence.
9. Proposed works or services can be considered to have a natural coherence if:
  - a. They will be physically or logically connected, or
  - b. They will provide special benefits, of a related nature, to a common, or overlapping, group of properties.

## **C. Calculate total cost**

10. The “*total cost*” is the aggregate cost of defraying expenses related to providing the works or services and establishing the scheme.
11. The following should apply to the calculation of the “*total cost*”:
  - a. Costs included in the *total cost* must be for purposes in section 163(1) of the Act, and
  - b. Costs included in the *total cost* may only be for expenses listed in section 163(6) of the Act, and
  - c. Costs included in the *total cost* should be based on actual expenses that have been incurred, or reasonable estimates of expenses expected to be incurred. (For example, any interest should be based on estimated actual interest costs rather than on prescribed penalty interest rates)
  - d. Costs included in the *total cost* may relate to known activities but not to activities that are purely speculative or hypothetical in nature. (For example, provision for incidental costs related to the proposed works might be included but not costs related to possible legal proceedings that may or may not occur)

#### **D. Identify special beneficiaries**

12. The council should identify, as far as possible, which properties will receive a special benefit from the proposed works or services. A “*special benefit*” is considered to be provided to a property if the proposed works or services will provide a benefit that is additional to or greater than the benefit to other properties.
13. It is important to note that, while special benefits are considered to accrue to properties, the actual measurable benefits are provided to the owners and/or occupiers of the properties (see also paragraph 23.a).
14. Special benefits should be benefits that are either tangible benefits to the owners or occupiers of the properties that are not remote, or they should be clear benefits to those owners or occupiers that were identified in the defined purpose of the works or services (paragraph 5). Types of benefits included as special benefits generally include services provided for the properties, identifiable improvements in physical or environmental amenity, improved access, improved safety or economic benefits.
15. A special benefit may be considered to exist if it would reasonably be expected to benefit the owners or occupiers of the property. It is not necessary for the benefit to be actually used by the particular owners or occupiers of a specified property at a particular time in order for a special benefit to be attributed to the property.

#### **E. Determine properties to include**

16. Having identified which properties will receive *special benefits*, the council must decide which properties to include in the scheme. The properties included in the scheme will be those that are required to pay the special rate or charge.
17. If a property will receive a *special benefit* but is not included in the scheme, the calculation of the benefit ratio will result in the council paying the share of costs related to the special benefits for those properties.
18. The council is not required to levy a special rate or charge on any or every property that will receive a *special benefit*. A property with a special benefit may be excluded from the scheme for any of the following reasons:
  - a. The council is unable to levy a special rate or charge on the property,
  - b. The owner of the property has already contributed to the costs of the works through a development levy,
  - c. The council considers that there are particular advantages for the municipality in excluding the property from the scheme,
  - d. The council considers that the special benefits for the property are marginal and would not warrant including the property in the scheme, or
  - e. Any other reason that the council considers appropriate.

## **F. Estimate total special benefits**

19. Total special benefits can be defined to include two parts, as follows:

$$TSB = TSB_{(in)} + TSB_{(out)}$$

- ***TSB*** is the estimated total special benefit for all properties that have been identified to receive a special benefit.
  - ***TSB<sub>(in)</sub>*** is the estimated total special benefit for those properties that the council proposes to include in the scheme.
  - ***TSB<sub>(out)</sub>*** is the estimated total special benefit for those properties with an identified special benefit that the council does not propose to include in the scheme.
20. In estimating the total special benefits for properties that will be included in the scheme, particular attention should be paid to:
- a. The identified purpose of the proposed works or services, and
  - b. Specific benefits relevant to the type of works or services proposed.
21. There is no single or prescribed method for estimating total special benefits. However, whatever method is used, it is essential that the comparative weightings attributed to different types of benefits are reasonable and are applied consistently by a Council. It is also essential that consistent weightings are used between those properties that are included in the scheme and those that are not included.
22. It is particularly important to note that, while it may sometimes be useful to estimate special benefits on a property by property basis, this is not always necessary. The calculation of the benefit ratio only requires aggregate estimates of total special benefits for properties included in the scheme and for properties excluded from the scheme.
23. The following matters should be noted in calculating “total special benefits”
- a. While changes in property values are considered to be an indication that a special benefit exists, this is generally derived from benefits provided to the owners or occupiers of the property. To avoid double counting, changes in property values should not normally be included in the calculation of total special benefits.
  - b. Where the services or works proposed under a scheme include benefits to people who are servicing or accessing properties that are identified as having special benefits, the benefits to those people may be included as special benefits to the properties rather than as community benefits.

## **G. Estimate total community benefit**

24. Before calculating the benefit ratio, a Council must consider if the proposed works or services will provide “*community benefits*”. Not all schemes have community benefits.
25. ***Community benefits*** are considered to exist where the works or services will provide tangible and direct benefits to people in the broader community. These will generally derive from the provision of facilities or services that are

generally available to people, other than owners or occupiers of properties with special benefits.

26. Where there is a use or amenity value to people in the broader community that is a clear, tangible and direct, the Council should attribute a community benefit. The council should also attribute a community benefit where it identified in the defined purpose of the works or services (paragraph 5).
27. Councils should use a method of estimating community benefits that is reasonable and consistent in comparison to the estimates of special benefits. In making these estimates, care should be taken to avoid double counting. If a benefit is identified as a special benefit it should not also be counted as a community benefit.

#### **H. Calculating the benefit ratio**

28. The benefit ratio is calculated as follows:

$$\frac{TSB(in)}{TSB(in) + TSB(out) + TCB} = R$$

- *TSB(in)* is the estimated total special benefit for those properties that the council proposes to include in the scheme
- *TSB(out)* is the estimated total special benefit for those properties with an identified special benefit that the council does not propose to include in the scheme.
- *TCB* is the estimated total community benefit,
- *R* is the benefit ratio.

#### **I. Calculating the Maximum Total Levy**

29. Having calculated the total cost and the benefit ratio, the Council is required to calculate the maximum total levy, in accordance with section 163(2A) of the Act.

$$R \times C = S$$

- *R* is the benefit ratio
  - *C* is the total cost
  - *S* is the maximum total levy.
30. A council may not levy a special rate or charge to recover an amount that exceeds the maximum total levy. However, a council may decide to levy a lower amount.

## **SCHEME TYPES**

31. The principles and processes outlined in this guideline will apply differently in different types of schemes recognising that complexities and variances occur with each scheme.
32. In general there are three main types of schemes:
  - a. Works Schemes, that involve the construction of an item, or items of infrastructure,
  - b. Service schemes that provide a particular service or bundle of related services, and
  - c. Special purpose fund schemes, where the monies raised by the special rate or charge go into a fund for a specified purpose and may include a mixture of works and/or services.

### **A. Works Schemes**

33. Works schemes are schemes that involve the construction of an item, or items, of infrastructure, such as roads, (including road pavement, footpath, kerb and channel, etc) drains or car parks.
34. Benefits to be taken into account in a works scheme are usually related to improved amenity, safety, environment or usage value. As with all schemes, any benefits identified in the defined purpose should be taken into account in estimating total special benefits and total community benefit.
35. Consideration of the special benefits and community benefits should take account of changes in usage that are realistically expected to occur following the construction of the works.
  - a. Future benefits should be limited to those that can arise under existing laws, planning schemes, permits and approvals.
  - b. Future benefits should be limited to benefits that may arise within reasonable timeframes.

### **ROADS**

36. The construction of a road may generally include the various components of a road, such as the road pavement, kerb and channel, drains and drainage pits, nature strips and street trees, signage, line marking, traffic management devices, and footpaths.
37. When estimating the total special benefits associated with the construction of a road, a Council may take account of the following:
  - a. The primary purpose for which the road is being constructed.
  - b. Improved access to properties by owners, occupiers, visitors and services,
  - c. Improved safety such as improved traffic delineation, improved sight distance, road surface and road width, reduced road flooding,
  - d. Improved physical or environmental amenity for the owners or occupiers, which may result from such works due to landscape treatments, removal of open drains and stagnant water, reduced property flooding, removal of dust,

- e. Impact on any community facilities that may derive a special benefit from the works.

Where properties with special benefits have been excluded from the scheme, these factors should be applied consistently to those properties, wherever relevant.

- 38. When estimating the level of community benefit associated with the construction of a road, a Council should take account of:
  - a. The primary purpose for which the road is being constructed,
  - b. Actual and expected usage of the constructed works, with a possible exception where the users are accessing or servicing properties with special benefits,
  - c. Expected impacts on projected road usage from factors such as growth, major development or traffic generators that are located outside of the scheme works,
  - d. Road function/classification and subsequent design standards and the extent that those standards are influenced by the degree of community usage of the works over and above that, may be attributed to properties within a scheme,
  - e. Extent of other works such as bicycle lanes and parking lanes, increasing the standard above that that would normally apply if only providing local property access.

#### **DRAINS**

- 39. In drainage schemes or works involving drainage infrastructure the key criteria for assessing total special benefits, includes an assessment of discharge and protection benefit to properties. This may relate to properties included in the scheme as well as properties not included in the scheme.
- 40. Factors that may be considered to provide a community benefit include improved drainage capacity, improved environment amenity due to such matters as water quality, reduction in erosion, reduction in flooding and improved health and hygiene.

#### **B. Service Schemes**

- 41. Service schemes are schemes that provide a particular service or bundle of related services that provide a special benefit.
- 42. Benefits to be taken into account in service schemes are primarily the special benefits to the direct users of the services. When estimating total special benefits and any community benefits for service schemes, the following consideration may apply:
  - a. Who requested the service and what is its primary purpose?
  - b. Which group of people might be reasonably expected to pay for the service if it were commercially available?

#### **RETAIL PROMOTIONS**

- 43. Where services are provided for purpose of promoting or supporting business activities, such as in retail centres or shopping strips, the affected businesses would frequently be considered to be the main, or sole, beneficiaries. This will

be particularly appropriate where the scheme has been proposed by business associations and the services are tailored to the needs of the affected businesses.

44. Any benefits for customers of the businesses that are included in the scheme would normally be included in the total special benefits to those businesses, in accordance with paragraph 23.b.

#### **SERVICES GENERALLY AVAILABLE**

45. Special rate and charge schemes are not generally used for services that are generally available to other people. This is because special rates and charges are only applicable where there is a special benefit.
46. However, there may be cases where a higher level of service is required for a particular area or group of properties and it may be appropriate to levy a special rate or charge. This might apply, for example, where ratepayers require maintenance of the road adjoining their properties at a higher standard than is generally provided for roads of a similar type and classification.
47. In such cases, it is important to ensure that the special rate or charge does not apply to the portion of the service that is generally available to other people. Therefore, the calculation of the *maximum total levy*, the *total cost* and the *benefit ratio* should be restricted to that part of the service that is over and above the level of service generally available to other people.

#### **C. Special Purpose Fund Schemes**

48. Special purpose fund schemes are where the monies raised by the rate or charge go into a fund to be used for a specified purpose. In these schemes, the precise services and/or works are not fully specified in advance and a process is therefore established to allocate the funds raised. An example of this type of scheme could be a shopping centre promotion scheme, where a council directs and empowers a committee to allocate the funds.
49. Particular care should be taken when defining the purpose of special purpose fund schemes as the calculation of the *maximum total levy*, the *total cost* and the *benefit ratio* need to be based on the defined purpose.
50. When estimating total special benefits and any community benefits a council should consider the defined purpose of the scheme. It should also take account of advice in this guideline relevant to the types of works or services proposed or planned under the scheme.
51. It is essential that any funds raised under a special purpose fund scheme are utilised fully in accordance with the defined purpose of the scheme.

# Briefing note

Date: 14/12/2015

To: Leadership Group

File Ref:

From: Steven Ivelja

## Fees & Charges

### Strategic Context

- The Local Government Act 1989 gives councils the power to set fees and charges to offset the cost of their services. A widely accepted public sector pricing principle is that, fees and charges should be set at a level that recovers the full cost of providing the services, unless there is an overriding policy or imperative in favour of subsidisation.
- In April 2010 the Victorian Auditor General released a report entitled "*Fees and Charges —cost recovery by local government*". This report followed an Audit of the Fees and charges of four randomly selected councils: Whitehorse City Council, Frankston City Council, City of Ballarat and Campaspe Shire Council. The report concluded that the councils examined are not effectively managing the full costs of the services they provide. Further, they are not basing their fees and charges on any clear understanding of these costs, or of the other societal, economic and legal factors that must be taken into account when establishing prices for community services.
- Council needs to ensure existing charges are cost reflective to maximise our chances of a rate increase above the cap. When evaluating rate increases the ESC will question if Council has considered the funding needs over time by raising the additional expenditure through user charges, rather than general rates?

### Executive Summary

Finance analysed certain Council Fees and Charges to determine if they are cost reflective. This review focused on Community Safety Charges (2016/17 Budgeted Income \$455,000) and Transfer Station Fees (\$368,557). For both areas it was shown that cost recovery is not being achieved. Fees were also benchmarked against neighbouring councils to determine if there was scope to increase Moorabool's charges to achieve full cost recovery. Based on this analysis, it is recommended that certain charges be increased above the Council standard increase factor of 6%.

It is recommended to accelerate Community Safety Unit charges for a period of six years until full cost recovery is achieved. It is also proposed that Council investigate ways to recover the cost of Septic Tank monitoring. Increasing Community Safety Unit charges as per this briefing note is forecast to increase Council revenue by \$47,982 in 2016/17, and over a six year period will have a cumulative benefit of approximately \$1,442,926.

As the net cost of Transfer Stations are recovered through Waste Management Charges, increasing Transfer Station Fees will not have an impact on overall income but will provide scope to either reduce Waste Management Charges or increase the landfill rehabilitation provision, and will discourage non-residents from tipping in the Shire.

### Community Safety Charges

Community Safety Charges are from three main areas: Animal Registrations (2016/17 Budgeted Income \$280,000), Food Registrations (\$115,000), and Septic Tank charges (\$60,000).

#### Animal Registrations

As per the below table the Animal Registration service is budgeted to be run at a cost to council of \$188,842 in 2016/17. It is recommended that certain charges be increased above the standard increase of 6% in 2016/17 to reduce this cost to \$155,118 (Appendix A shows the proposed new 2016/17 charge alongside benchmarked council charges). From 2017/18 onwards it is recommended that Council increase Animal Registration charges by 15% pa until 2019/20 when full cost recovery is achieved. During this period animal registrations should be monitored to ensure that the number of animal registrations do not fall.

	Current 2016/17 Budget	2016/17 Budget Including Fee Increase	15% Increase		
			2017/18	2018/19	2019/20
Income	\$280,000	\$313,723	\$371,605	\$440,167	\$521,377
<i>Less Expenses</i>					
Direct Expenses	\$308,648	\$308,648	\$317,908	\$327,445	\$337,268
Organisational Overheads	\$160,193	\$160,193	\$164,999	\$169,949	\$175,048
<b>Net Cost to Council</b>	<b>-\$188,842</b>	<b>-\$155,118</b>	<b>-\$111,302</b>	<b>-\$57,228</b>	<b>\$9,061</b>

#### Food Registrations

As per the below table the Food Registration service is budgeted to be run at a cost to council of \$18,858 in 2016/17. It is recommended that certain charges be increased above the standard increase of 6% in 2016/17 to reduce this cost to \$15,354 (Appendix A shows the proposed new 2016/17 charge alongside benchmarked council charges). From 2017/18 onwards it is recommended that Council increase Food Registration charges by 10% pa until 2018/19 when full cost recovery will likely be achieved.

	Current 2016/17 Budget	2016/17 Budget Including Fee Increase	10% Increase	
			2017/18	2018/19
Income	\$115,000	\$118,504	\$134,265	\$152,122
<i>Less Expenses</i>				
Direct Expenses	\$73,851	\$73,851	\$76,066	\$78,348
Organisational Overheads	\$60,007	\$60,007	\$61,807	\$63,661
<b>Net Cost to Council</b>	<b>-\$18,858</b>	<b>-\$15,354</b>	<b>-\$3,608</b>	<b>\$10,113</b>

## Septic Tanks

Council has a legislative obligation to permit and approve septic tank installations, with conditions. This responsibility is delegated to Council under the Environment protection Act 1970.

Under the provisions of the State Environment Protection Policy (Waters of Victoria) (SEPP), Local Councils need to develop a Domestic Wastewater Management Plan (DWMP) in conjunction with the relevant water authorities and the community.

Moorabool has been subject to significant Water Authority intervention since the introduction of Guideline 1 . Planning permit applications in open, potable water supply catchment areas (November 2012) for domestic wastewater management; to ensure existing and future development assist in maintaining a sustainable environment.

Additional resource requirements of MSC . over and above permit application and installation/approval assessments include:

- Annual inspections of all high risk properties (approx. 60)
- 3 yearly inspections of all medium risk (approx. 2,500). Any system failure identified in this category is escalated to high risk and inspected annually for 2 years.  
*Note:* From the work already carried out in this category, approximately 250 have been assessed as failing, which has resulted in them being put into the high risk category. This adds an additional 250 annual inspections to the list (total 310)
- 5 yearly inspections for Low Risk

It is estimated that the following costs are associated with the Septic Tank Installations and Monitoring:

	<b>New Installs (60% of Septic)</b>	<b>Monitoring (40% of Septic)</b>	<b>Total</b>
Income	\$60,000		\$60,000
<i>Less Expenses</i>			
Direct Expenses	\$73,222	\$48,814	\$122,036
Organisational Overheads	\$40,983	\$27,322	\$68,304
<b>Net Cost to Council</b>	<b>-\$54,204</b>	<b>-\$76,136</b>	<b>-\$130,341</b>

As demonstrated in the table above Council currently only receives income on New Installations which partially covers the cost of this service and no income for the Monitoring of Septic Tanks.

### Septic Tank . New Installations

As per the below table the Septic Tank installation service is budgeted to be run at a cost to council of \$54,204 in 2016/17. It is recommended that certain charges be increased above the standard increase of 6% in 2016/17 to reduce this cost to \$43,450 (Appendix A shows the proposed new 2016/17 charge alongside benchmarked council charges). From 2017/18 onwards it is recommended that Council increase Septic Tank installation charges by 20% pa until 2020/21 when full cost recovery is achieved.

	Current 2016/17 Budget	2016/17 Budget Including Fee Increase	20% Increase				
			2017/18	2018/19	2019/20	2020/21	2020/21
Income	\$60,000	\$70,755	\$83,809	\$75,775	\$93,658	\$115,761	\$143,081
<i>Less Expenses</i>							
Direct Expenses	\$73,222	\$73,222	\$75,418	\$77,681	\$80,011	\$82,412	\$75,418
Organisational Overheads	\$40,983	\$40,983	\$42,212	\$43,479	\$44,783	\$46,126	\$42,212
<b>Net Cost to Council</b>	<b>-\$54,204</b>	<b>-\$43,450</b>	<b>-\$33,822</b>	<b>-\$45,384</b>	<b>-\$31,136</b>	<b>-\$12,777</b>	<b>\$25,451</b>

Note: The fall in revenue in 2018/19 is caused by the conclusion of the Blackwood Project.

### Septic Tank . Monitoring

Currently Council receives no income for the Septic Tank Monitoring Service it provides so this is wholly funded by rates at a cost of \$76,136. Council should investigate whether this cost would be better recovered by either:

- Implementing a new annual council charge of approximately \$17 to the 4,500 residents with septic tanks.
- Incorporating this cost into the Waste management service provision charge. This would result in an approximately \$5 increase.
- Increasing new permit fees to cover the cost of ongoing monitoring.

### Financial Impact of Changes to Community Safety Charges

The following table summarises the impact of the Community Safety Charges increases proposed in this briefing note:

	Net Cost To Council						
	Current 2016/17 Budget	2016/17 Budget Including Fee Increase	2017/18	2018/19	2019/20	2020/21	2020/21
Food Registrations - 10% pa Increases	\$18,858	\$15,354	\$3,608	0	0	0	0
Septic Tank Charges - New Installations - 20% pa Increases	\$54,204	\$43,450	\$33,822	\$45,384	\$31,136	\$12,777	\$0
Septic Tank Charges - Monitoring Recovery Through Council New Council Charge Or Waste Management Charge	\$76,136	\$76,136	0	0	0	0	0
Animal Registrations - 10 % pa Increases	\$188,842	\$155,118	\$111,302	\$57,228	\$0	0	0
<b>Total Cost to Council</b>	<b>\$338,040</b>	<b>\$290,058</b>	<b>\$148,731</b>	<b>\$102,612</b>	<b>\$31,136</b>	<b>\$12,777</b>	<b>\$0</b>
Reduction from Baseline Cost		\$47,982	\$189,309	\$235,428	\$306,904	\$325,263	\$338,040
Cumulative Benefit		\$47,982	\$237,291	\$472,719	\$779,623	\$1,104,886	\$1,442,926

## Transfer Station Fees

### Pricing

Currently, Transfer Stations are funded by a combination of User Fees and Waste Management Charges on Rate Notices. The 2016/17 budget proposes an increase to Transfer Station Fees of 6%. Based on this pricing, the following subsidies of transfer stations will be attributed to the Council Charge on rate notices in 2016/17.

Based on 6% Increase	Bacchus Marsh	Ballan	Mt Egerton	Tip Voucher Sales	Total
User Fees	\$262,764	\$87,027	\$18,766	\$11,218	\$379,774
Waste Disposal & Transport Costs	\$431,686	\$166,645	\$35,210		\$633,541
<b>Loss on Waste Disposal &amp; Transport Costs</b>	<b>-\$168,922</b>	<b>-\$79,618</b>	<b>-\$16,444</b>		<b>-\$253,767</b>
<b>Disposal cost as % of Income</b>	<b>164%</b>	<b>191%</b>	<b>188%</b>		<b>167%</b>
Site Costs	\$201,057	\$123,828	\$65,908		\$390,793
<b>Net Cost to Council</b>	<b>-\$369,980</b>	<b>-\$203,446</b>	<b>-\$82,352</b>		<b>-\$644,560</b>

A level of subsidy of this service is desired as it encourages responsible disposal of waste within the Shire and mitigates the risk and cost associated with illegal dumping. Alarmingly however, our current transfer station pricing fails to recover the variable component of transfer station costs (i.e. for every \$1.00 Council receives in revenue from a customer we spend \$1.67 in transporting and disposing their waste) this is made more problematic as use of the stations is not restricted to Moorabool Shire residents nor is differential pricing for residents/non-residents applied. As a result it is recommended that Council, adopt a strategy to progressively increase transfer station prices to achieve cost recovery of the waste disposal and transport costs of the transfer stations.

Proceeds of increasing Transfer Station Charges could be used to either decrease the Service Provision Charge or to increase the allocation to the Landfill Rehabilitation Provision.

	Transfer Station Price Increase						
	6%	10%	15%	20%	25%	30%	40%
Cost To Council - On Disposal and Transport	\$253,767	\$239,859	\$222,474	\$205,090	\$187,705	\$170,320	\$135,551
Cost To Council - Total	\$644,560	\$630,652	\$613,267	\$595,883	\$578,498	\$561,113	\$526,344
<b>Savings could be used to:</b>							
Reduce the Service Provision Charge to	\$93.00	\$93.00	\$91.00	\$90.00	\$89.00	\$88.00	\$86.00
	<b>Or</b>						
Increase Landfill Rehabilitation Provision Allocation to	\$100,000	\$100,000	\$130,410	\$145,615	\$160,820	\$176,025	\$206,435

To achieve recovery of disposal and transport costs it is recommended that differential pricing be implemented for residents/non-residents.

It is recommended that fees for residents be increased by 15% in 2016/17. As the table below demonstrates, increasing our charges by 15% maintains our prices in line with neighbouring Councils (note: Wyndham and Melton were chosen as benchmarks as they have a similar pricing structure to Moorabool).

Loads	Current Charge 2015/16	Current Budgeted Charge 6%	Proposed Resident Charge 15%	Melton	Wyndham
Car or station wagon	\$19	\$21	\$22	\$20	\$28
Van/Utility	\$28	\$30	\$32	\$40	\$53
Small trailer (water level)	\$28	\$30	\$32	\$40	\$53
Small trailer (heaped load)	\$39	\$42	\$45	\$70	\$91
Small trailer (high sides)	\$50	\$53	\$58	\$80	NA
Large trailer (tandem)	\$39	\$42	\$45	\$65	\$91
Large trailer (tandem) - heaped load	\$62	\$66	\$71	\$90	\$143
Large trailer (tandem) - high sides	\$72	\$77	\$83	\$140	NA

For non-residents it is recommended that Council prices be set at a level higher than neighbouring councils ensuring that only residents receive a Council subsidy on transfer station disposal.

Loads	Current	Current Budgeted Charge 6%	Proposed Non-Residents Charge	Melton	Wyndham
Car or station wagon	\$19	\$21	\$30	\$20	\$28
Van/Utility	\$28	\$30	\$58	\$40	\$53
Small trailer (water level)	\$28	\$30	\$58	\$40	\$53
Small trailer (heaped load)	\$39	\$42	\$100	\$70	\$91
Small trailer (high sides)	\$50	\$53	\$128	\$80	NA
Large trailer (tandem)	\$39	\$42	\$100	\$65	\$91
Large trailer (tandem) - heaped load	\$62	\$66	\$157	\$90	\$143
Large trailer (tandem) - high sides	\$72	\$77	\$183	\$140	NA

### Number of Stations

Currently, Moorabool has contracts for all transfer stations until the end of 2016/17 but it might be prudent to review the number of transfer stations moving forward.

Below are some statistics on current utilisation of the existing transfer stations. The statistics demonstrate that all transfer stations have a neighbouring transfer station within 26KMs.

Day	Bacchus Marsh	Ballan	Mt Egerton
Monday	10.00am - 4.00pm	1.00pm - 5.00pm	Closed
Tuesday	Closed	Closed	Closed
Wednesday	Closed	1.00pm - 5.00pm	Closed
Thursday	Closed	1.00pm - 5.00pm	Closed
Friday	10.00am - 4.00pm	1.00pm - 5.00pm	Closed
Saturday	10.00am - 4.00pm	1.00pm - 5.00pm	12.00pm - 5.00pm
Sunday	10.00am - 4.00pm	1.00pm - 5.00pm	12.00pm - 5.00pm
Average Visits per week	217	72.29	18.36
Nearby Stations in Shire	Ballan . 26 km	Mt Edgerton - 24 km Bacchus Marsh . 26 km	Ballan . 24km
Nearby Stations in Neighbouring Shires	Melton . 20 km Open Every Day	Melton . 40 km Open Every Day Trentham - 40 km Open Wed, Sat & Sun	Ballarat . 32km Open every day

The table below demonstrates the impact on the Waste Services Charge of closing one or more transfer stations. In light of the potential saving to ratepayers, it is recommended that we consult with the public to determine how they value these services.

	Keep Existing Transfer	Close Ballan	Close Bacchus	Close Mt Egerton	Keep Only Ballan
Non-serviced properties - Charge (\$)	\$139	\$131	\$126	\$135	\$122
Non-serviced properties - Increase (%)	6.92%	0.77%	-3.08%	3.85%	-6.15%
Serviced properties - Charge (\$)	\$277	\$269	\$264	\$273	\$260
Serviced properties - Increase (%)	6.13%	3.07%	1.15%	4.60%	-0.38%

## Summary of Recommendations

- Increase Community Safety Unit charges to make them more cost reflective and in-line with neighbouring councils:
- For 2016/17 increase Community Safety Unit charges as per Appendix A thereafter:
  - Increase Animal Registration fees by 15% pa until full cost recovery is achieved
  - Increase Food Registration fees by 10% pa until full cost recovery is achieved
  - Increase Septic Tank Installation fees by 20% pa until full cost recovery is achieved
- Further explore the options for full cost recovery of septic tank monitoring as outlined in this report. This is not recommended to be implemented in the 2016/17 Budget.
- Progressively increase Transfer Station charges until recovery of the variable costs is achieved:
  - In 2016/17 increase Transfer Station Charges by 15%, for residents, and increase the allocation for Landfill Rehabilitation to \$130,410.
  - In 2016/17 increase Transfer Station Charges for non-residents so that they are higher than neighbouring councils, reducing the possibility of non-residents receiving a Council subsidy on waste disposal. The following charges are recommended to apply to non-residents:

Loads	Current	Current Budgeted Charge 6%	Proposed Non-Residents Charge	Melton	Wyndham
Car or station wagon	\$19	\$21	\$30	\$20	\$28
Van/Utility	\$28	\$30	\$58	\$40	\$53
Small trailer (water level)	\$28	\$30	\$58	\$40	\$53
Small trailer (heaped load)	\$39	\$42	\$100	\$70	\$91
Small trailer (high sides)	\$50	\$53	\$128	\$80	NA
Large trailer (tandem)	\$39	\$42	\$100	\$65	\$91
Large trailer (tandem) - heaped load	\$62	\$66	\$157	\$90	\$143
Large trailer (tandem) - high sides	\$72	\$77	\$183	\$140	NA

- As a longer term strategy, consult with the Community to determine if three transfer stations are necessary.

## Appendix A: Benchmarking

	Moorabool Current	Mitchell	Golden Plains	Hepburn	Macedon	Melton	Wyndham	Ballarat	2016/17 Budget	Revised 2016/17 Charge	% Proposed Increase	Basis Notes
<b>Environmental Health - Selection of Fees</b>												
Class 1 Food Registrations (Eg: Hospital, Child Care Centre)												
- 1 to 10 Full Time Equivalent Employees	\$445	\$390	\$514	\$438	\$392	\$620	414-1825	\$703	\$472	\$500	12%	Increase above 6% to transition to full cost recovery
All food premises as above for additional people (over 10 full time equivalent employees)	\$40								\$42	\$50	25%	Increase above 6% to transition to full cost recovery
Class 2 Food Registrations (Eg: Take Away, Café, Restaurant)												
- 1 to 10 Full Time Equivalent Employees	\$445	292-390	451-620	\$382	\$386	\$620	305-1465	\$892	\$472	\$500	12%	Increase above 6% to transition to full cost recovery
All food premises as above for additional people (over 10 full time equivalent employees)	\$40								\$42	\$50	25%	Increase above 6% to transition to full cost recovery
- Community Group	\$165	\$42		\$162			\$79	\$150	\$175	\$175	6%	Existing + 6%
- Temporary or Mobile (1 vehicle)	\$445	\$116		\$314			\$350		\$472	\$475	7%	Existing + 6% - rounded to nearest \$5
- Extra mobile food vehicles (per vehicle)	\$126								\$134	\$150	19%	Increase above 6% to transition to full cost recovery
- Single event temporary or mobile	\$60								\$64	\$65	8%	Existing + 6% - rounded to nearest \$5
Class 3 Food Registrations (Eg: Bakery, Milk Bar, General Store)												
- Commercial	\$328	\$163	\$349	\$234	\$169	\$310	239-1125	\$324	\$348	\$350	7%	Existing + 6% - rounded to nearest \$5
- Community Group	\$106	\$105	\$105	\$117			\$79		\$112	\$115	8%	Existing + 6% - rounded to nearest \$5
- Bed and Breakfasts	\$106								\$112	\$115	8%	Existing + 6% - rounded to nearest \$5
- Temporary or Mobile (up to 2 vehicles)	\$328						\$239		\$348	\$350	7%	Existing + 6% - rounded to nearest \$5
- Extra mobile food vehicles (per vehicle)	\$126								\$134	\$150	19%	Existing + 6% - rounded to nearest \$5
- Single event temporary or mobile	\$40	\$69			\$39				\$42	\$65	63%	Existing + 6% - rounded to nearest \$5
Class 4 Food Registration (Eg: Service Station, Video Shop, Pharmacy, Newsagent, Gift Shop)												
no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge	no charge	Increase above 6% to transition to full cost recovery
Additional Inspections	\$128								\$136	\$150	17%	Increase above 6% to transition to full cost recovery
Pre Registration	\$223								\$236	\$250	12%	Increase above 6% to transition to full cost recovery
Community Group less than 12 Events	no charge											
Late Payment Fee	50% of registration											
Food Safety Program Templates	\$44								\$47	\$50	14%	Increase above 6% to transition to full cost recovery
Sample Request	\$97								\$103	\$105	8%	Increase above 6% to transition to full cost recovery
Reissuing of Documents/Permits	\$21								\$22	\$50	138%	Increase above 6% to transition to full cost recovery

	Moorabool Current	Mitchell	Golden Plains	Hepburn	Macedon	Melton	Wyndham	Ballarat	2016/17 Budget	Revised 2016/17 Charge	% Proposed Increase	Basis Notes
<b>Dog &amp; Cat Registration - Selection of Charges</b>												
Dogs - Desexed, KCC/ VCA reg, working dog, obedience trained, >10yo	\$42	\$43	\$41	\$28	\$42	\$32	\$49	\$38	\$45	\$50	19%	Existing + 6% - rounded to nearest \$10
Dogs - Standard fee	\$118	\$129	\$120	\$85	\$126	\$114	\$150	\$176	\$125	\$150	27%	Increase above 6% to transition to full cost recovery
Dogs - Declared dogs	\$234	\$255	NA	NA	\$500	\$180	\$216	\$215	\$248	\$500	114%	Increase above 6% to transition to full cost recovery and to discourage ownership of declared dogs
Cats - Desexed	\$42	\$43	\$41	\$24	\$24	\$22	\$36	\$19	\$45	\$45	7%	Existing + 6% - rounded to nearest \$5
Cats - Standard fee	\$118	\$129	\$120	\$72	\$102	\$66	\$108	\$155	\$125	\$150	27%	Increase above 6% to transition to full cost recovery
<b>Septic Tanks - Selection of Charges</b>												
New Installation Permit & Inspection (In	\$600	\$420	\$690	\$500	\$599	\$500	\$631	\$614	\$636	\$750	25%	Increase above 6% to transition to full cost recovery
Alteration to Current Permit	\$300	NA	\$255	\$240	\$424	\$400	NA	NA	\$318	\$450	50%	Increase above 6% to transition to full cost recovery
Extension of Current Permit	\$245	NA	\$130	\$140	\$80	NA	NA	NA	\$260	\$260	6%	Existing + 6%
Additional Inspection Requests	\$140	NA	NA	\$160	\$139	NA	NA	NA	\$148	\$160	14%	Increase above 6% to transition to full cost recovery
Grey Water Permit	\$300	NA	NA	NA	NA	NA	NA	NA	\$318	\$318	6%	Existing + 6%
Septic/Sewer Information Requests	\$59	\$55	NA	NA	NA	NA	NA	NA	\$63	\$100	69%	Increase above 6% to transition to full cost recovery
Sample Request	\$97	NA	NA	NA	NA	NA	NA	NA	\$103	\$105	8%	Increase above 6% to transition to full cost recovery

## **Appendix B: MAV Overheads Model**

### *Introduction*

Indirect costs make up a sizeable proportion of Council's total costs hence, omitting them from any form of business analysis leads to unsatisfactory results. Many organisations use a cost allocation methodology or overheads model to allocate indirect costs to their services. Such an allocation can aid in the setting of prices, justifying costs, and to make subsidies transparent.

As part of the 2016/17 budget process Finance used an overheads model to calculate the level of overheads attributable to Waste Management and Community Safety services. The calculation conducted by Finance was based on an overhead allocation model built by the MAV and was based on the 2016/17 budget, full details of this analysis is contained in Appendix C.

### *MAV Model*

In April 2009 the MAV released a model that could be used by councils. The MAV model is designed according to the 80:20 principle and is not designed to achieve perfect cost apportionment. It uses a relatively simple approach to the allocation of expenses making it easy to administer (i.e. update) and to understand but, still manages to provide relevant information.

The model divides Council's service units into three broad types depending on the business unit's predominant activity . governance, providers of external services (including infrastructure) and internal support services.

The cost of the internal support services, or overheads, is divided into six groups of expenses (or cost pools). The model then uses cost drivers and direct allocation to distribute these costs to governance and external services. Under the direct allocation model services rendered by one internal department to another are ignored (i.e. Finance's use of IT services is ignored).

### *Key Elements of the Model*

#### Governance Costs

In the MAV overheads model, governance costs are excluded from overhead apportionment.

Governance includes:

- The costs directly associated with maintaining the workings of council, special committees and community consultation (in the extent to which the latter is focussed on the process of government and exceeds that likely in the private sector).
- Senior management in the extent to which it is involved in the actual practice of accountability to council, councillors and the public in a manner and extent that exceeds what might be required in the private sector. Senior management in the extent to which it is involved in the broad development of policy or regulation. For simplicity and consistency in addressing the two prior points, governance is taken as constituting 50% of the time and expense of the Chief Executive Officer and the Executive team.

## Cost Pools & Drivers

The cost of the internal support services, or overheads, is divided into six groups of expenses (or cost pools) which are then apportioned to external services based on six simple drivers:

- **Finance** . the services in this area include a wide range of financial services including management accounting, financial accounting, and treasury. Based on the 2016-17 budget the total cost of this overhead is \$947,554, this is discounted by \$138,550 to account for governance activities with the remaining \$809,005 distributed to external service units through their percentage of Council's total non-labour expense (excluding depreciation) budget.
- **Accommodation** . these costs are made up of utilities, cleaning and security costs of the Darley and Ballan sites. The accommodation cost pool also includes an allocation for the notional cost of replacing buildings, i.e. depreciation. For 2016-17 these costs are budgeted to be \$937,404 this amount has been apportioned to external service units in direct proportion to space used.
- **Human Resources** . services provided through several departments include payroll, organisational development (recruitment, training, professional development, performance management and departures) and OH&S (risk management, compliance, WorkCover, and Employee Assistance Program). For 2016-17 these costs are budgeted to be \$621,502 and have been apportioned to external service units based on their proportion of the number of persons employed.
- **Information Technology** . the services in this area include hardware availability (PC, printer, scanner etc.), PC support (help desk), basic software configuration and licences (Microsoft Office etc.), database creation and IT training. It does not include core corporate software (e.g. Technology One and GIS) as these are directly allocated to the Service Units using them (\$229,269). This cost was calculated to be \$1,710,692 and is apportioned to service units on the basis of the number of PCs per service unit.
- **General Office** . this broad heading brings together a range of different services . risk management and insurance, customer service, communications, copiers and office consumables, records management etc. This cost was calculated to be \$1,910,738. The driver used to apportion these costs is a unit's FTE staffing.
- **CEO and Directors** . the general grouping here comprises executive salaries (and their support staff), corporately incurred legal expenses, marketing, research and development, strategic planning, stakeholder relations and public relations. The total budget for these services in 2016-17 is \$2,167,244. This cost is discounted by 50% for governance, with the balance of \$1,083,622 distributed to Service units in a two level allocation: CEO costs are allocated evenly across all service units and; General Manager expenses are allocated evenly across each service unit under that General Manager.

## Appendix C – 2016/17 Budget Overhead Calculation

<b>OVERHEAD MODEL - TOTAL ALLOCATIONS (DIRECT &amp; OVERHEAD)</b>										
Budget 2016/2017										
Directorate	Service Unit	Operational Unit	Driver 1 Finance	Driver 2 General Office	Driver 3 HR	Driver 4 IT	Driver 5 Accommodation	Driver 6 CEO & Directors	TOTAL	TOTAL
CEO's OFFICE	CEO & Council	ALL	\$27,018	\$22,620	\$5,476	\$0	\$0	\$138,570	\$0	\$226,373
COMMUNITY SERVICES	Aged and Disability Services	ALL	\$35,248	\$275,855	\$109,516	\$172,779	\$0	\$89,129	\$0	\$682,527
COMMUNITY SERVICES	Community Development	ALL	\$43,141	\$65,279	\$30,117	\$261,507	\$0	\$89,129	\$0	\$561,501
COMMUNITY SERVICES	Early Years Services	Management	\$422	\$11,310	\$2,738	\$21,792	\$18,329	\$17,826	\$17,826	\$72,417
COMMUNITY SERVICES	Early Years Services	Maternal & Child Health	\$5,019	\$97,946	\$49,282	\$104,565	\$41,114	\$17,826	\$17,826	\$315,752
COMMUNITY SERVICES	Early Years Services	Child Care Services	\$634	\$21,602	\$10,952	\$22,686	\$13,100	\$17,826	\$17,826	\$87,000
COMMUNITY SERVICES	Early Years Services	Best Start	\$2,153	\$15,495	\$5,476	\$21,792	\$17,837	\$17,826	\$17,826	\$80,579
COMMUNITY SERVICES	Early Years Services	Supported Playgroups & Parents	\$801	\$6,334	\$2,738	\$10,896	\$0	\$17,826	\$17,826	\$38,595
COMMUNITY SERVICES	GM - Community Services	ALL	\$2,039	\$22,620	\$5,476	\$21,792	\$22,114	\$0	\$0	\$74,041
COMMUNITY SERVICES	Recreation and Youth Development/ALL	ALL	\$79,272	\$68,426	\$19,165	\$87,169	\$195,020	\$89,129	\$0	\$538,182
COMMUNITY SERVICES	People and Performance	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Customer and Business Services	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Information Services	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Community Safety	Management	\$0	\$11,310	\$2,738	\$10,896	\$12,634	\$16,138	\$16,138	\$53,715
GROWTH AND DEVELOPMENT	Community Safety	Septic	\$0	\$11,310	\$2,738	\$10,896	\$12,634	\$16,138	\$16,138	\$53,715
GROWTH AND DEVELOPMENT	Community Safety	Environmental Health	\$1,796	\$25,561	\$8,214	\$48,867	\$37,901	\$16,138	\$16,138	\$138,476
GROWTH AND DEVELOPMENT	Community Safety	Neighbourhood Safety	\$5,994	\$62,319	\$19,165	\$54,481	\$50,534	\$16,138	\$16,138	\$208,631
GROWTH AND DEVELOPMENT	Community Safety	Admin & School Crossing	\$170	\$46,372	\$57,496	\$10,896	\$12,634	\$16,138	\$16,138	\$143,704
GROWTH AND DEVELOPMENT	Economic Development and Market	ALL	\$8,036	\$21,716	\$5,476	\$65,377	\$15,539	\$80,688	\$80,688	\$196,831
GROWTH AND DEVELOPMENT	Emergency Management	ALL	\$6,546	\$22,620	\$5,476	\$132,754	\$11,331	\$80,688	\$80,688	\$259,415
GROWTH AND DEVELOPMENT	GM - Growth and Development	ALL	\$13,686	\$22,176	\$5,476	\$21,792	\$23,737	\$0	\$0	\$75,802
GROWTH AND DEVELOPMENT	Planning and Building	ALL	\$13,686	\$121,358	\$35,593	\$155,912	\$119,258	\$80,688	\$80,688	\$526,494
GROWTH AND DEVELOPMENT	Strategic and Sustainable Develop	ALL	\$22,688	\$105,411	\$30,117	\$132,298	\$98,185	\$80,688	\$80,688	\$469,386
INFRASTRUCTURE	Finance	ALL	\$0	\$0	\$0	\$112,790	\$0	\$0	\$0	\$112,790
INFRASTRUCTURE	Rates, Loans, Grants Commission	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INFRASTRUCTURE	Assets	ALL	\$118,413	\$79,171	\$19,165	\$161,229	\$47,795	\$107,888	\$107,888	\$533,662
INFRASTRUCTURE	Engineering Services	ALL	\$1,285	\$95,232	\$24,641	\$100,664	\$86,659	\$107,888	\$107,888	\$416,369
INFRASTRUCTURE	GM - Infrastructure	ALL	\$2,062	\$22,620	\$5,476	\$21,792	\$23,154	\$0	\$0	\$75,104
INFRASTRUCTURE	Operations	Management	\$0	\$11,310	\$2,738	\$10,896	\$11,594	\$26,972	\$26,972	\$63,510
INFRASTRUCTURE	Operations	Parks & Gardens	\$97,093	\$182,659	\$46,544	\$65,377	\$0	\$26,972	\$26,972	\$418,645
INFRASTRUCTURE	Operations	Waste Management	\$258,136	\$11,310	\$2,738	\$65,481	\$58,321	\$26,972	\$26,972	\$411,958
INFRASTRUCTURE	Operations	Works	\$74,977	\$430,351	\$106,778	\$10,896	\$42,261	\$26,972	\$26,972	\$692,235
		TOTAL	\$809,005	\$1,910,738	\$621,502	\$1,939,961	\$1,162,582	\$1,083,622	\$1,083,622	\$7,527,410

# Briefing note

Date: 13/01/2016

To: Councillors & Leadership Group

File Ref:

From: Steven Ivelja, Manager Finance

## Waste Management Charges

### Strategic Context

- In a rate capped environment Councils revenue raising opportunities are limited so we need to ensure all other Fees and Charges are cost reflective.
- Council needs to ensure existing charges are cost reflective to maximise our chances of a rate increase above the cap. When evaluating rate increases the ESC will question if Council has % considered the funding needs over time by raising the additional expenditure through user charges, rather than general rates?+
- Indirect costs make up a sizeable proportion of Council's total costs so they should be considered when setting fees and charges.

### Executive Summary

- Incorporate \$458,558 in Organisational Overheads into 2016/17 Waste Management Charges
- Incorporating Organisational Overheads into the Waste Management charge is estimated to increase Council revenues by approximately \$4.854m over 10 years.
- Contribute \$100,000 to the Landfill Rehabilitation Reserve in 2016/17
- Adopt Waste Management Charges of \$139 (6.92% increase) for non-Serviced Properties in 2016/17
- Adopt Waste Management Charges of \$277 (6.13% increase) for Serviced Properties in 2016/17

## **Waste Management Charges**

### *Corporate Overheads*

Historically, the Waste Management Charge only included the direct costs of the Waste Management Services Council provides. An exercise was conducted to calculate the share of organisational overheads attributable to Waste Management Services and estimates it to be \$458,558. This cost has been allocated in the proposed 2016/17 Waste Management Charge but, is currently not included in the Draft 2016/17 Budget. Incorporating this cost into the waste management charges has approximately the same impact on Council Revenue as raising rates by 1.8%. Details of the corporate overhead calculation are contained in Appendix A.

### *Landfill Rehabilitation Provision*

The current Strategic Financial Plan proposes an allocation of \$100,000 to the Closed Landfill Rehabilitation Reserve in 2016/17. This transfer has been incorporated in the 2016/17 Waste Management Charges. By the end of 2015/16 the balance of this provision will be \$597,360 so with transfers of \$100,000 pa to the Closed Landfill Rehabilitation Reserve the desired balance of \$1,000,000 will be reached by 2020/21.

## **Summary of Recommendations**

- Incorporate \$458,558 in Organisational Overheads into 2016/17 Waste Management Charges.
- Incorporating Organisational Overheads into the Waste Management charge is estimated to increase Council revenues by approximately \$4.854m over 10 years.
- Contribute \$100,000 to the Landfill Rehabilitation Reserve in 2016/17
- Adopt the following Waste Management Charges in 2016-17.

## 2016/17 PROPOSED WASTE MANAGEMENT CHARGES

Summary				
	2014/15	2015/16	2016/17	Increase
<b>a. Service Delivery Charge (serviced properties)</b>				
<b>Garbage Charge - 13957</b>				
Garbage	\$ 89.00	\$ 92.00	\$ 82.00	
Recycling	\$ 45.00	\$ 39.00	\$ 39.00	
Corporate Overhead	\$ -	\$ -	\$ 17.00	
<b>TOTAL</b>	<b>\$134.00</b>	<b>\$131.00</b>	<b>\$138.00</b>	<b>\$ 7.00</b> 5.34%
<b>Cost per week</b>	<b>\$ 2.58</b>	<b>\$ 2.52</b>	<b>\$ 2.65</b>	<b>\$ 0.13</b>
<b>b. Service Provision Charge (all rateable properties)</b>				
<b>Waste Management - 13900</b>				
	2014/15	2015/16	2016/17	Increase
Waste Administration	\$ 7.00	\$ 7.00	\$ 7.00	
Litter Control	\$ 32.00	\$ 34.00	\$ 35.00	
Tips & Transfer Stations	\$ 31.00	\$ 28.00	\$ 27.00	
Closed Landfills Rehabilitation	\$ 21.00	\$ 16.00	\$ 7.00	
Corporate Overhead	\$ -	\$ -	\$ 17.00	
<b>TOTAL</b>	<b>\$ 91.00</b>	<b>\$ 85.00</b>	<b>\$ 93.00</b>	<b>\$ 8.00</b> 9.41%
<b>Cost per week</b>	<b>\$ 1.75</b>	<b>\$ 1.63</b>	<b>\$ 1.79</b>	<b>\$ 0.15</b>
Farming enterprises only pay one charge				
<b>c. State Landfill Levy Charge</b>				
<b>State Landfill Levy Charge - 13904</b>				
	2014/15	2015/16	2016/17	Increase
State Landfill Levy Charge	\$ 42.00	\$ 45.00	\$ 46.00	\$ 1.00 2%
<b>Cost per week</b>	<b>\$ 0.81</b>	<b>\$ 0.87</b>	<b>\$ 0.88</b>	<b>\$ 0.02</b>
Total for non serviced properties	\$ 133.00	\$ 130.00	\$ 139.00	6.92%
Total for serviced properties	\$ 267.00	\$ 261.00	\$ 277.00	6.13%

**2016/2017 PROPOSED WASTE MANAGEMENT CHARGES  
CALCULATIONS**

Program	Budget Ref.	Activity	Est. Income \$	Est. Cost \$	Net Cost \$		
<b>a. Service Delivery Charge (serviced properties) - 13957</b>							
Waste Collection & Disposal	13910	Commercial Garbage (remove from calculation)		\$ -	\$ -		
	13931	Domestic Garbage		\$ 751,465.00	\$ 751,465.00		
	13950	Garbage Disposal		\$ 268,692.14	\$ 268,692.14		
	13960	Garbage Bins (sales)	\$ 49,707.05	\$ 43,952.82	\$ 5,754.23		
		<b>Total Garbage</b>	<b>\$ 49,707.05</b>	<b>\$ 1,064,109.96</b>	<b>\$ 1,014,402.91</b>	<b>\$ 81.13</b>	<b>\$ 82.00</b>
	13916	Domestic Recycling	\$ 149,242.00	\$ 601,172.00	\$ 451,930.00		
	13920	Recycling Bins (replacements)	\$ -	\$ 23,548.71	\$ 23,548.71		
		<b>Total Recycling</b>	<b>\$ 149,242.00</b>	<b>\$ 624,720.71</b>	<b>\$ 475,478.71</b>	<b>\$ 38.03</b>	<b>\$ 39.00</b>
		Corporate Overhead		\$ 204,575.53	\$ 204,575.53		
		<b>Total Corporate Overhead</b>	<b>\$ -</b>	<b>\$ 204,575.53</b>	<b>\$ 204,575.53</b>	<b>\$ 16.36</b>	<b>\$ 17.00</b>
		<b>Total Charge per Tenement per annum</b>	<b>\$ 198,949.05</b>	<b>\$ 1,688,830.66</b>	<b>\$ 1,694,457.15</b>	<b>\$ 135.52</b>	<b>\$ 138.00</b>
		<b>Total Services</b>			<b>12,503</b>		
		<b>Potential Income @ \$138 / Serviced Property</b>				<b>\$1,725,414</b>	
<b>b. Service Provision Charge (all properties) - 13900</b>							
Waste Administration	13900	Administration / Education		\$ 98,674.64	\$ 98,674.64		
		Other Income (interest)		\$ -	\$ -		
	13985	Lease ( Ballan Composting )		\$ -	\$ -		
		<b>Total Waste Administration</b>	<b>\$ -</b>	<b>\$ 98,674.64</b>	<b>\$ 98,674.64</b>	<b>\$ 6.49</b>	<b>\$ 7.00</b>
Litter Control	12401	Litter Collection - Various		\$ 77,218.67	\$ 77,218.67		
	11503	Litter Collection		\$ 52,237.13	\$ 52,237.13		
	13958	Litter Control Management		\$ 15,008.28	\$ 15,008.28		
	13970	Street Bin Clearances		\$ 89,348.62	\$ 89,348.62		
	13975	Street Cleaning - Urban		\$ 199,458.02	\$ 199,458.02		
	13978	Footpath Cleaning		\$ 98,373.60	\$ 98,373.60		
	12510-5497-0	Darley Park Rec Reserve		\$ -	\$ -		
	12515-5497-0	Masons Lane Rec Reserve		\$ -	\$ -		
	12525-5497-0	Maddingley Park Rec Reserve		\$ -	\$ -		
		<b>Total Litter Control</b>	<b>\$ -</b>	<b>\$ 531,644.32</b>	<b>\$ 531,644.32</b>	<b>\$ 34.97</b>	<b>\$ 35.00</b>
Tips & Transfer Stations	13980	Tip Rehabilitation - BM		\$ 12,276.00	\$ 12,276.00		
	13983	Bacchus Marsh T.S	\$ 262,763.97	\$ 404,250.62	\$ 141,486.65		
	13985	Ballan T.S	\$ 87,026.94	\$ 212,182.44	\$ 125,155.50		
	13987	Mt. Egerton T.S.	\$ 18,765.82	\$ 84,030.23	\$ 65,264.41		
	13989	Tip Rehabilitation - Ballan		\$ 30,690.00	\$ 30,690.00		
	13995	Tip Vouchers	\$ 11,217.66	\$ 2,877.64	\$ 8,340.02		
		Cost of capital B'Marsh Transfer Station		\$ 20,153.93	\$ 20,153.93		
		Cost of capital Mt. Egerton Transfer Station		\$ 6,044.70	\$ 6,044.70		
		Cost of capital Ballan Transfer Station		\$ 9,002.75	\$ 9,002.75		
		<b>Total Tips &amp; Transfer Stations</b>	<b>\$ 379,774.40</b>	<b>\$ 781,508.31</b>	<b>\$ 401,733.92</b>	<b>\$ 26.42</b>	<b>\$ 27.00</b>
	13902	Closed Landfills Survey and Rehabilitation		\$ 100,000.00	\$ 100,000.00		
		<b>Total Closed Landfills Rehabilitation</b>	<b>\$ -</b>	<b>\$ 100,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ 6.58</b>	<b>\$ 7.00</b>
		Corporate Overhead		\$ 253,982.47	\$ 253,982.47		
		<b>Total Corporate Overhead</b>	<b>\$ -</b>	<b>\$ 253,982.47</b>	<b>\$ 253,982.47</b>	<b>\$ 16.70</b>	<b>\$ 17.00</b>
		<b>Total Charge per rateable property per annum</b>	<b>\$ 379,774.40</b>	<b>\$ 1,765,809.74</b>	<b>\$ 1,386,035.35</b>	<b>\$ 91.16</b>	<b>\$ 93.00</b>
		<b>Total properties</b> (General+Commercial+Industrial+Vacant+Farm)			<b>15,205</b>		
		<b>Potential Income @ \$93 Respectively / Property</b>				<b>\$1,414,065</b>	
<b>c. State Landfill Levy Charge - 13904</b>							
	13950	Garbage disposal		\$ 361,001.00	\$ 361,001.00		
	13983	Bacchus Marsh transfer station		\$ 228,493.00	\$ 228,493.00		
	13985	Ballan transfer station		\$ 78,290.00	\$ 78,290.00		
	13987	Mt Egerton transfer station		\$ 17,088.00	\$ 17,088.00		
			<b>\$ -</b>	<b>\$ 684,872.00</b>	<b>\$ 684,872.00</b>	<b>\$ 45.04</b>	<b>\$ 46.00</b>
		<b>Total properties</b> (General+Commercial+Industrial+Vacant+Farm)			<b>15,205</b>		
		<b>Potential Income @ \$46 Respectively / Property</b>				<b>\$ 699,430.00</b>	
		Total borrowings 07/08	\$ 1,686,750.00				
		Mt Egerton portion	\$ 117,500.00	6.97%	\$ 6,044.70		
		Ballan portion	\$ 175,000.00	10.37%	\$ 9,002.75		
		Total Interest Charge 14/15	\$ 86,773.66				
		Bacchus Marsh Transfer Station Cost	\$ 268,719.00	7.50%	\$ 20,153.93		
		Corporate Overhead - Waste Management			\$ 458,558.00		

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Governance includes:

- The costs directly associated with maintaining the workings of council, special committees and community consultation (in the extent to which the latter is focussed on the process of government and exceeds that likely in the private sector).
- Senior management in the extent to which it is involved in the actual practice of accountability to council, councillors and the public in a manner and extent that exceeds what might be required in the private sector. Senior management in the extent to which it is involved in the broad development of policy or regulation. For simplicity and consistency in addressing the two prior points, governance is taken as constituting 50% of the time and expense of the Chief Executive Officer and the Executive team.

## Cost Pools & Drivers

The cost of the internal support services, or overheads, is divided into six groups of expenses (or cost pools) which are then apportioned to external services based on six simple drivers:

- **Finance** . the services in this area include a wide range of financial services including management accounting, financial accounting, and treasury. Based on the 2016-17 budget the total cost of this overhead is \$947,554, this is discounted by \$138,550 to account for governance activities with the remaining \$809,005 distributed to external service units through their percentage of Council's total non-labour expense (excluding depreciation) budget.
- **Accommodation** . these costs are made up of utilities, cleaning and security costs of the Darley and Ballan sites. The accommodation cost pool also includes an allocation for the notional cost of replacing buildings, i.e. depreciation. For 2016-17 these costs are budgeted to be \$937,404 this amount has been apportioned to external service units in direct proportion to space used.
- **Human Resources** . services provided through several departments include payroll, organisational development (recruitment, training, professional development, performance management and departures) and OH&S (risk management, compliance, WorkCover, and Employee Assistance Program). For 2016-17 these costs are budgeted to be \$621,502 and have been apportioned to external service units based on their proportion of the number of persons employed.
- **Information Technology** . the services in this area include hardware availability (PC, printer, scanner etc.), PC support (help desk), basic software configuration and licences (Microsoft Office etc.), database creation and IT training. It does not include core corporate software (e.g. Technology One and GIS) as these are directly allocated to the Service Units using them (\$229,269). This cost was calculated to be \$1,710,692 and is apportioned to service units on the basis of the number of PCs per service unit.
- **General Office** . this broad heading brings together a range of different services . risk management and insurance, customer service, communications, copiers and office consumables, records management etc. This cost was calculated to be \$1,910,738. The driver used to apportion these costs is a unit's FTE staffing.
- **CEO and Directors** . the general grouping here comprises executive salaries (and their support staff), corporately incurred legal expenses, marketing, research and development, strategic planning, stakeholder relations and public relations. The total budget for these services in 2016-17 is \$2,167,244. This cost is discounted by 50% for governance, with the balance of \$1,083,622 distributed to Service units in a two level allocation: CEO costs are allocated evenly across all service units and; General Manager expenses are allocated evenly across each service unit under that General Manager.

## Appendix B – 2016/17 Budget Overhead Calculation

<b>OVERHEAD MODEL - TOTAL ALLOCATIONS (DIRECT &amp; OVERHEAD)</b>										
Budget 2016/2017										
Directorate	Service Unit	Operational Unit	Driver 1 Finance	Driver 2 General Office	Driver 3 HR	Driver 4 IT	Driver 5 Accommodation	Driver 6 CEO & Directors	TOTAL	TOTAL
CEO's OFFICE	CEO & Council	ALL	\$27,018	\$22,620	\$5,476	\$0	\$0	\$138,570	\$0	\$226,373
COMMUNITY SERVICES	Aged and Disability Services	ALL	\$35,248	\$275,855	\$109,516	\$172,779	\$0	\$89,129	\$0	\$682,527
COMMUNITY SERVICES	Community Development	ALL	\$43,141	\$65,279	\$30,117	\$261,507	\$0	\$89,129	\$0	\$561,501
COMMUNITY SERVICES	Early Years Services	Management	\$422	\$11,310	\$2,738	\$21,792	\$18,329	\$17,826	\$17,826	\$72,417
COMMUNITY SERVICES	Early Years Services	Maternal & Child Health	\$5,019	\$97,946	\$49,282	\$104,565	\$41,114	\$17,826	\$17,826	\$315,752
COMMUNITY SERVICES	Early Years Services	Child Care Services	\$634	\$21,602	\$10,952	\$22,686	\$13,100	\$17,826	\$17,826	\$87,000
COMMUNITY SERVICES	Early Years Services	Best Start	\$2,153	\$15,495	\$5,476	\$21,792	\$17,837	\$17,826	\$17,826	\$80,579
COMMUNITY SERVICES	Early Years Services	Supported Playgroups & Parents	\$801	\$6,334	\$2,738	\$10,896	\$0	\$17,826	\$17,826	\$38,595
COMMUNITY SERVICES	GM - Community Services	ALL	\$2,039	\$22,620	\$5,476	\$21,792	\$22,114	\$0	\$0	\$74,041
COMMUNITY SERVICES	Recreation and Youth Development/ALL	ALL	\$79,272	\$68,426	\$19,165	\$87,169	\$195,020	\$89,129	\$0	\$538,182
COMMUNITY SERVICES	People and Performance	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Customer and Business Services	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Information Services	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GROWTH AND DEVELOPMENT	Community Safety	Management	\$0	\$11,310	\$2,738	\$10,896	\$12,634	\$16,138	\$16,138	\$53,715
GROWTH AND DEVELOPMENT	Community Safety	Septic	\$0	\$11,310	\$2,738	\$10,896	\$12,634	\$16,138	\$16,138	\$53,715
GROWTH AND DEVELOPMENT	Community Safety	Environmental Health	\$1,796	\$25,561	\$8,214	\$48,867	\$37,901	\$16,138	\$16,138	\$138,476
GROWTH AND DEVELOPMENT	Community Safety	Neighbourhood Safety	\$5,994	\$62,319	\$19,165	\$54,481	\$50,534	\$16,138	\$16,138	\$208,631
GROWTH AND DEVELOPMENT	Community Safety	Admin & School Crossing	\$170	\$46,372	\$57,496	\$10,896	\$12,634	\$16,138	\$16,138	\$143,704
GROWTH AND DEVELOPMENT	Economic Development and Market	ALL	\$8,036	\$21,716	\$5,476	\$65,377	\$15,539	\$80,688	\$80,688	\$196,831
GROWTH AND DEVELOPMENT	Emergency Management	ALL	\$6,546	\$22,620	\$5,476	\$132,754	\$11,331	\$80,688	\$80,688	\$259,415
GROWTH AND DEVELOPMENT	GM - Growth and Development	ALL	\$13,686	\$22,176	\$5,476	\$21,792	\$23,737	\$0	\$0	\$75,802
GROWTH AND DEVELOPMENT	Planning and Building	ALL	\$13,686	\$121,358	\$35,593	\$155,912	\$119,258	\$80,688	\$80,688	\$526,494
GROWTH AND DEVELOPMENT	Strategic and Sustainable Develop	ALL	\$22,688	\$105,411	\$30,117	\$132,298	\$98,185	\$80,688	\$80,688	\$469,386
INFRASTRUCTURE	Finance	ALL	\$0	\$0	\$0	\$112,790	\$0	\$0	\$0	\$112,790
INFRASTRUCTURE	Rates, Loans, Grants Commission	ALL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INFRASTRUCTURE	Assets	ALL	\$118,413	\$79,171	\$19,165	\$161,229	\$47,795	\$107,888	\$107,888	\$533,662
INFRASTRUCTURE	Engineering Services	ALL	\$1,285	\$95,232	\$24,641	\$100,664	\$86,659	\$107,888	\$107,888	\$416,369
INFRASTRUCTURE	GM - Infrastructure	ALL	\$2,062	\$22,620	\$5,476	\$21,792	\$23,154	\$0	\$0	\$75,104
INFRASTRUCTURE	Operations	Management	\$0	\$11,310	\$2,738	\$10,896	\$11,594	\$26,972	\$26,972	\$63,510
INFRASTRUCTURE	Operations	Parks & Gardens	\$97,093	\$182,659	\$46,544	\$65,377	\$0	\$26,972	\$26,972	\$418,645
INFRASTRUCTURE	Operations	Waste Management	\$258,136	\$11,310	\$2,738	\$65,481	\$58,321	\$26,972	\$26,972	\$411,958
INFRASTRUCTURE	Operations	Works	\$74,977	\$430,351	\$106,778	\$10,896	\$42,261	\$26,972	\$26,972	\$692,235
		TOTAL	\$809,005	\$1,910,738	\$621,502	\$1,939,961	\$1,162,582	\$1,083,622	\$1,083,622	\$7,527,410

<b>Waste Management Overheads</b>		<b>Allocated</b>
MAV Allocation		\$ 411,958.22
Works Management		
<i>MAV Allocation</i>	\$ 63,510.42	
<i>Works Manager - Salary</i>	\$ 135,449.72	
<i>Works Manager - On-Cost</i>	\$ 8,804.23	
<i>Works Manager - Super</i>	\$ 12,867.72	
<i>Works Manager - Vehicle</i>	\$ 12,366.70	
<b>Total</b>	<b>\$ 232,998.80</b>	
<b>Works Management -20% of Total</b>	<b>\$ 46,599.76</b>	<b>\$ 46,599.76</b>
<b>Total Waste Management Overheads</b>		<b>\$ 458,557.98</b>



MOORABOOL  
SHIRE COUNCIL

**COUNCIL**  
**PLAN**  
**2013-2017**  
(Revised 2015)

Out in the Country. Close to the World.



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The sculpture featured on the front cover of this Council Plan is titled "Fearless" by the artists Anuradha Patel and Velislav Georgiev.

Design and printing by Star Printing Terang & Warrnambool.

Photography by Tim Burder and Alonda Kmiec.

Council Plan 2013-2017 adopted 19/06/2013  
Revised 2014 Council Plan adopted 02/07/2014  
Revised 2015 Council Plan adopted 01/07/2015

# MESSAGE FROM THE MAYOR AND CEO

It is with great pleasure that we present the 2015 review of the 2013 - 2017 Council Plan.

This review is an important milestone; it heralds the halfway point of the original four year plan put together by the Council elected by the local community in 2012.

The plan represents the key directions and critical projects required to respond to a constantly changing and challenging environment. It is a framework from which we strive to achieve our vision of facilitating “vibrant and resilient communities with unique identities” and to satisfy the mission to “work together with our people to deliver valued outcomes that improve community well-being and are economically responsible”.

Council has set itself the challenge of visioning what our communities across the Shire will look like in 2041.

This task is well in hand at the half way mark of the plan with many of the key building blocks being completed. This includes key strategies in areas of land use planning, infrastructure and social development already being considered by the Council. Importantly, the vision has been enhanced by a comprehensive engagement strategy with our urban and rural communities in more recent times.

The framework of the journey to 2041 is set out on page 10. Councillors and staff are working cooperatively within the framework to deliver the best outcome possible for our communities.

A Strategic Resource Plan (SRP) shows that the Council remains in a satisfactory financial position whilst undertaking a \$15 million capital improvement program into the 2015/16 financial year that will increase investment in renewed, upgraded and new infrastructure plans and deliver new initiatives to enhance services.

In order to finance the SRP, Council has implemented measures to drive down operating costs and is undertaking reviews of service levels it provides as part of our business excellence philosophy. While this will facilitate more activity from existing resources, a level of rate increase and indebtedness is required to fully implement the plan.

The SRP forecasts are subject to ongoing consideration of ‘rate capping’ by the state government which may impact on Council’s forward estimates.

I encourage you to find out more about the key projects and strategies Council has planned to deliver improvements to our communities. These are set out in this document under the pillars of Representation and Leadership of our Community, Community Wellbeing and Enhanced Infrastructure and Natural and Built Environment.

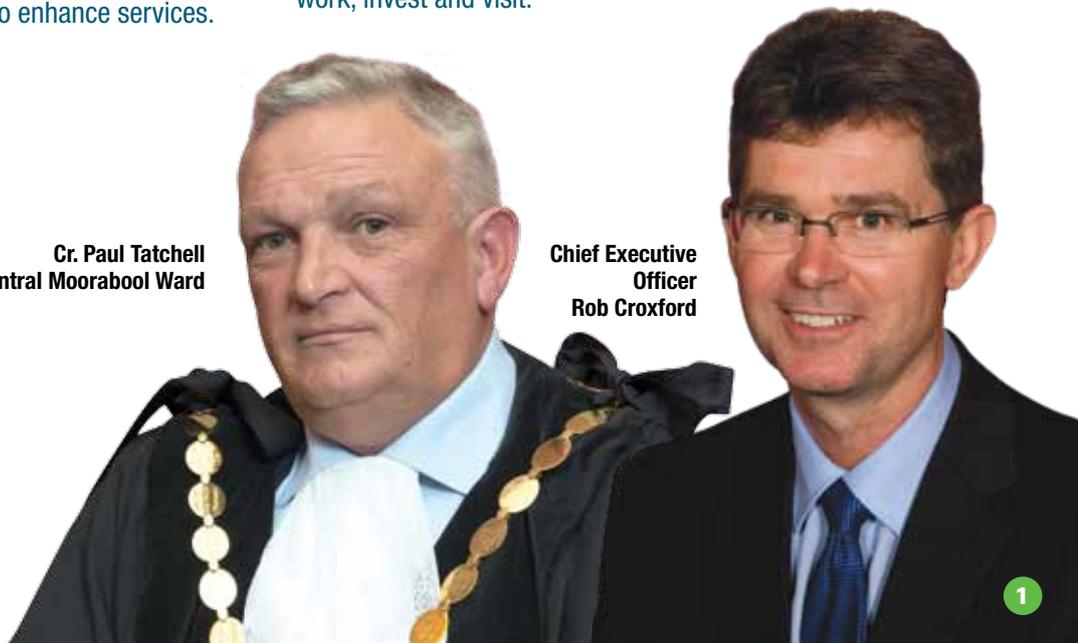
It is particularly poignant as we commemorate the centenary of the volunteer ANZAC forces that served in the First World War, that we remember the contribution of our local volunteers and acknowledge the enormous contributions volunteers make each and every day to the Shire and the communities they reside, work and recreate in. While much of the work goes on without fuss and behind the scenes, it is noticed and highly valued by Council.

Council commends the Council Plan 2013-2017 (revised 2015) to the community and seeks your support in delivering this plan with your continued involvement, feedback and interest in the actions set out.

We are confident that by continuing to work together we can ensure Moorabool remains a progressive and vibrant Shire into the future and a highly sought after place to live, work, invest and visit.

**Cr. Paul Tatchell**  
Central Moorabool Ward

**Chief Executive  
Officer  
Rob Croxford**



# VISION

Vibrant and resilient communities with unique identities.

# MISSION

Working with our people to deliver valued outcomes that improve community wellbeing and are economically responsible.

# VALUES

Respect  
Integrity  
Practicality  
Excellence  
Equity

Treat others the way you want to be treated.  
Do what is right.  
Always be part of a solution.  
Continually improve the way we do business.  
Fair distribution of resources.



# OUR COUNCILLORS

Moorabool Shire is represented by seven Councillors who are elected by residents to govern the municipality. Our Councillors for this four year term were elected in October 2012.

Councillors strive to determine the strategic direction for the Shire in terms of budget and Council Plan frameworks, economic growth; quality of life for the community; and broadening opportunities for all communities, urban and rural. A Councillor's time is often divided between family and work commitments whilst performing specific Council duties such as community involvement, advocacy, community leadership, debating and decision making at Council forums and meetings.

Moorabool Shire is divided into three single-Councillor wards and one ward which has four Councillors. Wards are the electorates a Councillor represents.

- Central Moorabool Ward – 1 Councillor
- East Moorabool Ward – 4 Councillors
- West Moorabool Ward – 1 Councillor
- Woodlands Ward – 1 Councillor

The election of the Mayor is conducted each year at a special meeting of Council and where it is the responsibility of the elected Councillors to elect one Councillor to become Mayor.



# OUR COUNCILLORS



**Cr. Paul Tatchell (Mayor)**  
Central Moorabool Ward  
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# OUR SHIRE

Moorabool Shire is a fast growing semi-rural municipality nestled between Melbourne, Geelong and Ballarat. It offers residents picturesque and friendly surrounds with the vibrancy of an active, growing community.

The Shire's landscape provides an array of living options. Residents can enjoy an urban lifestyle in towns like Bacchus Marsh (45km west of the Melbourne CBD) and Ballan (70km west of the Melbourne CBD) or take advantage of Moorabool's small towns and hamlets, rural open spaces and natural surrounds.

A stunning Shire spanning more than 2,110 square kilometres, Moorabool is made up of 64 localities, hamlets and towns. More than 74% of the Shire comprises of water catchments, state forests and national parks. Moorabool boasts breathtaking landscapes, national parks, forests, gorges, mineral springs and tourism attractions. Some of its key attractions include the Wombat State Forest, Brisbane Ranges National Park, Lerderderg State Park, Werribee Gorge State Park and the Bacchus Marsh Avenue of Honour.

The district was settled by Europeans between 1830 and 1850 and the character of our towns and surrounding areas reflect this era.

Gold was discovered in the region and a timber industry quickly developed. The availability of water attracted many people and resulted in pastoral and agricultural development led by pioneers such as Sir William Henry Bacchus, who in 1834 settled on the fertile soil of what is now the township of Bacchus Marsh.

Moorabool Shire is positioned along the major road and rail transport corridors between Melbourne and Adelaide.

Moorabool's eastern boundary is located just 40km west of Melbourne's CBD and extends westwards to the City of Ballarat municipal boundary. The Shire straddles Victoria's Western Highway and has excellent transport access to Melbourne, Ballarat and Geelong.

Bacchus Marsh is equi-distant to Melbourne and Avalon airports and close to the sea ports of Geelong and Melbourne.

## TRADITIONAL OWNERS

We acknowledge the Indigenous history of Moorabool Shire. The land was traditionally occupied by and connected to a number of Aboriginal communities, most notably the Wathaurung Tribe in the south and west and the Wurundjeri Tribe in the east. In February 2015, the Council adopted a Statement of Commitment to Indigenous People.

# OUR POPULATION

Moorabool Shire is a popular tree change destination, growing as fast as any other local government area in inland regional Victoria.

The official population of Moorabool Shire in 2015 is 31,737. This is estimated to grow to 32,620 by the end of 2016. More than half the population lives in Bacchus Marsh and surrounds (18,247). The Shire's second largest population can be found in and around Ballan (2,985). The remaining population is distributed throughout the large number of small towns, hamlets and farming areas within the Shire. The majority of people who relocate to Moorabool Shire are young families seeking a semi-rural lifestyle. Moorabool's demographic reflects this trend.

## POPULATION GROWTH

When considering future growth of Moorabool Shire, Council has identified three key residential locations where the majority of that growth will occur. These locations – Bacchus Marsh, Ballan and Gordon – already have established infrastructure to accommodate new growth. As part of the Moorabool 2041 (Small Towns and Clusters Settlement Strategy) framework, Council is also consulting with other settlements such as Wallace and Bungaree in reference to the growth opportunities.

The population of the Shire is estimated to increase by 72% between 2015 and 2041 to 54,418. The majority of growth during this period will come from the new estates in Maddingley which are forecast to increase by over 174% during this same period.

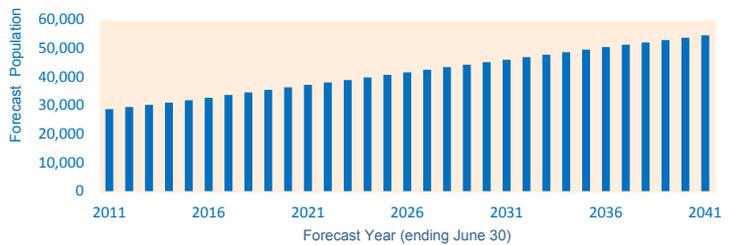
## AFFORDABILITY AND LIVEABILITY

Moorabool offers diverse living options. Bacchus Marsh, Ballan, Gordon and the smaller Shire townships offer a vital array of community infrastructure, established social and sporting networks, combined with the charm and character only experienced in rural areas.

Bacchus Marsh ranks in the top three of regional Australia's housing markets that are likely to be the best suited for family living. Maintaining liveability for families is an important element for Council. This national ranking was based on a range of factors including house prices, typical block size, average number of bedrooms, expected capital gains and a range of proximity attributes involving schools, health care facilities, child care centres and retail facilities. The analysis also includes socioeconomic wellbeing measures.

Bacchus Marsh was the first area in regional Victoria to receive the National Broadband Network's (NBN) super high-speed Fibre to the Premises (FTTP) service, with further NBN rollouts planned. Fixed wireless and satellite NBN services are already available in parts of western Moorabool.

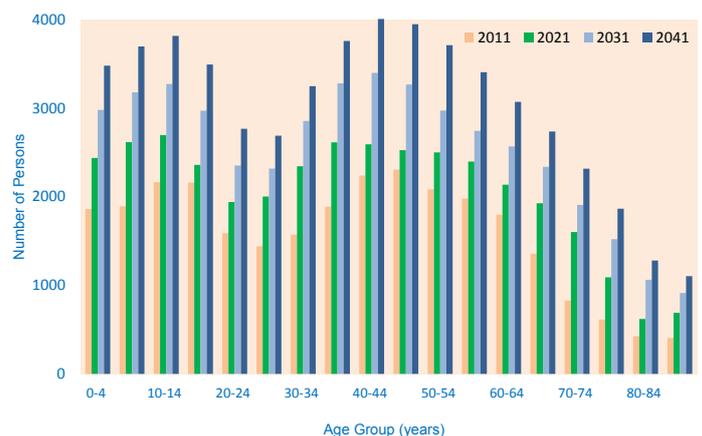
### FORECAST POPULATION – Shire of Moorabool



### AGE STRUCTURE – Service Age Groups 2011



### FORECAST AGE STRUCTURE



# OUR BUSINESS

## BUSINESS PROFILE

Traditional economic drivers such as agriculture, timber, wool and beef production and mineral, stone and water extraction remain extremely important to Moorabool's economy.

Residential growth, construction, retail and service industries, light manufacturing and tourism are emerging factors of growth.

The Shire's growing population provides tremendous opportunities for business growth and investment. The excellent services we provide, and those planned for the future, will see Moorabool become an even more attractive prospect.

The key drivers of Moorabool's regional economy in terms of regional exports, employment, value added and local expenditure on goods and services are: Agriculture, Forestry and Fishing (Output \$131.541m) ; Construction (Output \$196.656m); Health Care and Social Assistance (\$78.179m); and Education and Training (\$67.714m). Once all industry sectors are included, the total output, based on gross revenue generated by businesses and organisations within Moorabool, is estimated at \$1,442 million (REMPPLAN 2014, based on 2011 Census data).

## EMPLOYMENT PROFILE

Between the last two Census periods the employment base of Moorabool Shire changed substantially. The most significant shifts in employment by industry sector included a lower share of employment in agriculture, forestry and fishing (-84 persons) manufacturing (-142 persons); and a higher proportion of jobs in construction (+396 persons), health care and social assistance (+251 persons), public administration and safety (+177 persons) and accommodation and food services (+166 persons).

An analysis of the jobs held by the resident population in Moorabool Shire in 2011 showed the top ranking industry sectors were:

- Construction (1,639 people or 12.3%)
- Health care and social assistance (1,397 people or 10.5%)
- Retail (1,307 people or 9.8%)
- Manufacturing (1,248 people or 9.4%)
- Education and training (1,115 people or 8.4%)
- Transport, postal and warehousing (1,018 people or 7.6%)

- Public administration and safety (935 people or 7.0%)
- Accommodation and food services (682 people or 5.1%)
- Professional, scientific and technical services (674 people or 5.1%)
- Agriculture, forestry and fishing (580 people or 4.4%)

More industry and commercial development is required to meet the needs of the rising population. The existing industrial estates, such as Ballan Industrial Estate and the Kennedy Place Industrial Estate in Bacchus Marsh are near capacity. To meet this need, Council is developing a plan for economic development over the next 10 years and investigating the future demand and supply for industrial land and how potential development locations like Parwan and Ballan will attract investment and cater for job growth.

Moorabool Shire is well positioned to capture new business opportunities from the digital economy with the early rollout of the National Broadband Network which delivers faster, more reliable broadband speeds than that available in metropolitan areas.

## TRANSPORT

Moorabool Shire is well connected to Melbourne, Geelong and Ballarat, with easy access to major highways.

Improvements to the Western Highway, the main arterial road between Melbourne and Adelaide, upgraded with the recently completed Deer Park Bypass and the realignment of Anthonys Cutting east of Bacchus Marsh makes Moorabool increasingly accessible to Melbourne. The establishment of vehicle bypasses for Bacchus Marsh, in particular an alternative heavy vehicle north-south route, would dramatically increase the amenity of the town.

The rail link between Ballarat and Melbourne services Moorabool residents with scheduled stops at Ballan and Bacchus Marsh. Public Transport Victoria announced an expansion to bus services in Bacchus Marsh, adding increased frequency, new routes and improved coordination with the train network. Furthermore, Bacchus Marsh is included as part of an integrated metropolitan public transport ticketing system, providing seamless public transport access to metropolitan Melbourne. The trial V/Line bus service which serves the communities between Daylesford and Ballan, and Mt Egerton and Gordon to Ballan has been extended till at least 2015.

Council recognises the need for further connections in the more remote communities to link up with the existing

# OUR COMMUNITY

public service network and is advocating for new services. Council has implemented transport connections projects to provide practical solutions that relieve transport issues in many of Moorabool's smaller communities.

## LANDSCAPE AND NATURAL HERITAGE

Visitors are attracted to Moorabool for many reasons. The beauty of its landscape showcases mountain ranges, gorges, national and state parks, lakes and forests that are integral to the sense of place experienced in Moorabool Shire.

The rich volcanic and river delta soils nurture the landscape drawing many visitors to the farm gate stalls set up by local growers, producing everything from apples to truffles.

The South West Landscape Assessment study identified four state significant landscapes and four regional significant landscapes within Moorabool Shire.

State	Regional
• Lal Lal Falls	• Bacchus Marsh Agricultural Valley
• Werribee Gorge	• Mount Warrenheip
• Brisbane Ranges & Rowsley Scarp	• Wombat State Forest & Mineral Springs
• Parwan Valley	• Lerderderg Gorge & Park

Moorabool's history as a goldfield area and the main route to many others has left a treasure of historic buildings, bridges and infrastructure widely recognised for their heritage values. Council is currently working on documenting the history and heritage values of West Moorabool following the successful implementation of the Bacchus Marsh Heritage Study.

## MOORABOOL IN A REGIONAL CONTEXT

Moorabool Shire Council borders Hepburn Shire, City of Melton, Macedon Ranges Shire, Golden Plains Shire, City of Wyndham, City of Greater Geelong and City of Ballarat. Council works strategically with local, state and federal governments in regional planning processes and projects via membership of bodies like the Central Highlands Mayors and CEOs Forum and the Peri-Urban Group of Rural Councils.

The Peri-Urban Group of Rural Councils aims to promote a comprehensive vision for the Peri-Urban region focussed on the Melbourne metropolitan fringe.

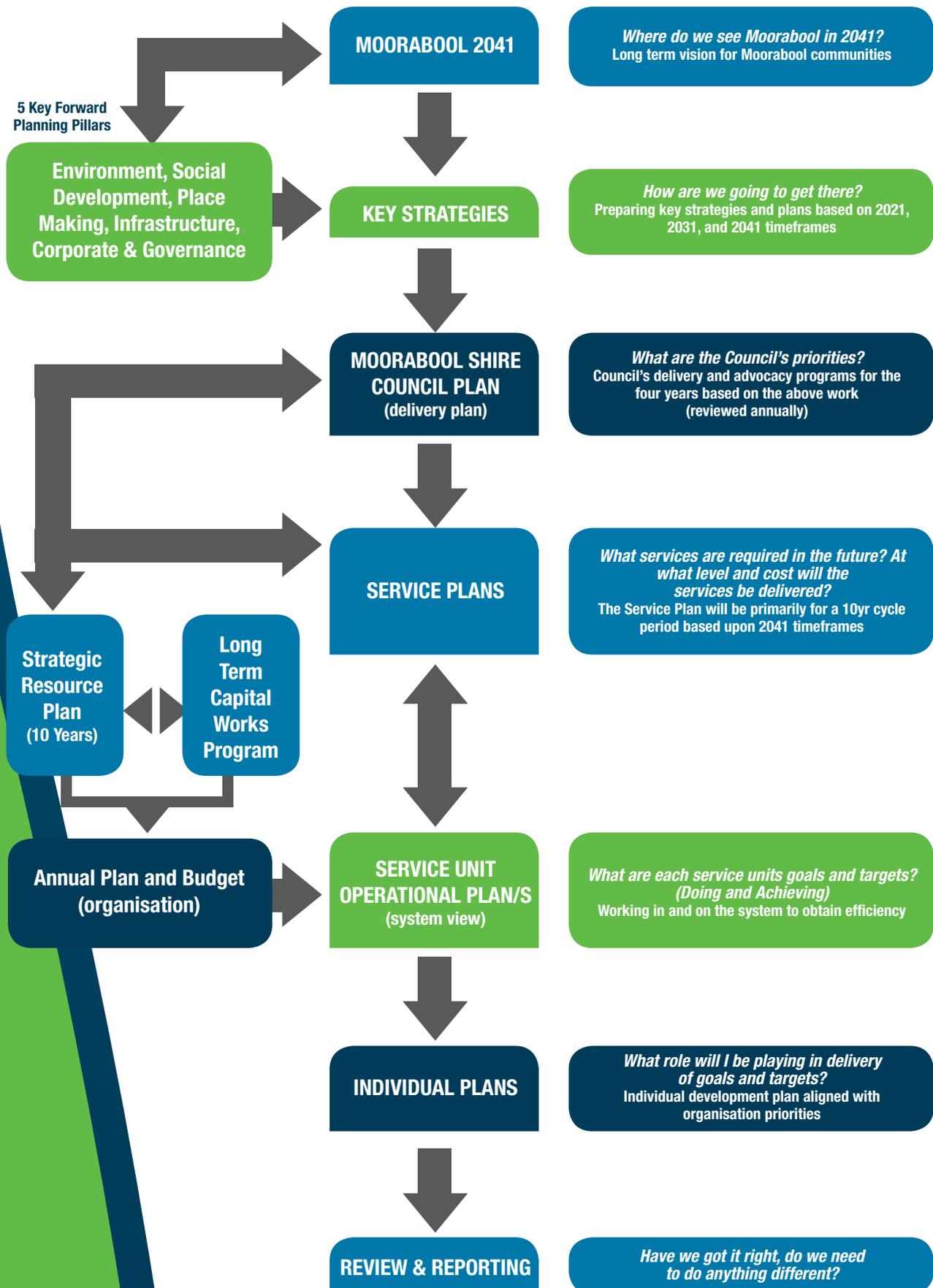
## LINK TO THE REGIONAL/ STATE GROWTH PLANS

Moorabool Shire is covered by the Central Highlands Regional Growth Plan. Along with Ballarat, Bacchus Marsh is defined as an area for significant growth. Furthermore, the Parwan area (south east of Bacchus Marsh) is identified as a potential area for an industry employment hub. Due to existing infrastructure capacity the township of Ballan is considered a desirable township for future growth.

Plan Melbourne identifies Bacchus Marsh and Ballan as Peri-Urban towns with potential to attract housing and population growth out of Melbourne.



# INTEGRATED PLANNING & DELIVERY FRAMEWORK (IPDF)





# KEY RESULT AREAS

Representation and Leadership of our Community  
Community Wellbeing  
Enhanced Infrastructure and Natural and Built Environment

# REPRESENTATION AND LEADERSHIP OF OUR COMMUNITY

In representing and leading our community, Council will continue to improve its understanding of community needs. We will listen to and recognise the diversity of expectations and priorities across Moorabool, whether in urban centres, small towns and hamlets, or rural areas. In building these relationships, we will communicate effectively and provide fair representation.

We will value our staff and community, supporting them with learning opportunities, leadership development, a safe and functional workplace and a sense of wellbeing.

We acknowledge that we need to continue to enhance our engagement with the community. In recognition of this, Council will be revising its community engagement policy and framework in the next 12 months. We will be facilitating community input into the policy and framework to ensure our practice of engaging with the communities of Moorabool continues to improve.

Council will build mutually beneficial partnerships with federal and state governments, municipalities in our region and other key agencies such as the Melbourne Planning Authority to gain acknowledgement, respect, understanding and support for the needs of its communities. Council will continue to advocate to federal and state governments and non-government organisations for greater investment in services and facilities in the Shire to meet the current and future needs of our communities.

We recognise that in representing our communities interests we need to operate in a regional and state wide context. We are well placed to do this. As a Council in 2013 we provided strong input into the Central Highlands Regional Strategic plan and feature in the state government blueprint for Victoria “Plan Melbourne” in which the townships of Ballan and Bacchus Marsh were identified as growth centres. The Regional Plan also identifies growth for the township of Gordon.

The towns of Bungaree and Wallace have been noted in the Regional Strategy and our Rural Policy as a settlement cluster closer to the regional City of Ballarat.

As a Shire we are well placed geographically being in close proximity to Melbourne’s western suburbs, Geelong, Ballarat and, to a lesser degree, Bendigo. Our future planning needs to take into account key transport links and our local land use planning in reference to these regional and capital centres.

We recognise that there are extraordinary pressures on Moorabool Shire to deliver services and facilities appropriate for our diverse populations.

Council has established a Recreation and Leisure Strategy Advisory Committee to provide strategic advice into the planning and provision of active and passive recreation and leisure services and facilities across the municipality. The development of Council’s Recreation and Leisure Strategy (2015-2021) will be informed through the input of the Advisory Committee.

The Council operates in a rapidly changing environment. Fiscally, the Council needs to balance service demand from a growing population with reasonable levels of rates and debt. Grants from other levels of government cannot be relied upon.

In order to address these challenges the Council uses the Integrated Planning and Delivery Framework that is set out on page 10 of this Plan.

The key aspects of the Framework are briefly explained below:

## **Moorabool 2041:**

Council is planning for the long term direction of our communities and has commenced Moorabool 2041 (M2041) which is a process/framework aimed at documenting the opportunities, pressures and challenges facing Moorabool.

M2041 will be a key framework to:

- Plan for the long term direction of our communities.
- Understand current and future opportunities, pressures and challenges in order to develop the future.
- Provide a holistic framework focussed on key strategic issues that prioritise land use planning activities, required infrastructure as well as service planning and delivery.

## **Service Plans:**

Based on what we know from the initial M2041 work, Council will put in place plans that forecast the future level of service needed by our communities. This will be balanced by Council’s long term financial plan and explore innovation in service delivery.

### Operational Plans:

Operational plans take a systems approach to the day to day operations of the organisation. The plans are drawn from the Australian Business Excellence Framework and are known as Systems Views. This snapshot of the current state is also used in the service planning element set out above.

### Business Excellence:

The business excellence philosophy and framework is incorporated into everything we do at Moorabool and is the driver for continuous improvement, innovation and superior organisational performance. As a team we operate and drive the culture of the organisation using the “Fish” principles\*.

\* Make Their Day, Be Present, Play Have Fun and Choose Your Attitude are trademarks or service marks of ChartHouse Learning and used with permission. All rights reserved.

## Advocacy Priorities as reflected in the adopted Advocacy Plan

### Community Projects:

- Recreation Reserves for our growing communities
- Racecourse Reserve Upgrade (Bacchus Marsh)
- West Maddingley Early Years Hub
- Moorabool Indoor Aquatic Centre

### Transport Projects:

- Bacchus Marsh Traffic and Transport Issues
  - Bacchus Marsh Package of Works
  - Bacchus Marsh Western Link
  - Bacchus Marsh Eastern Link

### Environment Projects:

- Moorabool River
- Wind Farms

### Shire Development Projects:

- Extension of Natural Gas
- Sewerage for Small Towns
- Bacchus Marsh Irrigation District
- Reopening of Gordon Railway Station
- Parwan Employment Zone
- Mobile Phone Towers
- Supporting Agriculture

### Strategic Objective:

*Advocate for services and infrastructure that meets the Shire's existing and future needs.*

### Strategy:

Advocate on behalf of the community to improve services and infrastructure within the Shire.

Represent Council at a regional level to improve services and infrastructure within the Shire.

### Strategic Objective:

*Good governance through open and transparent processes and strong accountability to the community.*

### Strategy:

Ensure policies and good governance are in accordance with legislative requirements and best practice.

Support an Audit Committee to provide Council with pro-active management of corporate governance and risk.

### Strategic Objective:

*Leadership through best practice community engagement.*

### Strategy:

To make well-informed decisions based on input from the community and other key stakeholders through effective community engagement.

Pursue strategic alliances, stakeholder forums and advisory committees that assist Council in policy development and service planning.

### Strategic Objective:

*Provide quality customer services that respond to the needs of our whole community.*

### Strategy:

Deliver responsive customer service in accordance with Customer Service Charter.

Explore option for on line service delivery, particularly using the National Broadband Network (NBN).

**Strategic Objective:**

*Sound, long term financial management.*

**Strategy:**

Develop and maintain a long term financial planning, management and reporting system, which ensures resources to deliver services and manage Council's assets.

**Strategic Objective:**

*Professional and skilled staff in a safe and supportive environment.*

*Develop a Workforce Plan that supports the future needs of Council.*

**Strategy:**

Foster a motivated, responsive, innovative and performance oriented workforce.

Provide a safe and effective work environment.

**Strategic Objective:**

*Effective strategic and business planning for a growing community.*

**Strategy:**

Plan for and manage Council's strategic and operational risks.

Refine and implement a project management framework and processes to guide project prioritisation and delivery.

Develop service plans consistent with Business Excellence principles that reflect systems thinking and value for the community.

Critically review the services provided by council.

**2015/16 Projects**

- Prepare and present to Council a service review policy, framework and prioritisation plan
- Undertake a review and implement shared services with other organisations
- Enhance strategic partnerships with other organisations, e.g: Melbourne Planning Authority
- Finalise the Meeting Procedure Local Law and General Local Law

**Strategic Indicators:**

*Local Government Victoria has developed a new performance reporting framework to ensure that all councils are measuring and reporting on their strategic indicators in a consistent way. The framework became mandatory from 1 July 2014.*

**Governance**

- Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community.
- Council decisions made at Council meetings closed to the public as a percentage of overall decisions.
- Community consultation and engagement satisfaction rating out of 100.
- Councillor attendance at Council Meetings (Ordinary and Special) as a percentage of overall meetings.
- Direct cost of delivering Governance service per Councillor.

**Financial Performance:****Operating Position**

- Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.

**Liquidity**

- Current assets as a percentage of current liabilities.
- Unrestricted cash as a percentage of current liabilities.

**Obligations**

- Interest bearing loans and borrowings as a percentage of rate revenue.
- Interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue.
- Non-current liabilities as a percentage of own source revenue.
- Renewal expenditure as a percentage of depreciation.

**Stability**

- Rate revenue as a percentage of adjusted underlying revenue.
- Rate revenue as a percentage of the capital improved value of rateable properties in the municipality.

**Efficiency**

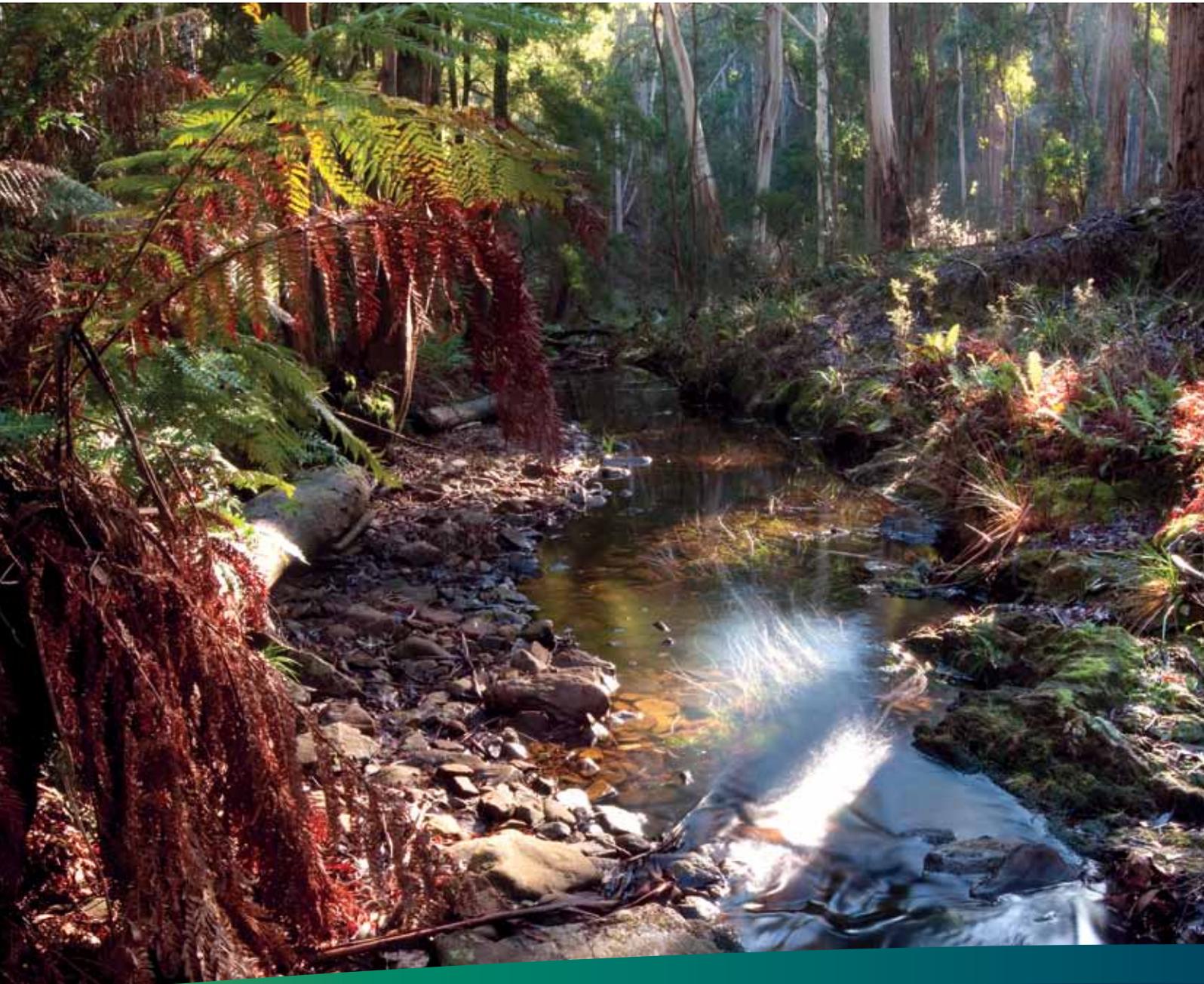
- Total expenditure per property assessment.
- Percentage of specific purpose grants received that are expended.
- Residential rate revenue per residential property assessment.
- Number of staff resignations and terminations as a percentage of average staff number.

### Capacity

- Own source revenue per head of municipal population.
- Recurrent grants per head of municipal population.
- Total expenditure per head of municipal population.
- Value of infrastructure per head of municipal population.
- Municipal population per kilometre of local road.
- Relative socio-economic disadvantage of the municipality.

### 2014/15 Achievements

- Reviewed the following policies in line with Council's Policy Framework:
  - Sealing of Unsealed Roads Policy
  - Street Light Policy
- Undertook staff training in the use of Council's Community Engagement Policy and Framework



# COMMUNITY WELLBEING

We will support volunteers, recognising and celebrating their vital role in community participation and service delivery.

Council recognises the individuality, diversity and identity of each community. We will work together to strengthen each community's capacity to plan, develop and implement projects that build the community they envisage.

Council will monitor and plan for the needs and aspirations of our changing communities and opportunities to contribute to community life through enhancing our social, health and recreation planning.

In the past three years, Council has undertaken considerable social, health and recreation planning that will inform and be informed by the Moorabool 2041 Framework.

The following health and social plans have been adopted by Council:

- Health and Wellbeing Plan (December 2013) – Including a Health Profile;
- Youth Strategy (December 2013); and
- Hike and Bike Strategy (August 2014).

The following social plans are being finalised:

- Municipal Early Years Plan;
- Ageing Well (Live Well Live Better);
- Access and Inclusion Plan;
- Recreation and Leisure Strategy; and
- Community Development Strategy.

Through increasing our understanding of the needs of our communities, Council places itself in a better position to improve the quality of life for the people who live, work and play/recreate in the municipality.

Council will plan, lead and facilitate high quality services to families and children, young people, the aged, people with disabilities and the disadvantaged. We will work with the community to plan and deliver services and facilities that are appropriate and affordable, reflecting the size, location and diversity of our communities.

Council will work with other levels of government and non-government organisations to increase their investment in services and facilities across the municipality.

We will protect the peace, wellbeing and safety of our communities by the fair and equitable management of local laws, fire prevention and animal control. Furthermore, Council will work closely with the Municipal Association of Victoria and the State Government in order to address potential wind farm issues that communities may be affected by during and post construction phase of wind turbine facilities.



To build the economic capacity of Moorabool Shire, along with its residential growth, Council will refocus its resources toward:

- ensuring the local investment climate supports and encourages local businesses;
- encouraging the formation of new enterprises and supporting the growth of particular clusters of businesses; and
- advocating and forming partnerships in delivering key infrastructure.

**Strategic Objective:**

***Community self-reliance and resilience.***

**Strategy:**

Provide community development support and partnership projects.

Support and recognise the vital role and contribution of volunteers in our communities.

Support community and cultural events.

Support advisory committees and committees of management to manage and develop community assets in accordance with the Appointments and Delegations Policy.

Pursue initiatives that promote lifelong learning, literacy and information needs of the community.

**Strategic Objective:**

***Inclusive, responsive and accessible community services.***

**Strategy:**

Undertake social, health and recreation planning that increases our understanding of the needs of our communities now and into the future and articulates the role of Council.

Work in partnership with government and non-government service providers to deliver early years facilities and services.

Advocate, support and deliver youth development programs and services in partnership with other agencies.

Advocate, support and provide aged and disability services.

Ensure Council's services and facilities are accessible.

**Strategic Objective:**

***A safe community.***

**Strategy:**

Support the community in emergency management planning, response, recovery and in the prevention and mitigation of all hazards and works towards community resilience.

Respond to the Bushfire Royal Commission recommendations.

Deliver public and environmental health programs in accordance with relevant legislation.

Support police and other community safety programs and initiatives.

Promote and administer Council's Local Laws and other relevant legislation.

Review Council's Wind Farm Policy in line with Council policy and legislative developments.

**Strategic Objective:**

***Increase and encourage participation in a range of sport, recreation and leisure activities.***

**Strategy:**

Promote community health and wellbeing through the provision of recreation facilities, open space, programs and activities.

Provide and promote walking and cycling trails for recreation and commuter use.

Pursue efficiencies in managing sporting and recreation facilities in partnership with Section 86 committees of management and other committees of management and sporting groups.

**Strategic Objective:**

***A strong and diverse local economy.***

**Strategy:**

Investigate and plan areas for potential employment zones.

Evaluate and implement support programs that assist the growth of existing business.

Collaborate with other agencies/business partners in pursuing agricultural value adding industries in the region.

Encourage tourism initiatives through local and regional groups.

## 2015/16 Projects

- Finalise the Ageing Well Strategy (Live Well Age Well)
- Finalise the Access and Inclusion Plan
- Finalise the Community Development Strategy
- Finalise the Recreation and Leisure Strategy
- Undertake Community Emergency Management Planning (CEMP) Pilots in Moorabool
- Finalise the Digital Strategy and implement key actions including the corporate website and information management officer to improve communications and customer service outcomes.
- Review the Community Engagement Policy and Framework
- Prepare a Fees and Charges Policy for Recreation Reserves
- Prepare a Community Facilities Funding Policy
- Review the Appointments and Delegations Policy
- Construct the Darley Early Years Hub
- Construct the Darley Civic and Community Hub Multi-Purpose facility

## 2014/15 Achievements

- Completed the detailed design of the Darley Early Years Hub
- Reviewed the Community Development Fund
- Hike and Bike Strategy adopted
- Preparation of a Municipal Early Years Plan

## Strategic Indicators

*Local Government Victoria has developed a new performance reporting framework to ensure that all councils are measuring and reporting on their strategic indicators in a consistent way. The framework became mandatory from 1 July 2014.*

### Libraries

- Percentage of the municipal population that are active library members.
- Number of library collection loans per collection item
- Percentage of library collection that has been purchased in last 5 years
- Cost of library service per visit

### Home and Community Care (HACC)

- Percentage of the municipal target population that receive HACC service.
- Percentage of the municipal target population in relation to CALD people who receive a HACC service.

- Number of days taken for new client to commence HACC service (applicable from 1 July 2015)
- Percentage of Community Care common standards outcomes met
- Cost of domestic care service per hour of service
- Cost of personal care service per hour of service
- Cost of respite care service per hour of service

### Maternal and Child Health (MCH)

- Percentage of children attending the Maternal and Child Health key ages and stages visits.
- Percentage of Aboriginal children attending the Maternal Child and Health key ages and stages visits.
- Percentage of infants enrolled MCH service who receive the first home care service
- Percentage of infant enrolments in MCH service compared to birth notices
- Cost of MCH service per hour of service

### Food Safety

- Percentage of critical and major non-compliance outcome notifications that are followed up by Council.
- Average days taken to action food complaints from public about safe handling of food for sale (applicable from 1 July 2015)
- Percentage of registered class 1 and 2 premises that undertake an annual food safety assessment
- Cost of Food Safety Service per registered food premise

### Aquatic Facilities

- Number of visits to aquatic facilities per head of municipal population.
- Number of health inspections by authorised officer per Council aquatic facility
- Number of WorkSafe reportable aquatic facility safety incidents
- Direct cost to Council (less any income) of outdoor aquatic facilities per visit



# ENHANCED INFRASTRUCTURE AND NATURAL AND BUILT ENVIRONMENT

Moorabool Shire is a peri-urban area between Melbourne and Ballarat and is experiencing significant change in response to the pressures of growth. This provides many challenges for Moorabool given the scale of planning and development issues it faces and the limited rate base of the municipality. In addition, much of the municipality sits within potable water catchments and this presents difficulties associated with development within these areas, thus highlighting the importance of a Domestic Wastewater Management Plan.

Moorabool's Domestic Wastewater Management Plan (DWMP) was adopted by Council in October 2014. Moorabool became one of the first Council's in Victoria to develop and adopt a DWMP in accordance with the Minister's guidelines and has immediately commenced implementing the Plan. The DWMP will guide Council in the management of existing onsite wastewater systems and will assist in managing new housing development in water catchment areas.

As previously mentioned, Council planning for the long term direction of our communities has commenced with Moorabool 2041 a process/framework aimed at documenting the opportunities, pressures and challenges facing Moorabool.

At the same time, the municipality has vast rural expanses and significant existing infrastructure and Council needs to plan, create, renew and maintain its physical assets whilst balancing community expectations and the resource capacity of the growing Shire. As a principle, we will renew existing assets before constructing new assets and balance this with our communities' needs and growth pressures.

We will continue our commitment to invest in capital improvement by progressively increasing renewal expenditure by \$400,000 per annum as well as investing in new and upgrade projects as outlined in the strategic financial plan.

We will manage our physical assets such as roads, bridges, drains, footpaths, buildings, structures, community facilities, parks and sports grounds to meet a practical level of service in the most cost effective manner for present and future residents. We will advocate strongly for the resources, infrastructure and strategies required to sustain a quality future for Moorabool.

We will support state and federal environmental programs to continue to raise community awareness regarding waste minimisation, recycling and water management.



**Strategic Objective:**

*Effective and integrated strategic planning in place to create sustainable communities.*

**Strategy:**

Adoption of Moorabool 2041 Framework and vision.

Development of Urban and Rural Growth Strategies in conjunction with other related plans.

Advocate and lobby government for increased infrastructure funding and ensure state land use plans are in line with the Moorabool community needs.

Advocate and lobby government for increased funding/ support for project implementation via the planning scheme amendment process.

Lobby government to significantly increase the planning scheme amendment fees to assist in cost recovery of an increasingly complex and time consuming process.

Undertake integrated infrastructure and land use planning to guide future growth and development of our towns and settlements.

**Strategic Objective:**

*Ensure current and future infrastructure meets the needs of the community.*

**Strategy:**

Develop long term social and physical infrastructure plans and funding modelling as part of the Moorabool 2041 Framework including opportunities for development contributions.

Plan and maintain a long term and annual capital improvement program.

Construct physical infrastructure to appropriate standards.

Provision of effective and safe transport networks.

**Strategic Objective:**

*Management of assets and infrastructure.*

**Strategy:**

Develop Asset Management Plans for all asset classes.

Address the infrastructure renewal gap through prudent financial strategies and an accurate understanding of the renewal demand.

Management of gifted assets through development.

Delivery of the annual Capital Improvement Program.

Proactive maintenance of roads, bridges and footpaths to the documented standards in the Road Management Plan.

Proactive maintenance of buildings, structures, public amenities and community facilities.

Proactive maintenance of Council owned and managed parks, gardens, trees, playgrounds, open space and town entrances.

**Strategic Objective:**

*Enhance and protect the long term integrity and biodiversity of the natural environment.*

**Strategy:**

Pursue initiatives to reduce greenhouse gases, energy and water consumption.

Work with Landcare networks, government and community to implement and support environmental and sustainability initiatives.

Provide integrated stormwater infrastructure in accordance with the principles of water sensitive design.

Implement the Domestic Wastewater Management Plan in accordance with new ministerial guidelines.

**Strategic Objective:**

*Effective management of municipal waste and recycling.*

**Strategy:**

Implement the Moorabool Waste Management and Resource Recovery Strategy.

Promote recycling, reuse and minimisation of waste.

**Strategic Objective:**

*Promote, and enhance places of heritage, landscape and environmental significance.*

**Strategy:**

Develop future planning policy to ensure it :

- preserves the unique character and sense of place
- maintains the rural setting of the Shire
- provides a sense of connection with the town's origins and familiarity with the country town feel
- ensures environmentally sensitive areas such as Lerderderg State Park and remnant vegetation are protected in accordance with relevant legislation.

Complete West Moorabool Heritage Study Stage 2A and include funding its implementation and the completion of Stage 2 in the Strategic Resource Plan. (2015/16 Budget initiative)

### Strategic Objective:

*Effective and efficient land use planning and building controls.*

### Strategy:

Implement high quality, responsive, and efficient processing systems for planning and building applications.

Ensure the Planning Scheme is reviewed and updated in order to facilitate land use and development to support the social, economic, environment and well-being of the Shire.

Ensure that development is sustainable, resilient to change and respects the existing character

### 2015/16 Projects

- Prepare a Water Asset Strategy including allocations for sports grounds and irrigation.
- Complete the construction of Halletts Way (north) extension
- Commence the construction of Halletts/O'Leary Way (south) extension
- Develop a Street Tree Policy
- Complete a Moorabool 2041 framework based on Council adopted work program
- Progress the West Moorabool Heritage Study
- Finalise and endorse the Economic Development Strategy
- Investigate frameworks for cost recovery in terms of ongoing monitoring of Domestic Wastewater Management Plan
- Resolve Council's position in relation to energy efficient street lighting
- Finalise the Parwan Employment Strategy (Investment Attraction)
- Prepare amendment to Ballan Structure Plan for inclusion in the Planning Scheme
- Develop the Urban Growth Framework in conjunction with Melbourne Planning Authority
- Undertake Bacchus Marsh Urban Zone review based on the Housing and Retail Strategies
- Complete the Community Infrastructure Plan
- Undertake planning scheme amendments as per Council approved work plan
- Survey residents and resolve Council's position in relation to green waste and hard waste.

### 2014/15 Achievements

- Completed the traffic and transport study for Bacchus Marsh
- Level of Service Review for Street Sweeping and Cleaning
- Urban Growth Strategy - Implementation of new residential zones (Ministerial Zones Review)
  - C6 Bacchus Marsh Heritage Study
  - C53 Gordon Structure Plan
  - C51 Bacchus Marsh Activity Centre Structure Plan
  - C62 Underbank Rezoning
- Rural Growth Strategy Projects
- Completion of the agricultural enterprise investment needs on smaller lots study
  - C53 Gordon Structure Plan
  - C51 Bacchus Marsh Activity Centre Structure Plan
- Implementation of Milner's Review recommendations in reference to the statutory planning area
- Completion of a Domestic Wastewater Management Plan in accordance with new ministerial guidelines
- Progress planning for the extension of Halletts Way at north and south ends
- Adoption of the revised Bacchus Marsh Racecourse and Recreation Reserve (BMRCR) Master Plan
- Completion of:
  - Parwan Agribusiness Employment Strategy
  - Economic Development Strategy
- Resolved the future location of a new Ballan Depot
- Developed a plan for the long term use of the Darley Civic and Community Hub

## Strategic Indicators

Local Government Victoria has developed a new performance reporting framework to ensure that all councils are measuring and reporting on their strategic indicators in a consistent way. The framework became mandatory from 1 July 2014.

### Statutory Planning

- Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council.
- Median number of days taken to decide planning applications from date of receipt to date of decision.
- Percentage of planning applications decided within 60 days to overall planning application decisions.
- Direct cost to Council of statutory planning service per planning application received.

### Roads

- Community satisfaction rating out of 100 how Council has performed on the condition of sealed local roads.
- Number of sealed local road requests per 100km of sealed local road.
- Percentage of sealed local roads below the intervention level set by Council and not requiring renewal.
- Direct reconstruction cost to Council per square metre of sealed local road reconstructed.
- Direct resealing cost to Council per square kilometre of sealed local road resealed.

### Waste Collection

- Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.
- Number of kerbside bin collection requests per 1,000 kerbside bin collection households
- Number of kerbside bin collection bins missed per 10,000 scheduled kerbside collection bin lifts
- Direct cost of kerbside garbage bin collection service per kerbside garbage collection bin
- Direct cost of kerbside recyclable bin collection service per kerbside recyclable collection bin

### Animal Management

- Number of successful animal management prosecutions.
- Average number of days taken to action animal management related requests (applicable from 1 July 2015)
- Percentage of collected registered animals under the Domestic Animals Act 1994 reclaimed
- Direct cost of animal management service per registered animal under the Domestic Animals Act 1994



# STRATEGIC RESOURCE PLAN

## Assumptions

The Financial Plan is based on the following key assumptions.

- CPI is based on 3.0% per year
- Existing fees and charges will increase by 5.0% with the exception of fees set by legislation
- Operating grants will increase by 3.0% per annum with an allowance for population growth
- Financial Assistance Grants indexation will be frozen for years 2015/16 to 2016/17 inclusive
- Employee costs will increase by 4.3% per annum (excluding new staff)
- Other revenue will increase by 3.0% per annum with an additional allowance for population growth
- An allowance is made for service growth and new initiatives which is provided for in employee costs and materials and consumables
- General rate in the dollar will increase by 5.0% in 2015/16 and 5.0% each year after
- The SRP forecasts are subject to ongoing consideration of 'rate capping' by the state government which may impact on Council's forward estimates.

## Financial Position

### Standard Statements

#### 1. Comprehensive Income Statement

The Comprehensive Income Statement shows what is expected to happen over the next five years in terms of revenues, expenses and other gains/losses.

Comprehensive Income Statement					
For the four years ending 30 June 2019					
	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	27,677	29,113	30,979	32,943	35,027
Statutory fees and fines	561	600	620	641	663
User fees	1,603	1,654	1,786	1,925	2,071
Contributions - monetary	106	780	2,334	85	3,221
Contributions - non-monetary assets	4,500	4,500	4,635	4,774	4,917
Grants - Operating (recurrent)	8,360	8,470	8,756	9,263	9,780
Grants - Operating (non-recurrent)	423	232	241	255	269
Grants - Capital (recurrent)	900	1,757	879	879	879
Grants - Capital (non-recurrent)	5,504	2,760	1,827	500	1,150
Other income	1,168	1,026	1,056	1,088	1,121
Interest received	415	397	382	466	569
<b>Total income</b>	<b>51,217</b>	<b>51,288</b>	<b>53,435</b>	<b>52,820</b>	<b>59,667</b>
<b>Expenses</b>					
Employee costs	16,832	17,735	18,678	19,725	20,849
Materials and services	15,720	14,292	15,099	15,257	15,909
Depreciation and amortisation	8,120	8,595	9,961	10,415	10,832
Finance costs	776	864	956	999	1,001
Other expenses	892	782	805	834	863
Net gain on disposal of property, infrastructure, plant and equipment	1,542	1,491	1,500	1,500	1,500
<b>Total expenses</b>	<b>43,882</b>	<b>43,759</b>	<b>47,000</b>	<b>48,730</b>	<b>50,953</b>
<b>Surplus (deficit) for the year</b>	<b>7,335</b>	<b>7,529</b>	<b>6,435</b>	<b>4,090</b>	<b>8,714</b>
<b>Other comprehensive income items that will not be reclassified to surplus or deficit:</b>					
Impairment of fire impacted infrastructure	0	0	0	0	0
Net asset revaluation increment /(decrement)	0	35,932	0	3,814	38,617
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0
<b>Comprehensive result</b>	<b>7,335</b>	<b>43,461</b>	<b>6,435</b>	<b>7,904</b>	<b>47,331</b>

(Subject to the outcomes of the state government review into rate capping).

## 2. Balance Sheet

The Balance Sheet provides a snapshot of the Council's expected financial position at the end of each of the next five years. It shows the total of what is owned (assets) less what is owed (liabilities). The bottom line of this statement is net assets which is the net worth of Council.

<b>Balance Sheet</b>					
For the four years ending 30 June 2019					
	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Strategic Resource Plan Projections		
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	5,745	4,996	7,333	10,240	13,798
Trade and other receivables	4,064	4,108	4,294	4,519	4,752
Non current assets classified as held for resale	991	991	991	991	991
Other assets	182	182	182	182	182
<b>Total current assets</b>	<b>10,982</b>	<b>10,276</b>	<b>12,800</b>	<b>15,930</b>	<b>19,722</b>
<b>Non-current assets</b>					
Trade and other receivables	127	127	127	127	127
Property, infrastructure, plant & equipment	430,992	476,258	483,923	490,930	536,061
Other non-current assets	0	0	0	0	0
<b>Total non-current assets</b>	<b>431,119</b>	<b>476,385</b>	<b>484,051</b>	<b>491,057</b>	<b>536,188</b>
<b>Total assets</b>	<b>442,101</b>	<b>486,661</b>	<b>496,850</b>	<b>506,988</b>	<b>555,910</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	6,418	3,769	3,976	4,023	4,193
Trust funds and deposits	760	760	760	760	760
Provisions	3,520	4,163	4,616	5,095	5,601
Interest-bearing loans and borrowings	1,464	1,431	1,364	1,121	1,120
<b>Total current liabilities</b>	<b>12,162</b>	<b>10,123</b>	<b>10,716</b>	<b>10,998</b>	<b>11,674</b>
<b>Non-current liabilities</b>					
Provisions	923	1,017	1,117	1,221	1,332
Interest-bearing loans and borrowings	10,567	13,611	16,613	18,459	19,264
<b>Total non-current liabilities</b>	<b>11,490</b>	<b>14,629</b>	<b>17,729</b>	<b>19,681</b>	<b>20,596</b>
<b>Total liabilities</b>	<b>23,652</b>	<b>24,751</b>	<b>28,445</b>	<b>30,679</b>	<b>32,270</b>
<b>Net assets</b>	<b>418,450</b>	<b>461,911</b>	<b>468,407</b>	<b>476,311</b>	<b>523,642</b>
<b>Equity</b>					
Accumulated surplus	131,732	138,125	142,856	144,445	150,153
Asset revaluation reserve	283,470	319,402	319,402	323,216	361,833
Other reserves	3,249	4,384	6,149	8,650	11,656
<b>Total equity</b>	<b>418,450</b>	<b>461,911</b>	<b>468,407</b>	<b>476,311</b>	<b>523,642</b>

(Subject to the outcomes of the state government review into rate capping).

### 3. Cash Flow

The Cash Flow Statement shows what is expected to occur during the next five years with respect to cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year.

The net cash flow from operating activities shows how much cash is expected to be available after providing services to the community.

#### Statement of Cash Flows

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	27,465	29,070	30,792	32,719	34,793
Statutory fees and fines	490	600	620	641	663
User fees	1,652	1,654	1,786	1,925	2,071
Contributions - monetary	106	780	2,334	85	3,221
Grants - operating	8,783	8,701	8,998	9,519	10,050
Grants - capital	6,404	4,517	2,706	1,379	2,029
Interest received	415	397	382	466	569
Other receipts	1,190	1,026	1,056	1,088	1,121
Net GST refund / payment	0	0	0	0	0
Employee costs	(16,370)	(16,997)	(18,126)	(19,141)	(20,232)
Materials and consumables	(17,438)	(16,942)	(14,891)	(15,210)	(15,739)
Other payments	(453)	(782)	(805)	(834)	(863)
Net cash provided by operating activities	12,245	12,023	14,851	12,637	17,683
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(15,112)	(15,213)	(14,743)	(10,592)	(14,194)
Proceeds from sale of property, plant and equipment	481	294	251	258	266
Net cash used in investing activities	(14,632)	(14,919)	(14,492)	(10,334)	(13,928)
<b>Cash flows from financing activities</b>					
Finance costs	(776)	(864)	(956)	(999)	(1,001)
Proceeds from borrowings	1,000	4,476	4,365	2,967	1,925
Repayment of borrowings	(1,667)	(1,464)	(1,431)	(1,364)	(1,121)
Net cash provided by (used in) financing activities	(1,444)	2,147	1,977	604	(197)
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	(3,831)	(749)	2,337	2,907	3,558
Cash and cash equivalents at beginning of the financial year	9,576	5,745	4,996	7,333	10,240
<b>Cash and cash equivalents at end of the financial year</b>	<b>5,745</b>	<b>4,996</b>	<b>7,333</b>	<b>10,240</b>	<b>13,798</b>

(Subject to the outcomes of the state government review into rate capping).

#### 4. Capital Works

At Moorabool we face the challenge, as do all municipalities, of sustaining our built infrastructure. This is referred to as the infrastructure gap. It is a major focus of Council to reduce this gap, however this is not a problem that will be solved in the short term.

This statement sets out all expected capital expenditure in relation to non-current assets for the next five years. It also shows the amount of capital works expenditure which is expected for renewing, upgrading and expanding or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs because it increases Council's asset base but may be associated with additional revenue from the new user group.

Capital renewal expenditure reinstates existing assets. It has no impact on revenue but may reduce future operating and maintenance expenditure if completed at an optimal time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. It is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in Capital asset base.

New capital expenditure does not have any element of renewal, expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in additional operating, maintenance and capital renewal costs.

Council has a number of major projects that will be progressing over the next 5 years. These include:

- Halletts Way / Western Route – Southern Connection
- Darley Children's Hub
- Bacchus Marsh Racecourse Recreation Reserve Upgrade

#### Statement of Capital Works

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	0	0	0	0	0
Buildings	1,830	240	233	167	224
Building improvements	0	0	0	0	0
<b>Total property</b>	<b>1,830</b>	<b>240</b>	<b>233</b>	<b>167</b>	<b>224</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,907	1,367	1,325	952	1,275
Library books	0	0	0	0	0
<b>Total plant and equipment</b>	<b>1,907</b>	<b>1,367</b>	<b>1,325</b>	<b>952</b>	<b>1,275</b>
<b>Infrastructure</b>					
Roads	8,634	7,981	7,734	5,557	7,446
Bridges	390	175	170	122	163
Footpaths	599	207	201	144	193
Drainage	88	90	87	63	84
Recreational, leisure and community facilities	1,514	5,145	4,986	3,582	4,800
Parks, open space and streetscapes	45	0	0	0	0
Other infrastructure	104	8	8	6	7
<b>Total infrastructure</b>	<b>11,374</b>	<b>13,606</b>	<b>13,185</b>	<b>9,473</b>	<b>12,694</b>
<b>Total capital works expenditure</b>	<b>15,112</b>	<b>15,213</b>	<b>14,743</b>	<b>10,592</b>	<b>14,194</b>
<b>Represented by:</b>					
Asset renewal expenditure	10,645	5,947	5,763	4,140	5,548
New asset expenditure	3,567	6,975	6,759	4,856	6,508
Asset upgrade expenditure	899	2,291	2,221	1,595	2,138
Asset expansion expenditure	0	0	0	0	0
<b>Total capital works expenditure</b>	<b>15,112</b>	<b>15,213</b>	<b>14,743</b>	<b>10,592</b>	<b>14,194</b>

(Subject to the outcomes of the state government review into rate capping).

# NON FINANCIAL RESOURCES

At Moorabool we believe in building and sustaining our relationships with our customers and stakeholders. Service to our community will be the key driver. This means becoming a flexible organisation where one mode of service delivery may not be applicable for all communities.

Moorabool Shire Council is committed to delivering public value and continuously improving and refining our service delivery. The wellbeing of our community is paramount.

As a team we operate using the nine business excellence principles and the broader Business Excellence Framework.

1. Clear direction and mutually agreed plans enable organisational alignment and a focus on the achievement of goals.
2. Understanding what customers and other stakeholders value, now and in the future, enables organisational direction, strategy and action.
3. All people work IN a system. Outcomes are improved when people work ON the system and its associated with processes.
4. Engaging people's enthusiasm, resourcefulness and participation improves organisational performance.
5. Innovation and learning influence the agility and responsiveness of the organisation.
6. Effective use of facts, data and knowledge leads to improved decisions.

7. Variation impacts predictability, profitability and performance.
8. Sustainable performance is determined by an organisation's ability to deliver value for all stakeholders in an ethically, socially and environmentally responsible manner.
9. Leaders determine the culture and value system of the organisation through their decisions and behaviour.

Additionally as individuals we aim to:

- Choose our attitude.
- Make the customers day
- Be present in conversations, and
- Enjoy what we are doing.

\* Make Their Day, Be Present, Play, Have Fun and Choose Your Attitude are trademarks or service marks of ChartHouse Learning and used with permission. All rights reserved.

In delivering our services we will provide excellent customer service using our values, principles, policy and Customer Service Strategy.

We will value our staff and community, supporting them with learning opportunities, leadership development, a safe and functional workplace and a sense of wellbeing.

Our aim is to provide high level customer services, governance and leadership whilst managing our finance and human resources and ensuring the integrity of systems, data and processes to benefit the community.

## STATEMENT OF HUMAN RESOURCES

In addition to the financial resources to be utilised over the planning period, Council will also use non-financial resources, in particular human resources. The following table summarises the non-financial resources for the next four years.

Council takes a proactive approach to organisational development that aims to fully achieve the potential of all staff. Programs and internal support mechanisms are available to ensure that competencies are maintained or developed to ensure that staff have the current skill sets to effectively fulfil the expectation of the community.

Statement of Human Resources					
For the four years ending 30 June 2019					
	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Strategic Resource Plan Projections		
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	16,832	17,735	18,678	19,725	20,849
Employee costs - capital	845	850	895	945	999
<b>Total staff expenditure</b>	<b>17,678</b>	<b>18,585</b>	<b>19,573</b>	<b>20,670</b>	<b>21,848</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	204.95	206.56	210.56	214.56	218.56
<b>Total staff numbers</b>	<b>204.95</b>	<b>206.56</b>	<b>210.56</b>	<b>214.56</b>	<b>218.56</b>

(Subject to the outcomes of the state government review into rate capping).



MOORABOOL  
SHIRE COUNCIL

# CONTACTING COUNCIL

## COUNCIL OFFICES

Ballan, 15 Stead Street

Bacchus Marsh, Lerderderg Library  
– Customer Service, 215 Main Street

Darley, Civic & Community Hub, 182 Halletts Way

## OPENING HOURS

Weekdays: 8.30am – 5.00pm (all offices)

Saturdays: 10.00am – 4.00pm (Lerderderg Library only)

## GENERAL INFORMATION

Telephone: 03 5366 7100

Facsimilie: 03 5368 1757

Website: [www.moorabool.vic.gov.au](http://www.moorabool.vic.gov.au)

Email: [info@moorabool.vic.gov.au](mailto:info@moorabool.vic.gov.au)

Mail to: PO Box 18, Ballan, 3342

Interpreter and TTY service available



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