




UPPER MURRAY

AGRICULTURE 2030



This document is one of a series that provides ideas and concepts for implementing the UM2030 community vision.

It is intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, service providers and authorities.

The concepts and ideas were developed in response to community priorities as outlined in the UM2030 Masterplan. Most will require further refinement and testing to their feasibility and viability.

UM2030

The Upper Murray 2030 Vision Plan is a community planning project which sets the scene for the future of the Upper Murray Region.

The directions of UM2030 have been firmly driven by the community. This documents supports the UM2030 objectives:

Communities have the skills, capacity and resilience to both influence and adapt to change

The Upper Murray 2030 Vision Plan sets out a clear path for the future that influences government decisions

The Upper Murray Brand is well recognised and trusted

The Upper Murray offers a diverse range of employment opportunities

Agriculture within the Upper Murray embraces innovation and a new generation of farmers

AGRICULTURE

The purpose of this document is provide an overview of existing agriculture and related enterprise within the Upper Murray and to showcase opportunities for diversification.

WHAT ARE WE TRYING TO ACHIEVE?

Agriculture forms the economic backbone of the Upper Murray and was determined as a priority focus of the 2030 Vision Plan. The future of agriculture within the Upper Murray should:

- Be part of the wider Upper Murray branding initiative
- Ensure quality standards are in place
- Attract new producers and diversify the agricultural product
- Create education and other pathways for new people to enter farming
- Focus on accommodating more intensive agriculture through supply-chain improvement

THE UPPER MURRAY

The landscape of the Upper Murray is comprised of a diverse topography from undulating plains and fertile river valleys to rolling hills and forested escarpments

‘a natural rugged beauty’

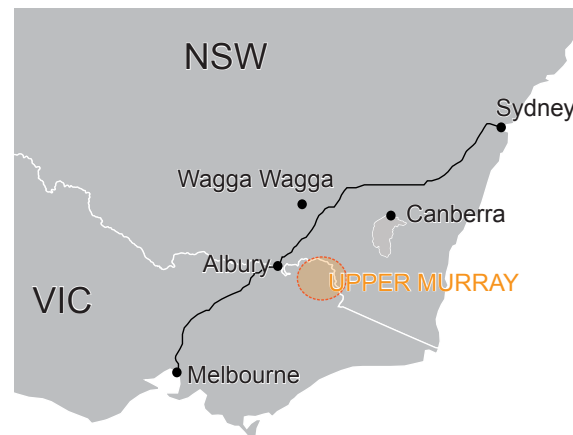
With a natural rugged beauty, the Upper Murray region forms part of the Victorian and New South Wales Uplands and displays a diverse topography of exposed rock faces and steep slopes graduating to rolling hills and fertile alluvial plains.

The vegetated mountains include the distinctive silhouettes of Mount Burrowa and Pine Mountain which is one of Australia’s largest monoliths.

‘clean, clear water and consistent rainfall’

The Murray River forms a prominent feature within the landscape that defines the border between New South Wales and Victoria. Pristine water catchments give way to glassy streams and thundering waterfalls including the waters of Bluff Falls.

The region receives a high annual rainfall averaging 775mm per year in Corryong and 950mm in Khancoban, resulting in a lush vivid green landscape. Low forests and open woodland suitable for grazing and cropping characterise the lower slopes and valleys with Granite Hills Woodland and Healthy Dry Forest on the dry northern slopes, and Montane Forests dominated by Mountain Gum and Broad-leaved Peppermint on the higher areas.



'At the headwaters of the iconic Murray River lies an idyllic land of rolling green pastures, deep and luscious soil and fresh clear water'



A photograph of a green agricultural building with a ramp and sheep in a field. The building is a long, single-story structure with a green corrugated metal roof and walls. It has a ramp leading to a set of stairs on the left side. There are two small windows on the right side of the building. In the foreground, there is a lush green field with several sheep grazing. The sheep are of various colors, including white, brown, and black. The background shows some trees and a clear sky.

REGIONAL PROFILE

INDUSTRY PROFILE

Agriculture is the largest industry in the Upper Murray accounting for approximately 33% of local employment and approximately \$146 million in economic output. Agricultural production is divided between a relatively few large scale farming operations and a large number of small to medium grazing enterprises.

Beef production is widespread throughout the region and the largest agricultural sector. It accounts for approximately \$73.1 million in economic output. The region contains a number of small to medium enterprises which typically contain between 50-200 cattle per herd.

Dairy production is the second largest agricultural sector in Towong, accounting for approximately 37% of all dairy production in the Hume Region, and 1.5% of Victoria's production. The North East Dairy Regional Growth Plan provides direction for significant increase in dairy production in the region. Dairy is significantly more intensive than cattle grazing but is capable of earning much higher returns per hectare.

Sheep, lamb and wool production have a long history in the region. The combination of lower wool demand and prices, availability of skilled labour (e.g. shearers), and the problem of controlling the wild dog population has seen a gradual decline in grazing sheep for meat and wool. However, recent surges of wool prices to record levels on the back of increased demand from China may lead to growth in sheep farming.

Overall there is significant opportunity for greater diversification within Upper Murray's agricultural sector. Beef and dairy accounts for approximately 78% of all agricultural production value in the region. Broad acre crops and horticulture represent under 10% of agricultural production value in the region and there may be further opportunity for expansion of high-value crops. Examples which are currently being tested in include potato and hemp seed.

VALUE OF AGRICULTURAL COMMODITIES

	TOWONG SHIRE		TUMBARUMBA SHIRE	
	2005-06	2010-11	2005-06	2010-11
Livestock slaughters	\$41.1m	\$50.6m	\$18.9m	\$31.2m
Livestock products (e.g. dairy)	\$30.8m	\$37.4m	\$9.1m	\$12.4m
Crops*	\$5.9m	\$2.7m	\$19.2m	\$11.6m
Total Agriculture Value	\$77.8m	\$90.7m	\$47.4m	\$55.3m

*Excluding timber production

LIVESTOCK PRODUCTION VALUE

	HUME GROSS	TOWONG GROSS	SHARE OF HUME REGION	RIVERINA GROSS	TUMBARUMBA GROSS	SHARE OF RIVERINA REGION
LIVESTOCK SLAUGHTERED						
Cattle and calves	\$200.4m	\$45.3m	23%	\$137.1m	\$27.8m	20%
Sheep and lambs	\$97.3m	\$3.6m	4%	\$81.4m	\$3.2m	8%
Pigs	\$10.8m	\$1.5m	14%	\$34.9m	\$0.1m	0%
Goats	\$5.2m	\$0.1m	2%	\$0.2m	\$0m	0%
Poultry	\$26.5m	\$0.1m	0%	\$38.2m	\$0.1m	0%
Total Livestock Slaughtered	\$340.2m	\$50.6m	15%	\$291.8m	\$31.2m	11%
LIVESTOCK PRODUCTS						
Dairy	\$89.9m	\$33.4m	37%	\$24.5m	\$8.4m	35%
Wool	\$67m	\$3.8m	6%	\$117.1m	\$4m	3%
Eggs	\$10.9m	\$0.1m	1%	\$1.1m	\$0m	0%
Total Livestock products	\$167.7m	\$37.4m	22%	\$142.7m	\$12.4m	9%



HUME REGIONAL GROWTH PLAN

The Hume Regional Growth Plan highlights a number of drivers of change which will be relevant to future opportunities for agriculture within the Upper Murray. These include:

- The major growth of Wodonga as a Regional City on the statewide context and access to this market for the Upper Murray
- Preparing for the potential impacts and opportunities arising from climate change
- Impacts and opportunities related to the Murray-Darling Basin Plan
- Access to growing Asian markets
- Adaptation and take-up of information and communications technology

The growth plan highlights the need to for an expanded and diversified economic base, providing a greater degree of resilience to global challenges and states that new agricultural opportunities may emerge in the region over time including new commodities, technology changes and emerging industries, such as energy farming and carbon markets.

OPPORTUNITIES

There are a number of high volume agricultural commodities, as well as niche markets and value adding businesses, operating in the Upper Murray region. These include:

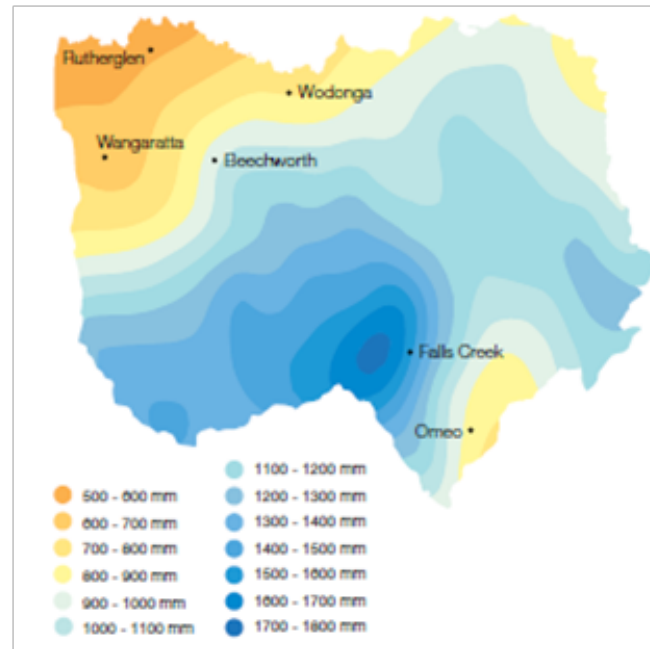
- Grass fed beef
- Dairy
- Pasture feed
- Specialty breeds (e.g. bison and wagyu)
- Vegetable seeds (e.g. potatoes and onion)
- Winemakers
- Veterinarians

Alongside these niche markets is a desire for existing producers to be maximising value from their product through on site processing, marketing and direct sales.

UM2030 recognises the potential of establishing a brand that puts the Upper Murray on the map in terms of the quality of its primary products and its tourism offer. Opportunities to value add to agriculture and support quality paddock to plate experiences highlight the synergies between agriculture and tourism in the region.

RAINFALL

The Upper Murray Region is defined as being within a high rainfall area with the majority of the region having an average annual rainfall of between 700 and 1,000mm. In the more elevated parts around Mount Pinnibar the average annual rainfall increases to more than 1300mm. Some areas of rain shadow occur in the more dissected valleys around Eskdale, the Mitta Mitta River Valley and Corryong.



Source: North East Victoria Precipitation, CSIRO

ACCESS

The Upper Murray Region is accessed via the Hume Highway and within a short distance of the growing regional centres of Albury, Wodonga and Wagga Wagga. It is well placed for air transportation with airports in Corryong and Khancoban and plans to upgrade the Corryong airstrip.

SOIL AND LAND CAPABILITY

High quality agricultural land is a finite resource and is an essential basis for many forms of agriculture. A number of land quality studies have been undertaken in the wider region using land capability mapping which combines a number of land characteristics including slope, soil, rainfall and erosion hazard. Land within the Thowlga, Cudgewa, and Nariel Valleys and along the alluvial margins of the Murray has been identified as high quality and strategic agricultural land.



MEET OUR PRODUCERS

‘innovative producers, market potential’

Producers across the Upper Murray are investigating opportunities for diversification, market expansion and export. A number of high volume commodities exist in the region and the following examples demonstrate models of success. Upper Murray businesses are looking to strengthen supply chains to support existing industry. There is an identified market for emerging commodities such as potato and onion seeds. Investors and partners are needed to help grow this side of the industry and to add local, homegrown value to existing high volume and high value markets (e.g. grass fed beef).

The Upper Murray Business Incorporated (UMBI) is a chamber of commerce based in the Upper Murray and includes the townships of Corryong, Cudgewa, Khancoban, Tintaldra and Walwa. The UMBI promotes and facilitates the economic wellbeing of the residents of the Upper Murray and seeks to further the interests, educate and promote all business sectors of the Upper Murray. The UMBI Board meets monthly and all members and interested parties are welcome to attend.

ANDREW KLIPPELL - SUGARLOAF STUD

Andrew Klippel is a man with a passion for improving herd genetics and putting the Upper Murray on the map as a stud bull production area. In the last few years he has taken out the highest award at the National Hereford Show three times and is considered to run one of the best Hereford Stud operations in Australia, with bulls topping out at \$41,000 in 2014. With 20 – 30 bulls selling each year, with a value of between \$10,000 and \$20,000 each, Andrew provides high quality bloodlines raised in pristine conditions to his buyers, many of whom are repeat customers.

“The coat quality and colour that can be achieved in the Upper Murray is completely different to what you see in other parts of the State,” said Andrew

“The conditions here bring out the absolute best in the breed, which allows us to produce bulls that are highly desirable and achieve market best prices.”

Andrew sees a bright future ahead for the Upper Murray, saying that he believes things are going to change in the next three to seven years, with older farmers making way for a new generation of



farmers. “There’s going to be a change. Like in stud farming, there comes a time when you need to let the old bulls go to make room for the new ones.”

“The Upper Murray is already well known within the beef cattle industry, people love the quality of the cattle we produce and the environment here. It’s the best place in Australia to raise stud cattle. We will continue to renew our bloodlines and maintain the quality of our offering, so I’m confident that we have a bright future in the Upper Murray.”

PETER AND BARB NANKERVIS - NARIEL



Peter and Barb Nankervis have tried a lot of things on their property just out of Corryong. Potatoes, peppermint, cabbages, cauliflowers, pyrethrum, spearmint, Vietnamese mint and beef cattle have all had their day on the rolling irrigated hills of the Nankervis family farm. Along with their three children, Peter and Barb are about to embark on their newest venture – dairy farming.

“The dairy is being installed in October (2015)” Peter explained.

“The kids have been keen to come back to the farm and we needed to find something that had consistent and decent returns to support them coming home to work, but also to support expansion. We’d like to be able to leverage off this property to purchase a further property in the future and we believe that dairy will allow us to do that.”

Peter and Barb’s three children all have an interest in working the farm, with their two boys currently working on installing new irrigation systems in advance of the dairy starting production, and their daughter working on the farm around her midwifery career.

With the new dairy coming on line, Peter and Barb will be looking to employ two new farm workers and are hoping to find locals to fill those roles. While Peter and Barb see a bright future for expanding their farming enterprise in the future, in the next five years they see land opening up and the type of ownership changing.

“I expect we will see more ownership based in the city, with managers running properties;” said Peter, “But it doesn’t really matter who owns it, the manager will still be local. I think we need locals to realise that they don’t need to sell up to retire, there are opportunities to lease farms out and retire, and still have a decent income.”

BILL & PAM SIMPSON - WILLELA

Bill and Pam Simpson have worked from the ground up to build an innovative dairy business in the Upper Murray; 'Willela', Corryong. Purchasing their first block of agricultural land in 1980, the couple have expanded four times since then, purchasing neighbouring farming area as it became available, and leasing land to increase the footprint of their operation to allow them to milk 500 head.

Bill and Pam have four full time employees and one part time employee which allows both Bill and Pam and their staff to have a good standard of living with adequate time off. "It can be really tough for those operators who are doing it alone" Bill said. "I know can be difficult to find local staff, but if you don't have staff you'll never get a weekend off. You can't work your staff into the ground either, or you will lose them."

After having difficulty sourcing local labour, Bill and Pam started looking further afield. "We looked into a few things including refugee resettlement programs and homelessness programs but we found dealing with the agencies involved quite difficult. We then

found skilled migrants who were keen to relocate to work with us and we haven't looked back."

"We make sure that we have a few social events as a group a couple of times a year and help our new employees settle in to the area. There are sometimes language issues, but those can be overcome. It is a time investment but if you have someone who is willing to learn and work then it is worthwhile. Like any employment, if it isn't working out then it's important to deal with that quickly, for everyone's sake. Employing skilled migrants has been a positive experience for us and we'd like to think that others would take up the opportunity to explore skilled migration to overcome their staffing issues as well. "

Bill and Pam are optimistic about the future of dairy in the Upper Murray. "I think in the next ten years we are going to see lots of farms changing hands. I'd like to see more dairy farms," Bill explained "Murray Goulburn have been good, with excellent communication and support, particularly through the drought. They provide loans, extension officers



and things like audits and safety days which really broaden how you think about your farm. Sharing ideas with other farmers is just invaluable."

Pam is looking forward to their son returning to the property next year. "Succession planning is so important, so with our son returning we are working through a planning process through the Alpine Valley's Dairy Pathways project. It will be lovely to have our son home again, after five years away."

AL & JO MACKINNON - TINTALDRA STATION

Tintaldra Station is a mixed farming enterprise, with two distinct operations undertaken on the rich floodplains adjacent to the Murray River at Tintaldra. Grass and small seed crops are rotated alongside a premium beef cattle production providing a level of diversity that Al Mackinnon believes is important.

“We grow high quality grass and beef cattle here in the Upper Murray.” Al explained, “ We are currently joining our Angus beef cattle to Waghu bulls, which is resulting in high quality ‘Wangus’ calves, which attract a premium price in the market when grown out. We’ve also used it as a management practice, because far fewer of the ‘Wangus’ calves need to be pulled at calving”

Seeking the premium price for the produce of the Upper Murray is something that Al is passionate about, identifying the “Great Southern” alliance initiative as just one opportunity to attract a premium for grass fed, quality assured cattle through buying group JBS.

“There are a number of Upper Murray growers who produce high quality grass fed beef, which is

in demand in the marketplace. I believe Coles and Woolworths also have direct contracts for grass fed beef with some operators. It’s a product that we are uniquely placed to provide, with highly productive land allowing us to grow more grass and with the availability of water and fairly consistent rainfall putting us ahead of most other growing regions. I think there are opportunities with the Corryong Beef Group to work together to take advantage of the demand for our product.”

Al sees a growth in the beef industry as small dairy operators look to sell their properties or turn them over to beef farming in their later years. Al identifies beef cattle as a product that suits people who have an interest in farming part time, or who might have off farm income. “The thing is, there is room for more beef in the Upper Murray. We aren’t competing against each other, we have great cattle country and our challenge is to market our product effectively.”

“Transport is a challenge, but we have some opportunities to improve or change our transport with the Corryong Airport being a great asset that we aren’t currently using to our advantage.”



STEWART & KATE SUTHERLAND - UPPER MURRAY SEEDS

Stewart and Kate Sutherland are the owners of Upper Murray Seeds, a national Proprietary Pasture Seed company based in the Upper Murray just outside of Corryong. Stewart and Kate are strong advocates for diversifying farming enterprises, and they walk the talk. The couple also own a property in Tasmania producing Pasture and Turf Seed plus Soft Fruit. The Berries are packaged and sold through a partnership business called Burlington Berries, which Kate heads up, while Stewart is a Company Director. They share their time between Corryong and Tasmania.

Employing up to 45 staff, with a mix of full time, part time and casual employees across sites in Albury and the Upper Murray, Stewart and Kate are one of the region's larger private employers and work with a number of local farmers who supply seed to the business.

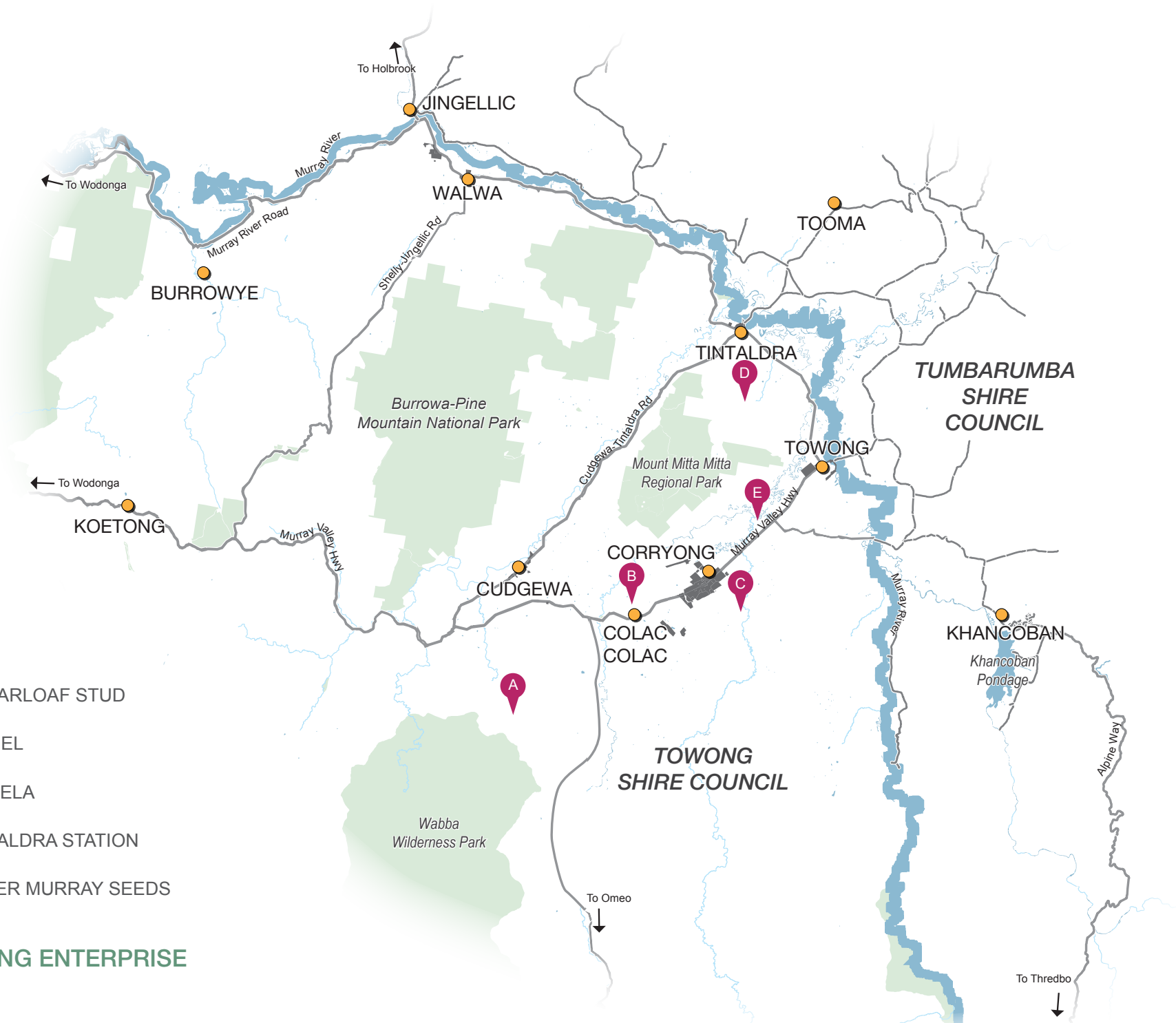
"Fifteen years ago, we went out to speak to other farmers in the Upper Murray to talk to them about the benefits of growing seed crops as an add-on to their existing businesses, be that dairy, beef or sheep."

Stewart explains, "We spoke to both farmers and agronomists about the financial gains that could be made by diversifying. While a few local farmers came on board, there is still plenty of scope for farmers to get involved in supplying seed across the Upper Murray."

Stewart can see a range of opportunities for farmers in the Upper Murray to value add to their operations. New grazing cereal crops, grasses and clovers could contribute to beef production and increase beef yields while also supplying a secondary income stream for farmers. There are also opportunities for vegetable seed production, including onions, carrots, and potatoes; mustard seeds, or more traditional cereal crops such as canola. "High return, niche crops are something we should be looking at," said Stewart. "Poppy production is in its infancy and it is experimental. It's a challenging crop to grow and very expensive but we know that the Upper Murray has many of the characteristics which are required to grow poppies well. The potential returns however are quite high, so it's something worth exploring here."



So why aren't all farmers in the Upper Murray diversifying? "I think that its partly to do with the perceived returns and the fact that its viewed as a risky business. I'm sure if we can demonstrate that it's actually something that can help livestock producers diversify and spread their risk whilst being profitable then it will sell itself, but that's the challenge. We're keen to speak to local producers who are interested in working with us and we firmly believe that the Upper Murray is one of the best locations to grow seed crops in Australia which is why we will continue to base our seed operations here."



- A SUGARLOAF STUD
- B NARIEL
- C WILLELA
- D TINTALDRA STATION
- E UPPER MURRAY SEEDS

EXISTING ENTERPRISE



INDUSTRY DEVELOPMENT

NORTH EAST DAIRY GROWTH PLAN

The Regional Growth Plan for the dairy industry in North East Victoria asserts that it is reasonable to plan for a significant increase in milk production from the Alpine Valleys of North East Victoria. This is based on the region's natural biophysical advantages, demonstrated improvements in farming technologies and a strong outlook for the global dairy market ensuring a stable and favourable farm gate price for milk.

The objective of the North East Dairy Growth Plan is to maximise the use of high quality land for dairy, respecting the needs and aspirations of the current owners. The key project goal is to lift annual milk production from the region from 220 mega-litres to 400 mega-litres by 2025.

The Plan was launched at the 2014 Tallangatta Farm and Water Expo. Development of the Plan was strongly supported by the Alpine Valley Dairy Pathways Project Steering Committee, of which Towong Shire Council is a member.

For more information refer to the Plan, available at the following link: <http://www.towong.vic.gov.au/business-investment/local-business-investment/agriculture/north-east-dairy-growth-plan.asp>

DAIRY OPPORTUNITIES

The Alpine Valleys of North East Victoria currently supports around 190 dairy farms with an average herd size of 210 milking cows, supplying around 1.2 million litres per farm (based on local milk processor's data).

Total regional milk production in 2011-12 was approximately 228 million litres of milk with a 2011-12 farm gate value of approximately \$84 million (Source: Alpine Valley Dairy Growth Plan and Workforce Development Strategy, 2014).

Dairy is one of the important agricultural sectors that contribute to both the lifestyle and amenity of the Towong Shire and to the economy of the region.

The Murray Goulburn Co-operative Company Limited is a locally based milk processor which offers a range of opportunities to support new entrants and existing dairy businesses to capitalise on opportunities in the dairy industry.

For more information refer to the following site, <http://www.mgc.com.au/innovation/next-generation/>

CORRYONG AIRPORT UPGRADE

Council is seeking funding for an upgrade to Corryong Airport. The airport upgrade is part of the 2013-2017 Towong Shire Council Plan and a feasibility study was undertaken in 2013. In the 2014-2015 financial year a funding application was submitted and discussions with Regional Development Victoria are underway.

Upgrades to the existing airport will enable access to a wide-reaching supply chain for niche products and businesses across the Upper Murray region. The airport's upgrade is also an important step for the Upper Murray region to enable product export direct to market. This development will also create potential for stronger tourism markets enabling tourists to fly in to access niche products and tourism services including holiday packages.

For further details concerning the airport upgrades and to discuss funding, contact the Towong Shire Council.

CORRYONG SALEYARDS

The Corryong Saleyards are owned and managed by Towong Shire Council. The Saleyards will offer an attractive and viable alternative for the Upper Murray and Border producers to showcase their livestock. Council has invested in new equipment, including cattle and calf scales, for the facility.

The Corryong Saleyards Futures Study was recently undertaken. The investigation into the current and future operational considerations of the Corryong Saleyards has revealed the current and significant potential role of the site for a range of community and business stakeholders.

The establishment of a Corryong Saleyards Management Committee, appropriate revision of yard dues, targeted improvements to the saleyards facilities and the establishment of standard conditions and protocols for users should be committed to by Council with a view to return the saleyards back to a state of positive cashflow. This should be supported with a view to making the facility available to all agents, livestock transporters and producers.

Council will be implementing these recommendations in coming months, including a commitment to a 6% increase in sales per year and the installation of new scales for on-site weighing.

For more information about the Corryong Saleyards, please contact Towong Shire's Manager Economic Development on 02 6071 5100.



THE ALPINE VALLEY DAIRY PATHWAYS PROJECT

The Alpine Valleys Dairy Pathways Project (AVDPP) evolved from a shared interest in the potential for milk growth in the region. The project was driven by the North East Agribusiness Forum, North East Murray Dairy, Dairy Australia, the Murray Goulburn Co-operative and the four primary rural municipalities in the region (Towong Shire Council, Indigo Shire Council, Alpine Shire Council and the Rural City of Wangaratta).

Significant steps in the development of the project have included:

- A deputation from community residents in the Mitta Valley requesting the dairy industry examine the decline of dairy in the Valley and how this might be arrested given the negative impact of such (March 2010);
- The commissioning of a comparative economic analysis to review the status of dairy in the region and the potential for on-going regional dairy farm profitability (Future dairy supply for the Alpine Valleys, Mulvany 2010);
- An industry level workshop to review the outcomes of the Mulvany Report and to design a response (Lake Hume Workshop, March 2011);
- Formation of the project steering group to seek resources and oversee project activities (June 2011);
- Independent focus group consultations conducted in all of the valleys (Understanding barriers to growth in the dairy industry in North East Victoria, Santhanam-Martin 2011);

- Alpine Valleys Dairy Business Forum - with strong participation by local dairy farmers and other key stakeholders (September 2012);
- Formation of the 'Our Valley, Our Future' project in the Mitta Valley - this was supported by the Gardiner Foundation with a focus on understanding the links between sustainable communities and a sustainable local dairy industry (September 2012); and
- Appointment of a Dairy Extension Officer co-funded by DEPI, Dairy Australia and Murray Goulburn Cooperative (June 2013).

In April 2013, Towong Shire Council supported the project by acting as the auspicing body to secure funds through Regional Development Victoria to develop a Regional Growth Plan and Workforce Strategy for the dairy industry in the Alpine Valleys of North East Victoria. The project aims to support the ongoing growth and improvement of dairy practices across the North East.

For more information contact Towong Shire: info@towong.vic.gov.au



NEW OPPORTUNITIES

REGIONAL AGRICULTURAL INDUSTRY GROUP

A regional support network can be crucial in supporting farmers, advancing innovation and lifting productivity across a region. There have been agricultural groups set up in the Upper Murray the past (Upper Murray Agricultural Group, Beef Improvement Network) but none are currently operating.

The Upper Murray 2030 consultation process garnered renewed interest and need for a regional support group. The Riverine Plains Group may provide a good model for a proactive industry group which supports research and innovation. They have successfully established sponsorship funding from private business, obtained executive support from State government and developed links with agricultural research organisations.

The establishment of a regional agricultural group is seen as an important driver in realising a number of other outcomes of the Upper Murray Vision and should be seen as a priority.

There may be seed funding opportunities leveraged

through State government grants. The initiative would be eligible under the Regional Jobs and Infrastructure Fund (RJIF), which includes the Regional Infrastructure Fund (RIF), Regional Jobs Fund (RJF) and Stronger Regional Communities Plan (SRCP).

KEY STEPS TO THE REALISATION OF THE GROUP MAY INCLUDE:

1. Research successful models for agricultural industry groups (e.g. Riverine Plains Group)
2. Define the roles and activities of the group
3. Develop documentation and promotional material for the establishment of the group
4. Undertake an expression of interest program for all interested stakeholders in the agricultural sector
5. Establish a Strategic Plan for the group's activities
6. Seek funding opportunities for on-going resource and administrative costs

AGRICULTURAL BRANDING

The creation of an Upper Murray brand has been identified to highlight the regions pristine environment and liveability is a key outcome of the Upper Murray Vision process. It is essential that this branding can be leveraged for agricultural marketing purposes to support value adding to the products grown in the Upper Murray. Areas in Tasmania such as Cape Grim provide good examples of agricultural branding which should be investigated in the Upper Murray.

REFER TO THE UM2030 BRANDING CONCEPT FOR FURTHER INFORMATION.

PADDOCK TO PLATE INITIATIVES

Utilising local produce is becoming more sought after by consumers and now is an expectation of good tourism regions. Paddock to plate initiatives including local produced meat and vegetables should be investigated by businesses. A program which assists businesses in improving their use of local produce should be explored in the Upper Murray. The Open Food Network may provide a good model for direct access to consumers.

KEY STEPS TO IMPLEMENT SUCH ACTIVITIES MAY INCLUDE:

1. Review existing programs available
2. Undertake a review of the local supply chain and identify gaps for local consumption
3. Identify program/s suited to the Upper Murray situation

INTENSIVE HORTICULTURE

The Hume Region Rural Land Use Study and Regional Growth Plan identifies the valleys of the Upper Murray as a potential food bowl. The quality of the soils and good rainfall and temperate climate create an environment conducive to high quality horticulture. Currently most of the land in the Upper Murray is dedicated to beef and dairy however there is opportunity to grow greater yield in agriculture and support more jobs in the region by investigating intensive agriculture.

KEY STEPS TO REALISED GREATER HORTICULTURE PRODUCTION MAY INCLUDE:

1. Detailed investigation of soil and land capability matched to high value horticulture products
2. Undertake testing/demonstration plantings of identified high value horticulture products

PARTNERSHIP OPPORTUNITIES

The Upper Murray is open for business. If you are looking for a supplier, consider the Upper Murray. Numerous opportunities exist to create industries in partnership with existing producers to strengthen and intensify local supply chains. Consider working with existing farmers by growing mutually supportive industries that will feed into a local supply chain.

There are opportunities to build on demonstrated success of new markets such as vegetable seeds (e.g. potato and onion). The Upper Murray 2030 project has found expressed interest across the Upper Murray in the establishment of a mobile abattoir. Partners and investors are needed to help these projects get off the ground and to capitalise on opportunities to create local supply chains that support The Upper Murray as a brand. The success of existing businesses and scale of many operations shows how profitable this highly fertile landscape is already, but the Upper Murray is ready to diversify and welcomes new interest.

There are plenty of opportunities to work with high volume commodities as well as to establish niche markets in the Upper Murray and investment and innovations that endorse the region are welcomed.

DAIRY PRODUCTION

Although there is already a significant industry in the region, there is scope to increase dairy production as outlined in the recently released North East Dairy Regional Growth Plan and Workforce Strategy. Dairy production is a much more intensive form of agriculture and capable of earning significantly higher returns per hectare than many other farm enterprises. There are significant challenges in the Upper Murray towards transitioning to larger-scale dairy production including the high capital expenditure required and lack of skilled labour in the region.

Close co-ordination between government, industry, and the local community will be required to achieve the production goals set within the Plan.

FEASIBILITY STUDY INTO REINSTATING THE ABATTOIR IN CORRYONG

Reinstating the abattoir in Corryong could bring jobs to the region and support the beef industry. This initiative would also link well to branding and accessing local product to plate initiatives which require local supply chains. A feasibility study into reinstating the abattoir should be investigated including the potential for a co-op organisation which can assist in value adding to the local produced beef. New models for abattoirs are emerging including micro and mobile abattoirs which are smaller scale and lower cost and should be considered in any feasibility studies.

KEY STEPS TO UNDERTAKING A FEASIBILITY STUDY MAY INCLUDE:

1. Establish project brief for a feasibility study into reinstating an abattoir in Corryong
2. Establish local steering committee made up of industry and government representatives
3. Seek funding through State and Federal government grants

SUCCESSION PLANNING

One of the overwhelming issues facing the farming sector is succession planning. The age profile of farmers is increasingly getting older and many of the younger farmers either cannot get access to land or have moved on to other job prospects. A program to make farms available to motivated new farmers should be investigated as is developing up a strategic plan on succession farming.

KEY STEPS INCLUDE:

1. Undertake a broad review of existing programs to identify programs which may be suited to the Upper Murray
2. Undertake discussions with key stakeholders (State Government, Victoria Farmers Federation) on the implementation of program

EDUCATION AND UPSKILLING

A major issue for the region is the loss of young workers in the region and ageing of the farming population. The lack of skilled workers in the region was identified as a key constraint in the North East Dairy Regional Growth Plan. The first step in addressing the issue will be to identify the existing and emerging skill, labour and expertise gaps and then working with regional education providers (Riverina TAFE) to create educational pathways to enter the industry.

Recently the State Government announced the New Future in Regional Victoria Fund which allocates \$25 million to create more opportunities closer to home. It will support partnerships between industry and tertiary institutions that aim to develop training programs for local industries and local jobs. Further details of the funding program are yet to be announced, however, there may be opportunities to leverage funding to enhance agricultural education in the region.

KEY STEPS INCLUDE:

1. Identify skill and labour gaps
2. Engage with regional education institutions
3. Seek funding for the expansion of agricultural education programs which are matched to regional labour gaps






UPPER MURRAY

BRANDING 2030

Farrans Lookout



This document is one of a series that provides ideas and concepts for implementing the UM2030 community vision.

It is intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, service providers and authorities.

The concepts and ideas were developed in response to community priorities as outlined in the UM2030 Masterplan. Most will require further refinement and testing to their feasibility and viability.

UM2030

The Upper Murray 2030 Vision Plan is a community planning project which set the scene for the future of the Upper Murray Region.

The directions of UM2030 have been firmly driven by the community. This document supports the UM2030 objectives:

The Upper Murray 2030 Vision Plan is embraced and implemented through collaboration between communities and governments

The Upper Murray is well connected, both digitally and physically, supporting the prosperity and wellbeing of the region

The Upper Murray Brand is well recognised and trusted

The Upper Murray offers a diverse range of employment opportunities

BRANDING

The purpose of this document is to set the scene for the creation of an Upper Murray Brand, which will promote awareness and value for the Upper Murray region, its products and experiences.

This document outlines examples of regional branding from other locations in Australia and sets out objectives and KPIs for the successful implementation of a branding strategy.

WHAT ARE WE TRYING TO ACHIEVE?

The Upper Murray Brand was seen as a critical initiative by the community and one which would encapsulate a number of themes and projects, including:

- The establishment of a Community Board to oversee the UM brand
- Creating a well-recognised 'look and feel' for the Upper Murray that would distinguish the region
- Creating a one stop shop website for services and products from the Upper Murray, including a tourism booking service
- Encapsulating quality standards across sectors including tourism, agriculture and retail
- Assist in value adding and marketing the agricultural product



THE UPPER MURRAY

The Upper Murray is located on the Victoria-New South Wales Border, approximately one-and-a-half hours drive to the east of the Hume Highway. It is anchored by the larger township of Corryong. It includes the smaller localities and valleys of Ournie, Lucyvale, Tooma, Koetong, Berringama, Lankeys Creek, Jingellic, Walwa, Towong, Cudgewa, Tintaldra, Burrowye, Colac Colac, Biggara, Thowgla, Nariel and Khancoban.

The study area spans two local government areas - Towong Shire in Victoria and Tumbarumba Shire in NSW - and is approximately four hours drive south of Canberra and approximately half way between Melbourne and Sydney.

‘the man from snowy river’

The area is well known as the setting of A B ‘Banjo’ Paterson’s poem, ‘The Man From Snowy River’.

The landscape of the Upper Murray is comprised of a diverse topography from undulating plains and fertile river valleys to rolling hills and forested escarpments.

‘a natural rugged beauty’

With a natural rugged beauty, the Upper Murray region forms part of the Victorian and New South Wales Uplands and displays a diverse topography of exposed rock faces and steep slopes graduating to rolling hills and fertile alluvial plains of the Murray River.

Fishing and walking through the unspoilt terrain or cycling or driving along one of the many breathtaking routes are all possible during a day in the Upper Murray.

Along with a fantastic natural landscape setting the Upper Murray offers a wealth of primary products from grass fed beef to local wine. There are numerous townships with historic buildings and facilities, including the famous Towong Race Track which was used in the filming of Phar Lap.

The Upper Murray is host to the Man from Snowy River Festival which attracts over 20,000 people annually.



UM2030



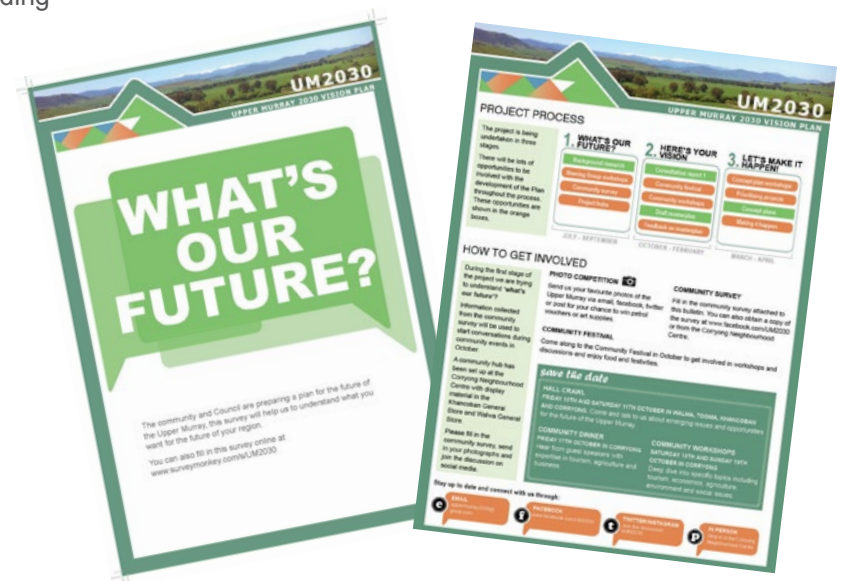
The Upper Murray 2030 Vision Plan is the outcome of a community led planning project which identifies and explores the implementation of the “game changing” projects for the Upper Murray.

The most strongly supported of all of the projects identified by the community was the creation of an Upper Murray Brand.

A number of documents were prepared as part of the Upper Murray 2030 Vision Plan and should be used to inform the preparation of the branding strategy for the Upper Murray.

These documents include:

- The UM2030 Background Report
- The UM2030 Engagement Report
- The UM2030 Vision Plan





Let your views be known

The editor of the *Upper Murray* 2019 Vision Plan is looking for your views. To get on the shortlist to be considered for the plan, you need to be a resident of the Upper Murray region. The survey is the first step in the process of developing the plan. The survey is the first step in the process of developing the plan. The survey is the first step in the process of developing the plan.

THE MURRAY RIVER SNOWY MOUNTAINS BUSH FESTIVAL

First edition seems like a world away

Community magazine





BRAND SUMMARY

KEY MESSAGES

Creating an Upper Murray Brand to promote awareness and value for the Upper Murray region, it's products and experiences.

The experience of the Upper Murray product tells the story of the place. The crystal clear waters, verdant green rolling pastures and big crisp blue skies.

The Upper Murray Brand will develop a consistent message to create a visual and verbal identity, used across all products and experiences.

THE BRAND

The Upper Murray Brand will create a dual strategy that will deliver significant benefits to the primary sector and the tourism industry.

The aim of the Upper Murray Brand is to:

- Increase the value of the Upper Murray products
- Create a cohesive identity for all Upper Murray products and experiences

A secondary outcome of the Brand will be to:

- Increase and improve food and beverage related experiences for visitors to the region and the local community
- Increase and improve the experiences on offer in the Upper Murray for visitors to the region and the local community

A group of people, mostly men wearing hats, are gathered in a wooded area. Some are standing and talking, while others are sitting on the ground. Horses are visible in the background. The scene is outdoors with many trees.

THE UPPER MURRAY VISION

The Upper Murray Brand will reflect and embody the Upper Murray Vision, developed by the local community:

The Upper Murray is known throughout the nation as a place of extraordinary natural beauty and unsurpassed mountain views. The region's focus is the murray river, which has shaped the landscape and the people who live beside it.

The Upper Murray is home to resilient communities who work collaboratively towards a shared vision.

The Upper Murray 'brand' is well known to tourists and foodies reflecting a pristine environment, 'real' australian experience and quality agricultural product.

There is a range of employment and education opportunities that support a diverse, resilient and healthy community. Quality health and social networks reinforce a sense of belonging and support.

Local food is plentiful and affordable. Arts and cultural experiences are celebrated throughout the year.

Local townships within the upper murray have a strong character, are walkable, local and friendly, offering services to the local market and tourists alike.

REGIONAL BRANDING

REGIONAL BRANDING

Branding a place or a region is no different to product or service branding – you have to own something that is distinctive and compelling to your target market. However, when it comes to regional branding there is an added complication. You have to balance the competing needs of a diverse set of stakeholders because the people and businesses that make up the region simply do not always see the world through the same lens. Different mental models, different types and sizes of businesses, different levels of self interest and all that before one even layers in the different egos at play. A lot of stakeholders and lot of emotion makes for interesting branding. (www.trulydeeply.com.au)

The target market for the Upper Murray is likely to include the following groups:

- Business investors
- Primary producers
- Tourism operators
- New residents
- Visitors
- Consumers of Upper Murray products

The aim of branding is a commercial consideration, it should be a strategic decision aimed at creating awareness of a product within a target audience. In the case of the Upper Murray, the branding should work to create a cohesive understanding of quality standards expected of primary producers. The brand must also focus on an identity which gels with potential investors, visitors and consumers.

The Upper Murray brand must be embraced by the community. The branding associated with the Milawa Gourmet Region is one of the most successful in Victoria; the Milawa brand is reinforced by township signage, architecture in the region, streetscapes and tree plantings and by the communities of the region.

The following pages provide examples of how other regions have created brands that reflect their unique culture and offering.

EYRE PENINSULA

BRAND STRATEGY CREATED BY TRULY DEEPLY

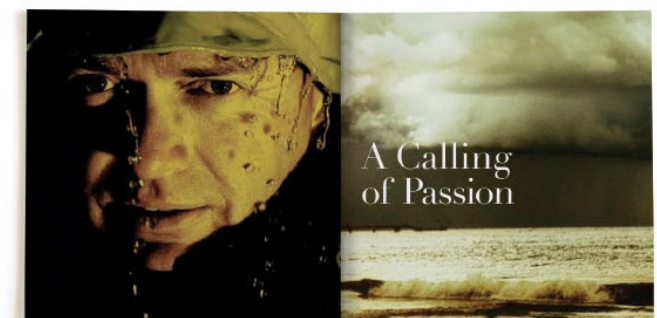
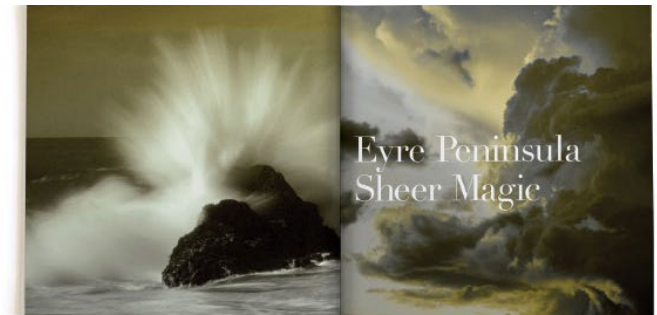
When we worked with the Eyre Peninsula there was no shortage of platforms that we could create a brand around, but we know that brands that wish to be a little of everything will eventually amount to a lot of nothing. Eyre Peninsula has seafood to kill for and it has a rugged pristine environment producing it. They could 'own' seafood and they could leverage the rich storytelling that their entrepreneurial and adventurous fishermen live and breathe everyday.

What was required was a regional brand positioning expression that claimed ownership of seafood and at the same time provided a positive halo effect over the other food and tourism enterprises of the region. The solution came in the form of the following positioning line. 'Australia's Seafood Frontier'

(<http://www.trulydeeply.com.au/madly/2010/01/29/regional-branding-you-have-to-own-something/>)



Eyre PeninsulaTM
Australia's seafood frontier



BRUNY ISLAND CHEESE COMPANY

BRAND CREATED BY BUSINESS OWNER

The first Tasmanian business to win the Telstra Australian Business of the Year Award (2013), Bruny Island Cheese Co was praised not only for the quality of its products, but for the role it plays in sustaining local agri-tourism and supporting dairy farmers in the island community South East of Hobart.

After working with specialist cheesemakers in Europe and Australia, Nick Haddow moved to Tasmania in 2001 to make cheese at Pyengana Dairy Company, before launching Bruny Island Cheese Co in 2003.

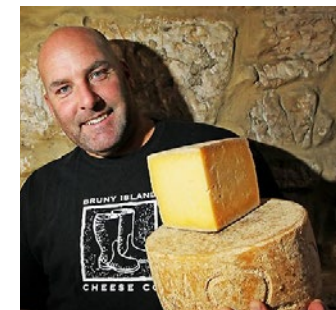
Haddow is an advocate and producer of raw milk cheese. "I am a traditionalist who recognises that great cheese was made for centuries before modern technology played a role and I believe passionately in the old way of making, maturing and marketing cheese," he said.

"For me cheesemaking is a pursuit of integrity, authenticity and flavour. There is no substitute for quality. We are only as good as the last batch of cheese we made."

The brand, which also won the 2013 Small Business Award at the Telstra Australian Business Awards in Sydney, sells on-site, online and through email marketing to its 8300-strong member Cheese Club.

Will Irving, group managing director of Telstra Business and Telstra Business Awards ambassador, said "Bruny Island Cheese Co. is a role model for artisan food businesses in the 21st Century. It has a total focus on quality, customer experience and engagement, both online and onsite, innovation from paddock to plate and care for suppliers, staff, the local community and the environment.

"The awards judges were impressed by its innovative business model – artisan traditions using local produce, manual techniques and craftsmanship yet employing the latest technology in packaging, marketing and sales to provide a 'sticky' customer experience. It has a very strong commitment to engage other local artisan businesses to leverage the brand which also brings economic sustainability to many local businesses." (www.foodmag.com.au, article published 23 August 2013)



KING ISLAND

BRAND STRATEGY CREATED BY KING ISLAND COUNCIL WITH STAKEHOLDER SUPPORT

King Island has recognised that, in terms of its economic growth and future development, it is not capitalising on one of its greatest assets – its identity in the national and even the international marketplace as an island that produces premium cheese and beef and, to a lesser extent, seafood.

Unlike many larger places around the world, its dairy and beef proprietary brands have created an identity that establishes it as a place that stands for something. This foundation provides a remarkable opportunity to extend and build a place brand that benefits King Island more widely, from all of its industries to its community.

In working towards the development of a place brand, the aim is to go beyond a logo to a comprehensive approach that gives substance to something that has authentic value. This approach will be actively managed according to a defined vision that:

- *is geared to the audiences that King Island targets;*

- *has the acceptance and support of product brand owners; and at the same time,*
- *is seen as real and relevant by those living on the island.*

It is a slow process to deliberately build a place brand. This project is the starting point for King Island.

KING ISLAND BRAND VALUES

There are core values associated with Brand King Island, which the local community lives by every day, they include:

- *Quality community*
- *Quality produce*
- *Simplicity*
- *Island nature*

There are benefits, too, that come with these values, these include:

- *Connection*
- *Inspiration*
- *Well-being*
- *Opportunity*
- *Aliveness*

(<http://www.kingisland.net.au/king-island-brand>)





OVERVIEW: DEVELOPING THE UPPER MURRAY BRAND

	OBJECTIVE	OUTPUTS	KPI'S
1	Develop a cohesive identity to be used across all products	<p>The development of a brand identity that embodies the Upper Murray vision, the fantastic landscape and spirit of the Upper Murray community</p> <p>Develop or redevelop an existing website which utilises the brand identity and creates a portal to all products and experiences on offer in the Upper Murray</p>	<p>Graphics and collateral material used consistently across packaging, marketing material, branding and signage.</p> <p>Fully functioning website, used by visitors to book experiences and find out more information. Used by the local community as an information portal.</p>
2	Position the region as a producer of a top quality agricultural product	Differentiate the primary products from the region through the brand positioning	Greater brand awareness of the Upper Murray products in the minds of visitors and the local community
3	Position the region as a well regarded tourism destination	Differentiate the tourism experiences of the region through the brand positioning	Greater brand awareness of the Upper Murray tourism experiences in the minds of visitors and the local community
4	Create a system of quality control to ensure the brand values are maintained	A set of quality control measures for all elements of primary production and tourism product	Quality control measures adhered to and regularly monitored
5	Create a robust implementation plan	Long term governance and implementation arrangements in place including board of governance and executive management team	The Upper Murray Brand strategy is owned by the community, implemented through a rigorous project management system and regularly reviewed

OBJECTIVE 1

DEVELOP A COHESIVE IDENTITY TO BE USED ACROSS ALL PRODUCTS

The Upper Murray region currently offers a range of agricultural product and tourism experiences.

The agricultural products have the potential to be marketed as a premium product, grown and raised on prime land with access to crystal clear and fresh water. There is some diversity of agricultural product, however, it is envisaged that a successful branding campaign could encourage other forms of agriculture within the region.

The tourism product is currently underdeveloped. Opportunities existings to promote the natural experiences on offer with scope to improve the accommodation and services as a secondary stage to the brand implementation.

OUTPUTS

The development of a brand identity that embodies the Upper Murray vision, the fantastic landscape and spirit of the Upper Murray community.

Develop a website which utilises the brand identity and creates a portal to all products and experiences on offer in the Upper Murray

KPI'S

Graphics and collatoral material used consistently across packaging, marketing material, branding and signage.

Fully functioning website, used by visitors to book experiences and find out more information. Used by the local community as an information portal.

OBJECTIVE 2

POSITION THE REGION AS A PRODUCER OF A TOP QUALITY AGRICULTURAL PRODUCT

The Upper Murray has a long established tradition of raising beef, with some producers transitioning to dairy. A number of niche producers are raising bison, waygu, peppermint, vegetable seed and other products.

The purpose of the Upper Murray Brand is to raise awareness of the quality of the Upper Murray products and to increase the value of these products to the primary producer.

OUTPUTS

Differentiate the primary products from the region through the brand positioning

KPI'S

Greater brand awareness of the Upper Murray products in the minds of visitors and the local community

OBJECTIVE 3

POSITION THE REGION AS A WELL REGARDED
TOURISM DESTINATION

The tourism product is currently underdeveloped.

A cohesive brand strategy should assist in
developing the tourism product through showcasing
the region to prospective tourists.

Refer to the UM2030 concept plan for further detail.

OUTPUTS

Differentiate the tourism experiences of the region
through the brand positioning

KPI'S

Greater brand awareness of the Upper Murray
tourism experiences in the minds of visitors and the
local community

OBJECTIVE 4

CREATE A SYSTEM OF QUALITY CONTROL TO
ENSURE THE BRAND VALUES ARE MAINTAINED

The Upper Murray brand is about more than just a
logo. Strict quality standards must be adhered to to
ensure that brand values are maintained and the
Upper Murray Brand is seen as a trusted and top
quality entity.

Upper Murray Brand membership will require codes
of practice to be adhered to and membership of the
relevant industry best practice to be outlined in the
brand strategy.

OUTPUTS

A set of quality control measures for all elements of
primary production and tourism product

KPI'S

Quality control measures adhered to and regularly
monitored

OBJECTIVE 5

CREATE A ROBUST IMPLEMENTATION PLAN

In order to underpin the success of the brand and to ensure sustainable implementation of the brand strategy, it is essential that a strong governance structure is in place and supported over time. This would involve a range of tactics which may include:

- Establish a board with cross industry and community representation to guide implementation of the brand strategy
- Establish quality standards to be administered by the board
- Develop a database consisting of:
 - Food producers, distributors, wholesalers, processors and retailers
 - Tourism operators, existing farm-gate experience providers
 - Restaurant and café operators
- Develop an understanding of the key players in the supply chain for produce in the region

- Build relationships between the food and beverage operators, tourism operators and the fresh food produce supply chain to increase the availability and visibility of fresh seasonal produce in the region

OUTPUTS

Long term governance and implementation arrangements in place including board of governance and executive management team

KPI'S

The Upper Murray Brand strategy is owned by the community, implemented through a rigorous project management system and regularly reviewed

The following 10 commandments have been adapted from *Nordic Innovation Centre, Image of the City*:

THE 10 'COMMANDMENTS'

1. THERE IS NO RECIPE FOR SUCCESS

There are various branding strategies and the choice of strategy needs to be adapted to local characteristics and assets.

2. BRANDING IS JUST A LITTLE PART OF COMMUNITY BUILDING

The brand needs to reflect and involve local assets and people.

3. DON'T JUST TELL IT, SHOW IT

Physical changes are often as important as mental images in showing that a place really is changing.

The link between physical urban transformation and branding/the brand needs to reflect local assets and characteristics.

4. UNIQUENESS AND INNOVATION IS KEY

Branding is ultimately about differentiating yourself from others therefore there it is important to be special and avoid copying what everyone else seems to be doing.

A first step towards this is to identify local strengths and characteristics.

It is important to be flexible in your thinking and understand that even local weaknesses can be turned into strengths (for instance, romantic getaways in front of a roaring fire present an attractive offer in cold winter weather).

It is also important not to be blind to what others see and be ready to accept that outsiders' perceptions and needs might be very different to your own. It can be useful to see the place through the 'eyes of the stranger': e.g. by employing a non-local marketing bureau or by conducting visitor surveys.

Both the brand itself and the method of communication can take many different forms: e.g. events, award ceremonies, conferences, supporting film industry, fashion locations, delegations, trade fairs, television, press, literature, signature buildings, and local ambassadors.

5. BRANDING IS A LONG-TERM PROCESS

Avoid quick fixes; there is a need for longterm commitment.

Branding can seldom be done without money

Facilitate a continuous flow of economic support and

institutional anchoring (e.g. branding secretariat).

Regular evaluation based on a clear set of success criteria is important.

Brands develop slowly and the path is seldom smooth so be ready for set-backs and be ready to be involved in crisis management.

6. TOP-DOWN / BOTTOM-UP BRANDING STRATEGIES

There is a need to be aware that the branding process may vary along a top-down versus bottom-up axis.

There may be a danger in outsourcing full control over a branding process to private agents; there may be advantages in local (public) governance and participation in the process.

The more top-down a branding process the more difficult it tends to be to involve the local population.

Small scale actions and hard to pin down feelings like civic pride are of great value. Thus it can be important to have the local population as brand ambassadors.

Places that use the same (top-down) branding agency may get 'mass produced' brands.

7. WELL FUNCTIONING ORGANISATIONAL CAPACITY AND FLEXIBILITY IS IMPORTANT

There is a need to define local needs and characteristics.

There is a need to define competitors/the competition and possible collaborators.

It is important that there is an organisational map – to avoid duplication or conflicts – and that participants know where they stand and what their responsibilities are.

It is helpful to have a clear aim, focus, strategy and good internal/external communication flows.

Subcontractors, such marketing and branding firms, sometimes have expertise the public sector does not have but it is important they are given a very clear brief.

8. IT IS NOT NECESSARILY TRUE THAT YOU ARE IN COMPETITION WITH EVERYONE ELSE

Cooperation and co-branding can in many instances

be more helpful in attracting the sort of attention and friends you are aiming at.

9. BRANDS WORK AT MANY DIFFERENT SPATIAL AND TEMPORAL LEVELS

There is a need to think wider than the municipality. Places need to find their position within the Regional/National/Global. Different places (size, power etc) should address different target groups.

Some places/regions could gain from seasonal branding and awareness that different strategies for different seasons might be needed.

Different stakeholders from the place and surrounding region could sit down with their calendars and plan the entire year to ensure a complimentary offering.

10. THE ROLE OF KEY PERSONS

Dynamic and charismatic branding advocates and individual driving forces should not be underestimated. Often dedicated individuals and civic/rural entrepreneurs are important driving forces behind (or against) particular place branding. Identifying, including and supporting these

individuals is important.

POTENTIAL FUNDING SOURCES

THE REGIONAL JOBS AND INFRASTRUCTURE FUND (RJIF), REGIONAL DEVELOPMENT VICTORIA

The RJIF the Victorian Government's overarching regional development package. The program has three programs that cover a host of ten program streams with public grant opportunities focussed on 'growing jobs, building infrastructure and strengthening communities in Regional Victoria':

- Regional Infrastructure Fund (RIF) - Grants up to \$500,000 for infrastructure and grants up to \$50,000 for project and strategic planning
- Regional Jobs Fund (RJF) - Funding cap not listed
- Stronger Regional Communities Plan (SRCP) - Grants up to \$50,000, mainly for community led initiatives meeting a certain criteria

The RIF focusses on the 'visitor economy', 'productive and liveable cities and centres', 'enabling infrastructure' and 'rural development'. The RJF concerns 'investment attraction', 'innovation and productivity', 'employment precincts' and 'market access'. Finally, the SRCP covers two programs, 'community capacity building' and 'population attraction'.

Towong Shire was successful in obtaining funds under the now complete Putting Locals First (PLF) program for a number of different projects and initiatives (e.g. \$130,000 allocated for the Cudgewa Multi-Purpose Community Facility). As the Upper Murray branding project would be community-led and bring together different sectors of the economy (agriculture, tourism, and local businesses) it would be well placed for funding under RJIF program under the RIF component, which could be used to fund specific projects that are identified through briefs prepared under this branding prospectus.

RESOURCES

COMMUNITY GOVERNANCE

One of the key first steps in creating the Upper Murray brand will be setting up a Community Board to oversee the implementation of the brand.

This section of the report provides some resources and assistance in the setting up, and ongoing management, of a Community Board.



DRAFT CONSULTANTS' BRIEF

The draft consultants' brief included over the following pages can be used as a basis to engage consultants for the preparation of an Upper Murray Brand and identity using this Concept Plan as a foundation. It is estimated that the cost of this project would be in the order of \$20,000-\$30,000.

EXAMPLE BRIEF

1. INTRODUCTION

Towong Shire Council (TSC) requires a suitably qualified individual or firm to develop a unique branding and brand implementation strategy for the Upper Murray. The branding should raise the profile of the region to deliver significant benefits to both the primary sector and the tourism industry.

The 'branding' of the Upper Murray has been identified as one of the key elements requiring a consistent and whole-of-region message that will support and enhance the other endeavours contained in the plans.

BACKGROUND

The *Upper Murray 2030 Vision Plan* is a community-led plan developed by and for the Upper Murray in collaboration with Towong and Tumbarumba Shire Councils.

Five Concept Plans have been prepared to implement priority projects identified as part of the *Upper Murray 2030 Vision Plan*. The Concept Plans address tourism, agriculture, town trails, the Great River Road and the branding of the Upper Murray.

The *Brand Prospectus Concept Plan* stops short of creating an identity and associated branding for the Upper Murray. This project will require that this gap be addressed by incorporating the Upper Murray Vision, as well as the 'key messages', 'branding' and 'objectives' contained in the *Brand Prospectus Concept Plan*.

The project is to comprise two phases:

- Phase One - Literature review, review of existing branding techniques and operations and consultation
- Phase Two - Detailed option assessment,

presentation of branding strategy and identity collateral and reporting.

PROJECT OBJECTIVE

The objective of this project is to thoroughly explore the identity of the Upper Murray based on the work presented in the *Brand Prospectus Concept Plan*, and to prepare materials that will allow implementation of a brand for the region, to support pursuits put forward in the other parts of the *Upper Murray 2030 Vision Plan*.

The project should include key aspirations that build from the work presented in the concept plan so far, details for management and governance of the brand implementation, and information regarding the most effective approaches to implementation.

2. SCOPE OF WORKS

PHASE ONE

TSC requires a review of literature including the overview and concept plans from the *Upper Murray 2030 Vision Plan* and successful examples of regional branding and identity. This review should inform the proposed manner for brand and identity

management to be proposed in Phase Two of the project.

The review should include an assessment of methods currently used within the Upper Murray and individual towns to propose a way to coordinate these initiatives in support of an overarching regional brand.

Owing to the community-led nature of the project, a process of engagement will be required, including engagement with the Steering Committee for the *Upper Murray 2030 Vision Plan*. Methods should be proposed for successful engagement of the community in furthering the realisation of an Upper Murray identity. The consultation may involve facilitation of a workshop for Councillors and all senior staff at the TSC offices in Tallangatta.

PHASE TWO

This part of the project will involve a review of initial options for implementation; development of an implementation strategy for the Upper Murray identity; demonstration of any implementation and brand management methods; and preparation of collateral to support the brand.

Brand concepts should be tested with the Steering Committee and senior TSC staff prior to finalisation of project outputs.

The successful firm will be required to provide a comprehensive written report at the conclusion of the project detailing future brand management strategies, preliminary cost estimates and timelines for the recommended option.

3. AVAILABLE INFORMATION

Copies of the current TSC branding material, the *Upper Murray 2030 Vision Plan* and related *Concept Plans* (Brand Prospectus, Agriculture Prospectus, Town Trails, Great River Road and Tourism) will be provided to support the project.

Other relevant information, including financial and operational data, will also be available on request.

If possible TSC will make all reasonably requested information available. Should the requested information be unavailable, the successful firm must make provisions for the unavailability of the requested information without reducing the scope of works or deliverables required.

4. QUOTATION INFORMATION

GENERAL CONDITIONS

This project is to be executed in accordance with AS 4122 – 2010 General Conditions of Contract for Consultants.

NOMINATED PROJECT MANAGER

The project will be managed on behalf of Towong Shire Council by [insert name], [insert position].

PROJECT TIMING

The proponent will submit a program with the quotation, in accordance with the requirements outlined in the 'Quotation Response' section of this brief. The preferred timeframes for the project are as follows:

ITEM	COMPLETED BY
RFQs Advertised	[insert date]
RFQs Close	[insert date]
Project Awarded	[insert date]
Project Commencement	[insert date]
Project Completed	[insert date]

The successful firm shall keep in regular contact with TSC nominated project manager throughout the project and provide progress updates.

QUOTATION RESPONSE

The proponent will submit all information requested by this brief and should include the following information:

- Statement of skills and experience;
- Project references;
- Project personnel and curricular vitae for each proposed team member (where applicable);
- Hourly rate for each team member; and
- Lump sum quotation.

Quotations should be forwarded to TSC by the

due date. Late submissions may be accepted at the discretion of TSC. Offers in which the required information is not stated or which contain conditions or matters not provided for in the brief will be considered as non-conforming by TSC. TSC reserves the right to consider and accept non-conforming quotations, or to reject them. TSC will not be responsible for, nor pay for any expense or loss that may be incurred by the proponents in the preparation of their quotation.

LODGEMENT OF QUOTATIONS

Quotations shall be lodged electronically via email to [insert email] by [insert time] on [insert date].

Email submissions are required to be titled Upper Murray Brand Identity – Response to RFQ – [Company Name]

Any quotation which is not received by the closing time on the nominated day shall be deemed to be a late submission and may be accepted or not accepted at the discretion of TSC. Any quotation which includes terms and conditions not included in the Request for Quotation documents or which does not conform to the Request for Quotation documents

including but not limited to these conditions shall be deemed non-conforming and may not be considered by TSC. Quotations that fail to include all information required by these conditions may be deemed to be nonconforming and may be rejected.

5. CLOSING DATE

Closing date for submissions will be [insert time] on [insert date].

Enquiries should be directed to [insert name], [insert position], on [insert contact details].


Enquiries submitted via email should be titled Upper Murray Brand Identity – Enquiry – [Company Name].





UPPER MURRAY

GREAT RIVER ROAD



This document is one of a series that provides ideas and concepts for implementing the UM2030 community vision.

It is intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, service providers and authorities.

The concepts and ideas were developed in response to community priorities as outlined in the UM2030 Masterplan. Most will require further refinement and testing to their feasibility and viability.

UM2030

The Upper Murray 2030 Vision Plan is a community planning project which set the scene for the future of the Upper Murray Region.

The directions of UM2030 have been firmly driven by the community. This documents supports the UM2030 objectives:

Access to environmental and landscape assets supports their enjoyment and protection

The Upper Murray is well connected, both digitally and physically, supporting the prosperity and wellbeing of the region

Tourists are welcomed to the Upper Murray; tourist amenities are well signposted, well maintained and provide benefit for the local community

GREAT RIVER ROAD

The purpose of this document is to describe the upgrades required in order to promote the existing Murray River Road as the 'Great River Road' touring route.

WHAT ARE WE TRYING TO ACHIEVE?

The Great River Road was highlighted as a key opportunity by the Upper Murray community during consultation. Upgrading and promoting this route has the potential to:

- Create an iconic drive to rival the Great Ocean Road
- Add to the existing tourism product
- Provide knock on economic benefits for the wider Upper Murray



THE GREAT RIVER ROAD

The Murray River Road stretches from Albury to Towong following the curves and bends of the Murray River. This road is most spectacular along the stretch between Burrowye and Tintaldra. The road offers the best touring experience of the Murray River, with the spectacular snowy mountains as the backdrop. The road links a number of smaller villages such as Walwa, Jingellic, and Tintaldra which make for pleasant stopovers.

The re-naming of the Murray River Road to the Great River Road would highlight the spectacular nature of the views and experiences available along this touring route. Potential exists to gradually expand the route by upgrading signage and amenities.

AN ENHANCED EXPERIENCE

The Great River Road project would enhance the experience of driving this route. It could be implemented cost effectively by introducing:

- Branded signage
- Facilities including lookouts, BBQs, boat ramps, camping spots
- Gateway features

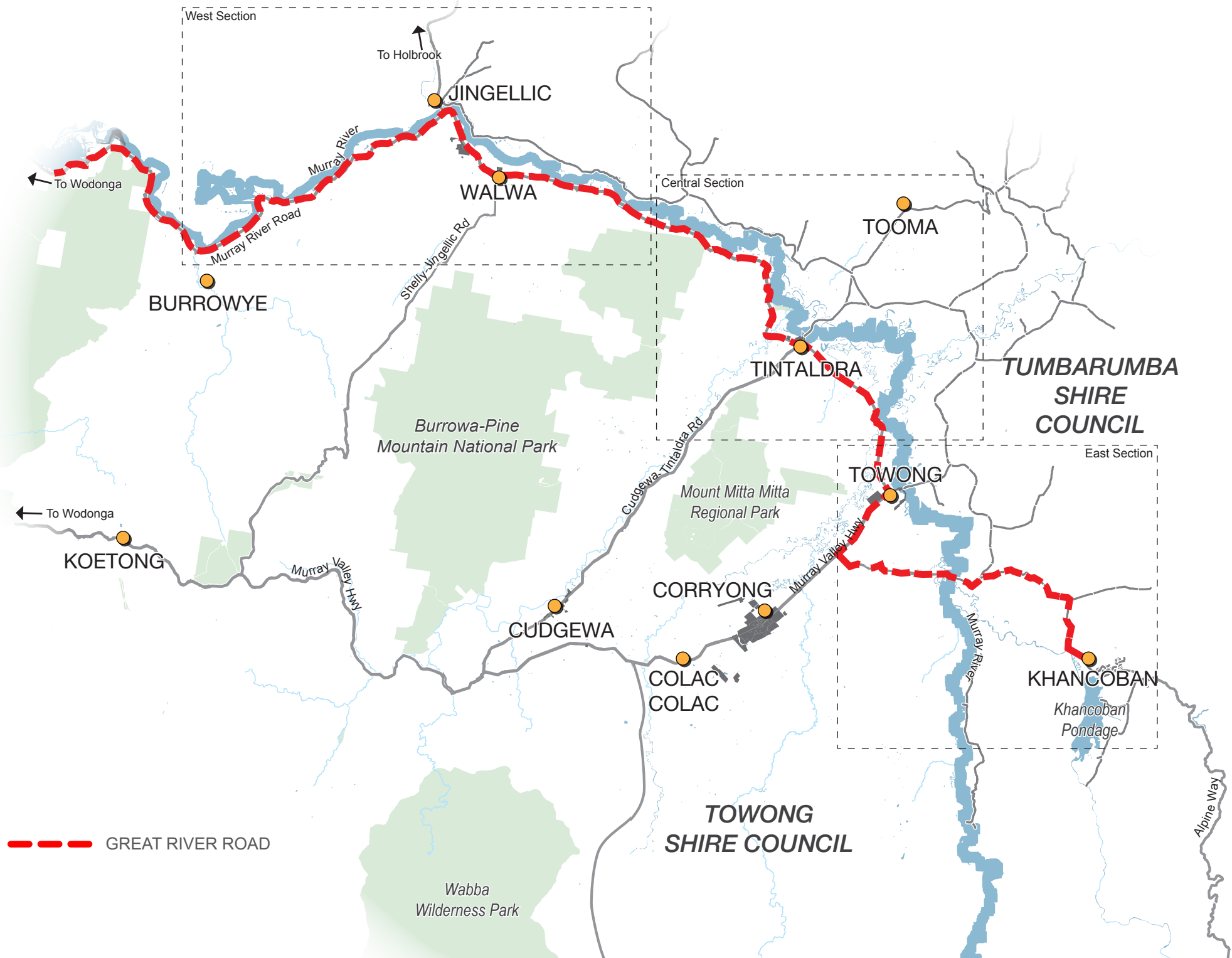
A WIDE BENEFIT

Locating 'Great River Road' directional signage along the Hume Highway would bring attention to this alternative route and lead visitors into the Upper Murray Region via Holbrook and Jingellic.

The road passes through a number of towns which could benefit from additional visitation. Tintaldra lies at the gateway to this touring experience and could be improved through gateway treatments along the Murray River Road / Main Street and Main Road intersection.

The road would also highlight access to the plethora of natural attractions within the Upper Murray, including the Burrowa-Pine Mountain National Park and recreational activities along the river itself.

The Great River Road will provide a unique touring experience which will leverage links to the major regional centre of Albury/Wodonga and assist in drawing travellers from the Hume Highway to the region. The route will deliver a number of economic benefits, including: increased visitation, disperse visitors and visitor expenditure through the region, increase the length of stay of visitors in the region, and stimulate investment opportunities for other tourism facilities to leverage from the touring route (e.g. farm gate sales).





EXISTING SITUATION

The plan on the following page describes potential upgrades along the route of the Great River Road.

Currently there are limited facilities at stopping points along the route, with existing facilities in need of replacement.

There is no signage direction tourists towards the Upper Murray Region from the Hume Highway. Signage along the road itself is infrequent and inconsistent in message.

There are a number of existing camping sites available, including Neils Bend, Clarke Lagoon, Jingellic Bend, Gadds Bend and Burrowye Bend. These campsites offer a spectacular setting adjacent to the Murray River but have potential for improvement.

Careful consideration will need to be given to the capital and maintenance costs associated with any facilities. Design and location details will also need to take into account bushfire risks and flood levels.

Commission sculptures for lookouts or rest areas. Provide written information on the aboriginal settlement in the area. Place some directional signs to point out major landmarks, like mountains.

COMMUNITY MEMBER



EXISTING ROADSIDE STOPS



Existing seating and BBQ facilities along the route are in need of replacement

EXISTING SIGNAGE



Clarks Reserve and Gadds Bend are difficult to locate with poor directional signage

EXISTING CAMPING GROUNDS



Gadds Bend, near Jingellic and Clarke Lagoon Reserve, near Tindaldra. Spectacular settings with limited facilities

PROPOSED UPGRADES

DRAWING KEY

Great River Road

Secondary Roads

Furniture

PS Picnic setting, proposed

S Shelter, proposed

Amenities

B Bin, proposed

WC Drop toilet, proposed

BQ BBQ, proposed

S1 Signage - identifying, proposed

S2 Signage - warning, proposed

B Boat ramp, proposed

A Gateway - Land art

B Boat ramp, existing

S1 Signage, - identifying, existing

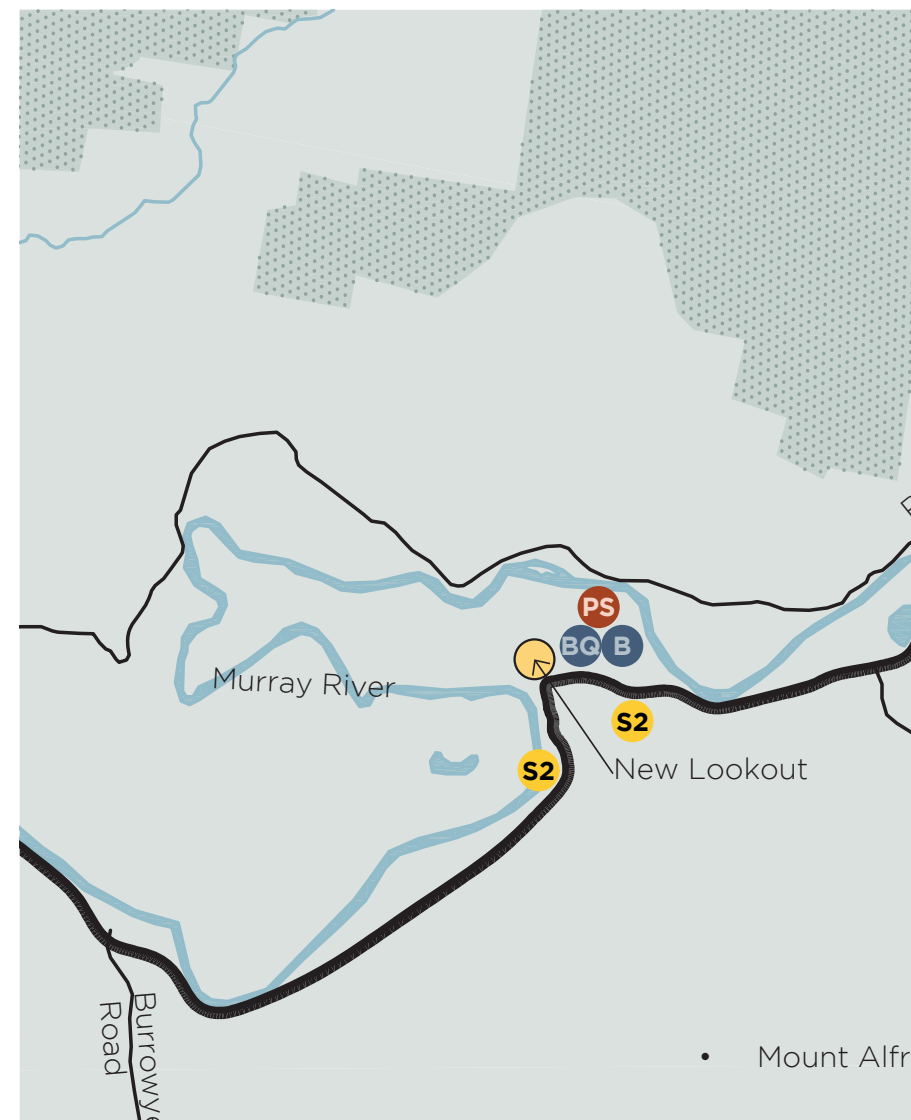
S2 Signage - warning, existing

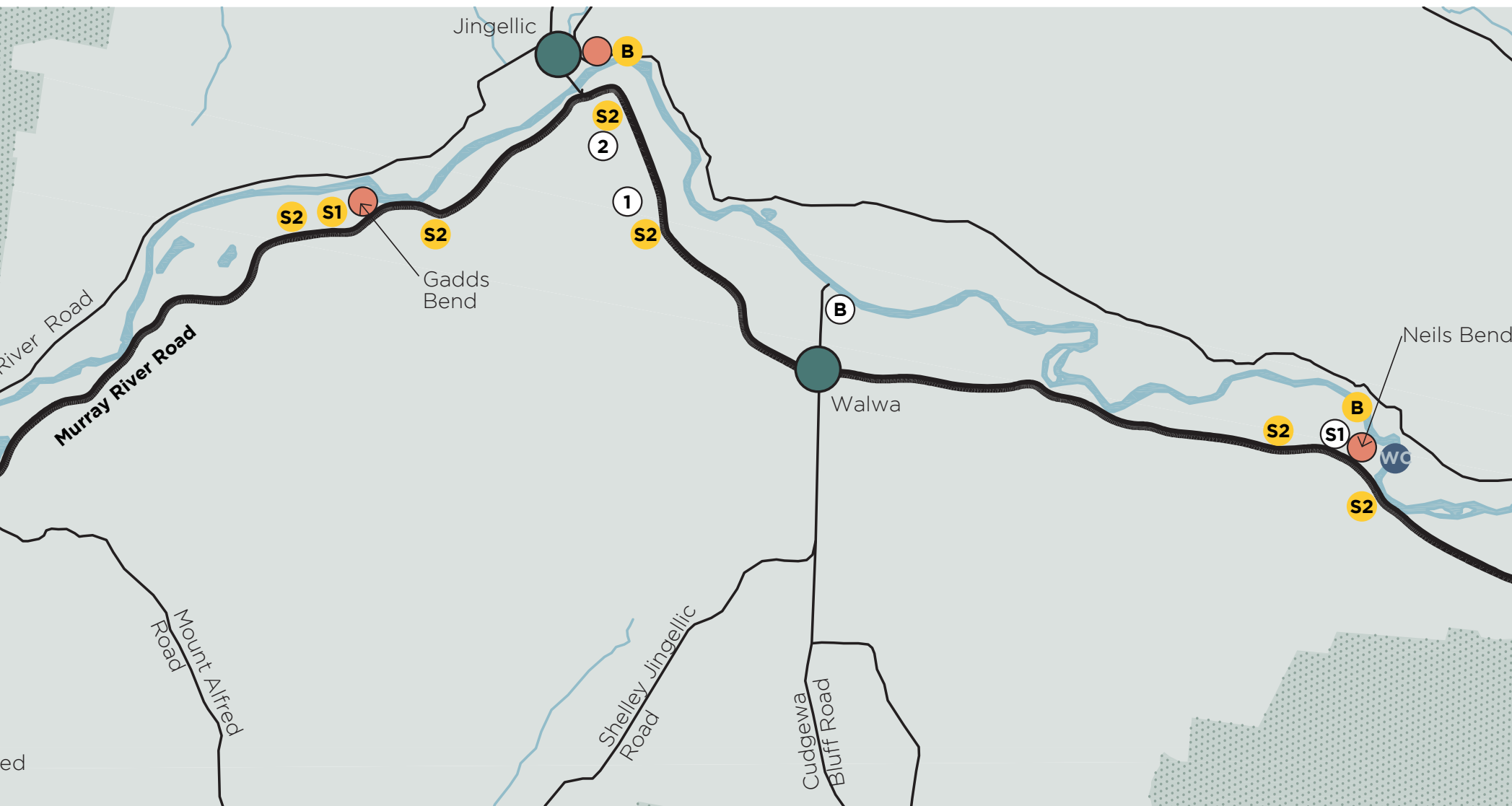
Points of Interest

- ① Winery
- ② Upper Murray Resort
- ③ Khancoban Pondage
- ④ Head of the Murray River Installation
- ⑤ Tintaldra Installation

Distances

		Km's
Jingellic	Walwa	5.2
Walwa	Tintaldra	23.3
Tintaldra	Towong	11.0
Towong	Khancoban	26.2





PROPOSED UPGRADES

DRAWING KEY

— Great River Road

— Secondary Roads

Furniture

PS Picnic setting, proposed

S Shelter, proposed

Amenities

B Bin, proposed

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S2 Signage - warning, proposed

B Boat ramp, proposed

A Gateway - Land art

B Boat ramp, existing

S1 Signage, - identifying, existing

S2 Signage - warning, existing

Stops

Town

Camping

Lookout



Points of Interest

1 Winery

2 Upper Murray Resort

3 Khancoban Pondage

4 Head of the Murray River Installation

5 Tintaldra Installation

6 Towong Turf Club

Distances

Km's

Jingellic	Walwa	5.2
Walwa	Tintaldra	23.3
Tintaldra	Towong	11.0
Towong	Khancoban	26.2

DRAWING KEY

Great River Road

Secondary Roads

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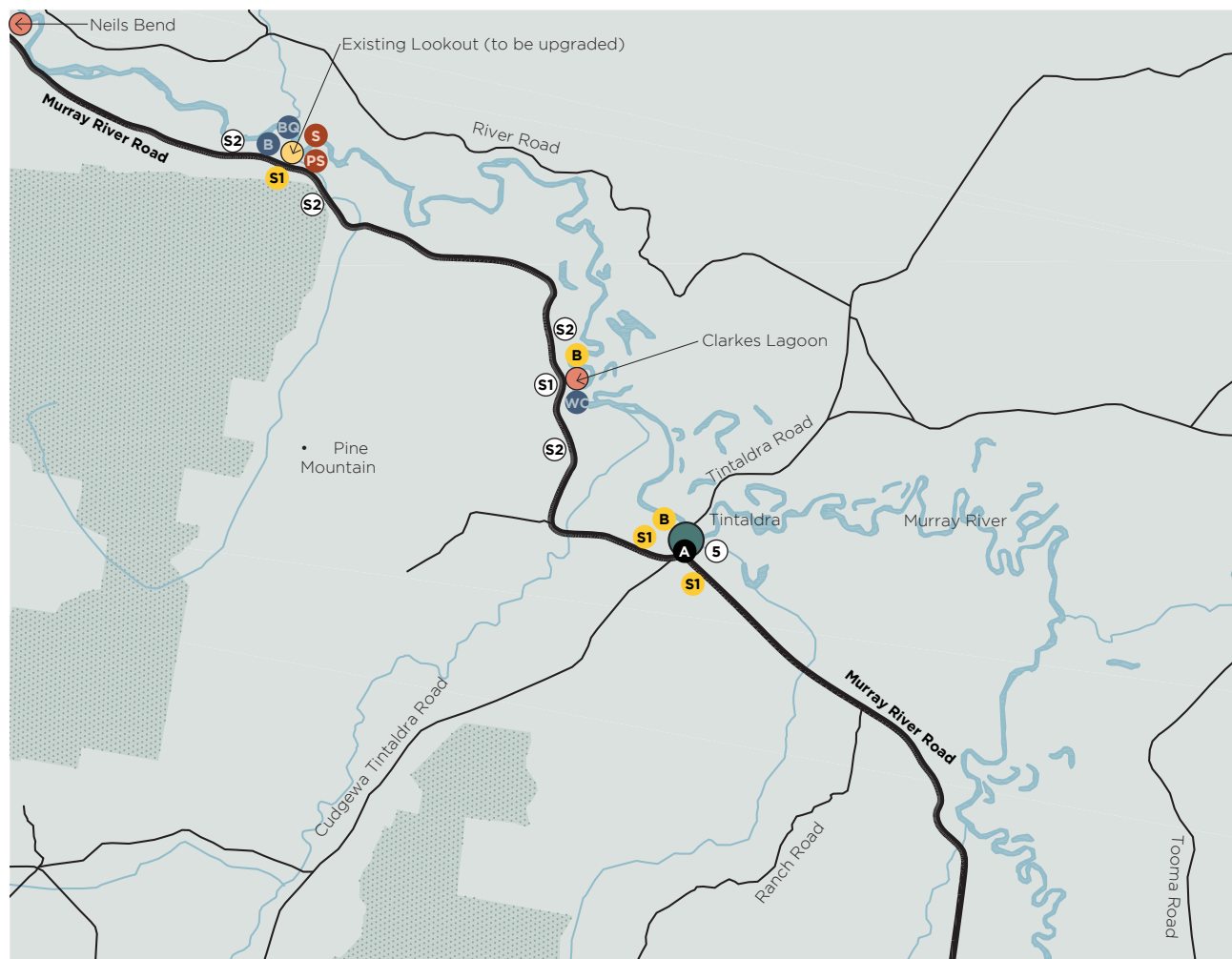
S2 Signage - warning, existing

Stops

Town

Camping

Lookout



Points of Interest

1 Winery

2 Upper Murray Resort

3 Khancoban Pondage

4 Head of the Murray River Installation

5 Tintaldra Installation

Distances

Km's

Jingellic	Walwa	5.2
Walwa	Tintaldra	23.3
Tintaldra	Towong	11.0
Towong	Khancoban	26.2

PROPOSED FURNITURE

PROPOSED LOOKOUTS



Lookout example
Farrans Lookout



Lookout example
Farrans Lookout

Lookouts along the Great River Road should reflect the design of the existing Farrans lookout

PROPOSED PICNIC SETTING



PS

Picnic setting



S

Shelter

Picnic settings and shelters along the great Great River Road should reflect the design of the existing Farrans lookout

PROPOSED AMENITIES



BQ

BBQ - electric



B

Bin



WC

Drop toilet



S1

Signage -
identifying



S2

Signage -
locational



B

Boat ramp



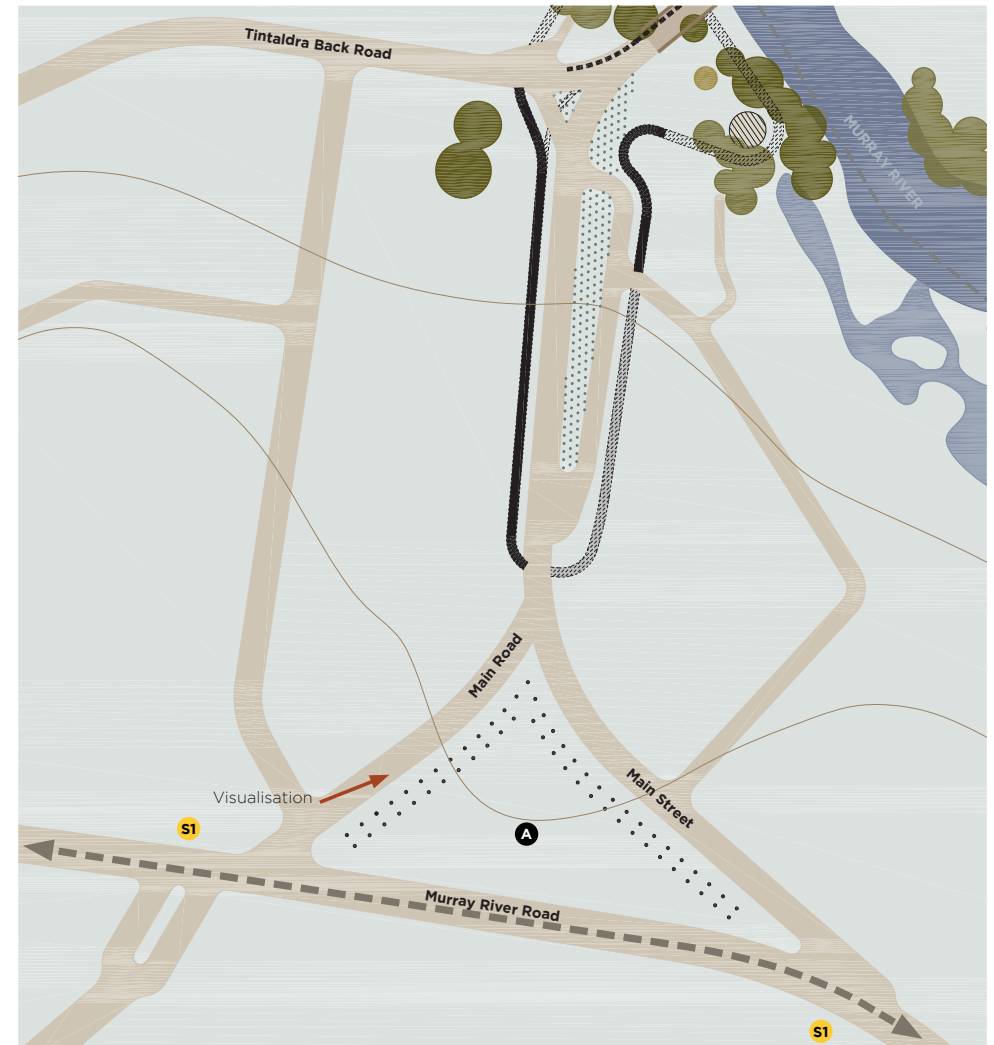
S1

PROPOSED GATEWAYS

To mark the beginning of the historic Great River Road route we propose a gateway project. The gateway is a land art project, comprising of 108 timber or concrete poles installed on the triangular site at the corner of Murry River Road and Main Road, Tintaldra.

The poles all reach an identical height to reinforce the ground plane at the base and the horizon at the top. Poles were selected as they close reference the immediate context of; bridge timbers, fencing posts and electrical poles.

A second gateway is proposed to mark the headwaters of the Murray River at Bringenbrong Reserve. Interpretive signage in line with the designs used for Farrans Lookout (see p. 12), identifying lookout furniture and a specially commissioned artwork are proposed. Elements in Bringenbrong Reserve will need to be robust to withstand other environmental factors that affect the site, such as flooding.



TINTALDRA LOCATION PLAN

LEGEND

— — — — — Great River Road

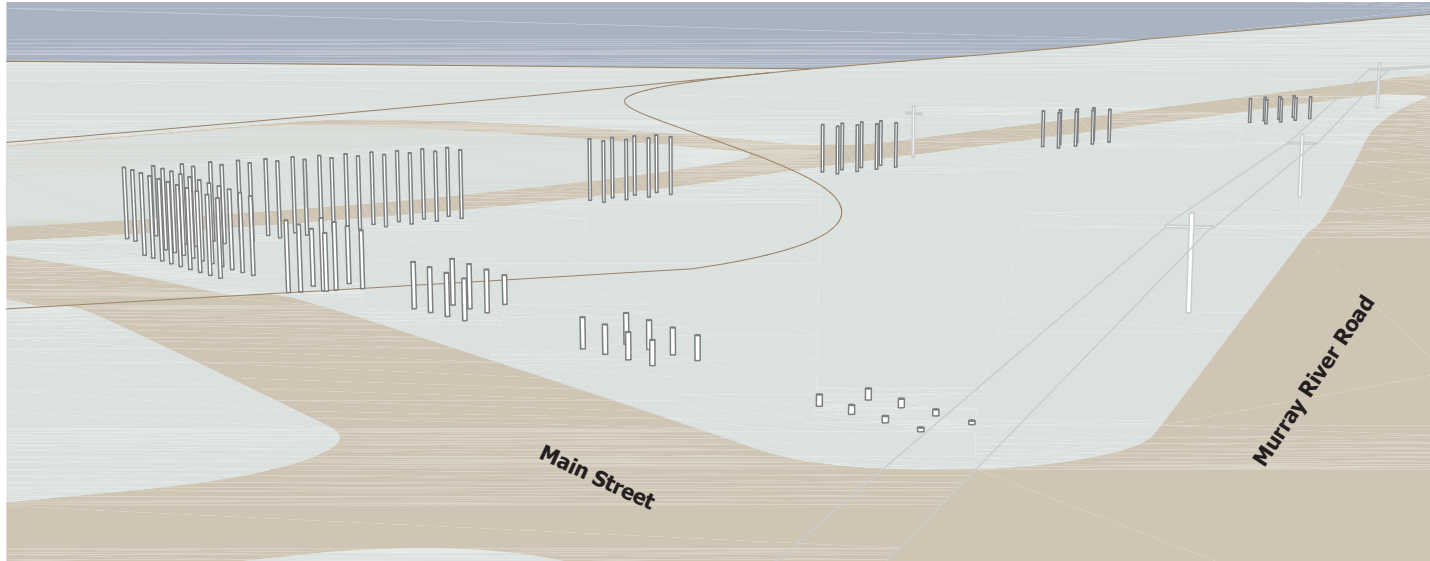
A

The gateway project is a land art project, comprising of 108 timber or concrete poles installed on the triangular site at the corner of Murry River Road and Main Road, Tintaldra. The poles all reach an identical height to reinforce the ground plane at the base and the horizon at the top. Poles were selected as they close reference the immediate context of; bridge timbers, fencing posts and electrical poles. Concept only. Design would require further refinement in consultation with VicRoads and in response to any further intersection upgrades.

S1



VicRoads tourist and service signage



AERIAL SITE PLAN



VISUALISATION

COSTING

TBC FOLLOWING ACCEPTANCE OF DRAFT PROPOSALS

FUNDING SOURCES

NATIONAL STRONGER REGIONS FUND, REGIONAL DEVELOPMENT AUSTRALIA

This program replaced the Regional Development Australia Fund (RDAF) and seeks to fund investment ready projects which support economic growth and sustainability of regions across Australia, particularly disadvantaged regions, by supporting investment in priority infrastructure. Grants between \$20,000 and \$10 million are available on a dollar-for-dollar basis. A total funding pool of \$1 billion is available over five years from 2015-16.

REGIONAL JOBS AND INFRASTRUCTURE FUND, REGIONAL DEVELOPMENT VICTORIA

The Regional Jobs and Infrastructure Fund will be implemented by RDV and provide \$500 million over the next four years to support major projects and create regional jobs. The fund has three components:

- \$250 million Regional Infrastructure Development Fund to invest in major projects that create jobs, support population growth, and grow the economy;
- \$200 million Regional Jobs Fund to help regional industries and businesses to grow their workforces, expand their markets and create the jobs of the future; and
- \$50 million Stronger Regional Communities Plan to help regional towns attract families and young people to live and work.

The fund was announced prior to the State Government budget in May 2015. Further details, including funding guidelines, are expected to be released later in the year.

VICROADS

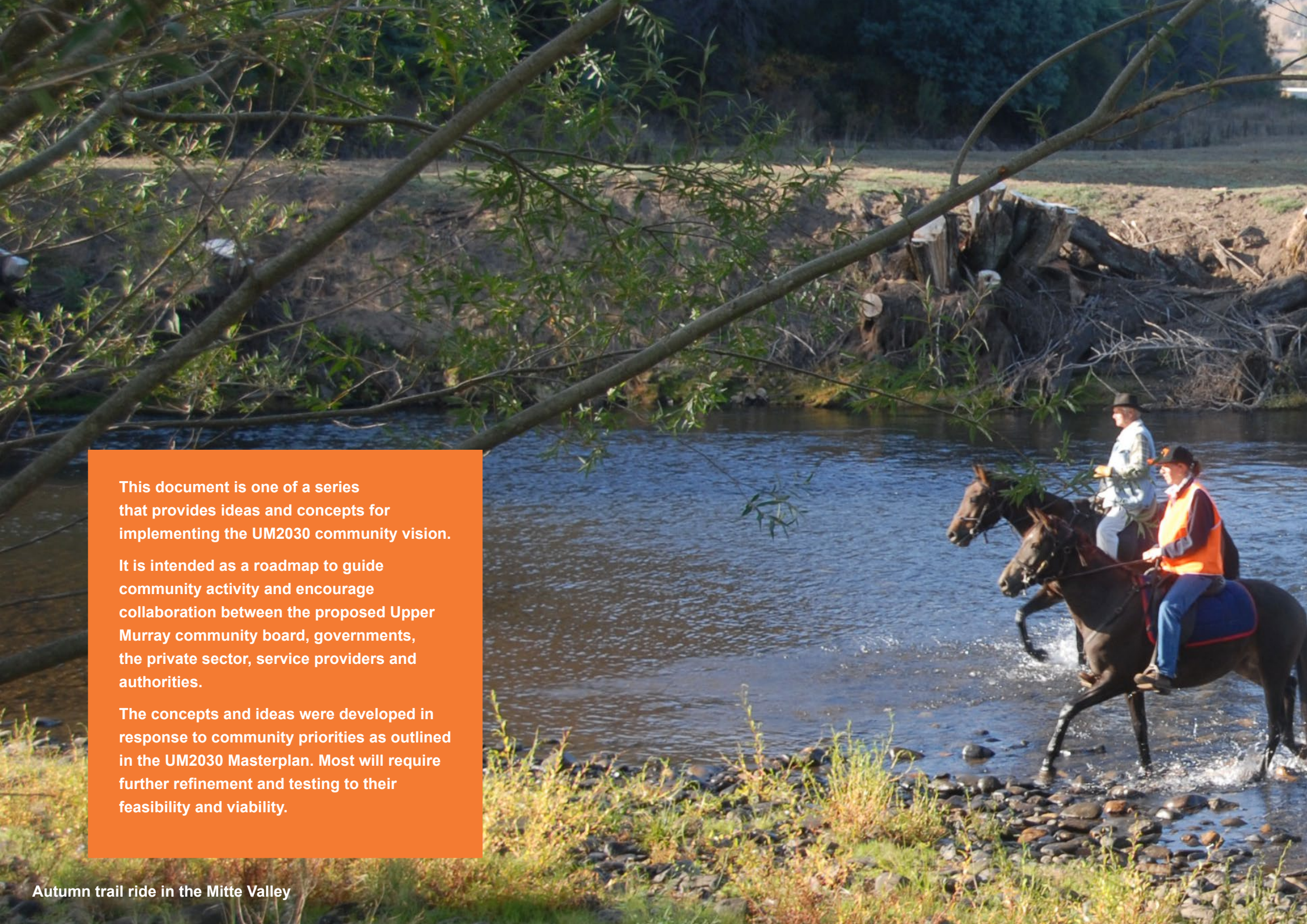
VicRoads manages the majority of the proposed Great River Road route and there may be opportunity to negotiate funding agreements with VicRoads for required intersection and highway upgrades.





UPPER MURRAY

TOURISM 2030

A photograph of two people riding horses through a river. The person in the foreground is wearing a bright orange vest and blue jeans, riding a dark horse. The person behind them is wearing a light-colored shirt and a hat, also on a dark horse. They are moving from right to left across the frame. The river is shallow with many rocks visible. In the background, there are trees and a grassy bank. A large, fallen tree trunk is visible on the right bank. The foreground has some green grass and small plants.

This document is one of a series that provides ideas and concepts for implementing the UM2030 community vision.

It is intended as a roadmap to guide community activity and encourage collaboration between the proposed Upper Murray community board, governments, the private sector, service providers and authorities.

The concepts and ideas were developed in response to community priorities as outlined in the UM2030 Masterplan. Most will require further refinement and testing to their feasibility and viability.



UM2030

The Upper Murray 2030 Vision Plan is a community planning project which set the scene for the future of the Upper Murray Region.

The directions of UM2030 have been firmly driven by the community. This documents supports the UM2030 objectives:

The Upper Murray 2030 Vision Plan sets out a clear path for the future that influences government decisions

Tourists are welcomed to the Upper Murray; tourist amenities are well signposted, well maintained and provide benefit for the local community

The Upper Murray offers a diverse range of employment opportunities

TOURISM

The purpose of this document is to highlight specific opportunities to further grow the Upper Murray as a tourism destination. Key steps which should be undertaken to further explore these opportunities are also set out.

WHAT ARE WE TRYING TO ACHIEVE?

Establishing additional tourism products within the Upper Murray was seen as a critical initiative by the community. These projects should aim to:

- Develop unique experiences which showcase the region's natural beauty
- Compel visitors to travel the extra distance to explore Upper Murray's hidden gems.
- Provide a knock on economic effect to the whole Upper Murray region through the provision of jobs and other opportunities
- Establish a high quality 365 day a year tourism product in the region

THE UPPER MURRAY

TOURISM CONTEXT

The Upper Murray Region is located on the Victorian/NSW border at the foot of the Snowy Mountains and the starting point of the Murray River.

The region is famous as the home and final resting place of the 'Man from Snowy River' legend Jack Riley. The Man from Snowy River Museum is located in Corryong and features relics and stories unique to the Upper Murray. The Man from Snowy River Bush Festival is the largest event in the region and draws over 10,000 visitors from across Australia to celebrate bush culture.

The greatest drawcard for the region are its spectacular views and expansive natural assets.

The major attractions include:

- Mt Mittamatite
- Burrowa-Pine Mountain National Park (including Bluff Falls)
- Khancoban Pondage
- The Murray River
- Avondale Gardens
- Snowy Mountains
- Authentic Country Pubs

Popular activities include sight-seeing, touring, bushwalking, fishing, four-wheel driving, and water sports. There are also more adventurous sports such as white water rafting, rock climbing and paragliding. During the winter months the region is a popular base for skiers due to its proximity to the snowfields.

The region is also a golfer's paradise, with quality courses at Corryong, Walwa, Khancoban, Tintaldra and Welaregang. Each course offers 9 holes and the Khancoban Country Club has grass greens.

There is significant opportunity to further grow the Upper Murray as a tourism destination. Although the largest constraint for tourism remains the distance to major cities and tourism markets, the development of unique experiences which showcase the region's natural beauty and local communities will compel visitors to travel the extra distance to explore Upper Murray's hidden gems.

Based on data from Tourism Research Australia, the Upper Murray Region receives an average of 211,000 domestic visitors annually. This is made up of 113,000 day trip visitors, and 98,000 overnight guests. In addition to these figures a large number of visitors stop in the region heading towards other

destinations. This is due to the Upper Murray's position within the broader High Country Tourism Region, which receives over 2.3 million visitors annually. If the Upper Murray can capture a greater share of visitors to the wider region, even if just a small proportion, it will have a large impact on local visitation.

Other market opportunities include the larger regional centres located close to the Upper Murray Region which may provide a more immediate market opportunity to grow visitation. Albury-Wodonga and Wagga Wagga in particular are located within an accessible distance.





EXISTING EVENTS

MAN FROM SNOWY RIVER FESTIVAL

THURSDAY 31 MARCH - SUNDAY 3 APRIL 2016

The Man from Snowy River Bush Festival is held annually in Corryong and has been running for twenty years. The festival is an incredible display of horsemanship, bush poetry, art, music and traditions and bush skills, based on Banjos Patterson's epic poem, *The Man From Snowy River*. 2016 will be the festival's 21st year running and is a celebration of the 'Year of the Gold Rush'.

UPPER MURRAY CHALLENGE

OCTOBER 2016

The Upper Murray Challenge is a competitive sporting event for individuals and relay teams. The event commences in the main street of Khancoban, and spreads across the foothills of Mt Kosciuszko. The three events comprise:

- Mountain bike ride through the Snowy Mountains Climbing School (38 kilometres)
- Meek Kayak Paddle through the Swampy Plains River (26 kilometres)
- Run over the Murray River flats to finish at Corryong (7 kilometres).



OTHER EVENTS

JAN	FEB	MAR	APR	MAY	JUN
Tumbarumba Rodeo	Corryong Agriculture and Pastoral Society Show	Towong Cup	Man From Snowy River Bush Festival	Local golf and fishing competitions	Fishing Season Closing Activities
Corryong Cup Hangliding Competetition	Tumbarumba Cup Races	Khancoban Country Club Linen House Golf Tournament	ANZAC Day Memorial Services	Local Farmers' Markets	Ski season opening (Thredbo and Selwyn skifields nearby)
	Tumba-fest Food and Wine Festival	Man From Snowy River Bush Festival	Local golf and fishing competitions		
	Cudgewa Fishing Classic	Jinjellie Agriculture and Pastoral Society Show			
JUL	AUG	SEP	OCT	NOV	DEC
Ski season (Thredbo and Selwyn skifields nearby)	Local golf competitions	Corryong Historical Machinery Club Annual Rally	Upper Murray Challenge	Corryong Garden Gadabout	Nariel Creek Folk Festival
	Local Farmers' Markets	Cudgewa Springtime Market	Fishing Season Opening Activities	Khancoban Fishing Challenge	Local Christmas Carols and Markets



TOURISM OPPORTUNITIES

UPPER MURRAY GRAN FONDO CHALLENGE

The Upper Murray region is blessed with unique landscapes and an undulating road network which makes it well suited to road cycling.

The Upper Murray Gran Fondo Challenge would be a one day cycling classic to attract recreational cycling enthusiasts. The route selection would highlight the diverse landscape of the Upper Murray, cross the state boundaries, and include a number of challenging climbs.

A draft route may run through:

Corryong > Cabramurra > Tooma > Towong > Khancoban

This may be held as a lead up event to the 7 Peaks Alpine Ascent Challenge cycling event which is held in the Alpine region every year in March, and is marketed as the most challenging road cycling events in the world.

The 7 Peaks Challenge has sold out in the last few years and in 2015 attracted 1,800 riders including participants from overseas. The economic impact of

the 7 Peaks Challenge is estimated to be over \$2.5 million every year to the regional economy.

The event will put the region on the map in terms of cycling and assist in building cycling tourism to the region during other times of the year.

The event would need to be delivered through a private operator but supported through public sector planning and funding.

Opportunities also exist to promote leisure cycling and mountain bikes. Khancoban Country Club has an established mountain bike course and Mt Mittamatite has been identified as another potential site.

KEY STEPS:

- 1 Establish working group;
- 2 Identify and confirm route proposal;
- 3 Approach event organisers to test interest;
- 4 Seek private/public sector funding;
- 5 Establish a business case.



UPPER MURRAY ADVENTURE WILDERNESS LODGE

The Upper Murray's rugged wilderness was identified as the major tourism drawcard for the region. Activities such as fishing, hunting, bushwalking, four-wheel driving, and watersports are popular among visitors. Other more adventurous sports such as white water rafting, rock climbing and paragliding are also growing in popularity.

There is opportunity for the establishment for an integrated wilderness lodge which can be used as a base to for nature-based activities in the region. Due to the proximity of the region to the ski fields the lodge may also be used as a base for skiers during the winter months, with Khancoban being ideally for this purpose.

Khancoban is an established hub for tourism activity. The caravan park has recently been upgraded and Tumbarumba Shire has plans to improve the shopping centre and town entrance. Opportunities exist for investors to purchase and upgrade vacant accommodation facilities on private land.

The limited size and diversity of accommodation was identified as an issue that should be addressed in order for tourism to improve in the Upper Murray. Responses to surveys and community consultation workshops suggested the Upper Murray should be known for 'active and adventure experiences' and that combined tourism and agricultural industries should also be fostered.

The potential to convert a heritage building or existing accommodation into a wilderness lodge was raised during the community workshops and is being actively investigated by one potential investor.

Sites along the Murray River which provide views to the Snowy Mountains would be the ideal location for a lodge. It may provide a combination of accommodation options including self-contained cabins and campsites.

KEY STEPS:

- 1 Identify potential sites
- 2 Undertake feasibility study
- 3 Promote to investors/operators



BURROWA PINE MOUNTAIN AND MITTA MITTA PARK IMPROVEMENTS

Burrowa Pine Mountain National Park, Mount Mitta Mitta Regional Park and Kosciuszko National Park are important natural assets in the region and there is opportunity to leverage further tourism visitation to the Parks. There are a number of improvements to visitor infrastructure which could be implemented including:

Development of short walks;

- Camp sites;
- Lookouts;
- Signage and interpretation; and
- Picnic areas.

As these parks are in close proximity to Corryong and the Murray Valley Highway, Khancoban and the Alpine Way, the improvement in visitor facilities will encourage more visitors to stop over in the region or stay overnight.

KEY STEPS:

- 1 Establish working group with Parks Victoria
- 2 Undertake a Masterplan
- 3 Detailed design of Masterplan elements
- 4 Seek funding through a business case





LOCAL TOURS

Community-led tourist experiences which showcase the ‘hidden gem’ experiences across the region provide a good opportunity for development. These types of local tours align with the growing tourist demand for more authentic and immersive experiences. A number of locals have already expressed an interest in operating a local tour. Tour opportunities may include:

- Food experiences which showcase the ‘paddock to plate’ and ‘slow food’ movement in the region. These experiences would highlight local producers and the quality of local produce in the region
- Fly fishing and hunting tours
- Four-wheel drive tours
- Horse rides
- Off-road cycling
- Canoeing and kayaking.

The introduction of tours should be staged to develop the market and establish certainty about when visitors will be able to book tours. For example, initially tours may be held every Saturday.

These services may be promoted and booked through the Towong Shire or Tumbarumba Shire Councils’ Visitor Information Centres, their respective tourism websites, or a combination of both.

KEY STEPS:

- 1 Appoint a consultant to assist in preparing a program to inform and advise on tour development
- 2 Undertake a community forum/ educational session promoted to interested stakeholders. This may include case studies and guest speakers who have experience in tour operation (e.g. Both Feet).



HIGH COUNTRY RAIL TRAIL EXTENSION

The High Country Rail Trail is a recreational trail which stretches from Wodonga to Tallangatta, and recently new sections of the trail have been opened around Shelley. According to Bicycle Victoria surveys, the trail currently receives approximately 10,000 riders per annum.

The trail has potential to one day be extended all the way to Corryong which could mean a total trail length of 112 km encompassing 18 tressel bridges. This would rival the Murray to Mountains and Great Victoria Rail Trail. There is an active community group which are working to improve the trail, while both Tumbarumba Shire Council and Towong Shire Council have invested in the development of strategic areas of trail to boost visitation into major townships. As a large proportion of the trail runs through Crown and private land, private landholders and government authorities are key stakeholders in any proposed developments.

KEY STEPS:

- 1 Engage with community groups working on the rail trail
- 2 Build business case for strategic enhancements to the trail
- 3 Engage with public and private land owners as needed



DEVELOPMENT OF TOURING TRAILS

The Upper Murray's scenic vistas and diverse landscapes provide a number of opportunities for the development of touring trails. Touring trails can encourage visitor dispersal, visitation to smaller villages, and leverage from passing traffic which are travelling between major destinations. In addition to the Snowy Valleys Way, the major opportunities to develop touring trails through the region include the following.

ICONIC GREAT RIVER ROAD TOURIST DRIVE

The Murray River Road stretches from Albury to Corryong following the curves and bends of the Murray River. The road offers the best touring experience of the Murray River coupled with the spectacular snowy mountains in the backdrop. The road links a number of smaller villages such as Walwa, Jingellic, and Tintaldra which make for pleasant stopovers.

This project is described in more detail as part of the UM2030 Great River Road concept plan.

THE MAN FROM SNOWY RIVER ROAD

There is opportunity to develop a Man from Snowy River touring drive which would link Canberra and Bairnsdale. The drive could build on the work of the Snowy Valleys Way, using the Alpine Way to move between Gundagai and Beechworth. The Benambra-Corryong Road could be promoted as providing the easiest navigable link between Gippsland and Canberra. It is a highly scenic route but requires some sections of the road to be sealed.

UPPER MURRAY VILLAGE TOURING TRAILS

There are a number of smaller villages in the region which have charming streetscapes and heritage buildings (e.g. Cudgewa, Walwa, Tintaldra). There is opportunity to link these villages with a number of touring trails which highlight local produce, vistas, national parks, pubs, and historical sites.

KEY STEPS:

- 1 Establish working group
- 2 Map routes
- 3 Identify sites of interest
- 4 Identify gaps in product
- 5 Develop collateral



FISHING IN THE REGION

Due to its iconic landscapes and abundant rivers and lakes, the Upper Murray region is already a well known recreational fishing destination, particularly for fly fishers. According to Tourism Research Australia, approximately 20% of visitors undertake recreational fishing, equating to 42,000 visitors per annum. Towards 2030, the region has an opportunity to expand and capitalise on this industry to also increase tourism revenue, visitation and jobs associated with a growing market.

With the ongoing popularity of recreational fishing and its significant contribution to the regional economy, more infrastructure could be provided to ensure anglers continue to have access to a pristine and quiet fishing environment, while benefiting from the visitation numbers. As demand increases there will also be a need for environmental management and careful monitoring to ensure visitation does not degrade the waterways and riverbanks in the region.

Guided tours and fish cleaning tables located at strategic spots along the rivers could help support fishing in the region, while helping to minimise

waste and pollution of the waterways. A flow-on effect from a stronger and more visible recreational fishing industry will be increased visitation rates and demand for accommodation in the region.

KEY STEPS:

- 1 Engage with community groups working on waterway health and to ascertain attractive routes for guided tours
- 2 Build business case for guided fishing tours and river care programs including work with Parks Victoria and landcare groups
- 3 Engage with public and private land owners as needed



HUNTING IN THE REGION

Hunting is a popular sport in the Upper Murray region. With careful management and engagement with key stakeholders (including Hancock Plantations, Parks Victoria, Game Council, Victoria Police and local farmers), a guided hunting and hunting tours industry could emerge. This could include deer hunting, bows, dogs and photography as a focus while being managed with strong controls.

Strong legislation and controls for management of hunting exist in Victoria and New South Wales and this legislation should be documented and understood as a means to carefully manage an emerging industry of hunting for recreation in the region. A system of licencing checking and review as well as landowner permission would be required to ensure the sport is safely managed.

The economic impact of existing demand for hunting in the region as a tourist activity is not well understood. Further investigation should be undertaken to explore the potential, working within a strong legislative framework, for this industry to grow

in the Upper Murray. More information is required to understand the economic impact and associated activities associated with hunting that could bolster its contribution to the Upper Murray tourism portfolio.

KEY STEPS:

- 1 Engage with community groups working in relevant industries as well as private landowners to ascertain attractive routes for guided tours and appropriate locations for guided and controlled hunting
- 2 Build business case for guided hunting tours and landcare programs
- 3 Engage with public and private land owners as needed



Insight 360

Towong Shire Council



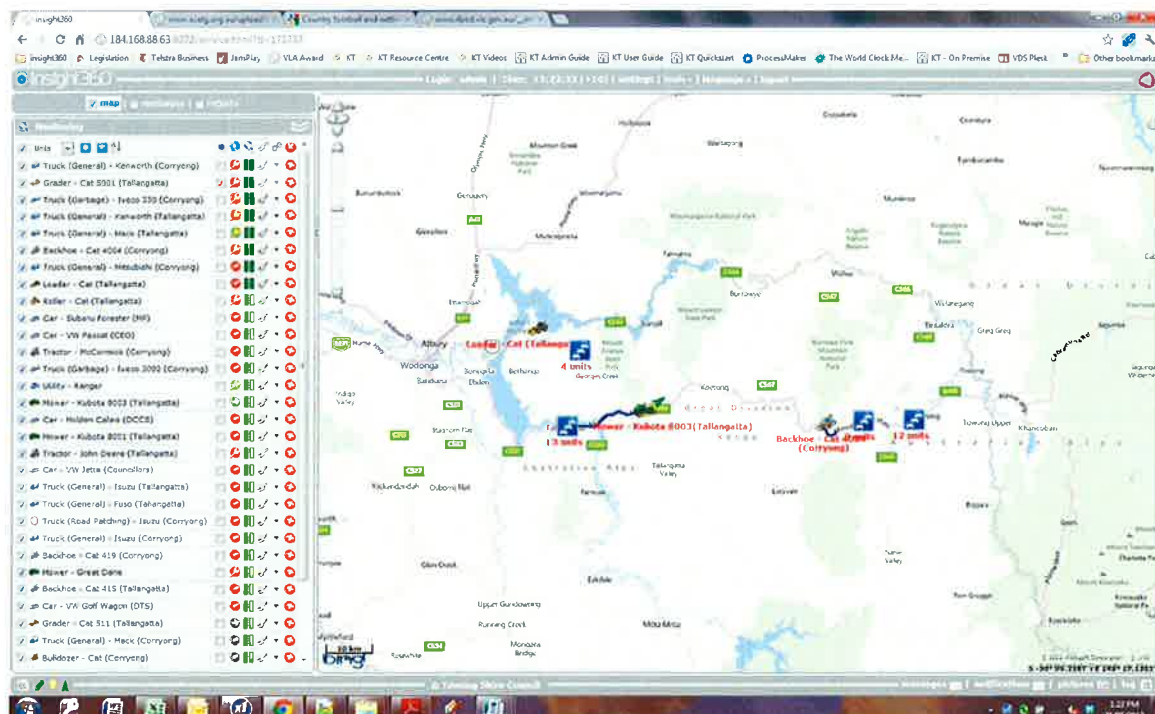
Team Members:

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Overview:

Insight 360 is an innovative software solution that was developed by Towong Shire Council and has resulted in savings of more than \$400,000 per annum for a Council with Victoria's third smallest population and one of the largest municipal areas.

The solution uses GPS technology to track Council's heavy plant and light fleet every 15 seconds of every day and has translated best practice private enterprise thinking to the unique environment of Local Government.

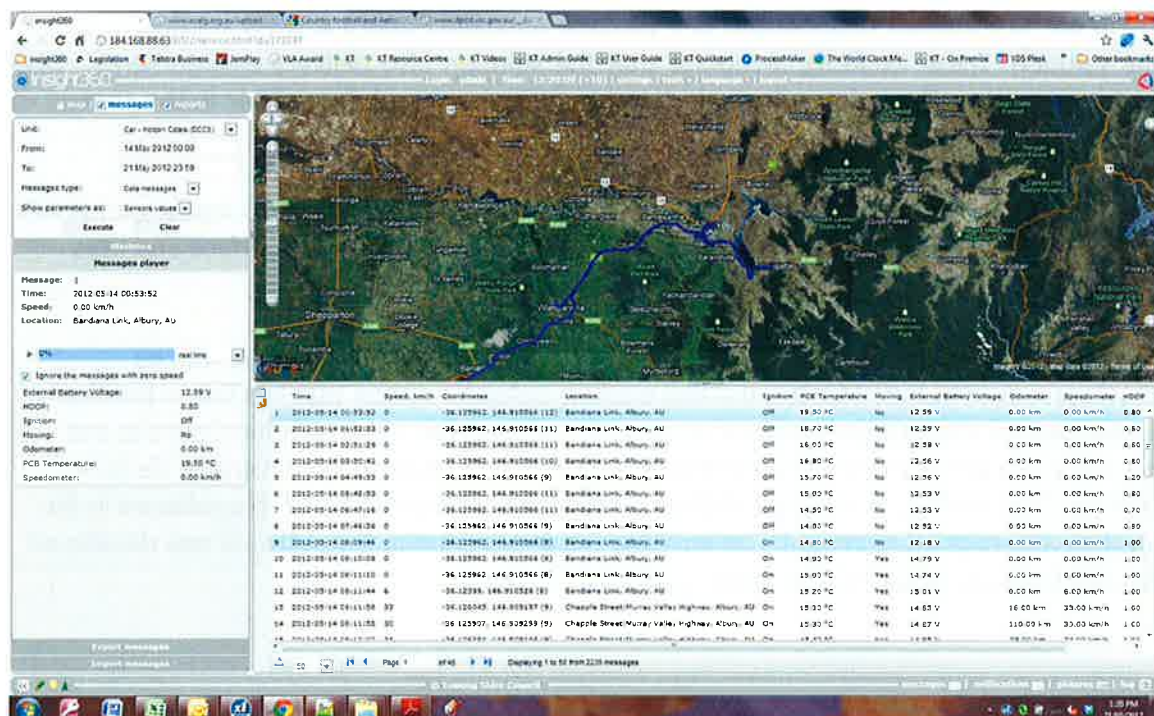


The real-time reporting enables data to be presented in a way that allows:

- Works managers to increase crew output by being able to monitor all plant across a 6,000km² area in real time. For example, grader utilisation has been increased by 108% from 2.6 hours to 5.4 hours per working day.
- Asset managers to save on new plant purchase costs though better understanding plant utilisation patterns. This has resulted in a 30% plant renewal saving.
- Fleet managers to reduce fuel consumption though comparing individual driver consumption profiles and monitoring fuel bowers in depots more accurately. This has resulted in an estimated 4% fuel saving.
- Corporate services staff to reduce administrative costs such as timesheet data entry and improve monthly financial reporting by having more accurate location based data. This is estimated to ultimately save \$150,000 per annum.

The system has full Geographical Information System (GIS) integration, issues alerts in response to irregular activity such as movement at unusual hours, emails routine reports to staff and interfaces with Council's payroll and financial software.

Driven by Council's desire to achieve efficiencies and reduce fleet costs, Insight 360 was developed following an unsuccessful investigation into commercial GPS tracking alternatives available. Through a benchmarking exercise of 12 national GPS vendors it became apparent that the cost of those solutions was prohibitive, especially for a small rural Council, and that the data captured was focused on the transport sector and would have limited use in the local government environment.



Dave Barry, Council's Director Community and Corporate Services and qualified Electronics Engineer, found that hardware components could be sourced at a relatively low cost. His skills in software development and electronics gained prior to joining Council, together with his knowledge and insight of Council's corporate, financial and asset functions, enabled Dave to develop Insight 360 for Council at a tiny fraction of the cost of commercially available software.

Insight 360 enables indoor Council staff to have a real on the ground visibility, which overcomes one of the biggest challenges in local government. Conversely, it enables outdoor crews to highlight where work directions are resulting in inefficient practices.

Council's benchmarking process showed that Insight 360 exceeded performance across the board with the added benefit of providing specific data to meet the needs of local government. By developing the solution in-house each deployed unit costs just \$72 per annum to run compared with a typical cost of \$650 per annum for other solutions.

The solution has recently won a National Award for Local Government and Dave Barry has presented on it at the:

- LGTS Conference
- Benchmarking Best Practice in Local Government Conference (19 July 2012)
- FinPro Conference
- DPCD Procurement Conference
- National Works and Engineering Conference (27 September 2012)
- Procurement Australia Conference

There are 14 Victorian Councils and one Western Australia Council actively seeking to deploy the solution. These Councils recognise that the solution also delivers environmental, OHS and security benefits and that Towong Shire's cost savings are fully scalable in the context of a larger Council.

The solution is technologically advanced. It incorporates CANbus and RFID readers, a full API, a distributed architecture, is hosted in an elastic cloud, has a fast view interface and uses UDP rather than TCP to minimise data throughput and therefore cost.

In summary, Towong Shire Council is leading Local Government in Australia with its development of Insight 360. It is the first tracking software option that has been specifically developed for the local government market. Our success has inspired other Councils and organisations to look at maximising the use of GPS technology to inform sound decision making. This testifies to the applicability, usefulness and accessibility of this software in the local government environment – an amazing result considering the software was developed entirely in-house at the third smallest Council in Victoria.

Towong Shire Council**Road Management Plan****Date of Adoption: 1 November 2004****Review Adopted: 4 August 2008****Reviewed Adopted 2 July 2013****November 2004****Table of Contents**

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1 INTRODUCTION

1.1 PURPOSE OF THE PLAN

Towong Shire Council has developed this Road Management Plan in accordance with Part 4, Division 5 of the Road Management Act 2004.

The Road Management Plan identifies the roads for which Council is responsible and documents the management system in place to ensure that the road assets continue to be effectively maintained to provide a safe road network for the community.

1.1.1 Force Majeure

While Council will make every endeavour to meet all aspects of its Road Management Plan in the event of natural disasters and other events including, but not limited to, fires, floods, droughts and the like, together with human factors, such as lack of Council staff or suitably qualified Contractors, Council reserves the right, pursuant to Section 83 of the Victorian Wrongs Act 1958, to suspend compliance with its Road Management Plan.

In this event, where the Chief Executive (CE) of Council considers that the limited financial resources of Council and its other conflicting priorities means that some aspects of the Road Management Plan cannot be met, the CE will write to Council's officer in charge of its Road Management Plan and inform the officer that some, or all, of the timeframes and response times are to be suspended.

Once the events beyond the control of Council have abated, or if the events have partly abated, Council's CE will write to Council's officer in charge of its Road Management Plan and inform the officer of which parts of Council's Plan are to be reactivated and when.

1.2 KEY STAKEHOLDERS

Stakeholders with an interest in this Road Management Plan include:

- **Road users** : require a safe and efficient transport network
- **VicRoads**: the Coordinating Road Authority for freeways and arterial roads within the Shire
- **Towong Shire Council**: the Coordinating Road Authority for municipal roads within the shire, Council is also the Responsible Road Authority for sections of arterial road not used for through traffic
- **Adjoining Municipalities**: the Coordinating Road Authorities or Responsible Authorities for municipal or non-through traffic areas of arterial roads where they cross Local Government boundaries within the state of Victoria
- **Other Road Authorities**: Department of Environment and Primary Industry, Parks Victoria (Goulburn-Murray Water has not been declared under legislation to be a road authority)
- **Utilities**: service authorities which have assets for the provision of water, sewerage, gas, electricity, telephone, telecommunication or other like services located on roads
- **Emergency Service Agencies** (Police, Fire, Ambulance, SES)
- **State and Federal Governments**: provision of funding

1.3 PURPOSE OF THE ROAD MANAGEMENT ACT 2004

The purpose of the Road Management Act is to reform the law relating to road management within Victoria.

It sets out the rights and responsibilities of road users and the responsibilities of Road Authorities for the management of roads.

1.3.1 Road Authority Responsibilities

The Act includes provisions for:

- the making of road management plans as part of the management system to be implemented by a road authority
- the keeping of a register of public roads in respect of which the road authority is the coordinating road authority
- the construction, inspection, maintenance and repair of public roads
- issues relating to civil liability arising out of road management

1.3.2 Duty of Road Users

Road users have a duty in respect of the use of a public highway.

The Road Management Act, Section 106, refers to the obligations of road users as set out in Section 17A(1) of the Road Safety Act as follows:

- 1) *A person who drives a motor vehicle on a public highway must drive in a safe manner having regard to all relevant factors including (without limiting the generality) the-*
 - a) *Physical characteristics of the road,*
 - b) *Prevailing weather conditions,*
 - c) *Level of visibility,*
 - d) *Condition of the motor vehicle,*
 - e) *Prevailing traffic conditions,*
 - f) *Relevant road laws and advisory signs,*
 - g) *Physical and mental condition of the driver.*

1.4 RELATIONSHIP TO CORPORATE PLAN

The Council Plan 2013-2017 defines Asset Management as one of its Key Result Areas with the strategic goal “to maintain and improve the Shire’s infrastructure to meet agreed levels of service.”

The asset management strategy includes:

- Implementing actions identified in the Asset Management Strategy
- Maintaining and implementing Asset Management Plans for each class of asset
- Conducting condition assessments for each class of assets every 3 years
- Periodically reviewing levels of service by community consultation to ensure sustainability
- Preparing Financial Plans to fund identified renewal targets

A copy of the Council Plan is available for inspection at the Council Offices.

1.4.1 Asset Management Policy

Council has an Asset Management Policy which was adopted in October, 2003 and most recently reviewed in May, 2013.

The policy states how Council will fulfil its stewardship obligations for the management of assets by:

- Developing an asset management strategy;
- Utilising community consultation to establish service levels;
- Developing and reviewing asset management plans;
- Implementing a capital evaluation process, based on life cycle costing, for all renewal proposals and all new development projects.

A copy of the Policy is available for inspection at the Council Offices.

1.4.2 Roads Asset Management Plan

Council has developed an Asset Management Plan for the Road Network, including roads, bridges and footpaths.

This plan will set the renewal targets for road assets based on condition assessments to be conducted every three years.

The Moloney Asset Management System is being utilised by Council to predict the future funding required for the renewal and replacement of road infrastructure, as well as the projected annual maintenance demand.

If renewal targets cannot be fully funded, maintenance costs will increase, or service levels will need to be reduced to meet the available budget.

1.4.3 Financial Plan

The financial plan will develop a long term strategy for funding of the renewal targets, taking account of the projected maintenance costs and available funding.

Council has a 5 year capital works program which is reviewed annually having regard to the priority of projects and available funding.

2 ASSET DESCRIPTION

2.1 ROAD REGISTER

Council is the coordinating road authority for municipal roads.

The Register of Roads for which Council is responsible is appended as **Schedule 1**.

The roads on the register are those determined by Council to be **reasonably required for general public use**.

2.1.1 Road Hierarchy

The hierarchy of roads established under the Road Management Act refers to State Roads, for which VicRoads is the coordinating road authority, and municipal roads, for which Council is the coordinating road authority.

Municipal Roads have been classified as **link**, **collector** or **access** roads in accordance with their function.

The following key principles have been adopted in developing the road hierarchy classification system:

- a) The classifications are functionally based. The function of the road determines its place in the hierarchy rather than traffic volumes or the current standard of construction.
- b) The classifications are generally consistent with the Austroads National Functional Road Classification system.
- c) Only those roads which are determined by Council as being “reasonably required for general public use” will be maintained by Council and included in the Register of Roads.
- d) Other roads, which may be available for public access but are not formed, or not constructed to an acceptable standard, will not be included in the register. Roads which are unused will remain the responsibility of DSE.

2.1.2 State roads

State Roads comprise freeways and arterial roads for which VicRoads is the coordinating road authority as well as non-arterial state roads for which the relevant responsible road authority is the coordinating road authority..

State Arterial Roads within Towong Shire are as follows:

- Murray Valley Highway
- Omeo Highway
- Cudgewa Valley Rd
- Lockharts Gap Road
- Murray River Road
- Granya Road
- Dartmouth Road
- Shelley Road
- Benambra-Corryong Rd (Sth from Dunstons Log Rd)

2.1.3 Municipal roads

These are local roads which include all other urban and rural roads for which Towong Shire Council is the coordinating road authority, and are classified as shown in **Table 1.1** below:

ROAD CLASSIFICATION	FUNCTIONAL DEFINITION.	GENERAL ROAD DESCRIPTION AND PERFORMANCE REQUIREMENTS.
	Links and distributes traffic from local areas to the wider arterial road network. <ul style="list-style-type: none"> • Links significant towns, locations 	<ul style="list-style-type: none"> • All weather road, predominantly sealed, 2-lane roads. • Good quality surface, maintained to a high standard.

Link Road	<ul style="list-style-type: none"> and industries; • High percentage of through traffic; • Includes access to abutting properties; and • Caters generally for higher traffic volumes, heavy vehicles and traffic speeds. 	<ul style="list-style-type: none"> • Roads of high local priority. • Direct property access generally permitted. • Delineation provided by guideposts and often centreline marking on sealed roads. • Typical design speed 60 – 100km/hr depending on terrain.
Collector Road	<p>Collects traffic and provides a feeder service to Link Roads.</p> <ul style="list-style-type: none"> • Provides property access in both urban and rural areas; • Provides access to minor locations and industries; • Moderate percentage of through traffic; and • Caters for moderate traffic volumes and speeds. 	<ul style="list-style-type: none"> • All weather 2-lane road, usually formed and gravelled or single lane sealed road with gravel shoulders in rural areas, and sealed 2-lane road in urban areas. • Medium quality road surface, maintained to a good standard. • Direct property access permitted. • Delineation generally provided by guideposts. • Typical design speed 50 – 80km/hr depending on terrain.
Access Road	<p>Provides predominantly for direct access to properties and industries.</p> <ul style="list-style-type: none"> • Caters for low traffic volumes and generally for low traffic speeds; and • Low percentage of through traffic. 	<ul style="list-style-type: none"> • All weather road where required for house access, catering for 2-way traffic, usually formed and gravelled in rural areas, and may be sealed or unsealed or varying width in urban areas. • Low quality road surface, maintained to moderate standard. • Delineation generally provided by guideposts. • Typical design speed 40 – 70km/hr depending on terrain.
Limited Access Road	<p>Provides for access to rural properties or out-paddocks where no dwelling exists.</p> <ul style="list-style-type: none"> • May provide access to forest areas or stream frontages for management or tourism use. 	<ul style="list-style-type: none"> • Dry-Weather ONLY road where access is not always available. • Not gravelled and may not be formed. • Not maintained except for occasional grading. • Reactive inspections only

Table 1.1 Municipal Road Hierarchy**2.1.4 Fire Access Tracks**

Some roads not listed on the Register may be identified as fire access tracks where they provide access to Parks, State Forest, stream frontage or private land beyond the end of the maintained road network. These roads, although not maintained by Council, may be graded occasionally to provide access for fire tankers. This work may be funded by contribution from CFA, DSE, Parks Victoria or any other body.

2.1.5 Other Roads

Some roads within Towong Shire are the responsibility of other road authorities as follows:

Department of Environment and Primary Industries

- Trappers Gap Rd
- Firebrace Rd (from Granya Rd)
- forest access roads

Parks Victoria:

- Firebrace- Mt Lawson Rd
- Cudgewa Bluff Rd (thru National Park) (maintained by Council by agreement)
- Plateau Rd (culvert at Georges Creek Rd by Council)
- Cottontree Reserve access (culvert at Webbs Ln by Council)
- park access roads

The following roads are the responsibility of Goulburn-Murray Water although they are not declared by legislation to be a road authority:

- Lakeside Drive, Tallangatta
- foreshore access roads, Tallangatta
- Horsfall (Six Mile Creek) Rd (from bridge at 0.925 Km)

2.1.5.1 Off-road footpaths and cycle paths

Section 40 of the Road Management Act 2004 provides that a Road Authority has a statutory duty to inspect, maintain and repair public roads including a pathway. A pathway is defined in Section 3 of the Act to include a footpath, bicycle path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle and as such may include pathways not located within road reserves.

To address this issue and comply with Section 40 of the Act Council will undertake to inspect, maintain and repair off-road pathways for which it is responsible which at this time is limited to the cycle path in Tallangatta adjacent to the high water mark of Lake Hume. Reference to this asset is made in Councils Register of Public Roads.

2.2 ASSET REGISTERS

2.2.1 Municipal Roads

Council, as coordinating road authority for municipal roads, is responsible for the assets on those roads, including bridges, footpaths and kerb & channel.

The Moloney Asset Management System holds registers of these assets. Summary extracts from the asset registers are provided as follows:

- **Schedule 2:** Bridges
- **Schedule 3:** Footpath, Kerb & Channel

2.2.2 State Roads

VicRoads is the coordinating road authority for state freeways and arterial roads. Council, however, is the responsible road authority for various assets on the state roads. Summary extracts from the asset registers are provided as follows:

- **Schedule 4:** Service Roads, Parking Lanes, Footpath, Kerb & Channel

2.3 DEMARCATION

The Road Register (Schedule 1) also refers to agreements with other road authorities where the road management responsibilities are transferred by agreement to the road authority which is maintaining the road.

The agreements specify the maintenance targets, inspection and recording procedures to be achieved by the responsible road authority.

Roads subject to such agreements are highlighted in Schedule 1.

3 INSPECTION TARGETS

Inspections of the road assets are conducted on the following basis:

3.1 CONDITION INSPECTION

Condition assessments are carried out on **all** road assets **every three years** and updated in the Moloney Asset Management System to track the degradation rate of the assets and to facilitate renewal projections. These condition assessments also provide an indication of the likely ongoing maintenance requirements.

3.2 DEFECT INSPECTION

Defect inspection frequencies have been determined following community consultation and having regard to potential hazard, the road classification and available resources.

The purpose of defect inspections is to ensure that the road assets do not deteriorate beyond the tolerable defect level.

The target inspection frequencies are shown in **Table 3.2** as follows:

Road Classification	Road Defect Inspection	Road Night Inspection	Bridge Inspection	Commercial Area Footpath Inspection	Residential Area Footpath Inspection
Link	3 monthly	12 monthly	12 monthly & after flooding	6 monthly	12 monthly

Collector	6 monthly	12 monthly	12 monthly & after flooding	6 monthly	12 monthly
Access	12 monthly	12 monthly	12 monthly & after flooding	6 monthly	12 monthly
Limited Access	N/A	N/A	N/A	N/A	N/A

Table 3.2 Inspection Frequencies**3.3 HAZARD INSPECTION**

Hazard or safety inspections will be conducted in response to a perceived hazard or potential risk reported through Council's Customer Action Request System or by officer or maintenance report. An inspection will be carried out within 4 hours of receipt of the report and action taken to make safe, or provide appropriate warning, and to program the works in accordance with the assessed risk and the maintenance targets.

4 ASSET STANDARDS**4.1 DESIGN TARGETS**

The minimum geometric design targets for roads and bridges for the different road classifications are set out in **Table 4.1** below.

The design targets represent the minimum standards to be met when reconstruction or replacement of the asset is undertaken.

The existing assets are generally of a lower standard, and this standard will be maintained until any upgrade works are programmed.

Road Classification	Traffic Volume (vpd)	Seal Width (m)	Pavement Width (m)	Pavement Depth (mm)	Formation Width (m)	Bridge Width (m)	Bridge Design Loading
Link	>1000	6.6	7.0	250	9.2	7.4	SM1600
	500-1000	6.6	7.0	250	8.8	7.4	SM1600
	<500	6.2	6.6	250	8.6	7.4	SM1600
Collector	>150	6.0	6.4	200	7.8	6.6	SM1600
	50-150		6.0	200	7.8	6.2	SM1600
	<50		4.0	150	6.0	4.5	SM1600
Access	>50		4.0	150	6.0	4.5	SM1600
	<50		4.0	150	6.0	4.5	SM1600

Table 4.1 Road Design Targets**4.2 MAINTENANCE TARGETS**

The current maintenance targets have been established in accordance with the recommendations of a Best Value Review for roads which was carried out by a facilitated community consultation process during December 2003.

The established targets represent a refinement of the previous maintenance standards balanced against the available road maintenance funding.

Council will review the maintenance targets annually in response to community acceptance of the tolerable defect limits and annual funding limitations.

The maintenance targets and response times for the various road maintenance activities and road classifications are described fully in the **Schedule of Maintenance Targets** contained in the **Road Maintenance Agreement**.

An **example** of these maintenance targets is shown in **Table 4.2** below:

ACTIVITY	DESCRIPTION	INTERVENTION TARGET	RESPONSE TARGET
SEALED PAVEMENT			
POTHOLE PATCHING	Surfacing patching of potholes less than 0.25 sq m in travelled way using bituminous and other appropriate materials to restore the riding surface to a smooth condition	Repair when pothole exceeds 50 mm in depth or 350 mm in diameter, or is likely to deteriorate rapidly.	Inspect and make safe within 48 hours. Repair within: Link 1 week Collector 2 weeks Access 1 month
REGULATION OF WHEEL RUTS AND DEPRESSIONS	Application of a levelling course of bituminous materials to depressed or rutted areas of pavement	Regulate if rutting depression holds water or exceeds 25 mm in depth under a 1.2 m straight edge transverse, or under a 3 m straight edge longitudinal.	Inspect and make safe within 48 hours. Risk Assessment = High Repair within 1 month Otherwise refer to program
CRACK SEALING	The routing, cleaning and filling of cracks and joints using liquid bituminous sealants	Seal cracks > 3mm	Refer to annual program for repair
MINOR SURFACE TREATMENT	Application of bituminous materials and cover aggregate to areas of pavement with surface defects.	Treat when stripping (50% loss of aggregate), bleeding or crazing exceeds 5 sq m and the surface has not failed to the extent that it requires replacing.	Inspect and make safe within 48 hours. Refer to annual program for repair.
PAVEMENT CLEANING	Cleaning of roadway including intersections and kerb & channel to remove debris	Clean pavement (including kerb and channel) and intersections when the accumulation of aggregate, dirt and debris becomes a danger to traffic or pedestrians, or prevents the free drainage of the pavement	Inspect and make safe within 48 hours Risk Assessment = High Rectify within 1 month
EDGE REPAIR	Repair of broken edges of seal, to line and level, to maintain nominal overall seal width	Repair when edge break exceeds 75 mm laterally over 1 m length	Inspect and make safe within 48 hours Refer to program for repair

ACTIVITY	DESCRIPTION	INTERVENTION TARGET	RESPONSE TARGET
DIGOUTS	Treatment of isolated failed pavement areas by replacement with new approved material, or by improvement of existing material, including reinstatement of road surface.	Repair when failed area is greater than 0.25 sq m and other treatments have failed to solve the problem or other treatments are inappropriate	Inspect and make safe within 48 hours. Risk Assessment = High Rectify within 1 month Otherwise refer to program
SHOULDER			
SEALED SHOULDER REPAIR	As for sealed pavement maintenance	As for sealed pavement maintenance	As for sealed pavement maintenance
UNSEALED SHOULDER	Spot gravelling, grading and reshaping of unsealed shoulders to correct pavement drop off, rutting and build up of shoulder material	Grade shoulders when the drop from edge of seal to shoulder exceeds 75 mm over 20 m length or shoulder becomes rough or scoured or there is holding of water.	Inspect and make safe within 48 hours Risk Assessment = High Repair within 2 months Otherwise refer to program
UNSEALED ROAD			
UNSEALED ROAD GRADING	Spot gravelling, pothole repair, Grading or reshaping.	Grade unsealed roads when rutting, potholing and corrugations exceed 50 mm over 30% of the road. Repair when pothole exceeds 75mm in depth or 450mm in diameter. Spot gravel to maintain two-wheel drive access	Inspect and make safe within 48 Hours Risk Assessment = High Repair within 1 month Otherwise refer to program Note: These repair targets will not apply to unfenced roads or to sections of road used for regular stock movements.

ACTIVITY	DESCRIPTION	INTERVENTION TARGET	RESPONSE TARGET
DRAINAGE			
SURFACE DRAINS	Cleaning and minor reshaping To maintain flow of water and protect road and roadside from scour.	Reshape when there is ponding in drains or the drain is not functioning to 75% capacity	Risk Assessment = High Make safe within 48 hours Otherwise refer to program
SUBSURFACE DRAINS	Inspection of drains and cleaning of outlets and pits to maintain flow of water	Inspect and clean subsoil drains annually.	Refer to program
CULVERT AND PIT CLEANING	Inspection and cleaning of culverts, pits and stormwater drains to maintain flow of water	Annually or when debris inhibits free flow.	Risk Assessment = High Clean within 1 week Otherwise refer to program
STREAM MAINTENANCE	The maintenance and cleaning of debris from streams within 10 m of structure	Any log debris >150 mm in diameter Any accumulation of debris greater than 400 mm deep	Risk Assessment = High Repair within 1 month Otherwise refer to program
VEGETATION CONTROL	Control the growth of vegetation to maintain sight distance	At intersections and 30 m either side of rest areas, around all road furniture, and in compliance with the Fire Prevention Plan	Risk Assessment = High Rectify within 1 month
EDGE TRIMMING	Trimming of grass clear of kerbs to maintain drainage and appearance	All growth forward of face of kerb	Refer to program

TREE AND SHRUB MANAGEMENT	Maintenance of roadside areas, including brush cutting, foliage trimming, use of herbicides and removal of vegetation	<p>Cut tree limbs or remove trees when they become a danger to the public.</p> <p>Treat when:</p> <ul style="list-style-type: none"> - foliage growth obstructs visibility and reduces sight distance at intersections or to road signs; - foliage encroaches around structures or over footpaths; - new tree or shrub growth is within drains, the shoulder or verge. <p>Trim trees to maintain:</p> <ul style="list-style-type: none"> - minimum 1 m from back of shoulder and/or kerb; - minimum 5 m height clearance over shoulder and pavements. 	<p>Risk Assessment = High</p> <p>Rectify within 1 month</p> <p>Otherwise refer to program</p>
ROAD FURNITURE SIGNS	Repair, re-erection and cleaning of signs and supports	<p>Straighten sign posts when it becomes noticeable that they are not vertical, or replace</p> <p>Clean when reflectivity is reduced due to accumulation of dirt.</p>	<p>Risk Assessment = High</p> <p>Rectify within 1 month</p> <p>Otherwise refer to program</p>
GUARDRAIL	The realignment, repair or replacement of isolated guardfence (<= 15 m sections)	Replace defective guardfence	<p>Risk Assessment = High</p> <p>Rectify within 1 month</p> <p>Otherwise refer to annual program</p>
GUIDEPOSTS	The cleaning and/or replacement of damaged and missing guideposts, marker posts and delineators	<p>When not visible from 150m at night, on low beam</p> <p>When more than 10% of posts are missing or where more than two posts in a row are missing</p>	<p>Risk Assessment = High</p> <p>Rectify within 1 month</p> <p>Otherwise refer to annual program</p>
PAVEMENT MARKING	The repainting of pavement markings and replacement of RRPM's	When > 30% of markings for curves or barrier lines are worn through, or >10% of Regulatory markings are worn through, or >30% of RRPM's are missing	Refer to biannual program

FOOTPATH PAVED ISLAND AND FOOTPATH REPAIR	Replacement, repair and regulation of defective paved areas	Repair or replace hard paved areas where sunk, cracked, heaved when lips (ie. a slope > 1:1) are >= 20 mm. Grind when lips > 5mm and < 20mm	Inspect and make safe within 48 Hours Risk Assessment = High Rectify within 1 month Otherwise refer to annual program
STRUCTURES BRIDGE MAINTENANCE	The repair, cleaning and maintenance of decks, joints, Footings, abutments, wingwalls, superstructure and any other works reported from annual inspections	CLEARING AND CLEANING * When any accumulation of material causes a hazard, inhibits the function of expansion joints, interrupts the escape of drainage water, is greater than 20mm deep or supports the growth of vegetation	Inspect and make safe within 48 hours Risk Assessment = High Rectify within 2 months Otherwise refer to program as determined from annual inspection report
		RUNNING SURFACE (DECK) REPAIRS * When 10% of the area of a timber running plank is defective or has holes greater than 150mm, or gaps between the planks are greater than 20mm width, or > 10% of planks are loose. MINOR REPAIR AND/OR PAINTING * Where there is minor damage to concrete or timber elements that can be repaired without special scaffolds or materials. * When bridge rails/parapets, scuppers or other non-structural elements are visually faulty or loose. * Where painted rails/parapet surfaces have lost more than 20% of their effective protection.	

ACTIVITY	DESCRIPTION	INTERVENTION TARGET	RESPONSE TARGET
GENERAL REINSTATE ROAD OPENINGS	The reinstatement of road openings carried out by utilities and private bodies using appropriate material	All works carried out in accordance with current Council standards	Reinstate within 1 week of - notification of completion
EMERGENCY WORKS AND SERVICES	All emergency and incident management work including urgent reinstatement resulting from flooding, fires, cyclones traffic accidents etc. for safety.	Attendance and action required following call or detection to make safe only any damage that is a hazard to traffic.	Respond on site within 4 hrs
LITTER CONTROL	Collection and removal of litter from within the road reserve	When a health hazard or visually intrusive	Rectify within 1 week
REST AREAS	The routine clearance of rubbish bins and collection of litter throughout the rest area	Empty rubbish bins and collect litter weekly	Refer to program

Notes:

- 1. Response targets may be affected by prolonged periods of wet weather or severe storms. At these times, defects will be assessed, prioritised and programmed for treatment as soon as possible.**
- 2. The maintenance targets will not apply for pavements, drainage and guideposts on unfenced roads and roads affected by regular stock movements.**
- 3. Where response targets refer to "make safe" this may be achieved by the erection of appropriate warning signs.
ie. "rectify if possible or provide appropriate warning"**

5 DEFECT RISK ASSESSMENT METHODOLOGY

5.1 GOAL

To ensure assets are maintained, rehabilitated, and renewed with a view to **minimising risk** and **optimising life cycle**, at a sustainable level for present and future generations.

5.2 INSPECTIONS

Council will set inspection regimes for all asset classes at varying frequencies determined by combinations of the following aspects:-

- Functionality of asset
- Usage of asset
- Deterioration rate of asset

An example of this may be that an asset class with a slow deterioration rate may have an inspection frequency of every two or three years compared to an asset class that may deteriorate rapidly and thus become a risk in a shorter period of time if condition not detected.

Council will maintain a history of when, and by whom, inspections were carried out on each asset.

5.3 DEFECT RECORDING

Any defects detected during the inspection will be recorded in Council's asset register against the relevant asset.

Defects will be recorded against work codes using criteria established by Council staff and management. Combinations of the criteria and statistical information recorded against each asset will enable prioritisation of works.

After completion of works relevant details will be recorded against the defect.

A full history of inspections, outstanding defects, completed works and costs will be available for each asset in the asset register. This information will become vital in assessing efficiency and life cycle economy requirements.

5.4 CRITERIA

All defects will be assessed using the following three ratings :-

Likelihood Rating

- **the probability of the defect causing an incident**

The criteria for assessing the likelihood is the number of contributing factors present.

A road defect may cause an incident due to the following contributing factors:

- Sight distance to the defect
- Deviation from travelling alignment and/or braking
- Lack of traction
- Hazard to other road users

Likelihood Rating	Criteria	Example Description
A – Almost Certain	Any four factors	Is expected to occur in most cases.
B – Likely	Any three factors	Will probably occur in many cases.
C – Possible	Any two factors	Might occur in some cases.
D - Unlikely	One factor	May occur in a very few cases.
E – Rare	No factors	Could occur only in exceptional cases.

Consequence Rating

- **The severity or impact of the incident**

The criteria for assessing the severity is the number of contributing factors present.

The severity of an incident may be affected by the following contributing factors:

- Width of road
- Road speed limit
- Curved alignment
- Structures or trees that may be impacted

Consequence Rating	Criteria	Example Description
5 – Catastrophic	Any four factors	Permanent injury or death, huge financial loss, irreparable damage to property.
4 – Major	Any three factors	Serious non-permanent injury, major financial loss, major detriment to health, major damage to property.
3 – Moderate	Any two factors	Injury (medical treatment required), high financial loss, moderate detriment to health, moderate damage to property.
2 – Minor	One factor	Injury (self treatable – minor cuts or abrasions), medium financial loss, minimal detriment to health, minor damage to property.
1 – Insignificant	No factors	No injuries, low financial loss, no detriment to health, no damage to property.

Deprivation Rating

- **the asset lifecycle consequences of not rectifying the defect quickly.**

The criteria for assessing the lifecycle consequences is the number of contributing factors present.

The lifecycle consequences may be affected by the following contributing factors:

- Increased cost
- Rapid deterioration
- Increased traffic hazard
- Effect on other assets

Deprivation Rating	Criteria	
5 - Catastrophic	Any four factors	Huge financial loss, threatens lifecycle of asset.
4 - Major	Any three factors	Major financial loss, budget impacts high.
3 - Moderate	Any two factors	High financial loss.
2 - Minor	One factor	Medium financial loss.
1 - Low	No factors	Low financial loss.

Risk Analysis Matrix

Results from the **likelihood** and **consequence** ratings are combined to determine the risk score.

Likelihood	Consequences				
	1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 - Catastrophic
A – Almost	5.5 H				

Certain		H	E	E	E
B – Likely	M	H	H	E	E
C – Possible	L	M	H	E	E
D – Unlikely	L	L	M	H	E
E – Rare	L	L	M	H	H

Legend of Risk Analysis Matrix

Risk	Risk Category	Action
E	Extreme Risk	Urgent action required.
H	High Risk	Attention needed.
M	Moderate Risk	To be programmed.
L	Low Risk	Monitor condition.

Table 4.2 Maintenance Targets

5.6 HAZARD ASSESSMENT

The inspection of defects will include a risk assessment which will be used to prioritise maintenance programs in order to comply with the response times as specified in the maintenance targets.

The risk assessment procedure is documented in the “**Defect Risk Assessment Methodology**” as contained in the **Road Maintenance Agreement**.

6 ASSET MANAGEMENT SYSTEM

6.1 ASSET RENEWAL

The Moloney Asset Management System is used to record asset condition assessments.

The system is updated every three years to include the current condition rating following the triannual condition assessments. It is further updated annually on completion of the capital works program.

The modelling function of the system is used for future projections, depreciation and renewal gap reporting.

6.2 ASSET MAINTENANCE, INSPECTION AND REPAIR

Towong Shire Council utilises the *RoadAsyst* Maintenance and Inspection Module (MIM) of the Moloney Asset Management System for the recording of inspections, defects and repairs.

6.3 SERVICE AGREEMENT

Towong Shire Council manages the maintenance of its roads by a **Road Maintenance Agreement** with its in-house works team. Operations are carried out from depots at Tallangatta and Corryong.

Specifications are based on Council’s modified version of VicRoads Specification, Section 750, and the schedule of **Maintenance Targets** as specified in the Agreement.

6.4 CUSTOMER ACTION REQUEST SYSTEM

Towong Shire Council maintains a Customer Action Request System (CARS) to record electronically all customer requests.

This system will operate in conjunction with the Moloney *RoadAsyst* MIM to record all reported defects and the subsequent inspection and action taken.

6.5 CUSTOMER RESEARCH

Towong Shire Council carries out a range of community consultation activities to ensure that assets are meeting the needs of users and is committed to involving it’s community in determining acceptable levels of service.

Council has endeavoured to assess this through the following means:

- Best Value Review
- Regular Community consultation forums
- Annual Community Satisfaction Surveys
- Review of Customer Action Requests

7 SCHEDULE 1 - REGISTER OF ROADS

8 SCHEDULE 2 – ASSET REGISTER – BRIDGES

9 SCHEDULE 3 – ASSET REGISTER – FOOTPATH, KERB & CHANNEL

10 SCHEDULE 4 – ASSETS ON STATE ROADS

towongshire 

COUNCIL PLAN

2013-2017



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Vision

We will be a World Class small Council and Towong Shire will be the ideal place to live.

Mission

To provide leadership and service to the Towong Shire community that adds value and enhances social, economic and environmental wellbeing now and in the future.

Values

Respect

We will listen and consider other perspectives and treat each other with courtesy

Integrity

We will seek the common good

Pride

We will always take care in what we do

Teamwork

We will help others to achieve by being positive, enthusiastic and confident

Mayor's introduction

There is no doubt that the objectives, priorities and goals contained in this 2013 – 2017 Council Plan are firmly based on sound strategic plans developed over the term of the last Council. To lead us to a sustainable future, we have worked in partnership with our residents, stakeholders, leading experts and the Victorian and Commonwealth Governments to ensure that current and future needs of our community can be met. I am pleased that the Council Plan 2013 – 2017 will see a number of strategic plans come to life as we commence implementing their top priorities in conjunction with the community.

Improving our organisation and ensuring that it is poised to efficiently deliver key priorities is a constant focus. Working with our neighbouring Councils we have already identified areas where shared services and pooled resources can reduce costs and improve service delivery. A systematic review of our purchasing processes continues to reveal real financial savings. Where a 1% rise imposed on our ratepayers only equates to around \$40,000, any financial saving we achieve truly makes a difference.

Maximising the funds from our ratepayers is also a key aspect of our project delivery. Capital community projects in Corryong, Cudgewa, Mitta Mitta, Walwa and Tallangatta have attracted millions of dollars of external funding – a direct result of the effective partnership between Council, the community and government. Large community projects in these communities are included in this plan for implementation in the near future.

Council has been working through four Planning Scheme amendments so that places that have heritage significance as well as high quality agricultural land can be preserved and additional residential and business

opportunities can be created. During the life of this Council Plan, these amendments will be finalised as well as initiatives incorporated to improve bushfire, flood and wastewater management outcomes for land owners and developers.

Achieving positive environmental outcomes is also a priority of Council. The Towong Shire covers a vast area of pristine bushland as well as the Mitta and Murray Rivers and the Hume and Dartmouth Dams - significant waterways of the Murray Darling Basin. From landfill and kerbside waste management, to noxious weeds and the exploration of renewable energy options, Council takes its role as a leader in environmental sustainability seriously.

The development of Asset Management Plans for our large network of roads, bridges, buildings, playgrounds and community facilities has been an ongoing and will contribute to better road management.

Council also values and supports industry and business opportunities in the Shire. Initiatives to increase tourism and encourage economic growth are also key factors in our Council Plan.

I am delighted to lead a group of very compatible Councillors who are passionate advocates for our Shire's residents and stakeholders. I am confident that Council together with our team of dedicated professional staff will see the successful implementation of the Council Plan 2013 – 2017.



Cr Mary Fraser OAM
Mayor

Councillors

Cr Mary Fraser OAM

Cr Mary Fraser OAM has lived in Towong Shire all her life and resides in Tallangatta Valley on a farm with her husband and family. Cr Fraser OAM was elected Mayor in November 2012, her seventh term as either Mayor/Shire President for the Council.

Cr David Wortmann

Cr David Wortmann has lived in Granya all his life and is married and has two children. He and his wife operate a school bus service. He also runs a beef and sheep farm. Cr Wortmann serves as Deputy Mayor.

Cr Debi Gadd

Cr Debi Gadd has lived in the Towong Shire at Mount Alfred for over 30 years where she and her husband operate a mixed beef and sheep property.

Cr Aaron Scales

Cr Aaron Scales was raised on his family's farm at Dartmouth and has settled in the town with his wife Naomi and two children. Cr Scales studied in Law, Accounting and Hospitality/Tourism and is currently the owner and manager of a hotel.

Cr Peter Joyce

Cr Peter Joyce has resided in the Shire for over 30 years and with his wife Fairlie have five children. Cr Joyce has had a varied career as a Stock and Station Agent, Policeman, Greengrocer and an operator of a Café/Restaurant.

About Towong Shire

Towong Shire, situated in far north-eastern Victoria, possesses some of Australia's most pristine environment. Unique wilderness areas, lakes, rivers and streams create diverse landscapes that are enjoyed by around 6,000 residents and many more visitors across an area of 6,600 square kilometres.

The economy of the region revolves around a rich agricultural sector, tourism and timber production and processing. Approximately two-thirds of businesses located in the Shire are in the agriculture and forestry industries.

Like many rural areas, Towong Shire's small population and vast geographic area presents Council with a significant challenge: to adequately fund the maintenance and renewal of community assets. Council is taking action to improve this situation by implementing strategies that promote economic and population growth as well as using innovative methods to reduce costs wherever it can. Council is confident that this approach delivers best value to the community and will secure a long-term future for the organisation.

Key statistics

Population	5,958 (2011)	Employed residents	2,864 (2011)
Area	6,635 km ²	Council roads	825 km
Households	2,336	Arterial roads	483 km
Businesses	836	Property assessments	4315

Towns and communities	Bellbridge, Berringama, Bethanga, Burrowye, Bullioh, Corryong, Cudgewa, Dartmouth, Eskdale, Granya, Koetong, Lucyvale, Mitta Mitta, Nariel, Old Tallangatta, Talgarno, Tallangatta, Tallangatta Valley, Tintaldra, Towong, Walwa
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1. Organisational improvement

Strategic objective

Embed organisational excellence into our governance and management processes in order to deliver the best possible outcomes for our residents and ratepayers.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
					How we will know we have been successful
1.1 Redevelop the Council website					Redeveloped website completed and in operation by Dec 2013
1.2 Commercialise Insight 360					Business plan completed by Dec 2013 First commercial customer secured by Sept 2014
1.3 Progressively update all Council collateral with our new brand					All Council collateral updated by December 2015
1.4 Develop a succession plan for key positions within the organisation					Succession plan developed by December 2015
1.5 Improve communication with residents and ratepayers across the Shire and implement feedback mechanisms to assess our engagement with them					Targeted satisfaction survey(s) conducted each year and achievement of improved survey results over the life of the Council Plan
1.6 Continue to improve our Long Term Financial Plan					Plan reviewed and adopted annually
1.7 Implement business improvements in the areas of OHS, risk management, swimming pools and landfills as identified by previous internal audits and engage internal auditors to carry out specific risk-based audits in areas (as determined) upon completion of above					Improvements implemented in the following areas over the life of the Council Plan: OHS Risk management Swimming pools Landfills
1.8 Improve service delivery and reduce costs through process improvement and shared services.					Two Council processes reviewed annually and improvement opportunities implemented
1.9 Investigate new/additional funding streams with a view to reducing reliance on rate revenue (in conjunction with other small Councils)					Continued participation in 'Whelan' work and continued lobbying of the State and Federal Governments. Report(s) presented to Council on progress in this area over the life of the Council Plan
1.10 Deploy IT infrastructure that enables Council to move to virtualised, thin and cloud based solutions.					Virtualised and thin infrastructure delivered during the life of the Council Plan
1.11 Deploy software that leverages improved IT infrastructure with a particular focus on the areas of shared services, record management and business process workflows.					Solutions delivered that drive business productivity during the life of the Council Plan

Ongoing responsibilities

- Continue to develop and foster positive relationships with residents, ratepayers and other stakeholders
- Produce material (including newsletters and media releases) and hold meetings as required to communicate with residents and ratepayers
- Prepare the Council Plan, Budget and Annual Report and Financial Statements
- Deliver the Human Resource Management function and ensure personal workplans are maintained for all staff members (which are linked to the Council Plan)
- Prepare monthly Council finance reports
- Conduct budget reviews
- Monitor cashflow and manage investments
- Complete annual statutory returns
- Collect rate and other revenue, pay suppliers and prepare fortnightly payroll
- Manage the insurance portfolio
- Implement best practice OHS and risk management processes, including the Risk Management Strategy and Action Plan
- Manage Council's property and electoral databases
- Deliver IT and Geographical Information Services
- Deliver Whistleblower and Freedom of Information services
- Deliver a compliant records management function
- Ensure compliance with the Councillor Governance Protocol/Code of Conduct and Staff Code of Conduct
- Continue to review and update the Emergency Management Plan
- Support the operation of the Audit Committee
- Maintain positive relationships with neighbouring Councils
- Support the Alliance of Councils and Shires of the Upper Murray (ACSUM) and the Hume Region Local Government Network
- Support Council in its role as the Corryong Cemetery Trust

2. Community wellbeing

Strategic objective

Assist Towong Shire residents in the attainment of a high level of health and safety, resilience and connectedness to their communities.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
					How we will know we have been successful
2.1 Develop a Business Plan for the Corryong Arts Space at Davis Cottage					Business plan developed by Dec 2013
2.2 Support Community responses to natural disasters					Resources developed by June 2014
2.3 Successfully deliver the Tallangatta Multi-sport Project					Project successfully completed by June 2014
2.4 Successfully deliver the Cudgewa Multi-purpose Centre Project					Project successfully completed by June 2014
2.5 Successfully deliver the Walwa Community Recovery Centre Project					Project successfully completed by June 2014
2.6 Successfully deliver the Tallangatta Eco-education and Integrated Services Hub Project					Project successfully completed by January 2015
2.7 Complete the Tallangatta Caravan Park Planning Study and implement the adopted recommendations from the plan					Planning Study completed by Sept 2013 Adopted recommendations from the Planning Study implemented over the life of the Council Plan
2.8 Seek funding for the Corryong Tennis Court project					Funding application submitted by Dec 2014
2.9 Conduct a review of public pools with a view to lowering operating costs and increasing safety and participation					Review completed and presented to Council by June 2015
2.10 Successfully deliver the Magorra Park Multi-purpose Centre Project					Project successfully completed by Dec 2015
2.11 Seek funding for the Corryong Aquatic Training Centre Project					Funding application submitted by Dec 2014
2.12 Auspice and support the successful delivery of the Mitta Valley 'Our Valley, Our Future'					Project successfully completed by Dec 2015
2.13 Auspice and support the successful delivery of the Upper Murray 2030 Vision Plan					Project successfully completed by Dec 2014 and commitment by Council to pursue key priority(s) from the Plan
2.14 Continue to pursue extended childcare services across the Shire					Extended childcare services delivered during the life of the Council Plan
2.15 Continue to implement the key priorities from 'Tallangatta Tomorrow' including residential development					Tallangatta Multi-sport Project delivered by June 2014 Caravan Park Planning Study implemented by Dec 2014 Integrated Community Hub delivered by Jan 2015 Adopted recommendations from the Report to Council on Horse Paddocks by June 2015
2.16 Seek funding for the delivery of key priority(s) from the 'Our Bellbridge' project					Funding applications submitted for at least one project by Dec 2014
2.17 Develop and implement a youth activities					Program presented to Council by Dec

program		2013 Implementation over the life of the Council Plan
2.18 Facilitate an annual Seniors Week activity		Annual activity held
2.19 Host an annual Disability Day activity		Annual activity held
2.20 Continue to refine Council's Emergency Management Plan, including the identification and management of Neighbourhood Safer Places		Plan reviewed and adopted annually Annual identification of NSPs (CFA approval process)
2.21 Actively participate in the Towong Alliance with the three Shire based Health Services		Ongoing participation in the Alliance
2.22 Continue the delivery of library services including service provision to rural areas		Library services delivered to a service level determined by Council

Ongoing responsibilities

- Continue to provide Kindergarten services throughout the Shire where there are sufficient enrolments (currently Bellbridge, Tallangatta and Corryong)
- Provide Maternal and Child Health Services throughout the Shire
- Maintain a positive relationship with State Government Departments
- Maintain strong working relationships with Tallangatta Health Services, Upper Murray Health and Community Services and Walwa Bush Nursing Centre through the Towong Alliance
- Deliver Library Services
- Deliver immunisation services
- Facilitate the implementation of applicable Food Safety Standards to businesses and community groups
- Implement the Road Safety Strategy
- Maintain good relationships with Neighbourhood Houses, Community Centres and Senior Citizens Groups
- Operate the Corryong and Tallangatta pools

3. Asset management

Strategic objective

Maintain and improve our Shire's infrastructure to meet agreed levels of service.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
3.1 Prepare an Asset Management Plan for Recreation					How we will know we have been successful Asset management plan for Recreation adopted by Council by December 2013
3.2 Prepare an Asset Management Plan for Parks and Gardens (inclusive of trees of significance (eg. Cudgewa avenue, Tallangatta Triangles, etc)					Asset management plan for Parks and Gardens (inclusive of trees of significance) adopted by Council by December 2013
3.3 Review the method of performing condition assessments (internal vs external) with a view to bringing it in-house (and implement most appropriate method)					Review conducted by June 2014
3.4 Implement the stock grid policy					Stock grid policy implemented by Dec 2014
3.5 Deliver the adopted Capital Works program					Complete 100% of adopted program
3.6 Complete condition assessments for road assets and non-road assets (eg. buildings, playgrounds)					Condition assessments for non-road assets completed by Dec 2013 Condition assessments for road assets completed by Feb 2014
3.7 Develop a town beautification program for all towns and deliver over the life of the Council Plan					Town Beautification Program developed by June 2014 and implemented over the life of the Council Plan
3.8 Develop and deliver a footpath replacement and extension program for strategic community links					Footpath replacement and extension program developed by September 2014
3.9 Work with VicRoads and other stakeholders to progress the upgrade/sealing of the Benambra-Corryong Road and the Shelley-Walwa Road					Funding obtained and/or works commenced by VicRoads by June 2017

Ongoing responsibilities

- Inspect assets regularly to determine maintenance required
- Implement programmed maintenance of assets within intervention levels
- Respond to customer requests and coordinate reactive maintenance
- Maintain up-to-date Asset Registers as a basis for asset renewal, replacement and decision making
- Prepare VicRoads funding bids for Better Roads and Road Safety Projects as required and implement funded projects.
- Ensure all capital works proposals are properly designed, specified and estimated with all necessary planning and environmental approvals and work authorities
- Prepare tenders and manage contracts
- Maintain and replace Council's vehicles and plant in accordance with the Council Vehicle policy and Plant Management Plan
- Manage works within road reserves by utility companies and contractors including road openings and property access
- Ensure subdivision and development proposals meet all Council standards including access and drainage requirements
- Maintain Council's Capital Works database, consider requests for upgrade of assets, investigate and develop proposals for budget consideration

4. Land-use planning

Strategic objective

Develop a strategic and sustainable long-term land-use direction for the Shire based on an integrated approach to the natural and built environment.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
					How we will know we have been successful
4.1 Improve our communication in relation to town and land use planning					Planning 'Information Pack' prepared and available from June 2014 Relevant information available from the Visitor Information Centres by Dec 2014 Meetings with real estate agents conducted annually
4.2 Develop and implement a Domestic Wastewater Management Plan					Plan adopted by Council by June 2014 and implemented over the life of the Council Plan
4.3 Finalise the Rural Living Zone Planning Scheme Amendment					Amendment finalised by Dec 2014
4.4 Complete BMO Schedule Project (including the refining of hazard mapping where necessary)					Project completed and amendment finalised by June 2015
4.5 Complete a section 12B (Planning and Environment Act) review of Towong Planning Scheme					Review completed by June 2015
4.6 Revise Local Planning Policies with a view to protecting strategically important land for food production					Policies developed and adopted by Dec 2015
4.7 Implement key MSS recommendations including individual town structure plans via Planning Scheme Amendments					Amendments finalised by Dec 2016
4.8 Acquire updated Aerial photography for rural areas and townships					Improved aerial photography acquired over the life of the Council Plan
4.9 Lobby for improved Hazard mapping (fire and flood) NECMA/State Govt					Improved mapping acquired over the life of the Council Plan

Ongoing responsibilities

- Assess development proposals against the requirements of the Planning Scheme, and State and Local Planning Policies
- Prepare amendments to the Planning Scheme as required
- Represent Council at VCAT and Planning Panel hearings
- Prepare Planning Certificates
- Provide information and advice on planning and development related matters
- Maintain registers and statistical returns required by the Act and Planning Scheme
- Ensure compliance with Planning Scheme Policies and Planning Permit conditions

5. Environmental sustainability

Strategic objective

Integrate sustainable natural resource management into all of our business activities.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
					How we will know we have been successful
5.1 Finalise the Bushfire Camera Network project					Project completed by Dec 2013
5.2 Explore solutions for Bellbridge water and waste water expansion (in conjunction with NEW)					Options paper prepared by June 2014
5.3 Lobby for the expansion/improvement of the NE Water Tallangatta wastewater plant to accommodate future development in Tallangatta and the elimination of odour emanating from the plant					Commitment from North East Water to have a system in place that can accommodate future development in Tallangatta over the life of the Council Plan
5.4 Implement the adopted outcomes from the Waste Management Services review and refine our Waste Management services over the life of the Council Plan					Implement adopted outcomes by Dec 2013 Satisfaction Survey conducted Dec 2014 Achievement of a sustainable financial outcome for the Council Increased employment within Shire
5.5 Explore waste to energy options suitable for a small municipality					Report prepared for Council by December 2015
5.6 Consider the options available for the Bethanga Wastewater project and deliver a solution (if feasibility can be established)					Direction to be taken determined and agreed by Dec 2014 Agreed approach (if any) implemented by December 2016
5.7 Provide proactive support to DEPI Wild Dog Program and lobby for increased resourcing in the Towong Shire					Agri-IQ developed and implemented by June 2016
5.8 Continue to implement noxious weed controls along roadsides and encourage adjoining landowners (including DSE and Parks Vic) to also implement controls on their property					Reduction in noxious weeds (as identified through mapping) Development and implementation of a Roadside Management Plan
5.9 Continue to maintain and monitor operational and closed landfills within EPA guidelines					All EPA requirements met over the life of the Council Plan
5.10 Support waste minimisation and management initiatives in the North East Regional Waste Implementation Plan and Regional Waste Minimisation Strategy					Reduction in waste being deposited in landfills (local and external).

Ongoing responsibilities

- Provide best practice kerbside waste and recycling services
- Provide cost effective waste collection and recycling options including hard waste collection, recycling sheds, Corryong Landfill and Tallangatta Transfer Station
- Prioritise resource allocation to support environment systems
- Increase staff and community environmental awareness and integrate environmental management into Shire activities where possible
- Continue to maintain Council's parks, reserves and public areas to a high standard

6. Economic and tourism development

Strategic objective

Expand long-term employment and economic opportunities whilst continuing to maintain and promote our natural environment and the lifestyle our municipality offers.

Strategies	Implementation				Strategic indicators
	13/14	14/15	15/16	16/17	
6.1 Explore options in relation to the Corryong Airport upgrade (including lighting)					How we will know we have been successful Feasibility of upgrade determined by Dec 2013 Project funding pursued (if project is feasible) by June 2014
6.2 Auspice and support the successful delivery of the Alpine Valleys Dairy Pathways Project					Project successfully completed
6.3 Develop, launch and maintain the Corryong and Tallangatta Tourism Websites					Websites developed and launched by December 2013
6.4 Review Council's role in the delivery of Tallangatta Visitor Information Services and implement the adopted outcomes from the review					Review conducted by Dec 2013 and recommendations adopted by Council by March 2014 Adopted recommendations implemented by Dec 2014
6.5 Seek funding to seal the Colac Colac Walking Track					Application for funding submitted by June 2014
6.6 Develop a Corryong Saleyards strategy					Strategy developed by June 2014 and adopted recommendations implemented by June 2015
6.7 Continue to work towards the availability of Industrial land in Corryong and Tallangatta					Report to Council on Industrial Land supply options by June 2016
6.8 Lobby the Federal Government in order to maximise the NBN outcomes for our communities.					Improved high speed Broadband delivery
6.9 Lobby Federal Government and private telcos for improved mobile coverage					Improved mobile coverage achieved over the life of the Council Plan
6.10 Support the Agribusiness sector in Towong Shire to achieve profitability and sustainability					Report to Council on strategy and possible actions to support the sector by June 2014 and implement adopted recommendations over the life of the Council Plan
6.11 Support the Retail, Commercial and Industrial sectors in Towong Shire to achieve profitability and sustainability					Report to Council on strategy and possible actions to support the sectors by Dec 2014 and implement adopted recommendations over the life of the Council Plan
6.12 Promote the Omeo Highway and the Benambra-Corryong Road as touring links to the Gippsland region					Promotional campaign developed by Dec 2014 and implemented over the life of the Council Plan
6.13 Develop a strategic plan to manage the outcomes for Corryong with the possible establishment of the molybdenum mine					Strategic plan developed by Dec 2014 and recommendations implemented if the mine proceeds
6.14 Encourage (and where possible deliver) sustainable design for community buildings and residential estate development.					Best practice environmental design principles used in the delivery of the Integrated Community Hub

Ongoing responsibilities

- Receive and assist with business enquiries and develop and maintain business relationships and networks
- Prepare promotional material
- Identify funding opportunities and prepare and submit funding applications
- Provide information and advice on tourism and economic development related matters
- Continue Agricultural Services Programs

Strategic Resource Plan

Executive Summary

Purpose

Under Section 126 of the Local Government Act 1989, Council is required to prepare a Strategic Resource Plan (SRP) in conjunction with the Council Plan.

Local Government Act 1989 - SECT 126

126. Strategic Resource Plan

- 1) The Strategic Resource Plan is a resource plan of the resources required to achieve the strategic objectives.*
- 2) The Strategic Resource Plan must include in respect of at least the next 4 financial years-*
 - a. the standard statements describing the required financial resources in the form and containing the information required by the regulations;*
 - b. statements describing the required non-financial resources, including human resources.*
- 3) A Council must-*
 - a. review the Strategic Resource Plan during the preparation of the Council Plan; and*
 - b. adopt the Strategic Resource Plan not later than 30 June each year.*
- 4) A copy of the current Strategic Resource Plan must be available for inspection by the public at-*
 - a. the Council office and any district offices; and*
 - b. any other place required by the regulations.*

The SRP provides a high level, medium term view on how Council intends to utilise its resources to achieve the strategic objectives and strategies adopted in the Council Plan for 2012/16.

Content of the Strategic Resource Plan

The content of the Towong Shire Council's Strategic Resource Plan is as follows:

- The SRP document attempts to establish a financial framework over the next four years which considers and implements financial strategies to achieve particular objectives.
- The SRP assists in ensuring that Council complies with sound financial management principles, as required by the Local Government Act (1989), and plans for the long-term sustainability of Council.
- The SRP identifies and assesses the resources, financial and non-financial, required to achieve the objectives and strategies adopted in the Council Plan. Non-financial resources include human resources, plant and machinery, information technology, and Council's asset base.
- The SRP formulates a basis by which Council's adherence to policies and strategies can be measured.
- The document considers the relationship between the level of Council services and internal resources needed to deliver these services.

Connection of Strategic Resource Plan to Planning Framework

The Strategic Resource Plan (SRP), which is included with the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the affordability of these items, whilst maintaining the financial sustainability of Council. The SRP document is also updated on an annual basis in conjunction with the Council Plan review.

Overview of the strategic planning framework:

Longer term:

Identification of community needs and the setting of objectives, strategies and actions.

For example, community consultation as part of recreation master plan process and town planning projects Tallangatta Tomorrow and Our Bellbridge.

Medium term:

Council Plan, and related links with Strategic Resource Plan.

Linking and prioritising objectives and strategies from our long term plans into identifiable actions and outcomes for the medium term.

Short term:

Annual Budget, with links with various Council strategies.

Financing and achieving the outcomes of the Council Plan objectives.

Financial Resources

Financial Plan 2012/16

The following pages present the Financial Plan for the years 2012/16, which is in line with the Council Plan time frames. The Financial Plan considers the objectives and strategies specified in the Council Plan and attempts to express them in financial terms.

Principles and Objectives

In preparing the financial plan, Council has complied with the following guidelines:

Prudent financial management principles:

- Ensure that rate revenues are maintained in real terms recognising the Municipal Association of Victoria (MAV) Cost Index and other real cost impacts facing Council, while ensuring the rate burden is equitably distributed.
- Ensure rate revenues remain affordable amongst members of our communities.
- The financial impacts on future generations from Council decisions must be considered.
- Achievement of a balanced cash budget each year.
- Maintenance of an adequate liquidity position.
- The budgeted amounts of both income and expenditure are made on a conservative basis.

Key Assumptions

- Rates and compulsory charge rises of 5% in 2013/14 and for future years increase rates in accordance with the Long Term Financial Plan
- The Financial Plan is prepared on the basis that Council will continue to provide the same or similar level of service as per previous year.
- Allowance for increases in the cost of goods and services in accordance with the cost index issued by the Municipal Association of Victoria (MAV), Consumer Price Index (CPI) or levels of cost escalation where known and warranted.
- Salaries and wages include an increase to the next band level in accordance with the relevant Award/s and the Council Enterprise Bargaining Agreement (EBA).
- Victorian Grants Commission funding has been updated to reflect anticipated increase in allocations over the years covered by the SRP.
- Capital works funding for Roads to Recovery to remain consistent up to 2015/16.
- Operating grants to be based on confirmed funding levels.
- Capital grants are based on confirmed funding in part and forecast allocations where considered appropriate. Capital works in the SRP that are linked or predicated on unconfirmed capital Grants will not proceed until the capital Grant has been confirmed.
- Investment interest rates are expected to be 3.5% per annum during the four years of the Strategic Resource Plan.
- Depreciation expense is based on annual asset revaluations being a function of current unit rates and rotating review of condition assessments over a five year cycle.

Borrowing Strategy

The plan currently provides for no new loan borrowings. This is in line with Council philosophy of prudent financial management and only providing for projects it can currently afford.

Where a project may require borrowings in the future, Council will consider these on an individual basis in the context of the long term financial plan.

Fees and Charges Strategy

A review of all fees and charges is undertaken during the budget process. While fees have not been forecast to increase during the period of the SRP this may change in the future.

Compared to other Council operations, there is a low volume of fees and charges collected, thus changes in pricing have a small impact on the SRP.

Rate Strategy

In developing the long-term financial plan, rates and charges are identified as an important source of Council revenue, accounting for between 38% and 52% of the total operating revenue forecast by Council during the period of the SRP. The percent of total revenue received through rates is significantly impacted by the level of grant funding received by the Council, in particular Emergency Response, Country Roads and Bridges and Local Government Infrastructure Program funding received in 2012/13.

Planning for future rate movement is therefore an important component of the long-term financial planning process. In the long term, it must be acknowledged that Towong Shire Council rate levels need to be assessed and maintained at levels to ensure that the demands on infrastructure and programs are able to be delivered at the level of service required.

Council makes its decisions on rate rises with regards to the long-term financial plan to ensure the future rating effort is maintained at prudent and sustainable levels and that the rating burden is equitably distributed.

Differential Rate for Various Property Categories

The SRP has been predicated on no change in the rating differentials in the years covered by the SRP.

The rating differentials on which the SRP is predicated are as follows:

Description	% of Base Rate
Residential	100%
Rural Residential	100%
Rural	90%
Commercial/Industrial	95%
Undeveloped Residential	360%

Standard Income Statement

	2012 Actual	2013 Forecast	2014 Budget	2015 Budget	2016 Budget
Revenue					
Rates	5,858	6,268	6,601	6,998	7,421
Statutory Fees and Fines	166	151	157	158	164
User Fees	403	492	672	501	431
Grants - Recurring	4,637	3,958	2,209	4,173	4,301
Grants - Competitive	2,239	1,619	749	1,029	339
Capital Grants - Recurring	1,719	1,719	1,719	1,827	827
Capital Grants - Competitive	2,036	1,511	1,395	2,781	-
Other Income	603	619	527	790	551
Total revenue	17,661	16,337	14,029	18,257	14,034
Increase on Prior Year	28.0%	-7.5%	-14.1%	30.1%	-23.1%
Expenses					
Employee benefits	6,137	5,000	5,586	5,994	6,023
Materials and services	5,653	2,961	5,210	5,106	4,278
Depreciation	3,454	3,400	3,514	3,139	3,250
Finance costs	43	40	38	25	25
Other Expenses	597	536	393	405	417
Net (gain) loss on disposal	2,842	-	-	-	-
Total expenses	18,726	11,937	14,741	14,669	13,993
Increase on Prior Year	48.8%	-36.3%	23.5%	-0.5%	-4.6%
Surplus (deficit) for the year	-1,065	4,400	(712)	3,588	41

Standard Balance Sheet

	2012 Actual	2013 Forecast	2014 Budget	2015 Budget	2016 Budget
Assets					
Current assets					
Cash and cash equivalents	7,835	8,391	3,687	3,756	4,378
Trade and other receivables	901	662	553	801	585
Other Assets	99	10	10	10	10
Inventories	302	300	300	300	300
Total current assets	9,137	9,363	4,550	4,867	5,273
Non-current assets					
Trade and other receivables	104	78	52	26	-
Property, infrastructure, plant & equipment	178,334	181,125	185,255	188,596	188,124
Total non-current assets	178,438	181,203	185,307	188,622	188,124
Total Assets	187,575	190,566	189,857	193,489	193,397
Liabilities					
Current liabilities					
Trade and other payables	595	431	691	679	579
Trust funds and deposits	179	184	189	194	199
Provisions	1,087	975	1,061	1,109	1,084
Total current liabilities	1,861	1,697	2,041	1,865	1,862
Non-current liabilities					
Provisions	1,339	200	223	240	241
Interest-bearing loans and borrowings	421	422	51	37	23
Total non-current liabilities	1,761	622	274	277	264
Total liabilities	3,621	2,212	2,215	2,259	2,126
Net Assets	183,954	188,354	187,642	191,230	191,271
Represented by:					
Accumulated surplus	65,805	70,524	69,812	73,400	73,441
Reserves	117,830	117,830	117,830	117,830	117,830
Equity	183,954	188,354	187,642	191,230	191,271

Standard Statement of Cash Flow

	2012 Actual	2013 Forecast	2014 Budget	2015 Budget	2016 Budget
Cash flows from operating activities					
Rates	5,787	6,398	6,591	6,986	7,408
Statutory Charges	166	151	157	158	164
User charges and other fines	533	492	672	501	431
Grants – Operating	11,195	5,712	3,103	4,992	4,895
Grants – Capital	-	3,230	3,114	4,608	827
Other Income	605	619	527	790	551
Payments to suppliers (inclusive of GST)	-5,047	-6,251	-5,477	-5,929	-6,047
Payments to employees (including redundancies)	-6,376	-3,570	-5,343	-5,523	-4,795
Net cash provided by / (used in) operating activities	6,863	6,781	3,344	6,583	3,434
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	-4,058	-6,191	-7,644	-6,680	-2,978
Proceeds from sale of assets	250	-	-	200	200
Net cash provided by / (used in) investing activities	-3,808	-6,191	-7,644	-6,480	-2,778
Cash flows from financing activities					
Proceeds from borrowings	-	79	-	-	-
Repayment of borrowings	-	-14	-14	-14	-14
Finance costs	-47	-40	-38	-25	-25
Trust Funds & Deposits	122	5	5	5	5
Repayment of Community Loans	-	-	-	-	-
Proceeds of finance leases	-	-	-	-	-
Repayment of finance leases	-58	-64	-357	-	-
Net cash provided by / (used in) financing activities	17	-34	-404	-34	-34
Change in cash held	3,072	556	-4,704	69	622
Cash at the beginning of the financial year	4,763	7,835	8,391	3,687	3,756
Cash at the end of the financial year	7,835	8,391	3,687	3,756	4,378

Standard Statement of Capital Works

	2012 Actual	2013 Forecast	2014 Budget	2015 Budget	2016 Budget
Capital Works Areas					
Roads	2,865	4,742	3,011	3,084	1,828
Bridges	406	598	1,778	140	222
Parks, open space, streetscapes and footpaths	37	44	30	22	23
Kerb and Channel	-	115	100	-	-
Underground Pits & Drains	81	-	90	-	-
Landfill	200	-	-	225	-
Land, Buildings & Improvements	168	562	1,352	2,591	268
Plant, equipment	301	130	1,283	618	637
Total capital works	4,058	6,191	7,644	6,680	2,978
Represented by :					
Renewal	3,454	5,039	4,902	2,885	2,978
Upgrade/New	2,205	1,152	2,742	3,795	-
Total capital works	5,659	6,191	7,644	6,680	2,978

Non-financial resources

Human Resources

Council has planned to increase its full time equivalent (FTE) employees in the short term to 70.6 FTE. This is due to a number of positions becoming funded through state government initiatives.

	2012 Actual	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Full time equivalent	60.0	68.2	70.6	70.6	70.6

The large increase from 2012 to 2013 relates to positions that were vacant as at 30 June 2012. These positions have been included in the budget for 2013 and subsequent years.

Salary Expenditure and Budget arrangements

This category includes staff wages, on-costs, investment in employee wellbeing, professional development and ensuring a safe working environment.

Councils Enterprise agreement is currently under negotiation. Increases have been projected in line with prior years.

Key people objectives

Key human resource projects planned include:

- Implementation of the new Enterprise Agreement.
- Ongoing review of the workforce to ensure that the right people are in the right place at the right time to build a strong, interconnected and sustainable organisation.
- Ensuring our training and development programs build on the skills of staff, builds organisational development and improves individual decision making and judgement.

Infrastructure Strategy

An important element of any strategic financial plan is how the proposed funding levels for asset preservation affect the condition of the assets. If sufficient funds are not allocated then the condition of those assets will deteriorate and the value of Council's investment in those assets will drop.

Detailed infrastructure assessments are undertaken on a three yearly basis to determine the level of infrastructure renewal required. With recent increases in grant funding and flood events our assets are being maintained and renewed at or ahead of schedule.

The majority of capital works are performed by external contractors. The staff required to manage these contracts are included in the FTE detailed in the Human Resources component of the SRP. Capital works performed by internal staff members will be within current working schedules and no additional resources are anticipated.

Detailed plant and equipment replacement schedules are being developed to better determine the timing of plant replacement. Recent changes in motor vehicle policy have allowed Council to reduce its fleet size and hold vehicles for longer. This has resulted in no new vehicle purchases for two years.

Council plans to maintain its current levels of plant, equipment and motor vehicles.

Council has announced a number of building and recreation projects that will become Council assets in the future. These have been included within the SRP as both an initial capital cost and ongoing maintenance cost once they are built. Project manager resources are included in the SRP. These projects have not increased the projected FTE as similar positions were previously held to complete other grant funded projects.



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2015/16 BUDGET

Strategic Resource Plan 2015/16 to 2018/19
Long Term Financial Plan 2015/16 to 2024/25

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This version of the Model Budget reflects the authorised version of the Local Government (Planning and Reporting) Regulations which were made in April 2014 following a public submission process. The new Regulations commenced operation on 18 April 2014.

This Budget Report has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2015/2016" a best practice guide for reporting local government budgets in Victoria.



Mayor's introduction

On behalf of Council I present the 2015/16 Budget to the ratepayers and residents of Towong Shire.

Five years ago Council developed a ten year Long Term Financial Plan which projected a six per cent rate rise each year and an extensive expenditure reduction program for the organisation to remain financially sustainable. Since this time Councillors and staff have actively driven the implementation of a demand reduction and expenditure savings program throughout our operations and in doing so have been recognised by the State Government for some of these initiatives.

This year's budget has been a very difficult one both for Councillors and staff. Council is operating in an environment where there is a reduction in the available State and Federal funding to provide services to the community. When Council sets its budget, ratepayers pay the difference between the funding provided by other levels of government and how much it will cost to provide local services and infrastructure. The changes made in last year's Federal Budget will see the continued freezing of indexation of the annual Financial Assistance Grants, resulting in a reduction of \$570,000 in Council's anticipated grant revenue over the next two years. To put this into context, a 1% rate increase only equates to approximately \$50,000 of additional income to Council. This presents Council with the significant challenge of how to deliver the current range of services to the community with reduced financial resources or without increasing rates. The alternative is to examine which services could be reduced to ensure that Council is operating within its means.

To remain financially viable in the medium to long term, Council has carried out extensive consultation with the community about service levels prior to adopting the 2015/16 budget. Items such as whether public facilities are cleaned on weekends or how long we keep the swimming pools open over summer are examples of some of the items highlighted from this community consultation process. We will continue to review our operations and seek efficiencies in the delivery of our services. We will also look for opportunities to encourage land releases to grow the Shire's population so that our financial costs may be spread more widely.

This budget seeks to address the financial challenges faced by our municipality whilst also delivering on a range of key projects for our community, including:

- Construction of the Tallangatta Integrated Community Centre, which will contain a new library, kindergarten, a long day care service, an activity space for the community and a customer service centre
- Construction of the Wyeeboo Multi Purpose Community Facility
- Development a formal long term Master Plan for our Upper Murray communities
- Implementation of our Town Beautification Program throughout the Shire

We have been fortunate with the number of projects that have received State Government support and local community input. These projects all contribute to making our Shire a more attractive place to live.

This financial year will be the final year before rate capping is implemented. The Victorian State Government has committed to a Rate Capping and Variation Framework which will take effect from 1 July 2016. Council will proactively provide input into the development of the new rate capping framework to ensure that the needs of and challenges facing small rural Councils are recognised.

This proposed budget was developed through a rigorous review process and has been prepared in line with Council's Long Term Financial Plan. The proposed increase to Council's rate revenue is in order to maintain, where possible, the current service levels being delivered to the community. Council endorses the proposed budget as financially responsible. Thank you to my fellow Councillors and our staff for their tireless efforts to achieve the best outcome.

Cr David Wortmann
Mayor

Chief Executive Officer's summary

Council has prepared a Budget for the 2015/16 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the increase to rate income, operating result, underlying result, services, cash and investments, capital works, financial position and strategic objectives of the Council.

As part of the continuing work to address sustainability issues and to manage the impact of reductions in Federal Government funding and the pending restrictions on rate increases, Council has:

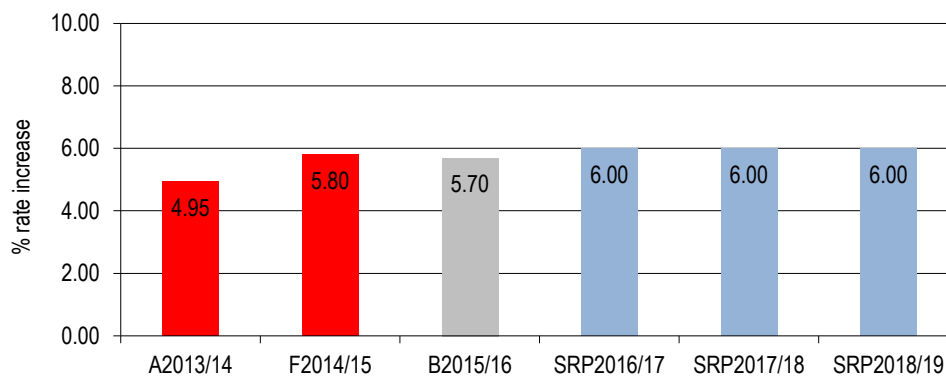
- revised its organisational structure to operate with less employees, with estimated savings of \$250,000p.a.
- introduced a shared rates service with Indigo Shire Council resulting in efficiencies and savings
- revised its motor vehicle policy and is now purchasing second hand smaller vehicles that are more fuel efficient and cost effective to run than the larger sedans historically used in Council's fleet and retaining vehicles for a longer period of time and kilometres, with savings of \$130,000p.a.
- reviewed banking facilities and changed banks with transition completed in August 2014. This will result in savings of \$16,470p.a.
- consolidated its fuel supply arrangement with estimated savings of \$8,701p.a.
- agreed to recover merchant fees where rates are paid by credit card with an estimated saving of \$14,000p.a.

Council has recently undertaken consultation with the community and our staff to generate and discuss ideas to help Towong Shire remain a sustainable organisation. Through workshops with the community and our staff a number of ideas have been suggested for Council's consideration with some examples listed below and where possible, an estimate of the financial impact:

- cease providing an immunisation service - (\$14,000)
- cease mobile library services when the current arrangement ends in June 2015 - (\$55,000)
- reduce frequency of mowing in the town maintenance contracts - (\$2,000 - \$10,000)
- reconsider financial contributions to three SES units - (\$34,000)
- reconsider financial contributions to the Towong Alliance - (\$24,000)
- progress opportunities to increase the number of residents and dwellings throughout the Shire
- increase recycling rates and develop a composting service
- attract industrial estate/ manufacturing base
- reduce operating hours of the landfill and transfer stations and administration offices.

The changes we have already implemented only go part way to addressing the shortfall of Federal funding from the indexation freeze and more work needs to be done to realise further savings. In addition to this, savings will need to be implemented to address the impact of the new rate capping regime, due to commence from 1 July 2016.

1. Rate Income

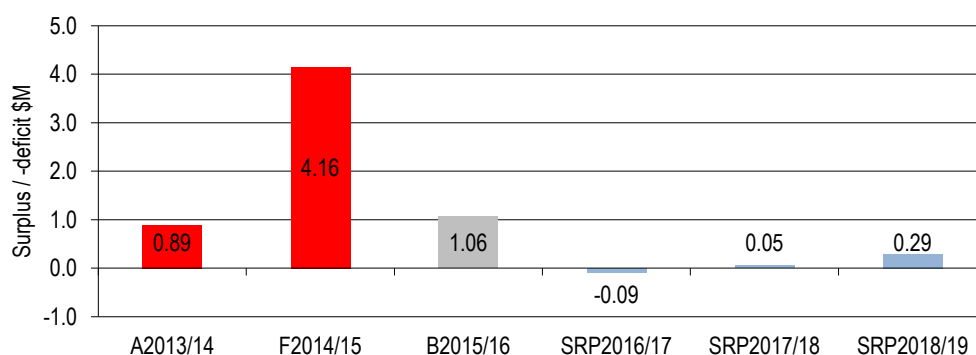


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

It is proposed that general rate income increase by 5.7% for the 2015/16 year, raising total rate revenue of \$5.31 million. The increase will go towards ensuring that Council is able to maintain existing service levels for essential community services, in an environment where the indexation on Federal Financial Assistance Grants has been frozen. It will also go towards capital works to address our asset renewal needs and fund new projects and upgrade existing assets. This rate increase is in line with the level foreshadowed in Council's Strategic Resource Plan and compares to the 2014/15 increase of 5.8%.

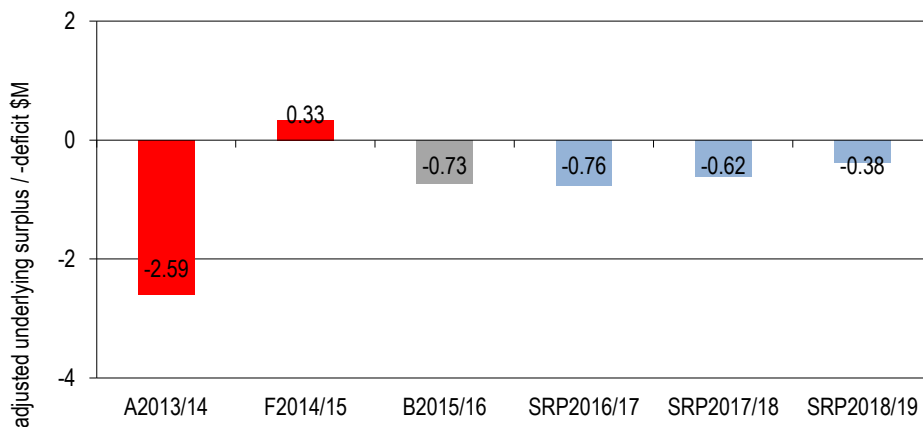
The Strategic Resource Plan estimates rate revenue increases of 6.0% for the next three years. Council acknowledges that rate capping will be introduced for the 2016/17 financial year. Council will continue to work with the Minister and Essential Services Commission to provide input into the development of the rate capping framework. The aim is to seek an outcome where the needs of small rural Councils are recognised and services can continue to be delivered to the community in the short, medium and long term.

2. Operating result



The operating result recognises all revenue received by Council (including capital grants) and all operating expenditure. The expected operating result for the 2015/16 year is a surplus of \$1.06 million. This compares to a forecast operating result for 2014/15 of \$4.16 million which was an extraordinary year with additional grants received for large capital projects that will be delivered in 2015/16.

3. Underlying Result

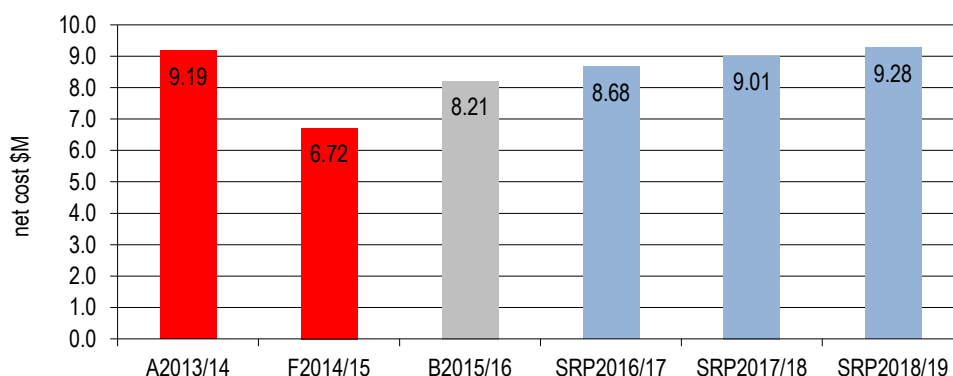


A high level Strategic Resource Plan for the period 2015/16 to 2018/19 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan.

The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing deficit over the four year period. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$0.73 million, which is a decrease of \$1.06 million on 2014/15. This result is based on an annual rate revenue increase of 5.7% and maintaining essential services to the community at the existing levels. The forecast underlying result for 2014/15 recognises \$0.40 million in grant income for the Wyeeboo Multi Purpose Community Facility that will be expended in 2015/16.

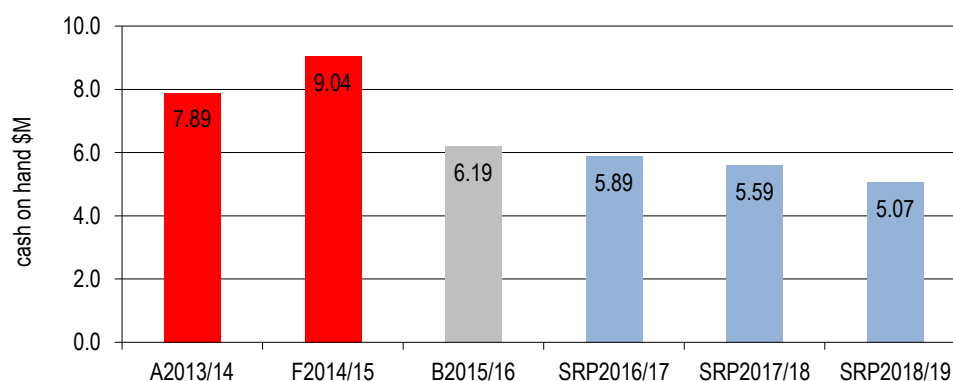
With the impending introduction of rate capping, Council is taking the opportunity to provide input into the development of the framework. If Council is unable to secure rate rises consistent with the Strategic Resource Plan, Council will need to consider alternative ways of delivering services or reducing service levels.

4. Services



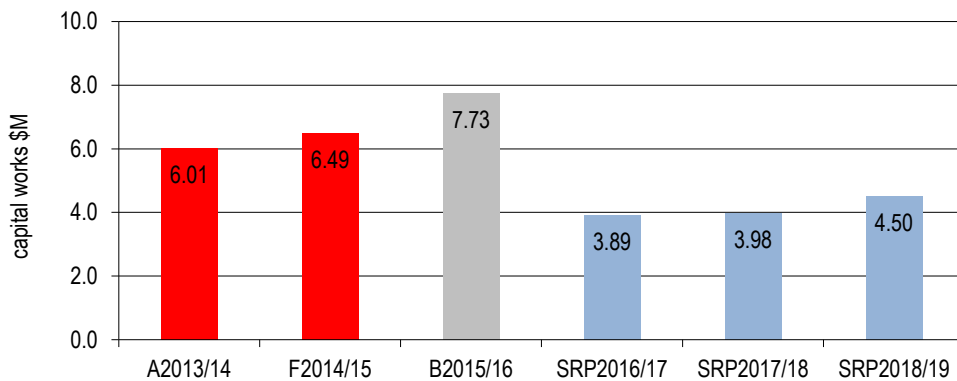
Council delivers a broad range of services to the Towong Shire community including libraries, kindergartens, planning services, kerbside waste collection and access to council assets such as roads, bridges and playgrounds. The net cost of delivering services is effectively the shortfall between the total cost of service delivery and any income received directly from government and users of services. This equates to the amount of expenditure that rates and charges revenue is required to fund. The net cost of all services delivered to the community for the 2015/16 year is expected to be \$8.21 million which is an increase of \$1.49 million over 2014/15. The forecast result for 2014/15 is significantly less than it would otherwise be as it includes the receipt of \$0.40 million grant income for the Wyeeboo Multi Purpose Community facility that will be expended in 2015/16.

5. Cash and investments



Cash and investments are expected to decrease by \$2.85 million during the year to \$6.19 million as at 30 June 2016. This is due mainly to significant grant funds that Council is forecast to be holding at 30 June 2015, which will be expended in 2015/16, particularly in relation to the Tallangatta Integrated Community Centre. The reduction in cash and investments is in line with Council's Strategic Resource Plan. Cash and investments are forecast to be \$9.04 million as at 30 June 2015.

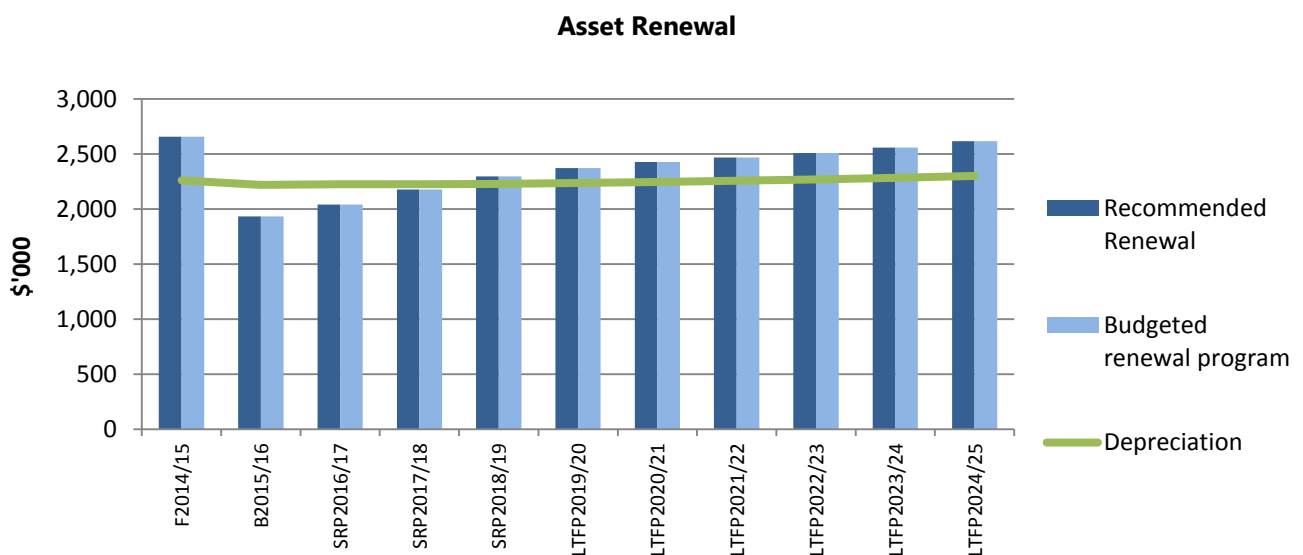
6. Capital works



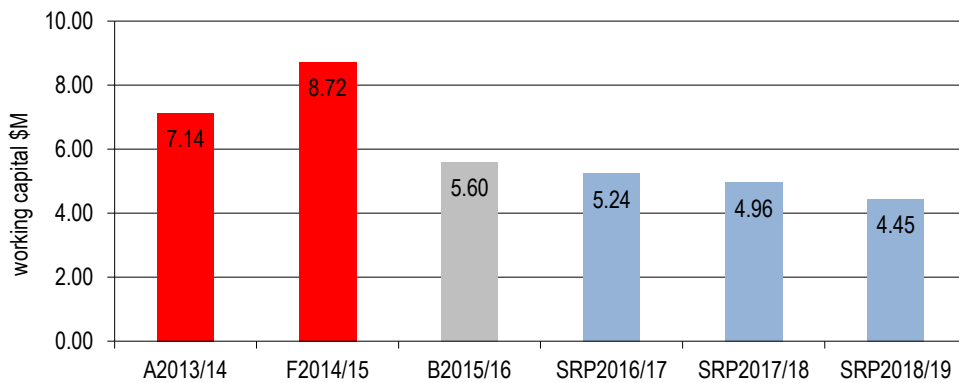
The capital works program for the 2015/16 year is expected to be \$7.73 million of which \$4.00 million relates to projects which will be carried forward from the 2014/15 year. The carried forward component is fully funded from the 2014/15 budget. Of the \$3.73 million of capital funding required, \$1.72 million will come from external grants and contributions with the balance of \$2.01 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. Capital works is forecast to be \$6.49 million for the 2014/15 year.

Council uses the Moloney Asset Model to help manage Council's assets and determine its level of expenditure on asset renewal. The model has been developed by an independent specialist in the field of asset management and is widely used by Councils throughout Victoria.

Council is committed to undertaking asset renewal in accordance with renewal recommendations from this independent specialist and the budget, Strategic Resource Plan and Long Term Financial Plan have been prepared on this basis. The graph below reflects the recommended renewal expenditure requirements on assets (per the Moloney model), Council's budgeted renewal program and depreciation.

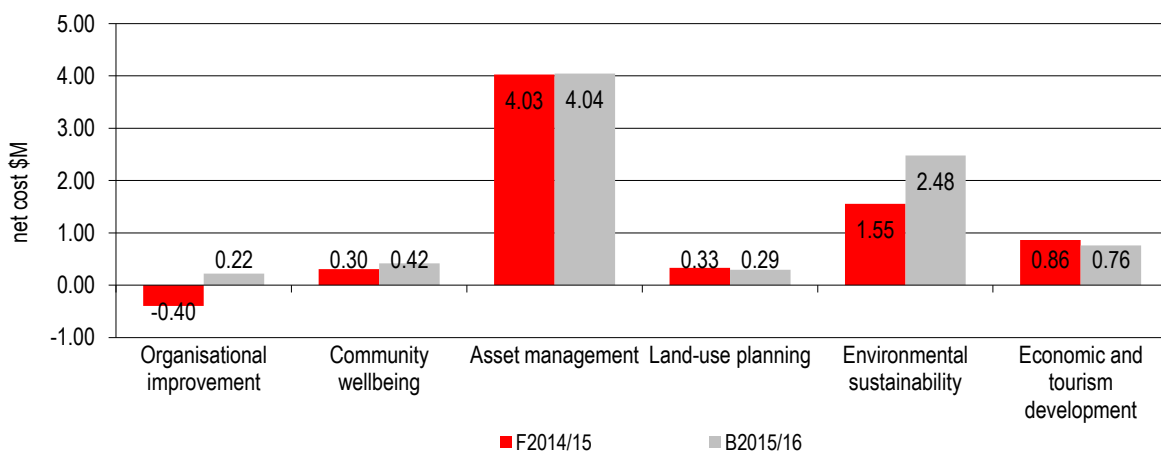


7. Financial position (Net Current Assets)



Net current assets (working capital) will reduce by \$3.12 million to \$5.60 million as at 30 June 2016. This is mainly due to grants being received in 2013/14 and 2014/15 for projects that will be delivered in later financial years.

8. Strategic objectives

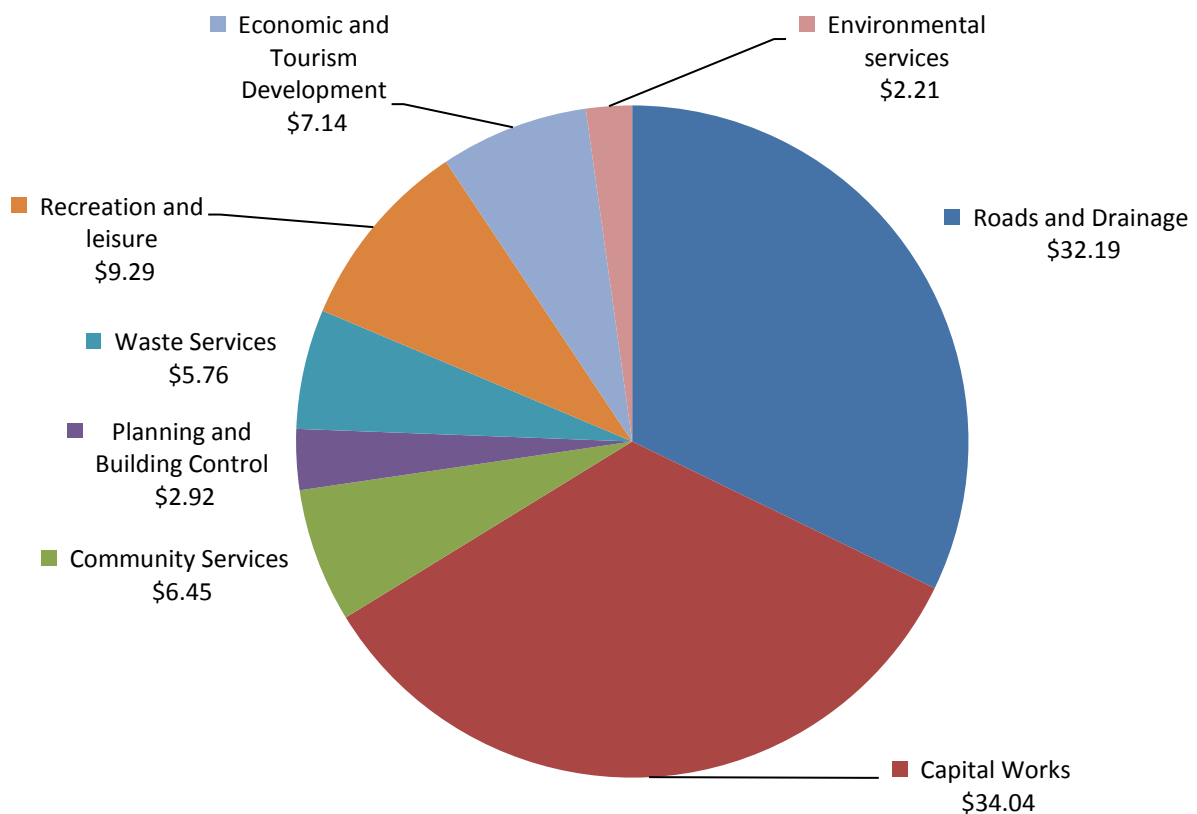


The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2015/16 year. The net cost is the difference between Income and Expenditure in each strategic objective area excluding all rates and charges income and capital grants. A negative amount indicates an income higher than expenses in the relevant area. Organisational improvement has had a number of vacancies in 2014/15 hence expenses were lower than anticipated. The change in the Environmental Sustainability measure has come from the timing of the Wyeeboo Multi Purpose Community Facility (being completed in 2015/16 with the grant income recognised in 2014/15).

9. Council expenditure allocations

The chart below shows how much is allocated by Council to each service area for every \$100 that Council spends.

Please note that the Economic and Tourism Development amount below overstates Council's regular economic and tourism development activity. The measure includes \$276,000 for Stage 2 of the fully grant funded Narrows project. It has not yet been confirmed if this stage of the project will proceed.



This budget has been developed through a rigorous process and management endorses it as financially responsible. More detailed budget information is available throughout this document.

Juliana Phelps
Chief Executive Officer

Budget processes

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

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

The 2015/16 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during January and February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

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

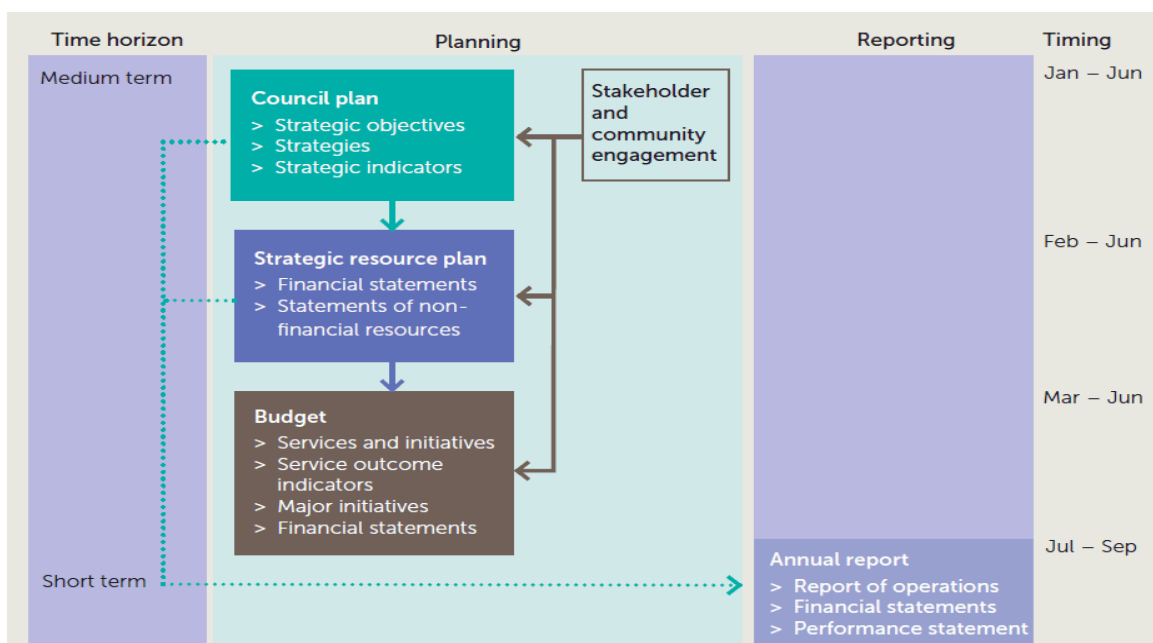
Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Jan/Feb
3. Councillors consider draft budgets at informal briefings	Mar/Apr
4. Proposed budget submitted to Council for approval	Apr
5. Public notice advising intention to adopt budget	Apr
6. Budget available for public inspection and comment	Apr/May
7. Public submission process undertaken	Apr/May
8. Submissions period closes (28 days)	May
9. Submissions considered by Council/Committee	Jun
10. Budget and submissions presented to Council for adoption	Jun
11. Copy of adopted budget submitted to the Minister	Jul
12. Revised budget where a material change has arisen	Sep-Jun

1. Linkage to the Council Plan

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

1.1 Planning and accountability framework

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



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

In addition to the above, Council's vision for its communities is captured in several long term master plans, such as *Tallangatta Tomorrow* and *Our Bellbridge*. A formal long term plan is currently under development for the Upper Murray communities - *Upper Murray 2030 Vision Plan*.

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

1.2 Our purpose

Our vision

We will be a world class small Council and Towong Shire will be an ideal place to live.

Our mission

To provide leadership and service to the Towong Shire community that adds value and enhances social, economic and environmental wellbeing now and in the future.

Our values

- **Pride** - We will always take care in what we do
- **Teamwork** - We will help others to achieve by being positive, enthusiastic and confident
- **Integrity** - We will seek the common good
- **Respect** - We will listen and consider other perspectives and treat each other with courtesy

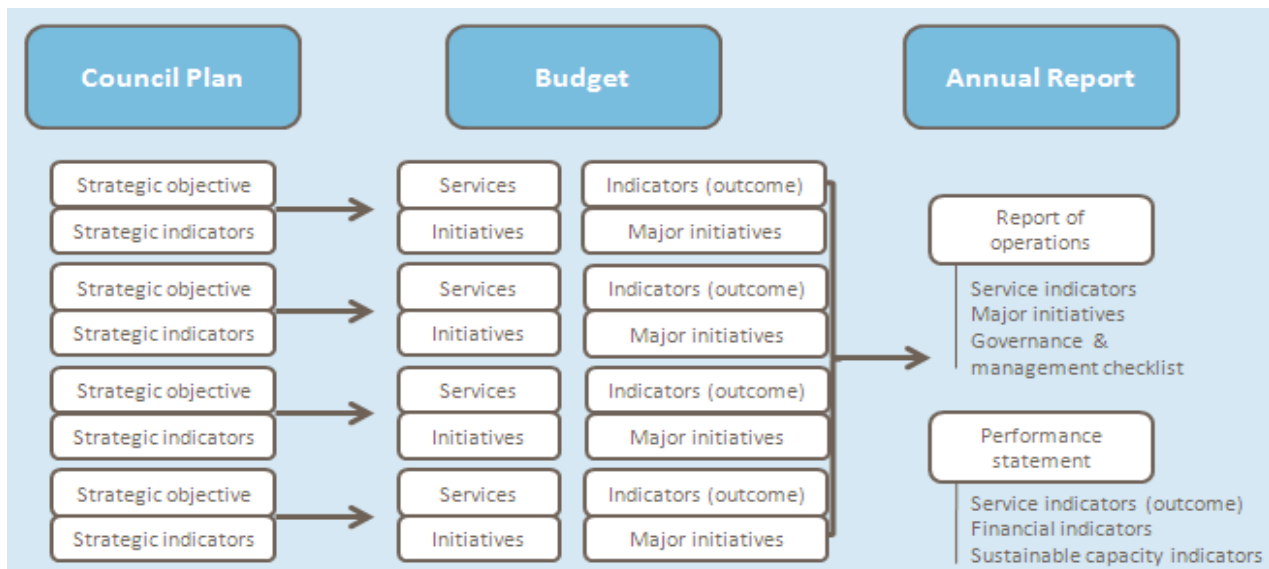
1.3 Strategic objectives

Council delivers a range of projects and core services to achieve the six Strategic Objectives as set out in the Council Plan for the 2013-17 years. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Organisational improvement	Embed organisational excellence into our governance and management processes in order to deliver the best possible outcomes for our residents and ratepayers.
2. Community wellbeing	Assist Towong Shire residents in the attainment of a high level of health and safety, resilience and connectedness to their communities.
3. Asset management	To maintain and improve the Shire's infrastructure to meet agreed levels of service.
4. Land-use planning	To develop a strategic and sustainable long-term land use direction for the Shire based on an integrated approach to the natural and built environment.
5. Environmental sustainability	Integrate sustainable natural resource management into all of our business activities.
6. Economic and tourism development	Expand long-term employment and economic opportunities whilst continuing to maintain and promote our environment and the lifestyle our municipality offers.

2. Activities, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2015/16 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

2.1 Strategic Objective 1: Organisational improvement

To achieve our objective of Organisational improvement, we will continue to embed organisational excellence into our governance and management processes in order to deliver the best possible outcomes for our residents and ratepayers. The services, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	
Executive Services	This service provides Council with operational organisational support to Council, CEO and the Senior Management Group and acts as the main customer interface with the community. The service also assists with delivering on human resource, communication and governance needs of the Council.	
Corporate Services	This service provides financial and corporate based services to internal and external customers, including the management of Council's finances, payment of salaries and wages to employees, procurement and contracting of services, raising and collection of rates and charges, managing Council's records and delivering on Council's occupational health and safety responsibilities. This service also maintains reliable and cost effective communications and computing systems, facilities and infrastructure to support Council staff.	
Total Organisational improvement		2,805 -2,586 219

Initiatives

- 1) Implement business improvements in the areas of OHS, risk management, swimming pools and landfills as identified by previous internal audits
- 2) Improve service delivery and reduce costs through process improvement and shared services
- 3) Deploy software that leverages improved IT infrastructure with a particular focus on the areas of shared services, record management and business process workflows
- 4) Improve the use of electronic mediums in Council's communications with the community

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.2 Strategic Objective 2: Community wellbeing

To achieve our objective of Community wellbeing, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Community Services	This service provides family oriented support services including kindergartens, maternal and child health, immunisations and youth services. It also supports Council's commitment to improved access for all residents, delivers an annual Seniors event and is exploring opportunities to support arts and culture throughout the Shire.	
Library Services	This service provides public library services at two locations and provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	
Community Facilities	This service identifies opportunities for Council or community groups to access funding to better meet community needs and delivers on key Council funding applications.	
Swimming Pools	This service provides two community swimming pools , that operate from November to March each year.	
		1,148
Total Community Wellbeing		-730
		418

Initiatives

- 5) Complete the Tallangatta Caravan Park Planning Study and implement the adopted recommendations from the plan
- 6) Seek funding for the Corryong Aquatic Training Centre Project
- 7) Successfully deliver the Tallangatta Integrated Community Centre project
- 8) Conduct a review of public pools with a view to lowering operating costs and increasing safety and participation
- 9) Continue to pursue extended childcare services across the Shire
- 10) Auspice and support the successful delivery of the Mitta Valley 'Our Valley, Our Future' project
- 11) Auspice and support the successful delivery of the Upper Murray 2030 Vision Plan
- 12) Undertake a review of early childhood services to identify opportunities to improve the sustainability of these services and better meet the community's needs
- 13) Continue to implement the key priorities from 'Tallangatta Tomorrow' including residential development
- 14) Actively participate in the Towong Alliance with the three Shire based Health Services
- 15) Deliver an events schedule targeted towards youth, seniors and disabled people within the Shire

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.3 Strategic Objective 3: Asset management

To achieve our objective of Asset management, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Engineering Services	This service undertakes design, tendering, contract management and supervision of various works within Council's capital works program. This service also conducts asset renewal and maintenance planning for Council's main infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include: -roads, bridges, footpaths -buildings -drainage -recreation and open spaces.	
Depots	This service maintains Council infrastructure, vehicles, plant and equipment to meet functional and safety needs.	
Total Asset Management		5,528 -1,484 4,044

Initiatives

- 16) Deliver the adopted Capital Works program
- 17) Implement the stock grid policy
- 18) Prepare an Asset Management Plan for Recreation and Open Spaces (inclusive of trees of significance)
- 19) Implement the Town Beautification Program throughout the Shire
- 20) Work with VicRoads and other stakeholders to progress the upgrade/sealing of the Benambra-Corryong Road and the Shelley-Walwa Road

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2.4 Strategic Objective 4: Land-use planning

To achieve our objective of Land-use planning, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives and service performance indicators for each business area are described below.

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Planning	This statutory planning service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It administers the Towong Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares amendments to the Towong Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	
Building Services	This service provides statutory building services to the Council community including processing of building permits, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	
Total Land-use planning		417 -124 293

Initiatives

- 21) Improve our communication in relation to town and land use planning
- 22) Develop and implement a Domestic Wastewater Management Plan
- 23) Complete a section 12B (Planning and Environment Act) review of Towong Planning Scheme
- 24) Revise Local Planning Policies with a view to protecting strategically important land for food production
- 25) Finalise the Rural Living Zone Planning Scheme Amendment

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

2.5 Strategic Objective 5: Environmental sustainability

To achieve our objective of Environmental sustainability, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Waste Services	This service provides waste collection including kerbside collections of rubbish and recycling from households and commercial properties, special hard waste, green waste collections, transfer station and land fill management.	
Emergency Management	This service provides Council's emergency management planning function.	
Animal Control	This service provides animal management services including a cat trapping program, dog / cat collection service, lost and found notification service, pound service, registration / administration service and an afterhours emergency service. It also provides education, regulation and enforcement of the Local Law and relevant State legislation.	
Total Environmental Sustainability		2,915 -436 2,479

Initiatives

- 26) Explore solutions for Bellbridge water and waste water expansion (in conjunction with North East Water)
- 27) Lobby for the expansion/improvement of the North East Water Tallangatta wastewater plant to accommodate future development in Tallangatta and the elimination of odour emanating from the plant
- 28) Continue to implement the adopted outcomes from the Waste Management Services review
- 29) Explore waste to energy options suitable for a small municipality
- 30) Consider the options available for the Bethanga Wastewater project
- 31) Provide proactive support to DEPI Wild Dog Program and lobby for increased resourcing
- 32) Continue to implement noxious weed controls along roadsides and encourage adjoining landowners (including DSE and Parks Vic) to also implement controls on their property
- 33) Continue to maintain and monitor operational and closed landfills within EPA guidelines
- 34) Support waste minimisation and management initiatives in the North East Regional Waste Implementation Plan and Regional Waste Minimisation Strategy

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

2.6 Strategic Objective 6: Economic and tourism development

To achieve our objective of Economic and tourism development, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Economic Development	The economic development service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	
Tourism	This service includes the provision of a Visitor Information Centre in Corryong, support for visitor information services in Tallangatta and development of tourism websites to provide advice to visitors to the region.	
Total Economic and Tourism Development		1,206 -448 758

Initiatives

- 35) Lobby the Federal Government in order to maximise the NBN outcomes for our communities
- 36) Develop a Corryong Saleyards strategy with adopted recommendations implemented by June 2015
- 37) Continue to work towards the availability of Industrial land in Corryong and Tallangatta
- 38) Encourage (and where possible deliver) sustainable design for community buildings and residential estate development
- 39) Lobby Federal Government and private telcos for improved mobile coverage
- 40) Support the Agribusiness sector in Towong Shire to achieve profitability and sustainability
- 41) Support the Retail, Commercial and Industrial sectors in Towong Shire to achieve profitability and sustainability
- 42) Promote the Omeo Highway and the Benambra-Corryong Road as touring links to the Gippsland region

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year <i>less</i> the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2015/16 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Organisational improvement	219	2,805	2,586
Community wellbeing	418	1,148	730
Asset management	4,044	5,528	1,484
Land-use planning	293	417	124
Environmental sustainability	2,479	2,915	436
Economic and tourism development	758	1,206	448
Total services and initiatives	8,211	14,019	5,809
Other non-attributable	0		
Deficit before funding sources	8,211		
Funding sources:			
Rates and charges	7,477		
Capital grants	1,795		
Total funding sources	9,272		
Surplus for the year	1,061		

3. Budget influences

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

3.1 Snapshot of Towong Shire Council

Towong Shire Council is located in the north east of Victoria. The Shire encompasses an area of 6,635 square kilometres.

In June 2011, the estimated resident population of the Towong Shire was 5,958 (2006: 6,019 people). (Source: Australian Bureau of Statistics, 2011 Census).

3.2 External influences

In preparing the 2015/16 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Freezing of the previously anticipated indexation in Federal Financial Assistance Grants (administered by the Victorian Grants Commission) recurrent funding
- Planned introduction of rate capping for the 2016/17 financial year
- Uncertainty of State funding (e.g. previous Country Roads and Bridges funding program)
- Double allocation of Federal Government funding for the Roads to Recovery for 2015/16
- Consumer Price Index forecasts.

3.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2015/16 Budget. These include:

- Wage increases budgeted at 3.0% in accordance with the Enterprise Agreement 2014
- Ongoing work to reduce costs and increase efficiency.

3.4 Budget principles

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

- Existing fees and charges to be increased in line with market levels
- Grants to be based on confirmed funding levels
- Salaries and wages to be increased in line with the Enterprise Agreement
- Consideration given to how services are delivered across the municipality, with any changes in 2015/16 to have minimal impact on the community
- Construction and material costs to increase in line with the Engineering Construction Index
- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2014/15 to be preserved
- Operating revenues and expenses arising from completed 2014/15 capital projects to be included
- Further opportunities to increase revenue be explored.

3.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2015/16 to 2018/19 (Section 8), Rating Information (Section 9) and Other Long Term Strategies (Section 10) including borrowings, infrastructure and service delivery.

4. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2015/16 year.

4.1 Budgeted income statement

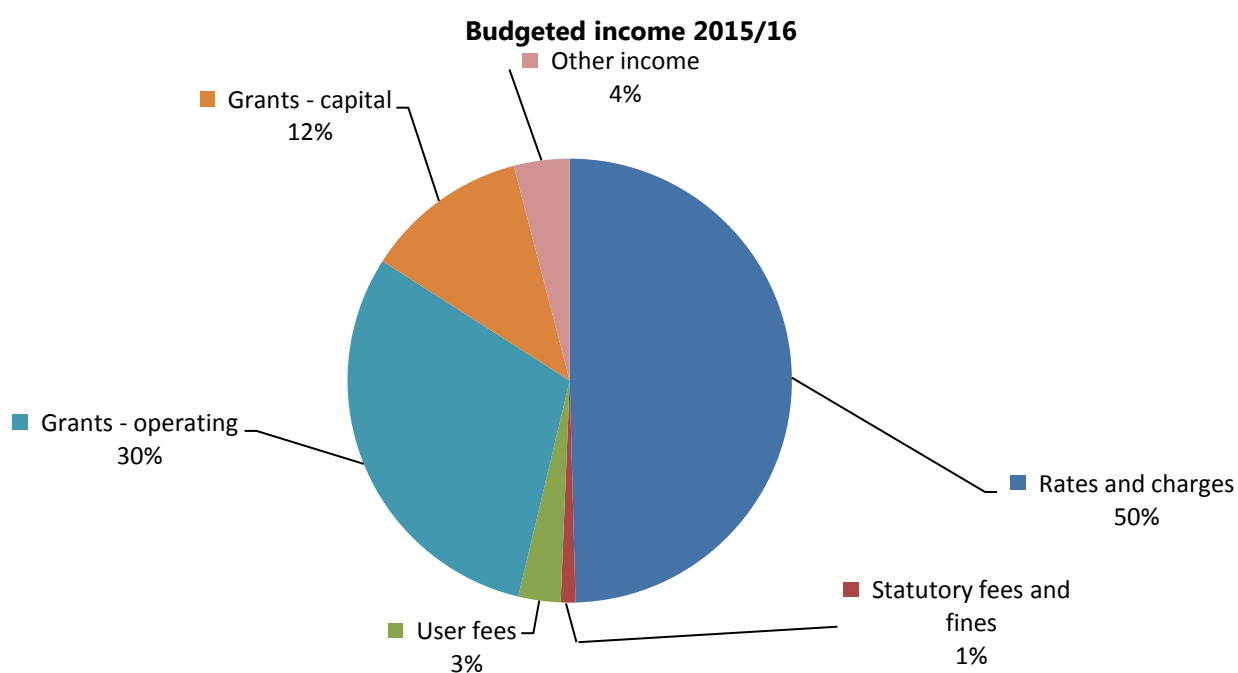
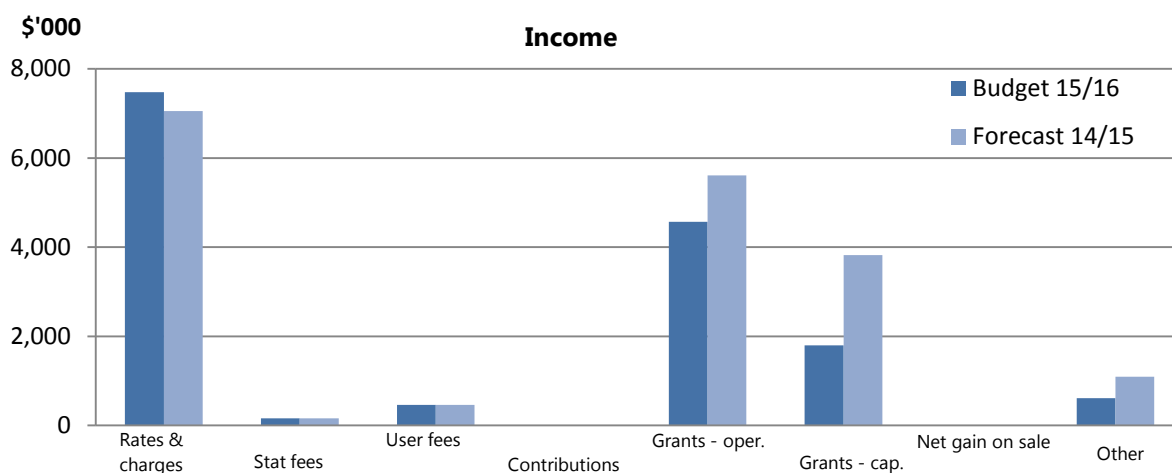
	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Total income	4.2	18,206	15,080	(3,126)
Total expenses	4.3	(14,051)	(14,019)	32
Surplus (deficit) for the year		4,155	1,061	(3,094)
Grants –non-recurrent capital	4.2.6	(3,824)	(1,795)	2,029
Contributions - non-monetary assets		0	0	0
Capital contributions - other sources	4.2.4	0	0	0
Adjusted underlying surplus (deficit)		331	(734)	(1,065)

4.1.1 Adjusted underlying deficit

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2015/16 year is a deficit of \$0.73 million. This compares to a forecast surplus of \$0.33 million in 2014/15, an extraordinary year with additional grants received for large capital projects that will be delivered in 2015/16.

4.2 Income

Income Types	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Rates and charges	4.2.1	7,051	7,477	426
Statutory fees and fines	4.2.2	160	161	1
User fees	4.2.3	461	464	3
Contributions - monetary	4.2.4	0	0	0
Grants - operating	4.2.5	5,613	4,571	(1,042)
Grants - capital	4.2.6	3,824	1,795	(2,029)
Net gain on disposal of property, infrastructure, plant & equip.	4.2.7	0	0	0
Other income	4.2.8	1,097	612	(485)
Total income		18,206	15,080	(3,126)



Source: Appendix A

4.2.1 Rates and charges

It is proposed that income raised by all rates and charges be increased by \$426,000 over 2014/15 to \$7.48 million. This also includes amounts levied on certain land holders in lieu of rates. Section 9. "Rating Information" includes a more detailed analysis of the rates and charges to be levied for 2015/16. Information on rates and charges specifically required by the Regulations is included in Appendix B.

4.2.2 Statutory fees and fines

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

Income from Statutory fees are forecast to increase by \$1,000 compared to 2014/15.

A detailed listing of statutory fees is included in Appendix D.

4.2.3 User fees

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of swimming pools and other community facilities and the provision of community services such as kindergartens. In setting the budget, the key principle for determining the level of user charges has been to ensure that where possible increases recover the costs of providing the service.

Income from User charges are projected to increase by \$3,000 over 2014/15.

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

4.2.4 Contributions - monetary

There are no contributions budgeted for 2015/16.

4.2.5 Grants - operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by 18.6% or \$1.04 million compared to 2014/15. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	3,666	3,547	(119)
<i>Recurrent - State Government</i>			
Aged care	2	2	0
School crossing supervisors	9	9	0
Libraries	106	106	0
Family and children	420	324	(96)
Emergency management	60	60	0
Community	42	42	0
Total recurrent grants	4,305	4,090	(215)
<i>Non-recurrent - State Government</i>			
Community	168	167	(1)
Economic Development	169	286	117
Environmental	0	28	28
Recreation	935	0	(935)
Governance	36	0	(36)
Total non-recurrent grants	1,308	481	(827)
Total operating grants	5,613	4,571	(1,042)

4.2.6 Grants - capital

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 53.1% or \$2.03 million compared to 2014/15 due mainly to the cessation of the Country Roads and Bridges funding and specific funding for some large capital works projects. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2015/16 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast		
	Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	854	1,342	488
<i>Recurrent - State Government</i>			
Country Roads and Bridges	1,000	0	-1,000
Total recurrent grants	1,854	1,342	-512
<i>Non-recurrent - State Government</i>			
Blackspot	640	0	-640
Emergency Response	261	0	-261
Infrastructure	525	0	-525
Buildings	544	453	-91
Total non-recurrent grants	1,970	453	-1,517
Total capital grants	3,824	1,795	-2,029

4.2.7 Net gain on disposal of property, infrastructure, plant and equipment

There is no net gain sale of assets budgeted for 2015/16.

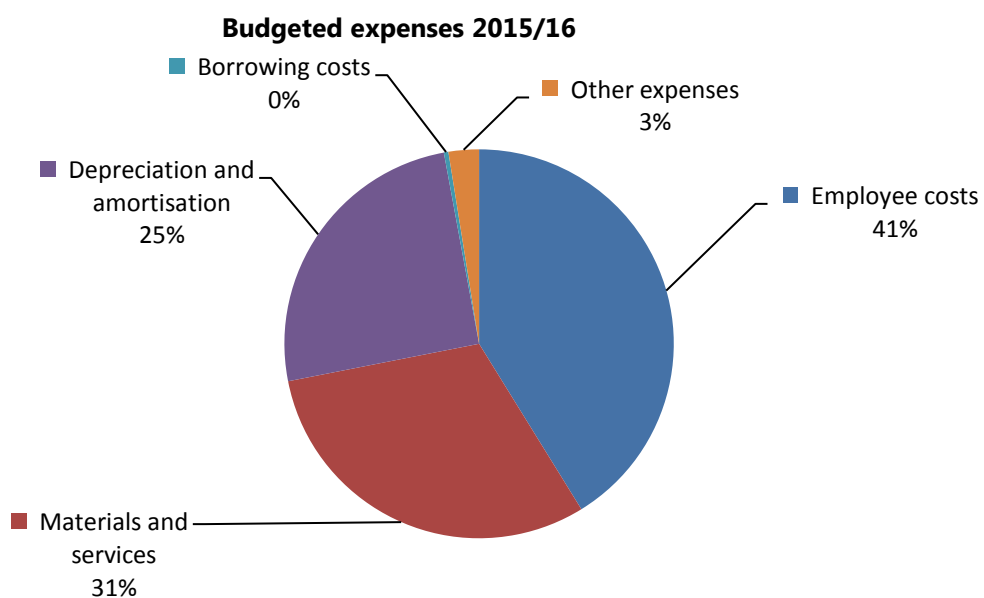
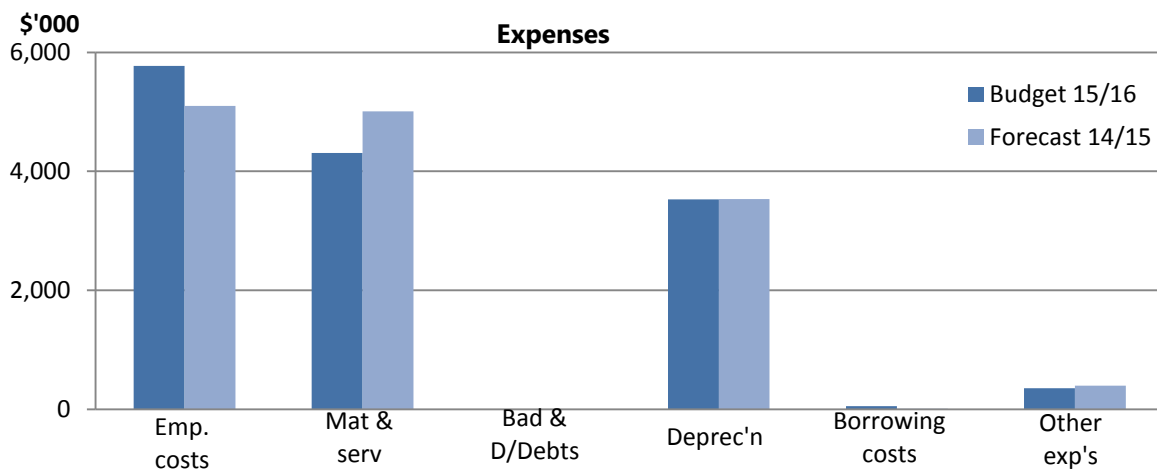
4.2.8 Other income

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to be \$612,000 in 2015/16 and includes \$205,000 in interest income and \$85,000 in community contributions to shared projects. This compares to 2014/15, with Other income forecast to be \$1.10 million, with significant community contributions to the Magorra Park Multi-Purpose Centre development and Towong Racecourse Grandstand upgrade and interest earned on grants received for future capital works.

4.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2014/15 \$'000	2015/16 \$'000	\$'000
Employee costs	4.3.1	5,100	5,774	674
Materials and services	4.3.2	5,008	4,308	(700)
Bad and doubtful debts	4.3.3	0	0	0
Depreciation and amortisation	4.3.4	3,534	3,530	(4)
Borrowing costs	4.3.5	13	53	40
Other expenses	4.3.6	396	354	(42)
Total expenses		14,051	14,019	(32)



Source: Appendix A

4.3.1 Employee costs

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc.

Employee costs are forecast to increase by 13.2% or \$674,000 compared to 2014/15. This increase relates to two key factors:

- Council's Enterprise Bargaining Agreement (EBA) which provides for a 3% wage increase and is estimated to cost an additional \$143,000 in 2015/16
- Fully resourcing all vacant positions that were not filled during 2014/15. The resourcing levels for 2015/16 have been maintained at the same level as the previous year's budget.

4.3.2 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 14.0% or \$700,000 compared to 2014/15.

The main reason for this decrease is the completion of significant community projects in 2014/15 that are located on land not owned by Council. The costs associated with these projects are recognised as operating expenditure in the year the expenditure is incurred.

4.3.3 Bad and doubtful debts

There are no bad and doubtful debts budgeted for in 2015/16.

4.3.4 Depreciation and amortisation

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's Capital works program for the 2015/16 year.

4.3.5 Borrowing costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the anticipated loan for the Tallangatta underground power project in the Capital works program.

4.3.6 Other expenses

Other expenses relate to a range of unclassified items including contributions to community groups, councillor allowances and auditors remuneration. Other expenses are forecast to decrease by \$42,000 compared to 2014/15.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2015/16 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
Rates and charges		7,062	7,486	424
User fees and fines		621	625	4
Grants - operating		5,800	4,826	(974)
Grants - capital		3,824	1,795	(2,029)
Interest		281	205	(76)
Other receipts		821	412	(409)
		18,409	15,349	(3,060)
<i>Payments</i>				
Employee costs		(5,251)	(5,652)	(401)
Other payments		(5,710)	(4,753)	957
		(10,961)	(10,405)	556
Net cash provided by operating activities		7,448	4,944	(2,504)
Cash flows from investing activities	5.1.2			
Payments for property, infrastructure, plant & equip.		(6,486)	(7,730)	(1,244)
Net cash used in investing activities		(6,486)	(7,730)	(1,244)
Cash flows from financing activities	5.1.3			
Finance costs		(13)	(53)	(40)
Proceeds from borrowings		493	0	(493)
Repayment of borrowings		(290)	(12)	278
Net cash used in financing activities		190	(65)	(255)
Net decrease in cash and cash equivalents		1,152	(2,851)	(4,003)
Cash and cash equivalents at the beginning of the year		7,888	9,040	1,152
Cash and cash equivalents at end of the year	5.1.4	9,040	6,189	(2,851)

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

5.1.1 Operating activities

	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Surplus (deficit) for the year	4,155	1,061	(3,094)
Depreciation	3,534	3,530	(4)
Loss (gain) on disposal of property, infrastructure, plant & equipment	0	0	0
Finance costs	13	53	40
Net movement in current assets and liabilities	(254)	300	554
Cash flows available from operating activities	7,448	4,944	(2,504)

5.1.2 Investing activities

The increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 6 of this budget report.

5.1.3 Financing activities

For 2015/16 the cash flow from financing activities arises from Council paying the costs of accessing the loan for the Tallangatta underground power project.

5.1.4 Cash and cash equivalents at end of the year

Overall, total cash and investments is forecast to decrease by \$2.85 million to \$6.19 million as at 30 June 2016.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2015 it will have cash and investments of \$6.19 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
Total cash and investments		9,040	6,189	(2,851)
Restricted cash and investments				
- Statutory reserves	5.2.1	0	0	0
- Cash held to carry forward capital works	5.2.2	(4,001)	0	4,001
- Trust funds and deposits		(134)	(139)	(5)
Unrestricted cash and investments	5.2.3	4,905	6,050	1,145
- Discretionary reserves	5.2.4	0	0	0
Unrestricted cash adjusted for discretionary reserves	5.2.5	4,905	6,050	1,145

5.2.1 Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. Council has not budgeted to be holding any statutory reserves in 2015/16.

5.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2016, as it is expected that the capital works budget in the 2015/16 financial year will be fully completed. An amount of \$4.00 million is forecast to be held at 30 June 2015 to fund capital works budgeted but not completed in the 2014/15 financial year. Section 6.2 contains further details on capital works funding.

5.2.3 Unrestricted cash and investments

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds and cash to be used to fund capital works expenditure from

5.2.4 Discretionary reserves

Council has not budgeted to be holding any discretionary reserves in 2015/16.

5.2.5 Unrestricted cash adjusted for discretionary reserves

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

6. Analysis of capital budget

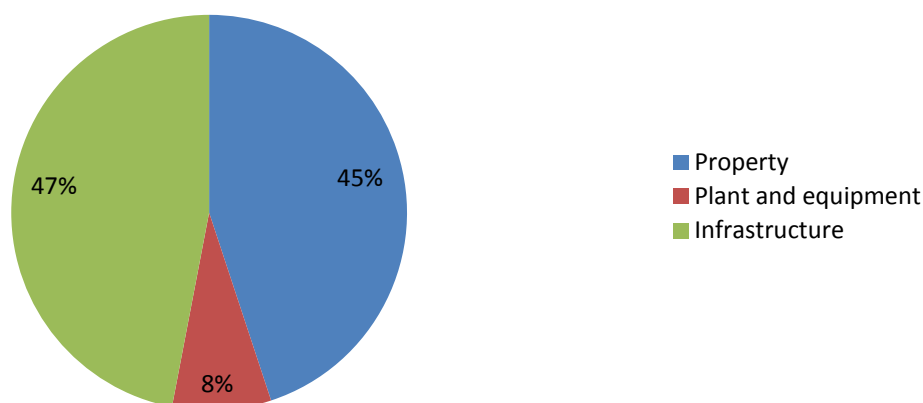
This section analyses the planned capital expenditure budget for the 2015/16 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Appendix C.

6.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Works carried forward	6.1.1			
Property				
Buildings		0	2,606	2,606
Total buildings		0	2,606	2,606
Total property		0	2,606	2,606
Plant and equipment				
Plant, machinery and equipment		0	500	500
Fixtures, fittings and furniture		0	0	0
Computers and telecommunications		0	0	0
Total plant and equipment		0	500	500
Infrastructure				
Roads		0	54	54
Bridges		0	0	0
Footpaths and cycleways		0	225	225
Drainage		0	0	0
Recreational, leisure and community		0	125	125
Parks, open space and streetscapes		0	0	0
Aerodromes		0	0	0
Other infrastructure		0	493	493
Total infrastructure		0	896	896
Total works carried forward		0	4,002	4,002
New works				
Property	6.1.2			
Buildings		740	867	127
Total buildings		740	867	127
Total property		740	867	127
Plant and equipment	6.1.3			
Plant, machinery and equipment		534	59	(475)
Fixtures, fittings and furniture		13	0	(13)
Computers and telecommunications		0	66	66
Total plant and equipment		547	125	(422)
Infrastructure	6.1.4			
Roads		2,674	2,443	(231)
Bridges		1,055	20	(1,035)
Footpaths and cycleways		30	120	90

Capital Works Areas (Cont'd)	Ref	Forecast	Budget 2015/16 \$'000	Variance \$'000
		Actual 2014/15 \$'000		
Drainage		30	30	0
Recreational, leisure and community		0	3	3
Parks, open space and streetscapes		1,310	80	(1,230)
Aerodromes		0	40	40
Other infrastructure		100	0	(100)
Total infrastructure		5,199	2,736	(2,463)
Total new works		6,486	3,728	(2,758)
Total capital works expenditure		6,486	7,730	1,244
Represented by:				
New asset expenditure	6.1.5	3,245	3,167	(78)
Asset renewal expenditure	6.1.5	3,241	3,173	(68)
Asset upgrade expenditure	6.1.5	0	1,390	1,390
Asset expansion expenditure	6.1.5	0	0	0
Total capital works expenditure		6,486	7,730	1,244

Budgeted capital works 2015/16



Source: Appendix A.

A more detailed listing of capital works is included in Appendix C.

6.1.1 Carried forward works

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2014/15 year it is forecast that \$4.00 million of capital works will be incomplete and be carried forward into the 2015/16 year. The more significant projects include the Tallangatta Integrated Community Centre, Tallangatta underground power project and Finance System upgrade.

6.1.2 Property

The property class comprises buildings and building improvements including community facilities, municipal offices, sports facilities and pavilions.

For the 2015/16 year \$867,000 will be expended on building projects. The most significant projects are the construction of the Tallangatta Integrated Community Centre and the upgrade to the Corryong Swimming Pool.

6.1.3 Plant and equipment

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2015/16 year \$125,000 will be expended on plant, equipment and other projects. This is made up of various computer and telecommunication equipment, library books as well as two fleet vehicle purchases.

6.1.4 Infrastructure

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

For the 2015/16 year \$2.44 million will be expended on road projects. The more significant projects include road reseal program \$0.84 million, major patching program \$0.60 million and Georges Creek (Stage 3).

Other infrastructure expenditure includes \$0.12 million on footpaths and cycleways.

6.1.5 Asset renewal, new assets, upgrade and expansion

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

The major projects included in the above categories, which constitutes expenditure on new assets, is the Tallangatta Integrated Community Centre and the 'strategic path links' project. The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

6.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual	2015/16	
		2014/15	\$'000	\$'000
				\$'000
Works carried forward				
Current year funding				
Grants		0	0	0
Contributions		0	0	0
Borrowings		0	493	493
Council cash				
- operations		0	3,509	3,509
- proceeds on sale of assets		0	0	0
- reserve cash and investments		0	0	0
- unrestricted cash and investments		0	0	0
Total works carried forward	6.2.1	0	4,002	4,002
New works				
Current year funding				
Grants	6.2.2	0	1,696	1,696
Contributions		0	25	25
Borrowings		0	0	0
Council cash				
- operations	6.2.3	6,486	2,007	(4,479)
- proceeds on sale of assets	6.2.4	0	0	0
- reserve cash and investments	6.2.5	0	0	0
- unrestricted cash and investments	6.2.6	0	0	0
Total new works		6,486	3,728	(2,758)
Total funding sources		6,486	7,730	1,244

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2014/15 and 2015/16. It also considers a number of key financial performance indicators.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		9,040	6,189	(2,851)
Trade and other receivables		1,130	866	(264)
Financial assets		0	0	0
Other assets		310	310	0
Total current assets		10,480	7,365	(3,115)
Non-current assets	7.1.1			
Trade and other receivables		0	0	0
Property, infrastructure, plant and equipment		178,723	182,923	4,200
Total non-current assets		178,723	182,923	4,200
Total assets		189,203	190,288	1,085
Current liabilities	7.1.2			
Trade and other payables		666	575	91
Trust funds and deposits		134	139	(5)
Provisions		944	1,039	(95)
Interest-bearing loans and borrowings		12	12	0
Total current liabilities		1,756	1,765	(9)
Non-current liabilities	7.1.2			
Provisions		204	231	(27)
Interest-bearing loans and borrowings		531	519	12
Total non-current liabilities		735	750	(15)
Total liabilities		2,491	2,515	(24)
Net assets		186,712	187,773	1,061
Equity	7.1.4			
Accumulated surplus		76,299	77,360	1,061
Reserves		110,413	110,413	0
Total equity		186,712	187,773	1,061

Source: Appendix A

7.1.1 Current Assets and Non-Current Assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$2.85 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets and through the sale of property, plant and equipment.

7.1.2 Current Liabilities and Non Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2014/15 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees and landfill rehabilitation.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to take out a loan for the underground power project in the Capital Works Program.

7.1.3 Working Capital

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

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

	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
Current assets	10,480	7,365	(3,115)
Current liabilities	1,756	1,765	(9)
Working capital	8,724	5,600	(3,124)
Restricted cash and investment current assets			
- Statutory reserves	0	0	0
- Cash used to fund carry forward	(4,023)	0	4,023
capital works			
- Trust funds and deposits	(134)	(139)	(5)
Unrestricted working capital	4,567	5,461	894

7.1.4 Equity

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$1.06 million results directly from the operating surplus for the year.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2016 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 94.0% of total rates and charges raised will be collected in the 2015/16 year:
- Trade creditors to be based on total capital and operating expenditure less, depreciation and employee costs. Payment cycle is 45 days
- Employee entitlements to be increased by 3% consistent with the 2014 Enterprise Agreement
- Total capital expenditure to be \$7.73 million

8. Strategic resource plan, financial performance indicators and long term financial plan

This section considers the long term financial projections of Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 Plan development

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

Council has prepared an SRP for the four years 2015/16 to 2018/19 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels
- Secure the current net asset position of the Council (ensure Council is always liquid)
- Maintain a capital renewal program that maintains all Council assets at an acceptable level
- Achieve a balanced budget on a cash basis.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

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

The Strategic Resource Plan is published within this budget report.

8.2 Financial resources

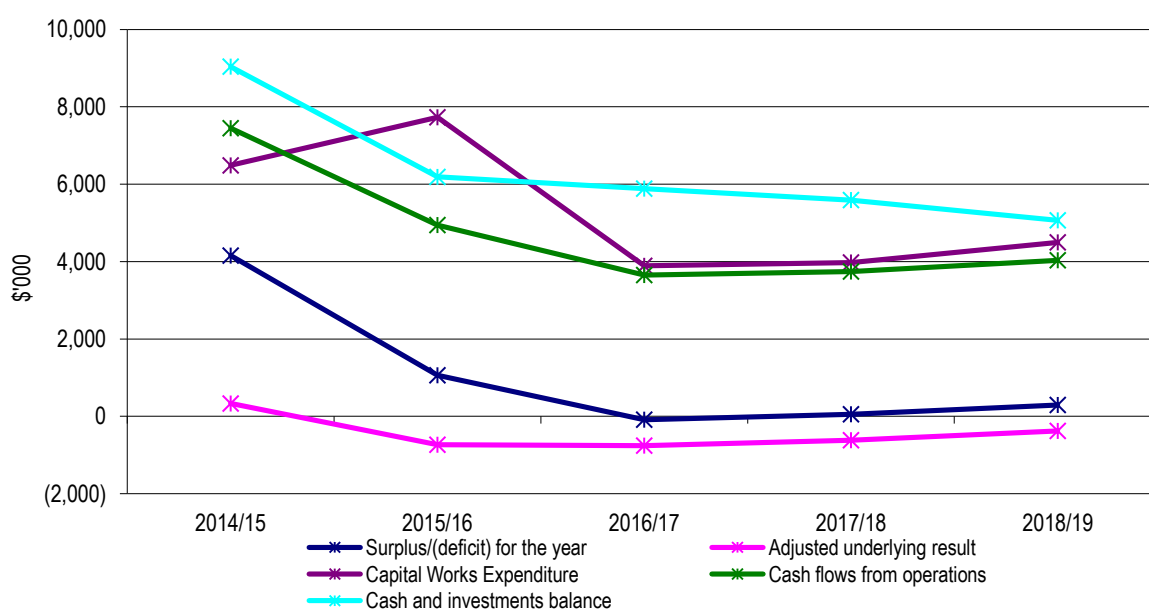
The following table summarises the key financial results for the next four years as set out in the SRP for years 2015/16 to 2018/19. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	+ / o / -
Surplus/(deficit) for the year	4,155	1,061	(86)	53	294	-
Adjusted underlying result	331	(734)	(757)	(618)	(377)	+
Cash and investments balance	9,040	6,189	5,886	5,590	5,067	-
Cash flows from operations	7,448	4,944	3,652	3,743	4,034	0
Capital works expenditure	6,486	7,730	3,891	3,977	4,497	0

Key to Forecast Trend:

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

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



8.3 Financial performance indicators

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

Indicator	Measure	Forecast	Budget	Strategic Resource Plan			Trend
		Actual 2014/15	2015/16	Projections		2016/17	
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	2.3%	-5.5%	-5.7%	-4.5%	-2.6%	+
Liquidity							
Working Capital	Current assets / current liabilities	596.8%	417.3%	397.7%	379.4%	348.1%	o
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	7.7%	7.1%	6.6%	6.0%	5.6%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.3%	0.9%	0.8%	0.7%	0.7%	+
Indebtedness	Non-current liabilities / own source revenue	8.4%	8.6%	8.2%	7.8%	7.3%	+
Asset renewal	Asset renewal expenditure / depreciation	91.7%	92.3%	95.8%	101.9%	107.1%	-
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	35.1%	40.3%	42.6%	43.8%	44.4%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.4%	0.4%	0.4%	0.5%	0.5%	o
Efficiency							
Expenditure level	Total expenditure / no. of property assessments	\$3,181	\$3,188	\$3,198	\$3,265	\$3,349	+

Indicator	Measure	Forecast	Budget	Strategic Resource Plan			Trend
		Actual		Projections			
		2014/15	2015/16	2016/17	2017/18	2018/19	+ / o / -
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,144	\$1,217	\$1,290	\$1,367	\$1,449	+

Key to Forecast Trend:

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

8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2015/16 year is shown below and further detail is included in section 4.3.1 of this budget. A statement of Human Resources is included in Appendix A.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15		2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs (\$'000)					
- Operating	5,100	5,774	6,253	6,404	6,587
- Capital	0	0	0	0	0
Total	5,100	5,774	6,253	6,404	6,587
Employee numbers (EFT)	65	68.3	68.3	68.3	68.3

8.5 Long term financial plan

The long term financial plan set out in Appendix A summarises the financial projections for the Council.

These projections are based on the following:

- Rate revenue increases of 6.0% in future financial years
- Wage rises based on the Enterprise Bargaining Agreement
- Wages rises are inclusive of the increases in the compulsory Superannuation Guarantee Charge
- Superannuation Defined Benefits Calls will happen in the future
- All recreation reserve projects will be completed as previously resolved by Council
- 100% renewal of infrastructure assets will occur at intervention
- General inflation rate of 3%
- Maintaining current levels of service

9. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

9.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 8), rates and charges were identified as an important source of revenue, accounting for between 50% and 60% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality.

Year	Rate Revenue Increase
2010/11	5.50%
2011/12	5.75%
2012/13	5.95%
2013/14	4.95%
2014/15	5.80%
Average increase	5.59%

Source: Council's strategic resource plan 2015/16 to 2018/19

9.2 Current year rate increase

It is predicted that the 2015/16 operating position will be significantly impacted reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an almost breakeven operating position by 2018/19 as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the general rate will increase by 5.7%, the municipal charge by 5.7%, the kerbside collection charge by 6.0% and the waste management charge by 6.0%. This will raise the total income derived from rates and charges for 2015/16 to \$7.48 million.

The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2015.

Year	General Rate Increase %	Total Rates Raised \$'000
2014/15	5.80	7,051
2015/16	5.70	7,477
2016/17	6.00	7,919
2017/18	6.00	8,393
2018/19	6.00	8,898

9.3 Rating structure

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

- Property values (form the central basis of rating under the *Local Government Act 1989*)
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

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

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

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure periodically.

The existing rating structure comprises five differential rates. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. The residential and rural residential rates are set at the base rate. The business rate is set at 95% of the base rate and the rural rate is set at 90% of the base rate. The undeveloped residential rate is set at 360% of the base rate. Council also has a municipal charge, a kerbside collection charge and a waste management charge as allowed under the Act.

The following table summarises the rates to be determined for the 2014/15 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2014/15	2015/16	Change
Residential	Cents/\$ CIV	0.3971	0.4197	5.7%
Rural Residential	Cents/\$ CIV	0.3971	0.4197	5.7%
Rural	Cents/\$ CIV	0.3574	0.3777	5.7%
Business	Cents/\$ CIV	0.3772	0.3987	5.7%
Undeveloped residential	Cents/\$ CIV	1.4296	1.5109	5.7%
Municipal charge	\$/ property	\$244	\$258	5.7%
Kerbside waste collection charge (standard service)	\$/ property	\$250	\$265	6.0%
Waste management charge	\$/ property	\$95	\$101	6.3%

10. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

10.1 Borrowings

For the 2015/16 year, Council has budgeted to take out new borrowings to fund the Tallangatta underground power project in the capital works program. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2015.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2014/15	493	290	13	543
2015/16	0	12	53	531
2016/17	0	12	52	519
2017/18	0	12	50	507
2018/19	0	12	49	495

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

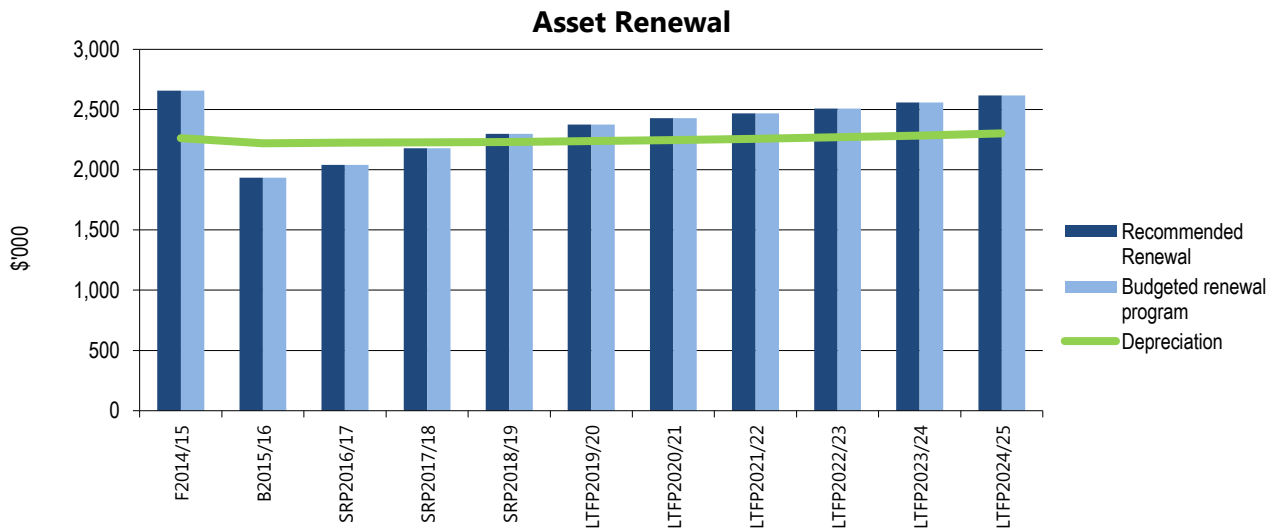
	2014/15 \$	2015/16 \$
Total amount borrowed as at 30 June of the prior year	340,000	543,000
Total amount proposed to be borrowed	493,000	0
Total amount projected to be redeemed	(290,000)	(12,000)
Total amount of borrowings as at 30 June	543,000	531,000

10.2 Infrastructure

Council has developed an Asset Renewal policy based on the knowledge provided by various Asset Management Plans and models, which sets out the capital expenditure requirements of Council for the next 20 years by class of asset, and is a key input to the SRP and the LTFP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The policy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Long Term Financial Plan and Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

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



Council uses the Moloney Asset Model to help manage Council's assets and determine its level of expenditure on asset renewal. The model has been developed by an independent specialist in the field of asset management and is widely used by Councils throughout Victoria.

In updating the policy for the 2015/16 year, the following influences have had a significant impact:

- Reduction in the availability of significant Federal funding for upgrade of roads
- Expiration of the State Government's Country Roads and Bridges funding program (\$1.0 million per annum)

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants \$'000	Summary of funding sources		
			Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2015/16	7,730	1,696	25	5,516	493
2016/17	3,891	671	0	3,220	0
2017/18	3,977	671	0	3,306	0
2018/19	4,497	671	0	3,826	0

Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 10 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Financial statements	51
B	Rates and charges	58
C	Capital works program	64
D	Fees and charges schedule	71

Appendix A

Financial Statements

This appendix presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2015/16 to 2018/19 forms the Strategic Resource Plan. The budget information for the years 2015/16 to 2024/25 forms the Long Term Financial Plan.

The appendix includes the following budgeted information:

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

Comprehensive Income Statement

For the ten years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Income											
Rates and charges	7,051	7,477	7,919	8,393	8,898	9,432	9,997	10,600	11,242	11,915	12,634
Statutory fees and fines	160	161	162	167	168	174	175	180	186	192	198
User fees	461	464	544	484	565	506	587	529	612	555	638
Grants - Operating	5,613	4,571	4,103	4,121	4,141	4,159	4,179	4,200	4,221	4,242	4,264
Grants - Capital	3,824	1,795	671	671	671	0	0	0	0	0	0
Contributions - monetary	0	0	0	0	0	0	0	0	0	0	0
Contributions - non-monetary	0	0	0	0	0	0	0	0	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	0	0	0	0	0	0	0	0	0	0	0
Fair value adjustments for investment property	0	0	0	0	0	0	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0	0	0	0	0	0	0
Other income	1,097	612	576	574	575	567	546	528	501	489	480
Total income	18,206	15,080	13,975	14,410	15,018	14,838	15,484	16,037	16,762	17,393	18,214
Expenses											
Employee costs	5,100	5,774	6,253	6,404	6,587	6,776	6,970	7,170	7,376	7,555	7,739
Materials and services	5,008	4,308	3,579	3,674	3,789	3,896	4,022	4,140	4,279	4,410	4,564
Bad and doubtful debts	0	0	0	0	0	0	0	0	0	0	0
Depreciation and amortisation	3,534	3,530	3,612	3,647	3,700	3,746	3,721	3,802	3,865	3,848	3,865
Borrowing costs	13	53	52	50	49	48	47	46	45	44	43
Other expenses	396	354	565	582	599	617	635	653	673	693	714
Total expenses	14,051	14,019	14,061	14,357	14,724	15,083	15,395	15,811	16,238	16,550	16,925
Surplus/(deficit) for the year	4,155	1,061	(86)	53	294	(245)	89	226	524	843	1,289
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods:											
Net asset revaluation increment /(decrement)	0	0	0	0	0	0	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures	0	0	0	0	0	0	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive result	4,155	1,061	(86)	53	294	(245)	89	226	524	843	1,289

Balance Sheet

For the ten years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Assets											
Current assets											
Cash and cash equivalents	9,040	6,189	5,886	5,590	5,067	4,139	3,278	2,165	1,491	897	521
Trade and other receivables	1,130	866	807	834	869	862	901	934	977	1,015	1,064
Other financial assets	0	0	0	0	0	0	0	0	0	0	0
Inventories	300	300	300	300	300	300	300	300	300	300	300
Non-current assets classified as held for sale	0	0	0	0	0	0	0	0	0	0	0
Other assets	10	10	10	10	10	10	10	10	10	10	10
Total current assets	10,480	7,365	7,003	6,734	6,246	5,311	4,489	3,409	2,778	2,222	1,895
Non-current assets											
Trade and other receivables	0	0	0	0	0	0	0	0	0	0	0
Investments in associates and joint ventures	0	0	0	0	0	0	0	0	0	0	0
Property, infrastructure, plant & equipment	178,723	182,923	183,202	183,532	184,328	185,031	185,957	187,277	188,447	189,852	191,478
Investment property	0	0	0	0	0	0	0	0	0	0	0
Intangible assets	0	0	0	0	0	0	0	0	0	0	0
Total non-current assets	178,723	182,923	183,202	183,532	184,328	185,031	185,957	187,277	188,447	189,852	191,478
Total assets	189,203	190,288	190,205	190,266	190,574	190,342	190,446	190,686	191,225	192,074	193,373
Liabilities											
Current liabilities											
Trade and other payables	666	575	511	525	541	556	574	591	611	629	651
Trust funds and deposits	134	139	144	149	154	159	164	169	174	179	184
Provisions	944	1,039	1,094	1,089	1,087	1,084	1,080	1,076	1,070	1,058	1,045
Interest-bearing loans and borrowings	12	12	12	12	12	12	12	12	12	12	12
Total current liabilities	1,756	1,765	1,761	1,775	1,794	1,811	1,830	1,848	1,867	1,878	1,892
Non-current liabilities											
Provisions	204	231	250	256	263	271	279	287	295	302	310
Interest-bearing loans and borrowings	531	519	507	495	483	471	459	447	435	423	411
Total non-current liabilities	735	750	757	751	746	742	738	734	730	725	721
Total liabilities	2,491	2,515	2,518	2,526	2,540	2,553	2,568	2,582	2,597	2,603	2,613
Net assets	186,712	187,773	187,687	187,740	188,034	187,789	187,878	188,104	188,628	189,471	190,760
Equity											
Accumulated surplus	76,299	77,360	77,274	77,327	77,621	77,376	77,465	77,691	78,215	79,058	80,347
Reserves	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413
Total equity	186,712	187,773	187,687	187,740	188,034	187,789	187,878	188,104	188,628	189,471	190,760

Statement of Changes in Equity

For the four years ending 30 June

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
Balance at beginning of the financial year	186,712	76,299	110,413	-
Surplus/(deficit) for the year	1,061	1,061	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	187,773	77,360	110,413	0
2017				
Balance at beginning of the financial year	187,773	77,360	110,413	-
Surplus/(deficit) for the year	(86)	(86)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	187,687	77,274	110,413	0
2018				
Balance at beginning of the financial year	187,687	77,274	110,413	-
Surplus/(deficit) for the year	53	53	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	187,740	77,327	110,413	0
2019				
Balance at beginning of the financial year	187,740	77,327	110,413	-
Surplus/(deficit) for the year	294	294	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	188,034	77,621	110,413	0

Statement of Cash Flows

For the ten years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	7,062	7,486	7,893	8,364	8,868	9,400	9,963	10,564	11,203	11,875	12,591
Statutory fees and fines	160	161	162	167	168	174	175	180	186	192	198
User fees	461	464	544	484	565	506	587	529	612	555	638
Grants - operating	5,800	4,826	4,188	4,123	4,136	4,198	4,174	4,203	4,217	4,244	4,258
Grants - capital	3,824	1,795	671	671	671	0	0	0	0	0	0
Interest received	281	205	245	234	224	205	173	143	104	80	59
Trust funds and deposits taken	5	5	5	5	5	5	5	5	5	5	5
Other receipts	816	407	331	340	351	362	373	385	397	409	421
Employee costs	(5,251)	(5,652)	(6,179)	(6,403)	(6,582)	(6,771)	(6,966)	(7,166)	(7,374)	(7,560)	(7,744)
Materials and services	(5,710)	(4,753)	(4,208)	(4,242)	(4,372)	(4,498)	(4,639)	(4,776)	(4,932)	(5,085)	(5,256)
Trust funds and deposits repaid	0	0	0	0	0	0	0	0	0	0	0
Other payments	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by/(used in) operating activities	7,448	4,944	3,652	3,743	4,034	3,581	3,845	4,067	4,418	4,715	5,170
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(6,486)	(7,730)	(3,891)	(3,977)	(4,497)	(4,449)	(4,647)	(5,122)	(5,035)	(5,253)	(5,491)
Net cash provided by/ (used in) investing activities	(6,486)	(7,730)	(3,891)	(3,977)	(4,497)	(4,449)	(4,647)	(5,122)	(5,035)	(5,253)	(5,491)
Cash flows from financing activities											
Finance costs	(13)	(53)	(52)	(50)	(49)	(48)	(47)	(46)	(45)	(44)	(43)
Proceeds from borrowings	493	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(290)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)
Net cash provided by/(used in) financing activities	190	(65)	(64)	(62)	(61)	(60)	(59)	(58)	(57)	(56)	(55)
Net increase/(decrease) in cash & cash equivalents	1,152	(2,851)	(303)	(296)	(524)	(928)	(861)	(1,113)	(674)	(594)	(376)
Cash and cash equivalents at thebeginning of the financial year	7,888	9,040	6,189	5,886	5,590	5,067	4,139	3,278	2,165	1,491	897
Cash and cash equivalents at the end of the financial year	9,040	6,189	5,886	5,590	5,067	4,139	3,278	2,165	1,491	897	521

Statement of Capital Works

For the ten years ending 30 June 2025

	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Property											
Buildings	740	3,518	849	874	900	927	955	984	1,013	1,044	1,075
Total buildings	740	3,518	849	874	900	927	955	984	1,013	1,044	1,075
Total property	740	3,518	849	874	900	927	955	984	1,013	1,044	1,075
Plant and equipment											
Plant, machinery and equipment	534	625	702	723	745	767	790	814	839	864	890
Fixtures, fittings and furniture	13	0	0	0	0	0	0	0	0	0	0
Computers and telecommunications	0	0	0	0	0	0	0	0	0	0	0
Total plant and equipment	547	625	702	723	745	767	790	814	839	864	890
Infrastructure											
Roads	2,674	2,342	1,838	2,020	2,190	2,322	2,433	2,535	2,645	2,771	2,920
Bridges	1055	20	281	317	351	383	415	444	471	499	525
Footpaths and cycleways	30	345	25	26	27	29	32	34	37	39	42
Drainage	30	30	0	0	1	2	2	4	5	8	9
Recreational, leisure and community facilities	0	0	0	0	0	0	0	0	0	0	0
Waste management	100	0	175	0	265	0	0	285	0	0	0
Parks, open space and streetscapes	1,310	163	0	0	0	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0	0	0	0	0	0
Other infrastructure	0	687	21	17	17	17	20	22	25	27	30
Total infrastructure	5,199	3,587	2,340	2,380	2,851	2,754	2,901	3,324	3,183	3,345	3,527
Total capital works expenditure	6,486	7,730	3,891	3,977	4,497	4,449	4,647	5,122	5,035	5,253	5,491
Represented by:											
New asset expenditure	3,245	3,137	430	262	270	278	287	295	304	313	323
Asset renewal expenditure	3,241	3,258	3,461	3,715	3,962	4,171	4,360	4,541	4,731	4,940	5,169
Asset expansion expenditure	0	0	0	0	0	0	0	0	0	0	0
Asset upgrade expenditure	0	1,335	0	0	265	0	0	285	0	0	0
Total capital works expenditure	6,486	7,730	3,891	3,977	4,497	4,449	4,647	5,122	5,035	5,253	5,491

Statement of Human Resources

For the ten years ending 30 June 2025

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Staff expenditure											
Employee costs - operating	5,100	5,774	6,253	6,404	6,587	6,776	6,970	7,170	7,376	7,555	7,739
Employee costs - capital	0	0	0	0	0	0	0	0	0	0	0
Total staff expenditure	5,100	5,774	6,253	6,404	6,587	6,776	6,970	7,170	7,376	7,555	7,739
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers											
Employees	65.0	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3
Total staff numbers	65.0	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3	68.3

Appendix B

Rates and charges

This appendix presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

Rates and charges

1. Rates and charges

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

Type or class of land	2014/15 cents/\$CIV	2015/16 cents/\$CIV	Change
General rate for rateable residential properties (100%)	0.3971	0.4197	5.7%
General rate for rateable rural residential properties (100%)	0.3971	0.4197	5.7%
General rate for rateable rural properties (90%)	0.3574	0.3777	5.7%
General rate for rateable business properties (95%)	0.3772	0.3987	5.7%
General rate for rateable undeveloped residential properties	1.4296	1.5109	5.7%

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

Type or class of land	2014/15 \$	2015/16 \$	Change
Residential	1,095,000	1,158,000	5.8%
Rural Residential	805,000	851,000	5.7%
Rural	2,902,000	3,067,000	5.7%
Business	131,000	139,000	6.1%
Undeveloped residential	88,000	93,000	5.7%
Total amount to be raised by general rates	5,021,000	5,308,000	5.7%

1.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2014/15	2015/16	Change
Residential	1,659	1,659	0.0%
Rural Residential	840	840	0.0%
Rural	1,555	1,544	-0.7%
Business	250	246	-1.6%
Undeveloped residential	113	108	-4.4%
Non-rateable	455	455	0.0%
Total number of assessments	4,872	4,852	-0.4%

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

1.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2014/15 \$	2015/16 \$	Change
Residential	275,851,000	275,851,000	0.0%
Rural Residential	202,757,000	202,757,000	0.0%
Rural	811,939,000	811,939,000	0.0%
Business	34,781,000	34,781,000	0.0%
Undeveloped residential	6,123,000	6,123,000	0.0%
Total value of land	1,331,451,000	1,331,451,000	0.0%

1.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$	Change
Municipal	244	258	5.7%

1.7 The estimated total amount to be raised by municipal charges compared with the previous

Type of Charge	2014/15 \$	2015/16 \$	Change
Municipal	929,000	987,000	6.2%

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

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$	Change
Kerbside waste collection:			
Garbage and Recycling - 140/240 Litre Bins (Standard Service)	250	265	6.0%
Garbage and Recycling - 240/240 Litre Bins	273	289	5.9%
Garbage and Recycling - 80/240 Litre Bins	218	231	6.0%
Additional Garbage - 140 Litre Bin (Standard Size)	174	184	5.7%
Additional Garbage - 240 Litre Bin	266	282	6.0%
Additional Garbage - 80 Litre Bin	174	184	5.7%
Additional Recycling - 240 Litre	20	21	5.0%
Waste management	95	101	6.3%

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

Type of Charge	2014/15 \$	2015/16 \$	Change
Kerbside waste collection	707,000	752,000	6.4%
Waste management	362,000	387,000	6.9%
Total	1,069,000	1,139,000	6.5%

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

Type of Charge	2014/15 \$	2015/16 \$	Change
Rates and charges	7,051,000	7,477,000	6.0%

1.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

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

2. Differential rates

2.1 Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.4209% (0.4209 cents in the dollar of CIV) for all rateable residential properties
- A general rate of 0.4209% (0.4209 cents in the dollar of CIV) for all rateable rural residential properties
- A general rate of 0.3788% (0.3788 cents in the dollar of CIV) for all rateable rural properties
- A general rate of 1.5152% (1.5152 cents in the dollar of CIV) for all rateable undeveloped residential
- A general rate of 0.3999% (0.3999 cents in the dollar of CIV) for all rateable business properties.

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

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

The objective of each differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

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

2.2 Residential land

Residential land is any land, which is:

- Less than 0.4 ha in size, and
- Not classified as rural, business or undeveloped residential.

2.3 Rural residential land

Rural residential land is any land, which is:

- Between 0.4 ha and 40 ha in size, and
- Not classified as rural, business or undeveloped residential.

2.4 Rural land

Rural land is any land, which is:

- Greater than 40 ha in size.

2.5 Business land

Business land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in goods or
- Unoccupied but zoned commercial or industrial under the Towong Planning Scheme.

2.6 Undeveloped residential land

Undeveloped residential land is any land, which is:

- Within a residential, low density residential, mixed use or township zone, and
- Within a sewerage area, and
- Able to be developed as residential land within the planning scheme, and
- Land that has not been issued with an occupancy permit.

Appendix C

Capital works program

This appendix presents a listing of the capital works projects that will be undertaken for the 2015/16 year.

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

- New works for 2015/16
- Works carried forward from the 2014/15 year.

Capital works program

For the year ending 30 June 2016

1. New works

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrow's
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Buildings									
Colac Colac Caravan Park	0	0	0	0	0	0	0	0	0
General buildings	5	0	5	0	0	0	0	5	0
Tallangatta Holiday Park	0	0	0	0	0	0	0	0	0
Corryong Swimming Pool	300	0	300	0	0	200	0	100	0
Corryong Saleyards	48	0	48	0	0	0	0	48	0
Corryong Kindergarten upgrade	129	0	129	0	0	79	25	25	0
Transfer Stations - Corryong and Tallangatta	167	131	0	36	0	74	0	93	0
Tallangatta Integrated Community Centre	218	218	0	0	0	0	0	218	0
Total Buildings	867	349	482	36	0	353	25	489	0
TOTAL PROPERTY	867	349	482	36	0	353	25	489	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Library books	20	20	0	0	0	0	0	20	0
Fleet replacement x 2 vehicles	39	0	39	0	0	0	0	39	0
Total Plant, Machinery and Equipment	59	20	39	0	0	0	0	59	0
Fixtures, Fittings and Furniture	0	0	0	0	0	0	0	0	0
Computers and Telecommunications									
Information technology	66	0	66	0	0	0	0	66	0
Total Computers and Telecommunications	66	0	66	0	0	0	0	66	0
TOTAL PLANT AND EQUIPMENT	125	20	105	0	0	0	0	125	0

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrow's
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Corryong Airstrip resealing	120	0	120	0	0	120	0	0	0
Georges Creek Road - Stage 3	405	0	0	405	0	55	0	350	0
Pavement - Major Patching (Digouts) Program	600	0	600	0	0	500	0	100	0
Reseal program	843	0	843	0	0	668	0	175	0
Resheeting program	230	0	230	0	0	0	0	230	0
Walwa Shelley Road	100	0	0	100	0	0	0	100	0
Guardrail - Lake Road and Upper Murray Road	30	30	0	0	0	0	0	30	0
Kerb and channel - General	100	0	100	0	0	0	0	100	0
Kerb and channel - Parish Lane - Harris to Stryzlecki	15	15	0	0	0	0	0	15	0
Total roads	2,443	45	1,893	505	0	1,343	0	1,100	0
Bridges									
Bridge Renewal	20	0	20	0	0	0	0	20	0
Total Bridges	20	0	20	0	0	0	0	20	0
Footpaths and Cycleways									
Footpath Replacement Program	20	0	20	0	0	0	0	20	0
Strategic path links	100	100	0	0	0	0	0	100	0
Total Footpaths and Cycleways	120	100	20	0	0	0	0	120	0
Drainage									
Drainage Asset Survey	10	0	10	0	0	0	0	10	0
Drainage Renewal - Tallangatta	20	0	20	0	0	0	0	20	0
Total Drainage	30	0	30	0	0	0	0	30	0

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrow's \$'000
Recreational, Leisure and Community Facilities									
Playground Renewal - Swing and Slide Pads	3	0	3	0	0	0	0	3	0
Total Rec, Leisure and Comm'y Facilities	3	0	3	0	0	0	0	3	0
Parks, Open Space and Streetscapes									
Street Furniture	10	0	10	0	0	0	0	10	0
Town Beautification - Town Entries - Various	10	0	10	0	0	0	0	10	0
Town Beautification - Signage	60	50	10	0	0	0	0	60	0
Total Parks, Open Space and Streetscapes	80	50	30	0	0	0	0	80	0
Corryong Airstrip Lighting	40	40	0	0	0	0		40	0
Aerodromes	40	40	0	0	0	0	0	40	0
TOTAL INFRASTRUCTURE	2,736	235	1,996	505	0	1,343	0	1,393	0
TOTAL NEW CAPITAL WORKS 2015/16	3,728	604	2,583	541	0	1,696	25	2,007	0

2.Works carried forward from the 2014/15 year

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrow's \$'000
PROPERTY									
Buildings									
Colac Colac Caravan Park	137	0	0	137	0	0	0	137	0
Tallangatta Holiday Park	300	0	300	0	0	0	0	300	0
Transfer Stations	19	0	0	19	0	0	0	19	0
Tallangatta Integrated Community Centre	2,150	2,150	0	0	0	0	0	2,150	0
Total Buildings	2,606	2,150	300	156	0	0	0	2,606	0
TOTAL PROPERTY	2,606	2,150	300	156	0	0	0	2,606	0
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Infrastructure Project (NEBFCN)	300	300	0	0	0	0	0	300	0
New Finance System	200	0	0	200	0	0	0	200	0
Total Plant, Machinery and Equipment	500	300	0	200	0	0	0	500	0
TOTAL PLANT AND EQUIPMENT	500	300	0	200	0	0	0	500	0

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrow's
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Kerb and channel - Tallangatta Integrated Community Centre	54	0	54	0	0	0	0	54	0
TOTAL ROADS	54	0	54	0	0	0	0	54	0
Footpaths and Cycleways									
Strategic Path Links	113	113	0	0	0	0	0	113	0
Tallangatta Integrated Community Centre Footpath	111	0	111	0	0	0	0	111	0
Total Footpaths and Cycleways	225	113	111	0	0	0	0	225	0
Recreational, Leisure and Community Facilities									
Corryong Pool Chlorination System	23	0	23	0	0	0	0	23	0
Towong St Redevelopment	80	0	80	0	0	0	0	80	0
Tallangatta Pool Chlorination System	23	0	23	0	0	0	0	23	0
Total Rec, Leisure and Comm'y Facilities	125	0	125	0	0	0	0	125	0
Other Infrastructure									
Underground Power - Towong Street	493	0	0	493	0	0	0	0	493
Total Other Infrastructure	493	0	0	493	0	0	0	0	493
TOTAL INFRASTRUCTURE	896	113	290	493	0	0	0	403	493
TOTAL CARRIED FWD WORKS 2014/15	4,002	2,563	590	849	0	0	0	3,509	493

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrow's
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
3. Summary									
PROPERTY	3,473	2,499	782	192	0	353	25	3,095	0
PLANT AND EQUIPMENT	625	320	105	200	0	0	0	625	0
INFRASTRUCTURE	3,632	348	2,286	998	0	1,343	0	1,796	493
TOTAL CAPITAL WORKS	7,730	3,167	3,173	1,390	0	1,696	25	5,516	493

Appendix D
Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Waste Collection						
Garbage and Recycling - 140/240 Litre Bins (Standard Size)	\$250.00	\$265.00	6.0%	No	No	DTS
Garbage and Recycling - 240/240 Litre Bins	\$273.00	\$289.00	5.9%	No	No	DTS
Garbage and Recycling - 140/360 Litre Bins	NA	NA		No	No	DTS
Garbage and Recycling - 240/360 Litre Bins	NA	NA		No	No	DTS
Garbage and Recycling - 80/240 Litre Bins	\$218.00	\$231.00	6.0%	No	No	DTS
Additional - Garbage - 140 Litre Bin (Standard Size)	\$174.00	\$216.00	24.1%	No	No	DTS
Additional - Garbage - 240 Litre Bin	\$266.00	\$282.00	6.0%	No	No	DTS
Additional - Garbage - 80 Litre Bin	\$174.00	\$184.00	5.7%	No	No	DTS
Additional - Recycling - 240 Litre Bin	\$112.00	\$119.00	6.3%	No	No	DTS
Garbage/Recycle Service Extension - per km (by request and subject to Council approval)	\$120.00	\$130.00	8.3%	No	No	DTS
Waste Management Centres						
General Waste Material						
Single Bin or Garbage Bag	\$8.00	\$8.00	0.0%	Yes	No	DTS
Car or Station Wagon Boot	\$15.00	\$15.00	0.0%	Yes	No	DTS
6' x 4' Trailer or Utility (< 1 Cubic Metre)	\$45.00	\$50.00	11.1%	Yes	No	DTS
Tandem Axle Trailer (< 2 Cubic Metres)	\$78.00	\$85.00	9.0%	Yes	No	DTS
Other Vehicles, Woolpacks and Trailers per cubic meter (> 2 Cubic Metres)	\$40.00	\$45.00	12.5%	Yes	No	DTS
E-Waste - \$ per kilo	NA	\$1.65		Yes	No	DTS
Mattresses or Bed Bases (each)	\$16.00	\$30.00	87.5%	Yes	No	DTS
Non-separated surcharge	50%	50%	0.0%	Yes	No	DTS
Re-Use Material						
Clean Green waste	50% discount on Waste Material rates above	50% discount on Waste Material rates above		Yes	No	DTS
Car or Motorcycle Tyres (each) - tyre only	\$5.00	\$7.00	40.0%	Yes	No	DTS
Truck Tyres (each) - tyre only	\$13.00	\$15.00	15.4%	Yes	No	DTS
Tractor Tyres (each) - tyre only	\$59.00	\$150.00	154.2%	Yes	No	DTS
Loader Tyres (each) - tyre only	\$117.00	\$220.00	88.0%	Yes	No	DTS
Car or Motorcycle Tyres (each) - tyre and rim	NA	\$15.00		Yes	No	DTS
Truck Tyres (each) - tyre and rim	NA	\$33.00		Yes	No	DTS
Tractor Tyres (each) - tyre and rim	NA	\$297.00		Yes	No	DTS
Loader Tyres (each) - tyre and rim	NA	\$440.00		Yes	No	DTS
LPG Cylinders (each)	\$43.00	\$45.00	4.7%	Yes	No	DTS
Fridge or Air Conditioner	NA	\$10.00		Yes	No	DTS
Car Bodies	\$0.00	\$0.00		Yes	No	DTS
Separated Domestic Quantities of Car Batteries, Waste Oil, Steel, Glass, Paper and Plastic	\$0.00	\$0.00		Yes	No	DTS
Soil (per cubic metre)	\$8.00	\$9.00	12.5%	Yes	No	DTS
Concrete, Bricks, Rubble (per cubic metre)	\$17.00	\$18.00	5.9%	Yes	No	DTS
Concrete, Bricks, Rubble (single axle trailer)	\$25.00	\$27.00	8.0%	Yes	No	DTS
Concrete, Bricks, Rubble (tandem trailer)	\$32.00	\$34.00	6.3%	Yes	No	DTS
Concrete, Bricks, Rubble (bag/boot load)	\$8.00	\$9.00	12.5%	Yes	No	DTS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Kindergartens (term fee)						
4 Year Old (15 hours)	\$275.00	\$290.00	5.5%	Yes	No	DCCS
4 Year Old - More than one child enrolled (15 hours)	\$275.00	\$290.00	5.5%	Yes	No	DCCS
3 Year Old (3 hours)	\$130.00	\$140.00	7.7%	Yes	No	DCCS
Child Subsidised by DEECD	\$0.00	\$0.00		Yes	No	DCCS
* Note - Kindergarten fees will run on a calendar year basis. i.e. Fees for 2015/16 will be effective 1/1/16 - 31/12/16.						
Swimming Pools						
General Admission						
Adult Single Admission	\$5.00	\$5.00	0.0%	Yes	No	DCCS
Adult Single Admission - Concession	\$2.50	\$2.50	0.0%	Yes	No	DCCS
Junior (<16 years) Single Admission	\$2.50	\$2.50	0.0%	Yes	No	DCCS
Supervising Adult Single Admission	\$0.00	\$0.00		Yes	No	DCCS
Event Spectator Single Admission	\$2.50	\$2.50	0.0%	Yes	No	DCCS
Memberships - Standard						
Family Season Ticket	\$150.00	\$170.00	13.3%	Yes	No	DCCS
Adult Season Ticket	\$90.00	\$100.00	11.1%	Yes	No	DCCS
Junior (<16 years) Season Ticket	\$50.00	\$55.00	10.0%	Yes	No	DCCS
Family Season Ticket - Concession	\$120.00	\$130.00	8.3%	Yes	No	DCCS
Adult Season Ticket - Concession	\$70.00	\$75.00	7.1%	Yes	No	DCCS
Memberships - Early Bird						
Family Season Ticket	\$99.00	\$120.00	21.2%	Yes	No	DCCS
Adult Season Ticket	\$65.00	\$75.00	15.4%	Yes	No	DCCS
Junior (<16 years) Season Ticket	\$40.00	\$45.00	12.5%	Yes	No	DCCS
Family Season Ticket - Concession	\$99.00	\$120.00	21.2%	Yes	No	DCCS
Adult Season Ticket - Concession	\$65.00	\$75.00	15.4%	Yes	No	DCCS
Pool Hire						
Schools (outside of operating hours):				Yes	No	DCCS
- Single Session	\$70.00	\$75.00	7.1%	Yes	No	DCCS
- 5-15 Sessions	\$350.00	\$370.00	5.7%	Yes	No	DCCS
- 16-35 Sessions	\$875.00	\$925.00	5.7%	Yes	No	DCCS
- 36+ Sessions	\$1,400.00	\$1,500.00	7.1%	Yes	No	DCCS
- Lifeguard (per hour)	\$55.00	\$60.00	9.1%	Yes	No	DCCS
Swimming Clubs - outside of operating hours	General Admission	General Admission		Yes	No	DCCS
Lane Hire:						
- Outside of operating hours	General Admission	General Admission		Yes	No	DCCS
- Within operating hours, per lane per hour	\$10.00	\$11.00	10.0%	Yes	No	DCCS
Swimming Instructors or Commercial Operators						
- Within operating hours, per lane per hour	NA	\$10.00		Yes	No	DCCS
Kiosk Sales						
All Items	RRP	RRP		Yes	No	DCCS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Animal Control						
Registration and Permit Fees						
Dog Registration - Maximum*	\$93.50	\$99.50	6.4%	No	Partially	DTS
Dog Registration - Maximum Pensioner*	\$48.50	\$51.50	6.2%	No	Partially	DTS
Dog Registration - Reduced*	\$33.50	\$35.50	6.0%	No	Partially	DTS
Dog Registration - Reduced Pensioner*	\$18.50	\$19.50	5.4%	No	Partially	DTS
Dog Registration - Working Dog*	\$18.50	\$19.50	5.4%	No	Partially	DTS
Cat Registration - Maximum*	\$92.00	\$98.00	6.5%	No	Partially	DTS
Cat Registration - Maximum Pensioner*	\$47.00	\$50.00	6.4%	No	Partially	DTS
Cat Registration - Reduced*	\$32.00	\$34.00	6.3%	No	Partially	DTS
Cat Registration - Reduced Pensioner*	\$17.00	\$18.00	5.9%	No	Partially	DTS
Registration - Animal Business*	\$85.00	\$90.00	5.9%	No	Partially	DTS
Transfer of Registration from Another Municipality	\$8.00	\$9.00	12.5%	No	Partially	DTS
Replacement Registration Tag	\$8.00	\$9.00	12.5%	No	Partially	DTS
Permit to Keep Multiple Animals	\$48.00	\$50.00	4.2%	No	Partially	DTS
Animals registered for the first time between 1 January and 9 April	Nil	Nil		No	Partially	DTS
* Includes the Victorian State Government Levy of \$3.50 per dog, \$2.00 per cat or \$10.00 per animal business						
Impoundment Fees						
Release - per animal (Cats and Dogs)	\$85.00	\$90.00	5.9%	Yes	No	DTS
Release - per animal (Cattle, Sheep, Horses and Other)	\$38.00	\$40.00	5.3%	Yes	No	DTS
Sustenance - per animal per day (All Animals)	\$17.00	\$18.00	5.9%	Yes	No	DTS
Transport (Cattle, Sheep and Horses)	Cost including all labour + 50%	Cost including all labour + 50%		Yes	No	DTS
Cat Trap Hire						
Deposit	\$50.00	\$50.00	0.0%	Yes	No	DTS
Fee	\$5.00	\$6.00	20.0%	Yes	No	DTS
Building						
Class 1, 2 and 10 - (Dwellings and Outbuildings)						
New Dwellings (up to 4 inspections included)	Cost of Works x 0.005 (Minimum Fee \$1,450)	Cost of Works x 0.005 (Minimum Fee \$1,500)		Yes	No	DTS
External Additions (up to 4 inspections included)	Cost of Works x 0.005 (Minimum Fee \$925)	Cost of Works x 0.005 (Minimum Fee \$950)		Yes	No	DTS
Internal Alterations (up to 2 inspections included)	Cost of Works x 0.005 (Minimum Fee \$700)	Cost of Works x 0.005 (Minimum Fee \$725)		Yes	No	DTS
Multi Unit Developments (up to 4 inspections per unit included)	Cost of Works x 0.005 (Minimum Fee \$1,125 per unit)	Cost of Works x 0.005 (Minimum Fee \$1,150 per unit)		Yes	No	DTS
Class 3, 4, 5, 6, 7, 8 and 9 (Commercial, Industrial and Other)						
< \$30,000	\$820.00	\$850.00	3.7%	Yes	No	DTS
\$30,001 - \$100,000	\$420 + Cost of Works x 0.0125	\$450 + Cost of Works x 0.0125		Yes	No	DTS
\$100,001 - \$500,000	\$1,500 + Cost of Works x 0.003	\$1,550 + Cost of Works x 0.003		Yes	No	DTS
\$500,001+	\$3,100 + Cost of Works x 0.0016	\$3,200 + Cost of Works x 0.0016		Yes	No	DTS
Additional Inspections						
Inspection	\$185.00	\$195.00	5.4%	Yes	No	DTS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Minor Works						
Garages, Carports, In Ground Swimming Pools up to \$5,000 in value (1 inspection included)	\$330.00	\$350.00	6.1%	Yes	No	DTS
Garages, Carports, In Ground Swimming Pools > \$5,000 (up to 2 inspections included)	\$570.00	\$600.00	5.3%	Yes	No	DTS
Above Ground Swimming Pools (1 inspection included)	\$150.00	\$160.00	6.7%	Yes	No	DTS
Spas, Building Removals, Verandas, Re-stumping, Fences, Heaters (1 inspection included)	\$480.00	\$500.00	4.2%	Yes	No	DTS
Demolitions						
All Types (up to 2 inspections included)	\$370.00	\$390.00	5.4%	Yes	No	DTS
Lodgement Fee						
Domestic and Commercial (> \$5,000)	\$35.70	As Regulated		No	Yes	DTS
Building Commission Levies						
Domestic (> \$10,000 Cost of Works)	Cost of works x \$0.00128	As Regulated		No	Yes	DTS
Commercial (> \$10,000 Cost of Works)	Cost of works x \$0.00128	As Regulated		No	Yes	DTS
Other Services						
Application for Extension of Time	\$80.00	\$85.00	6.3%	Yes	No	DTS
Records Retrieval (Non FOI)	\$80 per hour (\$40.00 minimum charge)	\$85 per hour (\$45.00 minimum charge)		Yes	No	DTS
Occupancy Permits (not in conjunction with Building Permit)	150% of the costs of works for Relevant Building Permit	150% of the costs of works for Relevant Building Permit		Yes	No	DTS
Owner-builder Certificate of Consent	\$87.28	As Regulated		Yes	Yes	DTS
Building Certificates	\$47.60	As Regulated		No	Yes	DTS
Consideration for report and consent under Section 29A of the Act (Building Permit Application for Demolition)	\$58.17	As Regulated		Yes	Yes	DTS
Consideration for report and consent under Part 4, 5, 8 or 604(4) of the regulations	\$238.75	As Regulated		Yes	Yes	DTS
Consideration for report and consent under 610(2) of the regulations (Stormwater Discharge Points)	\$58.17	As Regulated		Yes	Yes	DTS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Planning						
Application for a Permit or to Amend a Planning Permit						
Class 1 – Change of use only	\$502.00	As Regulated		No	Yes	CEO
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:						
Class 2 - Dwellings \$10,000 to \$100,000	\$239.00	As Regulated		No	Yes	CEO
Class 3 - Dwellings more than \$100,001	\$490.00	As Regulated		No	Yes	CEO
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:						CEO
Class 4 - \$10,000 or less	\$102.00	As Regulated		No	Yes	CEO
Class 5 - \$10,000 to \$250,000	\$604.00	As Regulated		No	Yes	CEO
Class 6 - \$250,000 to \$500,000	\$707.00	As Regulated		No	Yes	CEO
Class 7 - \$500,000 to \$1,000,000	\$815.00	As Regulated		No	Yes	CEO
Class 8 - \$1,000,000 to \$7,000,000	\$1,153.00	As Regulated		No	Yes	CEO
Class 9 - \$7,000,000 to \$10,000,000	\$4,837.00	As Regulated		No	Yes	CEO
Class 10 - \$10,000,000 to \$50,000,000	\$8,064.00	As Regulated		No	Yes	CEO
Class 11 - Over \$50,000,000	\$16,130.00	As Regulated		No	Yes	CEO
Class 12 - Subdivide existing building	\$386.00	As Regulated		No	Yes	CEO
Class 13 - Subdivide land into two lots	\$386.00	As Regulated		No	Yes	CEO
Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$386.00	As Regulated		No	Yes	CEO
Class 15 - To subdivide land	\$781.00	As Regulated		No	Yes	CEO
Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction	\$249.00	As Regulated		No	Yes	CEO
Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way	\$541.00	As Regulated		No	Yes	CEO
Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant	\$404.00	As Regulated		No	Yes	CEO
Amend an Application (Regulation 8A)						
Amend an application for a permit after notice has been given for every class of application (other than Class 4)	\$102.00	As Regulated		No	Yes	CEO
Amend an application for a permit after notice has been given for every class of application (other than Class 5)	\$102.00	As Regulated		No	Yes	CEO
Combined Permit Applications						
The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made						
Application to Amend the Planning Scheme						
Stage 1	\$798.00	As Regulated		No	Yes	CEO
Stage 2	\$798.00	As Regulated		No	Yes	CEO
Stage 3	\$524.00	As Regulated		No	Yes	CEO
Stage 4	\$798.00	As Regulated		No	Yes	CEO

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Other						
Certificate of Compliance	\$147.00	As Regulated		No	Yes	CEO
Planning Certificate	\$18.20	As Regulated		No	Yes	CEO
Satisfaction Matters - Determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority	\$102.00	As Regulated		No	Yes	CEO
Consideration of a Request for the Demolition of a Building	\$54.00	As Regulated		No	Yes	CEO
Application for Extension of Time	\$80.00	\$85.00	6.3%	Yes	No	CEO
Records Retrieval (Non FOI)	\$80 per hour (\$40.00 minimum charge)	\$85 per hour (\$45.00 minimum charge)		Yes	No	CEO
Assessment of a Development Plan	\$120 + \$24 per lot	\$125 + \$25 per lot		Yes	No	CEO
Public Notice of an Application	\$37.00	\$39.00	5.4%	Yes	No	CEO
Admin Fee for Section 173 Agreements	\$48.00	\$50.00	4.2%	Yes	No	CEO
Request for Written Planning Information	\$64.00	\$67.00	4.7%	Yes	No	CEO

Engineering
Consent for Works in a Roadway

Minor Works (within roadway or pathway)	\$152.26	As Regulated		No	Yes	DTS
Minor Works (not within roadway or pathway)	\$66.20	As Regulated		No	Yes	DTS
Other Works (within road or pathway Speed 50 km/h or less)	\$264.80	As Regulated		No	Yes	DTS
Other Works (within road or pathway Speed > 50 km/h)	\$595.80	As Regulated		No	Yes	DTS
Other Works (not within road or pathway Speed 50 km/h or less)	\$66.20	As Regulated		No	Yes	DTS
Other Works (not within road or pathway Speed > 50 km/h)	\$331.00	As Regulated		No	Yes	DTS

Local Laws

Grazing Permit	\$0.00	As Regulated		No	Yes	DDS
Stock Grid (0 - 250m)	NA	\$60.00		No	No	DTS
Stock Grid (250+m - 500m)	NA	\$120.00		No	No	DTS
Stock Grid (500+m - 1km)	NA	\$180.00		No	No	DTS
Stock Grid (Greater than 1km)	NA	\$240.00		No	No	DTS

Environmental Health

Food Premises - Class 1 ready to eat potentially hazardous served to vulnerable groups, e.g. hospitals)	\$415.00	\$475.00	14.5%	No	Partially	DTS
Food Premises - Class 2 (potentially hazardous unpackaged foods, e.g. hotels)	\$275.00	\$350.00	27.3%	No	Partially	DTS
Food Premises - Class 3 (Unpacked low risk or pre-packaged potentially hazardous, e.g. Milk bar, convenience store)	\$190.00	\$230.00	21.1%	No	Partially	DTS
Food Premises - Class 4 (Pre-packaged low risk food only, e.g. newsagent)	\$0.00	\$0.00		No	Partially	DTS
Temporary Food Premises - Class 2	\$190.00	\$200.00	5.3%	No	Partially	DTS
Temporary Food Premises - Class 3	\$115.00	\$120.00	4.3%	No	Partially	DTS
Temporary Food Premises - Class 4	\$0.00	\$0.00		No	Partially	DTS
Transfer Fee - All Others	50% of Applicable Fee	50% of Applicable Fee		No	No	DTS
Late Penalty Fee - Premises Registrations	50% of Applicable Fee	50% of Applicable Fee		No	No	DTS
Prescribed Accommodation up to 9 beds	\$150.00	\$160.00	6.7%	No	Partially	DTS
Prescribed Accommodation 10 or more beds	\$210.00	\$225.00	7.1%	No	Partially	DTS
Health Act Premises (e.g. hairdressing, skin penetration)	\$120.00	\$130.00	8.3%	No	Partially	DTS
Health Act Premises Schools, Church, and Other Community Groups	\$0.00	\$0.00		No	Partially	DTS
Health Act Premises Inspection Request Fee	\$115.00	\$120.00	4.3%	No	Partially	DTS
Caravan Park - Registration	As Regulated	As Regulated		No	Yes	DTS
Caravan Park - Transfer	As Regulated	As Regulated		No	Yes	DTS
Septic Tank Permit (New)	\$435.00	\$460.00	5.7%	No	Partially	DTS
Septic Tank Permit (Alteration)	\$205.00	\$220.00	7.3%	No	Partially	DTS
Septic Tank Permit (Re-inspection)	\$165.00	\$175.00	6.1%	No	Partially	DTS
Records Retrieval (Non FOI)	\$80 per hour (\$40.00 minimum charge)	\$85 per hour (\$45.00 minimum charge)		No	No	DTS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Corryong Saleyard						
Yarding Fees						
Bobby Calves (per head)	\$2.00	\$2.20	10.0%	Yes	No	DTS
Bulls (per head)	\$5.50	\$9.35	70.0%	Yes	No	DTS
Cattle (per head)	\$5.00	\$8.80	76.0%	Yes	No	DTS
Calves (per head)	NA	\$4.40		Yes	No	DTS
Cow and Calf (sold as a unit)	NA	\$9.90		Yes	No	DTS
Sheep (per head)	\$0.30	\$1.10	266.7%	Yes	No	DTS
Penning and Weigh Fee (per head)	\$2.00	\$2.75	37.5%	Yes	No	DTS
Scanning Charge (per head)	\$2.50 per head (Minimum \$12.50)	\$2.75 per head (Minimum \$13.75)		Yes	No	DTS
Selling Charges - Agent						
Agents Fee	\$110.00	\$275.00	150.0%	Yes	No	DTS
Selling Charges - Vendor						
NLIS Rescanning Fee	NA	\$2.75		Yes	No	DTS
NLIS Device - Retagging/Tagging Fee - Cattle	NA	\$27.50		Yes	No	DTS
NLIS Device - Retagging/Tagging Fee - Bull	NA	\$33.00		Yes	No	DTS
NLIS Device - Non Reader Tagging Fee	NA	\$4.40		Yes	No	DTS
Lost Lifetime Traceability Beast Identification	NA	\$2.20		Yes	No	DTS
Transfer NLIS	NA	\$0.66		Yes	No	DTS
Passed in levy (cattle and calves)	NA	Nil		Yes	No	DTS
Other Fees						
Unreported Stock movement		additional 25% on top of any per head and pen fees payable		Yes	No	DTS
Truck wash	\$1 for 2 minutes	\$1 for 2 minutes		Yes	No	DTS
Cleaning:				Yes	No	DTS
- Zone 1	NA	\$165.00		Yes	No	DTS
- additional pens to Zone 1 (per pen)	NA	\$5.50		Yes	No	DTS
Property						
Land Information Certificate	\$20.00	As Regulated		No	Yes	DCCS
Valuation Certificate	As Regulated	As Regulated		No	Yes	DCCS
Freedom of Information						
Application Fee	\$26.50	As Regulated		No	Yes	DCCS
Charge for Search Time	\$20.00/hour	As Regulated		No	Yes	DCCS
Charge for Supervision	\$5.00/15mins	As Regulated		No	Yes	DCCS
Charge for providing black and white photocopy	20c/A4	As Regulated		No	Yes	DCCS
Other Fees	As per the Schedule to the Freedom of Information (Access Charges) Regulations 2004	As Regulated		No	Yes	DCCS

Towong Shire Council - Budget 2015/16
FEE SCHEDULE (Effective from 1 August 2015)

Description	2014/15 (includes GST if applicable)	2015/16 (includes GST if applicable)	Increase	GST	Regulated	Responsible
Meeting Rooms and Facilities						
Indi, Mitta or Snowy - Meeting Room						
Not for Profit Community Group - Half Day	\$0.00	\$25.00		Yes	No	DCCS
Not for Profit Community Group - Full Day	\$0.00	\$40.00		Yes	No	DCCS
Commercial/Other - Half Day	\$33.00	\$50.00	51.5%	Yes	No	DCCS
Commercial/Other - Full Day	\$55.00	\$85.00	54.5%	Yes	No	DCCS
Tallangatta Integrated Community Centre - Activity Space						
Not for Profit Community Group - Half Day	NA	\$75.00		Yes	No	DCCS
Not for Profit Community Group - Full Day	NA	\$125.00		Yes	No	DCCS
Commercial/Other - Half Day	NA	\$150.00		Yes	No	DCCS
Commercial/Other - Full Day	NA	\$250.00		Yes	No	DCCS
Tallangatta Integrated Community Centre - Library Meeting Room						
Not for Profit Community Group - Half Day	NA	\$30.00		Yes	No	DCCS
Not for Profit Community Group - Full Day	NA	\$45.00		Yes	No	DCCS
Commercial/Other - Half Day	NA	\$60.00		Yes	No	DCCS
Commercial/Other - Full Day	NA	\$100.00		Yes	No	DCCS
Tallangatta Integrated Community Centre - Meeting Room						
Not for Profit Community Group - Half Day	NA	\$30.00		Yes	No	DCCS
Not for Profit Community Group - Full Day	NA	\$45.00		Yes	No	DCCS
Commercial/Other - Half Day	NA	\$60.00		Yes	No	DCCS
Commercial/Other - Full Day	NA	\$100.00		Yes	No	DCCS
Corporate						
Records Retrieval (Non FOI)	\$82 per hour (\$40.00 minimum charge)	\$85 per hour (\$45.00 minimum charge)		Yes	No	DCCS
Voters Rolls	\$32.50	\$32.50	0.0%	No	Yes	DCCS
Council Minutes - Mail outs to Private Citizens	\$320.00	\$330.00	3.1%	Yes	No	DCCS
Disabled Parking Permit	\$7.00	\$7.50	7.1%	Yes	No	DCCS
Baby Car Seats						
Hire	\$10.00 per month	\$15.00 per month	50.0%	Yes	No	DCCS
Deposit	\$60.00	\$60.00	0.0%	No	No	DCCS
Photocopying and Faxing						
A4 and A3 Black and White Copies	\$1.00 per copy	\$1.00 per copy		Yes	No	DCCS
A4 and A3 Colour Copies	\$2.00 per copy	\$2.00 per copy		Yes	No	DCCS
Approved Community Groups A4 and A3 Black and White Copies	\$0.00	\$0.00		Yes	No	DCCS
Fax	\$3.00 per page	\$3.00 per page		Yes	No	DCCS
Other Fees						
Standpipe Water Charge per Kilolitre	\$3.50	\$3.70	5.7%	No	No	DTS
Standpipe Key Deposit	\$50.00	\$50.00	0.0%	No	No	DTS
Corryong Airport Hire - Half Day (Not for Profit Community Groups)	NA	\$55.00		Yes	No	CEO
Corryong Airport Hire - Full Day (Not for Profit Community Groups)	NA	\$110.00		Yes	No	CEO
Corryong Airport Hire - Half Day (Commercial)	NA	\$110.00		Yes	No	CEO
Corryong Airport Hire - Full Day (Commercial)	NA	\$220.00		Yes	No	CEO