



# City of Greater Bendigo Proposed Budget 2021/2022

*Greater Bendigo - Creating the  
world's most liveable community*



CITY OF GREATER  
**BENDIGO**



**Acknowledgement of Country**

The ancestors and descendants of the Dja Dja Wurrung and Taungurung are the traditional owners of this Country.

The City of Greater Bendigo acknowledges that they have been custodians for many centuries and continue to perform age old ceremonies of celebration, initiation and renewal.

We all acknowledge their living culture and their unique role in the life of this region.

**Main cover image:**

Love Your Local

**Sub images:**

1. Footpaths and walking tracks
2. Municipal Baths redevelopment project
3. Ewing Park skate and scooter park
4. Bendigo Botanic Gardens Central Hub Precinct

# Table of Contents

<b>Mayor and Chief Executive Officer's introduction .....</b>	<b>4</b>
<b>Annual Plan</b>	
1. Link to the Integrated Strategic Planning and Reporting Framework .....	6
2. Services, initiatives and service performance indicators.....	9
<b>Budget Reports</b>	
3. Financial statements and Budget Projections .....	20
4. Notes to the financial statements .....	27
5. Financial performance indicators .....	46
<b>Appendices</b>	
A. Fees and Charges Schedule .....	50
B. Budget process .....	77
C. Budget context, budget principles and capital investment framework.....	78
C1. List of capital works program .....	82
D. Draft Revenue and Rating Plan .....	86
E. Long Term Financial Plan - Key Assumptions.....	117
F. Glossary of Terms .....	119

# Mayor and Chief Executive Officer's introduction

## BUDGET 2021/2022 – BUILD AND SUSTAIN

### MAYOR AND CEO'S MESSAGE

We are very pleased to introduce the Greater Bendigo City Council's proposed 2021/2022 Budget. Like previous years, the Budget is presented with an Annual Plan highlighting key Council actions for our community for this financial year. The City of Greater Bendigo is in the process of developing *Imagine Greater Bendigo*, a long-term planning project where residents are asked to imagine Greater Bendigo in 30 years' time. This is a requirement of the new Local Government Act and will help Council prepare a Council Plan to guide Council's work for the next four years. This Budget supports the six key goals outlined in the existing Greater Bendigo Community Plan 2017-2021:

- Lead and govern for all
- Wellbeing and fairness
- Strengthening the economy
- Presentation and managing growth
- Environmental sustainability
- Embracing our culture and heritage

The 2021/2022 Budget is a sustainable and strategic budget that seeks to build on existing initiatives to support Greater Bendigo's recovery from COVID-19 and to prioritise significant long-term infrastructure projects that will enhance the liveability of our community. Councillors have given priority to projects and services included in the Community Plan which support residents to live healthy, active and connected lives, while protecting and enhancing our built and natural heritage and reducing our impact on the environment.

Like last year, in allocating funding to initiatives to continue Greater Bendigo's COVID-19 recovery, Councillors have been guided by the principles of supporting those experiencing hardship, as well as providing social and economic support, long term community sustainability, operational efficiency and the delivery of capital projects.

To continue to aid economic recovery, the City will allocate new funding to attracting additional major events, a tourism destination marketing campaign to promote Greater Bendigo to visitors and funding for new business innovation grants to help businesses continue to adapt to a post-COVID environment. Council will also invest in a comprehensive ongoing COVID-safe cleaning program to ensure hygiene is maintained at all City facilities to help keep the community safe.

The Budget includes a \$56M investment in construction projects to develop and maintain our various public spaces. Some of these projects have been the subject of extensive planning, community engagement and investment over many years. Projects include continuing construction of the new pavilion at Kennington Recreation Reserve (Harry Trott Oval), construction of the Bendigo Botanic Gardens central hub and funding for a key initiative of the Rosalind Park Masterplan – the redevelopment of the municipal baths area.

Other significant capital works projects include the construction of a median with trees in Brougham Street, a \$1M new footpath program and, subject to success in an external grant funding application - stage 1 of the renewed Bendigo Skate Park which is to be constructed in Ewing Park. Hargreaves Mall will also receive funding for more trees, plants and other landscape improvements to complement the new shade pavilion which is due to be constructed this year.

Constructing new and renewing existing roads, footpaths, bridges and drainage is a key Council responsibility and the 2021/2022 proposed Budget will see \$15M spent on roads; \$1.2M on bridges and \$2.9M for drainage works across the municipality. Council investment of \$3M in footpaths and shared paths across the municipality will continue to boost active transport opportunities.

In 2019, Council adopted a notice of motion that acknowledged the urgent need for action to address environmental and climate breakdown and ensure future budgets responded to the challenges climate change presents. This financial year the City will invest \$80,000 to make several changes and further investigate how improvements can be made to one of its largest facilities and therefore emitters, Gurri Wanyarra Wellbeing Centre. Future efficiencies at this site will make a significant contribution towards our goal of net zero emissions by 2036.

Faith Leech and Brennan Park pools will undergo significant renewal works and the Tom Flood Sports Centre oval will be resurfaced. Allies Road and Axedale Kimbolton Road have been prioritised to receive funding for much needed reconstruction works.

The Budget also includes \$200M in operating expenditure, continuing to fund important services for our community. The operating Budget will continue to fund maintenance of our fantastic parks, gardens and recreation facilities, environmental health, statutory planning, maintenance of buildings and infrastructure, tourism and visitor services, Bendigo Art Gallery, The Capital and Ulumbarra theatres, early years services, waste collection, street cleaning and much more.

The Budget is based on a 1.5 per cent increase to rate revenue, in line with the Victorian Government's Fair Go Rates System. Like previous years, Council will not seek a variation to the rate cap, as it seeks to absorb the effects of increasing costs and significantly lower forecast revenue. This requires efficiencies to be made to ensure there are no significant impacts on service delivery. Due to rising landfill fees levied by the Environmental Protection Authority, the general waste charge will increase this financial year. For a property with a 140L bin, this equates to an extra \$27. The recyclable waste and organic waste charges increase by 1.5 per cent. This rise reflects the costs of providing the service; Council does not make a profit from waste services.

Several community fees and charges were frozen last year in response to COVID-19 and have been frozen for another year as the community recovery continues. These include parking, pools and community facilities. Council also acknowledges the ongoing financial hardship that many businesses will face until travel and physical distance restrictions further ease. The City has provided various support measures to businesses over the past year and will continue to listen and respond to community need, including by offering businesses experiencing financial hardship relief from local laws and environmental health fees.

We are pleased to present the proposed 2021/2022 Budget and Annual Plan for our community and encourage residents to read them both online or contact customer service to request a copy to be sent by post. These documents outline Council's commitments to shape a positive future for our municipality.

Residents are invited to make submissions to the proposed Budget by visiting <https://letstalkgreaterbendigo.com.au/> or [www.bendigo.vic.gov.au/budget](http://www.bendigo.vic.gov.au/budget) by close of business on Tuesday May 18, 2021.

Mayor Cr Jennifer Alden  
Chief Executive Officer Craig Niemann

# Annual Plan

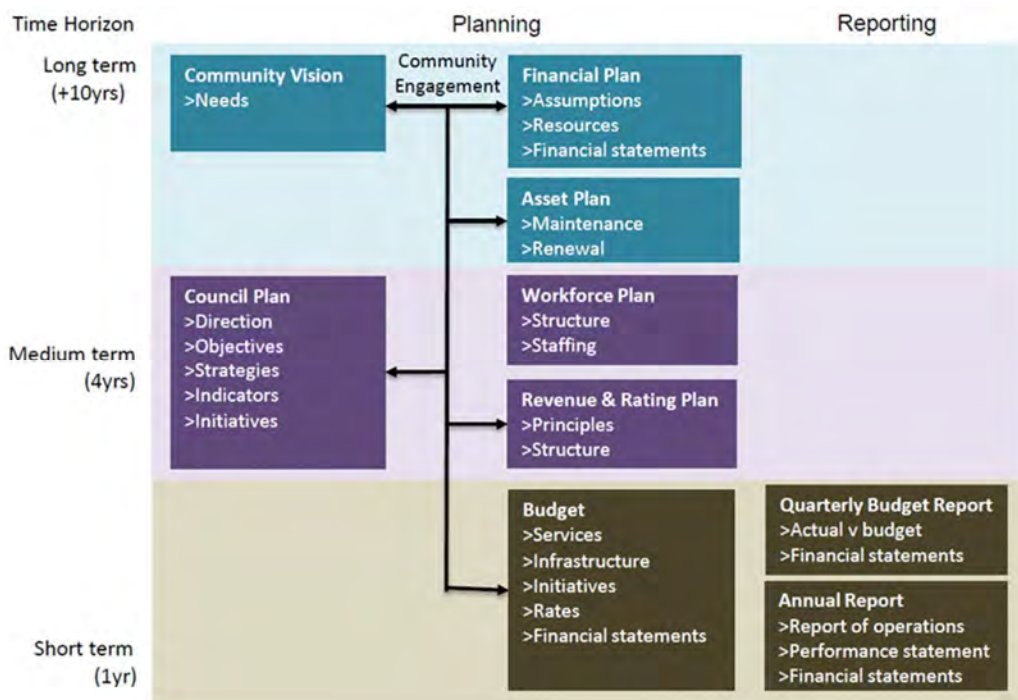
The City of Greater Bendigo is in the process of developing Imagine Greater Bendigo, a long-term planning project where residents are asked to imagine Greater Bendigo in 30 years' time. This will help Council to prepare a Community Vision, Council Plan, Financial Plan, and Asset Plan to guide Council's future work. The following Annual Plan details the settings and plans incorporated into planning in the current financial year, in advance of finalising this work.

## 1. Link to the Integrated Planning and Reporting Framework

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

### 1.1 Legislative planning and accountability framework

The Budget 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 diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Mark Davies (Financial Professional Solutions)

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

### 1.1.2 Key planning considerations

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

## 1.2 Our purpose

### Greater Bendigo - creating the world's most liveable community

A liveable community is one that enables people to live healthy, safe, harmonious lives in attractive and affordable settings. Liveable places have an excellent range of services for children and adults of all ages and facilities that are accessible to all, and do not make unsustainable demands on the environment.

**Our values and behaviours** — Our values and behaviours outline how we will work together and be the best organisation we can be for our community



## 1.3 Strategic goals

The City delivers activities and initiatives under 27 major service objectives. Each contributes to the achievement of one of the six goals as set out in the Community Plan 2017 – 2021. The following table lists the six strategic goals as described in the current Community Plan.

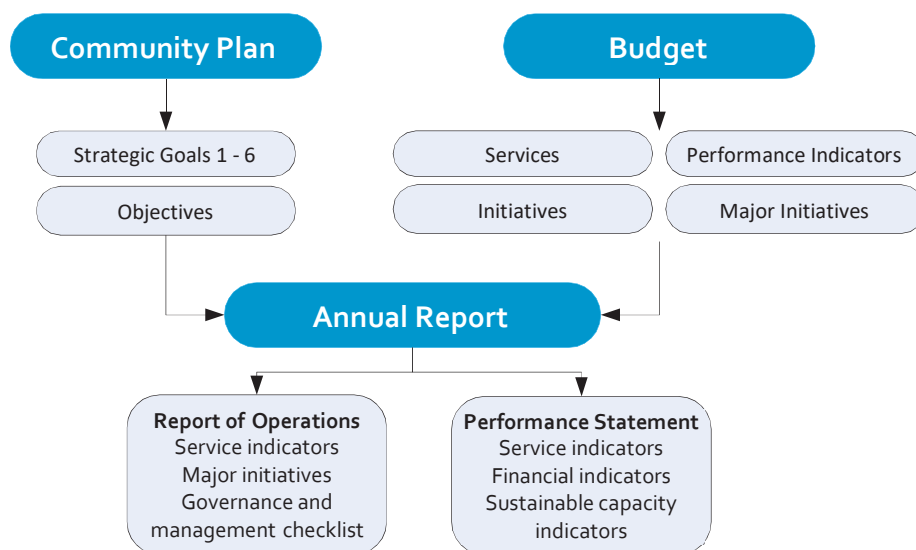
Strategic goals	Objectives
1. Lead and govern for all	<ul style="list-style-type: none"> <li>• Engage with all communities.</li> <li>• Explain the reason for its decisions.</li> <li>• Be innovative and financially responsible.</li> <li>• Be accountable and efficient in its use of the community's money.</li> <li>• Take a leadership role in regional planning, advocacy and work in partnership with regional councils.</li> </ul>
2. Wellbeing and fairness	<ul style="list-style-type: none"> <li>• Create a much healthier Greater Bendigo.</li> <li>• Promote positive wellbeing across the Greater Bendigo community.</li> <li>• Promote community connections.</li> <li>• Support participation and development for residents of all ages and abilities.</li> <li>• Create safe and resilient communities.</li> </ul>
3. Strengthening the economy	<ul style="list-style-type: none"> <li>• Support our local businesses and industry to be strong, vibrant and to grow and develop.</li> <li>• Make it easier for people to transition from education to employment.</li> <li>• Ensure Greater Bendigo is a welcoming place for new businesses and industries and supports creativity and innovation and visitor attraction.</li> </ul>
4. Presentation and managing growth	<ul style="list-style-type: none"> <li>• Plan for a growing population.</li> <li>• Plan to meet future housing needs.</li> <li>• Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport.</li> <li>• Keep Greater Bendigo attractive with good quality public facilities and places.</li> <li>• Provide and maintain urban and rural infrastructure to support the liveability of our community.</li> </ul>
5. Environmental sustainability	<ul style="list-style-type: none"> <li>• Drawing on the One Planet Living framework to connect the health of the natural environment to the health and prosperity of our community.</li> <li>• Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems.</li> </ul>
6. Embracing our culture and heritage	<ul style="list-style-type: none"> <li>• Celebrate our unique heritage.</li> <li>• Build pride in and shared responsibility for our public spaces.</li> <li>• Offer and support a diverse range of events that attract and connect people.</li> <li>• Embrace diversity.</li> <li>• Advance reconciliation.</li> </ul>



## 2. Services, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for 2021/2022 and how these will contribute to achieving the strategic goals outlined in the Community Plan. It also describes a number of major initiatives and service performance outcome indicators for key areas of the City's operations.

The City is required by legislation to identify initiatives and service performance indicators in the Budget and report against them in the Annual Report to support transparency and accountability. The relationship between these requirements in the Community Plan, the Budget and the Annual Report is shown below.



The City has continued to endorse a vision for improved liveability for our community. Knowing where we are making progress towards this vision requires us to set measures and benchmarks for Greater Bendigo to be compared with other municipalities and monitor our performance against these.

Further detail on services are on the following pages and summarised by goal – noting there are often cross-overs between delivery of some goals. The City's organisational structure is available on its website at [www.bendigo.vic.gov.au](http://www.bendigo.vic.gov.au).

## 2.1 Goal 1: Lead and govern for all

Effective community engagement will guide well-informed, responsive decision-making and financially responsible resource allocations, which are transparent and accountable.

The objectives for goal 1 are:

- Engage with all communities
- Explain the reason for its decisions
- Be innovative and financially responsible
- Be accountable and efficient in its use of the community's money
- Take a leadership role in regional planning, advocacy and work in partnership with regional councils

### Services

Service unit / Description of services provided		2019/2020 Actual \$'000	2020/2021 Adopted Budget \$'000	2021/2022 Proposed Budget \$'000
<b>Office of CEO and Communications</b>	Exp	1,638	1,715	1,702
	Rev	(17)	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>1,621</b>	<b>1,715</b>	<b>1,702</b>
The Office of the CEO and Communications provides strategic leadership to the organisation, implementation of Council decisions including the Community Plan and other key strategic directions. It provides representation and advocacy on key issues of importance to Greater Bendigo and the region. Communications ensures the community is well informed of City news and information is distributed using various communications channels available. It also promotes the City's services and events to the community.				
<b>Director of Corporate Performance</b>	Exp	401	382	380
	Rev	-	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>401</b>	<b>382</b>	<b>380</b>
The Corporate Performance Directorate leads, enables and strengthens our organisation to ensure it has the resources and capability to deliver on the Community Plan. The Directorate does this through developing our people and culture, systems and processes, good governance practices and financial stewardship to ensure the delivery of high-quality services and programs. The Directorate leads innovation and business transformation to ensure we are ready to meet the challenges and opportunities of the future in partnership with our community.				
<b>Business Transformation</b>	Exp	2,473	2,615	2,542
	Rev	(8)	(4)	(4)
<i>Description of services provided:</i>	<b>NET</b>	<b>2,465</b>	<b>2,611</b>	<b>2,538</b>
The Business Transformation unit supports the organisation to continuously review and improve its service and program delivery. Operations are continually transformed and renewed, using the opportunities provided by technology, to deliver services that are customer focused. Customer service needs are met effectively and efficiently, including providing multiple options for customers to access council services.				
<b>Financial Strategy</b>	Exp	8,900	6,663	6,812
	Rev	(29,706)	(32,012)	(32,050)
<i>Description of services provided:</i>	<b>NET</b>	<b>(20,806)</b>	<b>(25,349)</b>	<b>(25,238)</b>
The Financial Strategy unit is responsible for finance operations, rates, project management framework and strategic asset management. The unit provides long-term financial planning to ensure the ongoing financial sustainability of Council's operations and delivers the annual budget, financial, and asset reporting programs.				
<b>Governance</b>	Exp	3,847	4,838	4,958
	Rev	(55)	(252)	(167)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,792</b>	<b>4,586</b>	<b>4,791</b>
The Governance unit is responsible for providing advice and support to the Councillors and organisation to aid decision making and ensure that the Council is compliant with legislative responsibilities and good governance practices. The unit also supports effective risk management; legal advice; and ensures procurement is undertaken in a considered and responsible way to deliver on Council's and the community's objectives.				

<b>Information Management</b>	Exp	4,136	4,569	4,410
	Rev	-	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>4,136</b>	<b>4,569</b>	<b>4,410</b>
The Information Management unit provides efficient and effective corporate systems and infrastructure to enable the functions of Council to be delivered at a high level of service in a cost-effective way.				
<b>Our Future Workplace</b>	Exp	2,034	2,089	2,059
	Rev	(8)	(750)	(750)
<i>Description of services provided:</i>	<b>NET</b>	<b>2,026</b>	<b>1,339</b>	<b>1,309</b>
The Our Future Workplace unit leads the implementation of our Organisation Strategy, which maximise the benefits from new ways of working. The changes include the physical relocation to the Bendigo GovHub.				
<b>People and Culture</b>	Exp	2,422	*8,733	3,596
	Rev	(43)	*(5,092)	(224)
<i>Description of services provided:</i>	<b>NET</b>	<b>2,379</b>	<b>3,641</b>	<b>3,372</b>
The People and Culture unit supports the organisation to recruit, develop and retain the people and skills required to deliver the best services we can for the community. The unit works across the organisation to embed our preferred culture and values to ensure our workplaces are safe and inclusive.				

\* The 2020/2021 adopted Budget included \$4.8M of grant revenue and offsetting expenditure relating to the Working for Victoria program.

## Major initiatives 2021/2022

- Advocate for priority issues that impact on the region including:
  - Long term solution for Bendigo's rising groundwater
  - Funding for further expansion of the Bendigo Airport
  - Funding for world heritage listing
  - Transport links for Bendigo including improved connections to the Bendigo metro rail network
  - Recycling and resource recovery

## Initiatives 2021/2022

- Implement changes required by the new Local Government Act 2020
- Implementation of flexible work arrangements components of the Organisation Strategy
- Implement an improved Project Program and Portfolio Management IT system
- Complete a Core Systems review

## Service performance outcome indicators

Service	Indicator	Performance measure	Actual 2019/2020
Governance	Satisfaction	Satisfaction with council decisions	57

Refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.2 Goal 2: Wellbeing and fairness

Inclusive policies, partnerships and projects that increase access, improve health and learning opportunities, by building better connections and quality of life for all.

The objectives for goal 2 are:

- Create a much healthier Greater Bendigo
- Promote positive wellbeing across the Greater Bendigo community

- Promote community connection
- Support participation and development for residents of all ages and abilities
- Create safe and resilient communities

## Services

Description of services provided		2019/2020 Actual \$'000	2020/2021 Adopted Budget \$'000	2021/2022 Proposed Budget \$'000
<b>Director Health and Wellbeing</b>	Exp	806	889	840
	Rev	(203)	(204)	-
<i>Description of services provided:</i>	<b>NET</b>	<b>603</b>	<b>685</b>	<b>840</b>
The Health and Wellbeing Directorate plans and delivers a broad and diverse range of community services and programs aimed at supporting people to live their lives fully and be active, safe, engaged and healthy. The focus of the directorate is on developing policy, plans and programs in partnership with the community, delivering services, and supporting the delivery of community infrastructure projects.				
<b>Active and Healthy Lifestyles</b>	Exp	10,474	10,249	10,292
	Rev	(1,216)	(286)	(359)
<i>Description of services provided:</i>	<b>NET</b>	<b>9,258</b>	<b>9,963</b>	<b>9,933</b>
The Active and Healthy Lifestyles unit delivers integrated policy, planning, programs and infrastructure that support our community by providing healthier options that are aligned with the Greater Bendigo Health and Wellbeing Plan priorities and framework.				
<b>Community Partnerships</b>	Exp	4,478	4,917	4,742
	Rev	(1,133)	(251)	(1,225)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,345</b>	<b>4,666</b>	<b>3,517</b>
The Community Partnerships unit works closely with the community to plan and develop policy and programs that increase community safety, engagement and connection, prevent discrimination and improve access and inclusion for diverse groups across the community.				
<b>Community Wellbeing</b>	Exp	12,076	12,272	11,750
	Rev	(11,024)	(10,800)	(10,874)
<i>Description of services provided:</i>	<b>NET</b>	<b>1,052</b>	<b>1,472</b>	<b>876</b>
The Community Wellbeing unit delivers a broad range of services to children and families across the City that aim to promote children's learning and development. It also provides community-based services to frail aged residents to promote independent living and prevent premature admission to long term residential care.				
<b>Goldfields Library Services</b>	Exp	3,373	3,467	3,503
	Rev	(120)	(94)	(95)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,253</b>	<b>3,373</b>	<b>3,408</b>
The Goldfields Library Corporation provides a public library service from six sites throughout the municipality, with branches in Bendigo, Kangaroo Flat, Eaglehawk and Heathcote, along with Library agencies at Axedale and Elmore. The Bendigo Library also includes the Bendigo Regional Archive Centre. This service is delivered under a Funding and Service Agreement in partnership with Loddon, Mount Alexander and Macedon Ranges Shires.				
<b>Safe and Healthy Environments</b>	Exp	8,104	8,144	8,578
	Rev	(8,929)	(7,130)	(9,162)
<i>Description of services provided:</i>	<b>NET</b>	<b>(825)</b>	<b>1,014</b>	<b>(584)</b>
The Safe and Healthy Environments unit's purpose is to advocate, enable and mediate with and on behalf of the community to promote and protect health, prevent the spread of infectious disease, ensure safe development and support the protection of our environments, and operate the City's pound and animal shelter services at BARC. This is achieved by delivering integrated regulation, policy, planning and programs.				

## Major initiatives 2021/2022

- Deliver a range of facility improvements to support active and healthy lifestyles including:
  - Ewing Park Skate Park (subject to receiving external funding)
  - Kennington Recreation Reserve Pavilion upgrade
  - Hard Court Renewal
  - Spring Gully Soccer field lighting



- Heathcote bowls synthetic turf renewal
  - Tom Flood Sports Centre turf surface improvement
  - Pool improvements at Faith Leech, Peter Krenz and Brennan Park aquatic centres
  - White Hills Recreation Reserve - Pavilion changeroom and amenities renewal
  - Renewal works at Strathfieldsaye Club Court building
  - Bendigo Stadium roof painting
7. Development of two ovals at Catherine McAuley College to provide additional community sport facilities
  8. Development of the 2021 - 2025 Greater Bendigo Health and Wellbeing Plan

## Initiatives 2021/2022

9. Heathcote Senior Citizens and Girl Guides building renewal works
10. Develop and deliver initiatives to provide relief and support to our community to recover from the impact of COVID-19 including community grants for community groups that support vulnerable people
11. Implement the Active and Healthy Bendigo Framework
12. Advance Gender Equity by implementing a workplace action plan and a Gender Impact Assessment tool

## Service performance outcome indicators

Service	Indicator	Performance Measure	Actual 2019/2020
Animal Management	Health and Safety	Animal management prosecutions	100%
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities	4.26
Food Safety	Health and Safety	Critical and major non-compliance notifications	85.18%
Libraries	Participation	Active library members	12.47%
Maternal and Child Health	Participation	Participation in the Maternal and Child Health (MCH) service	78.02%
Maternal and Child Health	Participation	Participation in MCH service by Aboriginal children	82.97%

Refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.3 Goal 3: Strengthening the economy

Advocacy, innovation and support to grow jobs, attract visitors and diversify the local and regional economy.

The objectives for goal 3 are:

- Support local businesses and industry to be strong, vibrant, and to grow and develop
- Make it easier for people to transition from education to employment
- Ensure Greater Bendigo is a welcoming place for new businesses and industries, and supports creativity, and innovation and visitor attraction

## Services

Description of services provided		2019/2020 Actual \$'000	2020/2021 Adopted Budget \$'000	2021/2022 Proposed Budget \$'000
<b>Director Strategy and Growth</b>	Exp	447	410	407
	Rev	-	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>447</b>	<b>410</b>	<b>407</b>

The Strategy and Growth Directorate incorporates responsibility for Bendigo Art Gallery, Business Services, Bendigo Venues and Events, Strategic Planning, Economic Development and Environment, Statutory Planning, and Tourism and Major Events. The overarching role of the Strategy and Growth Directorate is to contribute to the economic, cultural and social prosperity of our region by identifying and supporting investment opportunities, employment generation and the integrated planning for the sustainable growth of our City and region. In doing so, the directorate continues to work towards Greater Bendigo being the world's most liveable community.

<b>Business Services</b>	Exp	2,957	3,080	2,916
	Rev	(1,375)	(1,417)	(1,732)
<i>Description of services provided:</i>	<b>NET</b>	<b>1,582</b>	<b>1,663</b>	<b>1,184</b>
The Business Services unit operates the Bendigo Airport and Bendigo Livestock Exchange in line with all regulatory requirements. It also supports other businesses including Bendigo Heritage Attractions, Golden Dragon Museum, Discovery Science and Technology Centre and the Bendigo Stadium.				

## Major initiatives 2021/2022

13. Implementation of priority actions in the Industrial Land Development Strategy
14. Further development of the Bendigo Airport Terminal and Business Park by upgrading the entry road intersection

## Initiatives 2021/2022

15. Support businesses during the pandemic by waiving or reducing fees
16. Support business and the community with additional events; tourism destination marketing and targeted grants
17. UNESCO City of Gastronomy initiatives

## 2.4 Goal 4: Presentation and managing growth

Planning, development and infrastructure that increases our liveability and pride in where we live.

The objectives for goal 4 are:

- Plan for a growing population
- Plan to meet future housing needs
- Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport
- Keep Greater Bendigo attractive with good quality public facilities and places
- Provide and maintain urban and rural infrastructure to support the liveability of our community

## Services

Description of services provided		2018/2019 Actual	2020/2021 Adopted Budget	2021/2022 Proposed Budget
		\$'000	\$'000	\$'000
<b>Director Presentations and Assets</b>	Exp	31,866	32,760	33,453
	Rev	-	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>31,866</b>	<b>32,760</b>	<b>33,453</b>

The Presentation and Assets Directorate provides and maintains high quality assets and services that help make Greater Bendigo a great place to live, while planning and delivering new assets and services to support Bendigo's ongoing growth. Demonstrating and committing to environmentally responsible thinking and practices, and encouraging this throughout the organisation and community, is an important focus for the directorate. Business units include Engineering, Resource Recovery and Education, Works, Parks and Open Space and Property Services.

NOTE: Expense disclosed above is predominantly depreciation expense of the City's infrastructure assets.

<b>Engineering</b>	Exp	5,312	5,580	5,536
	Rev	(4,264)	(4,145)	(4,231)
<i>Description of services provided:</i>	<b>NET</b>	<b>1,048</b>	<b>1,435</b>	<b>1,305</b>
The Engineering unit develops and delivers physical infrastructure to support a broad range of services to the community. This includes the development of capital works projects to provide renewal and new assets to meet the expanding population of Bendigo and increasing community expectations. The unit is responsible for strategic planning of infrastructure through asset management and development of strategic plans for asset groups. The Unit also provides support services across the organisation in areas of asset management and GIS.				
<b>Property Services</b>	Exp	9,079	9,374	10,126
	Rev	(929)	(1,063)	(1,241)
<i>Description of services provided:</i>	<b>NET</b>	<b>8,150</b>	<b>8,311</b>	<b>8,885</b>
The Property Services unit's main purpose is to ensure that community assets (buildings and properties) are developed, upgraded, maintained and utilised to ensure the greatest benefit and lifestyle for members of the community. The team is committed to ensure that council facilities are safe for public use and comply with the relevant codes and standards.				
<b>Strategic Planning</b>	Exp	1,212	1,080	2,297
	Rev	(285)	(200)	(101)
<i>Description of services provided:</i>	<b>NET</b>	<b>927</b>	<b>880</b>	<b>2,196</b>
The newly created Strategic Planning unit is strategic and visionary in its outlook. It develops integrated, long term strategies and plans to guide the physical, social, environmental, heritage and cultural development of Greater Bendigo. The Unit strategically positions Greater Bendigo to plan and prepare for a population of 200,000 by the year 2050, including implementing planning scheme amendments and contributing to Council's vision of creating the world's most liveable community.				
<b>Economic Development and Environment</b>	Exp	3,911	4,100	3,309
	Rev	(159)	-	-
<i>Description of services provided:</i>	<b>NET</b>	<b>3,752</b>	<b>4,100</b>	<b>3,309</b>
The Economic Development and Environment unit is both strategic and practical in its outlook. It encourages sustainable economic growth and prosperity and balances this with integrated, long term strategies and plans to protect and sustain Greater Bendigo's natural environments, including strategic energy and water management to support resilience and climate change adaptation.				
<b>Statutory Planning</b>	Exp	2,861	3,012	2,947
	Rev	(1,380)	(1,533)	(1,555)
<i>Description of services provided:</i>	<b>NET</b>	<b>1,481</b>	<b>1,479</b>	<b>1,392</b>
The Statutory Planning unit facilitates the delivery of timely and quality planning decisions and advice, and ensures compliance with relevant legislation and permit requirements. Many of the services delivered by the Statutory Planning unit are in accordance with State Government legislation and local strategies and policies adopted by Council following intensive community consultation.				
<b>Works</b>	Exp	12,984	13,815	13,266
	Rev	(193)	(108)	(110)
<i>Description of services provided:</i>	<b>NET</b>	<b>12,791</b>	<b>13,707</b>	<b>13,156</b>
The Works unit is responsible for the construction of new projects and renewal maintenance of the City's existing civil infrastructure. The team undertake the construction and maintenance of the City's roads, drains and footpaths, and the civil works construction of sporting facilities, car parks and other civil projects. The unit is responsible for the organisation's plant and fleet assets, including purchase, maintenance and disposal. The unit also delivers maintenance works in accordance with the Road Management Plan.				

## Major initiatives 2021/2022

18. Bendigo Botanical Garden Central Hub Design and Construct
19. Playspace renewals at Maxwell Drive and Bren Street
20. Public toilet improvements in Elmore (male, female, unisex and changing place)
21. Howard Street bridge strengthening and widening
22. Deliver major drainage projects including
  - Bendigo Creek – Nolan Street, High Street – Myrtle Street and Laurel Street to Booth Street
  - Aspinall Street
  - Edwards Road, Jackass Flat
  - Lowe Street/Yarunga Drive

23. Seal local roads and road safety work including:

- Axedale Kimbolton Road
- Allies Road
- Strickland Road
- Various road safety upgrade projects

## Initiatives 2021/2022

24. Footpath program including renewal at High Street, Heathcote, Queen Street Bendigo, High Street Eaglehawk, Hargreaves Street, Bendigo and Wattle Street Bendigo
25. Dam wall inspection and maintenance program
26. Construct a shelter at Heathcote dog park
27. Improvements to recreation reserves including Janelle Drive, Garden Drive, Cooinda Park and Golden Square Recreation Reserve

## Service performance outcome indicators

Service	Indicator	Performance measure	Actual 2019/2020
Roads	Satisfaction	Satisfaction with sealed local roads	60
Statutory Planning	Decision Making	Council planning decisions upheld by VCAT	75.00%

Refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.5 Goal 5: Environmental sustainability

Protect and enhance our environment, conserve our resources and increase resilience to a changing climate.

The objectives for goal 5 are:

- Drawing on the One Planet Living framework to connect the health of the natural environment to the health and prosperity of our community.
- Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems.

## Services

Description of services provided		2019/2020 Actual \$'000	2020/2021 Adopted Budget \$'000	2021/2022 Proposed Budget \$'000
<b>Parks and Open Space</b>	Exp	12,701	12,882	12,810
	Rev	(310)	(269)	(336)
<i>Description of services provided:</i>	<b>NET</b>	<b>12,391</b>	<b>12,613</b>	<b>12,474</b>
The Parks and Open Space unit is responsible for the management and design of a large portfolio of parks, gardens, reserves, sports fields and areas of open space for the City. The unit has a range of specialised park, design, horticultural and environmental management techniques and practices. The aim of the unit is to effectively and sustainably manage these assets through the efficient use of available resources and the provision of high levels of customer service whilst meeting both Council and stakeholder needs.				
<b>Resource Recovery and Education</b>	Exp	25,378	25,122	28,251
	Rev	(7,431)	(7,006)	(7,829)
<i>Description of services provided:</i>	<b>NET</b>	<b>17,947</b>	<b>18,116</b>	<b>20,422</b>
The Resource Recovery and Education unit provides waste management and resource recovery services to efficiently and effectively meet our customers' expectations and in compliance with current legislation. The unit is responsible for street and footpath cleaning, weed management and the cleaning at bus stops, bus shelters and roundabouts. The rehabilitation of landfills to community expectations and EPA standards is also the responsibility of the unit.				



## Major initiatives 2021/2022

28. Implement key actions from the Circular Greater Bendigo project
29. Continue remediation of the Eaglehawk Landfill site in line with EPA requirements
30. Upgrade of major road street lighting to increase energy efficiency
31. Remote lighting control system at Epsom Huntly Recreation Reserve
32. Implement solutions to reduce energy consumption at Gurri Wanyarra Wellness Centre

## Initiatives 2021/2022

33. Environmental Sustainability initiatives in buildings
34. Increase tree planting as part of the Greening Greater Bendigo strategy
35. Expansion of the organics collection into rural areas

## Service performance outcome indicators

Service	Indicator	Performance measure	Actual 2019/2020
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	50.80%

Refer to table at end of section 2.6 for information on the calculation of Service Performance Outcome Indicators

## 2.6 Goal 6: Embracing our culture and heritage

Recognise and celebrate our unique history and diverse cultures.

The objectives for goal 6 are:

- Celebrate our unique heritage
- Build pride in and shared responsibility for our public spaces
- Offer and support a diverse range of events that attract and connect people
- Embrace diversity
- Advance reconciliation with our Traditional owners and local Aboriginal communities

## Services

Description of services provided		2019/2020 Actual \$'000	2020/2021 Adopted Budget \$'000	2021/2022 Proposed Budget \$'000
<b>Bendigo Art Gallery</b>	Exp	4,847	4,527	5,524
	Rev	(1,520)	(1,538)	(2,750)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,327</b>	<b>2,989</b>	<b>2,774</b>
Bendigo Art Gallery develops and delivers exhibitions, public programs and associated events for Bendigo Art Gallery and the Post Office Gallery that are educational and appealing to a diverse range of audiences and add to the attraction of Bendigo as a centre for arts and culture.				
<b>Bendigo Venue and Events</b>	Exp	6,559	6,623	7,248
	Rev	(3,445)	(3,816)	(4,409)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,114</b>	<b>2,807</b>	<b>2,839</b>
The Bendigo Venues and Events unit provides quality performing arts programming and activities to the central Victorian region and provides facilities and opportunities for participation in the arts.				
<b>Tourism and Major Events</b>	Exp	4,318	5,376	5,266
	Rev	(779)	(1,199)	(1,215)
<i>Description of services provided:</i>	<b>NET</b>	<b>3,539</b>	<b>4,177</b>	<b>4,051</b>
The Tourism and Major Events unit promotes Greater Bendigo as an attractive destination for business, leisure and tourism to domestic and international visitors. The unit's role is to deliver key initiatives that have a positive economic and social impact for our region that positions Greater Bendigo to be the world's most liveable community.				

## Major initiatives 2021/2022

36. Commence delivery of the redeveloped Old Municipal Baths in Rosalind Park
37. Renewal of our buildings and heritage assets for the benefit of the community including various works at:
  - Eaglehawk Town Hall
  - Bendigo Town Hall
  - Conservatory Gardens painting and repairs
  - Golden Dragon Museum Water Gardens renewal
  - Fire Station, The Capital and Ulumbarra Theatre
  - Bendigo Art Gallery
38. Renewal support for Bendigo Heritage Attractions

## Initiatives 2021/2022

39. Provide support programs for outdoor performing arts including:
  - Summer in the Parks Program with live local music artists
  - Bendigo Easter Festival with live local music artists
  - Continue to facilitate Bendigo Blues and Roots Music Festival
40. Advance reconciliation by place naming, exhibitions, public art and cultural interpretation activities and improve cultural safety in City facilities
41. Completion of detailed design for the redeveloped Old Municipal Baths in Rosalind Park
42. Promote Greater Bendigo as a welcoming City for all by developing a new Cultural Diversity and Inclusion Plan including actions to increase access and inclusion for multicultural communities and opportunities for creativity, respect and celebration.
43. Advance reconciliation by implementing actions from Reconciliation Plan including actions to increase procurement opportunities, advance place naming and cultural interpretation activities and improve cultural safety in City facilities

## Service performance outcome indicators

Service	Indicator	Performance measure	Computation
Animal Management	Health and Safety	Animal management prosecutions	[Number of successful animal management prosecutions / Total number of animal management prosecutions]
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities	[Number of visits to aquatic facilities/Municipal population]
Food Safety	Health and Safety	Critical and major non-compliance notifications	[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises] x100
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
Libraries	Participation	Active library members	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100

Maternal and Child Health	Participation	Participation in the Maternal and Child Health (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
Maternal and Child Health	Participation	Participation in MCH service by Aboriginal children	[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
Roads	Satisfaction	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads
Statutory Planning	Decision making	Council planning decisions upheld by VCAT	[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
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

## 2.7 Reconciliation with budgeted operating result

	Attributed Revenue \$'000	Expenditure \$'000	Net Cost \$'000
Lead and govern for all	33,195	26,459	(6,736)
Wellbeing and fairness	21,715	39,705	17,990
Strengthening the economy	1,732	3,323	1,591
Presentation and managing growth	7,239	70,934	63,695
Environmental sustainability	8,165	41,060	32,895
Embracing our culture and heritage	8,374	18,038	9,664
<b>Total services and initiatives</b>	<b>80,420</b>	<b>199,519</b>	<b>119,099</b>
Other non-attributable revenue/expenditure	8,667		
<b>Deficit before funding sources</b>	<b>110,432</b>		
<b>Funding sources</b>			
Rates and charges	132,935		
<b>Surplus for the year</b>	<b>22,503</b>		

# Budget Reports

## 3. Financial Statements and Statement of Human Resources

This section presents information regarding the Financial Statements and Statement of Human Resources. The budget information for the year 2021/2022 has been supplemented with projections to 2024/2025.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*:

- 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 four years ending 30 June 2025

		Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	2022/2023 \$'000	Budget Projections 2023/2024 \$'000	2024/2025 \$'000
	NOTES					
<b>Income</b>						
Rates and charges	4.1.1	126,592	132,935	136,861	141,199	145,623
Statutory fees and fines	4.1.2	4,479	5,429	5,510	5,621	5,733
User charges, fees and fines	4.1.3	24,791	29,090	29,526	30,117	30,719
Grants - operating	4.1.4	30,646	26,955	27,313	27,798	28,923
Grants - capital	4.1.4	7,212	13,397	4,990	5,050	5,111
Contributions - monetary	4.1.5	3,227	3,453	3,791	3,856	3,940
Contributions - non-monetary	4.1.5	15,000	15,225	13,000	13,000	13,000
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment		(4,857)	(4,100)	(5,000)	(5,000)	(5,000)
Other income	4.1.6	1,174	374	800	816	832
<b>Total income</b>		<b>208,264</b>	<b>222,757</b>	216,791	222,457	228,881
<b>Expenses</b>						
Employee costs	4.1.7	76,788	72,438	73,887	75,512	77,174
Materials and services	4.1.8	79,457	79,990	79,175	80,709	82,273
Depreciation and amortisation	4.1.9	41,131	45,501	46,169	46,088	47,037
Bad and doubtful debts		268	335	236	242	248
Borrowing costs		1,849	1,639	1,622	1,618	1,481
Finance costs - leases			258	159	97	56
Other expenses		92	92	3,483	3,570	3,659
<b>Total expenses</b>		<b>199,586</b>	<b>200,254</b>	204,731	207,836	211,928
<b>Surplus for the year</b>		<b>8,678</b>	<b>22,503</b>	12,060	14,621	16,953
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods</b>						
Net asset revaluation increment		39,311	61,099	43,056	67,109	46,226
Share of losses/(profits) of associates		94	95	49	46	41
<b>Total comprehensive result</b>		<b>48,083</b>	<b>83,697</b>	55,165	81,776	63,220

# Balance Sheet

For the four years ending 30 June 2025

		Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	2022/2023 \$'000	Budget Projections 2023/2024 \$'000	2024/2025 \$'000
	NOTES					
<b>Current Assets</b>						
Cash and Cash Equivalents		46,761	57,864	60,874	59,470	62,748
Trade and Other Receivables		22,488	13,040	13,014	13,339	13,748
Other Assets/Prepayments		199	201	203	205	207
<b>Total Current Assets</b>	<b>4.2.1</b>	<b>69,448</b>	<b>71,105</b>	<b>74,091</b>	<b>73,014</b>	<b>76,703</b>
<b>Non-Current Assets</b>						
Trade and Other Receivables		142	142	142	142	142
Investments in Associates		3,339	3,339	3,339	3,339	3,339
Plant, Equipment and Infrastructure		1,711,935	1,796,753	1,857,451	1,939,055	1,995,972
Right of use assets	<b>4.2.4</b>	-	4,336	2,521	1,452	785
Intangible Assets		2,482	2,482	2,482	2,482	2,482
<b>Total Non-Current Assets</b>	<b>4.2.1</b>	<b>1,717,898</b>	<b>1,807,052</b>	<b>1,865,935</b>	<b>1,946,470</b>	<b>2,002,720</b>
<b>TOTAL ASSETS</b>		<b>1,787,346</b>	<b>1,878,157</b>	<b>1,940,026</b>	<b>2,019,484</b>	<b>2,079,423</b>
<b>Current Liabilities</b>						
Trade and Other Payables		15,856	15,461	15,869	16,154	16,534
Trust funds and deposits		3,372	3,406	3,440	3,474	3,509
Provisions		16,311	16,311	16,311	16,311	16,311
Interest Bearing Liabilities and Borrowings	<b>4.2.3</b>	4,552	6,540	8,168	9,097	9,394
Lease liabilities	<b>4.2.4</b>	-	1,809	1,083	699	474
<b>Total Current Liabilities</b>	<b>4.2.2</b>	<b>40,091</b>	<b>43,527</b>	<b>44,871</b>	<b>45,735</b>	<b>46,222</b>
<b>Non-Current Liabilities</b>						
Provisions		10,745	10,745	10,745	10,745	10,745
Interest Bearing Liabilities and Borrowings	<b>4.2.3</b>	35,939	36,965	43,369	40,969	38,272
Lease liabilities	<b>4.2.4</b>	-	2,649	1,566	866	392
<b>Total Non-Current Liabilities</b>	<b>4.2.2</b>	<b>46,684</b>	<b>50,359</b>	<b>55,680</b>	<b>52,580</b>	<b>49,409</b>
<b>TOTAL LIABILITIES</b>		<b>86,776</b>	<b>93,886</b>	<b>100,551</b>	<b>98,315</b>	<b>95,631</b>
<b>NET ASSETS</b>		<b>1,700,571</b>	<b>1,784,271</b>	<b>1,839,475</b>	<b>1,921,169</b>	<b>1,983,792</b>
<b>Equity</b>						
Accumulated Surplus		736,349	758,932	771,297	788,464	806,072
Reserves		964,222	1,025,339	1,068,178	1,132,705	1,177,720
<b>TOTAL EQUITY</b>		<b>1,700,571</b>	<b>1,784,271</b>	<b>1,839,475</b>	<b>1,921,169</b>	<b>1,983,792</b>

# Statement of Changes in Equity

For the four years ending 30 June 2025

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserves \$'000	Other Reserves \$'000
<b>Adopted 2021 Budget</b>					
Balance at beginning of the financial year		1,652,487	727,968	894,656	29,863
Surplus for the Year		8,773	8,773	-	-
Net Asset Revaluation Increment		39,311	-	39,311	-
Transfers to/from Other Reserves		-	(392)	-	392
<b>Balance at end of the financial year</b>		<b>1,700,571</b>	<b>736,349</b>	<b>933,967</b>	<b>30,255</b>
<b>Proposed 2022 Budget</b>					
Balance at beginning of the financial year		1,700,571	736,349	934,913	29,309
Surplus for the year		22,601	22,601	-	-
Net asset revaluation increment		61,099	-	61,099	-
Transfers to/from Other Reserves	4.3.1	-	(18)	-	18
<b>Balance at end of the financial year</b>	<b>4.3.2</b>	<b>1,784,271</b>	<b>758,932</b>	<b>996,012</b>	<b>29,327</b>
<b>Budget Projections 2023</b>					
Balance at beginning of the financial year		1,784,271	758,932	996,012	29,327
Surplus for the year		12,111	12,111	-	-
Net asset revaluation increment		43,092	-	43,092	-
Transfers to/from Other Reserves		-	253	-	(253)
<b>Balance at end of the financial year</b>		<b>1,839,474</b>	<b>771,297</b>	<b>1,039,104</b>	<b>29,074</b>
<b>Budget Projections 2024</b>					
Balance at beginning of the financial year		1,839,474	771,297	1,039,104	29,074
Surplus for the year		14,667	14,667	-	-
Net asset revaluation increment		67,027	-	67,027	-
Transfers to/from Other Reserves		-	2,500	-	(2,500)
<b>Balance at end of the financial year</b>		<b>1,921,169</b>	<b>788,464</b>	<b>1,106,131</b>	<b>26,574</b>
<b>Budget Projections 2025</b>					
Balance at beginning of the financial year		1,921,169	788,464	1,106,131	26,574
Surplus for the year		16,365	16,365	-	-
Net asset revaluation increment		46,258	-	46,258	-
Transfers to/from Other Reserves		-	1,243	-	(1,243)
<b>Balance at end of the financial year</b>		<b>1,983,792</b>	<b>806,072</b>	<b>1,152,389</b>	<b>25,331</b>

# Statement of Cash Flows

For the four years ending 30 June 2025

		Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Budget Projections 2022/2023 2023/2024 2024/2025 \$'000 \$'000 \$'000		
	NOTES					
<b>Cash flows from operating activities</b>						
Rates and charges		117,493	139,124	136,365	140,761	145,122
Statutory fees and fines		4,511	5,632	5,499	5,610	5,721
User charges, fees and fines		24,969	30,176	29,463	30,060	30,652
Grants - operating		30,864	27,961	27,257	27,749	28,235
Grants - capital		7,263	13,898	5,433	5,043	5,102
Contributions - monetary		3,226	3,453	3,791	3,856	3,940
Interest received		1,174	374	800	816	832
Trust funds and deposits taken		33	34	34	34	35
Other receipts		23	129	(23)	(7)	(9)
Net GST refund/ payment		(86)	-	-	-	-
Employee costs		(76,506)	(72,627)	(73,741)	(75,369)	(76,985)
Materials and services		(66,822)	(75,739)	(76,561)	(78,076)	(79,594)
Other payments		(12,437)	(4,551)	(5,837)	(6,063)	(6,148)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1	<b>33,705</b>	<b>67,865</b>	<b>52,478</b>	<b>54,415</b>	<b>56,903</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(47,947)	(55,656)	(53,960)	(51,596)	(49,029)
Proceeds from sale of property, infrastructure, plant and equipment		1,034	-	-	-	-
Loans and advances made		-	-	-	-	-
Proceeds from investments		61	95	49	46	41
Payments of loans and advances		-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	<b>(46,852)</b>	<b>(55,561)</b>	<b>(53,911)</b>	<b>(51,550)</b>	<b>(48,988)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(1,849)	(1,639)	(1,622)	(1,618)	(1,481)
Proceeds from borrowings		3,000	19,462	15,247	7,007	7,007
Repayment of borrowings		(4,233)	(16,448)	(7,215)	(8,478)	(9,407)
Interest paid - lease liability			(258)	(159)	(97)	(56)
Repayment of lease liabilities			(2,339)	(1,809)	(1,083)	(699)
<b>Net cash provided by/ (used in) financing activities</b>	4.4.3	<b>(3,083)</b>	<b>(1,222)</b>	<b>4,442</b>	<b>(4,269)</b>	<b>(4,637)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>(16,230)</b>	<b>11,082</b>	<b>3,010</b>	<b>(1,404)</b>	<b>3,278</b>
Cash and cash equivalents at the beginning of the financial year		62,991	46,782	57,864	60,874	59,470
<b>Cash and cash equivalents at the end of the financial year</b>		<b>46,761</b>	<b>57,864</b>	<b>60,874</b>	<b>59,470</b>	<b>62,748</b>



# Statement of Capital Works

For the four years ending 30 June 2025

		Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Budget Projections 2022/2023 2023/2024 2024/2025 \$'000 \$'000 \$'000		
	NOTES					
<b>Property</b>						
Building		10,148	14,354	13,395	15,247	12,902
Land		530	5,950	10,600	1,755	2,000
<b>Total Property</b>		<b>10,678</b>	<b>20,304</b>	<b>23,995</b>	<b>17,002</b>	<b>14,902</b>
<b>Plant and Equipment</b>						
Fixtures, fittings and furniture		515	962	624	636	649
Plant, machinery and equipment		4,231	4,000	4,556	4,647	4,740
<b>Total Plant and equipment</b>		<b>4,746</b>	<b>4,962</b>	<b>5,180</b>	<b>5,283</b>	<b>5,389</b>
<b>Infrastructure</b>						
Land improvements		4,180	4,212	5,226	7,291	3,707
Bridges		510	1,254	676	690	703
Sealed roads		8,570	11,890	9,520	11,710	14,804
Unsealed roads		2,850	3,200	3,381	3,449	3,518
Pathways		3,450	3,000	1,769	2,086	1,840
Drainage		1,510	2,910	2,705	2,759	2,814
Public furniture and fittings		1,860	3,869	1,269	1,082	1,104
Fountains, statues and monuments		55	55	239	244	248
<b>Total infrastructure</b>		<b>22,985</b>	<b>30,390</b>	<b>24,785</b>	<b>29,311</b>	<b>28,738</b>
<b>Total capital works expenditure</b>	<b>4.5.2</b>	<b>38,409</b>	<b>55,656</b>	<b>53,960</b>	<b>51,596</b>	<b>49,029</b>
<b>Represented by:</b>						
New asset		9,557	20,625	18,890	16,037	11,900
Renewal		28,072	34,708	35,070	35,559	37,129
Expansion		-	-	-	-	-
Upgrade		780	323	-	-	-
<b>Total capital works expenditure</b>	<b>4.5.2</b>	<b>38,409</b>	<b>55,656</b>	<b>53,960</b>	<b>51,596</b>	<b>49,029</b>
<b>Funding sources represented by:</b>						
Grants		7,212	8,796	4,990	5,050	5,111
Contributions		1,185	1,180	1,204	1,228	1,252
Council Cash		27,012	39,730	32,519	38,311	35,659
Borrowings		3,000	5,950	15,247	7,007	7,007
<b>Total annual capital works program</b>	<b>4.5.2</b>	<b>38,409</b>	<b>55,656</b>	<b>53,960</b>	<b>51,596</b>	<b>49,029</b>
<b>Carry forward projects from prior year</b>	<b>4.5.3</b>	<b>9,538</b>	<b>11,000</b>	<b>8,094</b>	<b>7,739</b>	<b>7,354</b>
<b>Total capital works expenditure including carry forwards</b>		<b>47,947</b>	<b>66,656</b>	<b>62,054</b>	<b>59,335</b>	<b>56,383</b>

# Statement of Human Resources

For the four years ending 30 June 2025

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Budget Projections 2022/2023 2023/2024 2024/2025 \$'000 \$'000 \$'000		
<b>Staff expenditure</b>					
Employee costs - operating	76,131	<b>72,438</b>	72,776	74,390	76,041
Employee costs - capital	657	<b>1,100</b>	1,111	1,122	1,133
<b>Total staff expenditure</b>	<b>76,788</b>	<b>73,538</b>	<b>73,887</b>	<b>75,512</b>	<b>77,174</b>
<b>Staff numbers</b>					
FTE Employees	807 *	<b>FTE 766</b>	FTE 770	FTE 774	FTE 778
<b>Total Staff numbers</b>	<b>807 *</b>	<b>766</b>	<b>770</b>	<b>774</b>	<b>778</b>

\*Adopted Budget 2020/2021 included 57.5 FTE (115 FTE for 6 months) for the *Working for Victoria* program to provide jobs for unemployed people, which was funded by the Victorian Government

Directorate	Proposed Budget 2021/2022 \$'000	Comprises			
		Permanent Full Time \$'000	Part Time \$'000	Casual \$'000	Temporary \$'000
Office of CEO	<b>1,323</b>	1,248	75	-	-
Corporate Performance	<b>12,047</b>	9,086	1,630	82	1,249
Presentation and Assets	<b>22,449</b>	21,179	604	34	632
Strategy and Growth	<b>13,789</b>	10,371	2,694	480	244
Health and Wellbeing	<b>21,073</b>	10,772	8,252	515	1,534
<b>Total staff expenditure</b>	<b>70,681</b>	<b>52,656</b>	<b>13,255</b>	<b>1,111</b>	<b>3,659</b>
Other expenditure	<b>1,757</b>				
Capitalised labour costs	<b>1,100</b>				
<b>Total labour costs</b>	<b>73,538</b>				

Directorate	Proposed Budget 2021/2022 FTE	Comprises			
		Permanent Full Time	Part Time	Casual	Temporary
Office of CEO	<b>10</b>	9	1	-	-
Corporate Performance	<b>113</b>	84	18	1	10
Presentation and Assets	<b>245</b>	232	6	-	7
Strategy and Growth	<b>137</b>	96	31	8	2
Health and Wellbeing	<b>242</b>	107	110	8	17
<b>Total permanent staff expenditure</b>	<b>747</b>	<b>528</b>	<b>166</b>	<b>17</b>	<b>36</b>
Other expenditure	<b>-</b>				
Capitalised labour costs	<b>19</b>				
<b>Total labour costs</b>	<b>766</b>				

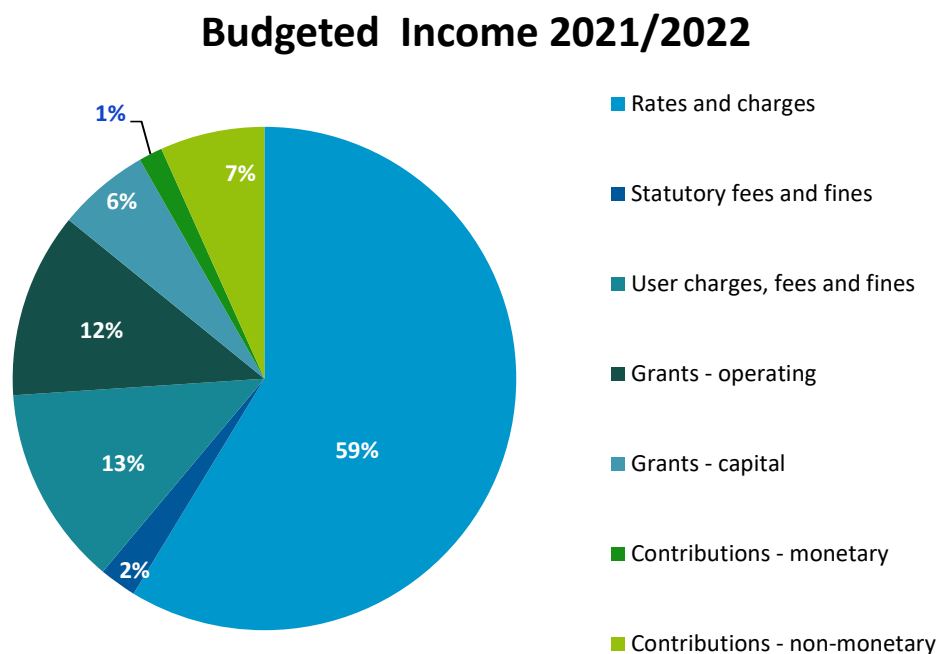
## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. The City needs to assess which components are material, considering the dollar amounts and nature of these components.

### 4.1 Comprehensive Income Statement

#### Income

The following graph presents a snapshot of income budgeted for the 2021/2022 financial year.



#### 4.1.1 Rates and charges

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

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four-year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period. Note also Appendix D, which contains additional detail on Rating Information.

In developing the Budget, rates and charges are identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5 per cent. The cap applies to general rates and is calculated based on council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5 per cent in line with the rate cap.

Due to the additional costs associated with running the City's waste services, largely attributed to the increased landfill levy as set by the Environmental Protection Agency, effective 1 July 2021, the general waste and landfill charge will increase this financial year. General waste charges cover costs per tonne of waste for landfill; future year landfill remediation costs; and costs to ensure the ongoing responsible management of waste. These fees only recoup the costs involved in providing

waste management services. The general waste and landfill charge have been increased by 18 per cent. For a property with a 140L bin in an organics area, this equates to an extra \$27.70 per property. The recyclable waste and organic waste charges increase by 1.5 per cent.

This will raise total rates and charges for 2021/2022 of \$132.9M, including an estimated \$1.6M generated from supplementary rates.

The City acknowledges the COVID-19 pandemic may impact on some people's ability to pay rates and charges. Financial Hardship Guidelines have been developed to support anyone experiencing financial difficulties, these can be accessed on the City's website or by contacting customer service via the City's website.

Differential rates for properties located within the Forest Edge Estate Maiden Gully are in place to recover the future cost of maintaining a fire buffer (after the completion of a 24 month maintenance period in which the property developer will pay the cost of maintaining the fire buffer, commencement date not yet determined) for the estate being vacant land, a residential and a Commercial/Industrial differential rate.

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

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
General rates*	104,639	<b>108,307</b>	3,668	<b>3.51%</b>
Waste management charge	20,295	<b>22,981</b>	2,686	<b>13.23%</b>
Supplementary rates and rate adjustments	1,610	<b>1,600</b>	(10)	<b>(0.62)%</b>
Revenue in lieu of rates	48	<b>47</b>	(1)	<b>(2.08)%</b>
<b>Total rates and charges</b>	<b>126,592</b>	<b>132,935</b>	<b>6,343</b>	<b>5.01%</b>

\*These items are subject to the rate cap established under the FGRS. The increase in average rates is 1.5%, please refer to 4.1.1(j) for a reconciliation of compliance with the rate cap calculations as per the Essential Services Commission. The remainder of the growth is predominantly due to supplementary assessments and other growth in the number of overall assessments.

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year. Final valuations will be declared generally true and correct and certified by the Minister in May 2021.

Type or class of land	2020/2021 cents/\$CIV	2021/2022 cents/\$CIV
<b>Local Government Act 1989</b>		
General Rate	0.392841%	0.367791%
A differential rate for rateable Commercial/Industrial A properties	0.726761%	0.680417%
A differential rate for rateable Commercial/Industrial B properties	0.707114%	0.662023%
A differential rate for rateable Commercial/Industrial C properties	0.746397%	0.698801%
A differential rate for rateable farm	0.333914%	0.275843%
A differential rate for rateable vacant Land	0.491051%	0.735581%
> Residential and rural Residential		
A differential rate for rateable other land	0.726761%	0.680417%
A differential rate for rateable vacant land properties	0.491051%	0.735581%
> Forest Edge Estate Maiden Gully		
A differential rate for rateable residential properties	0.392841%	0.367791%
> Forest Edge Estate Maiden Gully		
A differential rate for rateable Commercial/Industrial properties	0.726761%	0.680417%
> Forest Edge Estate Maiden Gully		
<b>Cultural and Recreational Lands Act 1963</b>		
Rate concession for rateable CRLA properties	0.000000%	0.000000%
Rate concession for rateable CRLA properties	0.000000%	0.000000%
Rate concession for rateable CRLA properties	0.000000%	0.000000%
Rate concession for rateable CRLA properties	0.000000%	0.000000%
Rate concession for rateable CRLA properties	0.000000%	0.000000%

4.1.1(c) 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	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
General rate	73,756	75,818	2,062	2.80%
Commercial/Industrial	23,112	22,383	(729)	(3.15)%
Farm rate	2,977	2,579	(398)	(13.37)%
Vacant - residential and rural residential	4,752	7,464	2,712	57.07%
Cultural and recreational *	-	-	-	-
Rating agreements	48	47	(1)	(2.08)%
Forest Edge Estate Maiden Gully	42	63	21	50.00%
<b>Total amount to be raised by general</b>	<b>104,687</b>	<b>108,354</b>	<b>3,647</b>	<b>3.48%</b>

\*Council has determined to levy a nil rate in the dollar for properties eligible to be rated under the provisions of the Cultural and Recreational Lands Act (1963). Please refer to section 6 for further detail.

Council continues to comply with the Essential Service Commission's FGRS. The cap has been set at 1.5 per cent for the 2021/2022 financial year. Please see 4.1.1(j) for the compliance reconciliation.

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

Type or class of land	2020/2021 Number	2021/2022 Number
General Rate	50,088	51,118
Commercial/Industrial A	2,525	2,539
Commercial/Industrial B	272	270
Commercial/Industrial C	1,133	1,121
Farm rate	1,156	1,162
Vacant land - residential and rural	4,223	4,243
Cultural and recreational class 1	5	5
Cultural and recreational class 2	9	9
Cultural and recreational class 3	7	7
Cultural and recreational class 4	15	15
Cultural and recreational class 5	19	19
Rating agreements	146	146
Vacant land - Forest Edge Estate Maiden Gully	1	1
<b>Total number of assessments</b>	<b>59,599</b>	<b>60,655</b>

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



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

Type or class of land	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
General rate	18,775,009	20,614,428	1,839,419	9.80%
Commercial/Industrial A	1,967,640	2,031,202	63,562	3.23%
Commercial/Industrial B	147,492	161,056	13,564	9.20%
Commercial/Industrial C	1,040,859	1,072,744	31,885	3.06%
Farm rate	891,581	934,819	43,238	4.85%
Vacant land - residential and rural residential	967,817	1,014,667	46,850	4.84%
Cultural and recreational and rating agreements	78,120	86,201	8,081	10.34%
Vacant - Forest Edge Estate Maiden Gully	8,550	8,600	50	0.58%
<b>Total Value of land</b>	<b>23,877,068</b>	<b>25,923,717</b>	<b>2,046,649</b>	<b>8.57%</b>

4.1.1(g) 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 2020/2021	Per Rateable 2021/2022	Change %
General waste and landfill charge - 120/140 Litre bin (property located within organic waste collection	151.30	179.00	18%
General waste and landfill charge - 240 Litre bin (property located within organic waste Collection	278.00	328.00	18%
General waste and landfill charge - 120/140 Litre bin (property located outside organic waste collection	174.60	206.00	18%
General waste and landfill charge - 240 Litre bin (property located outside organic waste collection	301.40	356.00	18%
Recyclable waste charge	96.30	98.00	1.5%
Recyclable waste charge in excess of one bin (per additional bin)	47.60	48.00	0.8%
Organic waste charge	92.60	94.00	1.5%
Organic waste charge in excess of one bin (per additional bin)	47.60	48.00	0.8%
<b>Garbage collection and disposal - Commercial/Industrial</b>			
General waste and landfill charge - commercial properties - 120/140 Litre bin*	174.60	206.00	18%
General waste and landfill charge - commercial properties - 240 Litre bin*	301.40	356.00	18%
<b>Garbage collection and disposal in specific commercial</b>			
General waste and landfill charge - 1 day per week*	301.40	356.00	18%
General waste and landfill charge - 2 days per week*	603.00	712.00	18%
General waste and landfill charge - 3 days per week*	904.00	1,068.00	18%
General waste and landfill charge - 5 days per week*	1507.00	1,780.00	18%
General waste and landfill charge - 7 days per week*	2110.00	2,492.00	18%

\*Increases in general waste and landfill charges is reflective of changes to the EPA landfill levy, a levy payable by the City per tonne of waste disposed of via landfill, which is set to increase substantially on 1 July 2021.

4.1.1(h) 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 or class of land	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
General waste and landfill charge - 120/140 Litre bin (property located within organic waste collection area)	4,547	5,816	1,269	27.91%
General waste and landfill charge - 240 Litre bin (property located within organic waste Collection area)	3,652	4,384	732	20.04%
General waste and landfill charge - 120/140 Litre bin (property located outside organic waste collection area)	862	798	(64)	(7.42)%
General waste and landfill charge - 240 Litre bin (property located outside organic waste collection area)	646	564	(82)	(12.69)%
Recyclable waste charge	5,004	5,187	183	3.66%
Organic waste charge	3,766	4,091	325	8.63%
<b>Garbage collection and disposal - Commercial/Industrial</b>				
General waste and landfill charge - commercial properties - 120/140 Litre bin	119	145	26	21.85%
General waste and landfill charge - commercial properties - 240 Litre bin	873	1,031	158	18.10%
<b>Garbage collection and disposal in specific commercial</b>				
General waste and landfill charge - 1 day per week	275	322	47	17.09%
General waste and landfill charge - 2 days per week	77	93	16	20.78%
General waste and landfill charge - 3 days per week	194	230	36	18.56%
General waste and landfill charge - 5 days per week	149	171	22	14.77%
General waste and landfill charge - 7 days per week	131	149	18	13.74%
<b>Total</b>	<b>20,295</b>	<b>22,981</b>	<b>2,686</b>	<b>13.23%</b>

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

Type or class of land	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
General Rates	104,687	108,354	3,667	3.50%
General waste and landfill, recyclable and organic	20,295	22,981	2,686	13.23%
<b>Rates and Charges</b>	<b>124,982</b>	<b>131,335</b>	<b>6,353</b>	<b>5.08%</b>
Supplementary rates	1,610	1,600	(10)	(0.62)%
<b>Total rates and charges</b>	<b>126,592</b>	<b>132,935</b>	<b>6,343</b>	<b>5.01%</b>

4.1.1(j) Fair Go Rates System Compliance. The City of Greater Bendigo is compliant with the State Government's Fair Go Rates System.

	Adopted Budget 2020/2021	Proposed Budget 2021/2022
Total rates	102,644,538	106,752,364
Number of rateable properties	59,599	60,655
Base average rates	1,722	1,760
Maximum rate increase (set by the State Government)	2.00%	1.50%
Capped average rate	1,757	1,786
Maximum general rates and municipal charges revenue	104,697,429	108,353,649
Budgeted general rates and municipal charges revenue	104,687,411	108,353,649

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

There are no known significant changes that 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 (2021/2022: estimated \$1.6M, 2020/2021: \$1.61M)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land or vice versa
- Changes of use of land such that residential land becomes business land or vice versa
- The impact of the COVID-19 pandemic on some people's ability to pay rates and charges

General waste charges increase to cover higher costs per tonne of waste for landfill, as levied by the Environmental Protection Agency; landfill remediation costs; and costs to ensure the ongoing responsible management of waste. These fees only recoup the costs involved in providing waste management services.

At the time the general valuation is supplied for the annual proposed budget in March 2021, it is comprised of the Stage 3 valuation which is submitted to the Valuer-General Victoria (VGV) for review. The general valuation is provisional until Stage 4, where the complete and final revaluation is submitted with a signed statutory declaration of valuation return to the VGV by 30 April 2021. The VGV will certify the valuation to the Minister who will declare the valuation true and correct and suitable to be adopted and used for the purposes of a rating authority. Changes to the general revaluation between Stages 3 and 4 could result in differential rates being amended from the proposed budget. This amendment has no impact on the income or expenditure projections contained within the budget.

#### 4.1.2 Statutory fees and fines

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Building and Planning	2,456	2,546	90	3.65%
Parking	314	420	106	33.84%
Regulatory Service	145	147	2	1.50%
Fines	1,252	1,819	566	45.21%
Other Fees and Charges	312	497	186	59.56%
<b>Total statutory fees and fines</b>	<b>4,479</b>	<b>5,429</b>	<b>950</b>	<b>21.21%</b>

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. Statutory fees are projected to increase by 21.19 per cent or \$949,000 compared to 2020/2021 budget. This is largely related to fees and fines returning to previous levels as the economy recovers from COVID-19 pandemic.

The Department of Treasury and Finance sets the value of a penalty unit annually. There are also a small number of additional fees related to registration of pools and spas fencing, which will continue in the financial year. A detailed listing of statutory fees and fines is included in Appendix A – Fees and Charges Schedule.

#### 4.1.3 User fees, charges and fines

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Aged and health services	605	640	35	5.76%
Recreation	315	461	146	46.50%
Children's services	3,514	3,371	(143)	(4.08)%
Parking	2,724	3,723	999	36.68%
Saleyard yarding	1,166	1,290	124	10.63%
Regulatory service	1,074	1,150	75	7.02%
Ticket income	3,405	5,314	1,908	56.04%
Sales income	785	807	22	2.82%
Waste management services	6,963	7,829	866	12.44%
Other fees and charges	4,240	4,505	265	6.26%
<b>Total use fees</b>	<b>24,791</b>	<b>29,090</b>	<b>4,299</b>	<b>17.34%</b>

User fees, charges and fines relate to the recovery of costs to deliver services through the charging of fees to users of the City's services. These include separate rating schemes, use of leisure, entertainment and other community facilities, and the provision of human services such as childcare and home and community care services.

In order to support the community to recover from the impacts of COVID-19 a number of user fees and charges were frozen for 2020/2021. In a similar fashion, a number of fees, charge and rates have not been increased from the 2020/2021 rate.

The 2021/2022 user fees and charges are budgeted to increase by 17.34 per cent or \$4.3M from 2020/2021. The main areas contributing to the estimated increase are parking (\$998,000) and ticket income (\$1.9M). The increased income is predominantly due to the 2020/2021 adopted budget having made significant adjustments for the impacts of COVID-19 taking into account the forecast decrease in use of community facilities. Whilst some of these impacts are forecast into 2021/2022, and a number of hospitality (for example) fees will be waived – overall income for events and other areas are forecast to rise in this budget.

A detailed listing of user, fees and fines is included in Appendix A - Fees and Charges Schedule.

#### 4.1.4 Grants

The Act and the regulations require the City to disclose estimated operating and capital grants in the Budget.

Any additional funding secured during the year will be incorporated into future adjustments to the City's budget.

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
<b>Grants are budgeted to be received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	26,080	24,420	(1,660)	(6.37)%
State funded grants	11,778	15,932	4,154	35.27%
<b>Total grants received</b>	<b>37,858</b>	<b>40,352</b>	<b>2,494</b>	<b>6.59%</b>
<b>(a) Operating grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Victorian Grants Commission - Unallocated	13,698	14,056	358	2.61%
Victorian Grants Commission - Local Roads	3,613	3,613	-	0.00%
Aged care	4,267	4,496	229	5.37%
Health Services - Immunisation	10	10	-	0.00%
<b>Recurrent - State Government</b>				
Youth	73	72	(1)	(1.37)%
Aged care	772	772	-	0.00%
School crossing supervisors	265	262	(3)	(1.13)%
Tourism / Events Projects	145	-	(145)	(100.00)%
Maternal and child health	860	860	-	0.00%
Family and children	687	643	(44)	(6.40)%
Arts and Culture	295	315	20	6.78%
Emergency Management	61	60	(1)	(1.64)%
Environment	56	56	-	0.00%
Health Services - Immunisation	65	65	-	0.00%
<b>Total recurrent grants</b>	<b>24,867</b>	<b>25,280</b>	<b>413</b>	<b>1.66%</b>
<b>Non-recurrent - Commonwealth Government</b>				
<b>Non-recurrent - State Government</b>				
Working for Victoria	4,881	-	(4,881)	(100.00)%
GovHub Transition	750	750	-	100.00%
Youth	15	-	(15)	(100.00)%
Business Development	100	-	(100)	100.00%
Arts and Culture	33	-	(33)	(100.00)%
Community Partnerships	-	925	925	100.00%
<b>Total non-recurrent grants</b>	<b>5,779</b>	<b>1,675</b>	<b>(4,104)</b>	<b>(71.02)%</b>
<b>Total operating grants</b>	<b>30,646</b>	<b>26,955</b>	<b>(3,691)</b>	<b>(12.04)%</b>

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	2,246	2,246	-	0.00%
<b>Recurrent - State Government</b>				
<b>Total recurrent grants</b>	2,246	2,246	-	0.00%
<b>Non-recurrent - Commonwealth Government</b>				
Federal Stimulus Funding	496	-	(496)	(100.00)%
Buildings	1,750	-	(1,750)	(100.00)%
<b>Non-recurrent - State Government</b>				
Bridges	-	594		100.00%
Buildings	2,050	3,715	1,665	81.22%
Land improvement	330	1,250	920	100.00%
Pathways	340	-	(340)	100.00%
Sealed roads	-	5,592	5,592	100.00%
<b>Total non-recurrent grants</b>	4,966	11,151	6,185	124.55%
<b>Total capital grants</b>	7,212	13,397	6,185	85.76%
<b>Total Grants</b>	37,858	40,352	2,494	6.59%

#### Operating grants (\$3.7M decrease)

Operating grants include monies from State and Commonwealth Government sources for the purposes of funding the delivery of the City's services to residents.

The level of operating grants is projected to decrease by 12 per cent or \$3.7M compared to the 2020/2021 budget. This is predominately due the 2020/2021 budget including \$4.8M for Working for Victoria stimulus funding which provided paid employment for unemployed Victorians for a period of 6 months. A list of operating grants by type and source, classified into recurrent and non-recurrent is included above. For comparative purposes an adjustment has been made to the classification of the Aged Care funding from non-recurrent to recurrent in the 2020/2021 adopted budget.

#### Capital grants (\$6.2M increase)

Capital grants include monies from State and Commonwealth government sources which contributes to funding the capital works program. The level of capital grants has increased by 86 per cent or \$6.2M compared to 2020/2021. It has been announced that the City will receive \$4.6M from the Commonwealth Government as stimulus in infrastructure development. Section 4.5 Capital Works Program includes further analysis of the grants and contributions expected to be received during the 2021/2022 financial year.



#### 4.1.5 Contributions

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Monetary	3,227	3,453	226	7.02%
Non-Monetary	15,000	15,225	225	1.50%
<b>Total contributions</b>	<b>18,227</b>	<b>18,678</b>	<b>451</b>	<b>2.48%</b>

##### Contributions - Monetary (\$226,000 increase)

Overall level of monetary contributions are budgeted to increase by 7 per cent or \$226,000 compared to 2020/2021. Monetary contributions represent funds received from community groups to contribute toward specific projects.

##### Contributions - Non-Monetary (\$225,000 increase)

Non-monetary assets include developer constructed assets contributed by developers in accordance with planning permits issued for property development, including land, roads, footpaths, play spaces and drainage. Contributions are projected to increase by \$225,000 or 1.5 per cent compared to 2020/2021.

#### 4.1.6 Other income

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Interest	1,174	374	(800)	(68.15)%
<b>Total other income</b>	<b>1,174</b>	<b>374</b>	<b>(800)</b>	<b>(68.15)%</b>

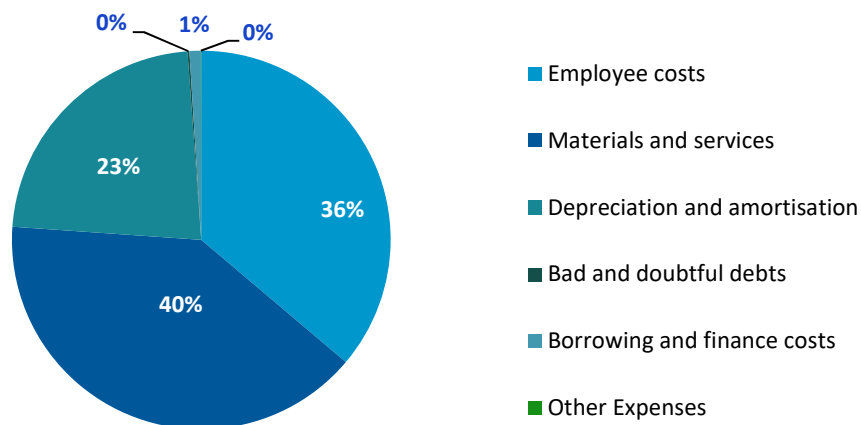
##### Other income (\$800,000 decrease)

Other income includes interest revenue on investments and rate arrears. Interest revenue is budgeted to decrease by 68.15 per cent in line with reduction in commercial investment rates for deposits and based on the forecast actual interest revenue generated by the City in 2020/2021.

## Expenditure

The following graph presents a snapshot of expense types in the 2021/2022 financial year.

### Budgeted Expenses 2021/2022



#### 4.1.7 Employee costs

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Wages and salaries	60,443	56,314	(4,129)	(6.83)%
Annual, sick and long service leave	9,472	8,851	(621)	(6.56)%
Superannuation	6,230	6,345	115	1.85%
WorkCover	462	750	288	62.34%
Fringe Benefits Tax	181	178	(3)	(1.65)%
<b>Total employee costs</b>	<b>76,788</b>	<b>72,438</b>	<b>(4,350)</b>	<b>(5.66)%</b>

##### Employee costs (\$4.3M decrease)

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

The 2020/2021 Adopted Budget included \$4.8M, representing employment for 115 FTE for 6 months as part of the *Working for Victoria* program to provide fixed term employment for job seekers. This program and these positions were funded by the Victorian Government. The program has not been funded to continue in 2021/2022 and these costs are not part of the 2021/2022 Proposed Budget.

Employee costs are budgeted to decrease by 5.66 per cent compared to the adopted 2020/2021 budget. There have been no pay increases beyond the City's enterprise agreements, however there are some additional services now being provided by staff which were previously outsourced such as, the Greening Greater Bendigo program.

The change between budget years relates to the following:

- Working for Victoria employee costs removed from 2021/2022 budget
- Some additional positions supported by successful grant funding secured to enable additional services to be provided to the community – predominantly through State or Commonwealth Government programs
- New budget initiatives (often offset by funding arrangements) to ensure Council is achieving outcomes set out in the annual actions
- Transition of the delivery of certain services “in-house”, which were previously outsourced through contracts (this sees some decreases in 4.1.8 Materials and services)
- Anticipated pay increases in line with the City's Enterprise Agreement (EA), estimated at 1.7 per cent in 2021/2022.
- Band movements and reclassification of employees as prescribed by the EA awards.

A summary of human resources expenditure categorised according to the organisational structure of the City can be found in the Statement of Human Resources.

#### 4.1.8 Materials and services

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Contract payments	41,712	39,218	(2,494)	(5.98)%
Administration expenses	7,838	7,369	(469)	(5.99)%
Utility expenses	6,426	6,330	(96)	(1.50)%
Materials, concrete products and hardware	5,003	4,884	(119)	(2.38)%
Maintenance and consumables	9,232	11,927	2,695	29.19%
Plant and equipment	5,579	5,848	269	4.83%
Contributions and donations	2,215	2,234	19	0.85%
Insurance	1,452	2,180	728	50.14%
<b>Total materials and services</b>	<b>79,457</b>	<b>79,990</b>	<b>533</b>	<b>0.67%</b>

##### Materials and services (\$500,000 increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utilities. Materials and services are budgeted to increase by 0.67% per cent compared to the 2020/2021 Adopted budget.

The increase is mainly attributable to a rise in maintenance costs (\$2.7M) and insurance (\$0.7M) partially mitigated by a reduction in contract payments (\$2.5M). The reduction in contract payments is in part due to the transition of the delivery of certain services "in-house". There were also around \$0.5M in costs related to the 2020 Councillor election incorporated into the 2020/2021 Adopted budget. A material balance within contract payments is expenditure relating to the EPA landfill levy which is budgeted at \$7.7M for 2021/2022.

Operating costs are subject to review annually, and the City has continued to identify and implement efficiencies across services.

#### 4.1.9 Depreciation and amortisation

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000	Change %
Property	8,582	9,012	430	5.01%
Plant and equipment	3,383	3,431	48	1.41%
Infrastructure	27,931	28,975	1,044	3.74%
Intangible assets (Landfill Airspace)	1,235	1,645	410	33.20%
Intangible assets (Right of Use Assets)	1,235	2,439	1,204	97.49%
<b>Total depreciation and amortisation</b>	<b>42,366</b>	<b>45,501</b>	<b>3,135</b>	<b>7.40%</b>

##### Depreciation and amortisation (\$4.4M Increase)

Depreciation is an accounting measure and is a non-cash item, which attempts to allocate the value of an asset over its useful life for the City's property, plant and equipment and infrastructure assets such as roads and drainage. Increases budgeted for the 2021/2022 financial year account for the City's increasing asset base.

In addition, \$2.4M relates to the amortisation of right of use assets, this movement is the result of the new accounting standard, AASB 16, which requires the City to recognise leased assets and amortise them over the life of the lease agreement.

## 4.2 Balance Sheet

### 4.2.1 Assets

#### Current assets \$71.1M and non-current assets \$1.8B

Key points related to the City's balance sheet asset disclosures:

- Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash, and investments held in deposits or other highly liquid investments with short term maturities of three months or less.
- Trade and other receivables are monies owed to the City by ratepayers and other debtors. All receivables are managed in accordance with the City's Revenue and Debt Collection policy and COVID Hardship policy.
- Investments in associates reflect the City's investment in the North Central Goldfields Library Corporation.
- Other assets include items such as prepayments for expenses that the City has paid in advance of service delivery, inventories or stocks held for sale or consumption in the City's services, and other revenues due to be received in the next 12 months. These are not expected to change significantly in 2021/2022.

Property, infrastructure, plant and equipment make up the largest component of the City's assets and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.

### 4.2.2 Liabilities

#### Current liabilities \$43.5M and non-current liabilities \$50.4M

- Trade and other payables are those to whom the City owes money as at June 30. These liabilities are budgeted to remain at similar levels to 2020/2021.
- Provisions include accrued long service leave, annual leave and rostered days off owing to employees. An increase for Enterprise Agreement outcomes has been factored into these employee entitlements. Provisions also include a provision for landfill rehabilitations. Overall provision balances have remained steady.

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000
Current assets	69,448	71,105	1,657
Current liabilities	40,091	43,527	3,436
<b>Working capital</b>	<b>29,357</b>	<b>27,578</b>	<b>(1,779)</b>
<i>Restricted cash and investment current assets</i>			-
Statutory reserves	7,847	7,589	(258)
Cash used to fund carried forward capital works	1,285	11,000	9,715
Trust funds and deposits	3,372	3,406	34
<b>Unrestricted working capital</b>	<b>41,861</b>	<b>49,573</b>	<b>7,712</b>

### 4.2.3 Borrowings

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

	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000
Amount borrowed as at June 30 of the prior year	41,724	40,491
Amount proposed to be borrowed	3,000	19,462
Amount projected to be redeemed	(4,233)	(16,448)
Amount of borrowings as at June 30	40,491	43,505

The opening balance of the amount borrowed for 2021/2022 reflects the projected balance of Council's loan portfolio as at 30 June 2021. 2021/2022 accounts for the principal repayment of an \$11M interest only loan facility, and additional

borrowings of \$19.4M to fund strategic land purchases, capital projects and future development (residential and industrial) land related investments.

Note that the projected balance of \$43.5M by 30 June 2022 is disclosed on the balance sheet as current (\$6.5M) and non-current (\$36.9M).

#### 4.2.4 Leases by category

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

	Proposed Budget 2021/2022 \$,000
<b>Right-of-use assets</b>	
Property	848
Plant and equipment	3,446
Other	42
<b>Total right-of-use assets</b>	<b>4,336</b>
<b>Lease liabilities</b>	
<b>Current lease liabilities</b>	
Land and buildings	691
Plant and equipment	1,081
Other	37
<b>Total current lease liabilities</b>	<b>1,809</b>
<b>Non-current lease liabilities</b>	
Land and buildings	236
Plant and equipment	2,386
Other	27
<b>Total non-current lease liabilities</b>	<b>2,649</b>
<b>Total lease liabilities</b>	<b>4,458</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies an average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 4.54%.

### 4.3 Statement of changes in equity

#### 4.3.1 Reserves

##### Reserve cash and investments (\$29.3M)

Council has cash reserves which it is currently using to fund various programs. These include statutory and discretionary reserves. Current cash reserves set funds aside for drainage, land and buildings, resource recovery and education and superannuation (defined benefit risk) reserves.

The City's Financial Reserves Management policy was updated in 2019 and continues to include a specific reserve to support Resource Recovery and Education related expenditure.

Contributions (via related income and charges) are utilised to support Resource Recovery and Education expenses, and may include:

- Remediation works of past and existing landfill sites
- Future works at current resource and recovery sites to extend their useful life
- A replacement waste treatment facility when the current landfill site is exhausted
- Capital works directly associated with resource recovery
- Purchase of capital items related to the collection and disposal of waste (e.g. garbage trucks)
- Other projects directly linked to resource recovery and education

Long term, the reserve enables peaks and troughs related to waste expenditure to be managed efficiently and transparently.

The forecast balance of the Waste Reserve as at 30 June 2021 is \$6.3M and is budgeted to be \$4.2M at 30 June 2022, in advance of future further landfill remediation works and forecast increased waste expenditure.

The EPA landfill levy, a levy payable by the City per tonne of waste disposed of via landfill, is set to increase substantially on 1 July 2021 (2020/2021: \$65.90/tonne, 2021/2022: \$105.90/tonne). The 2020/2021 forecast expenditure is \$4.8M. As a result of the increased EPA landfill levy rates the 2021/2022 budgeted EPA landfill levy expenditure is \$7.7M. Taking into account increased expenditure for the landfill levy and other major capital works, the waste reserve balance is forecast to be Nil by 2025.

During the year an amount of \$61M (net) is budgeted to be transferred to the asset revaluation reserve. Buildings and land are revalued every two years and are due to be revalued in 2021/2022. For 2021/2022 the City will revalue roads, drainage, footpaths, bridges and artwork, which will result in an increase to the asset revaluation reserve.

## 4.3.2 Equity

### Equity – total \$1.78B

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

- Asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that the City 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 City to be separately disclosed.
- Accumulated surplus is the value of all net assets less reserves that have accumulated over time.

## 4.4 Statement of cash flows

This section analyses the expected cash flows from the operating, investing and financing activities of the City for the 2021/2022 year. Budgeting cash flows for the City is a key factor in setting the level of fees and rates. This provides a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

### 4.4.1 Net cash flows provided by/used in operating activities

#### Operating activities (\$67.8M inflow)

Operating activities refers to the cash generated or used in the normal service delivery functions of the City. Cash remaining after paying for the provision of services to the community may be available for investment in capital works or repayment of debt.

The increase in cash inflows from operating activities is mostly attributed to a return to a more usual rates collection pattern, following the deferrals and payment arrangements introduced in 2020/2021 to assist the community through the COVID-19 pandemic. These continue to a limited extent in 2021/2022.

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.



	Adopted Budget 2020/2021 \$'000	Proposed Budget 2021/2022 \$'000	Change \$'000
Surplus (deficit) for the year	8,678	22,503	13,824
Depreciation and amortisation	41,131	45,501	4,370
Loss (gain) on disposal of property, infrastructure, plant and equipment	4,857	4,100	(757)
Finance and lease costs	1,849	1,897	48
Non monetary contributions	(15,000)	(15,225)	(225)
Net movement in current assets and liabilities	(7,810)	9,089	16,899
Cash flows available from operating	33,705	67,865	34,159

#### 4.4.2 Net Cash Flows provided by/used in investing activities

##### Investing Activities (\$55.5M outflow)

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.

The cash outflow from investing activities is tied to the expenditure in the capital program inclusive of projects carried over from the 2020/2021 financial year.

#### 4.4.3 Net cash flows provided by/used in financing activities

##### Financing activities (\$1.2M outflow)

Financing activities refers to cash generated or used in the financing of the City's functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. Activities also include repayment of the principal component of loan repayments for the year.

The cash flows from financing activities are comprised of new borrowings of \$19.4M, which is partially offset by repayment of an \$11M interest only facility in November 2021. Financing activities includes lending and repayment of approved loans for private heritage works and community organisations. Due to a change in accounting standards, financing activities now include lease payments.

### 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021/2022 year, classified by expenditure type and funding source. Works are also disclosed as 2020/2021 budget or carried forward from prior year. A carry forward refers to an allocation of funds that has not been used and/or received by the end of the financial year; however, these funds will be used and/or received in the following financial year. Carry forwards are often needed for projects that are delivered across multiple financial years.

#### 4.5.1 Summary

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Borrowings \$'000
Property	27,103	19,430	7,567	106	-	8,010	-	13,143	5,950
Plant and equipment	4,974	444	4,503	27	-	0	1,180	3,794	-
Infrastructure	34,579	8,551	25,838	190	-	5,081	-	29,498	-
<b>Total</b>	<b>66,656</b>	<b>28,425</b>	<b>37,908</b>	<b>323</b>	<b>-</b>	<b>13,091</b>	<b>1,180</b>	<b>46,435</b>	<b>5,950</b>

Council will be undertaking \$66.6m worth of Capital Works projects during the 2021/2022 financial year, with \$55.6M of newly committed projects. \$11M of the total expenditure relates to project funds that are expected to be carried forward from the 2020/2021 financial year. Of the capital works budget, 58% has been allocated to renewing and upgrading Councils existing assets. The remainder of the program is for delivery of new assets within the municipality.

## 4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>									
Buildings	14,353	8,480	5,767	106	-	3,715	-	10,638	-
Land	5,950	5,950	-	-	-	-	-	-	5,950
<b>Total Property</b>	<b>20,303</b>	<b>14,430</b>	<b>5,767</b>	<b>106</b>	<b>-</b>	<b>3,715</b>	<b>-</b>	<b>10,638</b>	<b>5,950</b>
<b>Plant and Equipment</b>									
Fixtures, fitting and furniture	962	432	503	27	-	-	200	762	-
Plant, machinery and equipment	4,000	-	4,000	-	-	-	980	3,020	-
<b>Total Plant and Equipment</b>	<b>4,962</b>	<b>432</b>	<b>4,503</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>1,180</b>	<b>3,782</b>	<b>-</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Infrastructure</b>									
Land Improvements	4,213	1,518	2,695	-	-	60	-	4,153	-
Bridges	1,254	-	1,154	100	-	594	-	660	-
Sealed Roads	11,890	1,470	10,420	-	-	3,238	-	8,652	-
Unsealed Roads	3,200	-	3,200	-	-	-	-	3,200	-
Pathways	3,000	1,000	2,000	-	-	-	-	3,000	-
Drainage	2,910	260	2,650	-	-	-	-	2,910	-
Public furniture and fittings	3,869	1,515	2,264	90	-	1,189	-	2,680	-
Fountains, statues and monuments	55	-	55	-	-	-	-	55	-
<b>Total Infrastructure</b>	<b>30,391</b>	<b>5,763</b>	<b>24,438</b>	<b>190</b>	<b>-</b>	<b>5,081</b>	<b>-</b>	<b>25,310</b>	<b>-</b>
<b>Total Capital Works</b>	<b>55,656</b>	<b>20,625</b>	<b>34,708</b>	<b>323</b>	<b>-</b>	<b>8,796</b>	<b>1,180</b>	<b>39,730</b>	<b>5,950</b>

### Property (\$20.3M)

The Property asset category comprises of buildings including community facilities, sports facilities and pavilions and land acquisitions. The City have budgeted to deliver \$5.1M on renewing existing buildings. Of Council's total allocation to new assets, 68% has been attributed to new buildings and large land acquisitions. \$5.95M has been included in the capital works budget in line with Councils Industrial Land Strategy.

### Plant and Equipment (\$4.96M)

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

Ongoing replacement and renewal of existing plant and light fleet will cost \$4M. \$962,000 has been allocated to renewing and improving information technology equipment.

### Infrastructure (\$30.4M)

The range of Infrastructure assets that are owned and maintained by Council include roads, bridges, footpaths/shared paths, drainage, public furniture and fittings, and land improvements. Over 2021/2022, planned investments include:

- \$24.6M will be spent on renewing and upgrading existing infrastructure assets and \$5.8M will be allocated to construction of new infrastructure assets within the City of Greater Bendigo.
- Sealed and unsealed roads will have combined expenditure of \$13.6M to go towards renewing the 1,700km's of local roads within the municipality. Council will also undertake \$3M worth of works on both new and renewing the existing footpath network.

- \$2.65M has been allocated to the renewal of Council's existing drainage network, \$850,000 of this has been allocated to renewing sections of the Bendigo Creek.
- Significant investment towards Council's recreation assets with \$4.2M to be spent on the Land Improvement asset class. Larger projects include the renewal of the turf surface at the Tom Flood Sports Centre, works to be undertaken at the former Municipal Baths and the renewal of hard courts and lighting tennis courts.
- Public furniture and fittings have a budget allocation of \$3.9M. Items included within this category include sports field lighting, playgrounds, bus shelters and public furniture such as park benches.

A listing of all capital works projects can be viewed at Appendix C1 of this document

#### 4.5.3 Works carried forward from the 2020/2021 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>									
Buildings	6,800	5,000	1,800	-	-	4,295	-	2,505	-
<b>Total Property</b>	<b>6,800</b>	<b>5,000</b>	<b>1,800</b>	-	-	<b>4,295</b>	-	<b>2,505</b>	-
<b>Plant and Equipment</b>									
Fixtures, fitting and furniture	12	12	-	-	-	-	-	12	-
<b>Total Plant and Equipment</b>	<b>12</b>	<b>12</b>	-	-	-	-	-	<b>12</b>	-
<b>Infrastructure</b>									
Land Improvements	2,600	1,400	1,200	-	-	-	-	2,600	-
Pathways	500	500	-	-	-	-	-	500	-
Public furniture and fittings	1,088	888	200	-	-	-	-	1,088	-
<b>Total Infrastructure</b>	<b>4,188</b>	<b>2,788</b>	<b>1,400</b>	-	-	-	-	<b>4,188</b>	-
<b>Total Carried Forward</b>	<b>11,000</b>	<b>7,800</b>	<b>3,200</b>	-	-	<b>4,295</b>	-	<b>6,705</b>	-

At the end of each financial year there are projects that are forecast to extend across multiple years for a variety of factors, including extended construction periods, planning issues, weather delays and extended consultation. For the 2020/2021 year it is forecast that a total of \$11M of capital works will be carried forward for completion in the 2021/2022 year.

## 5. Financial performance indicators

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

Indicator	Measure	NOTES	Actual 2019/20	Adopted Budget 2020/21	Proposed Budget 2021/22	Strategic Resource Plan Projections			Trend + / o / -
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(5.17)%	(7.96)%	(3.78)%	(0.17)%	(1.40)%	(0.29)%	+
Liquidity									
Working capital	Current assets / current liabilities	2	185.97%	173.22%	163.36%	157.45%	152.05%	158.35%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	73.67%	41.17%	65.56%	63.20%	64.33%	73.36%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	34.27%	33.45%	33.96%	38.84%	36.60%	33.75%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue								
Indebtedness	Non-current liabilities / own source revenue		4.89%	4.80%	13.61%	6.46%	7.15%	7.48%	+
Asset renewal	Asset renewal expenditure / depreciation	5	36.95%	29.73%	30.01%	32.24%	29.58%	27.01%	-
99.74%			68.25%	76.28%	75.96%	77.15%	78.94%	+	
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	66.18%	68.48%	68.89%	66.96%	68.89%	68.92%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.53%	0.53%	0.53%	0.54%	0.55%	0.56%	+
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$ 3,279	\$ 3,351	\$ 3,302	\$ 3,329	\$ 3,331	\$ 3,348	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$ 1,710	\$ 1,448	\$ 1,509	\$ 1,544	\$ 1,596	\$ 1,637	+
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year		8.50%	9.88%	9.09%	8.95%	8.93%	8.91%	+

### 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

### Notes to indicators

#### 1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services in the long term, which is not impacted by capital income items which can often mask the operating result. There is a higher amount of non-capitalisable expenditure in 2021/2022 (including landfill remediation), influencing the negative result.

This indicator will improve over the long term. Impacting on this measure is the finalisation of non-capitalised, waste-related expenses and GovHub operational expenses which are forecast to commence in 2022/2023 (shifting some costs from capital to operational long term).

#### 2. Liquidity

The proportion of current liabilities represented by current assets. The trend in later years remains steady. Current loans will be repaid over future years, the City plans to borrow to support the funding of new projects in the Capital Works program.

#### 3. Unrestricted cash

This represents the availability of the City to pay its short-term liabilities as required. The City is forecasting long term reserves being held of approximately \$29.3M in 2021/2022.

#### 4. Debt compared to rates

Additional borrowings are forecast at \$19M and \$15M in the next two years to support additional land development and capital

works. In the longer term, Council's debt is forecast to reduce against its annual rate revenue as long-term debt is redeemed.

## 5. Asset renewal

This is a percentage calculation of the amount Council invests in renewing its assets against its depreciation costs (which is an indication of the decline in value of existing capital assets). A percentage greater than 100 indicates Council is investing more than an efficient level towards maintaining existing assets. A percentage less than 100 means asset replacement costs may be increasing faster than they are being renewed and future capital expenditure will be required to renew assets. Impacting this number is a higher allocation in 2021/2022 of works which are categorised as major expenditure (non-capitalisable), including some works on joint-use facilities.

## 6. Rates concentration

The modelling suggests that the extent of Council's reliance on rate revenues to fund all of Council's on-going services remains steady. It is difficult to accurately forecast any future Government Grant revenue due to shifting State and Federal priorities.

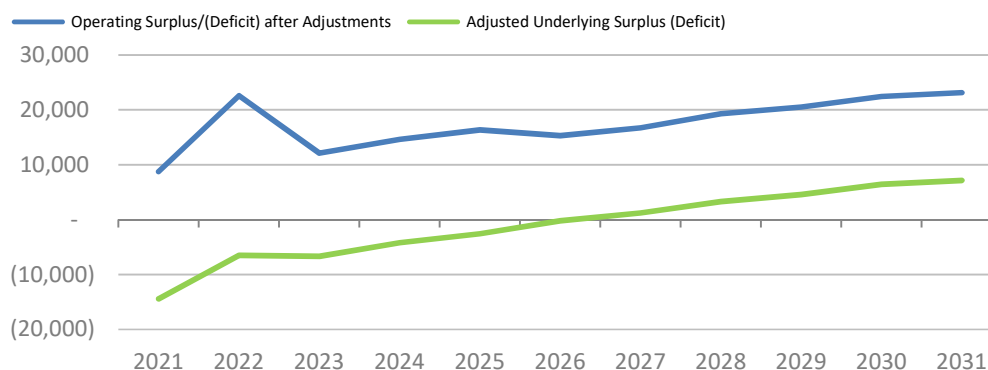
### 5.1.2 Long Term Financial Planning

The City maintains a long term financial plan (LTFP) model that supports the annual Budget and Projections (4 to 10 years). The Local Government Act 2020 requires Councils to produce 10-year Financial Plans and 10-year Asset Plans. The next iteration of the 10-year Financial Plan is currently being developed and will be available in coming months for comment.

The following summary graphs are base model projections from the City's current LTFP. These are included for information – noting that next year's budget will be a 4-year budget and will include greater detail on the 10-year Financial Plan.

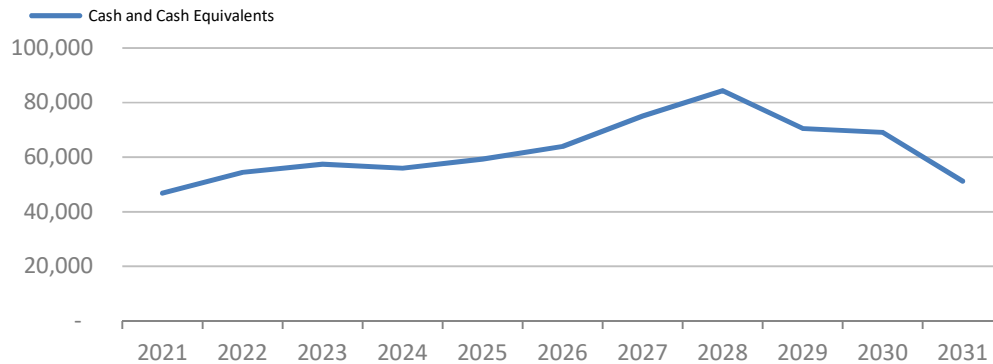
#### Operating Surplus and Adjusted underlying result

### Operating Surplus (Deficit) (\$'000)



## Working capital:

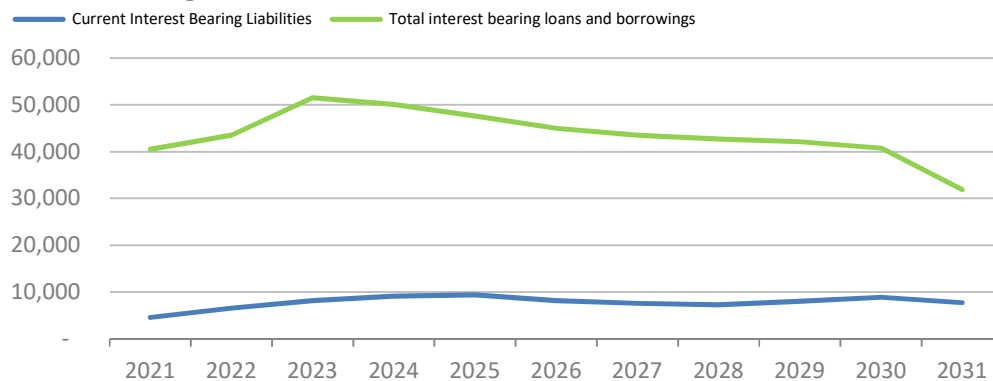
### Cash Balance (\$'000)



The City's cash holdings are projected to increase as borrowings are made to fund future capital works. The projected cash holdings as at 30 June are between \$47M and \$84M from 2021 to 2031.

## Borrowings (supporting Capital growth):

### Borrowings (\$'000)



The City borrows to support new capital investment. In addition, future investment associated with Developer Contribution Plans (DCP) and strategic land purchases are projected to increase total borrowings to \$51M over coming years.. In 2021/2022 the City also has a significant loan principle repayment of an \$11M interest only facility.



# Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 5 of this report.

This information has not been included in the main body of the Budget in the interests of clarity. The City has decided that while the Budget needs to focus on the important elements of the Budget and provide appropriate analysis, the detail upon which the Budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

<b>Appendix</b>	<b>Nature of Information</b>
A	Fees and Charges Schedule
B	Budget Process
C	Budget Context, Principles and Capital Investment Framework
C1	List of capital works program
D	Draft Revenue and Rating Plan
E	Long Term Financial Plan assumptions
F	Glossary of terms

# Appendix A

## User Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2021/2022 year. Certain prices may change over the course of the year due to external or statutory requirements. Where these do change, the City will update the relevant part of the City's website and endeavour to communicate with all relevant stakeholders.

Pricing type definitions:

- **Accessible pricing** - a discount on the full cost of providing the service. The discounted rate is determined on the community benefit or social good and can be set between 100% discount up to full cost recovery.
- **Full cost pricing** - applied where the objective is to achieve a financial return for the City.
- **Incentive Pricing** - utilised where certain behaviours are encouraged by pricing above full cost recovery.
- **Market pricing** - applied to services considered discretionary and is without strong social benefit, or ancillary to the social benefit of the service.
- **Statutory** - set by legislation or by other external agreement, normally providing no discretion for the City to influence the amount charged. Fees in this budget are subject to change, in line with the relevant legislation.

## CORPORATE PERFORMANCE FEES AND CHARGES SCHEDULE 2021/2022

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
FINANCIAL STRATEGY						
Dishonoured Cheque - Dishonoured by Post Office	Full Cost	Each	F	28.00	28.45	1.61
Dishonoured Cheque - Dishonoured by Bank	Full Cost	Each	F	28.00	28.45	1.61
RATES AND CHARGES						
Supply of Garbage Bins - 240 Litre Commercial Only	Full Cost	Bin	T	125.00	126.90	1.52
Supply of Garbage Bins - 140 Litre	Full Cost	Bin	T	93.50	94.95	1.55
Supply of Recycle Bin - 240 Litre	Full Cost	Bin	T	93.50	94.95	1.55
Supply of Organic Bin - 240 Litre	Full Cost	Bin	T	93.50	94.95	1.55
Land Information Certificate	Full Cost	Certificate	F	27.05	27.50	1.66
Property Ownership Detail	Full Cost	Property	T	Varies	Varies	Varies
Rate Searches 15 year	Full Cost	Per hour	T	Varies	Varies	Varies
Rate Searches 30 year	Full Cost	Per hour	T	Varies	Varies	Varies
Sales Information to Valuers	Full Cost	Per month	T	66.30	67.30	1.51
Reprint of Rates Notice - previous years	Full Cost	Per year	F	15.00	15.25	1.67
RISK MANAGEMENT						
Public Liability Ins for venue booking (up to 3 consecutive days)	Full Cost	Function	T	26.50	26.90	1.51
GOVERNANCE						
Freedom of Information						
Application fee	Statutory	Unit	F	2 Units	2 Units	Varies
Search Time	Statutory	Per Hour	F	1.5 Units	1.5 Units	Varies
Supervision Charge	Statutory	Per Hour	F	1.5 Units	1.5 Units	Varies
Black and White Photocopy	Statutory	A4	F	0.20	0.20	Varies
Photocopy other than Black and White	Full Cost	A4	F	0.50	0.55	Varies
CUSTOMER SUPPORT						
Heathcote Service Centre - Community Art/Meeting Spaces for Commercial/Corporate Use	Accessible	Up to 4 hours	T	36.70	36.70	-
Heathcote Service Centre - Community Art/Meeting Spaces for Commercial/Corporate Use	Accessible	Over 4 hours	T	60.20	60.20	-
CBD Public Spaces	Accessible	Varies	T	Varies	Varies	Varies
CBD Public Space Marquee's for Commercial/Corporate Use	Market	Per Marquee	T	65.00	66.00	1.54
CBD Public Space Marquee's for CBD Traders	Accessible	Per Marquee	T	30.00	30.00	-
CBD Public Space Stage for Commercial/Corporate Use	Market	Varies	T	Varies	Varies	Varies
INFORMATION TECHNOLOGY						
File retrieval charge	Full Cost	Each	T	10.00	10.15	1.50

## STRATEGY & GROWTH FEES AND CHARGES SCHEDULE 2021/2022

Program/Service		Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
					2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
BENDIGO AIRPORT							
Airport Rental Rates							
Airport unserviced lease rate		Accessible	Site Value	T	0.0660	0.0670	1.52
Airport serviced lease rate		Accessible	Site Value	T	0.1100	0.1117	1.50
Airport License Fees - applicable to new leases only based on use (annual CPI applies)							
Private use		Accessible	Licence	T	306.35	310.95	1.50
Commercial use		Accessible	Licence	T	612.70	621.90	1.50
Premium use		Accessible	Licence	T	976.35	991.00	1.50
Landing fee <sup>A</sup>	Per landing	Accessible	\$p/1,000kg	T	11.00	11.20	1.82
Local user fee <sup>AB</sup>	Annual	Accessible	\$p/1,000kg	T	330.00	334.95	1.50
Non local user fee <sup>AB</sup>	Annual	Accessible	\$p/1,000kg	T	550.00	558.25	1.50
Passenger fee	Per passenger	Accessible	Per passenger	T	13.20	13.40	1.52
Flight training - Bendigo Airport leaseholder	Annual	Accessible	Per aircraft	T	1,100.00	1,116.50	1.50
Flight training- non local	Annual	Accessible	Per aircraft	T	2,200.00	2,233.00	1.50
Hardstand parking <sup>C</sup>	Per day	Accessible	Per aircraft	T	12.10	12.30	1.65
Grassed parking	Per day	Accessible	Per aircraft	T	5.50	5.60	1.82
Grassed parking	Annual	Accessible	Per aircraft	T	1,100.00	1,116.50	1.50
<sup>A</sup> Aircraft below 1,000kg will be charged at a 1,000kg minimum. <sup>B</sup> Aircraft over 3,000kg cannot apply for an annual option. <sup>C</sup> First 3 nights of aircraft parking per calendar month are free for non locals.							
LIVESTOCK EXCHANGE							
Cattle Yard Dues		Full Cost	Per head	T	9.65	9.80	1.55
Cow and Calf Yard Dues		Full Cost	Per head	T	11.20	11.40	1.79
Bull Yard Dues		Full Cost	Per head	T	12.15	12.35	1.65
Calf Yard Dues		Full Cost	Per head	T	1.60	1.65	3.12
Sheep and Lamb Yard Dues		Full Cost	Per head	T	0.82	0.85	3.66
Pig Yard Dues		Full Cost	Per head	T	1.80	1.85	2.78
Market Fee Sheep & lambs		Full Cost	Dist over 6 Agts	T	3,026.35	3,071.75	1.50
AV Data		Full Cost	Per minute	T	1.45	1.50	3.45
Rental of Pig Pavilion		Full Cost	Per month	T	373.50	379.15	1.51
Pig Sale		Full Cost	Per sale	T	373.50	379.15	1.51
Store Sales Cattle - Market fee		Full Cost	Per head	T	1.55	1.60	3.23
Store Sales Sheep Fee		Full Cost	Dist over operating Agents	T	1,466.70	1,488.75	1.50
Paddocking Fees Sheep & Lambs Outwards		Full Cost	Per head per day	T	0.10	0.15	50.00
Paddocking Fees Sheep & Lambs Inwards		Full Cost	Per head	T	0.05	0.10	100.00
Sheep loading fee		Full Cost	Per head	T	0.10	0.15	50.00
Truck Wash Keys		Full Cost	Each	T	37.90	38.50	1.58
Complex Hire - Full Day		Full Cost	Day	T	465.40	472.40	1.50
Complex Hire - Half Day		Full Cost	1/2 Day	T	232.70	236.20	1.50
Complex Hire - Conference Room		Full Cost	Weekday	T	205.70	208.80	1.51
Complex Hire - Conference Room - Weekends		Full Cost	Weekend	T	465.40	472.40	1.50
Complex Hire hourly rate		Full Cost	Per hour	T	16.20	16.45	1.54
Agents Flagfall Sheep		Full Cost	Dist over 6 Agts	T	58.45	59.35	1.54
Paddocking Fees Cattle		Full Cost	Per head per day	T	2.20	2.25	2.27
Cattle Market Ring Sale		Full Cost	Dist over 6 Agts	T	2,800.00	2,842.00	1.50
Cattle Market Post Weigh		Full Cost	Dist over 6 Agts	T	2,300.00	2,334.50	1.50
Agents Flagfall Cattle (Rental)		Full Cost	Dist over 6 Agts	T	55.20	56.05	1.54
Agents Flagfall Pigs (Rental)		Full Cost	Dist over 2 Agts	T	20.55	20.90	1.70
RFID Replacement		Full Cost	Device	T	21.60	21.95	1.62
Unfit Livestock Disposal Fee		Full Cost	Animal	T	104.05	105.65	1.54
Unfit Livestock Disposal Fee - Selling Pen		Full Cost	Per head	T	208.10	211.25	1.51
Office Rental - MLA		Full Cost	Per month	T	124.50	126.40	1.53
Office Rental - Wignalls		Full Cost	Per month	T	99.55	101.05	1.51
Office Rental - BASA		Full Cost	Per month	T	99.55	101.05	1.51
RFID Replacement - Sheep and lambs		Full Cost	Per month	T	2.10	2.15	2.38

Program/Service		Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
					2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
PLANNING							
Planning Permits							
Application to change or allow a new use of the land	Class 1	Statutory	Fee Unit	F	89 units	89 units	-
Amendment to change the statement of what the permit allows; or change any or all conditions	Class 1	Statutory	Fee Unit	F	89 units	89 units	-
Single Dwelling - Permit Application							
Development up to \$10,000	Class 2	Statutory	Fee Unit	F	13.5 units	13.5 units	-
Development \$10,001 to \$100,000	Class 3	Statutory	Fee Unit	F	42.5 units	42.5 units	-
Development \$100,001 to \$500,000	Class 4	Statutory	Fee Unit	F	87 units	87 units	-
Development \$500,000 to \$1,000,000	Class 5	Statutory	Fee Unit	F	84 units	84 units	-
Development \$1M to \$2M	Class 6	Statutory	Fee Unit	F	101 units	101 units	-
Single Dwelling - Amendment to Permit							
Development up to \$10,000	Class 2	Statutory	Fee Unit	F	13.5 units	13.5 units	-
Development \$10,001 to \$100,000	Class 3	Statutory	Fee Unit	F	42.5 units	42.5 units	-
Development \$100,001 to \$500,000	Class 4	Statutory	Fee Unit	F	87 units	87 units	-
Development \$500,000 to \$1,000,000	Class 5	Statutory	Fee Unit	F	94 units	94 units	-
Development \$1M to \$2M	Class 6	Statutory	Fee Unit	F	94 units	94 units	-
All Other Development - Permit Application							
Development up to \$100,000	Class 10	Statutory	Fee Unit	F	77.5 units	77.5 units	-
Development \$100,001 to \$1M	Class 11	Statutory	Fee Unit	F	104.5 units	104.5 units	-
Development \$1M to \$5M	Class 12	Statutory	Fee Unit	F	230.5 units	230.5 units	-
Development \$5M to \$15M	Class 13	Statutory	Fee Unit	F	587.5 units	587.5 units	-
Development \$15M to \$50M	Class 14	Statutory	Fee Unit	F	1732.5 units	1732.5 units	-
Development more than \$50M	Class 15	Statutory	Fee Unit	F	3894 units	3894 units	-
All Other Development - Amendment to Permit							
Development up to \$100,000	Class 10	Statutory	Fee Unit	F	77.5 units	77.5 units	-
Development \$100,001 to \$1M	Class 11	Statutory	Fee Unit	F	104.5 units	104.5 units	-
Development \$1M to \$5M	Class 12	Statutory	Fee Unit	F	230.5 units	230.5 units	-
Development \$5M to \$15M	Class 13	Statutory	Fee Unit	F	230.5 units	230.5 units	-
Development \$15M to \$50M	Class 14	Statutory	Fee Unit	F	230.5 units	230.5 units	-
Development more than \$50M	Class 15	Statutory	Fee Unit	F	230.5 units	230.5 units	-
VicSmart - Application for Permit and Amendment to Permit							
Development up to \$10,000	Class 7	Statutory	Fee Unit	F	13.5 units	13.5 units	-
Development more than \$10,000	Class 8	Statutory	Fee Unit	F	29 units	29 units	-
Application to subdivide or consolidate land	Class 9	Statutory	Fee Unit	F	13.5 units	13.5 units	-
Any other VicSmart application	Class 10	Statutory	Fee Unit		13.5 units	13.5 units	-
Subdivision - Application for Permit and Amendment to Permit							
To subdivide an existing building	Class 16	Statutory	Fee Unit	F	89 units	89 units	-
To subdivide land into two lots	Class 17	Statutory	Fee Unit	F	89 units	89 units	-
To effect a realignment of a common boundary between 2 lots or to consolidate 2 lots	Class 18	Statutory	Fee Unit	F	89 units	89 units	-
To subdivide land - \$1,241 for each 100 lots created	Class 19	Statutory	Fee Unit	F	89 units	89 units	-
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or move a right of way; or 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.	Class 20	Statutory	Fee Unit	F	89 units	89 units	-
A permit not otherwise provide for in this Regulation, including a reduction in car parking requirements	Class 21	Statutory	Fee Unit	F	89 units	89 units	-
Permit Applications for More Than One Class							
An application for more than one class of permit set out in the above table	Statutory	Fee Unit		The sum of the highest of the fees which would have applied if separate applications were made; and 50% of each of the other fees which would have applied if separate applications were made.			
An application to amend a permit in more than one class set out in the above table	Statutory	Fee Unit					
Planning Scheme Amendments							
Stage 1: • Considering a request to amend a planning scheme; and • Exhibition and notice of the amendment; and • Considering any submissions which do not seek a change to the amendment; and • If applicable, abandoning the amendment.	Statutory	Fee Unit	F	206 units	206 units	-	

	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee					
Program/Service				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	% Change			
Stage 2:									
• Considering submissions which seek a change to an amendment and where necessary, referring the submission to a panel:									
i. Up to 10 submissions	Statutory	Fee Unit	F	1021 units	1021 units	-			
ii. 11 to 20 submissions	Statutory	Fee Unit	F	2040 units	2040 units	-			
iii. More than 20 submissions	Statutory	Fee Unit	F	2727 units	2727 units	-			
• Providing assistance to a panel; and									
• Making a submission to the panel; and									
• Considering the panel's report; and									
• After considering submissions and the report, if applicable, abandoning the amendment."									
Stage 3:									
• Adopting the amendment or part of an amendment; and									
• Submitting the amendment for approval by the Minister; and				Statutory	Fee Unit	F	32.5 units	32.5 units	-
• Giving notice of the approval of the amendment.									
Stage 4:									
• Consideration by the Minister of a request to approve an amendment; and				Statutory	Fee Unit	F	32.5 units	32.5 units	-
• Giving notice of approval of an amendment.									
Fees to Amend After Notice Has Been Given									
Section 57A - Request to amend an application for permit after notice has been given	Statutory	Amend Permit	F	40% of the application fee for that class of permit or amendmet to permit; and where the class of application is changing to a new class of higher application fee, the difference between the fee for the application to be amended and the fee for the new class.					
Section 57A - Request to amend an application for an amendment to a permit after notice has been given	Statutory	Amend Permit	F						
Advertising of Applications by Council									
Notice	Full Cost	Each	T	7.15	7.30	2.10			
On-Site Notice	Full Cost	Each	T	140.45	142.55	1.50			
Subdivision Certification									
Certification of a plan of subdivision	Statutory	Fee Unit	F	11.8 units	11.8 units	-			
Alteration of a plan	Statutory	Fee Unit	F	7.5 units	7.5 units	-			
Amendment of certified plan	Statutory	Fee Unit	F	9.5 units	9.5 units	-			
Subdivision Engineering - costs based on the estimated cost of construction works									
Plan preparation	Statutory	Subd Value	F	3.50%	3.50%	-			
Plan checking	Statutory	Subd Value	F	0.75%	0.75%	-			
Supervision	Statutory	Subd Value	F	2.50%	2.50%	-			
General Enquiry Fees									
Planning property enquiry	Full Cost	Each	T	58.25	59.15	1.55			
Sale of Documents									
Initial search fee	Full Cost	Each	T	76.50	77.70	1.57			
Subsequent permit retrieval	Full Cost	Each	T	21.80	22.15	1.61			
Black and white photocopying A4 and A3 size	Full Cost	Each	T	0.25	0.30	20.00			
Photocopying A2	Full Cost	Each	T	2.00	2.05	2.50			
Other Fees									
Satisfaction matters	Statutory	Fee Unit	F	22 units	22 units	-			
Secondary consent to plans	Statutory	Fee Unit	F	13.5 units	13.5 units	-			
Extension of Time - 1st request	Statutory	Each	F	199.90	202.90	1.50			
Extension of Time - 2nd request	Statutory	Each	F	399.80	405.85	1.51			
Extension of Time - 3rd request	Statutory	Each	F	599.70	608.70	1.50			
Amend or end a Section 173 Agreement	Statutory	Fee Unit	F	44.5 units	44.5 units	-			
Certificate of Compliance	Statutory	Fee Unit	F	22 units	22 units	-			
* Statutory Planning fees are set by the State Government and are subject to change after Budget Adoption.									
BENDIGO VENUES AND EVENTS									
Category 1 Local Community Hirers									
Venue Hire - Community Hirers									
Capital Theatre Performance Rental (max 5 hrs)	Accessible	Event	T	745.00	745.00	-			
Capital Theatre additional Performance/s in same day	Accessible	Event	T	372.00	372.00	-			
Conference venue hire in Capital Theatre	Accessible	Day	T	604.00	604.00	-			
Capital Theatre Bump In/Out and Stage Rehearsals	Accessible	Hour	T	52.00	52.00	-			
Capital Theatre Dark Day	Accessible	Event	T	635.00	635.00	-			
Banquet Room/Bendigo Bank Concert Performance Rental (max 5 hrs)	Accessible	Event	T	197.00	197.00	-			

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Banquet Room/Bendigo Bank Theatre Performance Additional Hours	Accessible	Hour	T	34.00	34.00	-
Banquet Room/Bendigo Bank Theatre Non Performance Rental Hire - Day	Accessible	Day	T	250.00	250.00	-
Banquet Room/Bendigo Bank Theatre Non Performance Rental Hire - Half Day	Accessible	Half Day	T	125.00	125.00	-
Lanyon Room	Accessible	Day	T	153.00	153.00	-
Lanyon Room	Accessible	Half Day	T	92.00	92.00	-
Old Fire Station Upstairs - Ballet Studio - Day	Accessible	Day	T	125.00	125.00	-
Old Fire Station Upstairs - Ballet Studio - Half Day	Accessible	Half Day	T	83.00	83.00	-
Old Fire Station Upstairs - Ballet Studio - Weekly	Accessible	Week	T	702.00	702.00	-
Old Fire Station - Downstairs - Auditorium - Day	Accessible	Day	T	125.00	125.00	-
Old Fire Station - Downstairs - Auditorium - Half Day	Accessible	Half Day	T	83.00	83.00	-
Old Fire Station Downstairs - Auditorium - Weekly	Accessible	Week	T	702.00	702.00	-
Dudley House - Day	Accessible	Day	T	125.00	125.00	-
Dudley House - Half Day	Accessible	Half Day	T	83.00	83.00	-
Dudley House (Exhibitions) - Weekly	Accessible	Week	T	702.00	702.00	-
Bendigo Town Hall, Fri - Sunday - Full Day	Accessible	Full Day	T	1,275.00	1,275.00	-
Bendigo Town Hall, Fri - Sunday - Half Day	Accessible	Half Day	T	757.00	757.00	-
Bendigo Town Hall, Mon - Thursday - Full Day	Accessible	Full Day	T	971.00	971.00	-
Bendigo Town Hall, Mon - Thursday - Half Day	Accessible	Half Day	T	605.00	605.00	-
Bendigo Town Hall set up/pack down rate	Accessible	Event	T	240.00	240.00	-
Town Hall Dark Day	Accessible	Event	T	1,410.00	1,410.00	-
Ulumbarra Theatre Performance Rental (max 5 hrs)	Accessible	Event	T	1,373.00	1,373.00	-
Ulumbarra Theatre additional performance/s in same day	Accessible	Event	T	687.00	687.00	-
Ulumbarra Theatre Bump In/Out and Stage Rehearsals	Accessible	Hour	T	96.00	96.00	-
Ulumbarra Theatre Dark Day	Accessible	Event	T	680.00	680.00	-
Ulumbarra Theatre Conference hire rate	Accessible	Day	T	932.00	932.00	-
Hon Howard Nathan Foyer venue hire non- performance - Day	Accessible	Day	T	500.00	500.00	-
Hon Howard Nathan Foyer venue hire - non performance - Half Day	Accessible	Half Day	T	250.00	250.00	-
Ulumbarra Balcony Foyer venue hire non- performance - Day	Accessible	Day	T	250.00	250.00	-
Ulumbarra Balcony Foyer venue hire non- performance - Half Day	Accessible	Half Day	T	125.00	125.00	-
Ulumbarra Stratagem, Dance, Drama Studio, MPR venue hire	Full cost	Day	T	COST charged by BSSC	COST charged by BSSC	Cost
Staffing (min 3 hour call) - Community Hirers						
Supervising Technician	Accessible	Hour	T	39.00	39.00	-
FoH Supervisor	Accessible	Hour	T	39.00	39.00	-
Box Office Staff/Merchandise Staff	Accessible	Hour	T	39.00	39.00	-
Technicians	Accessible	Hour	T	39.00	39.00	-
Equipment Hire, Service and Consumables - Community Hirers						
Steinway Grand Piano at Capital (without tuning)	Accessible	Day	T	97.00	97.00	-
Steinway Baby Grand at Capital (without tuning)	Accessible	Day	T	97.00	97.00	-
Kawai Baby Grand in BBT (without tuning)	Accessible	Day	T	97.00	97.00	-
Kawai Upright Piano in Capital or OFS (without tuning)	Accessible	Day	T	97.00	97.00	-
Piano Hire with Tuning - recommended (excluding Steinway Grand at The Capital)	Accessible	Day	T	273.00	273.00	-
Steinway Grand Piano at Capital (including tuning)	Accessible	Day	T	-	364.00	NEW
Yamaha Grand Piano at Ulumbarra (without tuning)	Accessible	Day	T	97.00	97.00	-
Yamaha Grand Piano at Ulumbarra (hire & tune - recommended)	Accessible	Day	T	273.00	273.00	-
Setup and pack down of staging	Accessible	Event	T	306.00	306.00	-
Set Up and Down Dancefloor	Accessible	Event	T	306.00	306.00	-
Hire of Projector in the Capital Theatre auditorium	Accessible	Day	T	200.00	200.00	-
Hire of Projector in Ulumbarra Theatre auditorium	Accessible	Day	T	200.00	200.00	-
Follow spots (each unit)	Accessible	Day	T	23.00	23.00	-
Laptop hire	Accessible	Day	T	100.00	100.00	-
Ulumbarra - TV hire	Accessible	Day	T	100.00	100.00	-



Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
2 x handheld wireless microphones	Accessible	Event	T	40.00	40.00	-
Small portable PA system suitable for small spaces background music and speeches	Accessible	Event	T	58.00	58.00	-
Additional AV/Audio/Lighting equipment	Full cost	Event	T	Cost	Cost	Cost
Portable Data Projector	Accessible	Day	T	100.00	100.00	-
Engine Room/BBT audio package: 2 foldback wedges, 4 x vocal mics, 4 x stands 2 x DI's, cable inc set up	Accessible	Event	T	270.00	270.00	-
Foyer Lighting package: 4 x trees, 2 x model 4 dimmer packs, 8 par can lights, cable inc set up	Accessible	Event	T	360.00	360.00	-
Touring PA: Mixer + 2 x speakers with stands + 2 subs and cabling - small band not theatre space	Accessible	Event	T	270.00	270.00	-
Conferencing PA: Mixer + speakers with stands and cabling - use in non theatre space	Accessible	Event	T	270.00	270.00	-
Conference Kit Ulumbarra foyer: 2 speakers, audio mixing console, 2 wireless handheld mics, lecturn with mic, 1.2x2.4 stage	Accessible	Event	T	300.00	300.00	-
Fast fold screen	Accessible	Event	T	360.00	360.00	-
2 x push up poles and black draping	Accessible	Event	T	180.00	180.00	-
Gaffer tape	Full cost	Per roll	T	26.50	26.50	-
Batteries	Full cost	Each	T	2.55	2.55	-
Electrical tape	Full Cost	Roll	T	2.00	2.00	-
Mark up tape	Full Cost	Roll	T	4.00	4.00	-
Missed Meal Break Allowance	Full cost	Each	T	23.00	23.00	-
Security on Sundays & after midnight	Full cost	Hour	T	Cost	Cost	Cost
Security - Monday to Saturday Prior to Midnight	Full cost	Hour	T	Cost	Cost	Cost
Standard use of NBN service where available	Full Cost	Day	T	58.00	58.00	-
Box Office Fees - Community Hirers						
Booking Fee Per Ticket Sold	Accessible	Ticket	T	2.00	2.00	-
Complimentary Tickets Per Ticket Issued	Accessible	Ticket	T	0.90	0.90	-
Free event online only registration	Full Cost	T	T	0.35	0.35	-
Postage Fee	Market	Transaction	T	3.00	3.00	-
Express Postage	Market	Transaction	T	9.00	9.00	-
Credit Card Charges	Full Cost	Value of Sales	T	0.02	0.02	-
Cleaning - Community Hirers						
Additional Cleaning	Full cost	Hour	T	By negotiation	By negotiation	-
Mid Conference Clean	Full cost	Each	T	By negotiation	By negotiation	-
Marketing Costs - Commercial Hirers						
OFS Billboard	Full Cost	Billboard	T	By negotiation	By negotiation	-
Email Blast (dedicated)	Full Cost	Email	T	95.00	95.00	-
Social Media boost	Full Cost	Service	T	By negotiation	By negotiation	-
Newspaper advertising	Full Cost	Unit	T	By negotiation	By negotiation	-
Large Format Light Box Poster Print	Full Cost	Unit	T	By negotiation	By negotiation	-
Promotion Package - fee for all inclusive service of listed items	Market	Service	T	370.00	370.00	-
Catering Costs (Various Menus for Different Functions)						
Catering Costs	Full cost	Person	T	By negotiation	By negotiation	-
Category 2 Commercial Hirers						
Venue Hire - Commercial Hirers						
Capital Theatre Performance Rental (max 5 hrs)	Market	Event	T	1,390.00	1,390.00	-
Capital Theatre additional Performance/s in same day	Market	Event	T	677.00	677.00	-
Conference venue hire in Capital Theatre	Market	Day	T	755.00	755.00	-
Capital Theatre Bump In/Out and Stage Rehearsals	Market	Hour	T	97.00	97.00	-
Capital Theatre Dark Day	Market	Event	T	792.00	792.00	-
Banquet Room/Bendigo Bank Theatre Performance Rental	Market	Event	T	457.00	457.00	-
Banquet Room/Bendigo Bank Theatre performance additional hrs	Market	Hour	T	52.00	52.00	-
Banquet Room/Bendigo Bank Theatre Rental Only Non-Performance Hire - Day	Market	Day	T	480.00	480.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Banquet Room/Bendigo Bank Theatre Rental Only Non-Performance Hire - Half Day	Market	Half Day	T	239.70	239.70	-
Lanyon Room - Day	Market	Day	T	238.00	238.00	-
Lanyon Room - Half day	Market	Half Day	T	140.00	140.00	-
Old Fire Station Upstairs - Ballet Studio - Day	Market	Day	T	238.00	238.00	-
Old Fire Station Upstairs - Ballet Studio - Half Day	Market	Half Day	T	141.00	141.00	-
Old Fire Station Upstairs Ballet Studio - Weekly Rental	Market	Week	T	1,313.00	1,313.00	-
Old Fire Station - Downstairs - Auditorium - Day	Market	Day	T	238.00	238.00	-
Old Fire Station - Downstairs - Auditorium - Half Day	Market	Half Day	T	141.00	141.00	-
Old Fire Station - Downstairs - Auditorium - Weekly Rental	Market	Week	T	1,313.00	1,313.00	-
Dudley House Daily Rental	Market	Day	T	238.00	238.00	-
Dudley House Half Day Rental	Market	Half Day	T	141.00	141.00	-
Dudley House Weekly Rental (Exhibitions)	Market	Week	T	1,313.00	1,313.00	-
Bendigo Town Hall, Fri - Sunday - Full Day	Market	Full Day	T	2,138.00	2,138.00	-
Bendigo Town Hall, Fri - Sunday - Half Day	Market	Half Day	T	1,222.00	1,222.00	-
Bendigo Town Hall, Mon - Thursday - Full Day	Market	Full Day	T	1,695.00	1,695.00	-
Bendigo Town Hall, Mon - Thursday - Half Day	Market	Half Day	T	990.00	990.00	-
Bendigo Town Hall set up/pack down rate	Market	Event	T	240.00	240.00	-
Town Hall Dark Day	Market	Event	T	1,760.00	1,760.00	-
Ulumbarra Theatre Performance Rental (max 5 hrs)	Market	Event	T	2,079.00	2,079.00	-
Ulumbarra Theatre additional performance/s in same day	Market	Event	T	1,039.00	1,039.00	-
Ulumbarra Theatre Bump In/Out and Stage Rehearsals	Market	Hour	T	145.00	145.00	-
Ulumbarra Theatre Dark Day	Market	Event	T	1,188.00	1,188.00	-
Ulumbarra Theatre Conference hire rate	Market	Day	T	1,165.00	1,165.00	-
Hon Howard Nathan Foyer venue hire non- performance - day	Market	Day	T	755.00	755.00	-
Hon Howard Nathan Foyer venue hire - non performance - half day	Market	Half Day	T	388.00	388.00	-
Ulumbarra Balcony Foyer venue hire non- performance - day	Market	Day	T	378.00	378.00	-
Ulumbarra Balcony Foyer venue hire non- performance - half day	Market	Half Day	T	198.00	198.00	-
Ulumbarra Stratagem, Dance, Drama Studio, MPR venue hire	Full cost	Day	T	COST charged by BSSC	COST charged by BSSC	Cost
Staffing (min 3 hour call) - Commercial Hirers						
Supervisor Technician	Market	Hour	T	51.00	51.00	-
FoH Supervisor	Market	Hour	T	51.00	51.00	-
Box Office/Merchandise Staff	Market	Hour	T	51.00	51.00	-
Technicians	Market	Hour	T	51.00	51.00	-
Equipment Hire, Service and Consumables - Commercial Hirers						
Steinway Grand Piano at Capital (hire & tuning)	Market	Day	T	380.00	380.00	-
Steinway Baby Grand at Capital (hire & tuning)	Market	Day	T	352.00	352.00	-
Kawai Baby Grand in BBT (hire & tuning)	Market	Day	T	352.00	352.00	-
Kawai Upright Piano in Capital or OFS (hire & tuning)	Market	Day	T	352.00	352.00	-
Yamaha Grand Piano at Ulumbarra (hire & tuning)	Market	Day	T	352.00	352.00	-
Additional piano tune on same day	Market	Day	T	200.00	200.00	-
Setup and pack down of staging	Market	Event	T	408.00	408.00	-
Set Up and Down Dancefloor	Market	Event	T	306.00	306.00	-
Hire of Projector in the Capital Theatre auditorium	Market	Day	T	200.00	200.00	-
Projector and screen hire in Ulumbarra auditorium	Market	Day	T	200.00	200.00	-
Follow spot hire (per unit)	Market	Event	T	63.00	63.00	-
Laptop hire	Market	Day	T	100.00	100.00	-
Ulumbarra - TV hire	Market	Each	T	100.00	100.00	-
2 x handheld wireless microphones	Market	Event	T	40.00	40.00	-
Small portable PA system suitable for small spaces background music and speeches	Market	Event	T	58.00	58.00	-
Conference Kit Ulumbarra foyer: 2 speakers, audio mixing console, 2 wireless handheld mics, lecturn with mic, 1.2x2.4 stage	Market	Event	T	357.00	357.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Engine Room/BBT audio package: up to 2 foldback wedges, 4 x vocal mics, 4 x stands 2 x DI's, cable inc set up - no discounts for less items	Market	Event	T	315.00	315.00	-
Foyer Lighting package: up to 4 x trees, 2 x model 4 dimmer packs, 8 par can lights, cable inc set up	Market	Event	T	420.00	420.00	-
Touring PA: Up to Mixer + 2 x speakers with stands + 2 subs and cabling - small band not theatre space	Market	Event	T	315.00	315.00	-
Conferencing PA: Up to 1 x Mixer + speakers with stands and cabling - use in non theatre space	Market	Event	T	315.00	315.00	-
Fast fold screen	Market	Event	T	420.00	420.00	-
2 x push up poles and black draping	Market	Event	T	210.00	210.00	-
Additional AV/Audio/Lighting equipment	Market	Event	T	Market rate	Market rate	Market
Portable Data Projector	Market	Day	T	100.00	100.00	-
Electrical tape	Full Cost	Roll	T	2.00	2.00	-
Mark up tape	Full Cost	Roll	T	4.00	4.00	-
Gaffer tape	Full cost	Per roll	T	26.50	26.50	-
Batteries	Full cost	Each	T	2.55	2.55	-
Missed Meal Break Allowance	Full cost	Each	T	23.00	23.00	-
Security on Sundays & after midnight	Market	Hour	T	Market rate	Market rate	Market
Security - Monday to Saturday Prior to Midnight	Market	Hour	T	Market rate	Market rate	Market
Standard use of NBN service where available	Market	Day	T	58.00	58.00	-
<b>Box Office Fees - Commercial Hirers</b>						
Booking Fee Per Ticket Sold	Market	Ticket	T	4.00	4.00	-
Complimentary Tickets Per Ticket Issued	Market	Ticket	T	2.00	2.00	-
Free event online only registration	Market	Ticket	T	0.35	0.35	-
Postage Fee	Market	Transaction	T	3.00	3.00	-
Express Postage	Market	Transaction	T	9.00	9.00	-
Credit Card Charges	Full Cost	Transaction	T	2.00%	2.00%	-
<b>Cleaning - Commercial Hirers</b>						
Additional Cleaning	Market	As Required	T	By negotiation	By negotiation	Market
Mid Conference Clean	Market	Each	T	By negotiation	By negotiation	Market
<b>Marketing Costs - Commercial Hirers</b>						
OFS Billboard	Market	Billboard	T	By negotiation	By negotiation	Market
Email Blast (dedicated)	Market	Email	T	95.00	95.00	-
Social Media boost	Market	Service	T	By negotiation	By negotiation	Market
Newspaper advertising	Market	Unit	T	By negotiation	By negotiation	Market
Large Format Light Box Poster Print	Market	Unit	T	By negotiation	By negotiation	Market
Promotion Package - fee for all inclusive service of listed items	Market	Service	T	370.00	370.00	-
<b>Catering Costs (Various Menus for Different Functions)</b>						
Catering Costs	Market	Person	T	By negotiation	By negotiation	Market
<b>Wedding Events - Commercial Hirers</b>						
The Capital BBT and Banquet Room - Wedding Reception Only	Market	Event	T	1,086.00	1,086.00	-
The Capital BBT and Banquet Room - Wedding Reception + Ceremony	Market	Event	T	1,698.00	1,698.00	-
The Capital BBT and Banquet Room - Wedding Ceremony Only	Market	Event	T	852.00	852.00	-
Ulumbarra Foyer - Wedding Reception	Market	Event	T	1,471.00	1,471.00	-
Ulumbarra Foyer - Wedding Ceremony and Reception	Market	Event	T	2,083.00	2,083.00	-
Ulumbarra Foyer - Wedding Ceremony Only	Market	Event	T	1,086.00	1,086.00	-
Town Hall - Wedding Reception	Market	Day	T	2,138.00	2,138.00	-
<b>Industry Service Fee - Commercial Hirers</b>						
LPA Industry Service Fee (0 - 250 Seats)	Market	Event	T	-	36.00	NEW
LPA Industry Service Fee (251 - 500 Seats)	Market	Event	T	-	73.00	NEW
LPA Industry Service Fee (501 - 1000 Seats)	Market	Event	T	-	109.00	NEW
<b>TOURISM SERVICES</b>						
<b>Shop Sales</b>						
Shop Sales including goods on consignment	Market	Item	T	Varies	Varies	Varies
Tours/Commission	Market	Booking	T	Varies	Varies	Varies

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Commissions						
Accommodation	Full Cost	Booking	T	10%	10%	-
Federation Room Conference Facility						
Hire - Corporate Rate - Half Day	Full Cost	9am-1pm or 1-5pm	T	138.00	140.10	1.52
Hire - Corporate Rate - Full Day	Full Cost	9am-1pm or 9am-5pm	T	233.00	236.50	1.50
Hire - Corporate Rate - After Hours	Full Cost	Hourly	T	63.65	64.65	1.57
Hire - Community and Industry Rate - Half Day	Full Cost	9am-1pm or 1-5pm	T	90.00	91.40	1.56
Hire - Community and Industry Rate - Full Day	Full Cost	9am-5pm	T	150.00	152.25	1.50
Hire - Community and Industry Rate - After Hours	Full Cost	Hourly	T	42.40	43.05	1.53
Tea and Coffee	Full Cost	Head	T	3.50	3.60	2.86
Security Open - After Hours	Full Cost	Each	T	41.85	42.50	1.55
Security Close - After Hours	Full Cost	Each	T	41.85	42.50	1.55
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Weeknights	Full Cost	Each	T	43.95	44.65	1.59
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Saturday	Full Cost	Each	T	47.05	47.80	1.59
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Sunday	Full Cost	Each	T	57.60	58.50	1.56
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Public Holiday	Full Cost	Each	T	62.80	63.80	1.59
Additional cleaning outside normal cleaning - cost per hour indicated	Full Cost	Each	T	60.00	60.95	1.58
Staff Call Out Fee for After Hours Functions - cost per call out indicated	Full Cost	Each	T	60.00	60.95	1.58
Hire of Projector/whiteboard	Full Cost	Day	T	-	105.00	NEW
The Basement Conference Facility						
Hire - Corporate Rate - Half Day	Full Cost	9am-1pm or 1-5pm	T	-	140.10	NEW
Hire - Corporate Rate - Full Day	Full Cost	9am-1pm or 9am-5pm	T	-	236.50	NEW
Hire - Corporate Rate - After Hours	Full Cost	Hourly	T	-	64.65	NEW
Hire - Community and Industry Rate - Half Day	Full Cost	9am-1pm or 1-5pm	T	-	91.40	NEW
Hire - Community and Industry Rate - Full Day	Full Cost	9am-5pm	T	-	152.25	NEW
Hire - Community and Industry Rate - After Hours	Full Cost	Hourly	T	-	43.05	NEW
Tea and Coffee	Full Cost	Head	T	-	3.60	NEW
Security Open - After Hours	Full Cost	Each	T	-	42.50	NEW
Security Close - After Hours	Full Cost	Each	T	-	42.50	NEW
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Weeknights	Full Cost	Each	T	-	44.65	NEW
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Saturday	Full Cost	Each	T	-	47.80	NEW
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Sunday	Full Cost	Each	T	-	58.50	NEW
Security After Hours for functions/events (4 hour minimum) cost per hour indicated - Public Holiday	Full Cost	Each	T	-	63.80	NEW
Additional cleaning outside normal cleaning - cost per hour indicated	Full Cost	Each	T	-	60.95	NEW
Staff Call Out Fee for After Hours Functions - cost per call out indicated	Full Cost	Each	T	-	60.95	NEW
Hire of Projector/whiteboard	Full Cost	Day	T	-	105.00	NEW
BENDIGO ART GALLERY						
Public Programs						
Numerous public programs and events	Accessible	Person	T	Varies	Varies	Varies
Pleasant Afternoon - Seniors	Accessible	Person	T	3.00	3.00	-
Pleasant Afternoon - Non Seniors	Accessible	Person	T	4.00	4.00	-
Education						
School Holidays Program 8-14yo	Accessible	Person	T	11.50	10.00	-13.04
School Holidays Program 4-7 yo	Accessible	Person	T	8.00	8.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Family Programs	Accessible	Family	T	Varies	Varies	Varies
Professional Development for Teachers - incl. Lunch and Speaker	Accessible	Each	T	Varies	Varies	Varies
Shop Sales						
Shop Sales including Goods on Consignment	Market	Item	T	Varies	Varies	Varies
Commercial Hire Rates						
Sculpture Annexe - 2 Hour Minimum Hire - Commercial Hirers (G 15)	Market	Minimum	T	250.00	253.80	1.52
Sculpture Annexe - Commercial Hirers	Market	Subsequent Hour	T	115.00	116.75	1.52
Community Hire Rates						
Sculpture Annexe	Accessible	Flat Rate	T	250.00	250.00	-
Sculpture Annexe - Community Hirers	Accessible	Flat Rate	T	250.00	250.00	-
Staffing						
Gallery attendant	Full Cost	Hour	T	46.70	47.40	1.50
Reception	Full Cost	Hour	T	45.65	46.40	1.64
Security (Minimum 3 hour) - North State Security	Full Cost	Hour	T	53.05	53.85	1.51
Technicians	Full Cost	Hour	T	45.65	46.40	1.64
Operational Costs						
Operating costs	Full Cost	Hour	T	36.10	36.65	1.52
Cleaning						
Additional Cleaning	Full Cost	Hour	T	58.35	59.25	1.54
Curatorial						
Reproduction Requests	Full Cost	Each	T	148.55	150.80	1.51
Reproduction Requests - Commercial	Market	Each	T	Varies	Varies	Varies

## HEALTH AND WELLBEING FEES AND CHARGES SCHEDULE 2021/2022

	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		
Program/Service				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	% Change
BUILDING SERVICES						
Building Fee						
Class 1 Dwellings (max 5 inspections) less than \$400,000	Full Cost	Application	T	3,290.00	3,343.00	1.61
Class 1 Dwellings (max 5 inspections), greater than \$400,000	Full Cost	Application	T	4,350.00	4,414.00	1.47
Class 1 Multi Unit Developments (first Unit)	Full Cost	Application	T	1,964.00	1,995.00	1.58
Class 1 Alterations and Additions less than \$100,000 (max 4 inspections)	Full Cost	Application	T	2,070.00	2,103.00	1.59
Class 1 Alterations and Additions greater than \$100,000 (max 4 inspections)	Full Cost	Application	T	2,705.00	2,745.00	1.48
Additional Inspections/Inspections for other Councils	Full Cost	Inspection	T	160.00	162.00	1.25
House Relocation/Restructure	Full Cost	Application	T	3,290.00	3,334.00	1.34
Class 10 Misc Structures Garages/Sheds(2 Insp) up to \$25,000	Full Cost	Application	T	928.00	941.00	1.40
Class 10 Misc Structures Garages/Sheds(2 Insp) up to \$50,000	Full Cost	Application	T	1,092.00	1,109.00	1.56
Class 10 Swimming Pools and fence	Full Cost	Application	T	1,200.00	1,220.00	1.67
Class 10 Small Spas and kids pools and fence	Full Cost	Application	T	450.00	455.00	1.11
Class 10 Pool/Spa fence only	Full Cost	Application	T	650.00	660.00	1.54
Restumping, recladding, verandas, decks, retaining walls up to \$12,000	Full Cost	Application	T	849.00	853.00	0.47
Others Classes - Price on Application	Full Cost	Application	T	Varies	Varies	Varies
Change of Use Permit	Full Cost	Application	T	955.00	2,050.00	114.66
Commercial Airport Hangers (minimum fee)	Full Cost	Application	T	1,092.00	1,108.00	1.47
Commercial & Industrial up to \$5,000	Full Cost	Application	T	520.00	528.00	1.54
Commercial & Industrial \$5,001-\$15,000	Full Cost	Application	T	728.00	740.00	1.65
Commercial & Industrial \$15,001-\$30,000	Full Cost	Application	T	936.00	951.00	1.60
Commercial & Industrial \$30,001-\$100,000 value x 1.0% + \$1000	Full Cost	Application	T	2,000.00	2,030.00	1.50
Commercial & Industrial \$100,001-\$500,000 value x 0.4% + \$2200	Full Cost	Application	T	4,200.00	4,260.00	1.43
Commercial & Industrial \$500,001-\$2M value x 0.25% + \$3000	Full Cost	Application	T	8,000.00	8,100.00	1.25
Commercial & Industrial over \$2M value/500 + \$2000) x 1.2	Full Cost	Application	T	Varies	Varies	Varies
Extension of Building Permit Class 1 and 10	Full Cost	Application	T	276.00	280.00	1.45
Extension of Building Permit Class 2 to 9	Full Cost	Application	T	441.00	451.00	2.27
Lapsed Permit Approvals and Inspections less than 5 years	Full Cost	Application	T	318.00	324.00	1.89
Lapsed Permit Approvals and Inspections greater than 5 years	Full Cost	Application	T	451.00	458.00	1.55
Amendments/Variations to Approved Documents	Full Cost	Amendment	T	159.00	162.00	1.89
Lodgement Fee						
Permit From Private Building Surveyor - Reg 320, etc.	Statutory	Application	F	121.90	123.75	1.52
Information / Reports						
Building File Retrieval from Archives (Residential)	Full Cost	Lodgement	T	76.50	150.00	96.08
Building File Retrieval from Archives (Commercial)	Full Cost	Lodgement	T	-	250.00	NEW
Property Information Only - Regulation 326 (1) (2) (3)	Statutory	Application	F	47.00	47.75	1.60
Legal Point of Discharge	Statutory	Application	F	144.00	146.20	1.53
Local Drainage Information	Statutory	Application	F	125.00	126.90	1.52
Dispensation Fee	Statutory	Application	F	289.00	293.35	1.51
Amendment to dispensation	Full Cost	Application	T	62.40	63.35	1.52
Demolitions						
Single Storey building more than 6m from street	Full Cost	Building	T	954.70	965.50	1.13
Form 29A Report & Consent	Statutory	Application	F	85.00	86.30	1.53

				Unit Fee		
Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	% Change
Asset Protection						
Asset Protection Permit	Full Cost	Permit	T	114.20	116.00	1.58
Miscellaneous Permits (Hoardings and Road Occupation)						
Short Term Occupation in Any Area (1 Day Maximum)	Full Cost	Application	T	212.00	214.00	0.94
Short Term Occupation - 2 Days	Full Cost	Application	T	254.00	258.00	1.57
Short Term Occupation - Week	Full Cost	Application	T	340.00	344.00	1.18
Short Term Occupation - 2 Weeks	Full Cost	Application	T	446.00	451.00	1.12
Long Term Occupation - per month	Full Cost	Application	T	562.00	569.00	1.25
Long Term Occupation - per month (OUTSIDE CBD) NEW FEE	Full Cost	Application	T	281.00	284.00	1.07
Standard Hourly Rates						
Municipal Building Surveyor	Full Cost	Hour	T	233.60	245.00	4.88
Building Inspector	Full Cost	Hour	T	164.20	166.00	1.10
Administration Staff	Full Cost	Hour	T	116.30	118.00	1.46
Certification of Private Projects by MBS (minimum)	Full Cost	Application	T	630.40	640.00	1.52
POPE's (Places of Public Entertainment)						
Places of Public Entertainment Occupancy Permits - Standard	Full Cost	Each	T	360.00	368.00	2.22
Places of Public Entertainment Occupancy Permits - Large Events	Full Cost	Each	T	530.00	540.00	1.89
Temporary Structures and Special Use Occupancy Permits - Small Events Stands <50 people / Tents <250m <sup>2</sup> / Stages <250m <sup>2</sup>	Full Cost	Each	T	165.00	167.00	1.21
All POPE Applications submitted within 4 days of event attract late fee	Full Cost	Each	T	265.00	268.00	1.13
Pool or Spa Barrier Register						
Pool or spa registration fee	Statutory	Application		Max 2.15FU	2.15FU	-
Information search fee	Statutory	Each		Max 3.19FU	3.19FU	-
Failure to register pool or spa barrier	Statutory	Each		10PU	10PU	-
Lodgement of certificate of compliance	Statutory	Each		Max 2.07FU	2.07FU	-
Lodgement of certificate of non-compliance	Statutory	Each		Max 2.6PU	2.3PU	-
Failure to lodge certificate of barrier compliance	Statutory	Each		2.3PU	2.3PU	-
Failure to lodge certificate of barrier non-compliance	Statutory	Each		2.3 PU	2.3PU	-
Failure to comply with a barrier improvement notice	Statutory	Each		2.3 PU	2.3PU	-
Illegal Building Works						
Pool Fence	Incentive	Application	T	460.00	469.00	1.96
Basic Pool and Pool Fence (Built after Jan 2018)	Incentive	Application	T	875.50	896.00	2.34
Basic Pool and Pool Fence (Built before Jan 2018)	Incentive	Application	T	1,400.00	1,420.00	1.43
Spa/Pool and Kids Pool Fence	Incentive	Application	T	450.00	455.00	1.11
Small Sheds (under 50 m <sup>2</sup> )	Incentive	Application	T	994.00	1,000.00	0.60
Sheds (51 to 500 m <sup>2</sup> )	Incentive	Application	T	2,110.00	2,157.00	2.23
Sheds (greater than 500 m <sup>2</sup> )	Incentive	Application	T	2,570.00	2,599.00	1.13
Verandas and Carports	Incentive	Application	T	1,455.00	1,490.00	2.41
Internal alterations and additions (under 20 m <sup>2</sup> )	Incentive	Application	T	1,751.00	1,797.00	2.63
New Dwellings (including change of use)	Incentive	Application	T	4,640.00	4,684.00	0.95
Relocatable dwellings ancillary to existing dwelling	Incentive	Application	T	2,375.00	2,403.00	1.18
Additions, Extensions, Alterations to Dwellings	Incentive	Application	T	2,950.00	2,990.00	1.36
New Commercial Buildings (Including change of use) (\$3,640 min + \$2.2/sqm floor area)	Incentive	Application	T	3,500.00	3,640.00	4.00
Commercial Alterations/Additions under \$20,000 (\$2,250 plus \$2.50 per sqm)	Incentive	Application	T	2,175.50	2,250.00	3.42
Commercial & Industrial \$20,000 - \$50,000 (\$3,200 plus \$2.50 per sqm)	Incentive	Application	T	3,100.00	3,200.00	3.23
Commercial & Industrial \$50,001 - \$100,000 (3,700 plus \$2.50 per sqm)	Incentive	Application	T	3,600.00	3,700.00	2.78
Commercial & Industrial \$100,001-\$500,000 value x 0.4% + \$6,700 Maximum fee published	Incentive	Application	T	6,300.00	6,700.00	6.35



Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Commercial & Industrial \$500,001-\$2M value x 0.25% + \$12,500 Maximum fee published.	Incentive	Application	T	12,000.00	12,500.00	4.17
Commercial & Industrial over \$2M value/500 + \$3500) x 1.2. Maximum fee published.	Incentive	Application	T	Varies	Varies	Varies
Demolitions - Houses	Incentive	Application	T	1,540.00	1,569.00	1.88
Demolitions - Outbuildings	Incentive	Application	T	830.00	841.00	1.33
Demolitions - Commercial Buildings	Incentive	Application	T	1,540.00	1,564.00	1.56
Reblocking	Incentive	Application	T	930.00	946.00	1.72
Retaining Wall under 30m long	Incentive	Application	T	700.00	711.00	1.57
Retaining Wall over 30m long	Incentive	Application	T	1,750.00	1,775.00	1.43
<b>ACTIVE COMMUNITIES</b>						
<b>Pool Entry Fees</b>						
Adult Ticket	Accessible	Day	T	5.60	5.60	-
Child Ticket (Child under 2 years old free when accompanied by a paying adult)	Accessible	Day	T	4.50	4.50	-
Family Ticket (2 adults and dependent children under 16 years of age)	Accessible	Day	T	14.80	14.80	-
Concession Adult Ticket	Accessible	Day	T	4.50	4.50	-
Concession Family Ticket (2 adults and dependent children under 16 years of age)	Accessible	Day	T	11.20	11.20	-
Concession Student Ticket	Accessible	Day	T	4.50	4.50	-
School Group Student Entry	Accessible	Day	T	2.00	2.00	-
Adult Ticket	Accessible	Season	T	107.00	107.00	-
Child Ticket (Child under 2 years old free when accompanied by a paying adult)	Accessible	Season	T	79.00	79.00	-
Family Ticket (2 adults and dependent children under 16 years of age)	Accessible	Season	T	205.00	205.00	-
Adult Extended Season Ticket	Accessible	Season	T	164.00	164.00	-
Child Extended Season Ticket	Accessible	Season	T	128.00	128.00	-
Family Extended Season Ticket (2 adults and dependent children under 16 years of age)	Accessible	Season	T	270.00	270.00	-
Concession Adult Ticket	Accessible	Season	T	81.00	81.00	-
Concession Family Ticket (2 adults and dependent children under 16 years of age)	Accessible	Season	T	162.00	162.00	-
Concession Adult Extended Season Ticket	Accessible	Season	T	130.00	130.00	-
Concession Family Extended Season Ticket	Accessible	Season	T	217.00	217.00	-
Rural Pool Pass - Adult	Accessible	Season	T	82.00	82.00	-
Rural Pool Pass - Child	Accessible	Season	T	55.00	55.00	-
Rural Pool Pass - Family	Accessible	Season	T	130.00	130.00	-
January 31 Season Ticket Price - Adult	Accessible	Season	T	51.00	51.00	-
January 31 Season Ticket Price - Child	Accessible	Season	T	39.00	39.00	-
January 31 Season Ticket Price - Family	Accessible	Season	T	98.00	98.00	-
Winter Seasonal Use - Adult	Accessible	Season	T	198.00	198.00	-
Winter Seasonal Use - Child	Accessible	Season	T	158.00	158.00	-
Winter Seasonal Use - Family	Accessible	Season	T	342.00	342.00	-
Intermediate Pool	Accessible	Hour	T	46.00	46.00	-
Dive Pool, 1m, 3m, 5m Boards	Accessible	Hour	T	46.00	46.00	-
Lane Hire	Accessible	Hour	T	24.00	24.00	-
Water Slide Hire	Accessible	Hour	T	73.00	73.00	-
Large Aquatic Facility Hire (additional charge where >400 people attend)	Accessible	Facility per hour	T	175.50	175.50	-
Small Aquatic Facility Hire (additional charge where >400 people attend)	Accessible	Facility per hour	T	120.00	120.00	-
Pool Marketing and promotional discounts	Incentive	Season	T	Varies up to 20%	Varies up to 20%	-
<b>Indoor Aquatic &amp; Wellbeing Centres</b>						
Indoor Pool Adult Casual	Accessible	Casual	T	6.80	6.80	-
Indoor Pool Casual Child/Concession Casual	Accessible	Casual	T	5.00	4.70	-6.00
Indoor Pool Family (2 adults + dependant children)	Accessible	Casual	T	19.00	19.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Indoor Pool Small Family (1 adult + dependant children)	Accessible	Casual	T	13.00	13.00	-
Indoor Pool Lane Hire	Accessible	Casual	T	12.50	12.50	-
Indoor Pool Group Entry (over 20 people)	Accessible	Casual	T	4.00	4.00	-
Indoor Pool School Child Entry	Accessible	Casual	T	3.50	3.50	-
Indoor Pool Schools 3/4 hour lesson (inc. entry)	Accessible	Session	T	8.20	8.20	-
Indoor Pool Aquatic Teacher/Instructor	Accessible	Hour	T	40.00	40.00	-
Indoor Pool Swim/Spa/Sauna	Accessible	Casual	T	10.20	10.20	-
Indoor Pool Swim/Spa/Sauna Concession	Accessible	Casual	T	8.80	8.80	-
Indoor Pool Adult Swim Pass 10 Visits	Accessible	Multi Visit Pass	T	55.00	55.00	-
Indoor Pool Child/Concession Pass 10 Visits	Accessible	Multi Visit Pass	T	38.00	38.00	-
Indoor Pool Family Pass 10 Visits	Accessible	Multi Visit Pass	T	150.00	150.00	-
Indoor Pool Adult Swim Pass 20 Visits	Accessible	Multi Visit Pass	T	110.00	110.00	-
Indoor Pool Child/Concession Pass 20 Visits	Accessible	Multi Visit Pass	T	76.00	76.00	-
Indoor Pool Family Swim Pass 20 Visits	Accessible	Multi Visit Pass	T	300.00	300.00	-
Aquatic Events Indoor 50m Peak Time	Accessible	Hour	T	680.00	680.00	-
Aquatic Events Indoor 50m Off Peak	Accessible	Hour	T	315.00	315.00	-
Aquatic Programs Child Learn to Swim Membership - Direct Debit	Accessible	Weekly	T	15.60	15.60	-
Aquatic Programs Adult Learn to Swim Membership - Direct Debit	Accessible	Weekly	T	18.00	18.00	-
Aquatic Programs Squad Membership - Direct Debit	Accessible	Weekly	T	18.00	18.00	-
Aquatic Programs Aqua Aerobics Class	Accessible	Casual	T	12.50	12.50	-
Aquatic Programs Aqua Aerobics Class (Concession)	Accessible	Casual	T	9.50	9.50	-
Aquatic Programs Aqua Aerobics 20 Visit Pass	Accessible	Multi Visit Pass	T	225.00	225.00	-
Aquatic Programs Aqua Aerobics 20 Visit Pass (Concession)	Accessible	Multi Visit Pass	T	170.00	170.00	-
Aquatic Programs Aqua Play (Splish Splash - 2 to 6 months)	Accessible	Casual	T	6.80	6.80	-
Aquatic Programs Birthday Parties (per child + food)	Accessible	Session	T	21.00	21.00	-
Aquatic Membership Joining Fee	Accessible	Application	T	42.00	42.00	-
Aquatic Membership Adult - Direct Debit	Accessible	Weekly	T	9.80	9.80	-
Aquatic Membership Student/Concession - Direct Debit	Accessible	Weekly	T	7.70	7.70	-
6 Month Aquatic Membership Adult	Accessible	Term	T	292.00	292.00	-
6 Month Aquatic Membership Student/Concession	Accessible	Term	T	240.00	240.00	-
12 Month Aquatic Membership Adult	Accessible	Term	T	545.00	545.00	-
12 Month Aquatic Membership Student/Concession	Accessible	Term	T	445.00	445.00	-
Platinum & Gold Membership Joining Fee	Accessible	Application	T	40.00	40.00	-
Platinum Membership - Direct Debit	Accessible	Weekly	T	20.00	20.00	-
Platinum Membership Student/Concession - Direct Debit	Accessible	Weekly	T	16.00	16.00	-
Gold/Partner Health Membership - Direct Debit	Accessible	Weekly	T	16.00	16.00	-
Gold/Partner Health Membership Student/ Concession - Direct Debit	Accessible	Weekly	T	12.80	12.80	-
Teen (13-15 years) Flexi Membership - Direct Debit	Accessible	Weekly	T	11.70	11.70	-
Coaching Zone Membership - Direct Debit	Accessible	Weekly	T	50.00	50.00	-
2 Weeks Platinum Membership	Accessible	Term	T	62.00	62.00	-
2 Weeks Gold/Partner Health Membership	Accessible	Term	T	50.00	50.00	-

Program/Service		Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
					2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
6 Month Platinum Membership		Accessible	Term	T	546.00	546.00	-
6 Month Gold/Partner Health Membership		Accessible	Term	T	455.00	455.00	-
6 Month Teen Platinum Membership		Accessible	Term	T	345.00	345.00	-
12 Month Platinum Membership		Accessible	Term	T	1,050.00	1,050.00	-
12 Month Gold/Partner Health Membership		Accessible	Term	T	870.00	870.00	-
12 Month Teen Platinum Membership		Accessible	Term	T	650.00	650.00	-
Platinum Membership - Pre Sale Stage 1 - Excl. Joining Fee - Direct Debit		Accessible	Weekly	T	15.80	15.80	
Platinum Membership - Pre Sale Stage 2 - Excl. Joining Fee - Direct Debit		Accessible	Weekly	T	17.50	17.50	-
Group Fitness Class Adult		Accessible	Casual	T	12.50	12.50	-
Group Fitness Class Concession/Student		Accessible	Casual	T	9.50	9.50	-
Casual Gym Adult		Accessible	Casual	T	16.50	16.50	-
Casual Gym Concession/Student		Accessible	Casual	T	13.40	13.40	-
Group Fitness Class 20 Visit Pass		Accessible	Multi Visit Pass	T	242.00	242.00	-
Group Fitness class 20 Visit Pass Concession		Accessible	Multi Visit Pass	T	200.00	160.00	-20.00
Casual Gym 20 Visit Pass		Accessible	Multi Visit Pass	T	307.00	307.00	-
Casual Gym Concession/Student 20 Pass Visit		Accessible	Multi Visit Pass	T	254.00	254.00	-
Personal Training - From		Accessible	Casual	T	46.00	46.00	-
School Fitness School Fitness Program Entry		Accessible	Casual	T	5.20	5.20	-
Room Hire - Multi Purpose Room		Accessible	Hour	T	30.00	30.00	-
Childcare 90 Minutes Member		Accessible	Casual	T	8.80	8.80	-
Childcare 90 Minutes Non-Member		Accessible	Casual	T	10.80	10.80	-
Occasional Care 90 Minutes Member		Accessible	Casual	T	16.00	16.00	-
Occasional Care 90 Minutes Non-Member		Accessible	Casual	T	19	19	-
Pool Marketing, sponsor and promotional discounts		Incentive	Application	T	Varies up to 20%	Varies up to 20%	-
Pool Marketing, sponsor and promotional discounts		Incentive	Term/ Monthly	T	Varies up to 20%	Varies up to 20%	-
Pool Marketing, sponsor and promotional discounts		Incentive	Casual	T	Varies up to 20%	Varies up to 20%	-
Wellness Centre Services - From		Accessible	Session	T	65.00	65.00	-
Exercise physiology - From		Accessible	Session	T	60.00	60.00	-
Additional prices, programs and services can be added at the discretion of the CEO.							
Squash Court Hire 1 hour			Hour	T	15.00	15.00	-
Squash Court Hire 1/2 hour			1/2 hour	T	10.00	10.00	-
Stadium hire 1 hour			Hour	T	20.00	20.00	
Stadium hire not for profit 1 hour			Hour	T	15.00	15.00	-
Multi purpose room room hire (not for profit)			hour	T	30.00	30.00	-
Reserves/Ovals - Season Hire							
Booking fee			Percentage	T	0.05	0.05	-
Graded A Reserve	Summer	Accessible	Season	T	3,936.00	3,936.00	-
Graded A Reserve	Winter	Accessible	Season	T	7,873.00	7,873.00	-
Graded A Reserve - Junior Use	Summer	Accessible	Season	T	1,968.00	1,968.00	-
Graded A Reserve - Junior Use	Winter	Accessible	Season	T	3,936.00	3,936.00	-
Graded B Reserve	Summer	Accessible	Season	T	1,968.00	1,968.00	-
Graded B Reserve	Winter	Accessible	Season	T	3,936.00	3,936.00	-
Graded B Reserve - Junior Use	Summer	Accessible	Season	T	984.00	984.00	-
Graded B Reserve - Junior Use	Winter	Accessible	Season	T	1,968.00	1,968.00	-
Graded C Reserve	Summer	Accessible	Season	T	984.00	984.00	-
Graded C Reserve	Winter	Accessible	Season	T	1,968.00	1,968.00	-
Graded C Reserve - Junior Use	Summer	Accessible	Season	T	490.00	490.00	-
Graded C Reserve - Junior Use	Winter	Accessible	Season	T	985.00	984.00	-0.10
Graded D Reserve	Summer	Accessible	Season	T	490.00	490.00	-
Graded D Reserve	Winter	Accessible	Season	T	984.00	984.00	-
Graded D Reserve - Junior Use	Summer	Accessible	Season	T	245.00	245.00	

Program/Service		Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
					2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Graded D Reserve - Junior Use	Winter	Accessible	Season	T	490.00	490.00	-
Occasional Hire							
Graded A Reserve		Accessible	Day	T	268.00	268.00	-
Graded A Reserve - Junior Use		Accessible	Day	T	134.00	134.00	-
Graded B Reserve		Accessible	Day	T	200.00	200.00	-
Graded B Reserve - Junior Use		Accessible	Day	T	100.00	100.00	-
Graded C Reserve		Accessible	Day	T	134.00	134.00	-
Graded C Reserve - Junior Use		Accessible	Day	T	67.00	67.00	-
Graded D Reserve		Accessible	Day	T	-	67.00	NEW
Graded D Reserve - Junior Use		Accessible	Day	T	-	33.50	NEW
Graded A Reserve		Accessible	Up to 3 Hours	T	134.00	134.00	-
Graded A Reserve - Junior Use		Accessible	Up to 3 Hours	T	67.00	67.00	-
Graded B Reserve		Accessible	Up to 3 Hours	T	100.00	100.00	-
Graded B Reserve - Junior Use		Accessible	Up to 3 Hours	T	50.00	50.00	-
Graded C Reserve		Accessible	Up to 3 Hours	T	67.00	67.00	-
Graded C Reserve - Junior Use		Accessible	Up to 3 Hours	T	33.50	33.50	-
Graded D Reserve		Accessible	Up to 3 Hours	T	-	33.50	NEW
Graded D Reserve - Junior Use		Accessible	Up to 3 Hours	T	-	16.75	NEW
Graded A Reserve		Accessible	Up to 1 hour	T	-	45.00	NEW
Graded B Reserve		Accessible	Up to 1 hour	T	-	34.00	NEW
Graded C Reserve		Accessible	Up to 1 hour	T	-	23.00	NEW
Graded D Reserve		Accessible	Up to 1 hour	T	-	11.50	NEW
Lighting at Sports Centre Track or Oval Only		Accessible	Hour	T	37.00	37.00	-
Lighting at Epsom Huntly Recreation Reserve		Accessible	Hour	T	37.00	37.00	-
Epsom Huntly Regional Recreation Reserve Pavilions							
Change Room Casual Use		Accessible	Day	T	21.50	21.50	-
Meeting Room Casual Use up to 4 hours		Accessible	Hour	T	30.00	30.00	-
Function Room, Kitchen & Bar Community Use - Casual		Accessible	Per Use	T	107.00	107.00	-
Function Room, Kitchen & Bar Commercial/Private Use - Casual		Accessible	Per Use	T	350.00	350.00	-
Function Room Playgroup Use		Accessible	Per Use	T	12.00	12.00	-
Kitchen / Kiosk - Seasonal		Accessible	Per Use	T	37.00	37.00	-
Function Room, Kitchen & Bar Community Use - Seasonal		Accessible	Per Use	T	107.00	107.00	-
Function Room - Training Nights - Seasonal		Accessible	Per Use	T	22.50	22.50	-
Seasonal Cleaning Fee - From		Accessible	Weekly	T	22.00	22.00	-
Casual Use Cleaning Fee - From		Accessible	Per Use	T	125.00	125.00	-
Marist College Community Facility							
Indoor Stadium Hire		Accessible	Hourly	T	30.00	30.00	-
Function Room, Kiosk & Bar Community Use - Casual		Accessible	Per Use	T	105.00	105.00	-
Function Room, Kiosk & Bar Commercial/Private Use - Casual		Accessible	Per Use	T	344.00	344.00	-
Commercial Fitness Operators							
Commercial Fitness Operator Fee - Over 3 sessions per week (Annual Permit)		Accessible	Application	T	1,200.00	1,200.00	-
Commercial Fitness Operator Fee - Over 3 sessions per week (Summer Permit)		Accessible	Application	T	600.00	600.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Commercial Fitness Operator Fee - Under 3 sessions per week (Annual Permit)	Accessible	Application	T	600.00	600.00	-
Commercial Fitness Operator Fee - Under 3 sessions per week (Summer Permit)	Accessible	Application	T	300.00	300.00	-
Commercial Fitness Operator Fee - Casual Use	Accessible	Application	T	25.00	25.00	-
Commercial Fitness Operator Additional Trainers Fee (Applicable 3+ trainers)	Accessible	Application	T	120.00	120.00	-
COMMUNITY WELLBEING (Aged and Disability)						
General Home Care						
General Home Care - Low Fee Range	Accessible	Hour	F	9.20	9.20	-
Personal Care - Low Fee Range	Accessible	Hour	F	4.80	4.80	-
Respite Care - Low Fee Range	Accessible	Hour	F	3.65	3.65	-
Property Maintenance - Low Fee Range	Accessible	Hour	F	13.55	13.55	-
Social Support Individual	Accessible	Hour	F	4.80	4.80	-
MOW Main Meal Low Fee Range	Accessible	Each	F	9.80	9.80	-
General Home Care - Medium Fee Range	Accessible	Hour	F	22.95	22.95	-
Personal Care - Medium Fee Range	Accessible	Hour	F	12.00	12.00	-
Respite Care - Medium Fee Range	Accessible	Hour	F	6.75	6.75	-
Property Maintenance - Medium Fee Range	Accessible	Hour	F	20.60	20.60	-
MOW - Main Meal - Medium Fee Range	Accessible	Each	F	15.00	15.00	-
General Home Care - High Fee Range	Accessible	Hour	F	49.30	49.30	-
Personal Care - High Fee Range	Accessible	Hour	F	49.30	49.30	-
Respite Care - High Fee Range	Accessible	Hour	F	49.30	49.30	-
Property Maintenance - High Fee Range	Accessible	Hour	F	52.50	52.50	-
MOW - Main Meal - High Fee Range	Accessible	Each	F	26.00	26.00	-
Tip Fee	Accessible	Trip	F	12.35	12.35	-
COMMUNITY WELLBEING (Early Years)						
Child Care						
Weekly under 3 years of age	Accessible	Week	F	521.50	529.35	1.51
Weekly over 3 years of age	Accessible	Week	F	509.50	517.15	1.50
Full Day Care under 3 years of age	Accessible	Day	F	134.70	136.75	1.52
Full Day Care over 3 years of age	Accessible	Day	F	134.70	136.75	1.52
Occasional Care	Accessible	Hour	F	14.10	14.35	1.77
Late Collection of Children	Accessible	Minute	F	6.20	6.30	1.61
Non Cancellation of OCC bookings	Accessible	Flat Admin	F	12.10	12.30	1.65
Helen Jessen Child Care Centre						
Meeting Room Full	Accessible	1/2 day	T	78.50	79.70	1.53
Meeting Room Full	Accessible	1 day	T	144.60	146.80	1.52
Meeting Room Large Half	Accessible	1/2 day	T	66.40	67.40	1.51
Meeting Room Large Half	Accessible	1day	T	132.70	134.70	1.51
Meeting Room Small Half	Accessible	1/2 day	T	44.70	45.40	1.57
Meeting Room Small Half	Accessible	1day	T	89.30	90.65	1.51
PLANNED ACTIVITY GROUP (PAG) Community Services						
Planned Activity Group - Low Fee Range	Accessible	Session	F	\$19.80 (9.30 + 10.50 meal)	\$19.80 (9.30 + 10.50 meal)	-
Planned Activity Group - Medium Fee Range	Accessible	Session	F	\$35.10 (24.60 +10.50 meal)	\$35.10 (24.60 +10.50 meal)	-
Planned Activity Group - High Fee Range	Accessible	Session	F	\$81.20 (70.70+10.50 meal)	\$81.20 (70.70+10.50 meal)	-
ENVIRONMENTAL HEALTH						
Food Act						
Class 1A - Proprietary FSP and Scale*	Full Cost	Each	T	1,275.00	1,295.00	1.57
Class 1B - Proprietary FSP*	Full Cost	Each	T	816.00	829.00	1.59
Class 2A - Proprietary FSP or Independent & Scale*	Full Cost	Each	T	1,275.00	1,295.00	1.57
Class 2B - Standard or Independent*	Full Cost	Each	T	688.50	698.00	1.38
Class 2C - Standard FSP (Home based/farm gate/B&B) *	Full Cost	Each	T	357.00	363.00	1.68
Class 3A - Minimum Records*	Full Cost	Each	T	357.00	363.00	1.68

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Class 3B (minimum records including community groups)*	Full Cost	Each	T	178.50	181.00	1.40
Follow Up of Non-Compliance Food Sampling	Full Cost	Each	F	169.60	172.00	1.42
One Off Event NEW	Full Cost	Each	T	102.00	103.00	0.98
Extracts						
Copy of Certificate of Analysis	Full Cost	Each	T	42.85	43.50	1.52
Public Health & Wellbeing Act 2008						
Prescribed Accommodation*	Full Cost	Each	F	357.00	363.00	1.68
Public Health and Wellbeing Premises (including pool registrations)*	Full Cost	Each	F	408.00	414.00	1.47
* Businesses experiencing financial hardship may be eligible to receive a reduction up to 50% on these fees. Existing businesses are required to renew their registrations and provide all necessary documentation.						

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Caravan Parks						
Registration	Statutory	Site	F	As per schedule - varies	As per schedule - varies	As per schedule - varies
Transfer Fee	Full Cost	Each	F	As per Schedule (5 fee units)	As per Schedule (5 fee units)	As per Schedule (5 fee units)
Inspection and Report Fee	Full Cost	Each	T	357.00	362.40	1.51
All Registrations (except caravan parks)						
Transfer Fee	Statutory	Each	F	350.00	As per scheduled (varies)	-
New Premise Fee*	Full Cost	Each	T	350.00	355.3	1.51
Pro-rata Registration of new premises 1 July - 30 September	Full cost	Each	F	New Premise fee + Annual registration fee	New Premise fee + Annual registration fee	-
Pro-rata Registration of new premises 1 October - 31 December	Full Cost	Each	F	New Premise fee + 75% of Annual registration fee	New Premise fee + 75% of Annual registration fee	-
Pro-rata Registration of new premises 1 January - 31 March	Full Cost	Each	F	New Premise fee + 50% of Annual registration fee	New Premise fee + 50% of Annual registration fee	-
Pro-rata Registration of new premises 1 October - 31 December	Full Cost	Each	F	New Premise fee + 25% of Annual registration fee	New Premise fee + 25% of Annual registration fee	-
Major Non-Compliant Premise Re-inspection Fee	Full Cost	Each	F	272.35	276.00	1.34
Environment Protection Act (septic tanks)						
Construct, install or alter OWMS	Statutory	Application	F	705.00	As schedule (minimum 48.88 fee units for assessments not exceeding 8.2 hours with an additional 6.12 fee units payable per hour of assessment exceeding 8.2 hours up to a maximum of 135.43 fee units)	NEW
Minor alteration to OWMS	Statutory	Application	F	357.00	As per schedule (37.25 fee units)	NEW
Transfer a permit	Statutory	Application	F		As per schedule (9.93 fee units)	NEW
* Businesses experiencing financial hardship may be eligible to receive a reduction up to 50% on these fees. Existing businesses are required to renew their registrations and provide all necessary documentation.						

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Amend a permit	Statutory	Application	F		As per schedule (10.38 fee units)	NEW
Renew a permit	Statutory	Application	F		As per schedule (8.31 fee units)	NEW
Exemption	Statutory	Application	F		As per schedule (minimum 14.67 fee units for assessments not exceeding 2.6 hours with an additional 5.94 fee units payable per hour of assessment exceeding 2.6 hours up to a maximum of 61.41 fee units)	NEW
Additional Site Inspection charge	Full Cost	Each	T	222.00	225.00	1.35
Septic Plan/File Search Fee charge	Full Cost	Each	T	76.50	150.00	96.08
<b>Housing Orders - Certificate of Title</b>						
Report on orders affecting property	Market	Each	F	83.20	84.00	0.96
Removal of Director of Housing Declarations affecting title	Market	Each	F	166.30	168.50	1.32
<b>LOCAL LAWS</b>						
<b>Local Laws</b>						
A Frame - 1st Sign**	Full Cost	Each	F	66.30	67.50	1.81
A Frame - 2nd Sign**	Full Cost	Each	F	137.70	140.00	1.67
A Frame - 3rd Sign**	Full Cost	Each	F	300.90	306.00	1.69
Table and Chairs - in CBD**	Full Cost	Chair	F	63.25	64.00	1.19
Table and Chairs - outside CBD**	Full Cost	Chair	F	51.00	52.00	1.96
Local Law Permits (Processing Permit Applications/ Issuing Permits) - Commercial	Full Cost	Each	F	78.55	79.50	1.21
Sale of copy of all Councils Local Laws Charge	Full Cost	Each	F	38.75	39.00	0.65
Display of Goods for sale on Footpath - CBD**	Full Cost	Each	F	318.25	322.50	1.34
Display of Goods for sale on Footpath - non CBD**	Full Cost	Each	F	175.45	177.50	1.17
Display of Goods on Footpath - Decorative only - CBD**	Full Cost	Each	F	131.60	133.50	1.44
Display of Goods for sale on Footpath - Decorative only - non CBD**	Full Cost	Each	F	77.50	78.50	1.29
Late fee Administration for renewal of Outdoor Dining & Street Trading Permits	Full Cost	Each	T	180.55	183.50	1.63
Itinerant Trade Lake Trader	Full Cost	Monthly	F	698.70	709.50	1.55
Itinerant Trade CBD area	Full Cost	Monthly	F	517.15	525.00	1.52
Itinerant Trade Outer Area	Full Cost	Monthly	F	412.10	418.00	1.43
Itinerant Trade Rural Area	Full Cost	Monthly	F	295.80	299.50	1.25
Itinerant Trade Miscellaneous/one off permits	Full Cost	Each	F	78.55	79.50	1.21
Live on site Application Fee	Full Cost	Application	F	201.95	205.00	1.51
Live on site Renew Permit (each six months)	Full Cost	Application	F	201.95	205.00	1.51
Pro- rata permit fees 1 August - 31 October	Full Cost	Each	F	100% permit fee	100% permit fee	100% permit fee
Pro-rata permit fees 1 November - 31 January	Full Cost	Each	F	75% permit fee	75% permit fee	75% permit fee
** Businesses experiencing financial hardship may be eligible to have these fees temporarily waived. Businesses are still required to renew their permits and provide all necessary documentation. New applications will still require the application fee (\$80) to be paid.						



Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Pro-rata permit fees 1 February - 30 April	Full Cost	Each	F	50% permit fee	50% permit fee	50% permit fee
Pro-rata permit fees 1 May - 31 July	Full Cost	Each	F	25% permit fee	25% permit fee	25% permit fee
Administrative Fee - Fire Prevention - Invoices	Full Cost	Each	T	208.10	211.00	1.39
Grass Slashing (Administrative Cost - Slashing Carried Out by Council's Contractors)	Full Cost	Time	T	100% Cost Recovery	100% Cost Recovery	-
<b>PARKING AND ANIMAL CONTROL</b>						
<b>Animal Registrations - Non Concession Fees</b>						
Dogs - Desexed	Market	Animal	F	45.90	46.50	1.31
Dogs - Over 10 Years	Market	Animal	F	45.90	46.50	1.31
Dogs - Domestic Animal Business conducted on Registered Premises	Market	Animal	F	45.90	46.50	1.31
Dogs registered with the Victorian Canine Association	Market	Animal	F	45.90	46.50	1.31
Dog undergone Obedience Training which complies with Regulations	Market	Animal	F	45.90	46.50	1.31
Dog kept for working stock - rural property	Market	Animal	F	45.90	46.50	1.31
Dogs - all other	Market	Animal	F	137.70	139.50	1.31
Cats - Desexed	Market	Animal	F	37.75	38.00	0.66
Cats - Over 10 Years	Market	Animal	F	37.75	38.00	0.66
Cat kept for breeding by the proprietor of a Domestic Animal Business conducted on registered premises	Market	Animal	F	37.75	38.00	0.66
Cat registered with the Feline Control Council.	Market	Animal	F	37.75	38.00	0.66
Cats - all other	Market	Animal	F	113.25	114.50	1.10
<b>Animal Registrations Concession Fees</b>						
Dogs - Desexed	Market	Animal	F	22.95	23.20	1.09
Dogs - Over 10 Years	Market	Animal	F	22.95	23.20	1.09
Dogs - Domestic Animal Business conducted on Registered Premises	Market	Animal	F	22.95	23.20	1.09
Dogs registered with the Victorian Canine Association	Market	Animal	F	22.95	23.20	1.09
Dog undergone Obedience Training which complies with Regulations	Market	Animal	F	22.95	23.20	1.09
Dog kept for working stock - rural property	Market	Animal	F	22.95	23.20	1.09
Dogs - all other	Market	Animal	F	68.50	69.70	1.75
Cats - Desexed	Market	Animal	F	18.85	19.00	0.80
Cats - Over 10 Years	Market	Animal	F	18.85	19.00	0.80
Cat kept for breeding by the proprietor of a Domestic Animal Business conducted on registered premises.	Market	Animal	F	18.85	19.00	0.80
Cat registered with the Feline Control Council.	Market	Animal	F	18.85	19.00	0.80
Cats - all other	Market	Animal	F	56.60	57.20	1.06
<b>Administration</b>						
Disabled Labels (additional)	Market	Label	F	5.70	5.90	3.51
Meter Hoods, etc						
Reserved parking fee paying bay (metered) - per bay	Market	Day	T	13.00	13.00	-
Reserved parking free (unmetered) time restricted bay - per bay	Market	Day	T	6.50	6.50	-
"No Standing" Tripod Stand, refundable bond	Market	per tripod	T	13.00	13.00	-
<b>Multi Storey Carpark - Hargreaves St</b>						
Bay Hire - level 7 (Mon-Fri)	Market	Monthly	T	129.00	129.00	-
Bay Hire - level 7 (24/7)	Market	Monthly	T	150.00	150.00	-
Bay Hire - roof top	Market	Monthly	T	93.00	93.00	-
Bay Hire - roof top (24/7)	Market	Monthly	T	107.00	107.00	-
Car Park Fees	Market	Hour/Day	T	1.80/8.00	1.80/8.00	-
<b>Multi Storey Carpark - Edward St</b>						
Bay Hire - Mon to Friday	Market	Monthly	T	141.00	141.00	-
Bay Hire - 24/7	Market	Monthly	T	167.00	167.00	-

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Car Park Fees	Market	Hour/Day	T	First 90 min free then 1.90/8.50	First 90 min free then 1.90/8.50	-
Parking Fees						
Car Park Fees Zone 1	Market	Hour/Day	T	1.80/6.50	1.80/6.50	-
Car Park Fees Zone 2	Market	Hour/Day	T	1.10/3.70	1.10/3.70	-
Car Park Cnr Edwards & Hargreaves	Market	Hour/Day	T	1.90/8.50	1.90/8.50	-
Fines						
Parking Offence Road Rules	Market	Penalty Unit	F	0.5 PU	0.5 PU	-
Parking Offence Road Rules	Statutory	Penalty Unit	F	0.6 PU	0.6 PU	-
Parking Offence Road Rules	Statutory	Penalty Unit	F	1.0 PU	1.0 PU	-
Abandoned vehicle release from pound	Market	Each	T	141.00	143.00	1.42
After hours release from Multi Storey Car Park	Market	Each	T	130.00	130.00	-
Stock release from pound 1 large animal or 5 small animals,sheep,etc	Market	Each	T	27.55	27.90	1.27
Stock impounding 1 large animal or 5 small animals,sheep,etc	Market	Each	T	38.75	39.20	1.16
Stock feeding per day, 1 large animal or 5 small animals,sheep,etc	Market	Each	T	10.40	10.60	1.92
Registration of Domestic Animal Business	Market	Each	T	169.30	172.10	1.65
BENDIGO ANIMAL RELIEF CENTRE						
Release Fee Dog - Day 1	Market	Animal	F	30.00	30.00	-
Release Fee Dog - Day 2-4	Market	Animal	F	100.00	100.00	-
Release Fee Dog - Day 5-8	Market	Animal	F	150.00	150.00	-
Release Fee Cat - Day 1	Market	Animal	F	20.00	20.00	-
Release Fee Cat - Day 2-4	Market	Animal	F	80.00	80.00	-
Release Fee Cat - Day 5-8	Market	Animal	F	120.00	120.00	-
Release Fee Small Domestic Animal - Day 1	Market	Animal	F	20.00	20.00	-
Release Fee Small Domestic Animal - Day 2-4	Market	Animal	F	80.00	80.00	-
Release Fee Small Domestic Animal - Day 5-8	Market	Animal	F	120.00	120.00	-
Daily keeping fee	Market	Animal	F	35.00	35.50	1.43
Microchipping Fee Impounded	Market	Animal	F	40.00	40.00	-
Microchipping fee - public	Market	Animal	F	40.00	40.00	-
Vaccination fee	Market	Animal	F	50.00	50.00	-
Surrender Fee - not COGB resident						
Dog	Market	Animal	F	70.00	70.00	-
Cat	Market	Animal	F	50.00	50.00	-
Adoption fees						
Puppy (up to 6 months)	Market	Animal	F	420.00	420.00	-
Dog (6 months to 7 years)	Market	Animal	F	380.00	380.00	-
Senior Dog (7 years+)	Market	Animal	F	100.00	100.00	-
Kittens (up to 6 months)	Market	Animal	F	170.00	170.00	-
Cats (6 months to 7 years)	Market	Animal	F	120.00	120.00	-
Senior Cats (7 years +)	Market	Animal	F	50.00	50.00	-
Small Domestic Animal (Rabbit, Guinea Pig, Rodent, Ferret)	Market	Animal	F	30.00	30.00	-
Miscellaneous						
Registration of Foster Carer	Full Cost	Each	F	78.55	79.50	1.21
Animal Registration - Non Concession Fees						
Dog - Registered foster carer	Market	Animal	F	8.00	8.20	2.50
Cat - Registered foster carer	Market	Animal	F	8.00	8.20	2.50

## PRESENTATION AND ASSETS FEES AND CHARGES SCHEDULE 2021/2022

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
ENGINEERING						
Consent for Works in Road Reserves (Municipal roads) - Works other than minor works or traffic impact works						
Conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Not conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is not more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Not conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is not more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Land Use Activity Agreement (LUAA) – Council administration fee for negotiable activity	Accessible	Each	T	1,040.00	1,040.00	-
Consent for Works in Road Reserves (Municipal Roads) - Minor Works						
Conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Not conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is not more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Not conducted on, or on any part of, the roadway, shoulder or pathway which the maximum speed limit is not more than 50km/hr	Statutory	Each	F	Fee is set by State Government based on fee unit	Fee is set by State Government based on fee unit	-
Full Colour - Posters etc.						
AO	Market	Each	T	36.40	36.95	1.51
A2	Market	Each	T	13.50	13.75	1.85
Black and White Print						
AO	Market	Each	T	9.90	10.05	1.50
A1	Market	Each	T	6.60	6.70	1.50
A2	Market	Each	T	4.40	4.47	1.50
Map Books	Market	Each	T	10.00	10.15	1.50
PARKS AND OPEN SPACES						
All bookable Parks, Gardens and Passive Reserves						
Bonds for events are subject to the nature of the event						
Booking fee				5%	5%	-
Community/General Event/Gathering (0-30 People)	Accessible	No booking required	T	-	-	-
Community/General Event/Gathering (30-50 People)	Accessible	Per bookable location	T	94.00	94.00	-
Community/General Event/Gathering (Above 50 People)	Accessible	Per bookable location	T	99.00	99.00	-
Wedding / private event (birthday party / family reunion)	Accessible	Per bookable location	T	140.00	136.00	-2.86

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Commercial Event	Accessible	Per bookable location	T	136.00	136.00	-
RESOURCE RECOVERY AND EDUCATION SERVICES						
Eaglehawk Landfill						
Domestic Garbage Bag	Accessible	Tonne	T	191.00	226.00	18.32
Separated Waste	Accessible	Tonne	T	141.00	167.00	18.44
Domestic Concrete	Accessible	Tonne	T	75.00	88.50	18.00
Domestic Asbestos	Accessible	Tonne	T	260.00	307.00	18.08
Domestic Green Waste	Accessible	Tonne	L	FREE	FREE	FREE
Green Commercial	Accessible	Tonne	T	79.00	93.00	17.72
Industrial, Commercial	Accessible	Tonne	T	204.00	241.00	18.14
Industrial, Commercial <100kg	Accessible	Each	T	20.00	23.50	17.50
Industrial, Commercial (Polystyrene, carpet, PET, HDPE, LDPE, foam mattresses, insulation etc)	Accessible	Tonne	T	392.00	463.00	18.11
Industrial, Commercial (Mixed loads of recycling and waste)	Accessible	Tonne	T	392.00	463.00	18.11
Building Rubble	Accessible	Tonne	T	204.00	241.00	18.14
Clean Concrete	Accessible	Tonne	T	75.00	89.00	18.67
Asbestos	Accessible	Tonne	T	260.00	307.00	18.08
LL Contaminated Soil	Accessible	Tonne	T	250.00	295.00	18.00
Car Tyres	Accessible	Each	T	7.00	7.50	7.14
Car Tyre (with Rim)	Accessible	Each	T	13.00	13.50	3.85
Motorcycle	Accessible	Each	T	7.00	7.50	7.14
Light Truck	Accessible	Each	T	11.00	11.50	4.55
Light Truck (with Rim)	Accessible	Each	T	13.00	13.50	3.85
Heavy Truck	Accessible	Each	T	13.00	13.50	3.85
Heavy Truck (with Rim)	Accessible	Each	T	23.00	23.50	2.17
Super Single (with or without Rim)	Accessible	Each	T	POA	POA	-
Bob Cat	Accessible	Each	T	12.00	12.50	4.17
Forklift (small)	Accessible	Each	T	13.00	13.50	3.85
Forklift (medium)	Accessible	Each	T	18.00	18.50	2.78
Forklift (large)	Accessible	Each	T	23.00	23.50	2.17
Forklift over 36"	Accessible	Each	T	POA	POA	-
Tractor (small)	Accessible	Each	T	69.00	70.00	1.45
Tractor (medium)	Accessible	Each	T	112.00	114.00	1.79
Tractor (large)	Accessible	Each	T	169.00	171.50	1.48
Mattresses	Accessible	Each	T	32.00	37.50	17.19
Fridges/Air conditioners/Freezers	Accessible	Each	T	18.00	21.00	16.67
Immediate Deep Burial of Prohibited or Dangerous Items	Accessible	Fee unit	T	110.00	130.00	18.18
Goornong/Strathfieldsaye Transfer Stations						
Domestic Garbage Bag	Accessible	Domestic Bag	T	4.00	4.50	12.50
Wheelie Bin	Accessible	Load	T	10.00	11.50	15.00
Car Boot	Accessible	Car Boot	T	15.50	18.00	16.13
Car Boot (Unsorted Load)	Accessible	Car Boot	T	33.00	38.50	16.67
Trailer 6 x 4	Accessible	Trailer etc	T	33.00	38.50	16.67
Trailer 6 x 4 (Unsorted Load)	Accessible	Trailer etc	T	65.00	76.50	17.69
Trailer with cage 6 x 4	Accessible	Trailer etc	T	59.00	69.50	17.80
Trailer with cage 6 x 4 (Unsorted Load)	Accessible	Trailer etc	T	117.00	138.00	17.95
Tandem Trailer 8 x 5	Accessible	Load	T	68.50	80.50	17.52
Tandem Trailer 8 x 5 (Unsorted Load)	Accessible	Load	T	136.00	160.50	18.01
Tandem Trailer with cage 8 x 5	Accessible	Load	T	136.00	160.50	18.01
Tandem Trailer with cage 8 x 5 (Unsorted Load)	Accessible	Load	T	273.00	322.00	17.95
Fridges/Air conditioners/Freezers (Fridges & Large White Goods not accepted at Goornong)	Accessible	Each	T	FREE	FREE	-
Gas Bottles (<9kg)	Accessible	Each	T	10.50	12.00	14.29
Oil - Volumes <20L	Accessible	Each	L	3.50	4.00	14.29
Mattresses	Accessible	Each	T	32.00	37.50	17.19
Domestic green waste (Goornong only)	Accessible	Each	L	FREE	FREE	-
Computer monitors/televisions	Accessible	Each	T	FREE	FREE	-
Heathcote Transfer Station						
Garbage Bag - (< 70 Litres)	Accessible	Each	T	4.00	4.50	12.50
Wheelie Bin	Accessible	Each	T	10.00	11.50	15.00

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Car Boot	Accessible	Load	T	15.50	18.00	16.13
Car Boot (Unsorted Load)	Accessible	Load	T	33.00	38.50	16.67
Trailer/Ute 6 x 4	Accessible	Load	T	33.00	38.50	16.67
Trailer/Ute 6 x 4 (Unsorted Load)	Accessible	Load	T	65.00	76.50	17.69
Trailer with cage 6 x 4	Accessible	Load	T	59.00	69.50	17.80
Trailer with cage 6 x 4 (Unsorted Load)	Accessible	Load	T	117.00	138.00	17.95
Tandem Trailer 8 x 5	Accessible	Load	T	68.50	80.50	17.52
Tandem Trailer 8 x 5 (Unsorted Load)	Accessible	Load	T	136.00	160.50	18.01
Tandem Trailer with cage 8 x 5	Accessible	Load	T	136.00	160.50	18.01
Tandem Trailer with cage 8 x 5 (Unsorted Load)	Accessible	Load	T	273.00	322.00	17.95
Domestic green waste	Accessible	Load	L	FREE	FREE	FREE
Green Commercial	Accessible	Cubic Metre	T	16.50	19.50	18.18
Industrial, Commercial (Including commercial cardboard)	Accessible	Cubic Metre	T	43.50	51.00	17.24
Industrial, Commercial (Unsorted Load)	Accessible	Cubic Metre	T	87.00	102.50	17.82
Car Tyres	Accessible	Each	T	7.00	7.50	7.14
Car Tyre (with Rim)	Accessible	Each	T	13.00	13.50	3.85
Motorcycle	Accessible	Each	T	7.00	7.50	7.14
Light Truck	Accessible	Each	T	11.00	11.50	4.55
Light Truck (with Rim)	Accessible	Each	T	12.50	13.50	8.00
Heavy Truck	Accessible	Each	T	13.00	13.50	3.85
Heavy Truck (with Rim)	Accessible	Each	T	22.50	23.50	4.44
Super Single (with or without Rim)	Accessible	Each	T	POA	POA	-
Bob Cat	Accessible	Each	T	11.50	12.50	8.70
Forklift (small)	Accessible	Each	T	12.50	13.50	8.00
Forklift (medium)	Accessible	Each	T	17.50	18.50	5.71
Forklift (large)	Accessible	Each	T	22.50	23.50	4.44
Forklift over 36"	Accessible	Each	T	POA	POA	-
Tractor (small)	Accessible	Each	T	67.50	70.00	3.70
Tractor (medium)	Accessible	Each	T	112.50	114.00	1.33
Tractor (large)	Accessible	Each	T	168.50	171.50	1.78
Fridges /Air conditioners/Freezers	Accessible	Each	T	FREE	FREE	-
Gas Bottles (<9kg)	Accessible	Each	T	10.50	12.00	14.29
Oil - Volumes <20L	Accessible	Each	L	3.50	4.00	14.29
Mattresses	Accessible	Each	T	32.00	37.50	17.19
Computer monitors/Televisions	Accessible	Each	T	FREE	FREE	-
Bin Hire						
Up to 5 240L Bins	Accessible	Fee Unit	T	104.00	122.50	17.79
6 to 10 240L Bins	Accessible	Fee Unit	T	137.35	162.00	17.95
11 to 15 240L Bins	Accessible	Fee Unit	T	160.75	189.00	17.57
15 to 20 240L Bins	Accessible	Fee Unit	T	246.60	290.50	17.80
21 to 25 240L Bins	Accessible	Fee Unit	T	280.40	331.00	18.05
26 to 30 240L Bins	Accessible	Fee Unit	T	307.40	362.50	17.92
31 to 35 240L Bins	Accessible	Fee Unit	T	393.25	463.50	17.86
36 to 40 240L Bins	Accessible	Fee Unit	T	430.75	508.00	17.93
41 to 45 240L Bins	Accessible	Fee Unit	T	578.45	682.50	17.99
46 to 50 240L Bins	Accessible	Fee Unit	T	604.35	712.50	17.90
* In line with the introduction of the new EPA levy these fees will increase from 1 July 2021.						
TRAFFIC MANAGEMENT						
Flagman - Normal Hours	Full Cost	Per person per hour	T	49.00	49.75	1.53
Flagman - Outside Normal Hours	Full Cost	Per person per hour	T	55.15	56.00	1.54
Saturday	Full Cost	Per person per hour	T	60.50	61.45	1.54
Sunday	Full Cost	Per person per hour	T	61.55	62.50	1.54
Public Holidays	Full Cost	Per person per hour	T	71.65	72.70	1.47
Arrow Boards	Full Cost	Per Day	T	105.05	106.65	1.52
VMS Boards	Full Cost	Per Day	T	233.50	237.05	1.52
Traffic Management Plans	Full Cost	Each	T	175.10	177.75	1.51
Corflute Sign Replacement	Full Cost	Each	T	29.20	29.65	1.54

Program/Service	Pricing Type*	Unit of Measure	GST Status (F) Free (T) Taxable	Unit Fee		% Change
				2020/2021 (inc. GST) \$	2021/2022 (inc. GST) \$	
Vehicle & required signs	Full Cost	Per Hour	T	18.95	19.25	1.58
Multi Message Frame Replacement	Full Cost	Each	T	37.30	37.90	1.61
1 Man crew & vehicle	Full Cost	Per Hour	T	67.30	68.35	1.56
2 Man crew & vehicle	Full Cost	Per Hour	T	115.55	117.30	1.51
PROPERTY SERVICES						
Conveyancing / Legal Services						
Services in connection with a Council land transaction	Full Cost	Varies	T	Varies	Varies	Varies

# Appendix B

## Budget process

This section gives an overview of 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, the City 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 the City intends to levy as well as a range of other information.

The 2021/2022 budget, which is included in this report, is for the year 1 July 2021 to 30 June 2022 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 2021 in accordance with the Act and Regulations, and, although not externally audited, will generally be 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 the City requires in order to make an informed decision about the adoption of the Budget.

In advance of preparing the budget, officers review and update the City's long-term financial projections. Financial projections for at least four years are ultimately included in the City's Budget, 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 November and December. A draft consolidated budget is then prepared, and various iterations are considered by Council at informal briefings during February and March.

A budget is prepared in accordance with the Act and submitted to Council in April or May, for in principle approval. Council is then required to give public notice that it intends to formally adopt the Budget. It must give 28 days' notice of its intention to adopt the Budget and make the Budget available for inspection at its offices and on its website. 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.

Council undertakes media briefings, promotion and displays copies of the budget on the City's website. Hard copies are also available at Council offices. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. This year the budget will be adopted by 30 June 2021 and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

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

# Appendix C

## Budget context, budget principles and capital investment framework

### Budget context

#### Snapshot of Greater Bendigo City Council

The City of Greater Bendigo is located in the centre of Victoria, covering almost 3,000 square kilometres. Greater Bendigo includes smaller towns and villages such as Heathcote, Axedale, Huntly, Marong, Elmore, Goornong, Neilborough, Sebastian, Woodvale, Raywood, Mia and Redesdale.

#### Population

As at June 30, 2019 Greater Bendigo had an estimated population of 118,093 people which is a growth of 1.77 per cent or 2,052 from June 30, 2018. It is estimated that 16,300 of the population live in the City's rural areas and 85 per cent live in Urban Bendigo.

#### Ageing population

The age structure of Greater Bendigo at the 2016 Census showed that 19.2 per cent of the population was aged less than 15 years and 23.9 per cent of residents were over the age of 60 years. In 2016, the dominant age structure for persons in the City was ages between 20 and 24 which accounts for 7.2 per cent of the population.

In between the period of the last two Censuses, the largest changes within the age groups were 5 to 11 (+1,134), 25 to 34 (+1,944), 60 to 69 (+2,427) and 70 to 84 (+1,503).

The age structure of Greater Bendigo shows different populations at their different life stages. Looking at age structure this way can better inform the level of demand on specific age-based services as well as specific housing needs.

There has been growth of the young workforce and tertiary aged population between the last two Censuses, as well as the previously discussed growth of the older population.

#### Births

Birth rates in Greater Bendigo decreased slightly in 2018 from the previous census year with 1,413 babies born.

#### Cultural diversity

Of the total Greater Bendigo population in 2016, 8,819 of residents were born overseas. Of those residents born overseas, 4.6 per cent were born in non-English speaking countries. The main countries of birth of residents, apart from Australia, represent migrant groups from the United Kingdom, New Zealand and India.

#### Education and Occupation

In 2016, less than half (47.3 per cent) of the population hold no formal qualifications (Bachelor or higher degree, Advanced Diploma or Diploma, or Vocational qualifications) and 41.9 per cent had no qualifications, compared with 45 per cent and 42.8 per cent respectively for Regional Victoria.

When combined, three occupations (Professional, Technical and Trades Workers, and Clerical and Administrative Workers) accounted for 22,885 people in total or 47 per cent of the employed resident population.

#### Budget implications

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

- The large geographic area, which includes both urban and rural environments, means the City needs to be responsive to diverse community needs.
- The large rural area means transport costs for services are higher. This will impact on services such as garbage collection. There is also a requirement to invest in maintaining a vast rural road network.
- The growing urban area means that with new subdivisions, Council takes on responsibility for an increasing number of public assets when transferred by developers. This includes public parkland which in turn requires additional staff and equipment to maintain.



## BUDGET PRINCIPLES

The Local Government Act has established Overarching Principles that must be given effect through the performance of a Council's role. The Financial management principles (s 101) require councils to:

- manage finances in accordance with financial policies and strategic plans
- monitor and manage financial risks prudently
- provide stability and predictability in the financial impact of decisions
- explain the financial operations and financial position by keeping appropriate records

Along with the overarching principles established in The Act the following Budget Principles have been drafted to support the development of the LTFP and the Budget:

Theme	Principle
<b>Financial Sustainability</b>	Council will effectively and efficiently use its resources to deliver the best outcomes for the community whilst ensuring ongoing future financial sustainability. Council will seek first to manage resources within prescribed rate caps.
<b>Allocation of Financial Resources</b>	Council will consider the financial resources required for the implementation of the endorsed Community Vision; Council Plan and other Integrated Plans of Council.
<b>Renewal of Assets</b>	Asset Renewal is fundamental to Council's services and financial sustainability. Asset renewal allocations are derived through formal assessments in line with Asset Management Plans; associated service levels; and condition audits.
<b>Capital Works Prioritisation &amp; Completion</b>	<p>a) Before approving the acquisition of new assets, Council will have regard to the financial and social impacts along with service needs of the community, including agreed criteria within the Capital Investment Framework.</p> <p>b) Budgets for capital works will incorporate an emphasis on completing existing projects and ensuring works are finalised on schedule within the portfolio.</p>
<b>Borrowings</b>	Council will consider the use of borrowings to fund projects where there is a demonstrated benefit to future generations and council has the capacity to service the debt.
<b>Service</b>	<p>a) Council will undertake periodic reviews of services provided to the community to ensure services are fit for purpose.</p> <p>b) Council will apply an equity lens to service delivery, ensuring they are accessible and good value.</p> <p>c) Service levels will be considered to ensure affordability and efficiency.</p> <p>d) Increased growth and compliance costs will initially be funded within existing budget settings.</p>
<b>Affordability for the Community</b>	To achieve increased efficiency and affordability, the operations of the City will be reviewed on an ongoing basis. Council will only commit to new initiatives that deliver the essential outcomes for our community.
<b>Fees &amp; Charges</b>	<p>a) Fees and charges to be set with a view to minimising Council subsidy, but will seek a balance between service delivery and a cost recovery (especially with regard to equity and capacity to pay).</p> <p>b) Ensure that all charges have hardship arrangements to support those that need it most: some in the community are struggling more than others.</p>

## BUDGET PRINCIPLES DEVELOPED IN RESPONSE TO COVID-19

In addition to the above Budget Principles, the City recognises that the City continues to be impacted by the COVID pandemic – and has also taken into account the following specific COVID Recovery principles:

Theme	Principle
<b>Hardship</b>	Support those that need it most - some in the community are affected more than others.
<b>Social and Economic Support</b>	Address and advocate on key social and economic needs of our community focus on people, communities and business.
<b>Long Term Community Sustainability</b>	This is a short-term issue that requires a long-term response – our response will be across multiple budgets and will consider people, environment and finance.
<b>Operational Efficiency</b>	Our operations must be efficient - only commit to new initiatives that deliver the essential outcomes for our community.

## Capital Investment Framework

### Introduction

Available funds for capital and major works are driven by the long-term financial plan and guided by the budget principles reviewed annually by Council.

The total capital works Budget is split between three core components:

- New, upgrade or expansion:
  - These projects are first defined in the capital project pipeline, require a Project Proposal and are then prioritised using the Capital Investment Framework (CIF).
- Renewal of existing assets:
  - The amounts allocated for renewal are guided by relevant asset renewal modelling and asset management policy and planning.
- Major works:
  - Projects are considered major works when Council is investing in assets that the City does not own or that fall under the asset capitalisation threshold as specified in the Asset Capitalisation Policy. These types of works may fall within both renewal or new, upgrade or expansion budgets and are treated as an expense rather than a depreciable asset.

### New/Upgrade/Expansion Capital Works

A Project Proposal is required for all New/Upgrade/Expansion Capital Works projects. The development of a 10-year capital project pipeline has commenced which will align endorsed strategies with the long-term financial plan.

The Capital Investment Framework (CIF) is the tool used to set priorities within the New/ Upgrade/ Expansion capital works program that addresses the strategic and service delivery needs of the City of Greater Bendigo and the community. To achieve this, the CIF includes the evaluation of projects against the following Capital Prioritisation Criteria as endorsed by EMT and Councillors:

Criteria	Description	Measure
Contribution to achieving Community Plan goals	The level of contribution a project has to the achievement of the Community Plan goals. (Refer to the Community Plan goal assessment)	An aggregated score for the project against the Community Plan goals
Risk	The risk to the organisation of delaying or not undertaking the project (rather than it being a risky project to undertake)	Organisational risk rating
Investing in our organisational strategy	Generating efficiencies in workplace practices to increase organisational productivity	A change in workplace efficiencies through Process/System/Tool/Technology improvement
Finishing what we start	A concerted effort will be made on ensuring that projects that are 'in-flight' and have had a previous Council approval have all approved scope completed. The focus is on scope that has not been delivered where there is an expectation set, or necessity, that it is completed.	A link to the current project phase (with preference towards projects that are 'shovel ready'/ implementation phase)

New Capital Works projects are scored against each of these key criteria to provide a prioritised list of projects for Council to consider. Council can consider the use of the following rules to apply an exception to the prioritised list of projects:

Criteria	Description
Resource availability	The required human resources are not available to assign to this project for delivery at the required time. Therefore, the project needs to be re-programmed later in the pipeline
Funding availability	Funding is not available to assign to this project. Therefore, the project needs to be re-programmed later in the pipeline. OR External funding agreements have been entered into for this project and the project should proceed to meet those obligations
Statutory/Legislative obligation OR Government direction	There is a statutory or legislative obligation that mandates that this work must be undertaken. The Government has mandated that this work proceed as supported by notifications/policy.

Criteria	Description
Council direction	The Council has mandated that this work proceed as supported by Council resolution.

Each year there are significantly more bids for New/Upgrade/Expansion capital works projects than there are funds available in the annual Budget. To support decision making, officers highlight projects that are in progress, have an existing commitment (e.g. matching funding), or potential commitment.

### Renewals

Given the significant value of Council's asset base, renewal investment forms a major component of the annual capital and major works budget. Appropriate renewal investment helps to ensure that Council's assets continue to deliver the service levels and standards expected by the community and work is continually undertaken by the organisation to check, assess and maintain the condition of these assets.

The renewal component of the annual budget is apportioned across the various asset classes, in accordance with renewal modelling, asset management plans and current asset conditions. Service and Asset managers prioritise individual renewal projects based on condition assessments, service levels and standards, and community feedback. Budgets have been allocated based on asset condition assessments and renewal modelling that identifies required investment to ensure that the useful lives of Council's assets are maximised.

Throughout this process, minor upgrades may be considered within the renewal budget where there is a need to increase the asset's level of service due to demand growth or strategic direction. Conversely, major upgrades of this nature would be excluded from the renewal program but would be considered and prioritised within the new/upgrade/expansion capital works.

The current renewal allocation of \$30.3M is offset by \$3.4M of income from the Commonwealth Government Roads to Recovery Program (\$2.25M), plant and fleet trade-ins (\$940,000), and other contributions. The net cost of the renewal program is budgeted at \$26.9. Of this investment, \$1M is indicated as major works, where works falls under the capitalisation threshold or categorised as maintenance.

A detailed renewal capital works project list and associated costs are provided to Council to review as part of the budget approval process.

# Appendix C1

## List of capital works program

There are a number of projects within the following listing which are dependent on co-contribution by government, community groups or the private sector. In some cases, the progress and delivery of these projects are contingent on these funding agreements.

### Local Roads

- Reseals and Asphalt Resurfacing Program
- Road Works Major Patching Program
- Minor Extensions Widening Renewals
- Bendigo Airport Entry Intersection Upgrade
- Midland Highway Parking Flank Renewal
- Road Reconstruction - Axedale Kimbolton Road
- Road Reconstruction - Strickland Road
- Road Reconstruction - Allies Road
- Brougham Street Median
- Road Safety Projects

### Footpaths

- New Footpaths Program
- Footpath - Various Minor Extensions and Linkages
- Footpath - Wattle Street, Bendigo
- Footpath - Queen Street, Bendigo
- Footpath - Hargreaves Street, Bendigo
- Footpath - High Street, Eaglehawk
- Footpath - High Street, Heathcote

### Bridges

- Bridges – Howard Street

### Drainage

- Development Related Drainage
- Stormwater Quality Works
- Ritchies Dam
- Drainage - Aspinall Street
- Bendigo Creek (Nolan Street)
- Bendigo Creek (High St to Myrtle St)
- Drainage - Lowe Street / Yarunga Drive
- Bendigo Creek (Laurel to Booth, north)
- Drainage – Edwards Road

## Public Furniture

- New Bus Shelters - Urban & Rural
- Renewal Parking Ticket Machines
- Street Furniture Program
- Street Lighting Renewal Works
- Acquisition of Mobile Bins
- Street Lighting Energy Efficiency Program
- Statue and Monument Renewal
- Refurbishment of Fountains and Water Features
- Decorative Streetlight Replacement
- Bus Shelter Renewal works
- Heritage Gardens Furniture replacement
- Natural Reserves Furniture Replacement
- Parks Signage replacement
- BBQ's Renewal Program
- Passive Reserve Fixture Replacement
- Playground renewal - general
- Rubber undersurface renewal
- Play space removal as per Public Space Plan
- Play space Design - Helen Jessen ELC North Side
- Play space - Maxwell Drive renewal
- Play space - Bren Street renewal
- Bendigo Skate Park Renewal at Ewing Park\*
- Park Furniture - Fixtures
- Spring Gully Soccer Club Sports Field Lighting
- Heathcote Barrack Reserve Sports Field Lighting

## Land Improvements

- Hargreaves Mall Greening and Public Realm Improvements
- Sports field Improvements
- Irrigation System Replacement Program
- Sporting Surface Upgrades - Soft Surfaces
- Sporting Surface Upgrades - Hard Surfaces
- Wolstencroft Landfill Rehabilitation
- Former Municipal Baths - Construction
- Eaglehawk Landfill Rehabilitation
- Lake Weeroona Irrigation
- Landscaping - Fencing
- Landscaping - Parks & Reserves
- Landscaping - Paved, Roundabouts, Medians
- Tom Flood - Oval Renewal
- Garden Drive Reserve Epsom Landscaping
- Bendigo Botanic Gardens Fence renewal, Scott St
- Janelle Drive Maiden Gully Park Landscaping
- Landscaping - Passive Reserves
- Maiden Gully Tennis Court & Lighting Renewal Design

- Golden Square Recreation Reserve Retaining Wall
- Heathcote Bowls Club Synthetic Turf Renewal
- Hard Courts and Lighting renewal

## Plant & Equipment

- Plant and light fleet Replacement Program

## Office Equipment

- Replacement Personal Computers
- Depot Generator Communications Card
- Town Hall UPS Uninterruptible Power Supply renewal
- IT Backup equipment renewal
- Ulumbarra firewall equipment
- Core Software enhancements
- ePathway Animal Registrations
- Project Program & Portfolio Management System

## Buildings & Property

- Bendigo Heritage Attractions Asset Renewal
- Essential Safety Measures
- Kennington Recreation Reserve Pavilion
- Central Hub - Bendigo Botanic Gardens
- Capital Venues Renewal - Fire Station
- Golden Dragon Museum & Precinct
- Art Gallery - Building Renewal Works
- Bendigo Library
- Strathfieldsaye Community Hub (Club Court)
- Catherine McAuley College - Joint Use Development
- Circular Greater Bendigo - Disposal Solutions Post Landfill
- Bendigo Stadium - Basketball Stadium internal painting
- Building Renewal Planning 21/22
- Eaglehawk Town Hall
- Renewal contingency - Building Projects
- Bendigo Croquet Club - Clubrooms painting, guttering
- Eaglehawk Preschool renewals
- Allingham St Hall - renewal
- Lake Weeroona - Toilet Block decommissioning
- Kennington Preschool - painting
- Havilah Road Preschool - painting, repairs
- Weeroona "RF Turner" Fire Brigade Track - Toilet Block Decom
- Kangaroo Flat Kindergarten - painting
- Strathdale Park - Dick Conroy Pavilion painting
- Conservatory Gardens Structure - painting, repairs
- Visitor Information Centre (Old Post Office) fence, lighting
- Elmore Senior Citizens Clubrooms - design and investigation
- Golden Square Recreation Reserve - investigation and design
- Quarry Hill Reserve - Ken Wust - investigation and design
- Strathdale Park - Tennis Facility - investigation and design
- Truscott Reserve - investigation and design

- Childcare sites sustainability initiatives
- Security renewals
- Bendigo Livestock Exchange - office area renewal
- California Gully Recreation Reserve - Roof renewal
- Elmore Kindergarten renewal - water supply, internal works
- North Bendigo Preschool - storage shed renewal
- South Bendigo Kindergarten - path renewal
- Helen Jessen ELC - kitchen, auto door renewal
- Annie Galvin ELC - flooring
- Heathcote Bowls club - Kitchen renewal
- Gas works - boundary fence
- Strathfieldsaye Recreation Reserve (Warne Court) renewals
- Spring Gully Kindergarten - flooring planning area renewals
- Shelter Renewal - Kennington Reservoir
- Peter Krenz Leisure Centre - tilt door renewal
- Axedale tennis shelter renewal
- Hargreaves Street Carpark tilt door renewal
- Heathcote Senior Citizens & Girl Guides Hall renewal
- Environmental Sustainability Initiatives - Buildings
- Adam Street Depot building renewal
- White Hills Recreation Reserve - Pavilion changeroom
- Brennan Park Pool changerooms and kiosk renewal
- Faith Leech Aquatic Centre - Changeroom, kiosk renewal
- Elmore Public Toilet - Railway place
- Structural Assessments - renewal
- Gurri Wanyarra Wellness Centre ESD Report Solutions
- Heathcote Dog Park Shelter
- Remote Lighting Control System

## Land

- Industrial Land Development Strategy Implementation

\* These projects have been specifically identified as dependent on obtaining various types of additional funding. If this funding is not approved, projects will potentially not be progressed.

## Appendix D – DRAFT REVENUE AND RATING PLAN 2021-2025



# Table of Contents

<b>1</b>	<b>Executive Summary.....</b>	<b>88</b>
<b>2</b>	<b>Purpose.....</b>	<b>88</b>
<b>3</b>	<b>Introduction.....</b>	<b>89</b>
<b>3.1</b>	<b>Revenue Sources (\$M) .....</b>	<b>90</b>
<b>3.2</b>	<b>Revenue Requirements .....</b>	<b>90</b>
<b>3.3</b>	<b>Revenue Balance .....</b>	<b>90</b>
<b>4</b>	<b>Community Engagement.....</b>	<b>91</b>
<b>5</b>	<b>Legislative Framework .....</b>	<b>91</b>
<b>5.1</b>	<b>Local Government Act 2020 .....</b>	<b>92</b>
<b>5.2</b>	<b>Local Government Act 1989 .....</b>	<b>92</b>
<b>5.3</b>	<b>Quantum of Rates and Charges .....</b>	<b>93</b>
<b>5.4</b>	<b>Local Government Rating System Review .....</b>	<b>93</b>
<b>5.5</b>	<b>Taxation Principles .....</b>	<b>93</b>
<b>5.6</b>	<b>Rate Capping .....</b>	<b>94</b>
<b>6</b>	<b>Rates and Charges.....</b>	<b>94</b>
<b>6.1</b>	<b>Valuation Method .....</b>	<b>94</b>
<b>6.2</b>	<b>Rates and Charges .....</b>	<b>94</b>
<b>6.3</b>	<b>Differential Rates .....</b>	<b>95</b>
<b>6.4</b>	<b>Municipal Charge .....</b>	<b>95</b>
<b>6.5</b>	<b>Service Rates and Charges .....</b>	<b>96</b>
<b>6.6</b>	<b>Special Rates and Charges.....</b>	<b>96</b>
<b>6.7</b>	<b>Payment of Rates and Charges .....</b>	<b>97</b>
<b>6.8</b>	<b>Rebates and Concessions .....</b>	<b>97</b>
<b>6.9</b>	<b>Deferments and Waivers .....</b>	<b>98</b>
<b>7</b>	<b>Fees and Charges .....</b>	<b>98</b>
<b>7.1</b>	<b>Pricing Policy .....</b>	<b>98</b>
<b>7.2</b>	<b>Statutory Fees and Fines .....</b>	<b>99</b>
<b>7.3</b>	<b>User Charges, Fees and Fines .....</b>	<b>99</b>
<b>8</b>	<b>Other Revenue Sources.....</b>	<b>100</b>
<b>8.1</b>	<b>Government Grants.....</b>	<b>100</b>
<b>8.2</b>	<b>Contributions.....</b>	<b>101</b>
<b>8.3</b>	<b>Other Revenue .....</b>	<b>102</b>
	<b>ATTACHMENT A: Impact of Proposed Changes to Rates and Charges.....</b>	<b>103</b>
	<b>ATTACHMENT B: Differential Rate Definitions .....</b>	<b>105</b>
	<b>ATTACHMENT C: Commercial and Industrial Land A Rate .....</b>	<b>113</b>
	<b>ATTACHMENT D: Commercial and Industrial Land C Rate .....</b>	<b>114</b>
	<b>ATTACHMENT E: Forest Edge Estate Maiden GullyForest Edge .....</b>	<b>115</b>

# 1 Executive Summary

The draft Revenue and Rating Plan outlines the City's decision-making process on how revenues are calculated and collected, and is a new requirement of the *Local Government Act 2020*.

The following key changes are proposed to the structure and level of rates and charges for the 2021-22 year compared to the 2020-21 year:

- Increase the vacant land differential rate from 125% to 200% of the general rate
- Decrease the farm land differential rate from 85% to 75% of the general rate.

Further details including the impact of these changes is discussed within this plan, including analysis on the average rate for each category in Appendix A.

The following changes are proposed to the structure and level of rates and charges for the 2022-23 year:

- Introduce a lower sustainable farm rate differential for farm properties that undertake sustainable farming practises.

Over the life of this 4 year revenue and rating plan, further investigation and consultation will also be done on the feasibility of a higher vacant property differential for commercial properties where no reasonable attempt has been undertaken to seek a tenant. Refer section 4 for more details – this would be subject to a future year's budget consultation process.

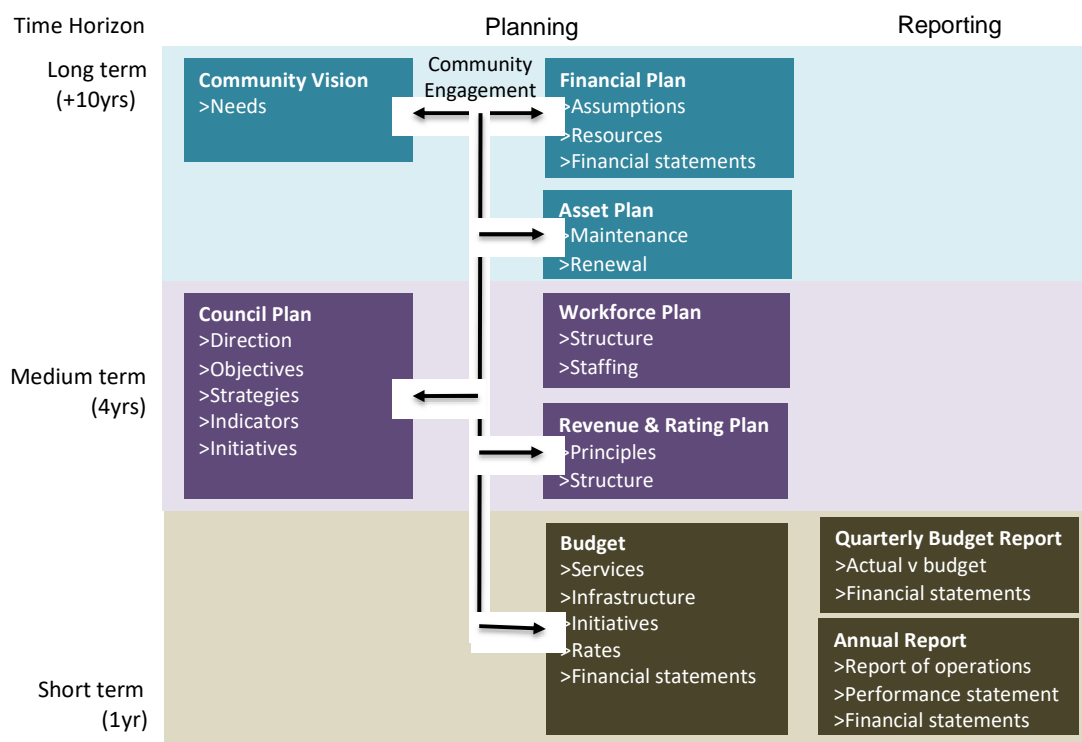
The Revenue and Rating Plan has been discussed by Councillors, and will be on exhibition from the 19 April. Following consideration of feedback, it will be presented to the 21 June 2021 Council meeting for adoption.

## 2 Purpose

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

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

The Revenue and Rating Plan is part of the City's Integrated Strategic Planning Framework as set out in the following diagram.



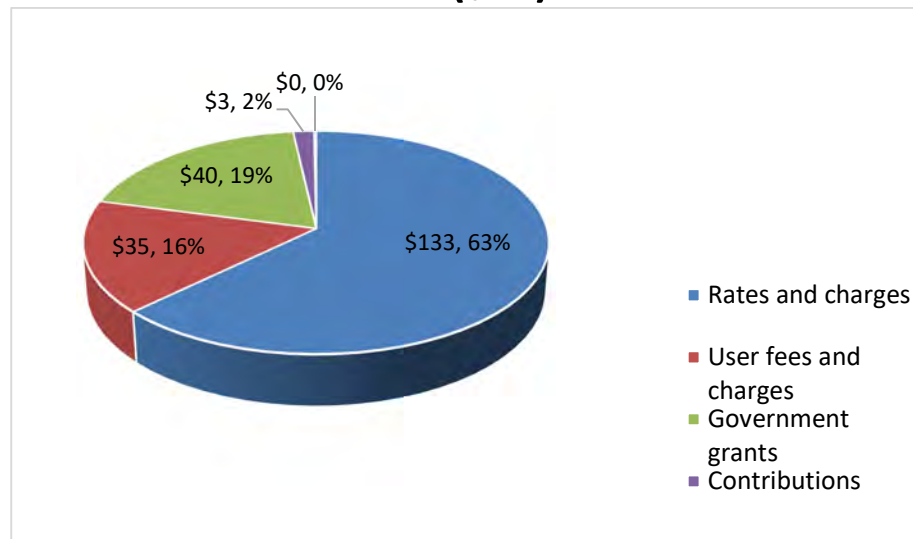
The strategies outlined in this plan align with the objectives contained in the Council Plan and feed into the City's Budget and Long Term Financial Plan, as well as other strategic planning documents.

This plan explains how Council calculates the revenue needed to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services. In particular, this plan sets out decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It also sets out principles that are used in decision making for other revenue sources such as fees and charges. The plan does not set revenue targets.

### 3 Introduction

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

### 3.1 Revenue Sources (\$M)



Note: All \$numbers on the graph are shown in millions.

The above graph shows a breakup of the revenue the City uses to fund services and facilities for the City of Greater Bendigo community. The total revenue for the 2021-22 year is budgeted to be \$212 million with the major components being rates and charges (63%), user fees and charges (16%) and government grants (19%). Non-monetary contributions of \$15 million and loss on disposal of property, infrastructure, plant and equipment of \$4 million have been excluded for the purposes of the analysis.

### 3.2 Revenue Requirements

The Revenue and Rating Plan is a medium-term plan for how the City will generate income to deliver on the Council Plan, program and services and capital works commitments over the next four years. In determining its revenue requirements, the City has identified what each source of revenue is, how much will be raised in each class, and the policy rationale/assumptions for each. In doing this, the City has given consideration to:

- How revenue will be generated through rates on properties (including differential rates [if any] on different property classes)
- Fixed service charges that might be applied on services such as waste or recycling
- Fees and charges for services and programs including cost recovery policies, user charges and means testing
- Recurrent and non-recurrent operational and capital grants from other levels of government
- Developer contributions and other revenue
- Revenue generated from the use or allocation of Council assets (including the application of discounts and waivers)
- Entrepreneurial, business, or collaborative activities established to deliver programs or services and generate income or reduce costs.

### 3.3 Revenue Balance

The City provides public good and services, private goods and services and a mix of both to the community. In determining if services should be funded through rates and charges or other revenue sources such as user charges, the City considers whether services are either entirely or partially public goods. That is, where a service provides a broad benefit to the whole community then it will

be mostly funded from rates. Where individual or groups of ratepayers receive a particular benefit then the service will be mostly funded from user charges.

## 4 Community Engagement & Implementation

The Revenue and Rating Plan outlines the City's process on how revenues are calculated and collected. The following consultation process will be followed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan engagement process:

- Draft Revenue and Rating Plan prepared by officers and a number of briefings provided to Council
- Draft Revenue and Rating Plan placed on public exhibition at the 19 April 2021 Council meeting for a period of 28 days and calling for public submissions
- Community engagement through local news outlets and social media
- Hearing of public submissions in May 2021
- Draft Revenue and Rating Plan (with any revisions) to be presented to 21 June 2021 Council meeting for adoption.

The following changes are proposed to the structure and level of rates and charges for the 2021-22 year compared to the 2020-21 year:

- Increase the vacant land differential rate from 125% to 200% of the general rate
- Decrease the farm land differential rate from 85% to 75% of the general rate.

Further details including the impact of these changes on the average rate for each category and/or type of rate is provided in Appendix A.

The following changes are proposed to the structure and level of rates and charges for the 2022-23 year:

- Introduce a lower sustainable farm rate differential for farm properties that undertake sustainable farming practises.

Investigation and engagement will be undertaken into the introduction of a higher vacant property differential for commercial properties in the city centre which have been untenanted for greater than 12 months where no reasonable attempt has been undertaken to seek a tenant. This will not be implemented in the 2021-22 budget, as the City is conscious that COVID-19 recovery and other issues – including implementation challenges - are yet to be worked through. Any change will be subject to a future budget consultation with further details around the process.

No changes are proposed to any other revenue policies in this Revenue and Rating Plan.

## 5 Legislative Framework

The legislative framework as it applies to the raising of revenue including the levying of rates and charges by the City includes the *Local Government Act 2020* (including subordinate legislation, guidelines etc) and the *Valuation of Land Act 1960*. The rates and charges provisions are as per the previous *Local Government Act 1989* pending the outcome of the Local Government Rating System Review. More detail on the broader State Government Rating Review, which sets the parameters for Local Government rating can be found at the Engage Victoria site: <https://engage.vic.gov.au/rating-review>.

## 5.1 Local Government Act 2020

### Section 8 Role of a Council

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

### Section 9 Overarching Governance Principles

A Council must in the performance of its role give effect to the overarching governance principles.

Relevant overarching governance principles include:

- Priority is to be given to achieving the best outcomes for the municipal community, including future generations
- The economic, social and environmental sustainability of the municipal district is to be promoted
- The municipal community is to be engaged in strategic planning and strategic decision making
- The ongoing financial viability of the Council is to be ensured.

In giving effect to the overarching governance principles, a Council must take into account the financial management principles.

### Section 101 Financial Management Principles

Relevant financial management principles include:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with a Council's financial policies and strategic plans
- Financial policies and strategic plans, including the Revenue and Rating Plan, must seek to provide stability and predictability in the financial impact on the municipal community.

### Section 94 The Budget

Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

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

Council must ensure that, if applicable, the budget also contains a statement:

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

## 5.2 Local Government Act 1989

### Section 155 Charges that Maybe Declared

A council may declare the following rates and charges on rateable land:

- General rates under

- Municipal charges
- Service rates and charges
- Special rates and charges.

## Section 157 System of Valuing Land

A council may use the site value, net annual value or capital improved value system of valuation. For the purposes of calculating the site value, net annual value or capital improved value of rateable land, a council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

## 5.3 Quantum of Rates and Charges

This plan outlines the principles and strategic framework that Council will use in calculating and distributing the rating burden to property owners, however, the quantum of rate and charges revenue will be determined in the annual Budget.

## 5.4 Local Government Rating System Review

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

## 5.5 Taxation Principles

The Victorian Government's *Local Government Better Practice Guide: Revenue and Rating Strategy 2014* states that when developing a rating strategy, in particular with reference to differential rates, the Council should give consideration to the following key good practice taxation principles:

- **Wealth Tax:** The "wealth tax" principle implies that the rates paid are dependent upon the value of a ratepayer's real property and have no correlation to the individual ratepayer's consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates
- **Equity:** Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation). Vertical Equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a "relativity" dimension to the fairness of the tax burden)
- **Efficiency:** Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates
- **Simplicity:** How easily a rates system can be understood by ratepayers and the practicality and ease of administration
- **Benefit:** The extent to which there is a nexus between consumption/benefit and the rate burden
- **Capacity to pay:** The capacity of ratepayers or groups of ratepayers to pay rates
- **Diversity:** The capacity of ratepayers within a group to pay rates.

## 5.6 Rate Capping

The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For the 2020-21 year the FGRS cap was set at 2.00%. For the 2021-22 year it has been set at 1.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

From the 2019 year, general revaluations of all properties have been undertaken on an annual basis. As a result, the actual rate increase for an individual rateable property may differ from the rate cap percentage due to changes in its valuation. Where the change in an individual property valuation is higher than the average for all rateable properties, the rate increase for that property may be greater than the cap. Where the change in the property valuation is lower than the average for all properties, the rate increase may be lower than the cap.

## 6 Rates and Charges

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

### 6.1 Valuation Method

#### Legislation

Under Section 157 of the *Local Government Act 1989* a council may use the site value, net annual value or capital improved value system of valuation. For the purposes of calculating the site value, net annual value or capital improved value of rateable land, a council must use the current valuations made in respect of the land under the *Valuation of Land Act 1960*.

Valuations occurring up to January 2018 were undertaken on a two-year basis, with supplementary valuations able to be done where there are sales in subdivisions and consolidations, as well as following the construction and demolition of buildings. Changes were made to the *Valuation of Land Act 1960* that from 2019 require property valuations to be undertaken by the Valuer General's Office on an annual basis.

#### Policy

The City uses the capital improved value system of valuation. This means the sum that the land, might be expected to realise at the time of valuation if offered for sale on any reasonable terms and conditions which a genuine seller might in ordinary circumstances be expected to require.

### 6.2 Rates and Charges

#### Legislation

Under Section 155 of the *Local Government Act 1989*, a council may declare the following rates and charges on rateable land:

- General rates under
- Municipal charges
- Service rates and charges



- Special rates and charges.

## Policy

The City's current policy for rates and charges are set out in the following sections.

## 6.3 Differential Rates

### Legislation

Under Section 158 of the *Local Government Act 1989*, a Council when declaring rates and charges must declare whether the general rates will be raised by the application of a uniform rate or differential rates.

Under Section 161 of the *Local Government Act 1989*, if a Council declares a differential rate for any land, the Council must:

- Specify the objectives of the differential rate including a definition of the types or classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate
- Specify the characteristics of the land which are the criteria for declaring the differential rate.

A Council must have regard to any Ministerial guidelines before declaring a differential rate for any land. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be "carefully considered".

The highest differential rate must be no more than four times the lowest differential rate.

### Policy and Charges

Council has 11 differential rates. Details of the types/classes of land and the level of rate applicable to each differential is as follows:

- General: 100 percent
- General (Forest Edge Estate Maiden Gully): 100 per cent of the general rate
- Commercial/Industrial A: 185 per cent of the general rate
- Commercial/Industrial B: 180 per cent of the general rate
- Commercial/Industrial C: 190 per cent of the general rate
- Commercial/Industrial (Forest Edge Estate Maiden Gully): 185 per cent of the general rate
- Farm: 75 per cent of the general rate
- Vacant land: 200 per cent of the general rate
- Vacant Land (Forest Edge Estate Maiden Gully): 200 per cent of the general rate
- Other land: 185 per cent of the general rate
- Cultural and recreational: 0 per cent of the residential rate

The definition of each differential rate is set out in Appendices B and C.

## 6.4 Municipal Charge

### Legislation

Under Section 158 of the *Local Government Act 1989*, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates.

## Policy and Charges

The City does not levy a municipal charge due to its regressive nature, in that it impacts lower value properties which have a lesser capacity to pay.

## 6.5 Service Rates and Charges

### Legislation

Under Section 162 of the *Local Government Act 1989*, a Council may declare a service rate or charge for any of the following services:

- Provision of a water supply
- Collection and disposal of refuse
- Provision of sewage services
- Any other prescribed service.

### Policy and Charges

The City has the following service rates and charges:

- General waste and landfill charge
  - 120/140 litre bin - within collection area
  - 120/140 litre bin - outside collection area
  - 240 litre bin - within collection area
  - 240 litre bin - outside collection area
- General waste and landfill charge (Commercial/Industrial)
  - 120/140 litre bin
  - 240 litre bin
- General waste and landfill charge (specific Commercial)
  - 240 litre bin - 1 day per week
  - 240 litre bin - 2 day per week
  - 240 litre bin - 3 day per week
  - 240 litre bin - 5 day per week
  - 240 litre bin - 7 day per week
- Recyclable waste charge
- Recyclable waste charge (additional bin)
- Organic waste charge
- Organic waste charge (additional bin)

The City's policy in regard to setting waste management charges is full cost recovery.

## 6.6 Special Rates and Charges

### Legislation

Under Section 163 of the *Local Government Act 1989*, a Council council may declare a special rate or charge for the purposes of defraying any expenses or repaying (with interest) any advance made to or debt incurred or loan raised by the Council, in relation to the performance of a function or the exercise of a power of the council, if it will be of special benefit to the persons required to pay the special rate or special charge.

## Policy

The City does not have any current special rates and charges schemes in place. Any schemes raised in the future will be carried out in accordance with the requirements of the *Local Government Act 1989*.

## 6.7 Payment of Rates and Charges

### Legislation

Under Section 167 of the *Local Government Act 1989*, a Council must allow rates and charges to be paid in four instalments. A Council may also allow rates and charges to be paid in a lump sum. Under Section 168 of the *Local Government Act 1989*, a council may also provide incentives for prompt payment.

### Policy

Rates are payable by quarterly instalments or in full in February. The City offers an early payment discount of 1.5% on rates, if the rates on a property are paid in full by September 30. Part payments can be made towards property rates at any time. Fortnightly, monthly and Direct Debit payments are also available.

## 6.8 Rebates and Concessions

### Legislation

Under Section 169 of the *Local Government Act 1989*, a Council may grant a rebate or concession in relation to any rate or charge to:

- Assist the proper development of the municipal district; or
- Preserve buildings or places in the municipal district which are of historical or environmental interest; or
- Restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or
- Assist the proper development of part of the municipal district.

A Council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession.

### Policy

Ratepayers who hold eligible pensioner concession cards may be entitled to receive a State Government-funded concession on their rates and charges for their principal place of residence. The pensioner concession is set at half the rates and charges levied up to a maximum amount and is fully funded by the State Government. Eligible pensioners are also entitled to receive a concession on the Fire Services Property Levy.

The City grants a rebate to each owner (or, where applicable, occupier) of rateable land, upon successful application, that meets the criteria of the City of Greater Bendigo Bushcare Incentive (Rate Rebate) Program. The rebate is 100 per cent of the rates calculated on the site value of the protected land as declared in the required Trust for Nature conservation covenant. The desired outcome is for the community to benefit from preserving privately owned natural bushland that contains remnant native vegetation.

The City grants a 50 per cent rate rebate to each occupier of rateable land upon which an aircraft hangar is erected at the Bendigo Airport.

## 6.9 Deferments and Waivers

### Legislation

Under Section 170 of the *Local Government Act 1989*, a council may defer in whole or in part any rate or charge if the payment would cause hardship to the person. Under Section 171 of the *Local Government Act 1989*, a council may waive the whole or part of any rate or charge or interest in relation to:

- An eligible recipient
- Any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

### Policy

The City has a specific COVID-19 Financial Hardship Policy which addresses temporary financial hardship due to the impacts of COVID-19. This policy waives interest costs and provides for broad ranging deferrals for affected businesses and residential ratepayers through to 30 June 2021.

The City has a Financial Hardship Policy for the purposes of providing financial relief to ratepayers who are experiencing difficulty in meeting their financial obligations. The policy includes referral pathways to local Financial Counselling services, and generally seeks to enable longer term payment plans where appropriate. Deferring the payment of rates and charges is available if the City considers that the making of the payment would cause hardship. Outside of COVID-19, the property must be the ratepayer's principal place of residence and deferrals are subject to some conditions.

Waiving of rates or charges or interest is generally only made available on properties used exclusively for residential purposes and must be the ratepayer's principal place of residence. Any waiver of rates and charges must be approved by the Chief Executive Officer. Interest may be waived on administrative, compassionate or financial hardship grounds and the waiver is subject to a number of conditions.

## 7 Fees and Charges

Fees and charges consist of statutory fees and charges and user fees and charges. 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. User fees relate to the recovery of service delivery costs through the charging of fees to users of the City's services. These use of leisure, entertainment and other community facilities, and the provision of human services such as childcare and home and community care services.

### 7.1 Pricing Policy

The City's Pricing Policy 2018 provides guidance for the City's approach in setting appropriate levels of fees, fines and charges, taking into account community benefit, user groups and Community (Council) Plan objectives. This policy applies to all fees and charges that are listed in the Fees and Charges Schedule which is published in the Annual Budget.

This policy seeks to ensure that the following key objectives are met:

- Efficiency - the fees are simple to understand and administer
- Equity - the fees are fairly applied across a range of users and consider users' capability to pay

- Effectiveness - the fees provide appropriate signals to users, value for money and ensure that everyone contributes appropriately to the delivery of services
- Transparency - the method of determining pricing is consistent.

National Competition Policy (Federal Government) and Competitive Neutrality Policy (State Government) also provide requirements regarding pricing. The City is required to price services that compete in the open market on a 'level playing field' basis and to be transparent in regard to any decision to depart from a commercial basis for pricing. Competitive neutrality requires that government business activities should not enjoy net competitive advantages over their private sector competitors simply by virtue of public sector ownership. Where there are significant competitors in the marketplace, the City must consider and justify any subsidy in the case of significant services which compete with the private sector.

## 7.2 Statutory Fees and Fines

### Policy

For statutory fees and fines the City's role is to administer services and apply fees set or controlled under statute or funding agreement. These fees may only provide a partial recovery of the cost of providing the service. Examples include Environmental Health and Statutory Planning fees.

In addition, there are a range of conditions Council must consider when setting fees for certain purposes, for example under Funding and Service Agreements or grant agreements. In these cases, Council must comply with the relevant terms of the agreement, for example there may be an upper limit on the fee Council may charge. Examples include Home and Community Care service charges.

### Fees and Fines

A summary of statutory fees and fines by major service area is as follows:

- Building and planning
- Parking
- Regulatory
- Fines
- Other.

## 7.3 User Charges, Fees and Fines

### Policy

For user charges, fees and fines not regulated by statute, the City considers the following factors in selecting the most appropriate pricing method to meet the objectives for each service:

- Balancing individual and community benefit
- Users' ability to pay
- Market pricing (the pricing of comparable services offered by other providers)
- Competitive neutrality (where relevant)
- Budget implications.

The reason for the subsidy or return provides guidance in determining the method of pricing to select.

The four types of non-statutory pricing are as follows:

- Full cost pricing: Priced to cover direct and overhead costs (e.g. livestock exchange)
- Accessible pricing: Price set between full subsidy (no charge) and full cost recovery based on the level of community benefit and accessibility of the service (e.g. recreation facilities)
- Incentive pricing: Price set above full cost recovery to encourage certain behaviours (e.g. additional cost for late health premises registration)
- Market pricing: Price set above full cost recovery and in line with benchmarked market prices where the service is considered discretionary and without strong community benefit (e.g. Visitor Information Centre).

The schedule of Fees and Charges in the Budget includes around 900 individual fees and charges which are reviewed annually against the City's Pricing Policy as part of the Budget process.

## **Charges, Fees and fines**

A summary of charges, fees and fines by major service area is as follows:

- Aged and health
- Recreation
- Children
- Parking
- Saleyards
- Regulatory
- Ticket
- Sales
- Waste management
- Other.

## **8 Other Revenue Sources**

Other revenue sources that Council uses to fund services and facilities include government grants, contributions and other revenue.

### **8.1 Government Grants**

#### **Policy**

Grants (operating and capital) represent significant opportunities to the City in supporting the delivery of services to the community and funding capital works projects. Many of the City's services have long standing co-funded programs with the State and Federal Governments. The City has a Grants Policy which supports the effective and sustainable application for grants and subsequent management.

The policy applies to all grant funding applications:

- Where the City is the sole applicant in an external funding application
- Where the City is one of any number of partners in an external funding application
- Where an application is being made for renewal of a currently held grant
- Where a funding provider approves a grant application with variations to the original proposal.

The policy seeks to ensure that the following key objectives are met:

- Efficiency: through efficient administration, financial management and operation of grant programs

- Accountability, sustainability and transparency: through appropriate internal controls and authorisation mechanisms.

The City actively seeks grants for purposes consistent with its corporate objectives, thereby increasing its ability to service community needs by augmenting revenue. The City prepares grant applications and assesses grant offerings in accordance with the policy. Attention is also given to the requirements from the City, including any funding matching requirements or administrative overheads. Grant funding is used for the specific purpose it was applied and approved for and managed in accordance with the requirements of the related grant funding agreement.

## Government Grants

A summary of government grants by type is as follows.

### ***Operating***

- Victorian grants commission
- Aged care
- Immunisation
- Youth
- School crossings
- Tourism/events
- Maternal and child health
- Family and children
- Arts and culture
- Emergency management
- Environment.

### ***Capital***

- Roads to recovery
- Buildings
- Land improvements
- Pathways.

## 8.2 Contributions

### **Policy**

Development contributions received as a result of Council adopted Development Contributions Plans (DCPs), are planning tools used to ensure that the City's new communities have appropriate access to essential infrastructure required to ensure the safety and liveability of its suburbs. All developers are required to fund and construct local infrastructure to service new developments and housing estates. The role of development contributions is to ensure major infrastructure items such as traffic signals, sports grounds and community centres are funded equitably between multiple developers and/or landowners. Development contributions also avoid the potential of the City being required to fully fund these larger infrastructure items, when there is a clear nexus between the development and the need for the infrastructure item(s).

The City's policy for the development contributions system is to ensure:

- Delivery of liveable communities that contain infrastructure that meets their growing needs
- Orderly delivery of new development and essential infrastructure
- The equitable distribution of major Infrastructure costs across all developers / landowners, and where appropriate Council.

The City also collects contributions from developers for open space which is used for future recreation facility additions and improvements. The policy framework for open space contributions is set out in the Subdivision Act 1988 which enshrines a nominal contribution of up to 5 per cent of the site area or equivalent land value.

## **Contributions**

A summary of contributions by type is as follows.

- Development contribution plan
- Open space.

## **8.3 Other Revenue**

### **Policy**

The City earns other sources of revenue from interest on investments and interest on rate arrears. The amount of revenue earned from these sources fluctuates from year to year depending on the level of cash and investments and outstanding rates and charges balances.

### **Other Revenue**

A summary of other revenue by type is as follows:

- Interest on investments
- Interest on rate arrears.



# ATTACHMENT A: Impact of Proposed Changes to Rates and Charges

The following changes are proposed to the level of rates and charges for the 2021-22 year compared to the 2020-21 year:

- Increase the vacant land differential rate from 125% to 200% of the general rate
- Decrease the farm land differential rate from 85% to 75% of the general rate.

The following tables show the change in the 2021-22 average rate for each category and/or type of land between the level of differential rates levied in the 2020-21 year "Current" and those proposed to be levied in the 2021-22 year "Modelled". The valuation bands are based on the level of valuation as at 1 January 2021.

	#Assess	2021-22 Current	General 2021-22 Modelled	Change \$	Change %
Up to \$99,999	265	\$283.40	\$276.78	-\$6.61	-2.3%
\$100,000 to \$199,999	2,380	\$591.51	\$577.71	-\$13.80	-2.3%
\$200,000 to \$299,999	11,349	\$968.05	\$945.46	-\$22.59	-2.3%
\$300,000 to \$399,999	15,915	\$1,301.52	\$1,271.15	-\$30.37	-2.3%
\$400,000 to \$499,999	10,204	\$1,664.69	\$1,625.85	-\$38.85	-2.3%
\$500,000 to \$599,999	5,270	\$2,036.16	\$1,988.64	-\$47.52	-2.3%
\$600,000 to \$699,999	2,761	\$2,406.59	\$2,350.43	-\$56.16	-2.3%
\$700,000 to \$799,999	1,393	\$2,780.39	\$2,715.51	-\$64.88	-2.3%
\$800,000 to \$899,999	693	\$3,156.14	\$3,082.48	-\$73.65	-2.3%
\$900,000 to \$999,999	320	\$3,544.13	\$3,461.42	-\$82.71	-2.3%
\$1,000,000 and over	569	\$5,012.21	\$4,895.24	-\$116.97	-2.3%
Total/Mean	51,119	\$1,517.85	\$1,482.43	-\$35.42	-2.3%

	#Assess	2021-22 Current	Commercial/Industrial A 2021-22 Modelled	Change \$	Change %
Up to \$99,999	172	\$294.53	\$287.66	-\$6.87	-2.3%
\$100,000 to \$199,999	279	\$1,072.85	\$1,047.81	-\$25.04	-2.3%
\$200,000 to \$299,999	407	\$1,730.12	\$1,689.74	-\$40.38	-2.3%
\$300,000 to \$399,999	372	\$2,428.60	\$2,371.92	-\$56.68	-2.3%
\$400,000 to \$499,999	260	\$3,130.61	\$3,057.55	-\$73.06	-2.3%
\$500,000 to \$599,999	199	\$3,779.86	\$3,691.65	-\$88.21	-2.3%
\$600,000 to \$699,999	149	\$4,454.28	\$4,350.33	-\$103.95	-2.3%
\$700,000 to \$799,999	114	\$5,163.35	\$5,042.84	-\$120.50	-2.3%
\$800,000 to \$899,999	78	\$5,863.59	\$5,726.75	-\$136.84	-2.3%
\$900,000 to \$999,999	64	\$6,524.98	\$6,372.70	-\$152.28	-2.3%
\$1,000,000 and over	444	\$19,120.74	\$18,674.51	-\$446.23	-2.3%
Total/Mean	2,538	\$5,571.56	\$5,441.53	-\$130.03	-2.3%

	#Assess	2021-22 Current	Commercial/Industrial B 2021-22 Modelled	Change \$	Change %
Up to \$99,999	38	\$315.76	\$308.39	-\$7.37	-2.3%
\$100,000 to \$199,999	67	\$1,004.76	\$981.31	-\$23.45	-2.3%
\$200,000 to \$299,999	40	\$1,689.58	\$1,650.15	-\$39.43	-2.3%
\$300,000 to \$399,999	37	\$2,257.81	\$2,205.12	-\$52.69	-2.3%
\$400,000 to \$499,999	25	\$3,017.70	\$2,947.27	-\$70.42	-2.3%
\$500,000 to \$599,999	12	\$3,715.10	\$3,628.40	-\$86.70	-2.3%
\$600,000 to \$699,999	11	\$4,317.68	\$4,216.92	-\$100.76	-2.3%
\$700,000 to \$799,999	8	\$4,979.81	\$4,863.60	-\$116.21	-2.3%
\$800,000 to \$899,999	3	\$5,668.63	\$5,536.34	-\$132.29	-2.3%
\$900,000 to \$999,999	5	\$6,409.39	\$6,259.81	-\$149.57	-2.3%
\$1,000,000 and over	25	\$24,228.29	\$23,662.89	-\$565.40	-2.3%
Total/Mean	271	\$4,031.57	\$3,937.49	-\$94.08	-2.3%

Commercial/Industrial C					
	#Assess	2021-22 Current	2021-22 Modelled	Change \$	Change %
Up to \$99,999	29	\$477.19	\$466.05	-\$11.13	-2.3%
\$100,000 to \$199,999	56	\$1,112.85	\$1,086.88	-\$25.97	-2.3%
\$200,000 to \$299,999	137	\$1,790.00	\$1,748.23	-\$41.77	-2.3%
\$300,000 to \$399,999	149	\$2,481.96	\$2,424.04	-\$57.92	-2.3%
\$400,000 to \$499,999	150	\$3,188.69	\$3,114.27	-\$74.42	-2.3%
\$500,000 to \$599,999	127	\$3,895.68	\$3,804.77	-\$90.91	-2.3%
\$600,000 to \$699,999	89	\$4,629.29	\$4,521.26	-\$108.04	-2.3%
\$700,000 to \$799,999	58	\$5,319.36	\$5,195.22	-\$124.14	-2.3%
\$800,000 to \$899,999	44	\$6,007.39	\$5,867.20	-\$140.19	-2.3%
\$900,000 to \$999,999	32	\$6,735.97	\$6,578.77	-\$157.20	-2.3%
\$1,000,000 and over	250	\$19,228.95	\$18,780.20	-\$448.75	-2.3%
Total/Mean	1,121	\$6,843.80	\$6,684.09	-\$159.72	-2.3%

Farm Rate					
	#Assess	2021-22 Current	2021-22 Modelled	Change \$	Change %
Up to \$99,999	5	\$286.67	\$247.04	-\$39.63	-13.8%
\$100,000 to \$199,999	51	\$491.14	\$423.25	-\$67.90	-13.8%
\$200,000 to \$299,999	101	\$821.30	\$707.77	-\$113.54	-13.8%
\$300,000 to \$399,999	146	\$1,124.62	\$969.15	-\$155.47	-13.8%
\$400,000 to \$499,999	149	\$1,424.28	\$1,227.39	-\$196.89	-13.8%
\$500,000 to \$599,999	154	\$1,729.46	\$1,490.38	-\$239.08	-13.8%
\$600,000 to \$699,999	100	\$2,058.83	\$1,774.22	-\$284.61	-13.8%
\$700,000 to \$799,999	92	\$2,362.36	\$2,035.79	-\$326.57	-13.8%
\$800,000 to \$899,999	52	\$2,694.60	\$2,322.09	-\$372.50	-13.8%
\$900,000 to \$999,999	52	\$3,011.77	\$2,595.42	-\$416.35	-13.8%
\$1,000,000 and over	260	\$5,841.36	\$5,033.85	-\$807.51	-13.8%
Total/Mean	1,162	\$2,573.91	\$2,218.10	-\$355.82	-13.8%

Vacant Land					
	#Assess	2021-22 Current	2021-22 Modelled	Change \$	Change %
Up to \$99,999	340	\$308.83	\$482.60	+\$173.77	+56.3%
\$100,000 to \$199,999	1,913	\$738.21	\$1,153.57	+\$415.36	+56.3%
\$200,000 to \$299,999	1,193	\$1,132.22	\$1,769.27	+\$637.06	+56.3%
\$300,000 to \$399,999	440	\$1,592.71	\$2,488.86	+\$896.16	+56.3%
\$400,000 to \$499,999	155	\$2,061.41	\$3,221.29	+\$1,159.88	+56.3%
\$500,000 to \$599,999	63	\$2,533.25	\$3,958.61	+\$1,425.36	+56.3%
\$600,000 to \$699,999	28	\$2,959.97	\$4,625.43	+\$1,665.46	+56.3%
\$700,000 to \$799,999	26	\$3,532.40	\$5,519.94	+\$1,987.54	+56.3%
\$800,000 to \$899,999	19	\$3,991.85	\$6,237.91	+\$2,246.06	+56.3%
\$900,000 to \$999,999	10	\$4,509.78	\$7,047.26	+\$2,537.48	+56.3%
\$1,000,000 and over	54	\$8,708.68	\$13,608.71	+\$4,900.03	+56.3%
Total/Mean	4,241	\$1,135.06	\$1,773.71	+\$638.65	+56.3%

# ATTACHMENT B: Differential Rate Definitions

## General Rate (Residential Land)

<b>Definition</b>	The General Rate applies to any land, which is not: Commercial/Industrial Land A; Commercial/Industrial Land B; Commercial/Industrial Land C; Farm Land; Vacant Land or Other Land and which is used primarily for residential purposes
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	100 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2020/21 year

## Commercial/Industrial Land A

<b>Definition</b>	<p>Commercial/Industrial Land A is any land, which is not Residential; Commercial/Industrial Land B; Commercial/Industrial Land C; Farm Land; Vacant Land or Other Land and which is primarily for:</p> <ul style="list-style-type: none"> <li>• Sale of goods or services</li> <li>• Other commercial purposes</li> <li>• Industrial purposes</li> <li>• Vacant unoccupied land zoned or intended to be used for commercial or industrial purposes and located in the area depicted in Appendix C Annexure E-1 (excluding the Bendigo CBD as depicted in Appendix E-2).</li> </ul>
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	185 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

## Commercial/Industrial Land B

<b>Definition</b>	<p>Commercial/Industrial Land B is any land, which is not Residential; Commercial/Industrial Land A; Commercial/Industrial Land C; Farm Land; Vacant Land; or Other Land and which is primarily for:</p> <ul style="list-style-type: none"> <li>• Sale of goods or services</li> <li>• Other commercial purposes</li> <li>• Industrial purposes</li> <li>• Vacant unoccupied land zoned or intended to be used for commercial or industrial purposes and not located in the area depicted in Appendix C Annexure E-1 and Appendix E-2</li> </ul>
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	180 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

## Commercial/Industrial Land C

<b>Definition</b>	<p>Commercial/Industrial Land C is any land, which is not Residential; Commercial/Industrial Land A; Commercial/Industrial Land B; Farm Land; Vacant Land; or Other Land and which is primarily for:</p> <ul style="list-style-type: none"> <li>• Sale of goods or services</li> <li>• Other commercial purposes</li> <li>• Industrial purposes</li> <li>• Vacant unoccupied land zoned or intended to be used for commercial or industrial purposes and located in the area depicted in Appendix C Annexure E-2</li> </ul>
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	190 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

## Farm Land

<b>Definition</b>	Farm Land is any land, which is not Residential; Commercial/Industrial Land A; Commercial/Industrial Land B; Commercial/Industrial Land C; Vacant Land; or Other Land and which is ‘farm land’ within the meaning of the Section 2(1) of the <i>Valuation of Land Act 1960</i> .
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	75 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

## Vacant Land

<b>Definition</b>	Vacant Land is any land, which is not Residential; Commercial/Industrial Land A; Commercial/Industrial Land B; Commercial/Industrial Land C; Farm Land; or Other Land and on which no dwelling has been erected
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	200 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	Not applicable



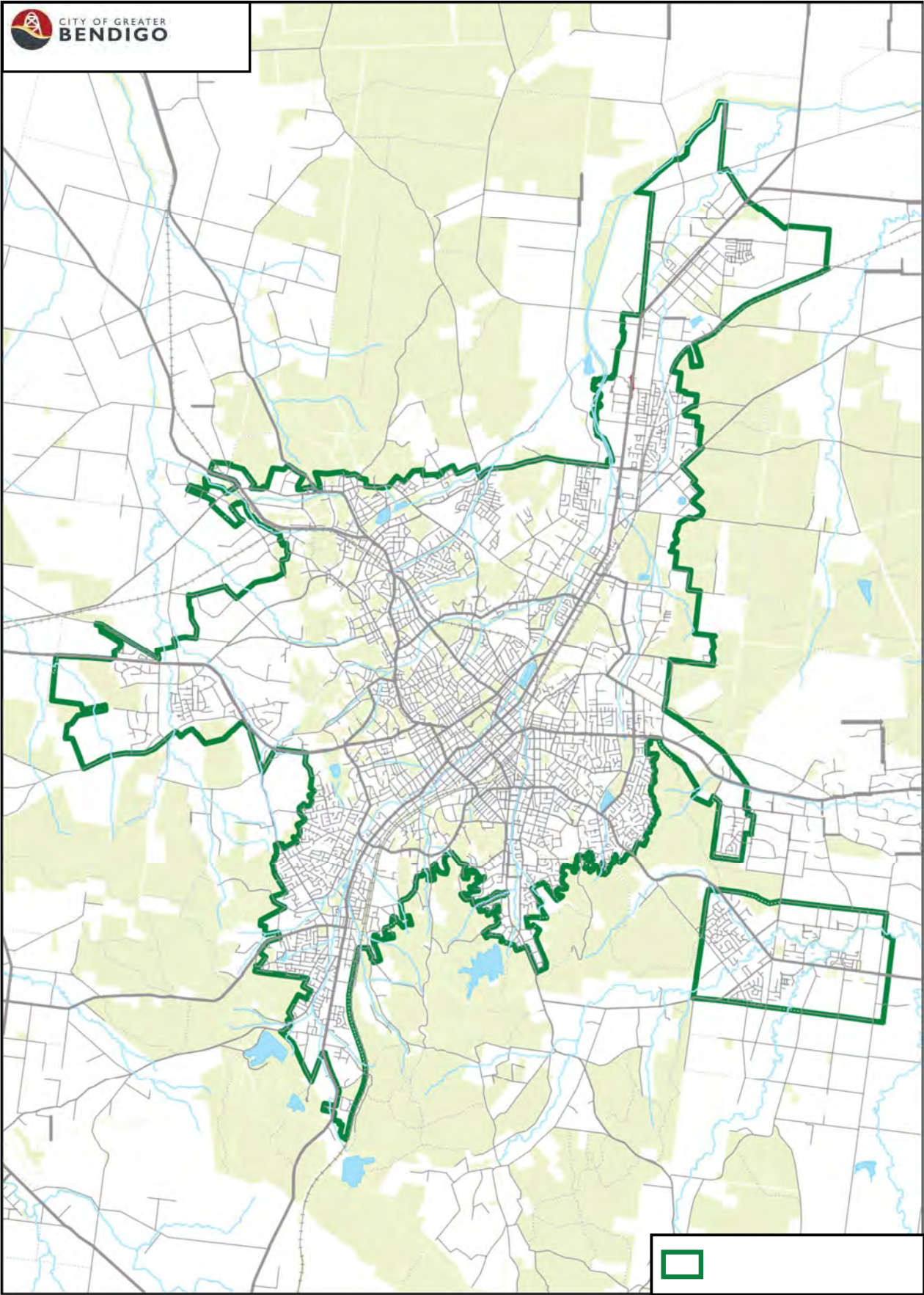
## Other Land

<b>Definition</b>	Other Land is any land, which is not Residential; Commercial/Industrial Land A; Commercial/Industrial Land B; Commercial/Industrial Land C; Farm Land; or Vacant Land.
<b>Objectives</b>	<p>The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of City of Greater Bendigo, including (but not limited to) the:</p> <ul style="list-style-type: none"> <li>• Construction and maintenance of infrastructure assets.</li> <li>• Development and provision of health and community services.</li> <li>• Provision of general support services</li> </ul>
<b>Characteristics</b>	<p>The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land.</p> <p>The vacant land affected by this rate is that which is zoned residential under the City of Greater Bendigo Planning Scheme.</p> <p>The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning</p>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	<p>The money raised by this rate will be applied to the items of expenditure described in the Budget by Council.</p> <p>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</p>
<b>Level of rate</b>	185 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

## Cultural and Recreational Land

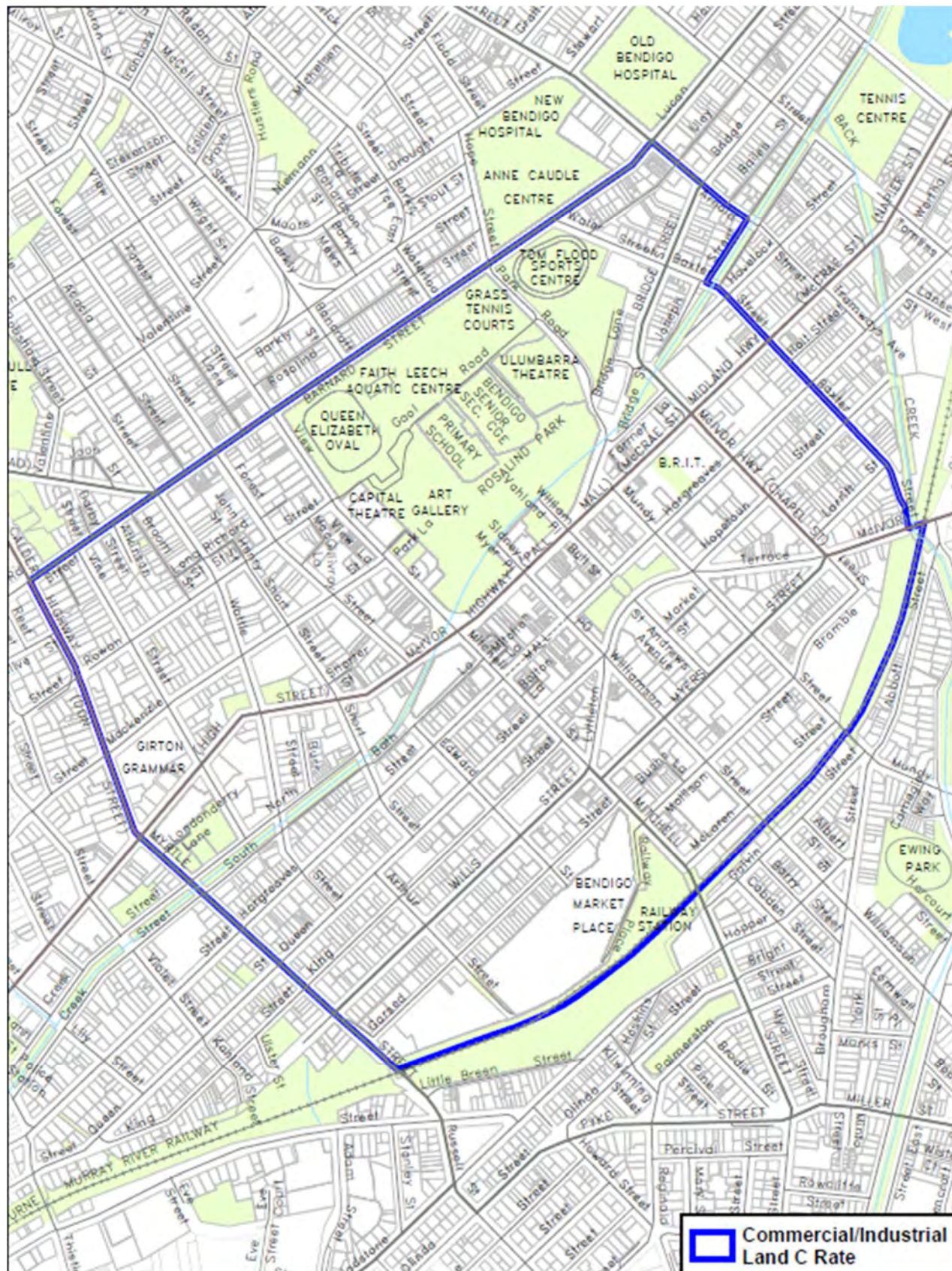
<b>Definition</b>	Cultural and Recreational Land is land as defined under the <i>Cultural and Recreational Lands Act 1963</i>
<b>Objectives</b>	The objective of the rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities
<b>Characteristics</b>	Is cultural and recreational land that is less than 1500m <sup>2</sup> and: <ul style="list-style-type: none"> <li>• Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose</li> <li>• Owned by the body, by the Crown or by Council</li> <li>• Not agricultural showgrounds</li> </ul>
<b>Types and classes</b>	The types and classes of rateable land within this rate are those having the relevant characteristics described above
<b>Use of rate</b>	The money raised by this 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
<b>Level of rate</b>	0 per cent of the general rate
<b>Use of land</b>	Is any use permitted under the City of Greater Bendigo Planning Scheme
<b>Geographic location</b>	This rate is applicable to land within the municipal district
<b>Planning scheme zoning</b>	The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme
<b>Types of buildings</b>	The types of buildings on the land within this rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2021/22 year

# ATTACHMENT C: Commercial and Industrial Land A Rate



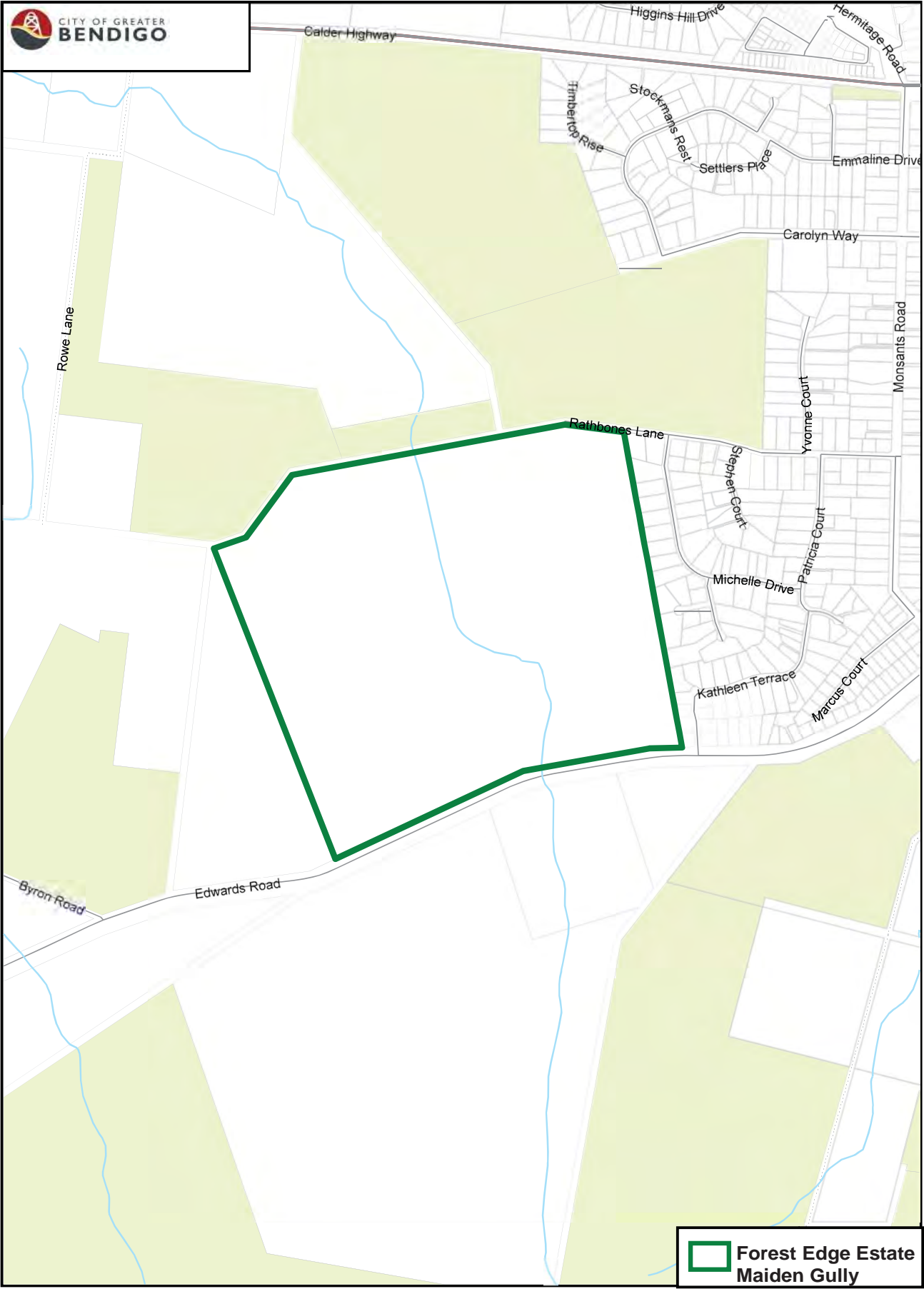


## ATTACHMENT D: Commercial and Industrial Land C Rate

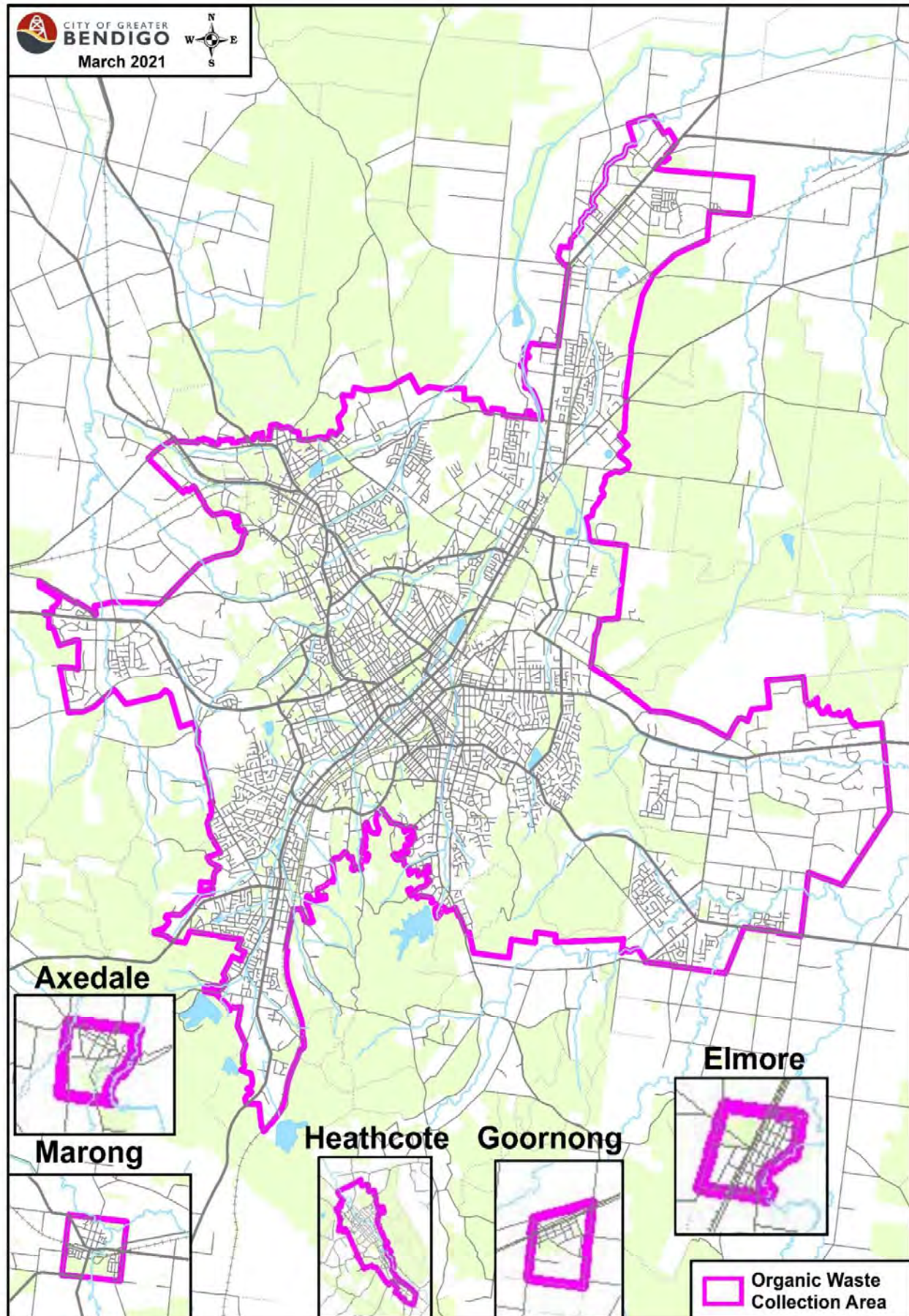




# ATTACHMENT E: Forest Edge Estate Maiden GullyForest Edge



## ATTACHMENT F: Organic Waste Collection Area





# Appendix E

## Long Term Financial Planning – Key Assumptions

**Consumer Price Index (CPI) – underlying costs** - CPI has been estimated at 1.5 per cent year one, 1.5 per cent year two and 2 per cent from year three onwards. Pre-COVID economic forecasts included inflation of 2.0 per cent, however a more conservative approach has been included in the City's assumptions for the next two years.

**Rating and service charge assumptions** - Rates and charges are a significant source of revenue for the City and planning for future rates revenue is an important component of the long term financial plan (LTFP). The State Government established the Fair Go Rates System in 2016/2017, which caps the percentage by which rates may increase in a year. The City has a rating structure comprised of ten differential rates based on the purpose for which the property is used. These differentials can be found in the City's Annual Budget.

The City levies a general waste and landfill charge, a recyclable waste charge and an organic waste charge on each residential occupancy. Non-residential properties will also be levied the charges if they use the City's collection service. The charges reflect the cost of providing the service.

**Rate and charges income** - The City's overall rate income for 2021/2022 is capped to increase by maximum 1.5 per cent and has been modelled at 1.5 per cent for the next two years. Supplementary rates are expected to remain steady at \$1.6M annually.

**Grants – operational** - 95 per cent of the operational grants for 2020/2021 were recurrent. This is made up of 66 per cent or \$17M of funding from the Victoria Grants Commission for the annual Financial Assistance Grant. Other significant recurrent grants are 20 per cent or \$5M for Aged care funding and 7 per cent or \$2M for Maternal and Childcare services.

For future years the LTFP Model assumes that the Financial Assistance Grant and Maternal and childcare services will remain constant with the CPI of by 1.5 per cent for first two years, then return to 2 per cent in line with CPI estimates.

The Aged care sector is expected to go through significant changes to the market in 2022/2023. However, due to it being unclear of the changes, this model has assumed that service levels will remain constant.

**Contributions – monetary** - For 2020/2021, 40 per cent of contribution are levies that the City collects from Developers, 8 per cent of reimbursements and 21 per cent of donations to support the operational services. The City also collects approximately 27 per cent of donations to support the capital and major works program. Contributions are estimated to grow by CPI with growth of 0.5 per cent a total annual increase of 2 per cent for the first two year.

Contributions have not been prepared to accommodate the three Developer Contribution Programs at Huntly, Marong and Maiden Gully due to agreements being in draft at the time this LTFP model was prepared.

**Contributions – non monetary** - The LTFP model assumes that \$13M of gifted or found assets will be recognised annually.

**User fees and Charges** - User Fees make up approximately 16 per cent of income the City receives. The LTFP model assumes that services levels will be maintained, with no significant change to User fees and Charges. The LTFP model assumes a 1.5 per cent increase for the first two years, and that fees after a lower year in 2021/2022 move back to 2020/2021 levels.

**Employee Costs** - Employee costs are governed by the City's Enterprise Bargaining Agreement (EBA). The EBA states, annual salary will increase by 75 per cent of annual rate capping increase. The LTFP builds in annual salaries having increase by 1.7 per cent for the first two years. From 2023/2024 employee costs are assumed to be 2.2 per which is made up of 2.0 per cent of annual increase and 0.2 per cent of banding increments.

**New Operational Business Cases – growth and special operational projects** - The LTFP factors in that the City will continue to invest \$500,000 annually for new service initiatives above the base services budget to deliver Community Plan objectives.

**Materials and services** - Operational services in the model have been forecast to continue at the same level of service with annual increase of 1.5 per cent for the first two years then return to 2 per cent in line CPI.

The LTFP assumes that utility costs will increase annually by 3 per cent. This is based on previous trends where utilities have increased by more than CPI annually. Landfill remediation works will add \$7M over the next 10 years

**Net gain/(loss) on disposal of property, infrastructure, plant and equipment** -The loss on sale of an asset is determined when control of the asset has passed to the buyer. Write offs also occur on an annual basis. It is predicted that average annual losses on sale and write off are \$5M.

**Share in Associates** - The Share in Associates is the City's portion of the income (approximately 60 per cent based on Bendigo's population) of the Goldfields Library operating result.

**Asset Revaluation** - The valuation process for sealed roads, unsealed roads, pathways, bridges and drainage is performed annually whilst public furniture and fittings and land improvements are completed on a three-year cycle. Buildings are revalued every two years.

#### **Contingent liability risks**

- The City has guaranteed an \$11.2M loan for the Bendigo Stadium.
- The City has obligations under the defined benefits superannuation scheme that may result in the need to make additional contributions to the scheme.
- Currently the City does not have any outstanding or forecasts any legal proceedings that will significantly impact operations.

**Future initiatives** - The City will progress initiatives to implement efficiencies in operations including selected service reviews and four-year service planning - in line with the proposed changes in the Act.

**Renewal Program** - Future renewal demand is above the modelled amounts in the LTFP Model and will require continued monitoring. The model has currently 2 per cent as a proxy for this growth – which is based on past years growth in renewal requirements. This is in line with Council's principles of continuing to maintain infrastructure.



# Appendix F

## Glossary of Terms

**Accounting Standards** - Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.

**Annual Budget** - Plan under section 130 of the Local Government Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.

**Budgeted comprehensive income statement** - The budgeted comprehensive income statement shows the expected operating result in the forthcoming year compared to the budget in the current year. The budgeted income statement should be prepared in accordance with the requirements of AASB101 Presentation of Financial Statements and the Local Government Model Financial Report.

**Annual report** - The annual report prepared by Council under sections 131, 132 and 133 of the Local Government Act. The annual report to the community contains a report of operations and audited financial and performance statements.

**Annual reporting requirements** - Annual reporting requirements include the financial reporting requirements of the Local Government Act, Accounting Standards and other mandatory professional reporting requirements.

**Asset renewal** - Expenditure on an existing asset, which returns the service potential or the life of the asset, up to, that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

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

**Asset expansion** - Expenditure which extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. Expansion expenditure is discretionary which increases future operating and maintenance costs because it increases Council's asset base but may be associated with additional revenue from the new user group.

**Borrowing strategy** - A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed, and future requirements monitored.

**Budgeted balance sheet** - The budgeted balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The budgeted balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.

**Budgeted statement of cash flow** - The budgeted statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The budgeted statement of cash flows statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.

**Capital works program** - Capital works projects that will be undertaken during a period of time.

**Carried forward capital works** - Carried forward capital works are those that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.

**City** - City of Greater Bendigo.

**Community Plan** - Means a Council Plan prepared by the Council under Section 125 of the Local Government Act 1989. This document sets out the strategic objectives of the Council and strategies for achieving the objectives as part of the overall strategic planning framework required by the Local Government Act. Known as the Community Plan at the City.

**Financial sustainability** - A key outcome of the strategic resource plan. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.

**Financing activities** - Financing activities mean those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.

**Infrastructure** - Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services.

**Internal funding sources (analysis of capital budget)** - Internal sources relate to cash and investments held in reserves or which are uncommitted and cash that will be generated from the operations of Council during the budget year. The latter should equate to the cash inflows from operating activities less capital revenue.

**Internal influences in the preparation of a budget** - Matters arising from Council actions over which there is some element of control (e.g. approval of unbudgeted capital expenditure).

**Investing activities** - Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.

**Key assumptions** - When preparing a budgeted balance sheet of financial position, key assumptions upon which the statement has been based should be disclosed in the budget to assist the reader when comparing movements in assets, liabilities and equity between budget years.

**Land** - In Section 7 and in Appendix D, Land means the land together with any improvements made to that land.

**Legislative framework** - The Local Government Act, Regulations and other laws and statutes which set a Council's governance and reporting requirements.

**Local Government (Planning and Reporting) Regulations 2014** - The objective of these Regulations, made under section 243 of the Local Government Act 1989, is to prescribe:

- a. The content and preparation of the financial statements of a Council
- b. The performance indicators and measures to be included in a budget, revised budget and annual report of a Council
- c. The information to be included in a Council Plan, Strategic Resource Plan, budget, revised budget and annual report
- d. Other matters required to be prescribed under Parts 6 and 7 of the Local Government Act.

**Major Initiatives** - The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year. The services delivered by Council are those undertaken to meet the needs of the community as reflected in the Community Plan. They tend to be ongoing in nature and have internal and external customers. Initiatives are tasks or actions that are once-off in nature and lead to improvements in service performance or service levels. Major initiatives are those initiatives that the Council has identified as priorities.

**New assets** - New assets do not have any element of expansion or upgrade of existing assets. New capital expenditure may or may not result in additional revenue for Council and will result in an additional burden for future operation, maintenance and capital renewal.

**Non-financial resources** - Resources of a non-financial nature (such as human resources, information systems and processes, asset management systems) which are consumed by a Council in the achievement of its strategic resource plan goals.

**Operating activities** - Operating activities means those activities that relate to the provision of goods and services.

**Operating expenditure** - Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.

**Operating performance (Impact of current year on 2020/2021 budget)** - This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.

**Operating revenue** - Operating revenue is defined as inflows or other enhancements or savings in outflows of future economic benefits in the form of increases in assets or reductions in liabilities and that result in an increase in equity during the reporting period.

**Rate structure (Rating strategy)** - Site value (SV), capital improved value (CIV) or net annual value (NAV) are the main bases upon which rates will be levied. These should be detailed in the budget statement.

**Rating strategy** - A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's long term financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.

**Regulations** - Local Government (Planning and Reporting) Regulations 2014.

**Revised budget** - The revised budget prepared by a Council under section 128 of the Local Government Act. Section 128 of the Local Government Act permits a Council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.

**Road Management Act** - The purpose of this Act which operates from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the Local Government Act 1989.

**Services and Initiatives** - Section 127 of the Local Government Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Community Plan.

**Strategic Resource Plan (SRP)** - Section 125(2) (d) of the Local Government Act requires that a Council must prepare and approve a Council Plan that must include a strategic resource plan containing the matters specified in Section 126.

Section 126 of the Local Government Act states that:

- The strategic resource plan is a plan of the resources required to achieve the council plan strategic objectives
- The strategic resource plan must include the financial statements describing the financial resources in respect of at least the next four financial years
- The strategic resource plan must include statements describing the non-financial resources including human resources in respect of at least the next four financial years
- The City strategic resource plan must take into account services and initiatives contained in any plan adopted by council and if the council proposes to adopt a plan to provide services or take initiatives, the resources required must be consistent with the strategic resource plan
- The City must review their strategic resource plan during the preparation of the council plan
- The City must adopt the strategic resource plan not later than 30 June each year and a copy must be available for public inspection at the council office and internet website.
- In preparing the strategic resource plan, councils should comply with the principles of sound financial management as prescribed in the Local Government Act being to:
  - 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.

In addition to section 126 of the Local Government Act, parts 2 and 3 of the regulations also prescribe further details in relation to the preparation of a strategic resource plan.

**Strategic planning framework** - A "community owned" document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.

**The Act** - Local Government Act 1989.

**Unrestricted cash and investments** - Unrestricted cash and investments represents funds that are free of all specific Council commitments and are available to meet daily cash flow requirements and unexpected short term needs.

**Valuation of Land Act 1960** - The Valuation of Land Act 1960 requires the Valuer-General to cause a general valuation of rateable land to be made as at 1 January in each calendar year.

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