

UPGRADE OF EXISTING SERVICE STATION 30 - 32 DUKE St. CASTLEMAINE VIC. 3450

Separate Attachment ECO 06B
Ordinary Meeting of Council 16 April 2019

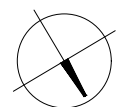
SUBJECT SITE

DRAWING SCHEDULE		
CODE	CONTENT	
P-00	COVER SHEET AND DRAWINGS SCHEDULE	Rev - C
P-01	EXISTING SITE PLAN	
P-01a	EXISTING FLOOR PLAN	
P-01b	EXISTING SITE ELEVATIONS	
P-02	PROPOSED SITE PLAN	Rev - C
P-03	PROPOSED SITE SETOUT PLAN	Rev - C
P-04	SALES BUILDING FLOOR PLAN	
P-05	PROPOSED ELEVATIONS	Rev - C
P-06	PROPOSED SIGNAGE PLAN	Rev - C
P-07	PROPOSED SIGNAGE DETAILS	Rev - C
P-09	PROPOSED VEHICLE CANOPY PLAN	Rev - C

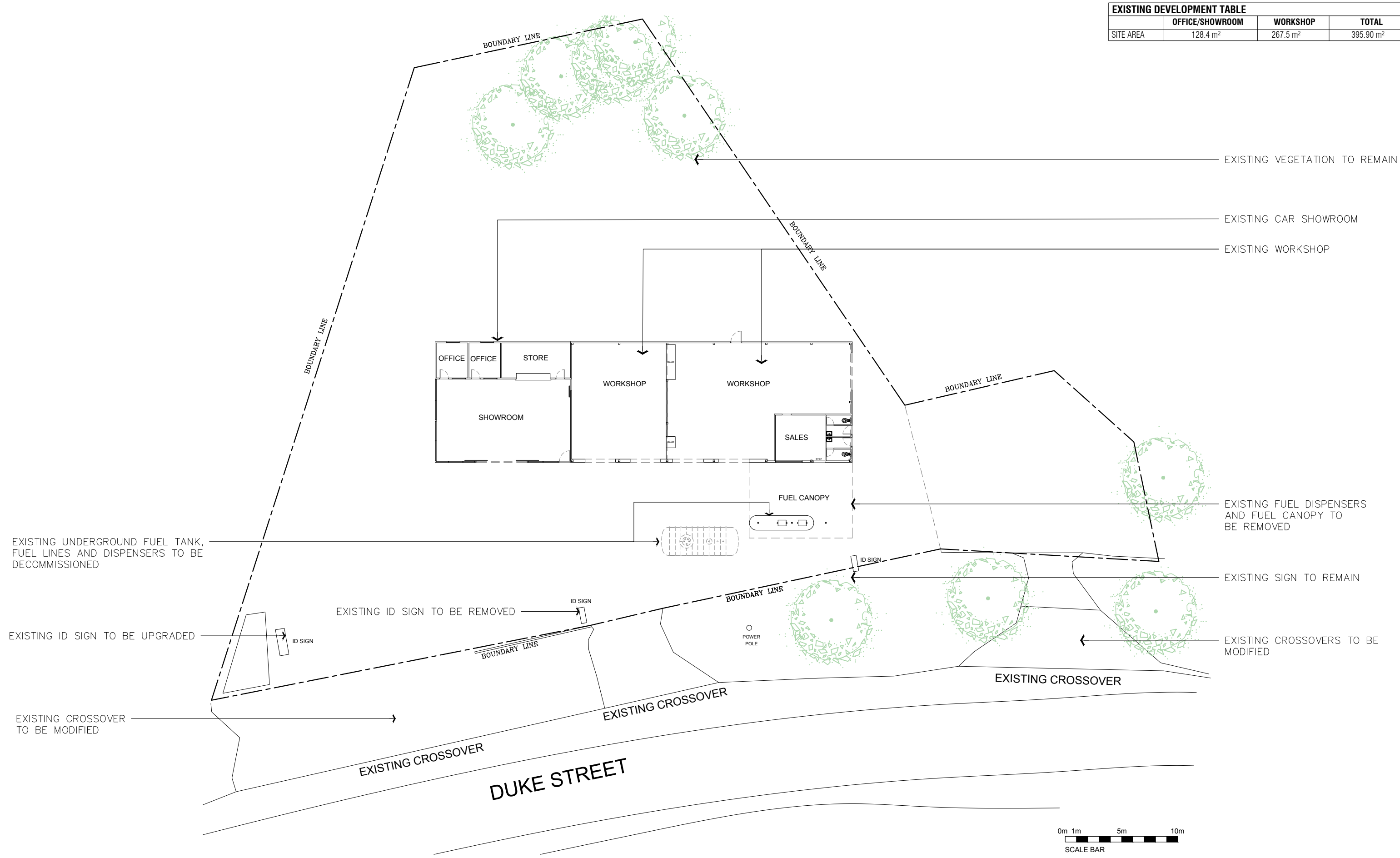


PHOTO MAP

PLANNING PERMIT APPROVAL ONLY
NOT FOR CONSTRUCTION

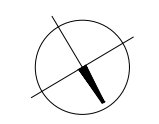


EXISTING DEVELOPMENT TABLE			
	OFFICE/SHOWROOM	WORKSHOP	TOTAL
SITE AREA	128.4 m ²	267.5 m ²	395.90 m ²



EXISTING SITE PLAN

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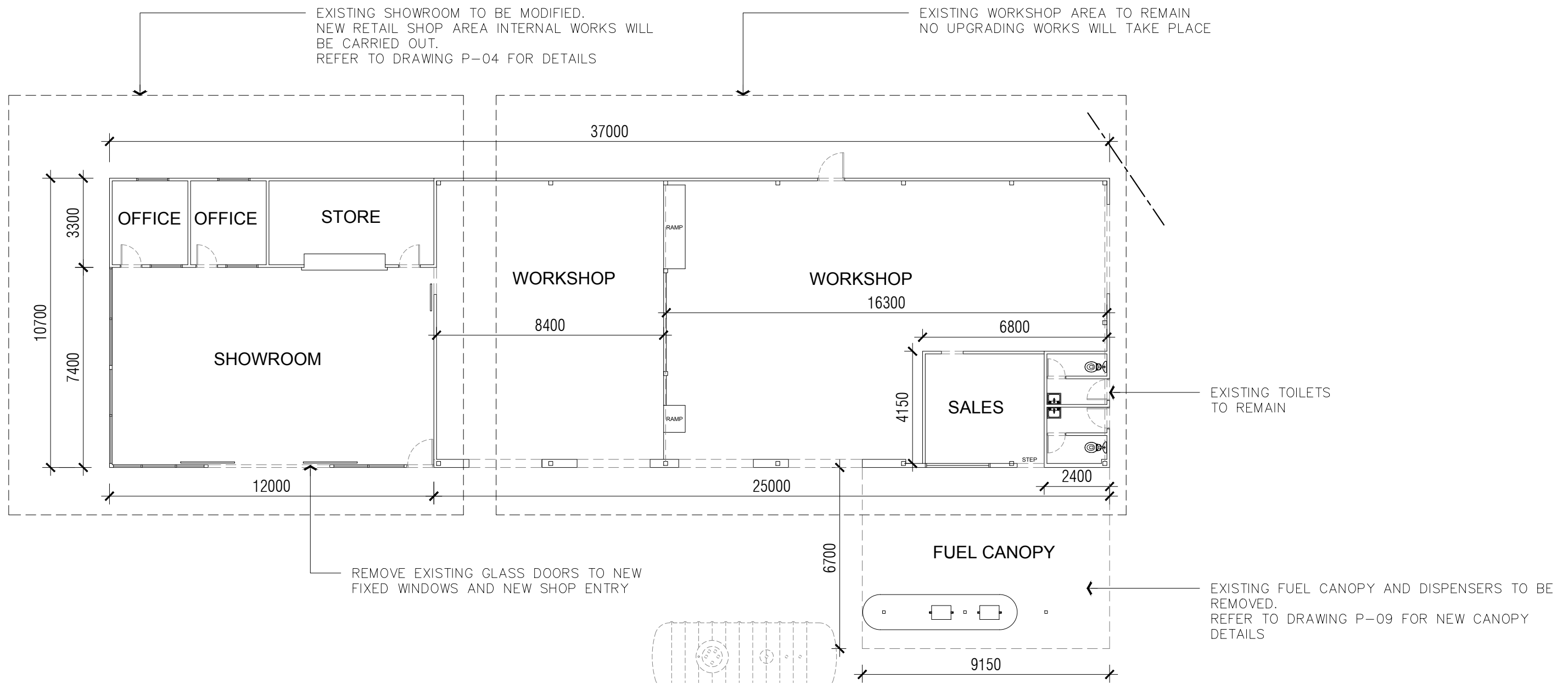


AMMENDMENT	
DATE	15/11/2018
DRAWING TITLE	EXISTING SITE PLAN
SCALE	1 : 300 @ A3

SPECIAL COMMENTS
INT. DISCUSSION ONLY
NOT FOR CONSTRUCTION

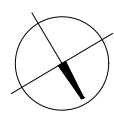
AMMENDMENT	DATE	BY	DRAWING No.
PLANNING PERMIT	28/08/2018	JC	P-01
PLANNING PERMIT	02/11/2018	JC	
PLANNING PERMIT	15/11/2018	JC	

DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

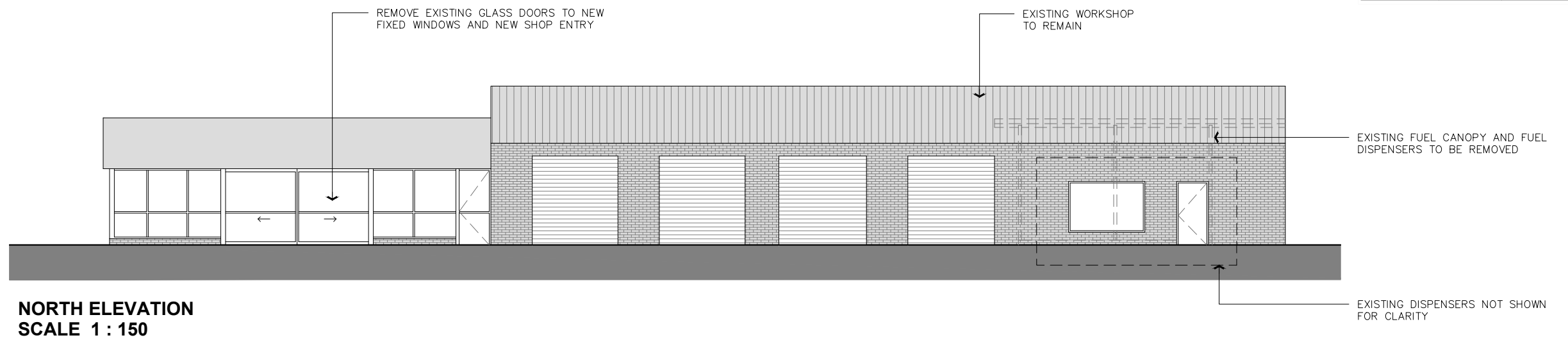


EXISTING SALES BUILDING FLOOR PLAN
SCALE 1 : 150

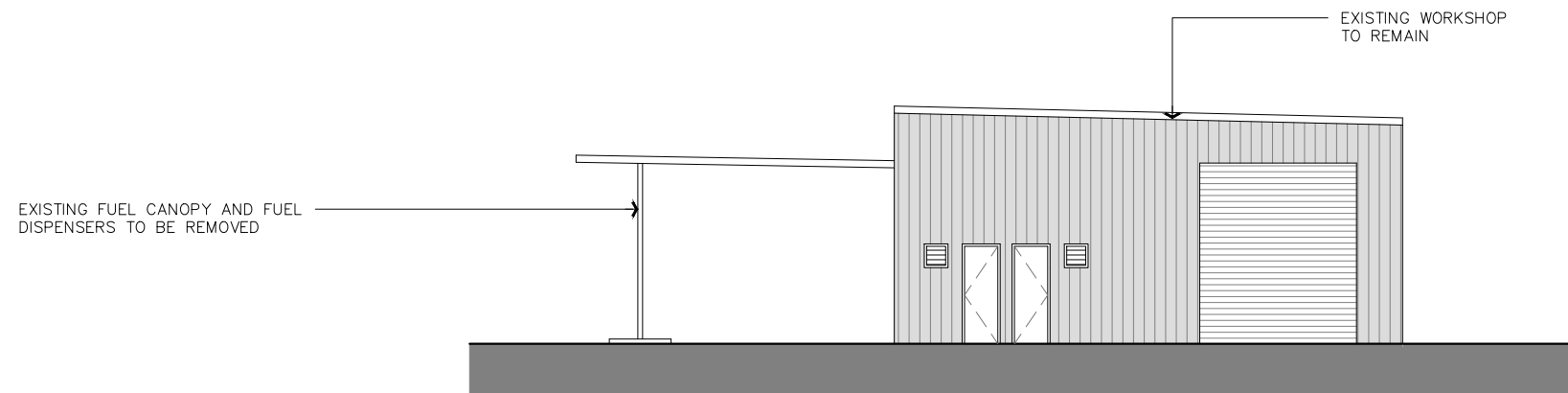
PLANNING PERMIT APPROVAL ONLY
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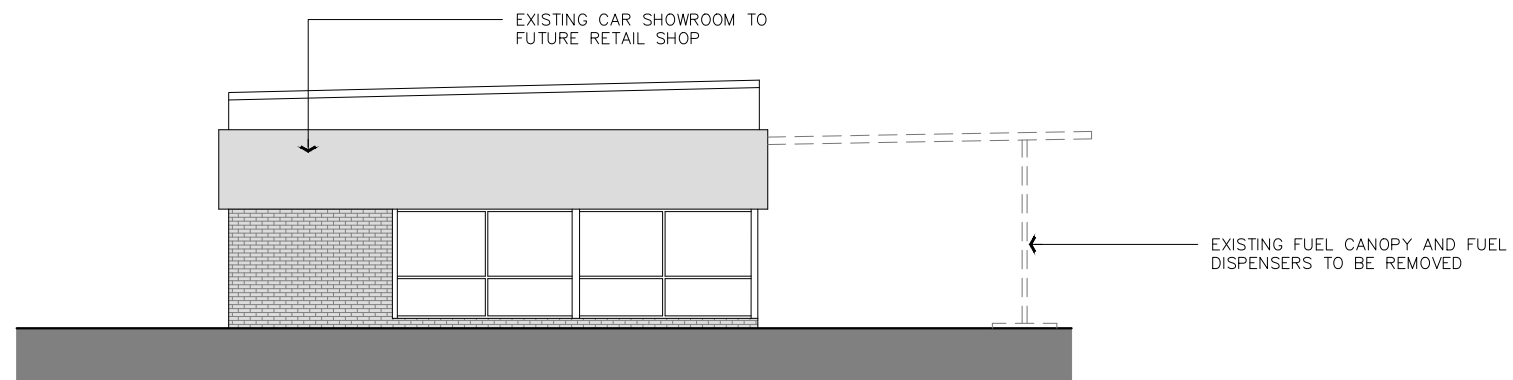
DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC



NORTH ELEVATION
SCALE 1 : 150



WEST ELEVATION
SCALE 1 : 150



SCALE 1 : 150
EAST ELEVATION

EXISTING SITE ELEVATIONS

PLANNING PERMIT APPROVAL ONLY
NOT FOR CONSTRUCTION

DEVELOPMENT TABLE			
	CONVENIENCE SHOP	WORKSHOP	TOTAL
SITE AREA	140.90 m ²	254.90 m ²	395.90 m ²

CPS OIL SEPARATOR UNIT. TREATMENT FOR UNDERCANOPY WASTE

PROPOSED BIN YARD. 1.8M HEIGHT COLORBOND FENCE TO BIN YARD

SHADED AREA DENOTES NEW CONCRETE AREA

PROPOSED CONVENIENCE SHOP

PROPOSED CAR PARK WHEEL STOPS AND LINE MARKING TO AS 2890.1 AND AS 1428.1

PROPOSED CAR FUEL CANOPY 4 X DISPENSERS. REFER TO DRAWING P-09 FOR DETAILS

PROPOSED AIR & WATER UNIT BAY.

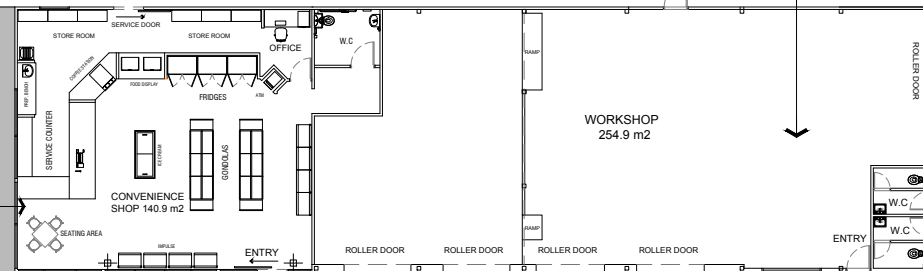
NEW UNDERGROUND 60K Ltr. FUEL TANK. TO BE LOCATED MORE THAN 40M AWAY FROM ADJACENT CREEK

EXISTING SUBSTATION TO REMAIN

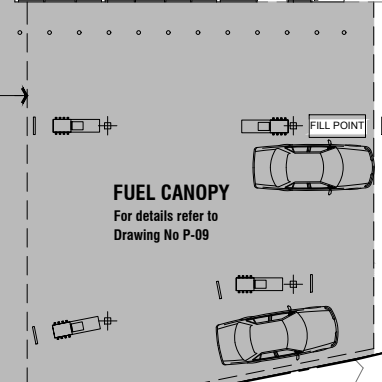
PROPOSED ID SIGN AND PRICE BOARD. EXISTING STEEL STRUCTURE TO REMAIN. REFER TO SIGNAGE PLAN

EXISTING CROSSOVER TO BE MODIFIED TO VIC.ROADS SATISFACTION

SALES BUILDING
For details refer to Drawing No P-04



FUEL CANOPY
For details refer to Drawing No P-09



EXISTING ASPHALT AREA TO REMAIN

EXISTING CROSSOVER TO BE REMOVED

DUKE STREET

EXISTING VEGETATION TO REMAIN

EXISTING CRUSHED ROCK AREA TO REMAIN

PROPOSED TENANCY AREA

PROPOSED CAR PARK SPACES. WHEEL STOPS AND LINE MARKING TO AS 2890.1 AND AS 1428.1

EXISTING VEGETATION TO REMAIN

EXISTING 70CM HEIGHT BRICKWORK WALL AND TIMBER FENCE TO REMAIN

EXISTING SIGN TO REMAIN.

EXISTING CROSSOVER TO BE MODIFIED TO VIC.ROADS SATISFACTION

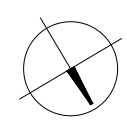
MODIFIED EXISTING CROSSOVER #2

EXISTING CROSSOVER TO BE REMOVED. AREA TO BE REINSTATED TO VIC.ROADS SATISFACTION

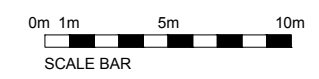
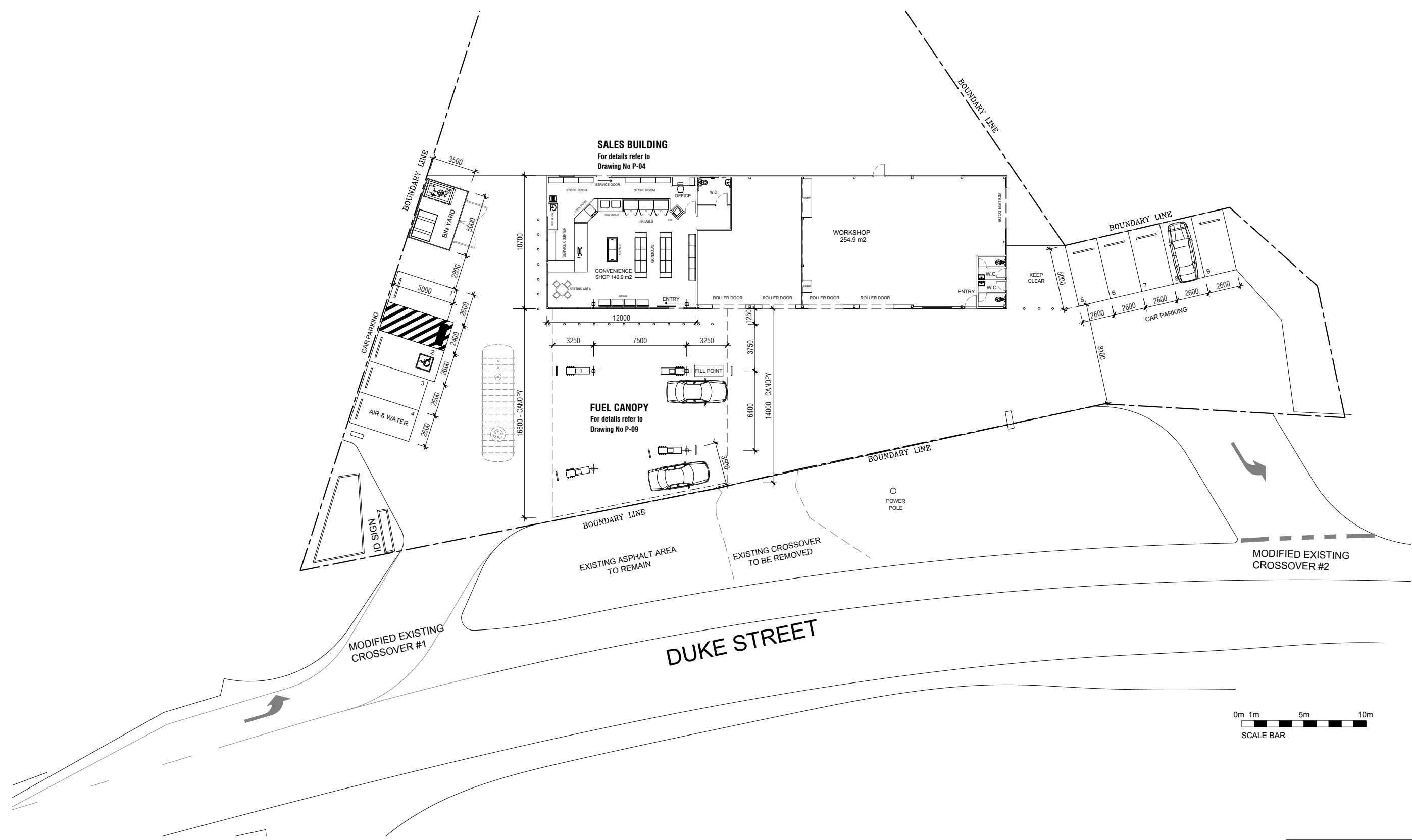


PROPOSED SITE PLAN

**PLANNING PERMIT APPROVAL ONLY
NOT FOR CONSTRUCTION**



DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

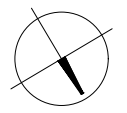


SITE SETOUT PLAN

**PLANNING PERMIT APPROVAL ONLY
NOT FOR CONSTRUCTION**

aksara.

Suite 308/838 Collins st.
Docklands VIC 3008
Australia
T: +61 (03) 9081 1650
E: info@aksara.com.au
ACN 141 232 877



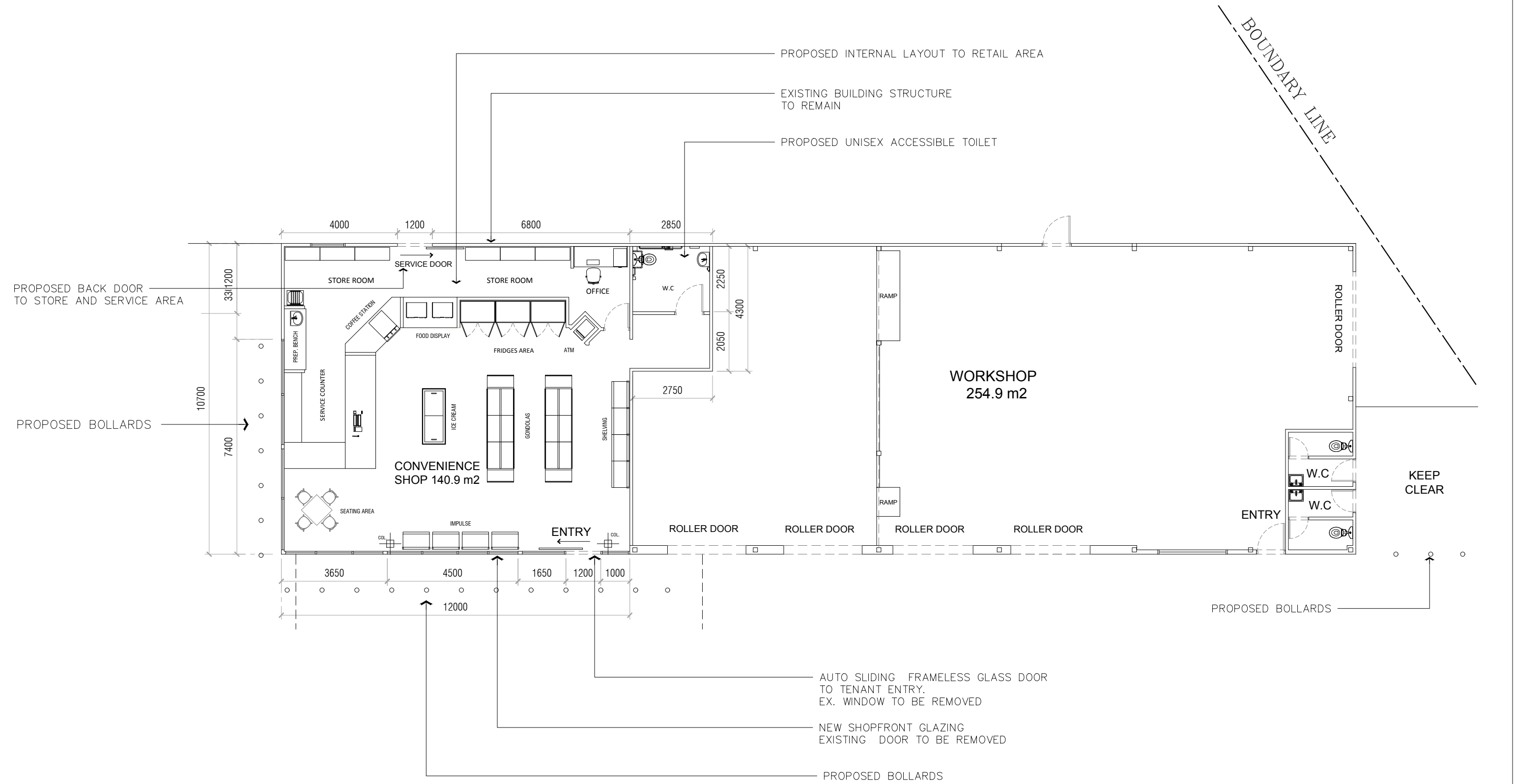
PROJECT:
CASTLEMAINE SERVICE STATION
30-32 DUKE ST
CASTLEMAINE VIC. 3450

AMMENDMENT	
DATE	15/11/2018
DRAWING TITLE	SITE SETOUT PLAN
SCALE	1 : 300 @ A3

SPECIAL COMMENTS
INT. DISCUSSION ONLY
NOT FOR CONSTRUCTION

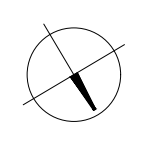
AMMENDMENT	DATE	BY	DRAWING No.
PLANNING PERMIT	28/08/2018	JC	P-03 Rev - C
PLANNING PERMIT	02/11/2018	JC	
PLANNING PERMIT	15/11/2018	JC	

DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC



SALES BUILDING FLOOR PLAN
SCALE 1 : 125

PLANNING PERMIT APPROVAL ONLY
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DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

ACM CLAD VINYL COVERED FASCIA PANELS TO NEW CANOPY STRUCTURE REFER TO SIGNAGE PLAN P-07 FOR DETAILS

REMOVE EXISTING GLASS DOORS TO NEW FIXED WINDOWS AND NEW SHOP ENTRY

EXISTING WORKSHOP TO REMAIN

NEW FASCIA SIGNAGE OVER EXISTING FASCIA PANEL. DRAWING P-07 FOR DETAILS

WINDOW DECALS APPLIED INTERNALLY TO SHOPFRONT GLAZING AND GLASS DOORS

NORTH ELEVATION
SCALE 1 : 150

DISPENSERS NOT SHOWN FOR CLARITY

NEW ILLUMINATED ID SIGN OVER EXISTING ID SIGN STRUCTURE REFER TO SIGNAGE PLAN FOR DETAILS

INTERNALLY ILLUMINATED LOGO REFER TO SIGNAGE PLAN P-07 FOR DETAILS

ACM CLAD VINYL COVERED FASCIA PANELS TO NEW CANOPY STRUCTURE REFER TO SIGNAGE PLAN P-07 FOR DETAILS

EXISTING WORKSHOP TO REMAIN

EXISTING SUBSTATION TO REMAIN

PROPOSED FUEL DISPENSERS TO FUTURE UPSS SYSTEM DESIGN

LEADER BOARD. REFER TO SIGNAGE PLAN P-07 FOR DETAIL

WEST ELEVATION
SCALE 1 : 150

EXISTING CAR SHOWROOM TO FUTURE RETAIL SHOP

PAINTED FACE BRICK WALLS AS PER TENANT IMAGE SPECS

NEW FASCIA SIGNAGE OVER EXISTING FASCIA PANEL. DRAWING P-07 FOR DETAILS

ACM CLAD VINYL COVERED FASCIA PANELS TO NEW CANOPY STRUCTURE REFER TO SIGNAGE PLAN P-07 FOR DETAILS

INTERNALLY ILLUMINATED LOGO REFER TO SIGNAGE PLAN P-07 FOR DETAILS

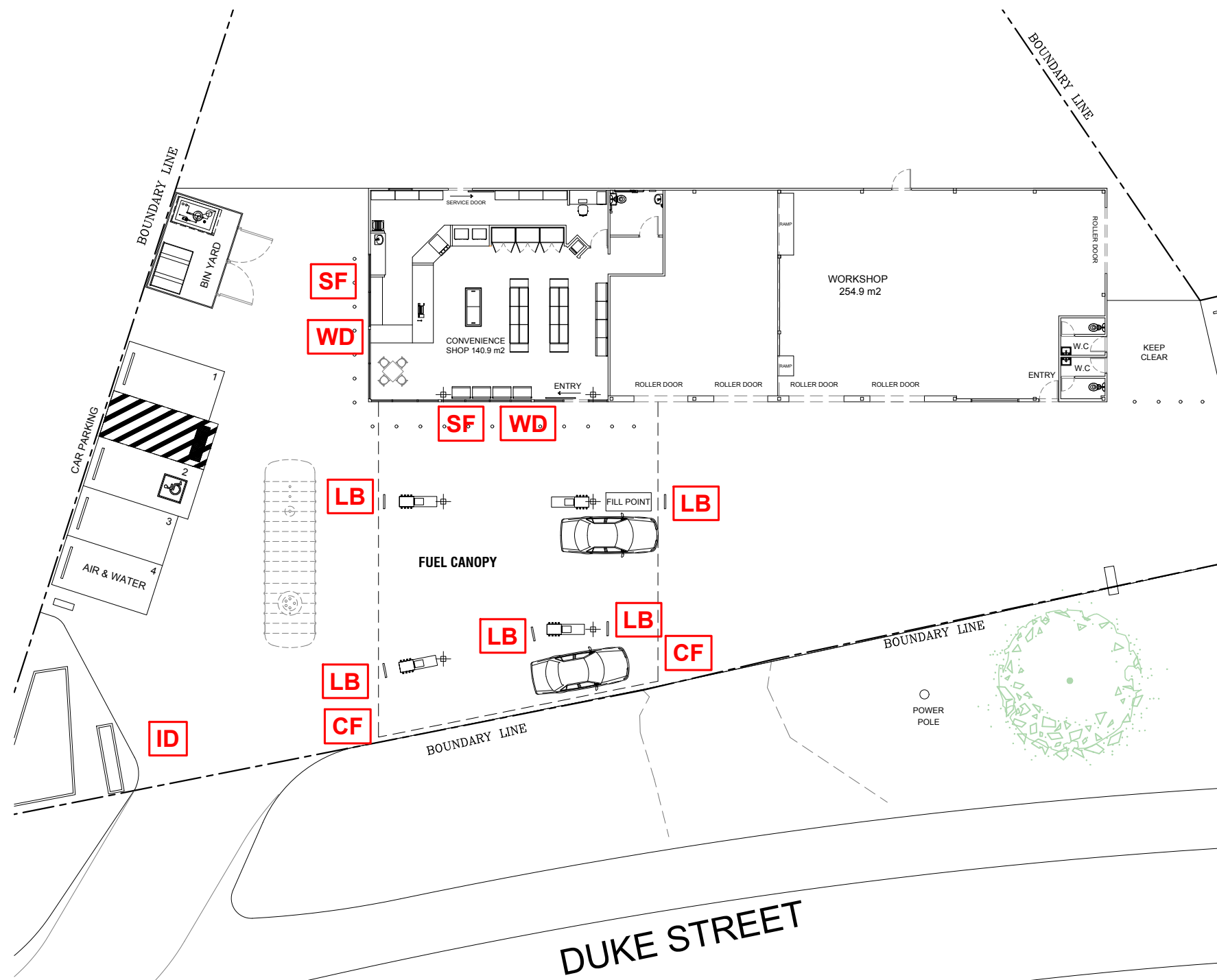
SCALE 1 : 150
EAST ELEVATION

WINDOW DECALS APPLIED INTERNALLY TO SHOPFRONT GLAZING AND GLASS DOORS

PROPOSED SITE ELEVATIONS

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DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

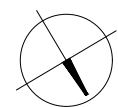


SIGNAGE SCHEDULE			
CODE	DESCRIPTION	ILLUMINATION	QTY.
SF	SHOP FASCIA SIGN 0.7 m HIGH x 22.7m WIDE	<input checked="" type="checkbox"/>	1
WD	Safety Window Decals 150mm HIGH x 6.8 m WIDE	<input checked="" type="checkbox"/>	1
CF	CANOPY FASCIA SIGN. Illuminated Logo	<input checked="" type="checkbox"/>	2
LB	LEADER BOARD	<input checked="" type="checkbox"/>	5
ID	PROMOTIONAL AND BUSINESS IDENTIFICATION 8.0 m High x 2.0 m Wide	<input checked="" type="checkbox"/>	1 DOUBLE SIDED

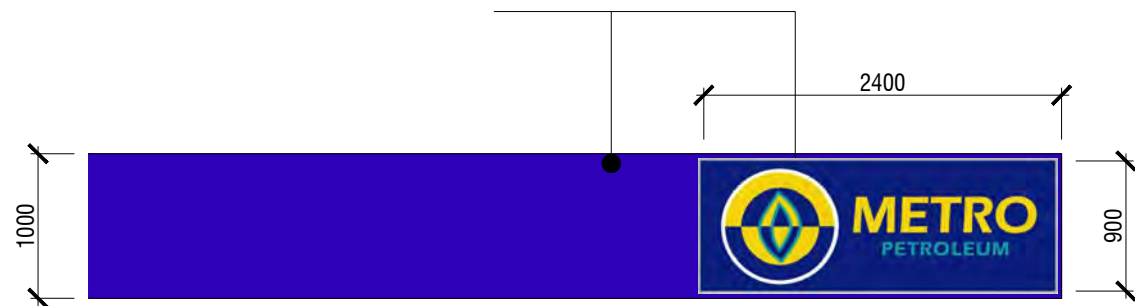
NOTE: REFER TO DRAWING P-07 AND ELEVATIONS FOR SIGNAGE DETAILS

SIGNAGE PLAN
SCALE 1 : 250

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DIGITALLY PRINTED NON ILLUMINATED VINYL GRAPHICS ON PROPOSED CANOPY FASCIA - METRO LOGO TO BE ILLUMINATED



CANOPY FASCIA SIGN
FACE AREA: 2.16 m²

CF CANOPY FASCIA SIGNAGE
NON - ILLUMINATED



SHOP FASCIA SIGN
FACE AREA: 15.9 m²

SF SHOP FASCIA SIGNAGE
NON - ILLUMINATED

DIGITALLY PRINTED VINYL GRAPHICS ON ALUMINIUM COMPOSITE SHEET. REFER TO ELEVATIONS FOR LOCATION



ID SIGN
FACE AREA: 10.0 m²

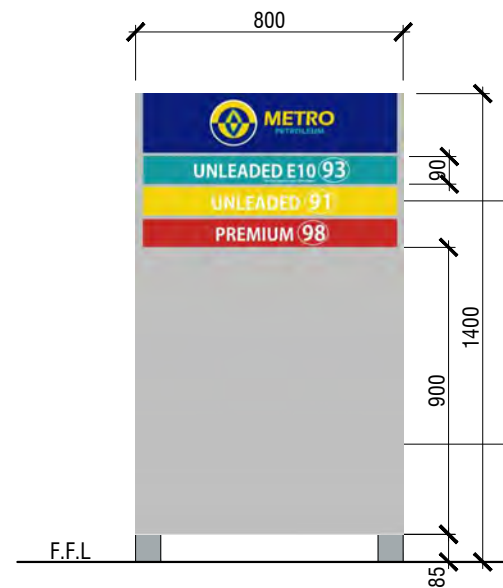
INTERNALLY ILLUMINATED PERSPEX BOX SIGNS.

INTERNALLY ILLUMINATED PERSPEX BOX SIGNS WITH LED PRICE BOARDS. ACTUAL GRAPHICS VARIES TO SUIT PRODUCTS DISPENSED.

INTERNALLY ILLUMINATED PERSPEX BOX SIGNS.

EXISTING ID SIGN STEEL STRUCTURE TO REMAIN

ID ID SIGNAGE
ILLUMINATED



LEADER BOARD
FACE AREA: 1.12 m²

DIGITALLY PRINTED NON ILLUMINATED VINYL GRAPHICS ON WHITE ALUMINIUM COMPOSITE SHEET. ACTUAL GRAPHICS VARIES TO SUIT PRODUCTS DISPENSED.

STEEL BOLLARD: PAINTED STEEL FRAME. FRAME AND FOOTINGS TO FUTURE STRUCTURAL DETAILS.

LB LEADER BOARD
NON - ILLUMINATED

SIGNAGE DETAILS

DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

CODE	DESCRIPTION	ILLUMINATION	QTY.
SF	SHOP FASCIA SIGN 0.7 m HIGH x 22.7m WIDE	<input checked="" type="checkbox"/>	1
WD	Safety Window Decals 150mm HIGH x 6.8 m WIDE	<input checked="" type="checkbox"/>	1
CF	CANOPY FASCIA SIGN. Illuminated Logo	<input checked="" type="checkbox"/>	2
LB	LEADER BOARD	<input checked="" type="checkbox"/>	5
ID	PROMOTIONAL AND BUSINESS IDENTIFICATION 8.0 m High x 2.0 m Wide	<input checked="" type="checkbox"/>	1 DOUBLE SIDED

NOTE: REFER TO DRAWING P-07 AND ELEVATIONS FOR SIGNAGE DETAILS

Metro Canopy Box Vinyl Colours

- Avery Bright Yellow 739
- Avery Turquoise 731
- Avery Classic Blue 793

Metro Zone Stripe Pantone Solid Colour

- Pantone 314 C (background)
- Pantone 320 C (curve 1 / leaves)
- Pantone 319 C (curve 2 / leaves)
- Pantone 354 C (leaves)

Metro Zone Stripe CMYK

- C100 M0 Y9 K30
- C100 M0 Y31 K7
- C52 M0 Y19 K0
- C80 M0 Y90 K0

ID - ID SIGNAGE (PYLON SIGN)

Metro Pylon Sign Translucent Vinyl Colours

- Avery Bright Yellow 739
- Avery Turquoise 731
- Avery Classic Blue 793
- Avery Blood Red 765

WD - WINDOW DECALS

Window Decals Pantone Solid Colour

- Pantone 109 C
- Pantone 320 C
- Pantone 662 C

Window Decals CMYK

- C0 M10 Y100 K0
- C100 M0 Y31 K7
- C100 M96 Y0 K8

REFER TO COLOUR PALETTE FOR COLOUR SPECS.



DIGITALLY PRINTED NON ILLUMINATED VINYL DIRECT FIXED TO GLASS.

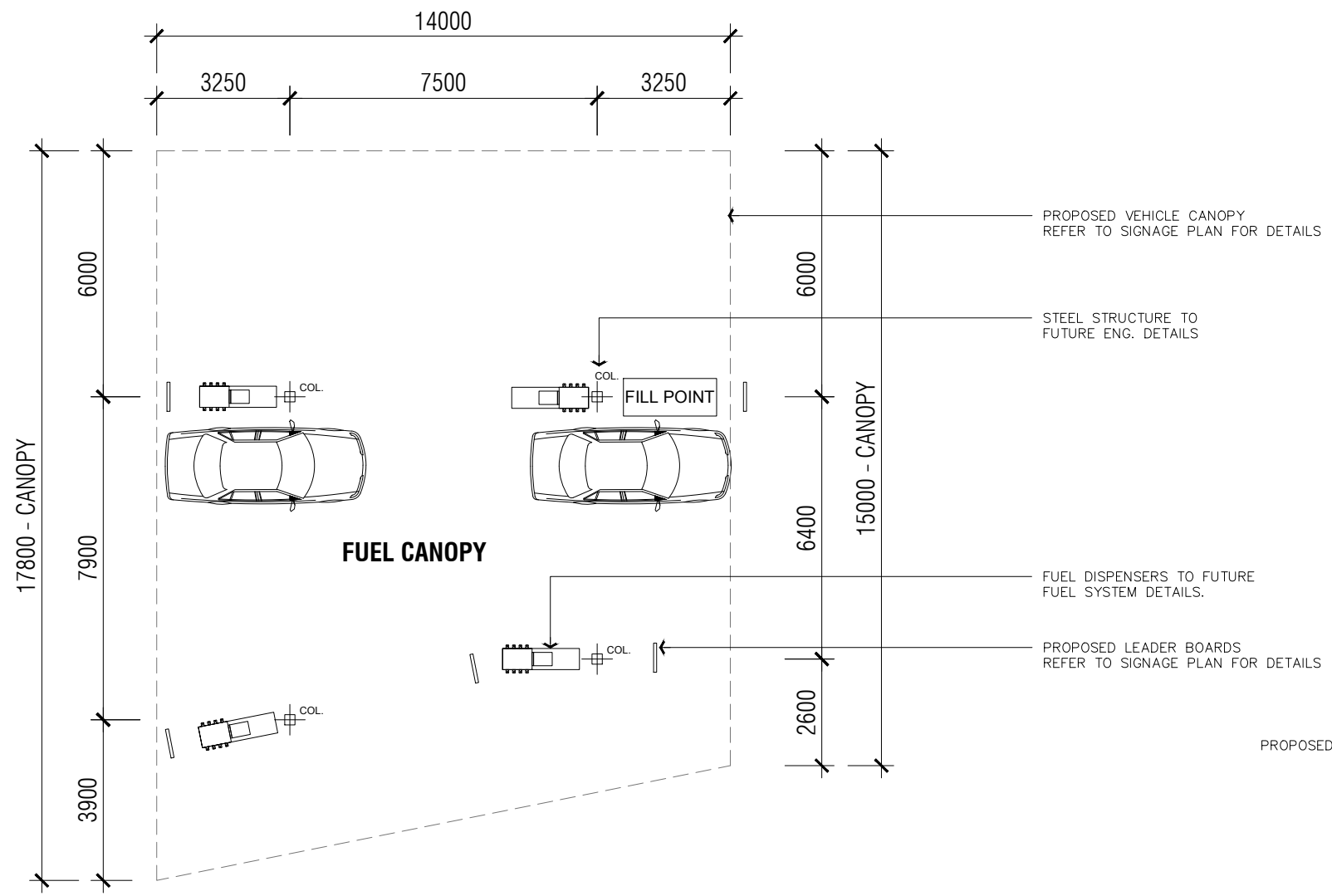
WD WINDOW DECALS
NON - ILLUMINATED

WINDOW DECALS	
FACE AREA:	2.85 m ²
Number of decals:	14 units
Total Length:	19.0 lm

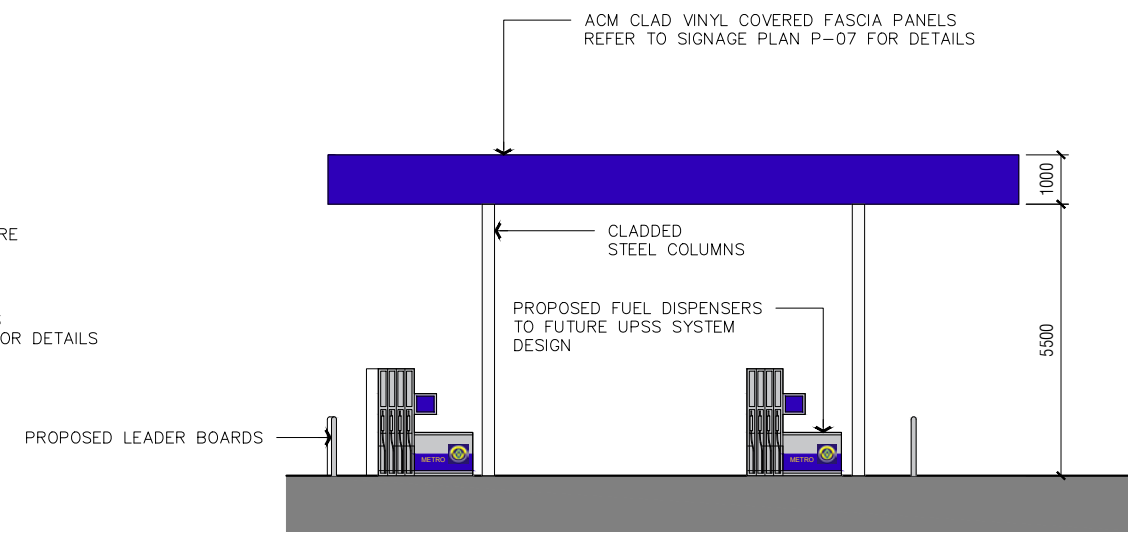
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DEVELOPMENT TABLE			
	RETAIL	FORECOURT	TOTAL
SITE AREA	395.00 m ²	TBC	TBC

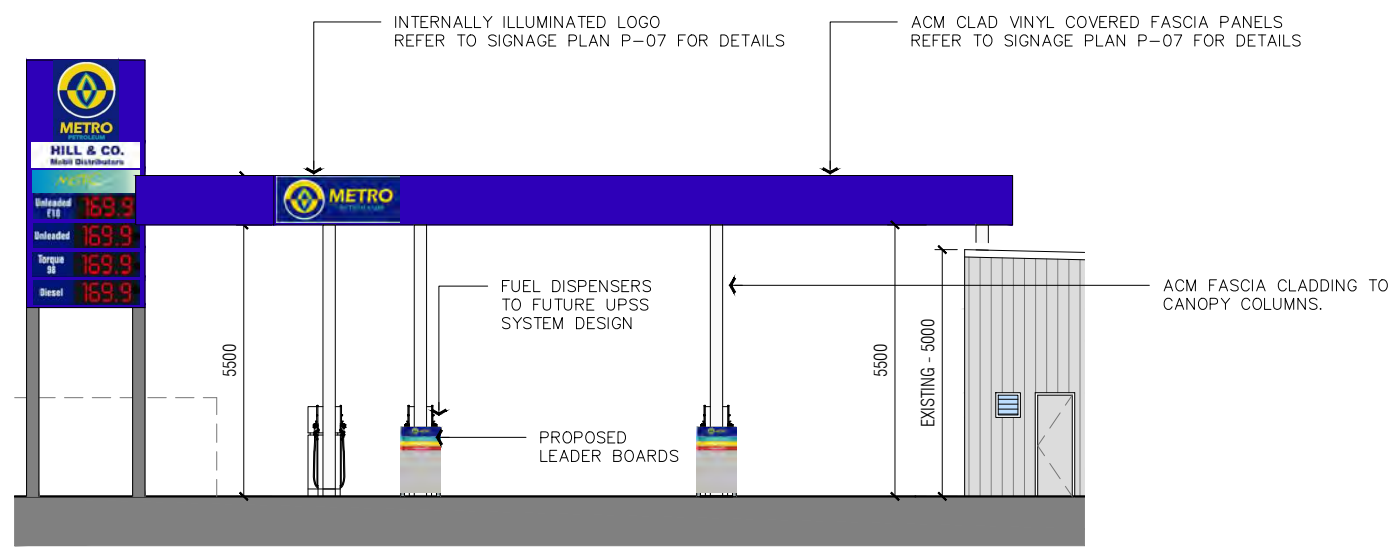
NOTE:
FOR SIGNAGE PLAN DETAILS.
REFER TO DRAWINGS P-06 & P-07



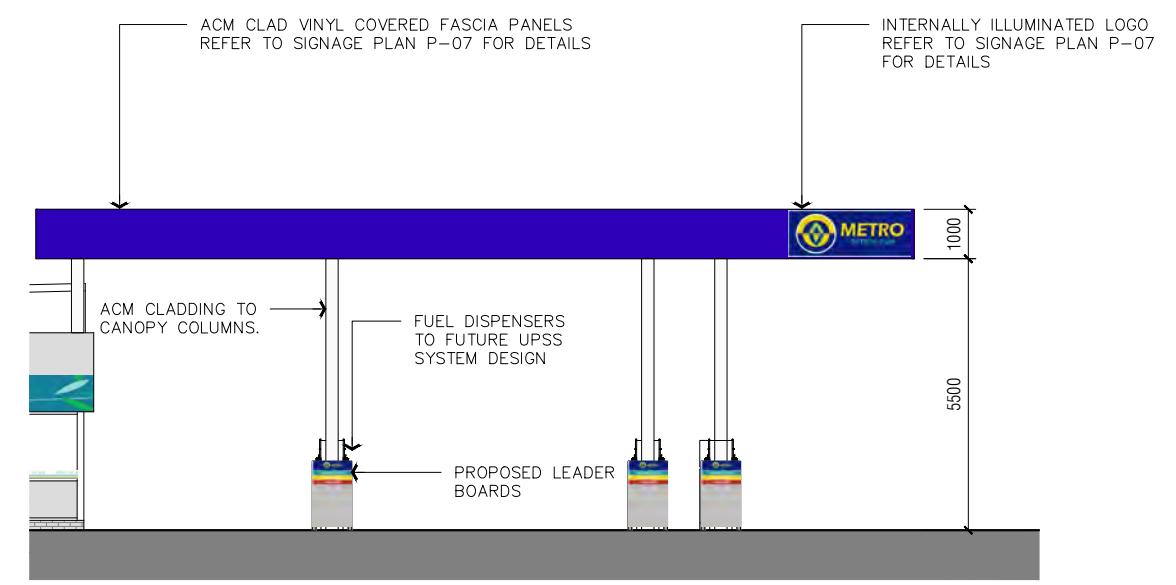
VEHICLE CANOPY FLOOR PLAN
SCALE 1 : 150



NORTH ELEVATION
SCALE 1 : 150



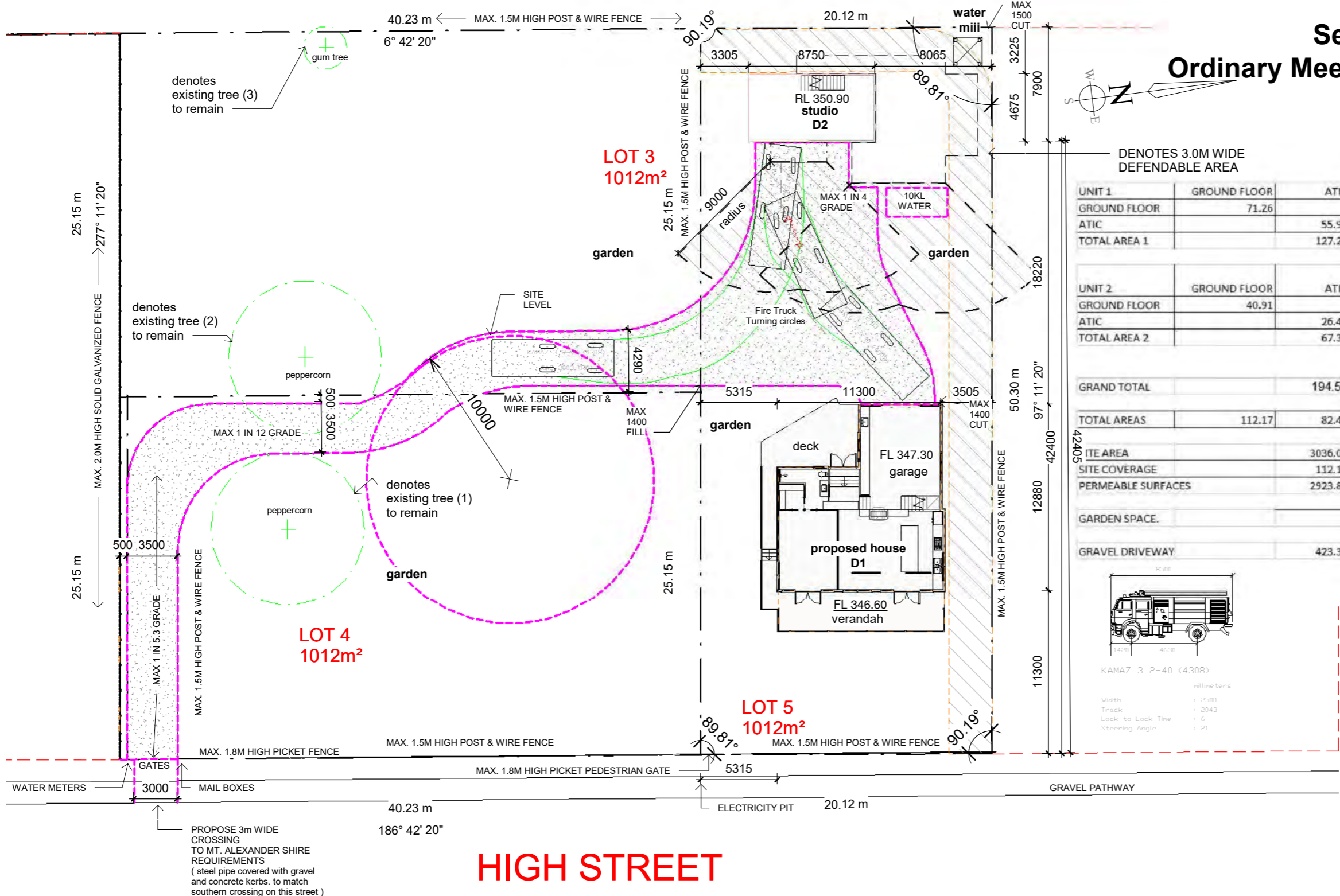
WEST ELEVATION
SCALE 1 : 150



EAST ELEVATION
SCALE 1 : 150

PROPOSED VEHICLE CANOPY ELEVATIONS

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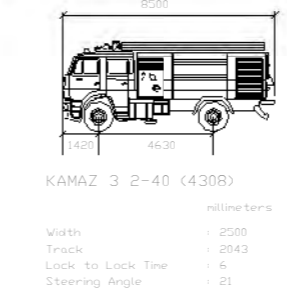
DENOTES 3.0M WIDE DEFENDABLE AREA

UNIT 1	GROUND FLOOR	ATIC	GARAGE	PORCH - DECK	TOTAL FLOOR AREA	STORAGE
GROUND FLOOR	71.26		39.13	80.54	190.93	6.00
ATIC		55.97			55.97	
TOTAL AREA 1		127.23			246.90	

UNIT 2	GROUND FLOOR	ATIC	DECK - BALCONY	TOTAL FLOOR AREA	STORAGE (m ³)
GROUND FLOOR	40.91		66.19	107.10	6.00
ATIC		26.45	5.28	31.72	
TOTAL AREA 2		67.36		138.82	

GRAND TOTAL		194.59		385.73
TOTAL AREAS	112.17	82.42	39.13	233.72

SITE AREA		3036.00	m ²
SITE COVERAGE	112.17	m ²	4%
PERMEABLE SURFACES	2923.83	m ²	96%
GARDEN SPACE		m ²	
GRAVEL DRIVEWAY	423.39	m ²	



HIGH STREET

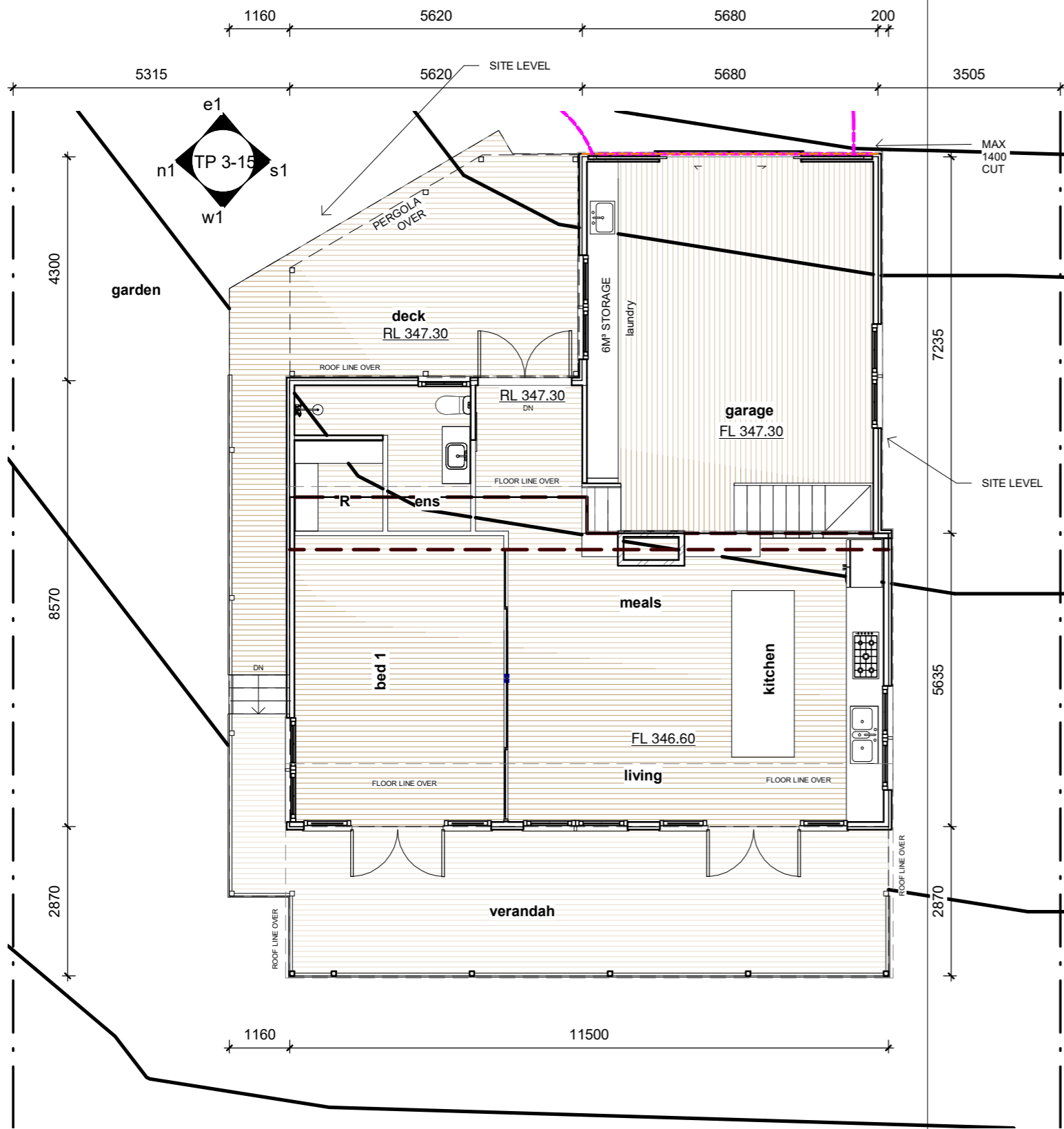
SITE PLAN
1 : 300

NO VEGETATION TO BE REMOVED

- NOTES:
- LEVELS SHOWN ARE TO AUSTRALIAN HEIGHT DATUM (A.H.D.)
 - NO SITE WORKS OR FOOTINGS AREA TO ENCROACH THE EASEMENT OR TITLE BOUNDARY
 - CUT & FILL:
 - DWELLING 1: SITE CUT AND FILL SCRAPE AREA ON STUMPS TO RL. 346.10 (GARAGE) TO 345.40 (LIVING)
 - DWELLING 2: SITE CUT AND FILL SCRAPE AREA ON STUMPS TO RL. 348.40
 - DRIVEWAY: SITE MAX CUT RETAINING WALL : 1970. - MAX. FILL RETAINING WALL : 1400.

SITE PLAN	project: Proposed 2 Residences		Job Number: 150-17	TP 1-15
TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
revision:	client: Sergio Uribe & Luz Restrepo		Checked: L.J & L.M.	Scale: 1 : 300

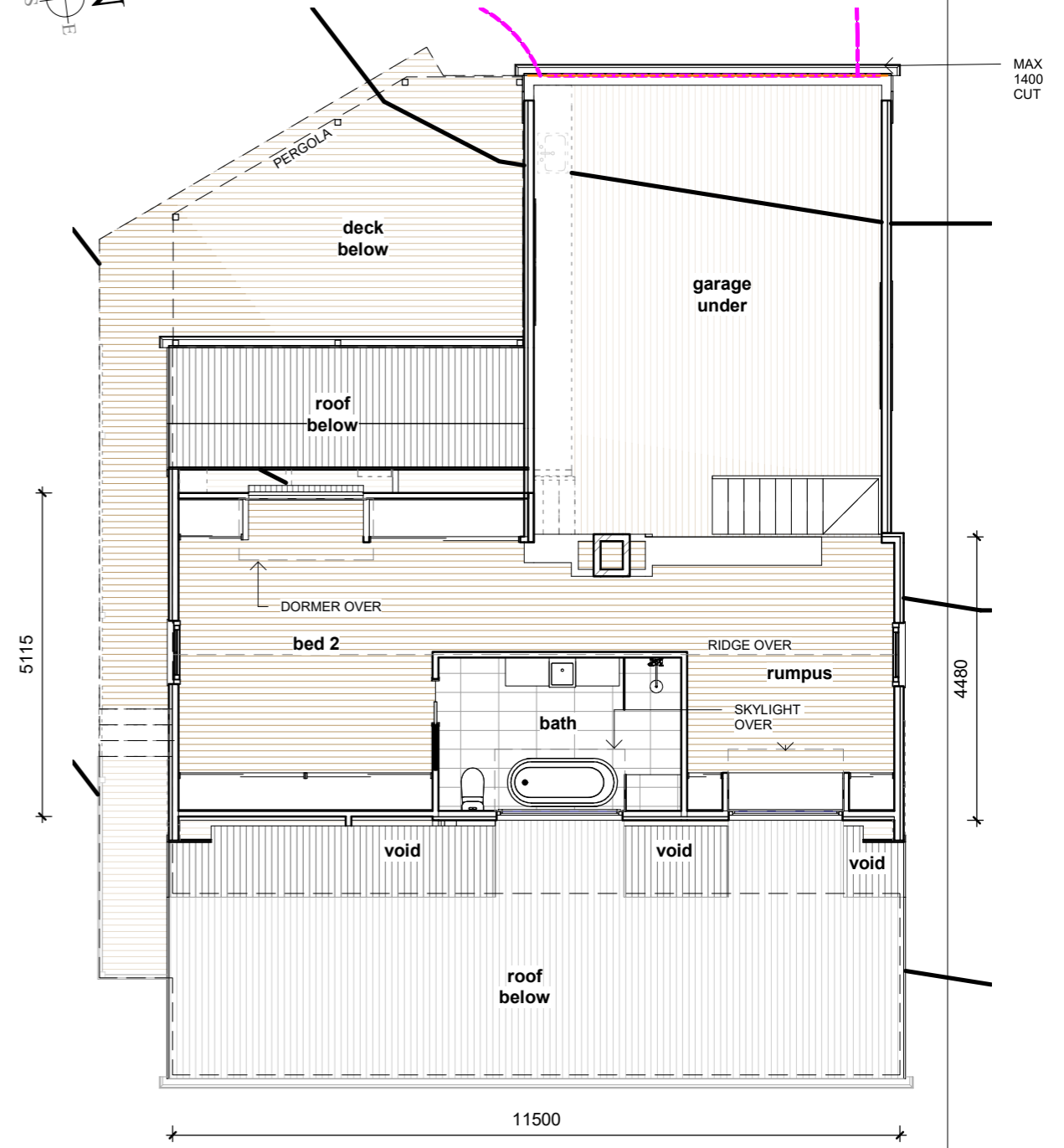
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Ground Floor D1

1 : 100

HIGH STREET

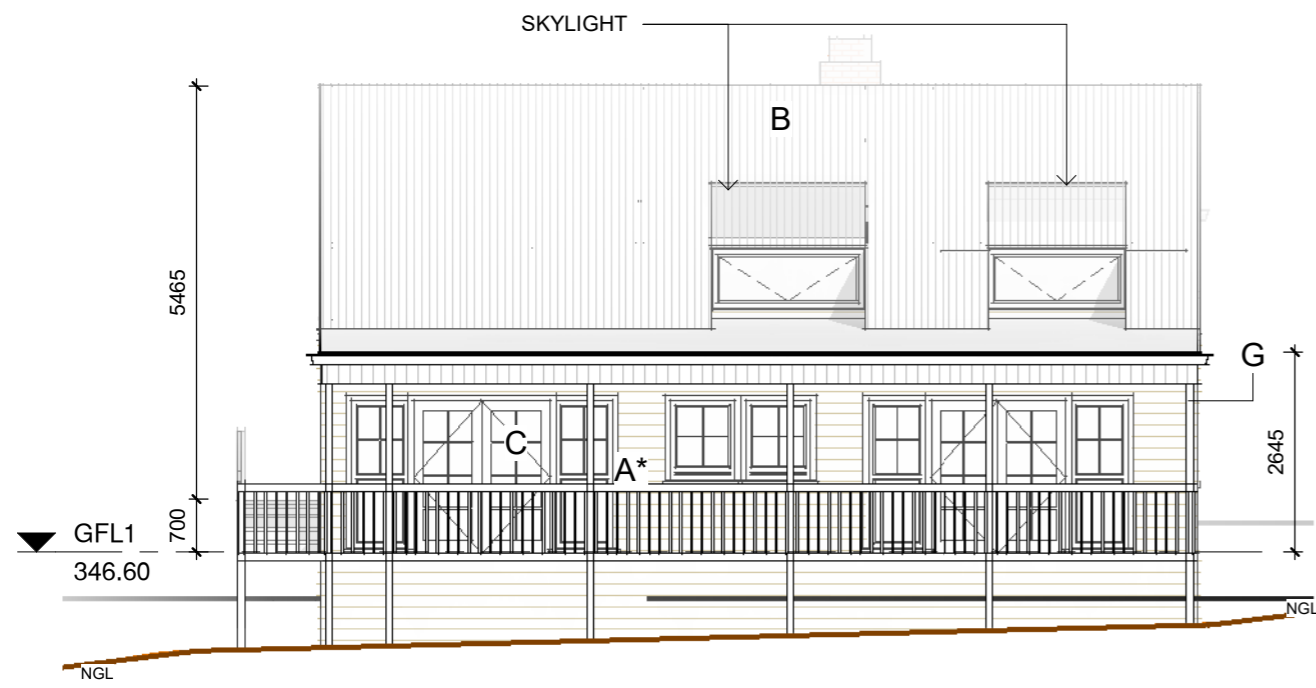


Attic Level D1

1 : 100

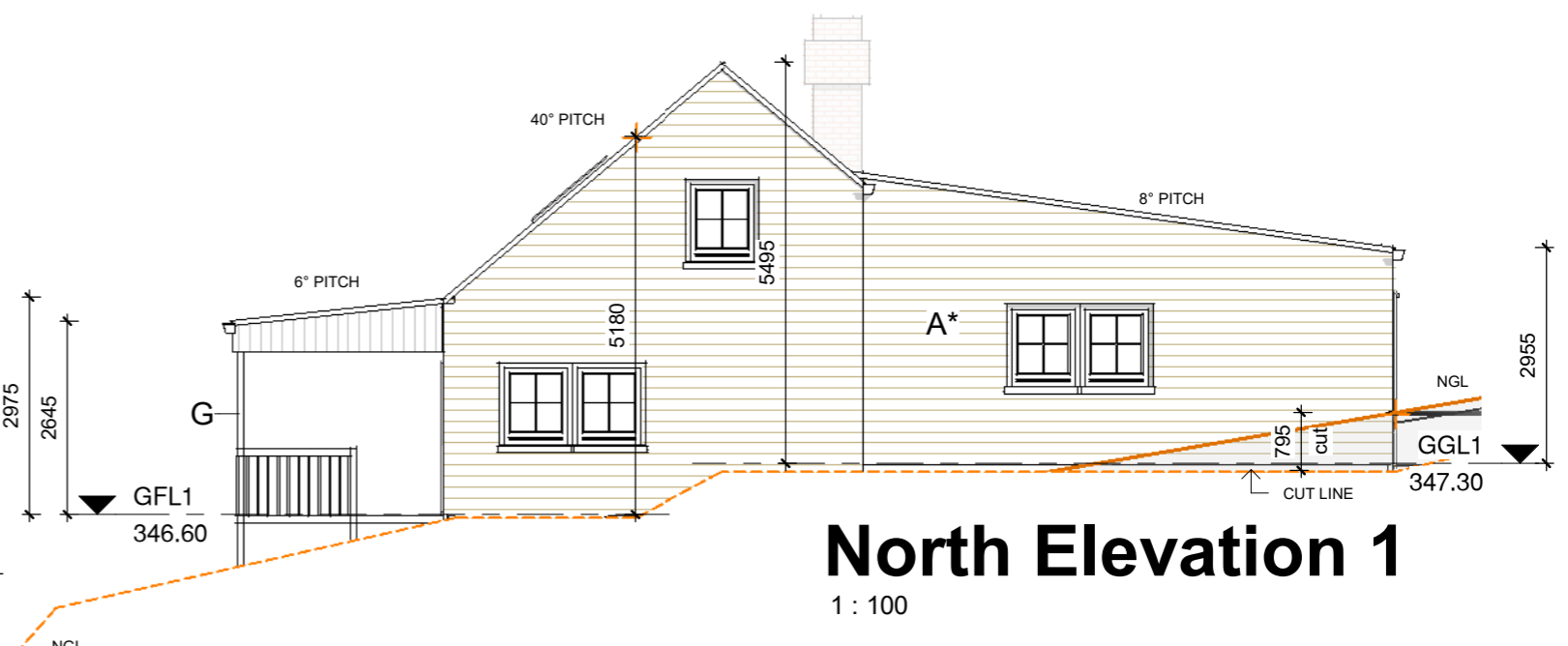
FLOOR PLANS D1	project: Proposed 2 Residences		Job Number: 150-17	TP 2-15
TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
revision:	client: Sergio Uribe & Luz Restrepo		Checked: L.J & L.M.	Scale: 1 : 100

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East Elevation 1

1 : 100

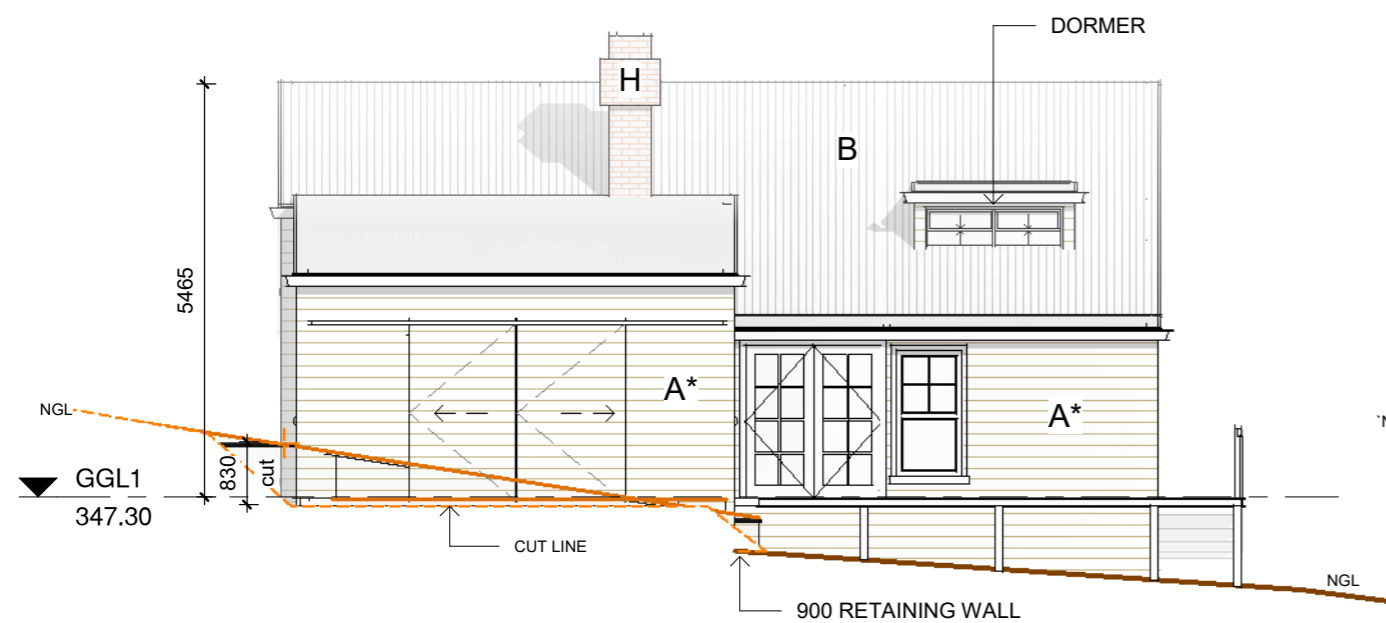


North Elevation 1

1 : 100

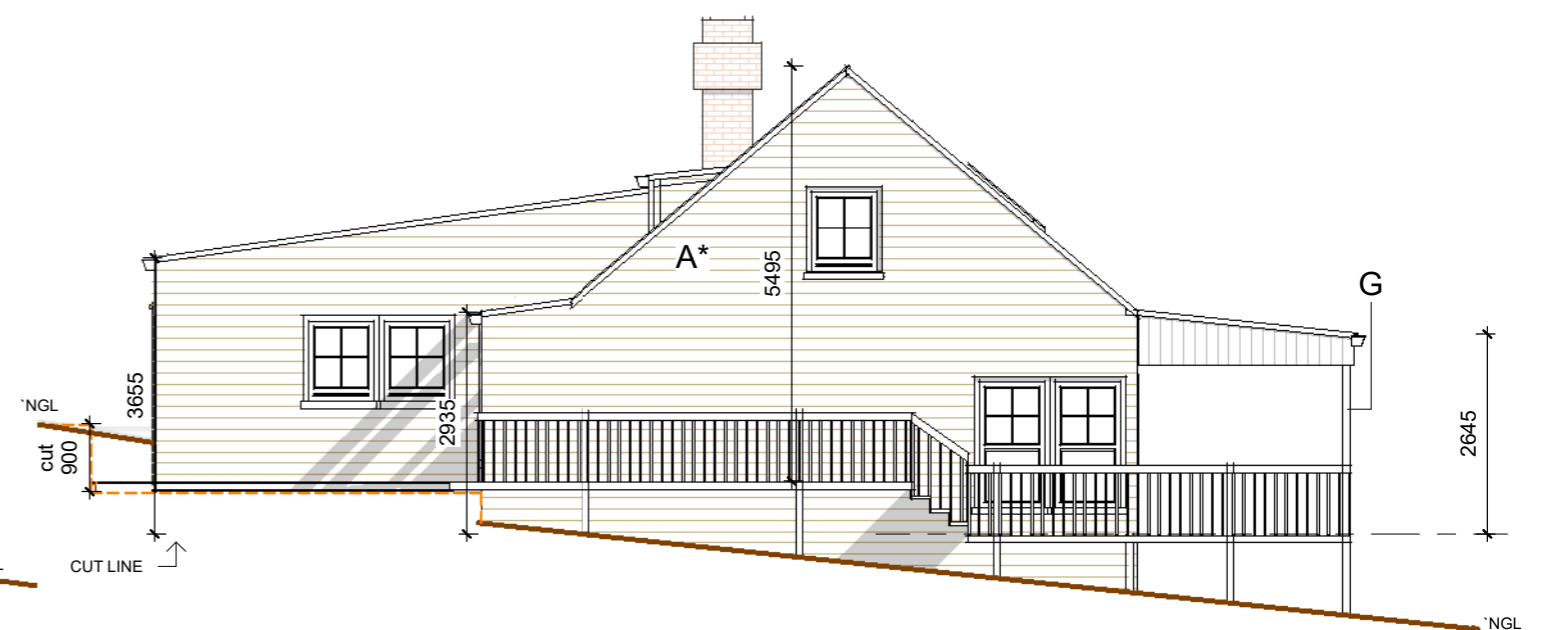
COLOUR SCHEDULE

A*	SQUARE EDGED WEATHERBOARD CLADDING COLOUR: LIGHT STONE	C	TIMBER HW. WINDOW FRAMES COLOUR: NATURAL
B	GALV. CORRUGATED ROOF COLOUR: NATURAL	D	NATURAL TIMBER BALUSTRADE. MAX 125 GAP
H	RED-BROWN BRICKWORK - CHIMNEY	G	NATURAL 100 ² CYPRESS POST. NO ORNAMENTS



West Elevation 1

1 : 100



South Elevation 1

1 : 100

PROPOSED ELEVATIONS 1

TOWN PLANNING

revision:

project: Proposed 2 Residences
address: 15 High Street, Maldon
client: Sergio Uribe & Luz Restrepo



Job Number: 150-17

Design: Sergio Uribe

Checked: L.J & L.M.

TP 3-15

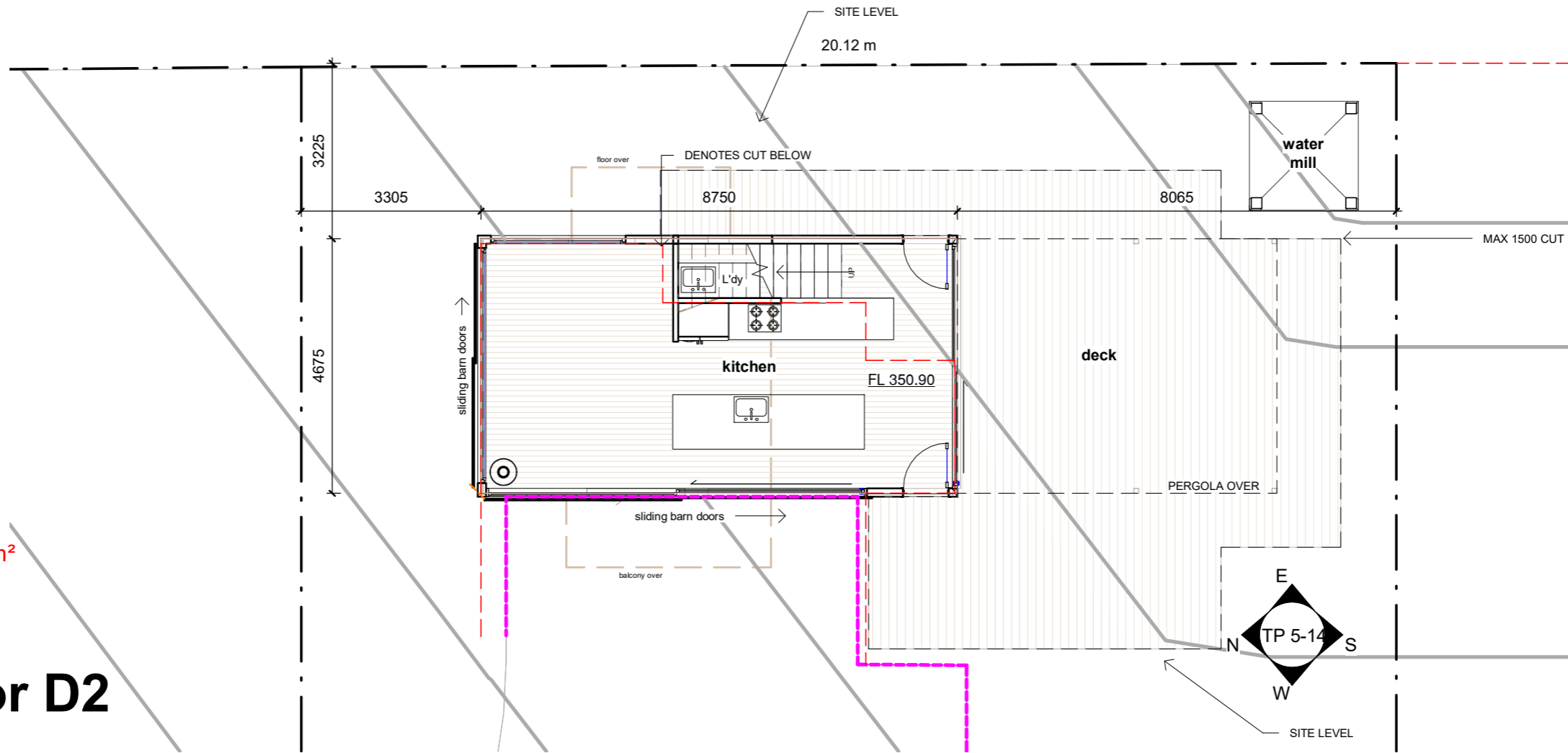
Date: 11 January 2019

Scale: As indicated

Ground Floor D2

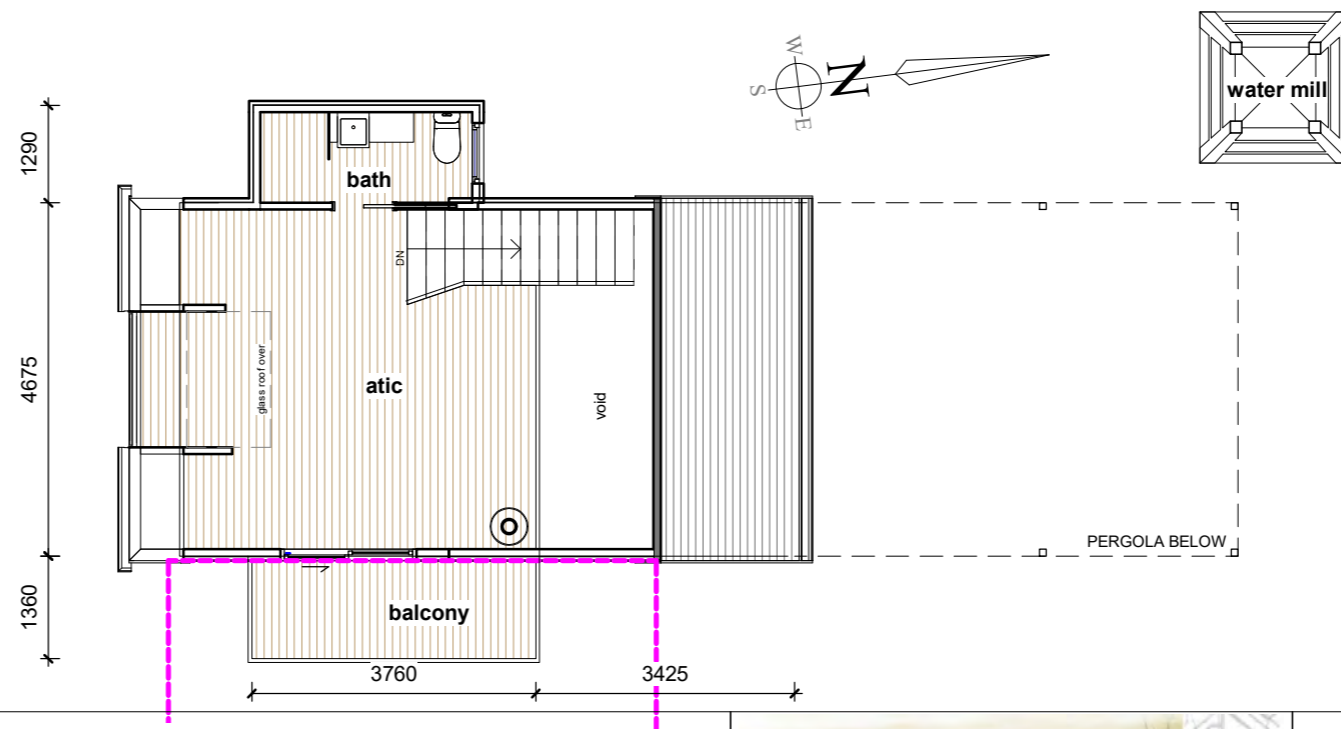
1 : 100

LOT 3
1012m²



Atic Level D2

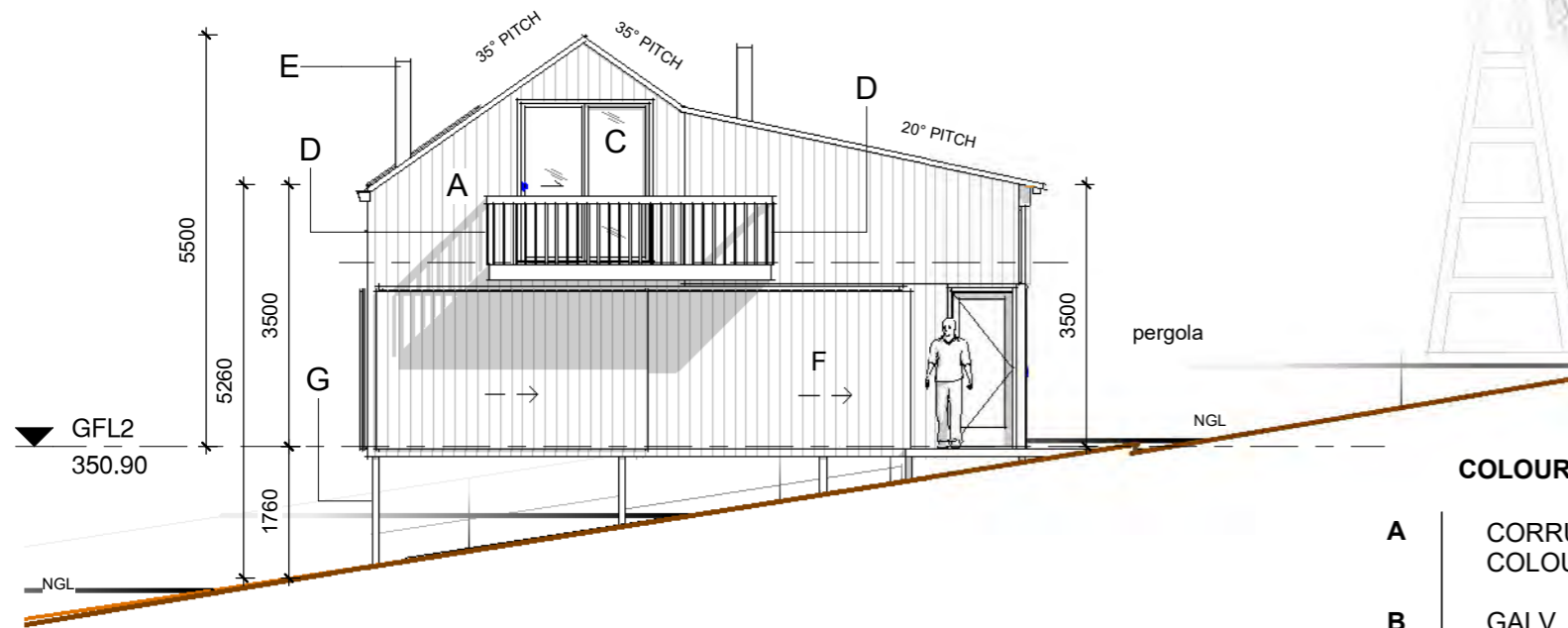
1 : 100



FLOOR PLANS D2	project: Proposed 2 Residences		Job Number: 150-17	TP 4-15
TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
revision:	client: Sergio Uribe & Luz Restrepo		Checked: L.J. & L.M.	Scale: 1 : 100

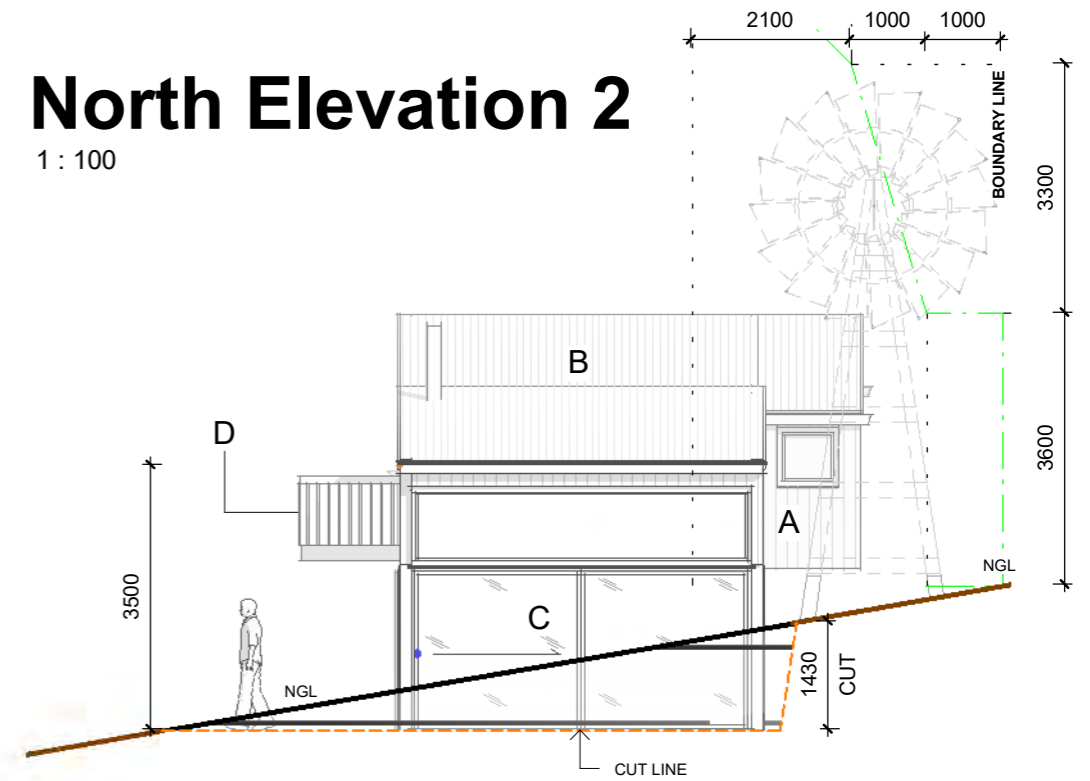
East Elevation 2

1 : 100



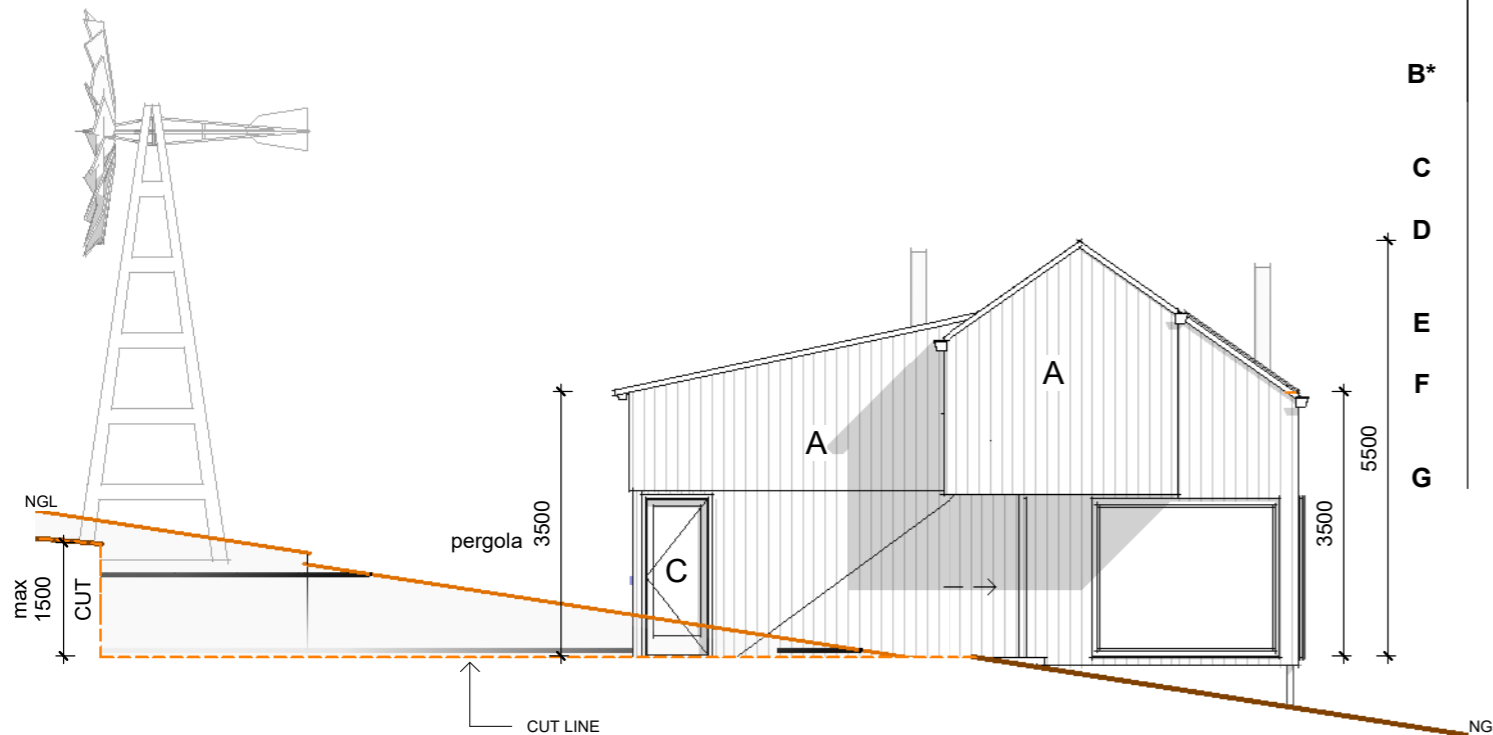
North Elevation 2

1 : 100



COLOUR SCHEDULE

- A CORRUGATED CLADDING
COLOUR: NATURAL
- B GALV. CORRUGATED ROOF
COLOUR: NATURAL
- B* ROOF GLASS SKYLIGHT
COLOUR: NATURAL
- C TIMBER HW. WINDOW FRAMES
COLOUR: BLACK
- D TIMBER BALUSTRADE
MAX 125 GAP
- E METAL FLUE
- F SLIDING BARN DOORS
CORRUGATED CLADDING
- G TIMBER POST

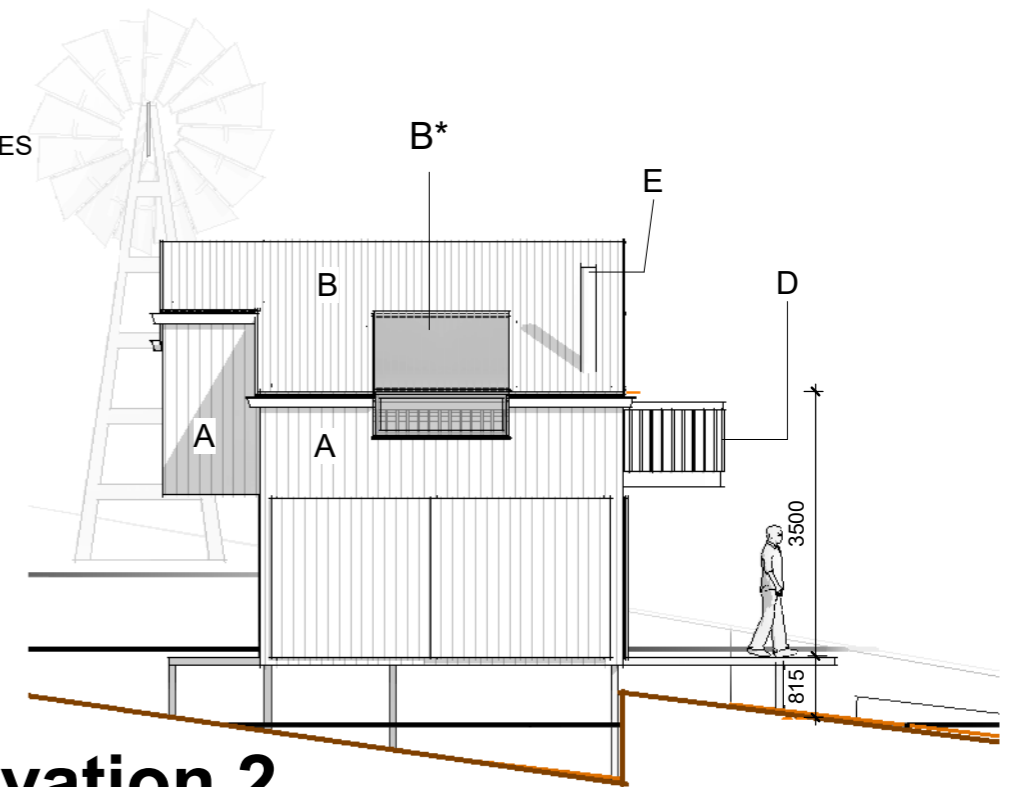


West Elevation 2

1 : 100

South Elevation 2

1 : 100



PROPOSED ELEVATIONS 2

TOWN PLANNING

revision:

project: Proposed 2 Residences
address: 15 High Street, Maldon
client: Sergio Uribe & Luz Restrepo



Job Number: 150-17

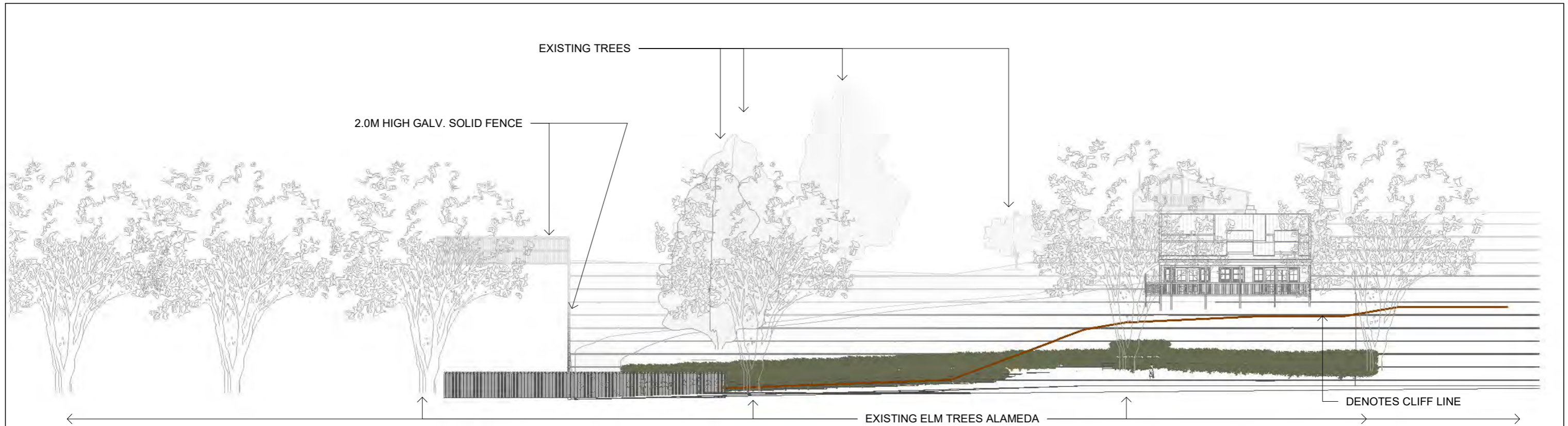
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TP 5-14

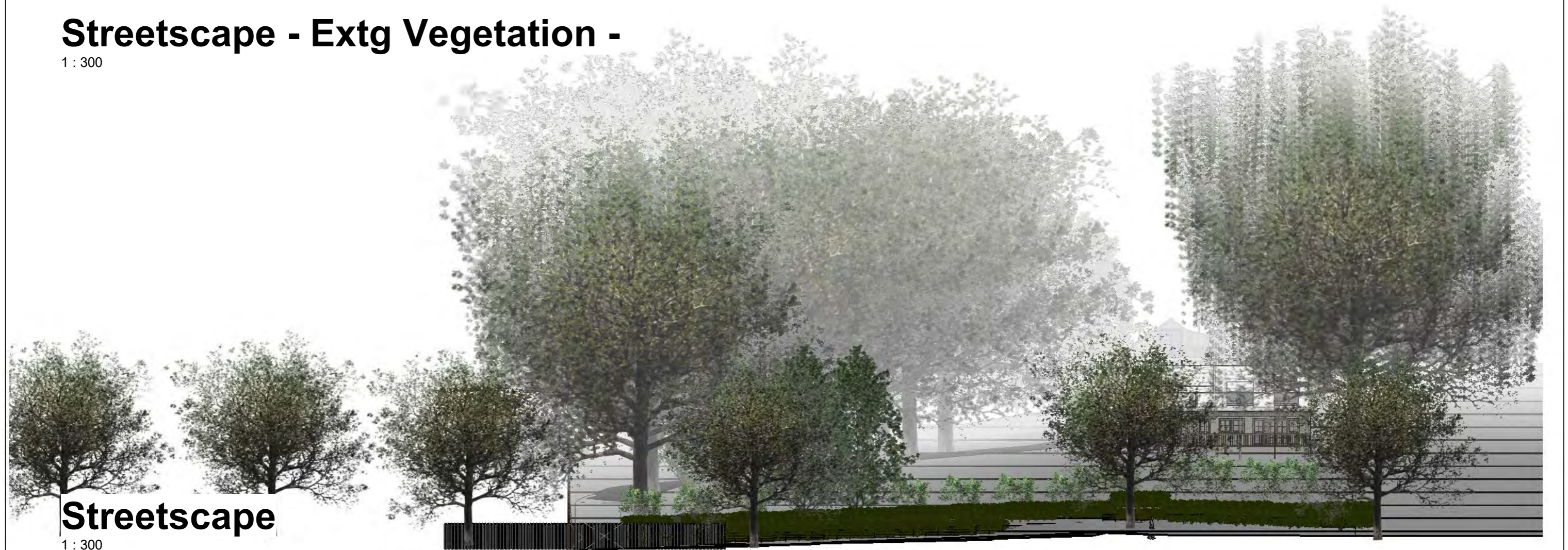
Date: 11 January 2019

Scale: As indicated



Streetscape - Extg Vegetation -

1 : 300



Streetscape

1 : 300

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TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
revision:	client: Sergio Uribe & Luz Restrepo		Checked: L.J & L.M.	Scale: 1 : 300



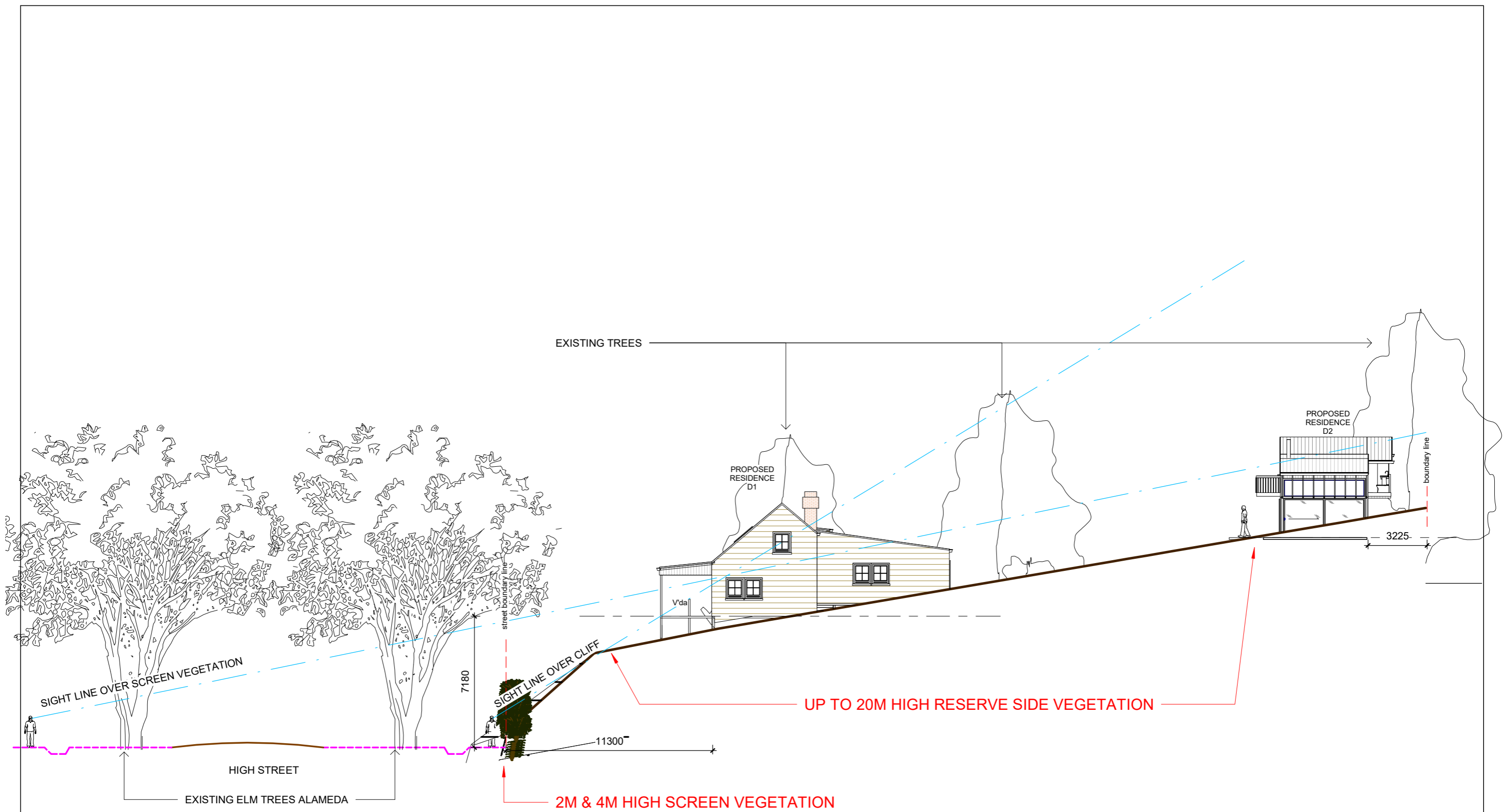
RESERVESCAPE
TOWN PLANNING
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address: 15 High Street, Maldon
client: Sergio Uribe & Luz Restrepo

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HOMES
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drawingsouth@gmail.com 4/5 Torce Tce, Mornington. 3931

Job Number: 150-17
Design: Sergio Uribe
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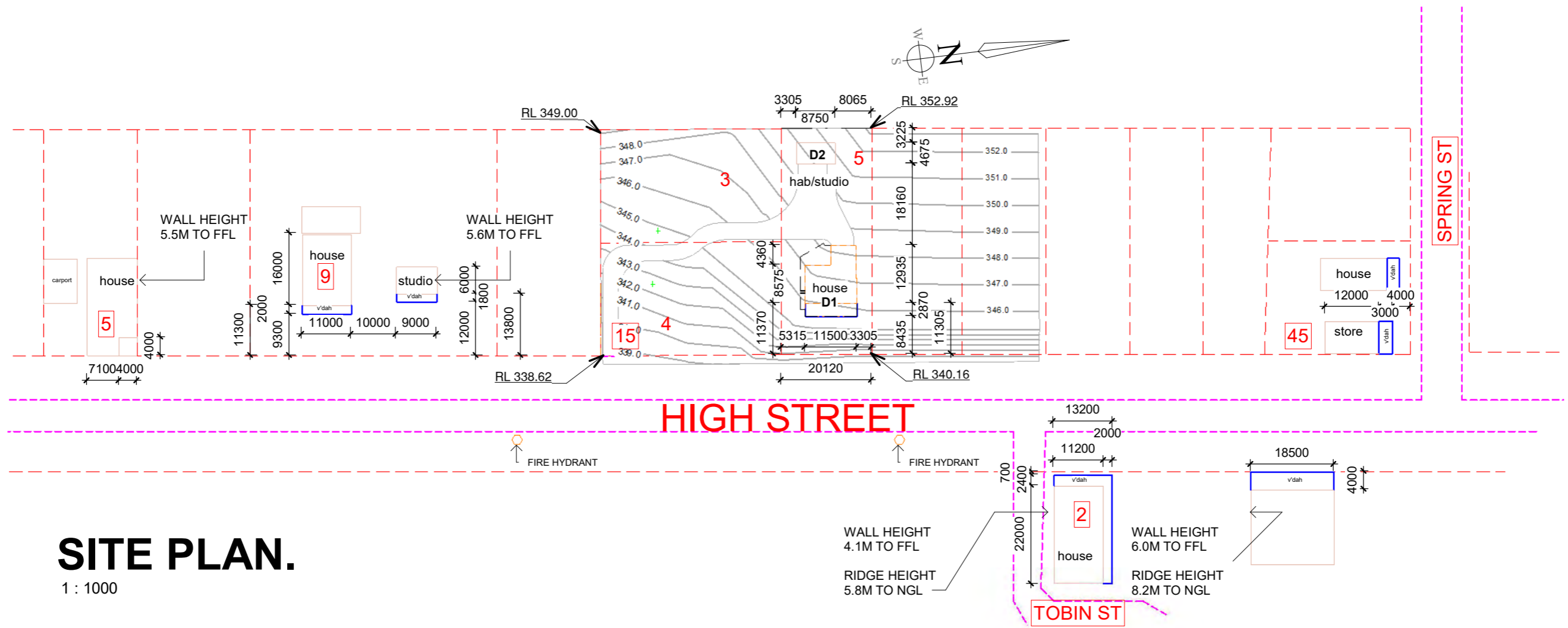
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Streetscape - Extg Vegetation -

1 : 200

STREETSCAPE	project: Proposed 2 Residences		Job Number: 150-17	TP 8-15
TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
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SITE PLAN.

1 : 1000



5 & 9 HIGH ST.
SETBACK



HIGH ST. X SPRING ST.
NEW PROJECT AND ROOF
RESTORATION

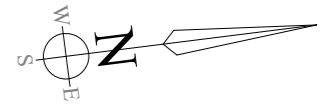


2 HIGH ST.
BUILDING HIGH

SITE ANALYSIS	project: Proposed 2 Residences	DRAWING SOUTH HOMES SERGIO URIBE, ARCH	Job Number: 150-17	TP 9-15
	TOWN PLANNING		Design: Sergio Uribe	
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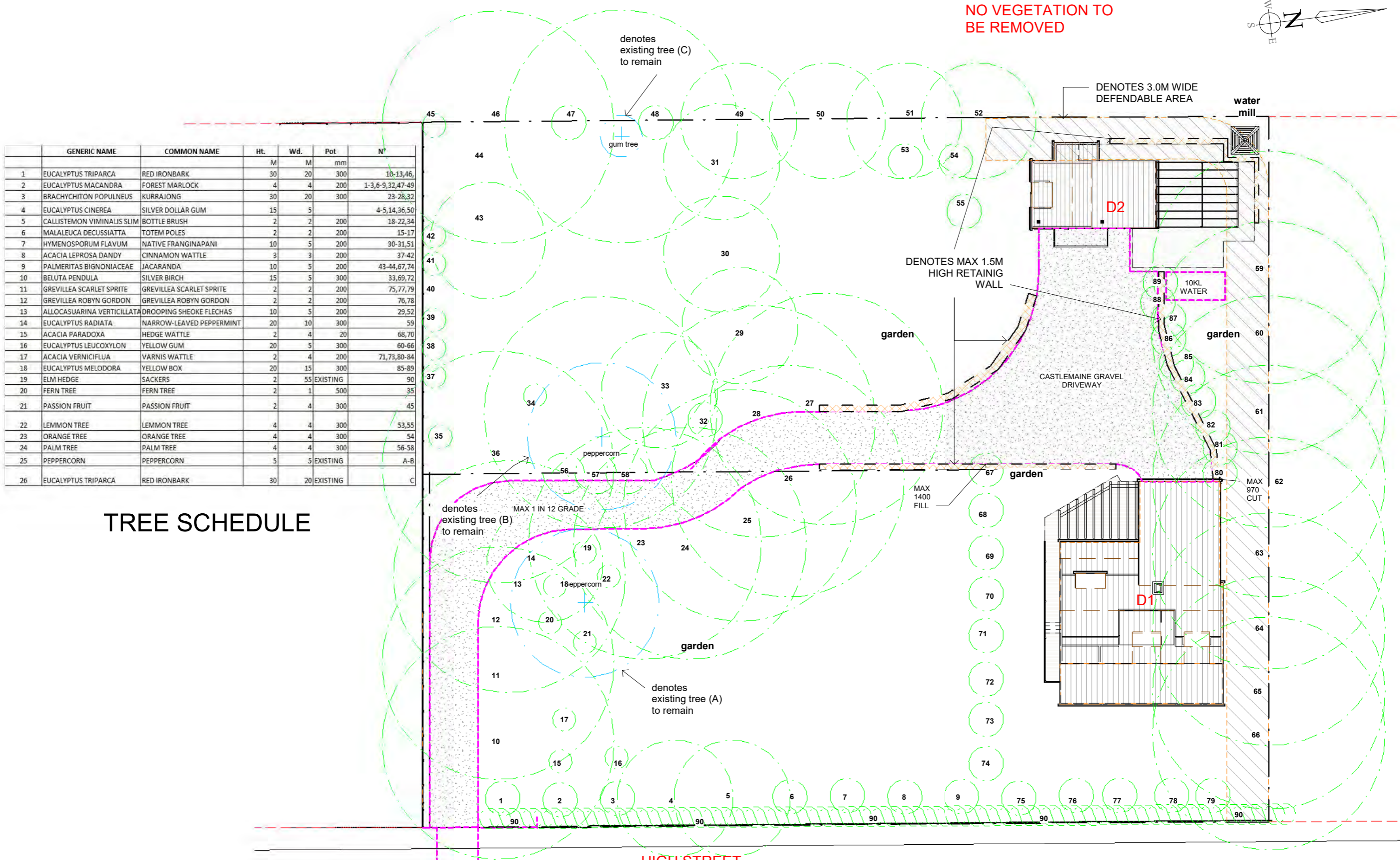
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NO VEGETATION TO BE REMOVED



N°	GENERIC NAME	COMMON NAME	HL.		Wd.		Pot	N°
			M	M	M	mm		
1	EUCALYPTUS TRIPARCA	RED IRONBARK	30	20	300			10-13,46
2	EUCALYPTUS MACANDRA	FOREST MARLOCK	4	4	200			1-3,6-9,32,47-49
3	BRACHYCHITON POPULNEUS	KURRAJONG	30	20	300			23-28,32
4	EUCALYPTUS CINEREA	SILVER DOLLAR GUM	15	5				4-5,14,36,50
5	CALLISTEMON VIMINALIS SLIM	BOTTLE BRUSH	2	2	200			18-22,34
6	MALALEUCA DECUSSIATTA	TOTEM POLES	2	2	200			15-17
7	HYMENOSPORUM FLAVUM	NATIVE FRANGINAPANI	10	5	200			30-31,51
8	ACACIA LEPROSA DANDY	CINNAMON WATTLE	3	3	200			37-42
9	PALMERITAS BIGNONIACEAE	JACARANDA	10	5	200			43-44,67,74
10	BELUTA PENDULA	SILVER BIRCH	15	5	300			33,69,72
11	GREVILLEA SCARLET SPRITE	GREVILLEA SCARLET SPRITE	2	2	200			75,77,79
12	GREVILLEA ROBYN GORDON	GREVILLEA ROBYN GORDON	2	2	200			76,78
13	ALLOCASUARINA VERTICILLATA	DROOPING SHEOKE FLECHAS	10	5	200			29,52
14	EUCALYPTUS RADIATA	NARROW-LEAVED PEPPERMINT	20	10	300			59
15	ACACIA PARADOXA	HEDGE WATTLE	2	4	20			68,70
16	EUCALYPTUS LEUCOXYLON	YELLOW GUM	20	5	300			60-66
17	ACACIA VERNICIFLUA	VARNIS WATTLE	2	4	200			71,73,80-84
18	EUCALYPTUS MELODORA	YELLOW BOX	20	15	300			85-89
19	ELM HEDGE	SACKERS	2	55	EXISTING			90
20	FERN TREE	FERN TREE	2	1	500			35
21	PASSION FRUIT	PASSION FRUIT	2	4	300			45
22	LEMMON TREE	LEMMON TREE	4	4	300			53,55
23	ORANGE TREE	ORANGE TREE	4	4	300			54
24	PALM TREE	PALM TREE	4	4	300			56-58
25	PEPPERCORN	PEPPERCORN	5	5	EXISTING			A-B
26	EUCALYPTUS TRIPARCA	RED IRONBARK	30	20	EXISTING			C

TREE SCHEDULE



PROPOSED LANDSCAPING
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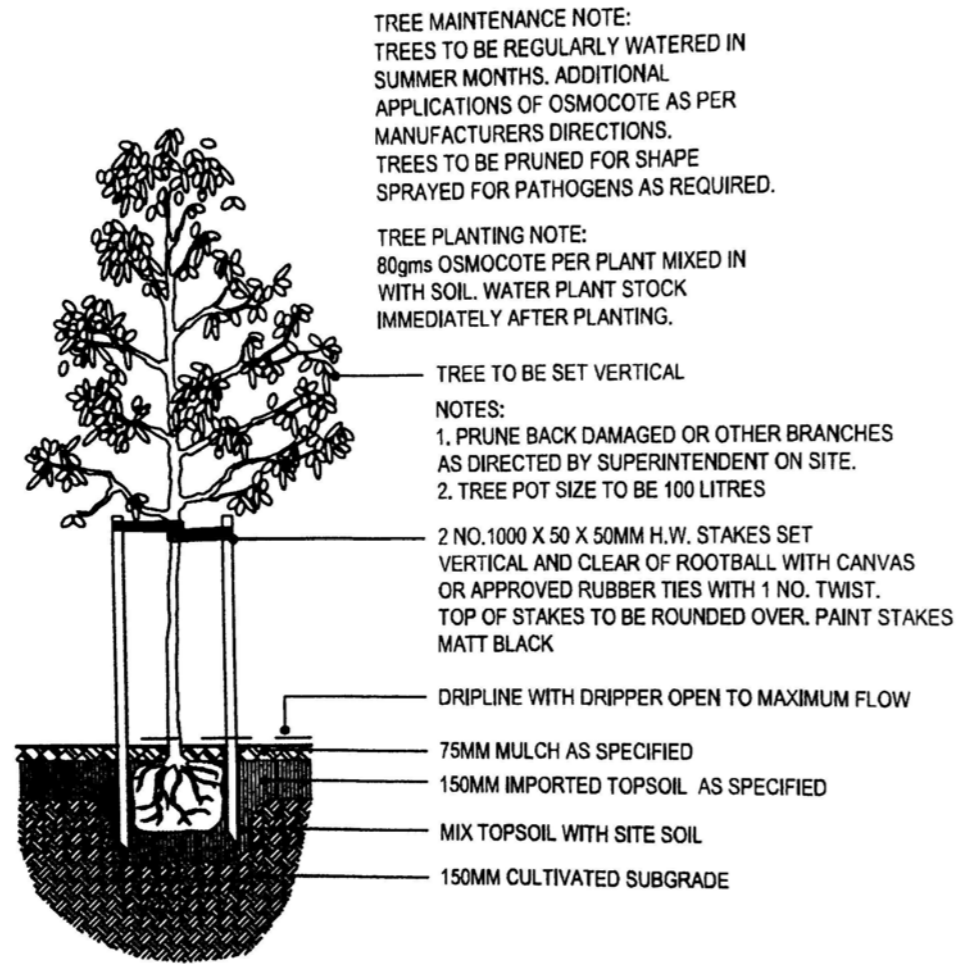
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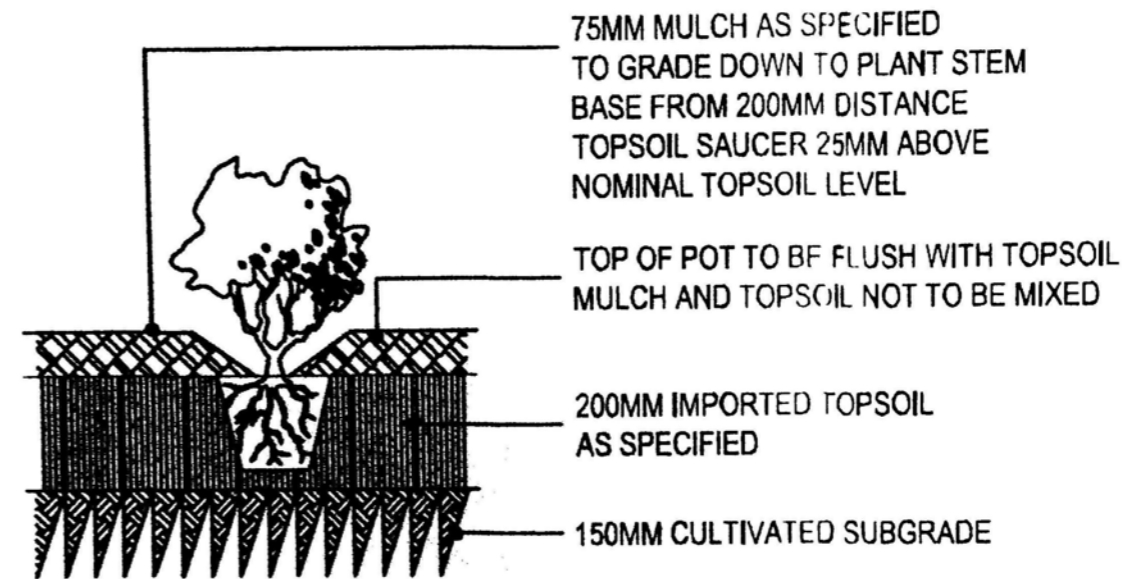
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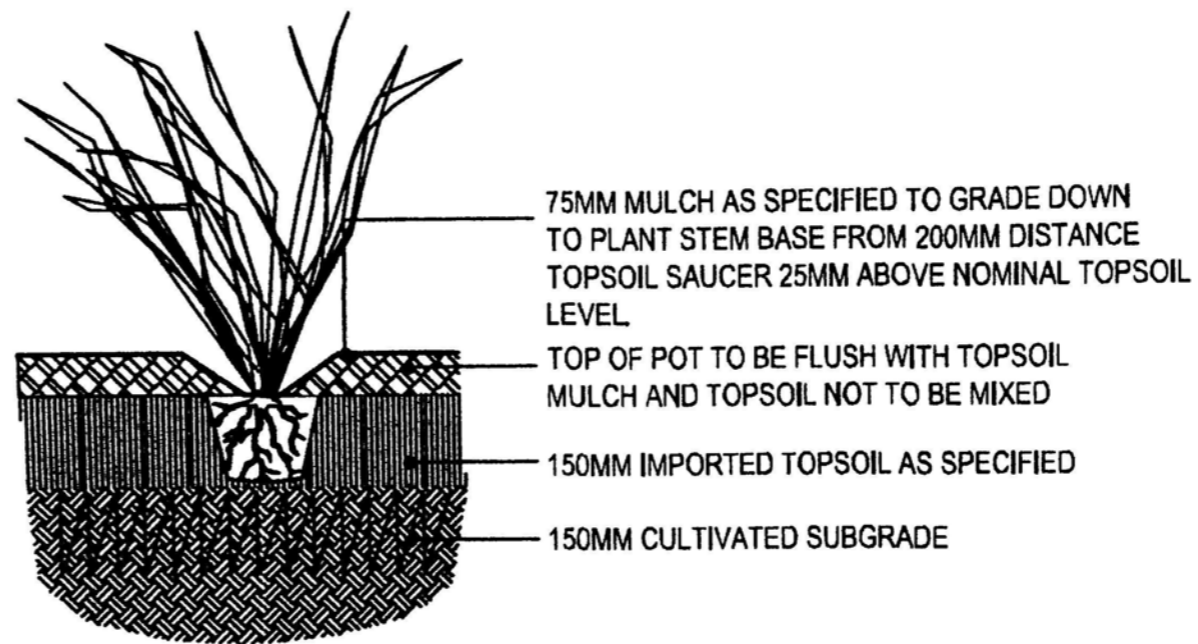
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1 ADVANCED TREE IN PLANTING BED DETAIL



2 SHRUB PLANTING IN GARDEN BED DETAIL



3 GRASSES/GROUNDCOVER PLANTING DETAIL

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revision:	client: Sergio Uribe & Luz Restrepo	bdav drawingsouth@gmail.com 4 / 5 Torco Tce, Mornington. 3931	Checked: L.J & L.M.	Scale

Landscape Specification

1 Site Preparation

Where site is grassed or heavily weeded, the area shall be spray poisoned with Roundup (or similar product), using a red coloured dye in the mix. Two applications, 3 weeks apart will be required to totally remove unwanted vegetation.

2 Grading for Garden Beds and Grassed Areas

Existing subgrade shall be excavated or filled to 275mm below finished grade in garden beds to allow for 150 - 200mm topsoil and 75mm mulch.

Allow for 50mm soil cover in lawn areas, for imported loam to finish flush with edge and instant lawn to sit over.

Any imported fill to be free of builders rubble, logs, weeds or any other foreign material over 50mm diameter.

All fill material to be compacted in layers of 150mm to properly consolidate subgrade, avoiding ongoing settlement.

3 Tree Protection

Where existing trees have been identified, both within the property and on adjacent properties, for retention within the overall landscape development they shall be protected in accordance with specification attached

4 Lawn Areas

Subgrade to be cultivated to a depth of 100mm following application of Gypsum to clay soils at rate of 2kg/square metre. Soil to be spread to an even thickness of 50mm and will be:-

- Free from extraneous material greater than 25mm diameter
- Free from perennial weeds and their roots, bulbs or rhizomes
- Ph. to be 6.0-7.0
- Texture to be light, friable sandy loam - not packing sand and/or its derivative
- Free from silt or clay material
- Lawn areas to be edged with Formboss edging as per manufacturers specification and sown with native grass species in accordance with rates specified by grower.

5 Shrub Areas

Subgrade to be rotary hoed to a depth of 150mm. Gypsum added if clay present. Soil as per above description added to a depth of 150-200 mm then covered with fine shredded pine mulch to a depth of 75mm.

6 Planting

Plant materials to be of the species, quantity and container size as shown in the planting schedule. Plants will not be substituted without the consent of the designer and Responsible Authority. Plants to be healthy nursery stock, free from disease, injury, insects, all weeds and roots of weeds.

Planting to be carried out in accordance with standard drawings as shown on landscape plan.

7 Lilydale toppings or Dromana Gravel

75 mm toppings or gravel to be spread and compacted over areas shown

8 Paved Areas

Large pavers - 400 x 400 x 60mm to be laid on mortar over 75mm thickness stabilised crushed rock base. Colour and make to be chosen by client to suit garden and unit design. Pavers to be graded to ensure water is directed towards lawn and/or grassed areas and absorbed.

9 Irrigation

Should irrigation of the site be required by the Responsible Authority, then the following will apply :-

• No allowance for watering lawn areas except for establishment under current restrictions

• Drip irrigation to be supplied for all shrub/tree areas including :-

- (a) Battery operated timer connected to
- (b) Water filter, pressure regulator backflow preventer, vacuum breakers and master valve which opens in conjunction with the other line valves
- (c) 25mm pipe for long runs and 19mm pipe for short runs connected to driplines

10 Maintenance Schedule

The following maintenance schedule shall apply to all landscaped areas for 24 months following Practical Completion. Work to be carried out by owner or body corporate:-

• plants, including grass, to be regularly checked for pests and diseases and appropriate treatments applied where necessary

- pruning to ensure good shape and remove dead limbs shall be undertaken at 3 month intervals
- additional applications of Osmocote to be applied in accordance with manufacturers recommendations
- all plants to be regularly watered during summer months and periods of dryness
- mowing to be carried out regularly, mower blade height to be set at 50mm above ground height
- within maintenance period dead specimens are to be replaced with plants of equal size

TREE PROTECTION SPECIFICATION (BASED ON RECOMMENDATIONS FOUND IN AS4970-2009)

1. All care shall be taken to protect existing trees from damage prior to commencement of all building and construction works.
2. All trees to be retained shall be identified by the builder and arborist prior to the commencement of all building works. The appointed trees shall be fenced off with sturdy fencing, at a distance determined by arborist. This will be constructed to a minimum height of 1.8 metres using Cyclone mesh panels. A visible sign stating "Tree Protection Zone – No Access" to be attached to fence. Mulch to a depth of 150 mm to be placed within TPZ. The aim is to create an 'exclusion zone' beneath these trees. This fence will deter the entry of heavy equipment, vehicles, workers and/or the public into this Tree Preservation Zone.
3. Where a root diameter of 20mm or greater is encountered during site works, these shall be cleanly pruned by hand, but never torn from the ground.
4. All care shall be taken in the positioning of building/fencing posts to avoid damage to underlying root systems. Where applicable, posts should be shifted to avoid damaging roots.
5. An arboricultural company with membership of the Arboricultural Association of Australia shall carry out works to the Australian Standard AS 4970 - 2009, and shall be used to undertake all root and branch pruning requirements. Throughout building works they shall also undertake regular inspection of trees and carry out remedial works as required to ensure trees retain good health and vigour. Such works shall include but not be limited to irrigation, feeding, aeration, mulching and 'dead-wooding'.
6. Should services pass through the root zone of trees to be retained on the site, then they should be located in trenches augured beneath the root zone, i.e. at a minimum depth of 600mm.
7. During the process of building construction and construction of driveway, all areas beneath the canopies of the trees to be retained, should be covered by a 150mm layer of coarse wood chip or other like material. This layer will help minimise the affects of compaction. If temporary access is required through a root zone area this should be carried out using sheets of heavy plywood, or like protection, but this should not be considered for long term use.
8. Any services required to be installed underground will be bored and utility authorities should make use of a common trench where possible. This is the responsibility of the site foreman.
9. No fuel, oil dumps or chemicals shall be allowed in or stored on the Tree Preservation Zone. The servicing and refuelling of equipment and vehicles should be carried out away from the root zones.
10. No storage of materials, equipment or temporary buildings will take place over the root zone of any trees.
11. No fixtures of any sort shall be attached to any tree for any reason.
12. If damage of any sort should occur to any tree or large shrub on site, the appointed arborist should be contacted to take immediate remedial action.

PROPOSED LANDSCAPING project: Proposed 2 Residences
 TOWN PLANNING address: 15 High Street, Maldon
 revision: client: Sergio Uribe & Luz Restrepo



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VIEW LOCATION
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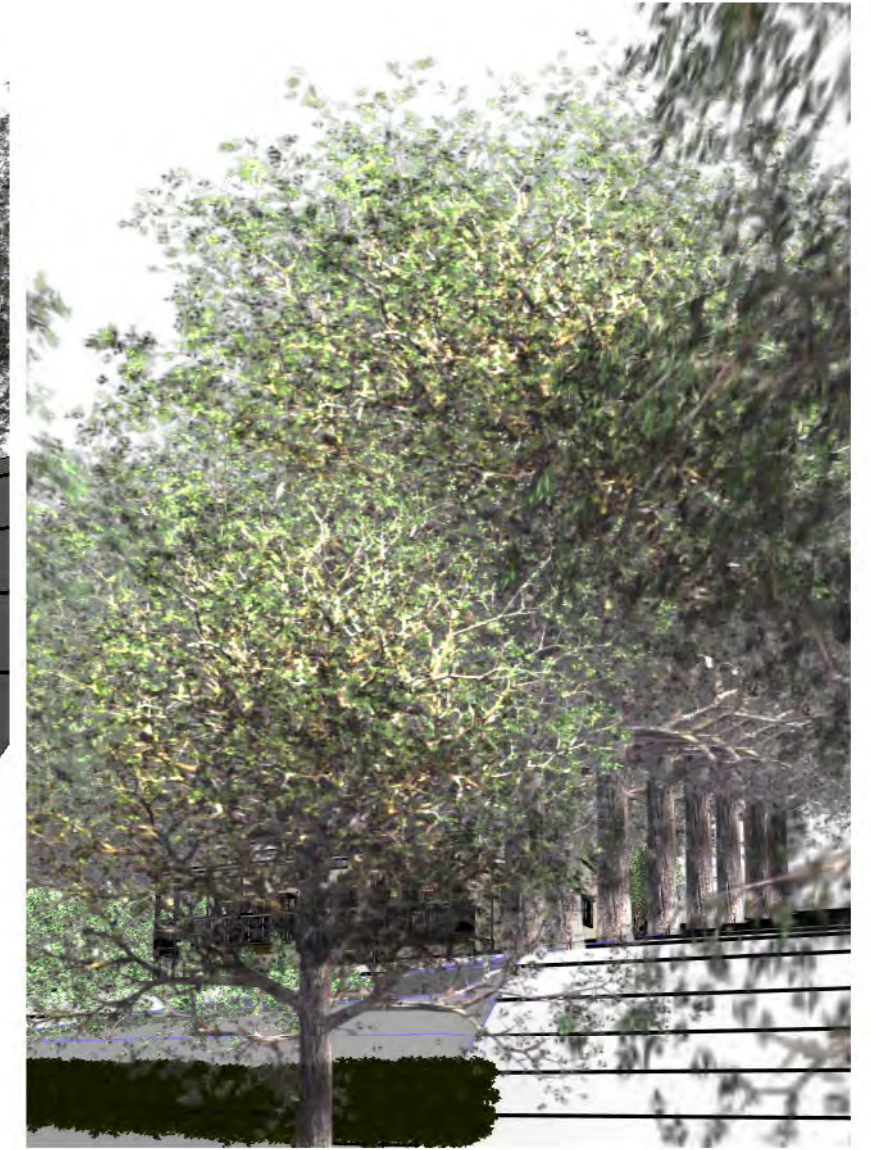
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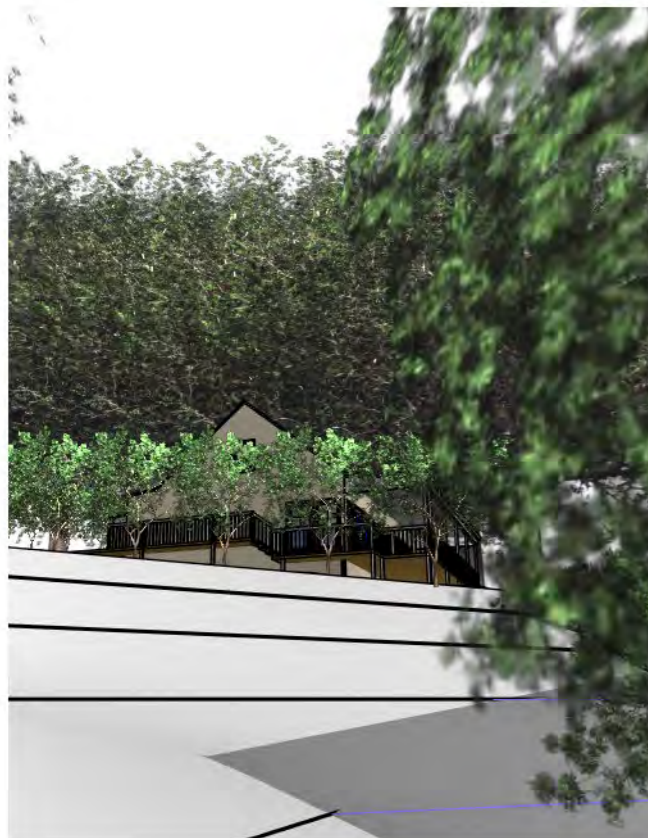
View A



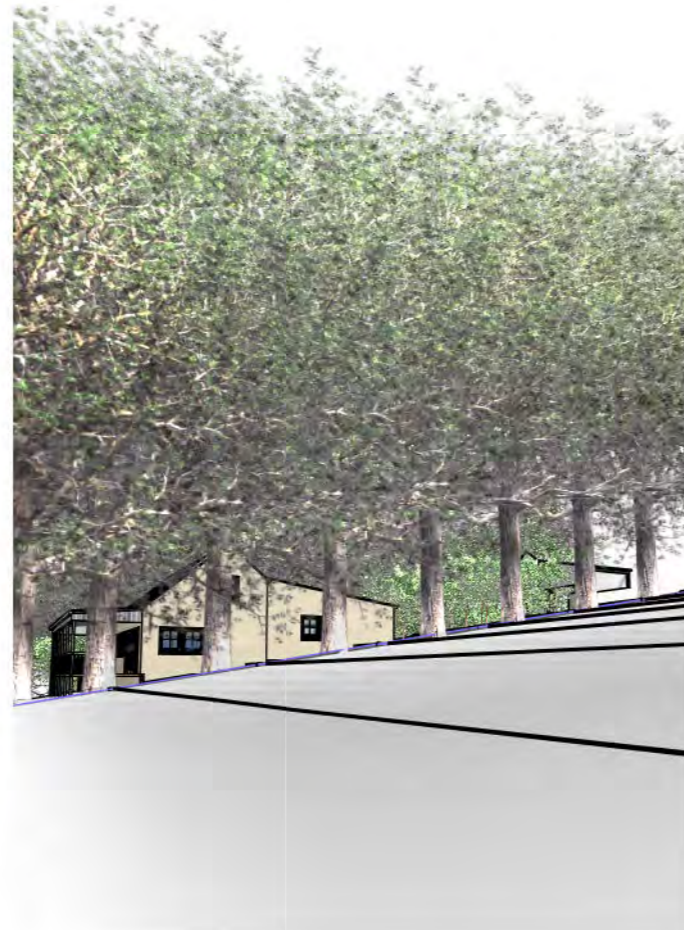
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View C



View D

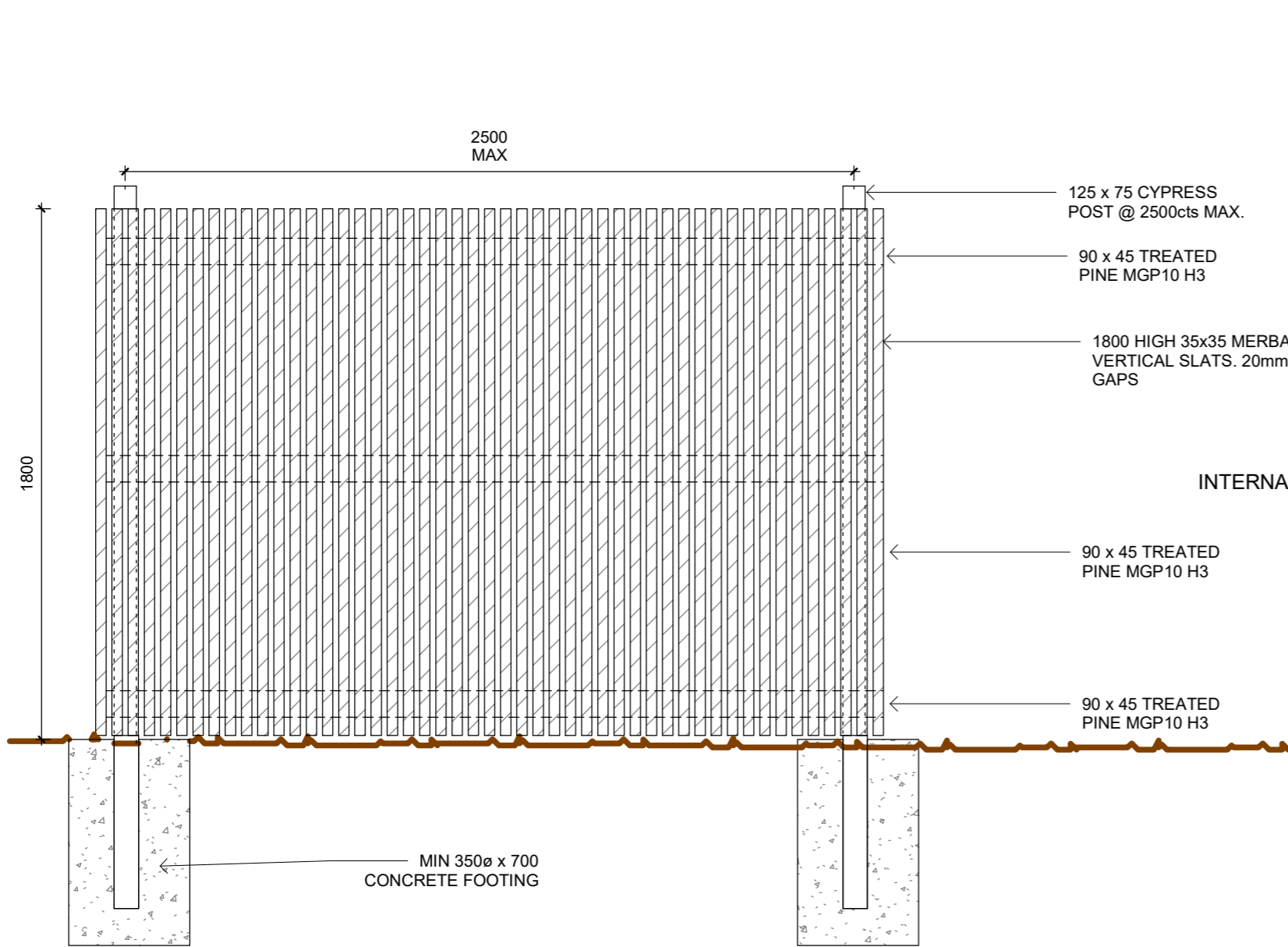


View E

View F

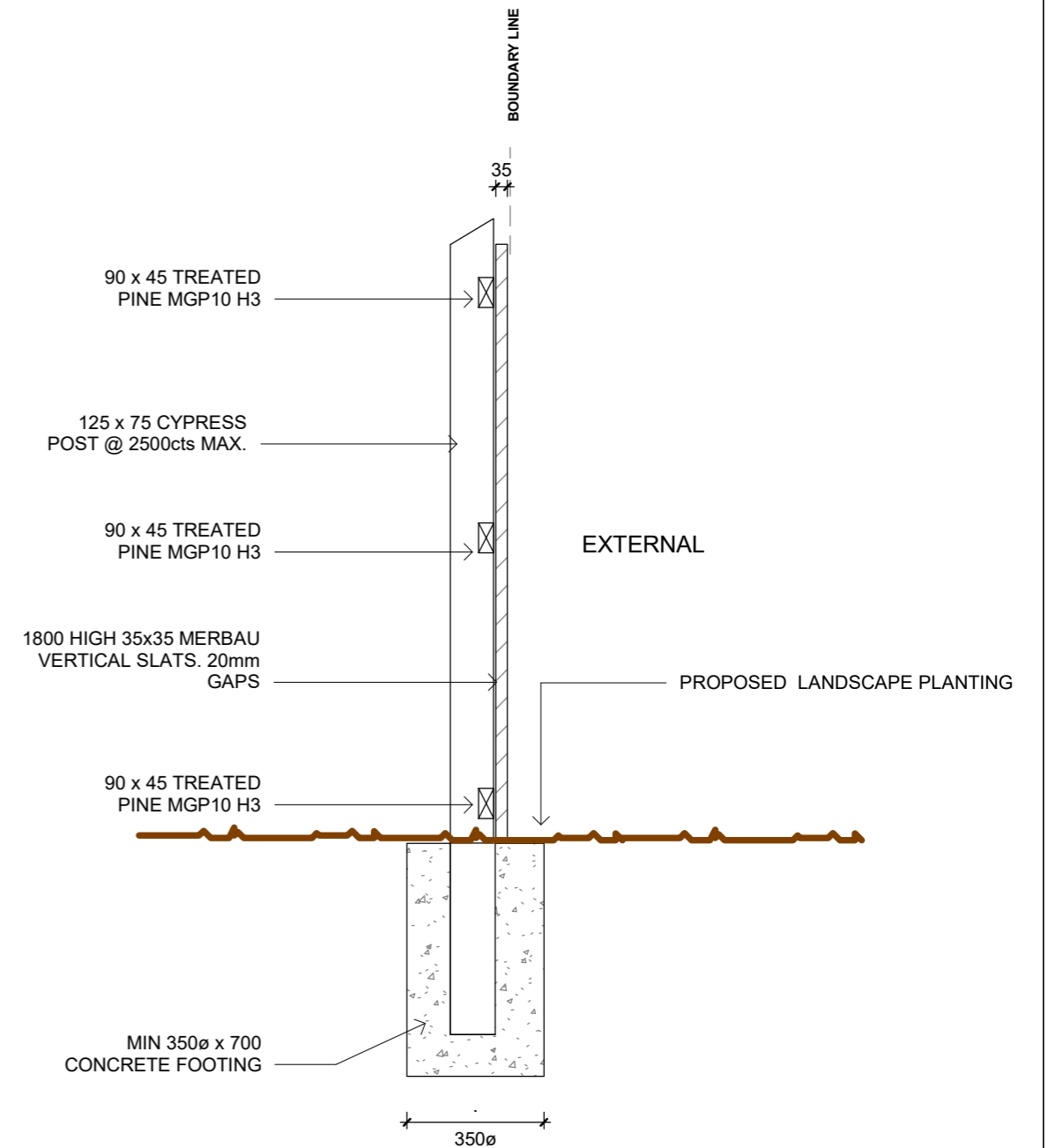


<p>3D VIEWS</p>	<p>project: Proposed 2 Residences</p>		<p>Job Number: 150-17</p>	<p>TP 14-15</p>
<p>TOWN PLANNING</p>	<p>address: 15 High Street, Maldon</p>	<p>drawingsouth@gmail.com</p>	<p>Design: Sergio Uribe</p>	<p>Date: 11 January 2019</p>
<p>revision:</p>	<p>client: Sergio Uribe & Luz Restrepo</p>	<p>4 / 5 Torce Tce, Mornington. 3931</p>	<p>Checked: L.J & L.M.</p>	<p>Scale</p>



Front View detail

1 : 20



Section

1 : 20

FRONT FENCE DETAIL	project: Proposed 2 Residences		Job Number: 150-17	TP 15-15
TOWN PLANNING	address: 15 High Street, Maldon		Design: Sergio Uribe	Date: 11 January 2019
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Loddon Campaspe
Regional Economic Growth Strategy

Regional Investment Feasibility Study



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Sandhurst East VIC 3550
QLD: Suite 106, 232 Robina Town Centre Drive | PO Box 4880,
Robina, QLD 4226

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Disclaimer

All figures and data presented in this document are based on data sourced from the Australia Bureau of Statistics (ABS), and other government agencies. Using ABS datasets, the regional economic modelling software REMPLAN, developed by REMPLAN has been applied to generate industrial economic data estimates. This document is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any suggestions mentioned in the report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any action and accept no responsibility for the consequences of pursuing any of the findings or actions discussed in the document.

Document version

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Draft 4	N Byrne	23.01.2019	P Forbes, J Nicolas	23.01.2019
Draft 5	N Byrne	23.01.2019	J Nicolas	23.01.2019
Draft 6	N Byrne		P Forbes, J Nicolas	4.05.2019
Draft 7	N Byrne P Forbes	5.03.2019	C Stanford, P Forbes, J Nicolas	8.03.2019
Version 1	N Byrne P Forbes	8.03.2019		

Executive Summary

The Loddon Mallee Regional Development Australia (RDA) Committee in collaboration with the Loddon Campaspe Regional Partnership (LCRP) initiated the development of a Regional Economic Growth Strategy. To be delivered over three distinct project stages, it will develop the next significant strategic economic development framework at a regional scale.

A Regional Economic Growth Strategy is critical for the next phase of investment throughout the broader Loddon Mallee. The Regional Economic Growth Strategy will provide a strategic basis and rationale for priority investment and projects throughout the region.

Stage One of the project involved preparing a consolidated economic analysis outlining priority investment.

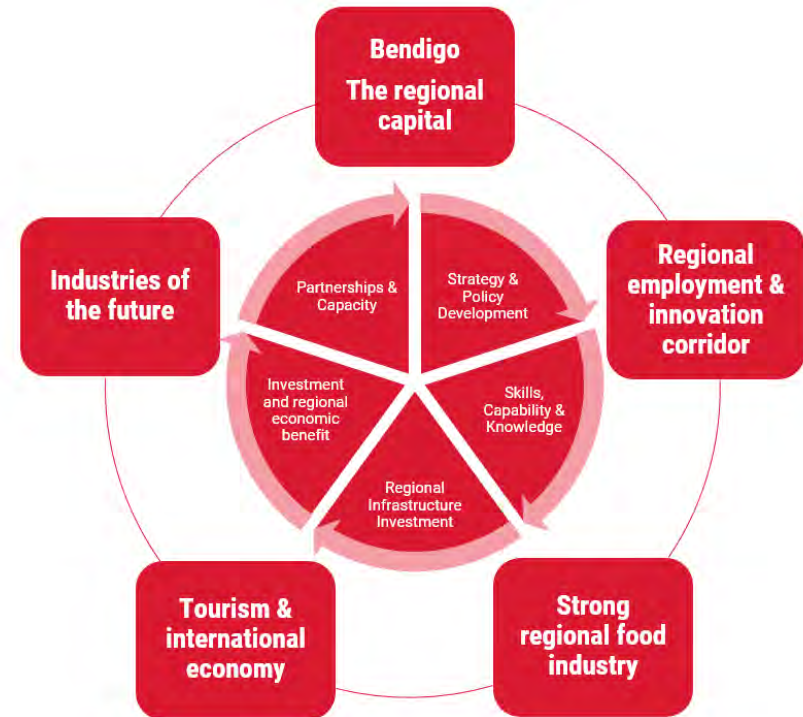
The Loddon Campaspe is the most populous region within the Loddon Mallee. It has sustained growth of 1.25% per annum and is forecast to proportionally increase to represent 75% of the Loddon Mallee population by 2031.

Since the last Census, 17,458 new jobs were created in the Loddon Campaspe. The key sectors to expand the local economic base were Health Care & Social Assistance, Construction, Accommodation & Food Services, Education & Training, Agriculture, Forestry & Fishing and Administrative Services.

Five regional focal investment areas underpin the success of the region, as outlined in Figure ES-1. This includes a focus on population-driven industries associated with Bendigo as the regional capital, and the regional employment and innovation corridor between Clarkefield and Echuca-Moama. Other regional strengths including agriculture, food processing, tourism and emerging industries are also identified with supporting economic direction.

Finally, the Regional Economic Growth Strategy seeks to respond to demands for future skills and emerging industry sectors that leverage intrinsic regional strengths.

Figure ES-1 Regional Economic Growth Strategy Framework



The following table summarises the regional focal investment area initiatives that will drive delivery of economic objectives for the region and deliver broader economic benefits and/or outcomes.

Table ES -1 Summary of Regional Focal Investment Area Initiatives

Focal Area	Economic Objective	Economic Priority	Economic Benefit
<p>Bendigo the regional capital</p>	<p>Supporting population growth</p>	<ul style="list-style-type: none"> Implementation of pre-existing plans (e.g. Plan Bendigo) that support the aspiration of growing Bendigo’s population whilst maintaining and enhancing Bendigo’s liveability. 	<ul style="list-style-type: none"> Maintenance of a population growth of 2% per annum (currently 1.86%).
		<ul style="list-style-type: none"> Continue economic diversification and drive higher levels of employment through health, manufacturing, finance and related tertiary education activity. 	<ul style="list-style-type: none"> Population growth itself helps drive the viability of new services and economic opportunities. A workforce that has a higher proportion of better paid professionals compared to present.
	<p>Regional city infrastructure investment</p>	<ul style="list-style-type: none"> Ensure regional investment in infrastructure responds to residents, business and visitor needs including Bendigo Airport, business land, cultural assets and Bendigo 'metro' rail. 	<ul style="list-style-type: none"> Retention and attraction of skilled workforce.
		<ul style="list-style-type: none"> CBD Infrastructure renewal taskforce/renewal authority to resolve property constraints within the Bendigo CBD, specifically targeting known water/fire management, power and gas infrastructure impediments to support CBD renewal and private investment. 	<ul style="list-style-type: none"> Business investment and development into Bendigo market.
		<ul style="list-style-type: none"> Safe and convenient network of bike and walking paths and open spaces that include the renewal of Bendigo creek that includes design and landscape restoration. 	<ul style="list-style-type: none"> An expansion of ‘capital city’ type services available in Bendigo.
			<ul style="list-style-type: none"> Complete visitor experience and tourism product offering. Increased private capital investment in Bendigo to support residential and commercial land development. Increased central resident population to support 'Night Time Economy'. Increased liveability and support. Less traffic congestion. Better social connections Healthier waterways. Potential for urban development yield.

Focal Area	Economic Objective	Economic Priority	Economic Benefit	
Regional employment & innovation corridor	Attraction of a government agency or corporate headquarters to Bendigo	<ul style="list-style-type: none"> Advocacy and lobbying for a key central agency to be headquartered in Bendigo, as white-collar jobs provide a significant economic benefit for regional areas. 	<ul style="list-style-type: none"> Transformative increase in local employment associated with headquarters of major government department or private industry. 	
	Expanded tertiary education investment	<ul style="list-style-type: none"> Support initiatives that grow and expand tertiary education as a supplier of talent and future workforce, a home of research and development, and a key local employer. 	<ul style="list-style-type: none"> Increase in tertiary education employment and level of research activities in the region. Increased student population. 	
	Regional employment and innovation corridor policy and positioning	<ul style="list-style-type: none"> Strengthen the regional employment and innovation corridor through regional policy, land use planning and economic development strategy. 	<ul style="list-style-type: none"> Attraction of skilled workforce and business investment. Small-medium enterprise business creation - increased employment (jobs). 	
	Facilitating entrepreneurship in the region	<ul style="list-style-type: none"> Pilot industry community place-making approaches that are fundamentally economically and entrepreneurial driven. 	<ul style="list-style-type: none"> Small-medium enterprise business creation - increased employment (jobs). 	
	Innovation enabling connectivity infrastructure		<ul style="list-style-type: none"> Investigate the potential for using VicTrack and Telstra High Speed Optic Fibre assets to increase regional digital connectivity. 	<ul style="list-style-type: none"> Resolve 'regional' inhibitors to research and creative business to increase local jobs.
			<ul style="list-style-type: none"> Invest in research and development to leverage existing high value manufacturing, health facilities and universities. 	<ul style="list-style-type: none"> Better access to jobs and markets throughout the corridor.
	Township renewal		<ul style="list-style-type: none"> Ensure ongoing investment and maintenance along Bendigo to Melbourne train line including increased speeds and opportunities for train station renewal (Harcourt, Clarkefield, Kyneton, Goornong, Huntly) 	<ul style="list-style-type: none"> Leveraging broader markets through Melbourne Airport rail connection. Urban development and value capture associated with new/renewed train stations.
<ul style="list-style-type: none"> Gear investment around visitors and residents, linking excellence in schools, health, housing, urban design and town centres within the broader innovation corridor to improve township amenity and sustainability. 			<ul style="list-style-type: none"> Population growth and attraction of skilled / creative workforce. Increased levels of tourism visitation and expenditure. 	
Strong regional food industry	Leveraging pipeline infrastructure and water policy reform	<ul style="list-style-type: none"> Secure funding required for Mitiamo Pipeline. Encourage private on-farm investment to support regional food supply chains leveraging access to secure water supply through South West Loddon and Mitiamo pipelines. 	<ul style="list-style-type: none"> \$M private on-farm investment. Expansion of animal processing and intensive agricultural industries 	

Focal Area	Economic Objective	Economic Priority	Economic Benefit
	A more productive future for the Goulburn Murray Irrigation District (GMID)	<ul style="list-style-type: none"> Identify enterprises that are doing well, and learn from their success, applying the way they respond to the region's strengths and challenges. 	<ul style="list-style-type: none"> Maintenance of agricultural productivity despite lower water allocations.
		<ul style="list-style-type: none"> Develop an operating environment that attracts and supports new agricultural enterprises. 	<ul style="list-style-type: none"> Lower supply chain costs.
		<ul style="list-style-type: none"> Improve freight movement across the GMID. 	
	Food industry supply chain analysis mapping	<ul style="list-style-type: none"> Identify supply chain opportunities to boost local industry development and create efficient local supply chains. 	<ul style="list-style-type: none"> Increased value of Regional Expenditure (\$M)
	Develop a skilled & innovative workforce	<ul style="list-style-type: none"> Build the sector's strong relationship to the demand for skills and a stable workforce. 	<ul style="list-style-type: none"> Capability building of the sector.
		<ul style="list-style-type: none"> Build the sector's capability via independent business management insights for industry associated with government policy, risk management and water reform. 	<ul style="list-style-type: none"> Increased compliance, efficiency and profitability.
		<ul style="list-style-type: none"> Develop digital networks that support the uptake of the Internet of Things 	<ul style="list-style-type: none"> Increased output by sector.
		<ul style="list-style-type: none"> Encourage the uptake of automation in farming and food processing 	
		<ul style="list-style-type: none"> Develop sector-based plans for the growth of agricultural production 	
	Tourism & international economy	International engagement strategy	<ul style="list-style-type: none"> Prepare a strategy for the growth of international export output, increased international visitation, strong regional co-ordination of international identity, attraction of international students, and encouraging skilled migration in Loddon Campaspe.
Develop the region's nature tourism potential		<ul style="list-style-type: none"> Complete construction of the Loddon Campaspe Iconic Trails. Ensure activation of the trails network through coordinated management arrangements. 	<ul style="list-style-type: none"> Higher levels of tourism visitation and expenditure.
		<ul style="list-style-type: none"> Establish improved management of our forested areas to ensure greater appreciation and use. 	

Focal Area	Economic Objective	Economic Priority	Economic Benefit
		<ul style="list-style-type: none"> UNESCO World Heritage listing for the 'Dry Diggings'. Support the development of indigenous enterprises that leverage our natural and cultural landscape. 	
	Develop the region's reputation as a food and artisan destination	<ul style="list-style-type: none"> Build on the regional strengths and unique food culture to support economic benefits. Support wineries, breweries and opportunities for farm gate activity and food related trails. Support the establishment of an institute of gastronomy and Bendigo Food Hub. Achieve status as a 'City of Culture – Gastronomy' for Bendigo 	<ul style="list-style-type: none"> Higher levels of tourism visitation and expenditure.
	Cohesive regional tourism product development	<ul style="list-style-type: none"> Renew existing tourism attraction products. Support emerging tourism attractions. 	<ul style="list-style-type: none"> Higher levels of tourism visitation and expenditure.
	Preserve and enhance the unique character of our towns and villages	<ul style="list-style-type: none"> Gear investment around visitors and residents, linking heritage restoration, urban design and town centres with tourism product development and marketing. 	<ul style="list-style-type: none"> Higher levels of tourism visitation and expenditure.
Industries of the future	Creating our future workforce	<ul style="list-style-type: none"> Ensure the region's school leavers are engaged and equipped for further study or work. 	<ul style="list-style-type: none"> Increase ability for employers to find suitable employees.
	Comprehensive future skills study	<ul style="list-style-type: none"> Identify needs of region from vocational to higher research level employment to match tertiary education curriculum and attract future workforce. 	<ul style="list-style-type: none"> Increased regional prosperity when measuring GRP through Income method. Increased household (wages & salaries) and business income (Operating Surplus) when measuring Value Added.
	Build a 21 st Century health sector	<ul style="list-style-type: none"> Support the establishment of research partnerships that leverage the capacity of the new Bendigo Hospital and its cutting-edge capabilities. Leverage the \$100 million State Government upgrade to the Maryborough District Hospital including the Centre for Inspired Learning which offers a Diploma of 	<ul style="list-style-type: none"> More tertiary jobs. Local investment by Global Tech Company. Capital investment in research facility.

Focal Area	Economic Objective	Economic Priority	Economic Benefit	
		Nursing on site. Seek funding for the redevelopment of the Castlemaine Health facilities.	<ul style="list-style-type: none"> Global research that supports the Bendigo (Loddon Campaspe brand) and attracts skilled workforce. 	
	Export strategy for advanced manufacturing	<ul style="list-style-type: none"> Growth in food related production and advanced manufacturing to support local jobs and generate export income. 	<ul style="list-style-type: none"> Increased value of total exports from 'Food Industry'. Increase in Research Jobs. Growth Manufacturing Output. Grow employment in the region. 	
	Regional renewable energy network	<ul style="list-style-type: none"> Undertake the planning required to support the transition to a new energy economy that has more localised power production and an increased dependence on batteries. 	<ul style="list-style-type: none"> Localised energy production creates savings. Transmission losses of approximately 15% are incurred when power comes from the Latrobe Valley 	
		<ul style="list-style-type: none"> Help City of Greater Bendigo achieve its goal of becoming 100% renewable by 2036 by: <ul style="list-style-type: none"> Undertaking a feasibility for the Bendigo pumped hydro project Establishing two to five 10 Megawatt solar farms, retaining local ownership. Encourage the uptake of corporate Power Purchasing Agreements (PPAs) to help achieve lower energy costs. 	<ul style="list-style-type: none"> If local power generation is retained under local ownership domestic and business energy costs are lowered. <ul style="list-style-type: none"> Access to lower corporate energy costs. Build local industry capability within resource management. 	
		Regional employment land	<ul style="list-style-type: none"> Provision of adequate industrial and employment land to support growth of regional industry including manufacturing, construction and logistics. 	<ul style="list-style-type: none"> Increase in economic output. Growth manufacturing output. Growth employment base for region.
		Attract new business investment	<ul style="list-style-type: none"> Expand the current government support given to private businesses that wish to expand. Create a Regional Capital Investment Fund that supports businesses wishing to expand and needing equity to do so. There is a need to explore financing model to unlock and incentivise access to capital to expand into new markets and support innovation. 	<ul style="list-style-type: none"> Increased manufacturing sector (\$M) value-added. Level of private product development and local job creation.

1 Project Sponsorship & acknowledgement

To be finalised – proposed joint piece (Loddon Mallee Regional Partnership Chair and Loddon Mallee RDA Chair)

2 Introduction

The Regional Economic Growth Strategy (the Strategy) outlines a strategic direction for the Loddon Mallee Region to invest in skills, build capability and leverage recent and future capital infrastructure through a package of targeted and ‘*unique to region*’ investment.

The Strategy aims to increase capacity and regional prosperity for the residents of both the Loddon Campaspe and Mallee sub-regional areas of the Loddon Mallee. The initiatives and strategic direction outlined in the Strategy are integrated and multifaceted addressing identified economic focal areas of regional innovation and connection, regional manufacturing and food industry, economic resource management and forests, heritage and landscape. Throughout both regions, investment in skills and supporting relationships beyond the region are central strategies.

Regional economic strategies reflect the complexity of regional development. While the primary objective of this strategic work is underpinned by economic development, insights from practitioners, policy makers, institutional managers and senior local government staff have enabled the integration of broader policy objectives across education, housing, urban design, environmental restoration and protected areas management. The integration of these policy approaches drives success and economic prosperity of a region and its community.

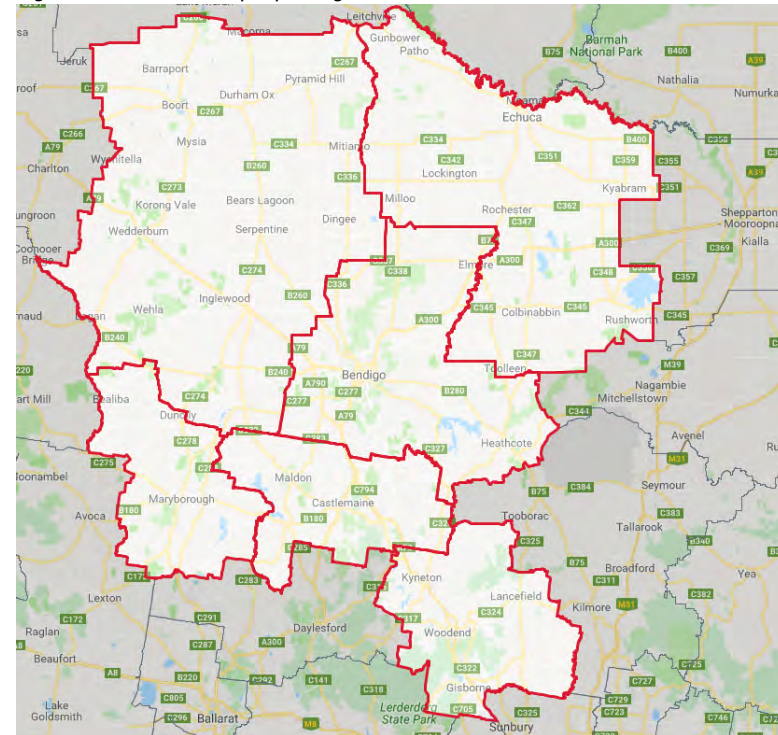
The Regional Economic Growth Strategy is unashamedly focused on increased employment, growing Gross Regional Product (GRP) and improving prosperity of the region as recognised through productivity gains, increased wages and salaries and a higher level of educational attainment.

2.1 Project Scope

Project work has been undertaken within the Loddon Mallee across both the Regional Partnership sub-regional areas of the Loddon Campaspe and Mallee Region. The following Strategy is focused on the Loddon Campaspe Region.

The Loddon Campaspe region is comprised of the following six Local Government Areas: Campaspe Shire, Central Goldfields Shire, City of Greater Bendigo, Loddon Shire, Macedon Ranges Shire and Mount Alexander Shire.

Figure 2-1 Loddon Campaspe Region



Source: <https://remplan.co/2M8uivT>

Investment objectives for the Loddon Mallee are consistent throughout the two regions, but the strategies are unique to each region. Objectives include investment targeted to support enhancement of key areas of capital (Table 2-1).

Table 2-1 Targeted areas of investment to increase capital

Capital	Area of investment strategy
Political	Strategy & Policy Development
Human	Skills, Capability & Knowledge
Built	Regional Infrastructure Investment
Cultural	Celebrating Region & Heritage
Social & Financial	Partnerships & Capacity

At a sub-regional level, the strategies are focused on the specialisation opportunities of the region and respond to the key drivers of the sub-regional economies.

In the southern Loddon Campaspe region, population is the driver of economic activity, demanding and supporting regional services. In the north and the Mallee region, the overriding economic driver is production and export-driven activity where rural land use provides economic return to the region through high levels of output per worker.

Of course, this simple view does not reflect the complexity of each region. However, it is fundamental in the approach to the development of the Strategy, and as a result, targeted investment to support sub-regional prosperity across the Loddon Mallee.

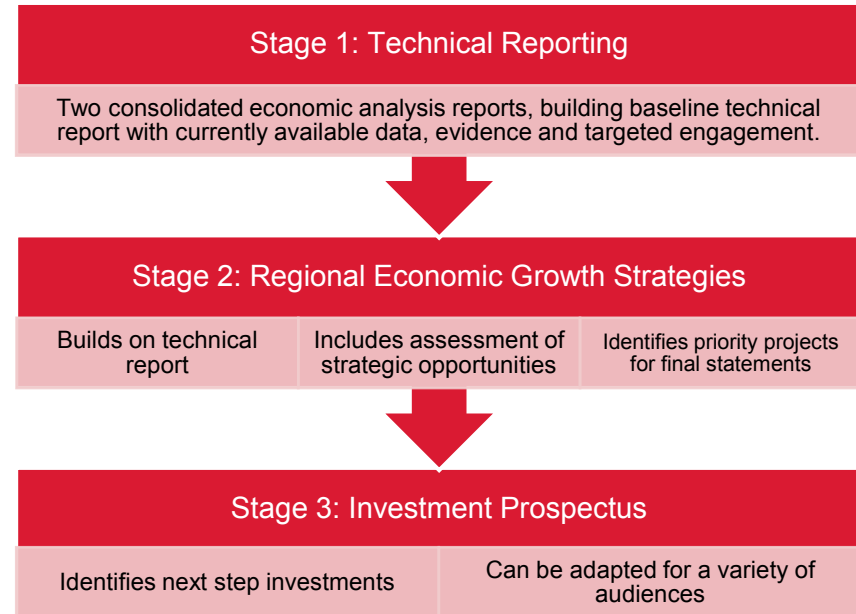
2.2 Project Background

The Regional Economic Growth Strategy is being delivered over three distinct project stages as outlined in Figure 2-2. Stage One involved a consolidated economic analysis of the current situation based on evidence (data information) and targeted engagement to provide insights and identify emerging priority areas for regional economic development.

Stage Two has built on this evidence base and prepares a consolidated Regional Economic Growth Strategy utilising strategic opportunity assessment and priority project identification.

Stage Three of the project will involve the preparation of a revised and updated Investment Prospectus for the Loddon Mallee region.

Figure 2-2 Regional Economic Growth Strategy Project Method



2.2.1 Current economic profile

The key latest economic indicators for the Loddon Campaspe region indicate a sustained population growth of 1.25% with a forecast total population of 280,669 by 2031. Over 90,000 jobs are supported in the region and with the top sectors of employment concentrated in Health Care & Social Assistance, Retail Trade and Manufacturing. As a sector, Health Care & Social Assistance is the greatest contributor to Gross Regional Product (as measured by Value-added). However, Manufacturing and Construction drive local expenditure with higher total output.

Table 2-2 Key Economic Profile Statistics – Loddon Campaspe

Estimated Resident Population 240,096 (ABS)	Annual Population Growth Rate 1.25% (VIF)	Projected Population 2031 280,669 (VIF)
Gross Regional Product (\$B) \$13.022	Per Capita GRP (\$'000) \$55.914	Per Worker GRP (\$'000) \$142,510
Total Output (\$B) \$26.177	Total Employment (Jobs) 91,379	Total Value-added (\$B) \$11.979
<u>Top 3 Sectors by Output</u> 21.6% Manufacturing 13.7% Construction 6.9% Financial & Insurance Services	<u>Top 3 Sectors by Jobs</u> 16.1% Health Care & Social Assistance 11.7% Retail Trade 10.3% Manufacturing	<u>Top 3 Sectors by Value-added</u> 10.2% Health Care & Social Assistance 10.2% Financial & Insurance Services 9.2% Manufacturing
Tourism Output (\$M) \$958.242	Tourism Employment 5,713	Tourism Value-added (\$M) \$429.539

Source: Australian Bureau of Statistics, *Victoria in the Future*, REMPLAN.

Note: Economic estimates above exclude Rental, Hiring and Real Estate Services of which a significant component includes 'Ownership of Dwellings'. Ownership of dwellings consists of landlords and owner-occupiers of dwellings. Owner-occupiers are regarded as operating a business that generates a gross operating surplus. The imputation of a rent to owner-occupied dwellings enables the services provided by dwellings to their owner-occupiers to be treated consistently with the marketed services provided by rented dwellings to their tenants.

3 Loddon Campaspe Economic Growth Strategy

3.1 Preferred Economic Future

The legacy of our investment decisions today will underpin the future of our region, the Loddon Campaspe. In 2030, the Loddon Campaspe region is recognised as the most progressive region in Australia. It is an inclusive corridor of economic activity that boasts diversity in food production, innovation in finance, advanced manufacturing and globally recognised research centres.

The region's population growth has been delivered through investment in infrastructure that attracts talent, sustains residents and draws visitors. Increasing our proportion of the state's population, our region has contributed to maintaining Melbourne's liveability. The region is now renowned for its inclusive population and supports culturally diverse communities which are passionate about the region.

The regional employment and innovation corridor has matured into a highly connected network of towns and cities that are the envy of metropolitan suburbs nationwide. Mature and highly valued professional services and creative industries are built around regional innovation hubs. Strong town centres, bustling main street economies and a dynamic highly connected workforce are no longer a 'bubble' but the common features of our region.

The economic base has diversified, and our region's key sectors are centred around highly visible health and education institutions. The health sector provides more than first-class public health: with digital health transformation, 2,000 health research staff in Bendigo and surrounds extend preventative health outcomes globally.

Tertiary education has expanded in the region as consolidation of valuable Melbourne university assets has driven the creation of regional models lauded throughout Europe and the United States. As a result, the region boasts educational attainment levels at the highest global standards. Once

representing just over 1% of all jobs in the region, the tertiary education sector has surpassed jobs in both agriculture and manufacturing and grown tenfold to support 10,000 local jobs across the three key regional universities.

Strong links in research from these institutes extend across a connected, mechanised and technology enhanced agricultural and manufacturing sector that produces world class exports for defence, mining, and the highly competitive household food produce markets of Asia and the Middle East.

Investment in our region's rural communities to manage succession, be digital-ready and actively leverage both water pipeline infrastructure and expanded digital connectivity has supported renewed growth in the agriculture and food sectors. Generation Alpha now recognise Agriculture as a tech led and innovation rich desirable employment sector.

Regular Passenger Transport (RPT) between Sydney and Adelaide, first unlocked in 2019, was pivotal in supporting our successful global relationships that extend goods and services from the region. However, the high-speed trains direct to Melbourne Airport transformed the desirability of the region for highly qualified and a globally mobile population. Local rail, smart bus connections, a culture of walking and cycling supported through a high-quality urban design underpin the region's emphasis on preventative health.

These outcomes have not come without challenges. Managing sustainability objectives, water scarcity and global carbon pricing has driven innovation. Unprecedented levels of energy and waste solutions have been integrated at both industry and household levels, while our region's highly valued reserves of public land and forests are actively managed for recreation and environmental services.

3.2 Investment Objectives

Identifying areas of focus is key to the development of the Regional Economic Growth Strategy. Regional focal investment areas will help categorise priorities that best leverage existing regional strengths and address weaknesses.

The purpose of this document is not to detail or design specific investment projects, rather to outline preliminary investment logic at both a program and focal area level to support further substantiation.

Importantly, while the focal areas are targeted, and proposed actions and responses have been aligned to a specific program area, the proposals are often integrated and holistic in their approach. In several focus areas a project or initiative has a positive impact on or supports a proposal in another nominated priority area.

As an example, proposed township renewal through urban design and connectivity have been nominated within the *Regional employment and innovation corridor* focal area. These actions directly support the *Tourism and international economy* focal area, supporting increased visitor expenditure and built heritage outcomes within the region's townships.

The role of government and regional structures including Regional Partnerships and Regional Development Australia to expedite and support economic development within their region is fundamentally linked with policy. While this policy support is often expressed through advocacy and engagement, it is most commonly demonstrated through contractual agreements, financial instruments and grants.

Key partners in the region are Local Government bodies, whose regional economic development efforts are commonly directed toward capital investment in infrastructure and assets, regulatory change of land use planning, and a range of business support approaches such as collaboration/networking, lobbying and promotion.

Central to many of these decisions is coordination of strategic line of sight between demonstrated business need, evidence and information, strategies and plans and business case development to unlock capital.

Each of the focal areas provides an investment summary with overview of strategic assessment. Summary material included in the Strategy has been supported through technical reporting and subject matter expert workshops. The Strategy provides an overview of each focal area, including:

- Economic objectives – why the region should target this focal area
- Economic priorities - Description of investment/service need, including likely high-level solutions and priority recommended actions
- Economic benefits - preliminary assessment of regional investment benefits.

Recommended actions are aligned to the role of government but ultimately seek to unlock private sector investment. Typically, these approaches recognise a need for partnership in the investment.

4 Regional Focal Investment Areas

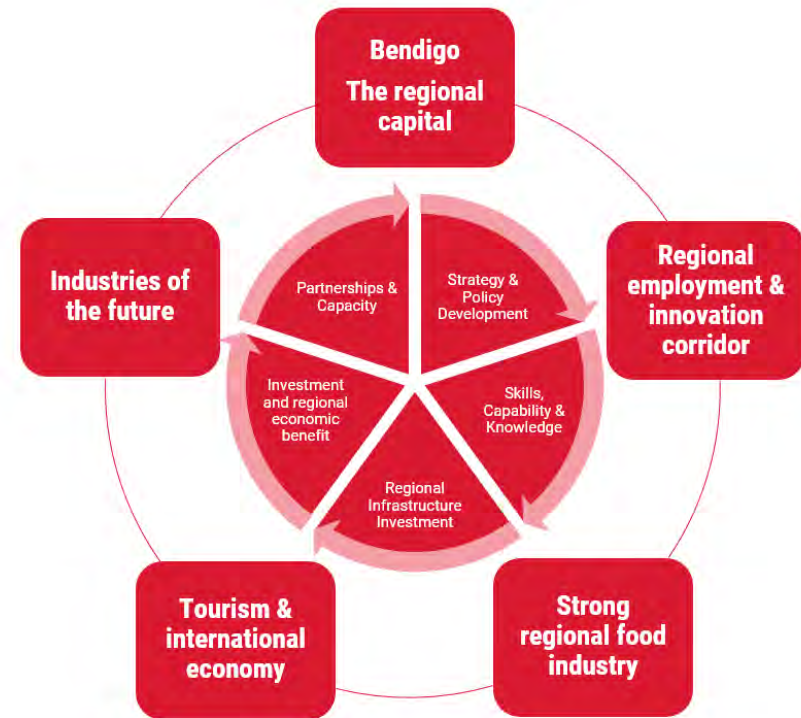
The Regional Economic Growth Strategy outlines priority areas that leverage strengths and address problems requiring investment to remove impediments to increased productivity and prosperity in the Loddon Campaspe region.

The positive economic outcomes (increased productivity and prosperity) of the Loddon Campaspe region will be structured around the success of key regional strengths.

These positive economic outcomes are fundamentally driven by a strong relationship to the attraction and capability of the region’s human capital, structural policy shifts that advance future strategy and investment in the region’s built and natural environment.

Forging new regional success stories, economic outcomes and positive histories links to the future with the region’s significant cultural heritage. These lived experiences underpin the success of the region. Shared experience and cultural celebration is the bond that ensures economic outcome within the regions are fostered through partnership and celebration and broad regional relationships that extend beyond the immediate Loddon Campaspe region.

Figure 4-1 Regional Economic Statement Framework



4.1 Bendigo - the regional capital

4.1.1 Economic Objectives

The urban area of Bendigo has emerged from its role as a service centre for rural agriculture and manufacturing into one of the top 20 cities in Australia.

Bendigo aspires to become the most liveable regional city in Australia. The region aspires to be the most progressive region in Australia.

Bendigo is at the heart of this aspiration and regional economic strategy. As the key regional capital within the Loddon Campaspe region, the city of Bendigo must continue a progressive trajectory of investment to support its growing population.

Bendigo must perform a regional metropolitan role and provide a central location for employment, education, health services and access to arts and cultural activity as a legitimate alternative to Melbourne. Access to high quality education and health will be critical for the region's growing population base.

The strength of Bendigo as a regional city is most clearly demonstrated through cross organisational governance and partnership. Private investment has been concentrated in 'growth area' housing and industry often hidden from public view. However, private capital investment is not as evident in the Bendigo CBD where the largest projects are driven through public sector led renewal by the City of Greater Bendigo with initiatives such as GovHub that combines several State Government agencies into one new building.

The investment in public infrastructure for regional communities has been significant in Bendigo over the last five to eight years. This has included upgrades to the Goldfields Library, multi-storey carparks, the Ulumbarra Theatre, and the new Bendigo Hospital.

In addition, the increasing opportunity to leverage the tripartite investment in the Bendigo Airport continues, with the City of Greater Bendigo recently seeking funding to help upgrade the airport terminal building to support the commencement of Regular Passenger Transport (RPT) services and future business land development for Stage Three of the airport precinct.

However, transformation of the retail sector has hollowed out the Bendigo CBD and higher than normal vacancy rates, coupled with lower private sector capital investment, presents a threat to the key regional capital.



Figure 4-2 View of Mount Alexander, Bendigo Art Gallery (foreground) and Bendigo Cathedral

Victoria's regions continue to demand a high-quality workforce. It is important to maintain Bendigo as a competitive economic destination to ensure the region's business environment supports its overall economic condition.

Regional assets within Bendigo are considered both good for Bendigo and the region. Regional benefits will accrue when the following economic objectives are realised: a diverse growing economy that supports population growth and increased inward migration, infrastructure to support the broader regional population, an expanded tertiary education workforce and research base, a reinvigorated focus on CBD renewal and city amenity.

Central to all these objectives is creating employment diversity and housing destination of choice. While proposals to relocate public agencies are important to anchor services and support diverse economic activity, ultimately attracting private sector activity including business leaders and a strong workforce will be key to Bendigo's long-term success.

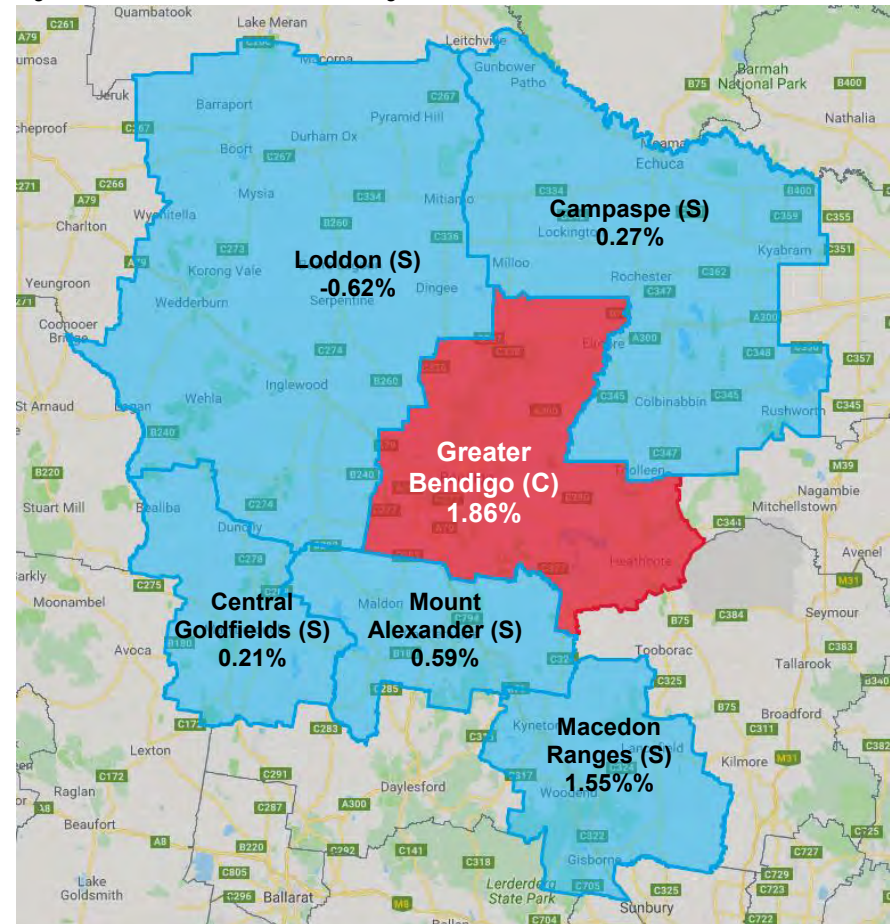
4.1.2 Economic priorities

4.1.2.1 Supporting population growth

Investment is required to support forecast population growth, continue economic diversification, and drive higher levels of employment through health, manufacturing, finance and related tertiary education activity.

Now more than ever, public infrastructure must take a long-term view for the benefit of both the city and region. High quality infrastructure is required to ensure transport systems, cultural institutions, housing diversity, employment precincts and land, education and health providers, recreational assets and natural systems are positioned for population growth and long-term economic prosperity.

Figure 4-3 2011 – 2031, 20 Year Average Growth Rate



Source: Victorian Government (2016) Victoria in Future, compiled by REMPLAN.

The Local Government Area (LGA) of Greater Bendigo currently supports a population of over 113,000¹ and more than 47,000 local jobs. In 2031, the

¹ ABS 2017 Estimated Resident Population is 113,617.

proportion of Loddon Campaspe's population is forecast to grow from 72% to 75% within the broader Loddon Mallee region. Bendigo will absorb most population growth in the region as the urban population of region continues to grow (Figure 4-3).

Economic activity will be driven by population growth largely within the urban catchment of Bendigo. City level investment must be a driver of talent attraction where human capital underpins the key industry sectors within the region. Increasing the depth of food production, innovation in financing, advanced manufacturing and growing strong links to recognised research centres demands capital investment in technology and infrastructure.

However, it will be Bendigo's ability to compete with other cities and attract skilled workers that will ultimately position the city for long term growth.

The top five employing sectors within Greater Bendigo currently support over half the local employment base representing 27,260 jobs. The sectors include Health Care & Social Assistance (18.2%), Retail Trade (12.1%), Construction (9.5%), Education & Training (9.2%) and Manufacturing (8.0%).

These employment ratios are expected to shift as increased automation and the resulting economic output is achieved through technology advancement. Population driven services will underpin the diverse economic base of the region.

Bendigo must position investment to enable regional populations to access capital city services locally, be it professional services, cultural celebration or health and education requirements. The city is positioned to exploit a focus on employment and innovation clustering and increasingly export related services (Health, Tertiary Education, Professional Services, Manufacturing) that rely heavily on attracting talent and knowledge driven employment.

Critically, Bendigo must lift its economic profile in terms of wages and salaries for local employees. It needs to attract and retain industries that are positioned for the future and are magnets for talent.

As technology and transport reduce the tyranny of distance, Bendigo must recognise the power of cultural and ethnic diversity to drive economic growth in Australia. The city must position itself as a residential and employment destination of choice.

Investment must be clear and targeted to support regional infrastructure, improving liveability and access to high quality social and community services that support a progressive regional population. Strategic investment can lift the city's national and global profile through international manufacturing relationships, world class research and a depth of local services in education, energy/resource management and health care.

4.1.2.2 Regional city infrastructure investment

Bendigo has continued to expand its economic base and diversity of activity. Over 10,000 jobs were added to Greater Bendigo between 2011 and 2016. Bendigo is positioned to build on a high level of contained employment and continue to diversify the existing industry base.

Regional investment in infrastructure must respond to residents, business and visitor needs. Key infrastructure investments to expand the economy include development of a Bendigo Airport terminal building, provision of additional industrial/employment land, and completion of Bendigo's 'metro' rail.

If appropriately targeted, investments in additional city infrastructure can have a compounding impact on the regional economy.

As an example, immediately following the opening of the new Bendigo Hospital, patronage increased by 10 percent. This wasn't because people in Bendigo suddenly became sicker, but because services that had

previously been provided by Melbourne hospitals were now being offered in Bendigo.

A multiplicity of benefit then flows throughout the region. Residents have access to improved services, and improved services increase the desirability of the region as a place to live. In this example, the increased services delivered in Bendigo translated to new jobs.

Similar impact has been seen with other public and private investments made in Bendigo over the last decades such as the Bendigo Bank headquarters, Ulumbarra Theatre and Marist College.

Investment is also required to improve the vibrancy and liveability of Bendigo. Improvements to the cultural offerings, the functioning of the regional city's open spaces and the connectivity across the CBD are all important. A high priority is investment in Bendigo Creek to substantially lift the amenity of central Bendigo. There is a significant project of renewal, design and landscape restoration that would ultimately increase liveability, reduce traffic congestion, improve social connections, create healthier waterways and potential additional urban development yield.

Private investment has been concentrated in growth area housing and industry. It is not as evident in the Bendigo CBD. There are known and documented infrastructure impediments for water/fire management, power and gas utilities to support CBD renewal and private investment.

Opportunity exists to better target and co-ordinate key infrastructure requirements that will drive strategic planning direction. Strategies such as the *Bendigo CBD Plan* and *Plan Bendigo* clearly articulate future development to cater for a population of 200,000 people.

Establishment of a CBD Infrastructure renewal taskforce/authority to resolve property constraints within the Bendigo CBD should be explored. Specifically targeting known water/fire management, power and gas infrastructure impediments to support CBD renewal and private investment.

The authority could perform a function akin to Infrastructure Australia, identifying infrastructure shortfalls through audits and completing infrastructure feasibility and business case development for capital renewal/upgrade/new assets. There is also opportunity to explore a central 'referral' role to streamline planning applications within the Bendigo CBD.

4.1.2.3 Attraction of government agency or corporate headquarters to Bendigo

The City of Greater Bendigo has been at the forefront of policy and strategy development to recognise its role as a key regional city with many of the characteristics of metropolitan areas. Plan Bendigo articulates significant capital investment priorities and seeks to increase the city's objective of becoming Australia's most liveable regional city.

While Bendigo has benefited from a strong public sector base, there is no key federal or state government agency headquartered in the city.

Proposed government investment in GovHub will unlock significant short-term capital activity, providing a single location to house existing local government and state government staff, as well as attracting 100 new positions to the region.

There is a need to attract a major Federal or State Government agency whose headquarters are located within the regional capital of Bendigo. Over the 2011 to 2016 Census period, employment in Public Administration, Regulatory Services, Order & Safety sector contributions declined from 2,241 jobs (6.0%) to 2,476 jobs (5.2%) of total employment.

Continued advocacy and lobbying for location of a key central agency to be headquartered in Bendigo will be critical in realising transformational economic benefit. Public administration jobs provide a significant economic benefit for regions.

Similarly, attracting a corporate headquarters to Bendigo will create equivalent benefits. Work should proceed in identifying suitable businesses that may relocate and packaging the attractiveness of a move to Bendigo.

The aspiration of attracting 500 to 1000 new positions in the region would create a significant economic impact.

4.1.3 Economic benefit

While project scopes at a regional scale are broad and high level, the following preliminary economic benefits are presented by way of plausible scenarios.

4.1.3.1 Supporting population growth

Population growth provides a significant economic benefit. Broader strategies exist that plan for Bendigo to grow to a population of 200,000. The investment in strategies that support population growth underpin local job creation.

As an example, from a net population increase of 1,000 persons in Greater Bendigo, it is estimated that the number of working residents would increase by 436 persons, of which it is estimated 387 persons would work in Greater Bendigo. Based on current labour propensity across industries, it is estimated that under this scenario Gross Region Product would increase by \$104.356 million (1.48%) to \$7,169.083 million. Contributing to this is a direct increase in output of \$110.794 million, 387 additional jobs, \$27.081 million more in wages and salaries and a boost in value-added of \$54.005 million across the following industry sectors².

4.1.3.2 Unlocking CBD development

There are several key CBD sites with approved planning approval for development of mixed use, multi storey buildings. Putting aside the operational benefit of increased gross lettable area within Bendigo's CBD, the construction impact of new development is significant for the region.

The impact of every \$5 million in construction expenditure within the Greater Bendigo economy represents increased demand for intermediate goods and services up to \$4.725 million. In addition, the increase in direct and indirect output would typically correspond to the creation of jobs in the economy. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$2.104 million.

That is, the total impact of \$5 million in CBD construction has a potential positive impact in the Greater Bendigo economy of up to \$11.829 million dollars. Another way to view this benefit is for every \$1 spent on a construction project, a further \$1.40 is generated within the broader economy.

4.1.3.3 Attraction of government agency or corporate headquarters to Bendigo

As an example, if 250 new Public Administration & Regulatory Services jobs were re-positioned and created in Bendigo, the direct annual economic impact would be \$45.851 million. Preliminary economic analysis suggests this repositioning of 250 new jobs to the region could support close to another 200 indirect jobs.

² REMPLAN Community Population and Housing Impact Model based on data from the Australia Bureau of Statistics 2016 Census, as well as 2014 / 2015 National Accounts Input Output Tables and June 2017 Gross State Product estimates.

The relocation of 100 new employees has been experienced several times in Bendigo with Rural Finance, State Trustees and the committed Gov Hub proposal. The relocation of a major department from Melbourne or Canberra that included 500 to 1000 new employees would be a steep change for the local economy, generating between 1.65 percent to 3.29 percent of Gross Regional Product currently estimated to total \$7.075 billion.

4.2 Regional employment and innovation corridor

4.2.1 Economic objectives

Increased levels of creativity and innovation are required to remain globally competitive as places and spaces that support forms of capital respond to the rapid and disruptive industrial change forecast with Industry 4.0 or the Fourth Industrial Revolution.

Echuca-Moama is commonly recognised as Victoria’s 11th largest regional city. Along with Bendigo and the Calder Highway area north of Clarkefield, it forms part of an important regional employment and innovation corridor that requires investment and policy support to harness its population growth and changing workforce.

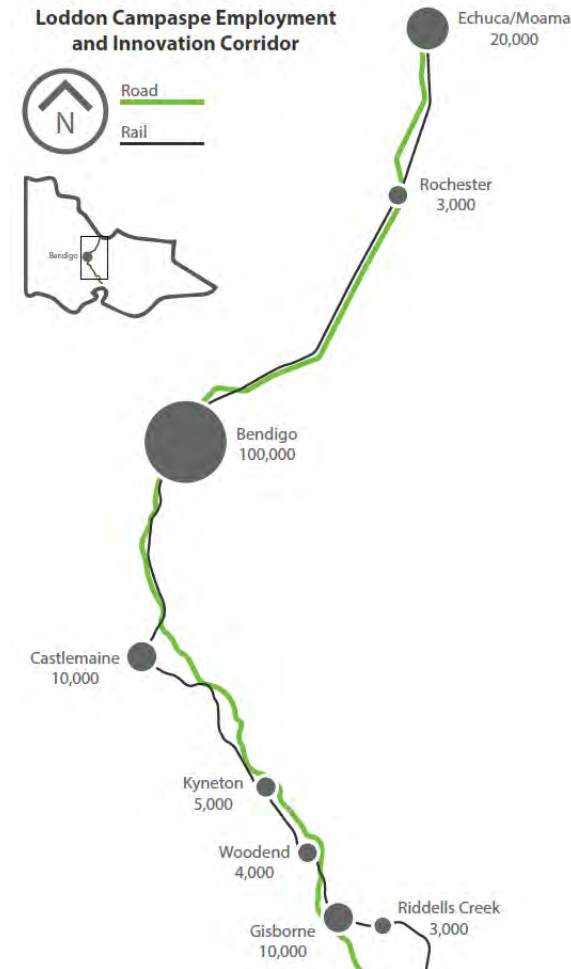
This focal investment area is aligned with a range of Local, State and Federal policy agendas including *Creative Industries Strategy*, *Defence White Paper*, *National Innovation Agenda*, *Regional Deals* and *Plan Bendigo*.

The Regional employment and innovation corridor sustains a solid base of innovation enabling infrastructure to support ongoing investment. This includes the presence of three key universities, a state-of-the-art world class hospital, major financial institution, substantial high-value manufacturing and a burgeoning start-up culture.

In addition, recent investment in creative industries in Bendigo and a deep-rooted arts culture within Mount Alexander Shire both drive demand for new innovation and support substantial capability.

This focal area seeks to recognise the region’s creativity, innovation, sustainability and liveability, leveraging the population and associated significant public investment throughout the transport corridor and settlements between Melbourne, Bendigo and Echuca-Moama.

Figure 4-4 Conceptual Regional Employment & Innovation Corridor



Source: City of Greater Bendigo

Investment that supports increased productivity across innovation industries is required. Requirements are multi-faceted and include town centre renewal, exploration of underutilised government assets that support

additional high-speed fibre outcomes and support to leverage and expand a culture of creative industries and entrepreneurialism.

The legacy of a start-up and co-share environment is already evident throughout the Calder corridor. Business Enterprise Centres designed to foster young businesses have been in operation for over ten years through Workspace located in the Loddon Campaspe region. While more recent practitioner led spaces have also emerged including CoHOOTS in Castlemaine, Synergize Hub in Bendigo, Macedon Ranges Business Centre in Woodend and Kyneton Business Hub.

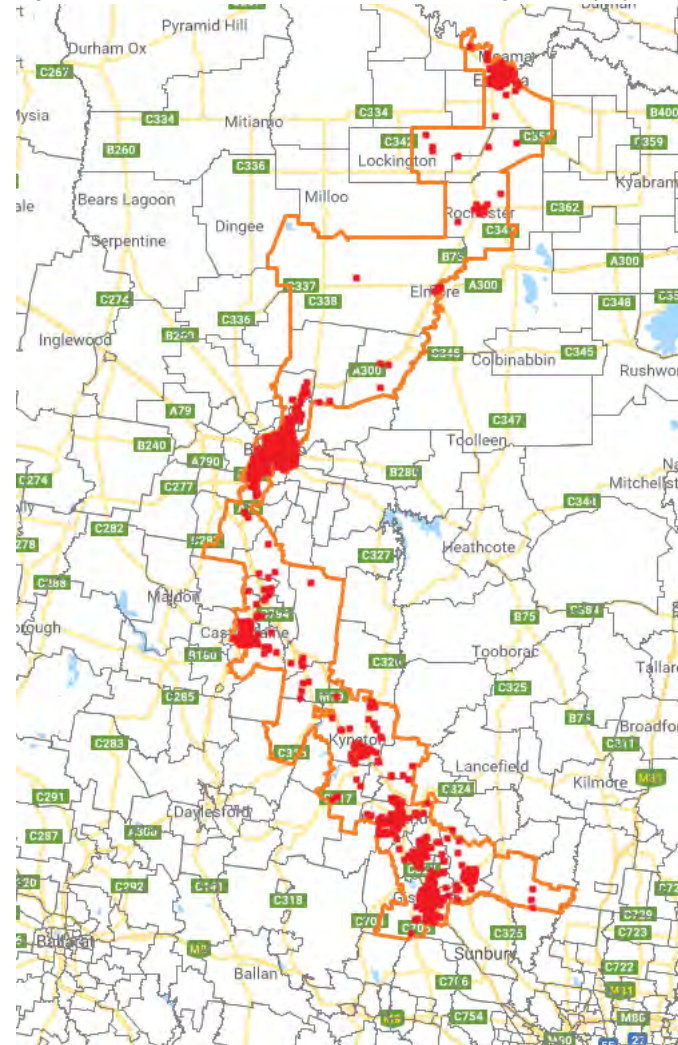
Additionally, attracting and securing an increased tertiary education base that enables consolidation of research centres will drive success. The need for capital investment in research facility, alignment of global tech capability, and structuring research capability around global research that supports the Bendigo (Loddon Campaspe) brand and attracts skilled workforce would be transformative.

Traditionally, Employment and Innovation Clusters (EICs) have been in larger (metropolitan) centres. However, regional cities and towns across the world all need to respond to technology advancement, workforce shortages and increasing demand for higher skills.

EICs are typically defined precincts or locations where distinct characteristics can be identified through economic, physical and networking assets that support culturally rich economic activity that benefits from collaboration, connectivity and ultimately innovation³.

A defined precinct approach within a metropolitan setting can also be applied to a broad regional corridor, particularly when the concentration of economic business activity reflects this spatial definition.

Figure 4-5 Association of innovation Industries - Regional Employment & Innovation Corridor



³ Katz, B & Wagner, J (2014) The Rise of Innovation Districts: A New Geography of Innovation in America. Metropolitan Policy Program, Brookings Institute.

Table 4-1 Employment & Innovation Cluster Assests, Characteristics & Benefits

Asset category	Physical characteristic	Economic Benefit/s
Economic	Concentration of: <ul style="list-style-type: none"> • Large employing businesses. • Health & Education Institutions. • Government & non-Government Organisations. 	Demonstrable concentration of highly skilled, driven professionals that enables or has the potential to develop a culture and outcome focussed business environment centred around innovation.
Physical	<ul style="list-style-type: none"> • Public and privately-owned buildings. • Public spaces, streets, and infrastructure. 	High quality built environment where physical assets are designed and structured to promote increased levels of connectivity, collaboration, and innovation.
Networking	<ul style="list-style-type: none"> • Interaction and relationships between industries, professionals, local businesses and institutions. 	Sharing of ideas, information and ultimately development of economic activity where increased relationships promote or accelerate better ideas and outcomes.

Source: Brookings Institute, adapted by REMPLAN.

The link to innovation and job rich locations that are positioned for industries of the future and cultivate a business environment centred around start-ups and entrepreneurialism set EICs apart from other locations. EICs commonly have a density of employment associated with educational (e.g.

Universities) and/or other institutions such as hospitals that foster demand for research and in turn innovation.

The need to travel often and for greater distances is typical in regions. The populations and businesses that choose regional locations recognise mobility is at the heart of regional living. Technology and better transport infrastructure will help overcome the tyranny of distance to boost innovation.

Long before approaches toward formal EICs, the benefits of clustering employment activity prompted land use re-zoning, development of industrial parks and science/innovation parks. These approaches to land use development, often focused on singular or key industry anchors to concentrate employment and create efficiency in access to resources, goods and labour.

The same demand for concentration of employment activity developed in the past is now being recognised as a means for supporting new ideas and fuelling greater economic growth. While the physical context has shifted with complex and diverse urban forms that support a range of business scales and institutional organisations, the objective remains to promote the ability to transfer knowledge and ideas through the ‘collision sport’⁴ that is innovation and collaboration.

The vision for this corridor is to achieve excellence in digital connectivity, urban design, active town centres and community infrastructure investment that attracts talent and visitors.

The corridor has great connectivity with high speed rail, freeway grade road and links to Melbourne Airport. The success of light rail through metropolitan EICs requires replication within a regional context. Improved train frequency and reliability of service and direct connection to Melbourne Airport remains

⁴ AECOM (2017) Transforming Melbourne and Victoria With Employment & Innovation Clusters.

a priority for the workforce within the corridor to extend knowledge-based services for clients in broader markets.

Ultimately the corridor should mature into a highly connected network of towns and cities that are the envy of metropolitan suburbs nationwide. It will attract highly valued professional services and creative industries with economic maturity that are built around regional innovation hubs. The benefits of this dynamic population growth and associated employment will support strong town centres, bustling main street economies and a highly connected workforce.

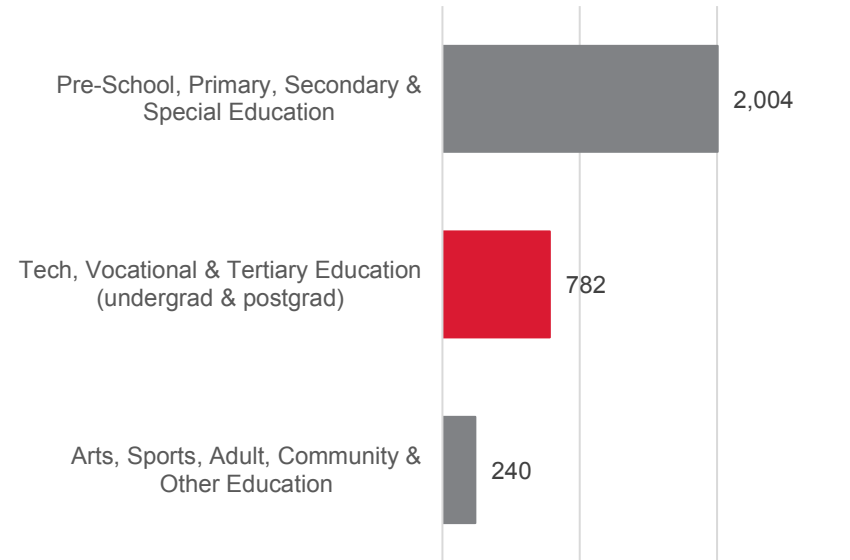
4.2.2 Economic priorities

4.2.2.1 Expanded university presence and new research centres

The role of tertiary education is central amongst cities that are positioned for innovation and employment. The presence of three universities within Bendigo is significant, however the employment base provided by these institutions should represent a higher proportion of total employment.

As an example, employment within central urban areas of Bendigo supports 3,027 Education and Training jobs, representing 9.0 percent of total employment in the study area. Pre-school, Primary, Secondary & Special Education comprise the largest cohort of workers, being 65.3 percent of all education and training jobs. While Tech, Vocational & Tertiary Education represents 782 jobs or 25.8 percent of jobs in the sector. Arts, Sports, Adult, Community & Other Education make up the balance of Education and training jobs (8%) (Figure 4-6).

Figure 4-6 Education employment within central Bendigo Urban Area – Tertiary Sector Mapped



Source: ABS (2016) Place of Work Data. Central Bendigo.

Initiatives that support the growth and expansion of tertiary education as both a supplier of talent and future workforce, home of research and development and key local employer should be supported. This need for an expanded tertiary education employment base is highlighted when Bendigo is compared with knowledge-rich employment hubs that foster innovation and research. In essence, the current tertiary education employment profile in Bendigo is underrepresented.

Fostering an environment that turbo charges local institutions to position for research growth rather than cessation is critical. There is strong competition for research in central locations where world class and cutting edge is supported through industry and 10-year Co-operative Research Centre grants through Federal Government support.

Opportunities to support investment for research and development that leverage existing high value manufacturing, health facilities and universities should be prioritised throughout the corridor and within Bendigo. Expanding the local role of research centres and the amalgam of universities within the corridor and centred around Bendigo will be critical. While significant research activity exists across government, industry and participating universities within the corridor, there is a need to cement this activity through establishment of physical research centres.

Bendigo Hospital cannot be a true world class hospital without the physical presence of a research centre. The establishment of this facility will be critical in attracting talent and fostering employment where full-time demand for specialised health practitioners does not currently exist. For example, a health research centre would draw health professionals who can create a diverse employment role combining practitioner, lecturer and researcher to create a 'whole' position within the region.

Similarly, opportunities within the corridor that draw rural and regional learnings together through development of regional research institutes could be transformative. Supporting direct local employment, a rural and regionally focussed institute could be positioned to address many economic and future industry issues. This could include a focus on rural land use, food industries, resources and water aligned with the strategic direction of the Strategy.

4.2.2.2 Regional employment & innovation corridor policy and positioning

To establish and define the Regional innovation & employment corridor (the corridor), further work is required to inform policy development.

Early assessment has identified a concentration of employment, occupations and business creation strongly associated with the transport corridor and townships between Bendigo and Melbourne that support higher wages, higher skills and a strong association with 'innovation' and creative industries.

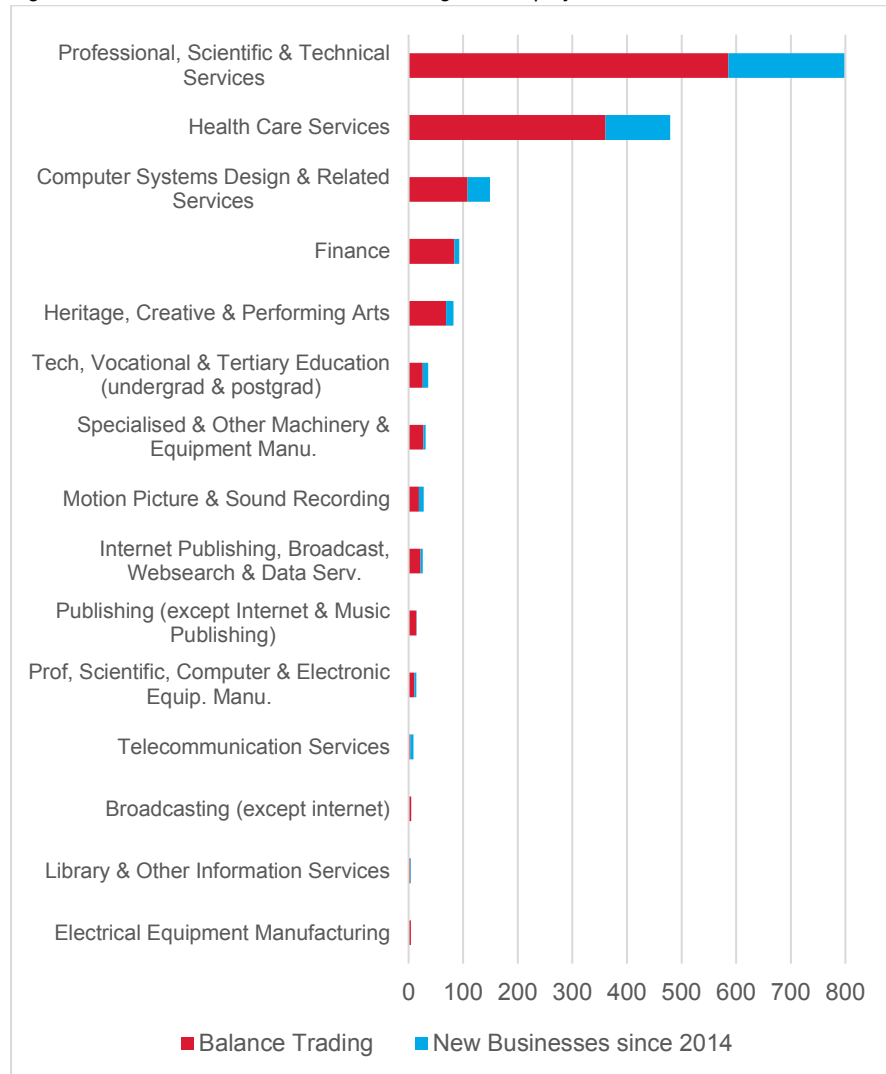
Establishing the corridor as a unique economic region, through land use policy and regional strategic planning will support appropriate infrastructure and economic development investment. Assessment and quantification of research levels throughout the region including relationships with regional educational providers will be important in recognising innovation.

Analysis of industry sectors with strong alignment to innovation was completed for localities⁵ that intersect the key transport corridors between Clarkefield and Echuca.

While not completely representative of innovation that takes place in some sectors, analysis of key sectors commonly associated with innovation demonstrate the power of the corridor. A total of 8,379 businesses registered for GST (excluding Trusts) were trading as at 14 January 2019. Of these 21.2 percent of 1,773 businesses were associated with creative activities and innovation. These included, Professional Services and Health Care through to Publishing and Library Information services. 431 of these businesses were created in the last five years (Figure 4-7).

⁵ Localities are Australian Bureau of Statistics Gazetted Suburbs.

Figure 4-7 Innovation Industries within the Regional Employment & Innovation Corridor



Source: REMPLAN Business Module, City of Greater Bendigo.

The policy context should support development of a corridor that clearly recognises the strength of regional creative pursuits through artists, makers, designers, curators and professionals who support content development. Extending this policy beyond professions, there is a need to strengthen ‘regional’ links to the arts and other creative industries that only survive through innovation. These relevant sectors include design, digital branding, gaming and advanced manufacturing.

Land use policy should direct the investment of key enabling infrastructure and focus land use development outcomes, including public works around productivity gains and economic objectives that encourage small business growth. This could include infrastructure investment for transport and communications and flexible land use planning requirements to enable start-ups and collaborative business outcomes.

4.2.2.3 Facilitating entrepreneurship in the region

There is a need to create strong partnerships between private industry and government to facilitate increased levels of regional entrepreneurship. While government recognises the power of business growth through the establishment of small and medium enterprises, there is a need to use learnings from the private sector to build the capability of the region.

Building a culture of start-ups and regional entrepreneurship to foster the most innovative regional settlement corridor in Australia will require leadership from private business. Existing methods for engagement and capability building including *Innovation Think Tanks*, *regional industry clusters*, and identification of key technology and industry sectors for region and design “mashups” could be supported by government. Government could support private business within the corridor to lead networking, collaboration and innovation development with the objective of advancement of ideas through the innovation funnel.

4.2.2.4 Innovation enabling connectivity infrastructure

Mobility of people, knowledge and goods is essential within the corridor. This extends to both physical and digital movement. Priority investment to support innovation enabling connectivity includes ongoing investment and maintenance along Bendigo to Melbourne transport corridors.

Regional road and rail infrastructure is essential to the movement of knowledge and services. Significant improvements and investment in the transport corridor have been completed. However, further train line investment to support greater speeds, more frequent services and opportunities for train station renewal is essential to drive private sector investment in the corridor.

Train station renewal/upgrade opportunities that require priority advocacy and investigation include Harcourt, Clarkefield, Kyneton, Goornong and Huntly.

The digital connectivity of the region must be significant to drive the economic goal of realising the full potential within the corridor. Expanded investment in networks, the Internet of Things (IoT) and data sharing through pilots and potential international level engagement to improve digital connectivity reliability will be important in fostering ongoing private sector investment.

Defined opportunities exist within the corridor to undertake High Speed Optic Fibre Investigations of existing government assets (VicTrack). Current application of these assets exists for a single user within Geelong. There is an appetite to explore piloting regional connectivity benefits along the transport corridor given the concentration of settlement within the townships between Gisborne and Echuca-Moama.

4.2.2.5 Township renewal

While connectivity remains vital infrastructure to drive innovation, the importance of place is often cited as the key link to draw talent, creativity and innovation to the locations. Investment in 'place' through design excellence and higher levels of public amenity is a core strategy for attraction of visitors and talent while benefiting existing residents.

There is a need to gear public investment around visitors and residents throughout the region's townships. The heritage architecture of towns and villages from Maryborough to Kyneton, Castlemaine and Bendigo provide 'fine grain' urban form where the promotion of high-quality urban design, active town centres and community infrastructure will continue to attract talent and visitors.

Investment in the public domain including streetscape improvements that facilitate an improved pedestrian experience and assist in stimulating economic development through increased footfall and shopfront renewal remain a priority for many of the region's town centres. Investment that supports increased pedestrianisation, improved carparking and ultimately enables an environment for thriving main streets is strongly aligned to the innovation agenda around high quality place and design.

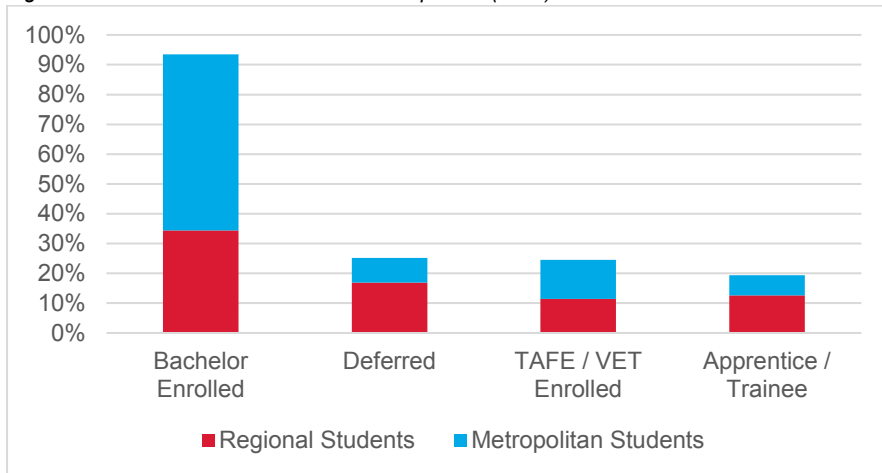
Excellence in schools (public and independent), healthcare facilities, housing diversity, urban design and active town centres facilitates the broader innovation corridor vision. Put simply, what is good for locals is good for visitors and good for business investment.

4.2.3 Economic Benefit

Analysis of the benefit of higher education in multiple jurisdictions has repeatedly indicated that workforce participation, levels of wages and therefore tax contribution and broader non-direct benefits attributable to individual employment all rise as a result of higher levels of education.

Analysis of regional Victoria found that metropolitan students are more likely to pursue higher education or VET courses, while regional cohorts of school leavers are more than two times likely to enter full time employment following completion of secondary school (Figure 4-8). Tertiary attainment of 25 to 34-year-olds in Australia represents 52 percent of all individuals within that cohort⁶.

Figure 4-8 Post Destination of Year 12 Completers (2017) Victorian Schools



Source: On Track Year 12 completer survey 2018 (Department of Education and Training)

Previous studies have found 52 percent of the earning difference between bachelor degree holders and those without any post school education are a result of ‘qualification effect’⁷. As the number of students within the region achieve higher levels of qualifications there are a number of direct and indirect economic benefits. This includes Increased levels of labour productivity generated by students with higher levels of qualifications; and,

increased incomes and by extension revenue for government through taxation of higher earning individuals.

4.2.3.1 University expansion

While project scopes at a regional scale are broad and high level, the following preliminary economic benefits are presented by way of plausible scenarios.

The Tech, Vocational & Tertiary Education (undergraduate and postgraduate) sector contributes 197.368 million (0.8%) of total output within the Loddon Campaspe. The bulk of the employment associated with this sector is in Greater Bendigo (849 of 965). If initiatives to boost research were successful in attracting a significant capital investment, 290 new local jobs would be created, a 30 percent increase in Greater Bendigo’s employment within the sector.

Under this scenario, total output would rise by \$124.106 million. Anticipated increases in total employment as a result of University expansion could total 531 jobs in the broader economy once demand for goods and services and consumption effects are considered.

4.2.3.2 Streetscape improvements

Design led initiatives that improve amenity are not simply about look and feel in townships. Literature review findings support increased pedestrian movements as a means to improve economic activity, particularly retail turnover. Investment in the public domain that makes townships streetscapes more walkable, safer and inviting has benefits for local trade, due to the additional time a pedestrian will spend in a retail district.

⁶ OECD (2018) Education at a Glance: OECD Indicators, Australia.

⁷ DAE (2016) Estimating the public and private benefits of higher education. Australian Government Department of Education and Training.

There have been a number of research papers into improving pedestrian access and the subsequent effect on retail turnover, a summary of these papers is presented below in Table 4-2.

output, a conservative estimate of between 3% and 8% marginal benefit would provide significant economic returns across the region.

Table 4-2 Literature Review Findings

	Increase in trade	Source
City of Manhattan traffic calming	14%	Good for Business: The benefits of making streets more walking and cycling friendly. Rodney Tolley, Honorary Research Fellow, Staffordshire University, UK, (2014) ^a
Auckland City traffic calming	16%	“as above”
Essen (Germany) traffic calming	15% - 35%	Impact of pedestrianisation and traffic calming on retailing, Carmen Hass-Klau, Environmental and Transport Planning (1993)
Bristol traffic calming	5% – 20%	The Impact of Pedestrianisation on Retail Economic Activity, A Review of the Evidence February 2001, Ecolane Limited, Transport & Environment Consultancy (2001)
Shepparton CBD Improvements	4%	Essential Economics, Shepparton CBD Revitalisation Project Economic Benefit Analysis, 2014.
Improvements to tree coverage and the streetscape	9%	Trees on Main Street: Influences on Retail and Shopping Behaviour, University of Washington, 2004
Willingness to pay extra where significant streetscape improvements	9% - 12%	More in Store: Research on City Trees and Retail, Dr Kathleen Wolf article for Arborist News 2009

While each township and village across the region and throughout the corridor vary in terms of economic composition and existing economic

4.3 Strong regional food industry

4.3.1 Economic Objectives

The food industry sector contributes around \$1.400 billion or 11.6 percent of Gross Regional Product in the Loddon Campaspe, more than double the contributions of Health Care & Social Assistance and Financial & Insurance Services.

To grow our economy, it is important to focus on this regional strength and set ourselves an aspirational target to increase the contribution from the food industry towards the Region’s Gross Regional Product by 50% over the next ten years.

The benefit of a strong regional food industry includes strengthening and leveraging opportunities within the local supply chains, retaining and ensuring sustainable local primary and secondary industries, increasing export income and leveraging investment in capital infrastructure.

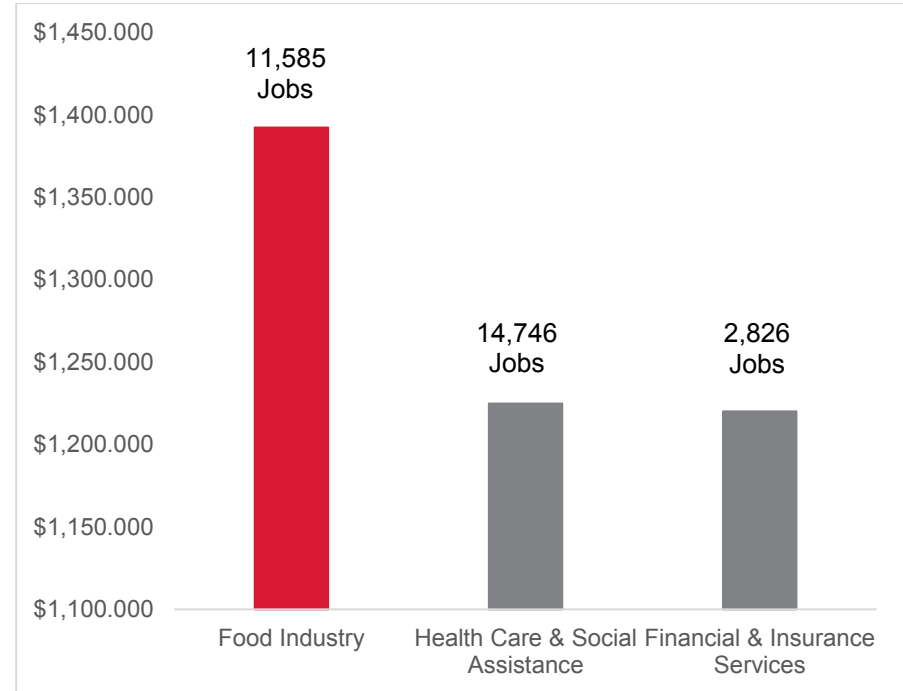
Encapsulating both primary production and food/beverage product manufacturing, the food industry supports approximately 2,100 (15%) local businesses registered in the Loddon Campaspe. Population growth in the Loddon Campaspe continues to drive service related economic activity yet the synergy between rural land use supporting agricultural commodities and a regional food manufacturing base is clear.

While Australian manufacturing undertakes a transition as technology, global competition and labour all impact on the ability to drive cost effective domestic manufacturing, food related product manufacturing has supported the stabilisation of Bendigo and the region’s manufacturing employment.

The food industry within the Loddon Campaspe employs over 11,500 people. Consolidating and retaining this industry base is essential as it leverages diversity of growing conditions, existing capability and recognises the long-term role of the region that includes substantial areas of rural land.

Advances in technology are shaping the future of both the agricultural and manufacturing sectors. The region needs both public and private sector to be positioned to proactively embrace this opportunity.

Figure 4-9 Food Industry contribution to GRP (Value Added (\$M))



Source: REMPLAN, Loddon Campaspe (Dec 2017) dataset.

In addition, regional water infrastructure and identifying businesses that can best leverage assets such as the South West Loddon Pipeline are central to future investment in the region.

Investment that supports digital readiness will be important to manage succession and attract talent. As technological approaches take hold in rural production settings, lessons learned from IoT pilot projects will help young entrepreneurs reconceive the role of remote sensing, automation and

innovation in catchment management to drive greater efficiencies and increase yields.

Managing environment threats and broader climate change challenges remains a constant driver of innovation. Public investment in water security requires structured responses to ensure water pipelines deliver high value agricultural production.

4.3.2 Economic priorities

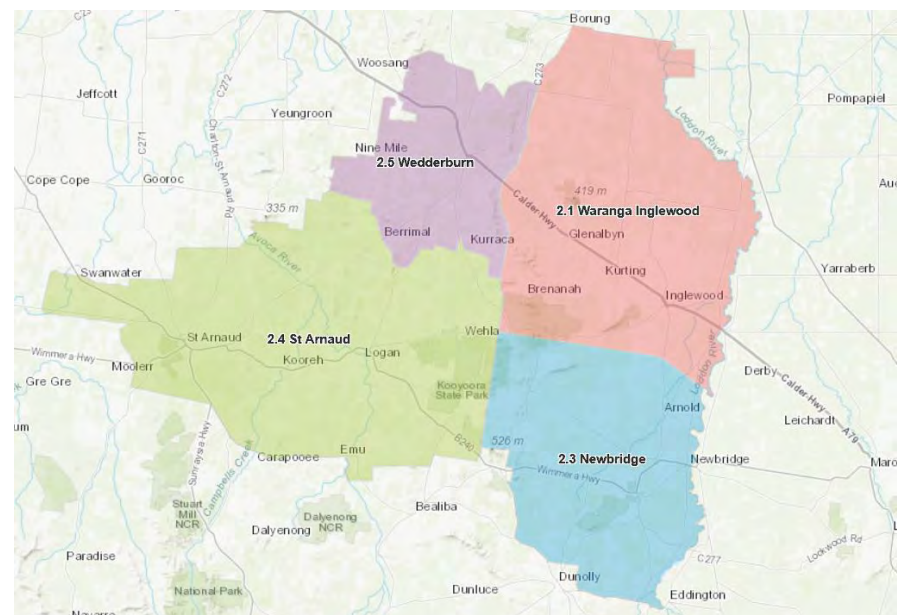
4.3.2.1 Leveraging pipeline infrastructure and water policy reform

The completion of the South West Loddon Pipeline and potential funding of the Mitiamo Pipeline are significant for the supply of domestic and stock water. The regional infrastructure will unlock potential for communities, households and the agricultural sector across a total of 3,650 km² supply area/s.

Management of land for farming, including protection of agricultural land, managing loss of productive agriculture enterprises and the impact of housing/hobby farm development on commercial operations remain key regional issues. Demand for ‘rural’ lifestyle living is often at the nexus between planning for farming growth or planning for sale of land. The role of land use planning remains an important policy consideration for the sector.

Leveraging pipeline investment through land use activation will be critical in realising business cases and driving the intensification and diversification of agricultural output from the regions. Over 3,000 rural farming enterprises across both catchment areas have the potential to access water supply and intensify rural land use for local economic activity. A focus on supporting private on-farm investment to support regional food supply chains and leverage access to secure water supply will be critical.

Figure 4-10 South West Loddon Pipeline Project.



4.3.2.2 A more productive future for the Goulburn Murray Irrigation District

The introduction of transferable water entitlements, the implementation of the Murray Darling Basin Plan (MDBP), climatic conditions and the varying profitability of different commodities have all contributed to a marked reduction in the consumptive pool of water available for irrigation within the Goulburn Murray Irrigation District (GMID).

Whilst less water is available for irrigation, farm productivity has fallen by a lesser percentage due to \$2 billion investment in modernising and making the irrigation supply infrastructure more efficient, and in turn irrigators have become more efficient in their use of water.

While the national water policy debate has been divisive, there are some indications that implementation of the MDBP may continue to affect Victorian irrigators. It is time for the industry to focus on ensuring the available water and irrigation infrastructure is used to its full capacity.

There are policy issues to resolve how best to structure pricing to encourage sustainable and productive use of the available water. But there is also a need to develop an operating environment that attracts and supports new agricultural enterprises.

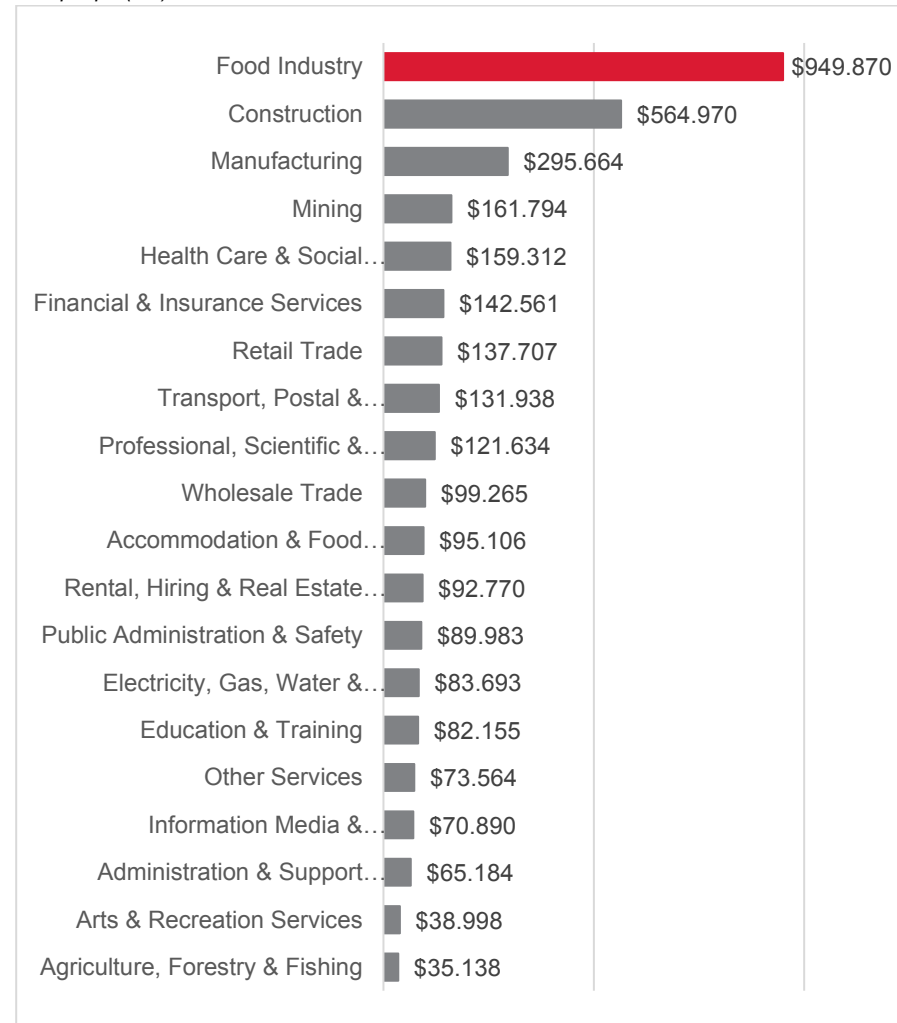
Also benefiting the GMID will be improvements to the movement of freight within the region.

4.3.2.3 Supply chain analysis mapping

In the Loddon Campaspe, the food industry presents one of the most integrated supply chains with strong links between rural production and local manufacturing predominantly occurring within Bendigo. This is particularly evident in meat and meat processing manufacturing (poultry, pigs), beverage manufacturing (grapes, apple and pear growing).

However, significant leakage of expenditure by the industry exists, with domestic imports of goods and services into the Loddon Campaspe by the Food Sector of \$949.870 million (27.2%).

Figure 4-11 Domestic Imports (from within Australia by Local Demand Sectors – Loddon Campaspe (\$M)



Source: REMPLAN, Loddon Campaspe Gap Analysis, 2017.

Investment decisions that strengthen supply chains and form strong bonds between research and an increasingly mechanised and technology enhanced agricultural and manufacturing sector should be prioritised. The region is positioned to produce targeted world class exports for highly competitive household food produce markets of Asia and the Middle East.

Driving greater integration between rural production and local value adding of commodities through food production is central to the region's prosperity. There is a need to recognise the trend for larger scale farming operations that demand less direct labour units (jobs) but generate higher levels of output through technology advances. Identification of supply chain opportunities will support industry development and create efficient local supply chains. Supply chain mapping should include:

- Food Industry focussed mapping
- Gap Analysis to identify intermediate goods and services 'gaps' in local supply chains specific to the Food Industry.
- Market research to complement local business mapping and macroeconomic gap analysis and build in depth understanding of regional market conditions, national and global demand drivers within the sector.
- Recommendations for key industries that present expansion opportunities identifying key links in the supply chain that require investment or further unlocking.

4.3.2.4 Develop a skilled & innovative workforce

The food industry sector has a strong demand for skills and a stable workforce. The demand for skills is broad. Issues include access to reliable and diligent workers, through to medium level management skills to manage government regulatory change.

The broader food industry presents a range of opportunities for local employment; however, it is often difficult managing expectations of staff who want career advancement before they can demonstrate skills and aptitude.

The expectations of rapid advancement by junior management is problematic and has a material cost for business in the form of lower retention of high value staff.

Affordable and timely access to necessary skills to support government policy, risk management and water reform is essential to protect and retain primary industries where farmers can find themselves unable to navigate rapid change and position for positive impacts.

Fundamentally, the sector needs to invest in independent business management support to address issues around trust with service delivery via government. In the first instance partnership and engagement that enables farm management (organisations and/or families) to build trust and understand benefits of changes in business management practices will enable reform tools to be leveraged for increased profitability.

Government can influence the availability of a skilled workforce through tax and immigration policy. Government can help develop business skill programs that target SMEs with high growth potential and enhance vocational training for the food industry that extends from career pathways in secondary levels, through tertiary training, to on-farm training, strengthening the link between farmers and local training providers (TAFE & University).

Sector level planning (for each agriculture sector) has been identified as a key strategy to identify paths for increased levels of productivity. The Central Victorian Agribusiness Forum, Agricultural Consultants and Agriculture Victoria have important roles to play in advancing this focused approach to productivity increase.

Some sectors, such as intensive animal industries, have greater prospects for growth and should be prioritised for sector planning.

There is scope for increased productivity in both farming and food processing to result from the uptake of new technologies.

With the development of appropriate networks, most forms of farming can benefit from utilising the Internet of Things. Improved on-farm decision making using big data can similarly improve productivity and reduce input costs.

Both farming and food production can benefit from increased automation, especially where labour costs are currently high.

4.3.3 Economic Benefit

The food industry (primary production and food manufacturing) within the Loddon Campaspe contributes 11.6 percent of GRP and employs over 11,500 people. While there is significant integration of supply chains within the regions and known local strengths, the industry reports significant implications that stem from lack of access to sufficient workers with the appropriate skills.

The potential for increased output by the food industry (comprising primary production and food production) as a result of the investment above is significant.

For example, a 10 percent increase in output (total revenue) would represent a direct increase for the industry of \$488.069 million. This increase in income could represent a 2.51 percent increase to Gross Regional Product, rising by \$325.724 million.

From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services would result and these indirect impacts could support 959 more jobs and \$51.148 million more paid in wages and salaries.

4.4 Tourism and international economy

4.4.1 Economic Objectives

There is significant opportunity to broaden and deepen international relationships to support economic growth in the region. A review of the top goods and services exports shows reliance on regional areas and strong alignment with the Loddon Campaspe's regional strengths.

Strengthening the links to the region for tourism and international visitation provides substantial opportunity to increase visitor expenditure and length of stay. This focal area seeks to build on landscapes and heritage buildings through accessible and expanded visitor products.

In addition, the region's strong ties to the arts, galleries and festivals are critical links to visitor expenditure. Art institutions and cultural events like the Bendigo Art Gallery and Castlemaine State Festival continue to promote high levels of global engagement.

The rich natural, cultural and historical assets set within the context of a significant network of historic villages from Maldon to Maryborough and Bendigo to Echuca provide a range of tourism offers for domestic and international visitors across both the Cultural Tourism⁸ and Adventure Tourism⁹ markets.

The Loddon Campaspe is located within three of Victoria's tourism regions, the Macedon Ranges/Daylesford Region, the Goldfields region and the Murray region. However, beyond these nominated regions is a strong link to food, wine and accessible tracks and trails.

⁸ Cultural visitors are defined as those who attended a theatre performance, a concert or other performing arts, a cultural festival, fair or event; or visited a museum, art gallery, art or craft workshop or studios, and/or a history or heritage site while on their trip to Australia.

Linking these assets with the strong cultural heritage and built environment of the region provides a compelling package that contributes approximately 3.7 percent to total GRP through the visitor economy.

Victoria is a destination for international overnight visitors with 3.0 million visitors spending \$8.3 billion dollars. Regional Victoria attracts 528,000 international visitors, who spend \$542 million annually. This total expenditure represented a decrease of 2.6 percent year on year¹⁰. Opportunity exists to package the regional tourism offer for maximum economic impact.

Access to high quality built and natural environment underpins the region's liveability and supports a strong visitor economy. The combination of natural features throughout the region including mountains, rock formations, unique flora, state and national parks, rivers and lakes provide high quality landscape values and support a range of existing food, wine and tourism assets.

Additionally, eight of the top exporting sectors align with the industry sectors within the region with a focus on international education, agriculture, food production, professional and financial services.

The diversity of landscape values and accessibility of forests and rivers is significant. Extensive networks of tracks and trails exist and are priority investments for the region. These include the Goldfields Track, Bendigo Bushland Trail and O'Keefe's Rail Trail. In addition, the ability to access the Murray River and other waterways underpins future tourism opportunities.

⁹ Adventure tourism visitors are defined as those who experienced bushwalking or rainforest walks, fishing, scuba diving, snorkelling, surfing, sailing, windsurfing, kayaking and/or other outdoor activities while on their trip to Australia.

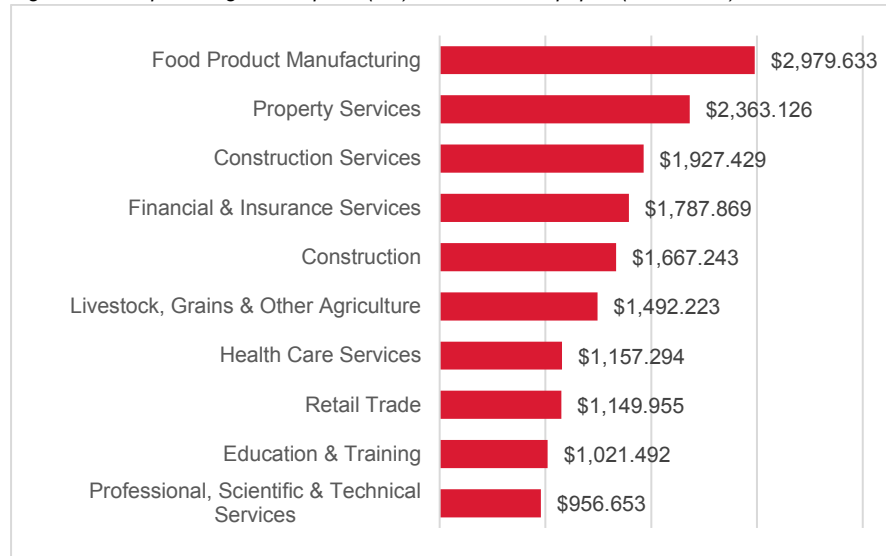
¹⁰ Regional Victoria Tourism Summary, Year Ending September 2018.

Investment in brand development and destination management will be important for this economic base and continue to serve as a driver that attracts talent.

Strategic international engagement creates benefit through access to talent, leveraging significant tourism outcomes and expanding export of goods and services. Local engagement indicates there is a strong point of difference in the Loddon Mallee.

Review of the top goods and services exports reflect reliance on regional areas and strong alignment with the Loddon Campaspe’s regional strengths. There is strong alignment across key regional industry sectors with demonstrated export demand. There is significant opportunity to broaden and deepen international relationships to support economic growth in the region.

Figure 4-12 Top 10 Regional Exports (\$M) – Loddon Campaspe (45 Sectors)



Source: REMPLAN.

4.4.2 Economic priorities

4.4.2.1 International engagement strategy

While many local businesses would be interested in exploring international opportunities, there is a gap in local capability and understand around the opportunity.

There is significant opportunity to broaden and deepen international relationships to support economic growth in the region. Review of the top goods and services exports reflect reliance on regional areas and strong alignment with the Loddon Campaspe’s regional strengths.

Development of a Loddon Campaspe international engagement strategy presents an opportunity to review formal international engagement frameworks (Sister City relationships, MOUs, Friendship Agreements) to identify real economic development opportunities in the form of international export markets, two-way trade, direct foreign investment, attracting visitors and retaining talent/skills in the region.

The strategy should identify and develop a brand/regional story that recognises the unique regional qualities of Loddon Campaspe and positions the region as an economic centre.

Often business recognise they need to move toward international markets but there is a need to build confidence. There is strong support to explore development of pathways to market through regional collaboration and understanding.

The strategy should align Loddon Campaspe economic capability and priority export sectors with Victorian Government strategies and initiatives (e.g. *Advancing Victoria’s Manufacturing, Export Skills Program* and targeted sector-based trade missions, *Creative Industry Strategy* and *Food & Fibre Sector Strategy*) to identify priority international markets that are

aligned to existing strengths, existing relationships, cultural connections and future economic growth potential.

Finally, the strategy should identify blockages in agreements, planning or infrastructure that inhibits international economic opportunities.

4.4.2.2 Develop the region's nature tourism potential

In pursuit of increasing the economic role of nature-based tourism, there is considerable opportunity for development of Indigenous enterprises across natural and cultural locations in the region.

Significant investment in regional tracks and trails is often concentrated on strategy, concept development and capital establishment. Many of these assets suffer from reliance on a pool of passionate volunteers. In addition, where assets cross multiple land classifications this results in multiple responsible land managers.

*The Loddon Campaspe Tracks and Trails Strategy*¹¹ demonstrates significant economic benefit through increased tourism for the region and should be implemented

To ensure forecast economic benefit from tracks and trail investment is realised it is recommended to restructure coordination of management and maintenance of regional trail assets. Coordination and efficiency in processes that address governance, asset management, conservation management and tourism activation/product development and marketing is required to ensure first class assets are maintained accordingly.

The establishment of a regional tracks and trails management organisation could support tourism product development and accreditation as well as focus management and maintenance efforts to ensure regional investment is long lasting throughout the network of trails.

The possibility of achieving UNESCO World Heritage Listing for the 'Dry Diggings' surrounding Castlemaine should also be explored as a mechanism to drive tourism economic benefit while ensuring longer term sustainable development outcomes for natural and built environments.

More generally, there is a need to improve the perceived value of the region's natural landscapes, ensuring management of forests achieves the dual aim of improving their condition and increasing usage by both visitors and tourists.

4.4.2.3 Develop the region's reputation as a food and artisan destination

The development of a thriving food and arts sector is key to improving the liveability for the regions residents but also in attracting tourists.

The growth of food retailing and food services as a part of the gastronomy industry is particularly visible in the economy of Greater Bendigo where registered food service businesses have more than doubled between 2012 and 2017.

Sheep, grains, beef and dairy cattle farming is the most significant agricultural industry in the north, accounting for 48.1% of all food related agricultural output across the entire region.

Meat and meat product manufacturing is the largest food related manufacturing industry in the region which contributes 25.1% of output for the whole food industry. Within Greater Bendigo, poultry processing accounts for 24.5% of output generated by all industries in the food sector in 2017, up from 16.6% in 2011.

¹¹ Loddon Campaspe Tracks and Trails Strategy, 2017, RDV

Echuca is the centre of fruit and vegetable product manufacturing, accounting for 56.6% of output generated by the fruit and vegetable product manufacturing industry in the entire region.

Jobs in the gastronomy industry have experienced greater levels of growth compared to the rest of the economy. Within Greater Bendigo, jobs in the food industry increased by 26.1 percent, higher than total job growth of 15.3 percent. Across the region, employment in cafes and restaurants experienced a notable increase of 37 percent growing from 1,722 jobs to 2,351. Other large employment growth can also be observed in bread manufacturing and poultry (egg) farming, both of which more than doubled the number of jobs, with increases of 187 percent and 119 percent respectively.

Australia is increasingly being recognised as a gourmet food destination. Building on the existing attributes of the region and its unique food culture could lead to significant benefits, realised through increased visitor expenditure as well as development of the local food culture to the benefit of residents that are responsible for its creation.

Several opportunities exist to capitalise on this regional strength and increase tourism associated with key wineries and breweries throughout the region from Woodend and Castlemaine to the Heathcote / Bendigo wine regions. Support for farm gate activity and food related trails is encouraged. Integrated food related investment opportunities include building a Food Hub in Bendigo, an Institute of Gastronomy in Daylesford and pursuing recognition of a regional bid to declare Bendigo a UNESCO City of Gastronomy.

4.4.2.4 Cohesive regional tourism product development

The region benefits from support by Visit Victoria through integrated marketing for the Macedon Ranges/Daylesford Region, Goldfields Region and The Murray. There is strong alignment between nominated regions

through food, heritage, wine and accessible tracks and trails that could be explored as a consolidated tourism product offering.

The regional cannot rest on its past success. Current tourism product needs to be renewed, and new product developed to draw tourists to the region. Marketing of this product needs to draw on a strong clear narrative that describes the offerings in the region.

In the immediate future the following tourism product development needs to be funded to expand the visitor economy:

- Renewal of the Golden Dragon Museum
- Central Deborah Goldmine surface level upgrade
- Bendigo Tramways line and stops extension
- Hanging Rock visitor and interpretive centre
- Echuca Riverfront Entertainment Precinct
- Australian Star Paddle steamer
- Completion of the Great Stupa of Universal Compassion
- Completion of the Bendigo Aspire Precinct
- Expansion of the Victorian Goldfields Railway
- Completion of Holgate Brewhouse expansion
- Establishment of the Lancefield Megafauna Cultural and Interpretive Centre
- Completion of the Gargarro Botanic Garden
- Expansion of the Maryborough Energy Breakthrough event
- Support for the Maryborough Highland Gathering.

4.4.2.5 Cities, towns & villages renewal

Strong alignment exists between the initiatives proposed in the Calder Innovation Corridor and forests, heritage and landscapes. Investment that supports heritage architecture of towns and villages from Maryborough to Kyneton, Castlemaine and Bendigo are important to promote high quality urban design, active town centres and community infrastructure attracts talent and visitors.

Streetscape improvements in the public domain underpin private investment confidence and can drive shopfront improvements. The increased footfall associated with an improved pedestrian experience and better car parking management in town centres has been recognised for stimulating local economic development outcomes. Urban design initiatives and streetscape upgrades should be prioritised to support township renewal.

4.4.3 Economic Benefit

Ultimately the benefit of investment into the visitor and international economy is focussed on two key metrics. Increased tourism expenditure and associated duration of stay for the visitor economy is one key metric. While broader international engagement to support a proportional increase in regional exports is the other.

Current estimates of visitation in the Bendigo Loddon¹² suggest total annual totals of 2.616 million visitors. This is made up of 17,000 international visitors, 866,000 domestic overnights and 1,733,000 domestic day visitors. Modelling the potential impact of increasing the average length of stay of International and Domestic Overnight by a single night is estimated to generate an additional \$105.400 million. When considering the indirect benefits of this level of increased visitation the potential exists to create 619 direct jobs and up to another 324 jobs within regional industry sectors within the Loddon Campaspe that have exposure to the visitor economy.

Table 4-3 Marginal economic benefit of an additional nights visitation within the region

Impact	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$105.040	\$49.470	\$43.630	\$198.140	1.886
Long Term Employment (Jobs)	619	160	164	943	1.525
Value-added (\$M)	\$47.57	\$21.64	\$23.99	\$93.19	1.959

4.5 Industries of the future

4.5.1 Economic Objectives

Industry is undergoing its greatest change in 100 years. That change by and large is not being reflected in regional Australia, due to cost, the cost or functionality of NBN, sunk cost within companies, transport costs and/or misalignment between industry needs and educational offerings.

The revolution we are experiencing now is driven by advancements in smart manufacturing, robotics, artificial intelligence, and the internet of things. Manufacturing plays an irreplaceable role in driving growth and economic development. This region’s manufacturing contribution remains significant and the region must protect and develop existing manufacturers and new industries of the future.

¹² Tourism Research Australia (2015) Bendigo Loddon Tourism Region Profile.

The need to position the region to positively respond to economic transition and future industries is fundamental. Investment in skills for the future targeted at both local strengths and emerging regional opportunities will be essential in elevating the prosperity of the region, inspiring business investment and positioning the region to specialise.

Strategically positioning for the future, the emphasis within this focal area includes improvements in the educational attainment of the region's students, investment in skills, adequate regional employment land, international and emerging regional industries. Emerging industries include positioning the local health sector to capitalise on digital transformation and recognising significant opportunities within renewable energy and resource management that is both sustainable, profitable and returns value to local communities.

The alignment with highly visible health and education institutions including the opportunity to combine these industries efforts toward digital health transformation will be important. This opportunity coupled with research initiatives identified within the regional employment and innovation corridor will positively impact the region, drawing business investment and attracting highly skilled workers.

The focus of this area is positioning skills and workforce development with local industry investment to build on local strengths and further diversify the regional employment base. Fundamentally the investment seeks to increase the number of tertiary educated locals, increase business capability for market expansion and boost local business investment.

The region has a strong legacy of key energy demonstration projects, initiated within the region over the last ten years to expand understanding and capability for increased use of renewable energy. However, the

ramping up of gas pricing has had significant effects on industrial businesses.

The take-up in renewable energy as a key component of the Australian Energy supply market has significant momentum. Coupled with further initiatives toward de-centralised solutions and local large-scale battery storage, there is a need for regional policy to respond to demands by business and communities for sustainable and lower cost energy solutions.

Ensuring adequate regional level employment land remains a priority. While centralisation and population driven services continue to demand commercial land within urban areas of the region, there remains sustained demand for land suitable for industry including food manufacturing, logistics and construction activity.

4.5.2 Economic priorities

4.5.2.1 Creating our future workforce

Between December 2017 and December 2018, the Bendigo statistical region¹³ had the fastest employment growth in Australia at 14.9%¹⁴. With further jobs growth predicted, and many of our workers close to retirement age it is predicted that a further 12,900 jobs will need to be filled in the Bendigo region over the next five years¹⁵.

However, at the same time as having Australia's highest jobs growth rate, the Bendigo region paradoxically has Victoria's highest youth unemployment rate at 18.3%¹⁶.

Other statistics point to an issue with the readiness of the region's school leavers for work or further study. Many young people in the Bendigo

¹³ The Bendigo Statistical Area SA4 includes the City of Greater Bendigo, Loddon Shire, Mt Alexander Shire and the northern half of Macedon Ranges Shire

¹⁴ ABS labour Force, December 2018 (12-month averages of original data)

¹⁵ Department of Jobs and Small Business, Employment projections to 2023

¹⁶ ABS, Labour Force, December 2018

statistical area are disengaged: 15% of 18 to 24-year-olds are neither studying, employed nor looking for work. This compares to 11% for Victoria.

In this region, 71% of young people aged between 20 and 24 completed Year 12 which compares to 82% across Victoria¹⁷. And those that do complete Year 12 in the Loddon Campaspe region are less likely to transition to further study (57% in Bendigo compared to 75% for Victoria¹⁸).

Further investigation is required to diagnose what is going wrong. Are there issues with the primary or secondary education on offer within the region? Would more students go onto further study if a greater range of educational opportunities were provided within the region?

These questions are of great importance, not just for the supply of labour to our growing economy, but for the welfare of individuals and the cohesion and inclusivity of our community.

4.5.2.2 Comprehensive future skills study

One of the greatest inhibitors to regional business growth is the ability to find labour, skills and key people to support business growth and investment into the region. This issue appears to be ubiquitous throughout the region and across industries. Local employers and prospective business investors continue to report difficulty (or risk in) attracting the right skills. A February 2019 survey indicated that 45% of employers have had difficulty filling vacancies, up from 38% at the same time last year¹⁹.

This skills deficit is compounded by a local workforce with a higher proportion of lower income earners. Over 54,000 workers representing almost 60 percent of the region's workers earn less than \$999 per week (compared with 49.1 percent of total Victorian workers²⁰).

The region requires good information on the skills and qualifications required by industries to support the design of vocational courses and higher education offerings that can help meet this need.

The region would greatly benefit from the development of a Regional Skills Demand Profile, similar to those prepared by the Victorian Skills Commissioner in other regions. It would be beneficial to expand the scope of such a study to include higher education needs in addition to the focus on the vocational sector.

In addition, there is a need to strengthen the link between business skill requirements of industry with the secondary school curriculum – ensuring that students are familiar with workplaces and career options. Innovative programs recently introduced to the region are focused on this outcome.

The Bendigo Tech School, sited at La Trobe University, encourages careers in science, technology, engineering and mathematics (STEM).

The *GROW* program and the *Passions and Pathways: Primary Schools and Workplaces in Partnership* programs both encourage students to become familiar with the world of work. Both programs are targeted towards schools in areas with high levels of disadvantage.

Local outcomes have been generated by strong industry engagement by the Bendigo Manufacturers Group (BMG) to support work integrated learning. This has been successful within Bendigo with the Welding Centre of Excellence that supports local businesses and facilitates relationships between industry and registered training organisations (RTOs). Opportunities to expand this approach across other industries could be investigated for application throughout the region.

¹⁷ ABS (2016) Census of Population & Housing

¹⁸ On Track Report, Greater Bendigo Local Government Area, 2018

¹⁹ Department of Jobs and Small Business, Survey of Employers' recruitment experiences, February 2018 and February 2019.

²⁰ ABS (2016) Census of Population & Housing compiled by REMPLAN.

Similar integrated training approaches can be applied to the provision of skills needed by the tourism and hospitality sectors, where courses could be aggregated into a bundled curriculum that includes responsible Service of Alcohol (RSA), Responsible Service of Food (RSF) and Food Handling Certificate to address local demands. Courses could be expanded to include Occupational Health and Safety and Barista training to consolidated regional training offers bolstering local service industries for visitors and the growing regional population.

The long-term benefits for the study include better matching local curriculum and skills development to regional employment opportunities, increasing regional prosperity when measuring GRP through income method, increased household (wages & salaries) and business income (Operating Surplus) when measuring value added.

4.5.2.3 Building a world class health sector

The investment in Bendigo's Hospital has transformed primary care opportunities in the Loddon Campaspe region and beyond. The built infrastructure that underpins this improved treatment of patients is fundamentally digital.

There is considerable opportunity for Bendigo to become a centre for research specialising in models of healthcare in regional settings. Key to this will be unlocking the region's health care value through a program of digital health transformation that digitises services.

Analysis in Germany, for example, identified potential savings of close to 8 percent of the total spend on health care through application of digital transformation across issues including paperless data, online interaction, workflow/automation, outcome transparency and patient self-care.

Partnerships that leverage the significant capital expenditure to afford improved health outcomes, lower operational costs and better customer

experiences require regulatory and policy support within the digital health transformation investment area.

Informing strategies that outline best practice precedents and combine learnings from relevant research, digital solutions aligned to areas of care could be explored to expedite regional investment and/or piloting of projects to unlock Bendigo Hospital for digital service delivery and transformation.

Previous assessment within Bendigo identified a growing demand and new opportunities in information management, communication and promotion in the Health Care sector. Alignment of investment in research centres can leverage public investment in the Bendigo Hospital through a partnership that stimulates the local economy through job creation and population attraction.

In addition, emerging innovative approaches toward health/care industries that support ageing residents and recognise the significant forecast population demand amongst this older cohort present great community outcomes that supports regional economic development. The development of a leading regional Australian dementia village facility and associated research and educational/training facilities in Heathcote is such an example. The Dementia village concept seeks to develop Heathcote as a dementia friendly township, incorporating research, workforce development and economic stimulus for local economies by applying dementia enabling environment principles.

The linkage to local supply chain development, local workforce demand and an ability to scale and replicate the model in other smaller townships presents a significant township renewal strategy.

Leverage off the \$100 million State Government upgrade to the Maryborough District Hospital including the Centre for Inspired Learning which offers a Diploma of Nursing on site. Seek funding for similar investment in Castlemaine Health's facilities.

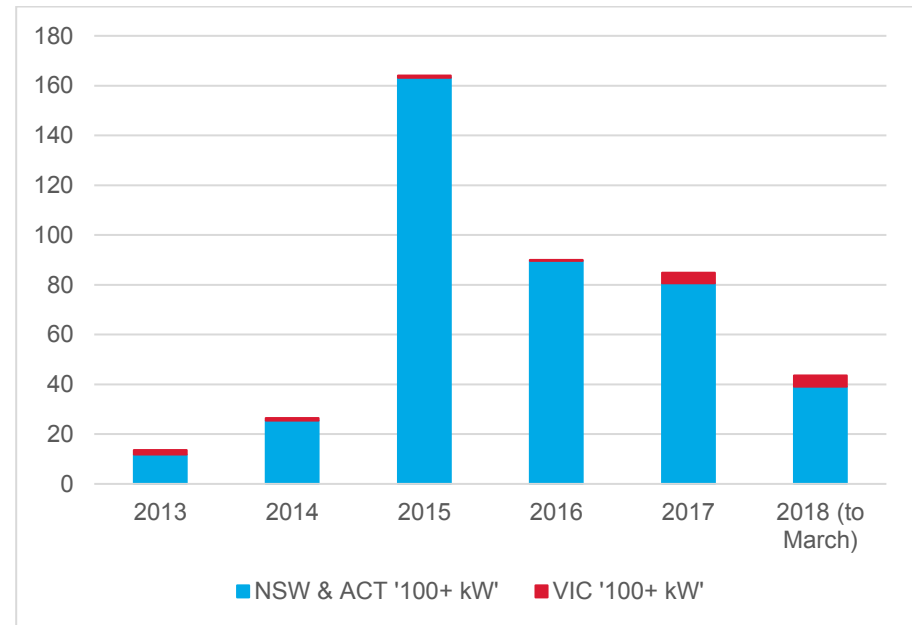
4.5.2.4 Renewable and equitable regional energy network

Energy is one of the most important policy areas for business. Volatility in market prices for electricity and gas have significant impact on regional businesses, particularly manufacturing. Electricity prices (30%) & energy policy (29%) were the top two greatest economic challenges for Australian business at the end of 2017²¹.

The region has a strong legacy of key energy demonstration projects, initiated within the region over the last ten years to expand understanding and capability for increased use of renewable energy in the region. However, the ramping up of gas pricing has had significant impacts for industrial businesses.

Despite recent State policy efforts to address the mix of power within the region, Victoria is largely behind its most comparable State counterpart, New South Wales (including the ACT), in production of large-scale systems of 100+ KW (Figure 4-13). It is expected that demand for solution to either feed into the grid or provide local de-centralised solutions is best aligned to the key growth industries across manufacturing sector whose energy footprint represents is the key industries in the Loddon Campaspe.

Figure 4-13 Victorian and New South Wales (incl. ACT) photovoltaic installations over 100 kW



Source: Australian PV Institute, sourced from Clean Energy Regulator.

The take up in renewable energy as a key component of the Australian Energy supply market has significant momentum. Coupled with further initiatives toward de-centralised solution and local large-scale battery storage, there is a need for regional policy to respond to demands by business and communities for sustainable and lower cost energy solutions.

Our region needs to undertake the planning required to support the transition to a new energy economy that has more localised power production and an increased dependence on batteries – particularly to accommodate a predicted increase in electric vehicle usage.

²¹ (2017) Australian Institute of Company Directors

We need to support Local Governments who aspire to become more reliant on renewables (CoGB is to become 100% renewable by 2036) by:

- Testing the feasibility of the Bendigo Pumped Hydro project and preparing the project for private investment.
- Establishing a series of mid-sized locally owned (10 Megawatt) solar farms.

The Bendigo Pumped Hydro project provides a platform for demonstration and skills export within the renewable energy sector.

Localised energy production creates savings. Transmission losses of approximately 15 percent are incurred when power comes from the La Trobe Valley. If local power generation is retained under local ownership domestic and business energy expenses are retained in our local communities.

Models that promote local ownership have been successfully applied through the Bendigo Community Bank Model and could unlock feasible business solutions to waste and energy requirements at a regional scale.

Integration of standards for sustainable community micro-grid models into residential and industrial subdivisions could present further opportunities for neighbourhood grids that return community benefit and foster renewable energy industry capability. Utilisation of smart meters that have been installed but remain unused, could also enhance the cost-effective use of the available energy.

Opportunities to support financing solutions/instruments for households, communities, businesses and development community that support renewable investment and improve trading conditions through access to lower energy prices.

Opportunities exist to develop Power Purchasing Agreements that create necessary scale to support development of 2 – 5 and 10-megawatt solar

farm scale relevant to residential and smaller commercial businesses operations that maintain private or business leases.

There are trade water and waste restrictions that may inhibit further regional development through increased headworks charges for developers. Regional incentives scheme that enables rewards innovation for 'on-site' closed loop water/waste solutions may address potential economic growth limitations where water authorities requires significant infrastructure renewal to enable development.

4.5.2.5 Regional employment land

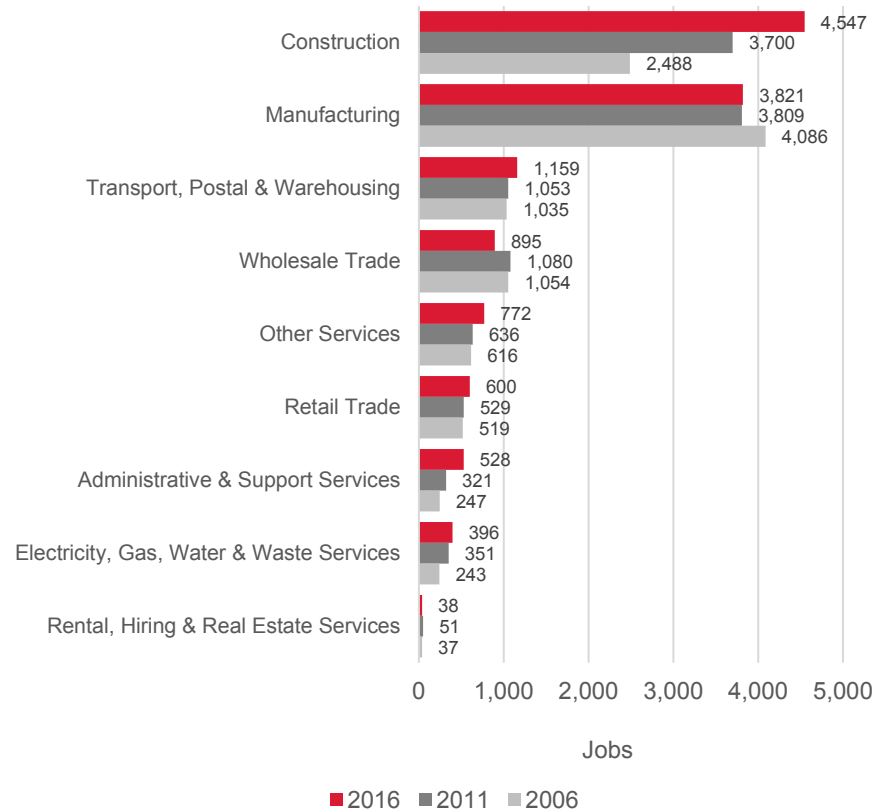
The provision of appropriately serviced industrial land is critical for both existing and future businesses within Greater Bendigo and the broader region. Confidence underpins economic growth and regardless of public investment throughout the regional capital, lack of adequate land to support private investment and local employment has the potential to inhibit economic growth.

Currently, Greater Bendigo has around 120 hectares of industrial land to support future industry and local employment. Employment trends in Bendigo industry are generally consistent with trends seen across Victoria. One notable distinction is in the stabilisation of employment in Bendigo's manufacturing sector. Across the State, the absolute number of jobs in manufacturing has declined each period between 2006, 2011 and 2016. However, in Bendigo the number of manufacturing jobs has remained relatively stable between 2011 and 2016, driven by growth in the subsectors of food product manufacturing and vehicle manufacturing parts.

Output generated by industry in Bendigo is dominated by the manufacturing and construction sectors. Together, these two sectors account for an estimated \$4.229 billion of output in 2017. Transport, postal and warehousing has also experienced an increase between 2011 and 2017.

Considered as a proportion of all employment, the relative share of manufacturing is decreasing in Bendigo as sectors such as Healthcare and Social Assistance grow in importance. However, given the absolute declines observed in manufacturing across the State, the maintenance of manufacturing jobs in Bendigo is a benefit to the region.

Figure 4-14 Employment in Bendigo Industry, 2006-2016

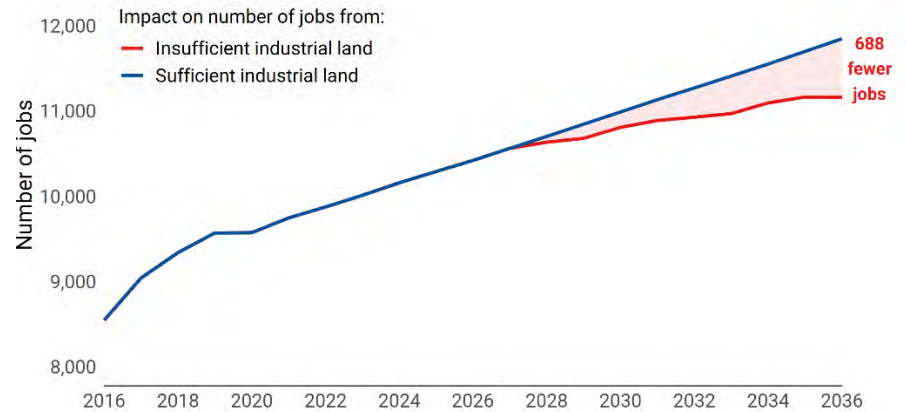


Source: REMPLAN

Should industrial land supply be exhausted, regional economic growth could be negatively affected. Industry, including manufacturing, construction and transport and logistics, remains a critical and important component of the Greater Bendigo and broader regional economy.

Preliminary estimates that combine forecast employment estimates based on projected population growth indicate that if land supply shortages materialise over the next 15 years up to 688 jobs could be at risk. (Figure 4-15).

Figure 4-15 Potential cumulative jobs lost if adequate industrial land supply is not provided (shaded red region)



Source: REMPLAN

There is a need to ensure that available land is commercially viable and enables medium to long term job creation in sectors demanding industrial land. While some capacity exists in regional areas including Romsey, New Gisborne and other locations, the importance of linking a strong available workforce to demand for employment highlights the role of Greater Bendigo in facilitating the provision of industrial land that can adequately serve regional demand.

4.5.2.6 Attract new business investment

Private investment is the engine room of our economy and we need to do what we can to attract as much investment as possible.

Both State and Commonwealth Government have been playing a role in supporting businesses that wish to establish or expand in our region. This occurs through the provision of grants but also in the form of support in overcoming planning hurdles, support in attracting investment, and establishing trade opportunities.

In the 2017/18 financial year the Victorian and Federal governments provided financial support to businesses across the Loddon Campaspe region, as well as considerable amounts of facilitation support. Grants of over \$6 million leveraged \$69.5 million of private investment.

There is evidence of considerable unmet demand for grants that help businesses expand, so it is hoped that Government support of this nature is continued if not increased.

There is also concern that businesses can have difficulty in accessing equity to support business growth. This impediment to economic growth is experienced when capital of between \$0.5 and \$20 million is sought.

The region is currently collecting evidence of this concern, and if proven, there is a need to seek solutions such as developing a line of business capital through a product such as a Regional Capital Investment Fund. A financing model such as this could unlock and incentivise access to capital to expand into new markets and support innovation.

²² ARUP (2018) Pre-feasibility study of renewable energy pumped hydro in Bendigo. DELWP and City of Greater Bendigo

4.5.3 Economic Benefit

Increased employment and capital expenditure that supports new professional capabilities in the region ultimately support the long-term prosperity of the region.

- International Export Value (\$M) increase.
- Increased business capability for market expansion and local business investment.
- Increased Manufacturing Sector (\$M) Value-Added.
- Level of private product development and local job creation.
- Identification and capability building in new emerging sectors.

Renewables investment – pumped hydro

The full scope of investment opportunities that package a range of generation, storage and pumping to support development of a renewable and equitable regional energy network are not yet fully described, investigated or costed. One element, that arguably ties the project together is the investment in a pumped hydro solution.

Preliminary feasibility study assessment has the following broader economic benefits:

- Potential to reduce electricity price volatility in the region
- Potential reduction of local economic burden of groundwater management
- Opportunity for facilitating connection of new renewable generation in the region
- Increased investment attraction to the Bendigo region
- Bendigo being recognised as a centre of innovation in sustainability and renewable energy
- Potential for use as part of a renewable community power project²²

The construction and operation phase of the project also provide direct economic benefits. Reporting suggests the construction phase of the project will total \$50 million in expenditure presenting an opportunity for 15 percent of local labour during the construction phase, while the \$1.25 million in annual operational and maintenance cost will return 40 percent local benefit.

REMPPLAN analysis of these estimates suggest the construction phase (\$7.500 million of local expenditure) will support a total economic impact (direct and non-direct) of \$17.125 million during construction and up to 48 jobs during peak economic activity. The operational phase will support one direct job and up to 0.958 million of direct and indirect output.

5 Workshop Engagement

Brad Crème	Parks Victoria	Sue La Greca	Macedon Ranges Shire Council
Bruce Burns	Department of Education & Training	Tim Shanahan	North Central Catchment Management Authority
Chris Weir	Bendigo Sustainability Group	Trevor Budge	City of Greater Bendigo
David Richardson	Loddon Campaspe Partnership		
Dennis Bice	Be.Bendigo		
Derek Shotton	President Elmore Filed Days, Breeders Australia		
Donna Rogers	Bendigo Kangan Institute		
Hayley Cail	Regional Development Victoria		
Herbert Hermans	Tezamen Pty Ltd		
Ian Hart	Regional Development Victoria		
Jarra O'Shea	Coliban Water		
Jeff Bothe	Bendigo Manufacturing Group		
Jim Dannock	Australian Industry Group		
Keith Oberin	Campaspe Shire Council		
Keith Reynard	City of Greater Bendigo		
Nigel McGuickan	Loddon Campaspe Partnership		
Peter McAllister	True Foods Maryborough		
Rob Stephenson	La Trobe Head of Campus		

**MOUNT ALEXANDER SHIRE COUNCIL
PROPOSED BUDGET
2019/2020**



Mayor's Introduction

Councillors are pleased to release the Budget 2019/2020 to the community. It outlines the services, works and capital investments needed to deliver on our commitments and achieve our vision of an innovative, creative and connected shire in the Council Plan 2017-2021.

The proposed \$43.6 million budget outlines the resources needed to deliver more than 100 services to the community under the adopted pillars of Our People, Our Place and Our Economy. In addition to delivering core programs and services, our focus is on continuing to improve the physical assets in towns across the shire.

The budget includes an allocation of \$16.7 million for capital works, including carry-forward projects, to improve infrastructure such as our roads, bridges, drains, footpath and trail networks. It includes strong investment in our community facilities as places where people can socialise and connect, be creative or get some exercise to improve their health and wellbeing. The upgrades follow a considerable amount of work to audit our assets over the past few years to help us prioritise investment based on their condition and community needs.

Some highlights of the capital works program include:

- Road rehabilitation works on Bendigo-Sutton Grange Road, Sutton Grange Road and North Harcourt Road, and an upgrade to Specimen Gully Road in Barkers Creek
- Replacement of bridges in Froomes Road, Castlemaine and Eagles Road, Harcourt
- Construction and design of female friendly change-rooms at Harcourt Recreation Reserve and the Bill Woodfull Reserve in Maldon, respectively
- Stage one construction of flood levees and related waterway landscaping in Castlemaine and Campbells Creek, with assistance from the Victorian Government
- Works to finalise the walking and cycle track, and complete the missing links, on the Campbells Creek Trail
- Construction of footpaths in William and Ray Streets as part of our plans to link the McKenzie Hill growth area, as well as a pedestrian crossing in Forest Street near Camp Reserve
- Construction of a play space at Stanley Park North in Harcourt and replacement of the playground at Morissey Reserve near the Westend Hall in Castlemaine
- Continuing works to improve the streetscapes in our towns including Harcourt, Taradale, Elphinstone, Chewton, Campbells Creek, Guildford, Newstead, Maldon and Castlemaine.

The proposed budget also includes a number of new and continuing initiatives to encourage a strong, resilient and connected community including:

- Continued support for community lunches in Maldon, Newstead and Castlemaine
- Implementation of our Early Years Plan and the State Government funded Supported Playgroups Program
- Delivery of valued aged and disability services, despite significant changes in the sector due to the Commonwealth Government's Aged Care Reform program
- A new part-time position for an Equity and Inclusion Officer to protect human rights, and meet legislative requirements under the *Victorian Charter of Human Rights and Responsibilities Act*
- A Walking and Cycling Strategy review to guide future investment and decision-making
- Funding to manage and maintain trees across the shire, to minimise risk and preserve the significant trees at Castlemaine Botanical Gardens
- A review of groundwater bores at recreation reserves to determine options for water supply
- A feasibility study investigating the capacity of the Wesley Hill Stadium to meet indoor sports needs for residents.

Mayor's Introduction continued

As your Councillors, it is our role to listen to the community, understand your priorities and be financially responsible. It's a tough job to meet the needs of everyone but will we continue to do our best to identify sustainable cost savings and deliver high quality services, while continuing to advocate for a fair share of State and Federal funding.

The 2019/2020 budget proposes an average increase to rate income of 2.5%, in line with the State Government's Fair Go Rates System (FGRS) which has capped rate increases at 2.5% in 2019/2020. Council has not applied to the Essential Services Commission for a variation, in the four year history of rate capping, and has not budgeted any new borrowings for 2019/2020.

While Council has proposed an average rates increase of 2.5%, the actual increase for each ratepayer will vary due to the amount of their individual property valuation. The Victorian Government now requires all properties to be revalued annually, which will result in a redistribution of rates payable based on the change to a property's value.

Kerbside bin collection charges will increase by an average of 3% per property. It has been difficult to minimise the costs for users of the service while tackling a general rise in the costs of waste management in the face of global recycling challenges, the State Government landfill levy and costs associated with rehabilitating cells in the landfill.

Council endorses this budget as financially responsible. It was developed through a rigorous process of consultation and review by staff and Councillors. Decisions were informed by feedback from ratepayers and residents and our obligations to meet legislative requirements under the pressures of the Fair Go Rates System.

I encourage you to read this document to understand the significant investment in capital works and the programs and services we will deliver in the financial year ahead. You can also have a say on the priorities in the budget by making a submission.

Cr Tony Cordy
Deputy Mayor

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

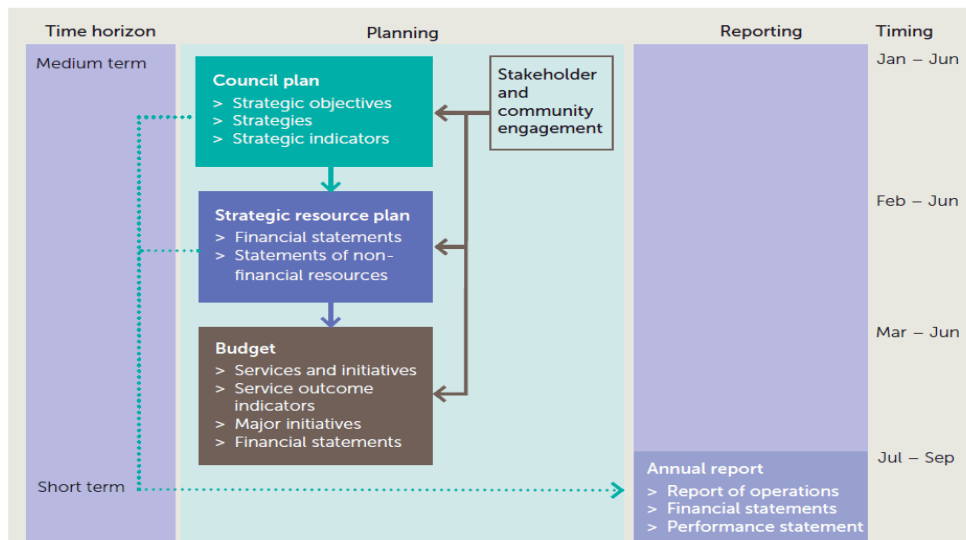
The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

1. Link to the Council Plan

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

1.1 Legislative Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning

In addition to the above, Council has a long term plan which articulates a community vision, mission and values.

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

1.1.2 Key planning considerations

Service level planning

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.

1.2 Our purpose

Our vision

*Mount Alexander:
Innovative. Creative. Connected.*

Our principles

Mount Alexander Shire Council will:

- *listen to our communities, respect their views and respond openly and responsibly*
- *insist on integrity, equity and fairness in delivering services and facilities*
- *be progressive and innovative*
- *advocate for our shire and collaborate with others for the benefit of our region.*

1.3 Pillars

Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the pillars as set out in the four year Council Plan 2017-2021. The three pillars described in the Council Plan are:

Our people	<ul style="list-style-type: none">- socially connected, safe and inclusive communities- local services that support the needs of our community- improved health and wellbeing- a welcoming place for all
Our place	<ul style="list-style-type: none">- well managed assets for now and into the future- a clean and green community- well planned-for growth
Our economy	<ul style="list-style-type: none">- a creative and innovative economy- great opportunities for education and technology- an innovative and sustainable organisation



2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/2020 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



The tables below provides Council's net operating costs to deliver on-going and one off projects.

2.1 Our People

Population | Health | Wellbeing | Support | Resilience | Partnerships | Social services | Connections

Services

Service area	Description of services provided		2018/2019	2019/2020
			Budget \$'000	Budget \$'000
Aged and Disability Services	Assesses and plans services for older people and people with disabilities to enable them to remain living independently. This includes home care services, personal care services, respite services, delivered meals, home safety and social support programs for isolated older people.	<i>Exp</i>	2,402	2,348
		<i>Rev</i>	1,972	1,976
		<i>NET</i>	430	372
Community Safety and Amenity	Improves safety and amenity in the shire by supervising school crossings, control of domestic animals and livestock, regulating parking, issuing local law permits and infringement notices, and providing information and advice to the community.	<i>Exp</i>	641	800
		<i>Rev</i>	408	445
		<i>NET</i>	232	357
Communication	Provides information to the community about our programs and services through media, social media, advertising, newsletters and web. Assists and provides advice to staff on sharing information and engagement with the community.	<i>Exp</i>	351	354
		<i>Rev</i>	-	-
		<i>NET</i>	351	354
Community Partnerships	Works with local residents, community organisations and service providers to build community capacity and strengthen our engagement with the community.	<i>Exp</i>	500	470
		<i>Rev</i>	-	-
		<i>NET</i>	500	471
Venue Coordination and Events	Provides hire and management services for public venues, as well as cleaning and maintenance of public restrooms.	<i>Exp</i>	651	677
		<i>Rev</i>	41	39
		<i>NET</i>	609	638

2.1 continued

Service area	Description of services provided		2018/2019	2019/2020
			Budget \$'000	Budget \$'000
Customer Service	Assists customers with general enquiries, shares information, registers community requests for service and processes payments.	<i>Exp</i>	376	411
		<i>Rev</i>	-	-
		NET	376	411
Emergency Management	Develops and implements strategies to increase the emergency management capability of the shire and community. Undertakes prevention measures to reduce risk from hazards.	<i>Exp</i>	256	238
		<i>Rev</i>	134	129
		NET	121	109
Environmental Health	Conducts inspections and maintains registrations for food and public health businesses, including registration and approval of temporary food permits, assessment of septic tank applications and investigates complaints.	<i>Exp</i>	322	317
		<i>Rev</i>	143	146
		NET	179	172
Executive	Strategically manages the organisation in keeping with the requirements of good governance, legislation and strategic policy.	<i>Exp</i>	997	1,038
		<i>Rev</i>	-	-
		NET	997	1,038
Library Operations	Provides accessible information and resources for the recreational, cultural, educational and social development of our community. The service is provided by Goldfields Library Corporation via the library located in Castlemaine.	<i>Exp</i>	516	527
		<i>Rev</i>	19	19
		NET	497	508
Maternal and Child Health	Provides consultations, information, referrals, advice and support for children from birth to school age and their families.	<i>Exp</i>	331	333
		<i>Rev</i>	203	247
		NET	128	86
Organisational Capability	Provides strategic and operational organisation capability support including human resource and industrial relations strategies, policies and procedures.	<i>Exp</i>	1,442	1,541
		<i>Rev</i>	6	1
		NET	1,435	1,540
Records	Stores, retrieves and archives records and ensures legislative and privacy requirements are met.	<i>Exp</i>	313	308
		<i>Rev</i>	-	-
		NET	313	308
Youth Development	Works in partnership with young people and the community, organisations and service providers to support and promote initiatives, activities and programs that strengthen young people's connections and place within the community.	<i>Exp</i>	166	159
		<i>Rev</i>	87	65
		NET	80	94

Major Initiatives

- 1) State Government funding will continue to support delivery of the Supported Playgroups Program and implementation of the Early Years Plan (\$93,930 - Council funded \$37,471)
- 2) Federal and State Governments will continue to part fund the Commonwealth Home Support Program and Home and Community Care Program to deliver quality and innovative programs in aged and disability services until 30 June 2020.

Other Initiatives

- 3) The creation of a new part time position to enable the organisation to continue to develop a strategic and operational understanding of its legislative responsibilities under the *Victorian Charter of Human Rights and Responsibilities Act (2006)*.
- 4) We will continue to support the community lunch programs in Maldon and Castlemaine, and will offer support to the Newstead program for the first time (\$10,000).

2.1 continued

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Wellbeing - Families and Children	Participation	Participation in MCH service (Percentage of children enrolled who participate in the MCH)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Wellbeing - Families and Children	Participation	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / Municipal population] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100



2.2 Our Place

Buildings | Sport and recreation facilities | Roads | Footpaths | Drainage | Trails | Playgrounds | Gardens | Natural environment | Waste | Recycling | Heritage

Services

Service area	Description of services provided		2018/2019	2019/2020
			Budget \$'000	Budget \$'000
Active Communities	Provides advice on local recreational needs and facility use and planning, while running special projects and events to promote and develop healthy physical activity in the shire and support sports and recreation clubs.	<i>Exp</i>	947	1,299
		<i>Rev</i>	110	68
		<i>NET</i>	837	1,230
Community Buildings and Property Management	Prepares maintenance and management programs for our buildings, pavilions and other community assets to maximise value and use. The service also facilitates management and strategic planning for our building, land, commercial and community leases and licences.	<i>Exp</i>	795	775
		<i>Rev</i>	108	188
		<i>NET</i>	687	588
Environment and Sustainability	Develops environmental policy, coordinates and implements environmental projects and works with other services to improve our environmental performance, including climate change initiatives.	<i>Exp</i>	205	199
		<i>Rev</i>	63	32
		<i>NET</i>	142	167
Infrastructure	Designs, contract manages and supervises our capital works program. Undertakes safety and condition inspections of roads, bridges and footpaths, and maintains the asset management system while overseeing community infrastructure development.	<i>Exp</i>	794	947
		<i>Rev</i>	168	167
		<i>NET</i>	627	780
Parks and Gardens	Manages key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens and Victory Park, as well as managing street trees, tree planting and removal, in addition to planning and strategies.	<i>Exp</i>	2,245	2,278
		<i>Rev</i>	-	-
		<i>NET</i>	2,245	2,278
Recreation Facilities	Oversees the management, use and development of sports grounds and pavilions. Provides advice on recreational needs, facility use and planning to provide access to well-maintained sporting and recreation facilities.	<i>Exp</i>	236	255
		<i>Rev</i>	82	132
		<i>NET</i>	154	123
Roads and Paths	Undertakes maintenance and renewal of our roads, bridges, paths and drainage. This includes maintenance grading, patrol patching, periodic gravel and bituminous resurfacing, road and intersection renewals, road markings, signage, drain clearance and street sweeping.	<i>Exp</i>	3,232	3,031
		<i>Rev</i>	632	1,872
		<i>NET</i>	2,600	1,159
Waste Management	Manages the waste management facilities at Castlemaine and Maldon. Provides kerbside waste, recycling collection and develops and implements waste and resource recovery strategies.	<i>Exp</i>	3,067	3,019
		<i>Rev</i>	4,535	4,716
		<i>NET</i>	(1,468)	(1,697)

2.2 continued

Major Initiatives

- 1) Replacement of bridges in Froomes Road and Eagles Road (\$1.48 million), subject to Federal Government contributions of \$744,000
- 2) Construction of female change rooms at the Harcourt Recreation Reserve (\$673,000)
- 3) \$2.98 million for a number of road rehabilitation and upgrade projects, including Bendigo-Sutton Grange Road, Specimen Gully Road, Sutton Grange Road and North Harcourt Road. These works are budgeted to be part funded by the Roads to Recovery Program (\$900,000) and the Fixing Country Roads Program (\$1.39 million)
- 4) \$342,000 of works on recreation facilities, including swimming pools
- 5) Stage one construction of flood levees and related waterway landscaping in Castlemaine and Campbells Creek, utilising \$417,000 of State Government funding, as well as stage two drainage works in Saint Street (\$796,000)
- 6) Finalisation of the Campbells Creek walking and cycling trail (\$643,000), subject to Federal Government funding of \$500,000
- 7) Footpath renewal and construction works (\$593,500) across a range of sites including major works at William Street, Ray Street and Camp Reserve at Forest Street
- 8) \$430,625 construction of a new play space in Stanley Park North, Harcourt with \$310,000 funding being contributed by the State Government, as well as the replacement of the existing playground in Morrissey Reserve.

Other Initiatives

- 9) \$80,000 for design works for the Harcourt streetscape project
- 10) Local road resealing and gravel road resheeting (\$1.53 million)
- 11) \$20,000 to trial public place recycling bins
- 12) An additional \$44,000 for rural roadside weed management
- 13) An additional \$120,000 for tree management and maintenance for both street trees and the Botanic Gardens
- 14) \$49,500 for a review of the Walking and Cycling Strategy to better inform future decisions and works.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Roads	Satisfaction	Satisfaction with sealed local roads	Community satisfaction rating out of 100 on how Council has performed on the condition of sealed local roads
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

2.3 Our Economy

Business | Economy | Jobs | Education | Creativity | Innovation | Tourism | Culture

Services

Service area	Description of services provided		2018/2019	2019/2020
			Budget \$'000	Budget \$'000
Building Services	Provides building compliance services including emergency management responsibilities, fire safety inspections, swimming pool barrier audits and investigates complaints and illegal works.	<i>Exp</i>	176	196
		<i>Rev</i>	75	98
		<i>NET</i>	100	98
Cultural Development	Provides advocacy and support to help develop arts, cultural and creative activities across the shire.	<i>Exp</i>	227	219
		<i>Rev</i>	16	7
		<i>NET</i>	211	212
Economic Development	Undertakes initiatives to build the local economy including support for the growth of local businesses and industry networks along with reducing barriers for business development. Works towards creating and maintaining an environment that ensures the shire is a desirable location for people to visit, work, live and invest.	<i>Exp</i>	521	528
		<i>Rev</i>	-	-
		<i>NET</i>	521	528
Financial Services	Manages finances through the preparation and monitoring of the budget, payment of accounts, procurement of services, raising and collection of rates and charges and valuation of properties.	<i>Exp</i>	1,485	1,457
		<i>Rev</i>	570	588
		<i>NET</i>	915	869
Governance	Coordinates Council meetings, Councillor related activities and provides support and oversight of compliance with the Local Government Act.	<i>Exp</i>	480	586
		<i>Rev</i>	5	-
		<i>NET</i>	476	586
Information Services	Provides, supports and maintains cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way.	<i>Exp</i>	869	998
		<i>Rev</i>	-	-
		<i>NET</i>	869	998
Planning Services	Manages land use and development in the municipality in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications and undertakes compliance activities. Develops and implements urban and rural planning strategy and maintains an effective planning scheme through regular reviews and planning scheme amendments, while ensuring appropriate support for our heritage.	<i>Exp</i>	1,418	1,417
		<i>Rev</i>	326	353
		<i>NET</i>	1,092	1,064
Tourism Services	Provides visitor information, marketing and industry development for the shire. Supports economic and social benefits of tourism through operation of Visitor Information Centres in Castlemaine and Maldon. Provides accommodation and tour booking services.	<i>Exp</i>	320	370
		<i>Rev</i>	93	125
		<i>NET</i>	227	245

Major Initiatives

- 1) \$270,000 for streetscape design and construction works, including design for Maldon and construction across a number of small towns across our Shire
- 2) \$774,800 building works across a range of facilities, including replacing the floor in the shire library, numerous works to ensure compliance of public buildings with the *Disability and Discrimination Act*, and further Market Building conservation works.

Other Initiatives

- 3) Upgrade to the stage lighting at the Town Hall
- 4) Minor works to renew facilities at the Maldon Visitor Information Centre and the Castlemaine Maternal and Child Health Centre (\$75,000).

2.3 continued

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT Council decisions in relation to planning applications] x100
Governance	Satisfaction	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.4 Reconciliation with budgeted operating result

	Net (Cost) Revenue \$'000	Expenditure \$'000	Revenue \$'000
Our People	(6,455)	9,521	3,066
Our Place	(4,629)	11,804	7,175
Our Economy	(4,601)	5,770	1,170
Total	(15,685)	27,096	11,411

Expenses added in:

Depreciation	(8,800)
Net (gain) / loss on disposal of assets	(394)

Deficit before funding sources (24,879)

Funding sources added in:

Rates and charges revenue	19,544
Rates interest	170
Capital works income	4,488
Unallocated Victorian Grants Commission	3,240

Total funding sources 27,441

Operating surplus/(deficit) for the year 2,562

Less

Capital grants	(4,459)
Capital contributions	(29)

Underlying surplus/(deficit) for the year (1,926)

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/2020 has been supplemented with projections to 2022/2023 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

- * Comprehensive Income Statement
- * Balance Sheet
- * Statement of Changes in Equity
- * Statement of Cash Flows
- * Statement of Capital Works
- * Statement of Human Resources

Pending Accounting Standards

The 2019/2020 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019/2020 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019/2020 financial statements, not considered in the preparation of the budget include:

- AASB 16 Leases
- AASB 15 Revenue from Contracts with Customers, and
- AASB 1058 Income of Not for Profit Entities.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- AASB 16 Leases – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not for Profit Entities – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.



Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Budget	Forecast	Budget	Strategic Resource Plan Projections		
		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income							
Rates and charges	4.1.1	23,044	23,185	23,961	24,582	25,269	25,976
Statutory fees and fines	4.1.2	997	1,148	1,051	1,077	1,104	1,132
User fees	4.1.3	1,022	1,177	1,078	1,110	1,144	1,178
Grants - operating	4.1.4	4,722	4,915	7,127	7,557	7,766	7,981
Grants - capital	4.1.4	2,101	1,775	4,459	4,166	4,707	4,528
Contributions - monetary	4.1.5	70	227	120	122	125	127
Contributions - non-monetary	4.1.5	-	-	29	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(485)	(485)	(394)	(250)	(250)	(320)
Other income	4.1.6	803	972	838	852	866	881
Total income		32,274	32,914	38,269	39,217	40,731	41,483
Expenses							
Employee costs	4.1.7	14,621	13,905	15,162	15,694	16,244	16,813
Materials and services	4.1.8	9,327	10,044	10,138	10,689	10,732	10,970
Depreciation and amortisation	4.1.9	8,521	8,681	8,800	8,890	8,887	8,884
Bad and doubtful debts		6	23	18	16	17	17
Borrowing costs		194	194	164	171	279	263
Other expenses	4.1.10	1,569	1,568	1,424	1,452	1,482	1,511
Total expenses		34,238	34,415	35,706	36,912	37,640	38,458
Surplus/(deficit) for the year		(1,964)	(1,501)	2,563	2,305	3,092	3,025
Other comprehensive income							
Items that will not be reclassified to surplus or deficit in future periods							
Share of other comprehensive income of associates and joint ventures		(1)	(1)	(1)	20	20	20
Total comprehensive result		(1,965)	(1,502)	2,562	2,325	3,112	3,045

Balance Sheet

For the four years ending 30 June 2023

	NOTES	Budget	Forecast	Budget	Strategic Resource Plan Projections		
		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets							
Current assets							
Cash and cash equivalents		9,706	14,318	7,721	11,987	9,268	12,963
Trade and other receivables		2,690	3,345	3,221	3,226	3,381	3,415
Inventories		70	70	70	70	70	70
Non-current assets classified as held for sale		75	75	75	75	75	75
Total current assets	4.2.1	12,541	17,808	11,087	15,359	12,794	16,523
Non-current assets							
Investments in associates		767	766	766	766	766	766
Property, infrastructure, plant & equipment		312,667	341,455	348,920	348,340	351,170	349,966
Intangible assets		447	443	286	126	66	6
Total non-current assets	4.2.1	313,881	342,664	349,972	349,232	352,002	350,738
Total assets		326,422	360,472	361,059	364,590	364,796	367,261
Liabilities							
Current liabilities							
Trade and other payables		1,661	1,696	1,759	1,846	1,865	1,909
Trust funds and deposits		819	814	806	798	790	782
Provisions		3,397	3,752	5,019	4,366	2,088	2,032
Interest-bearing liabilities	4.2.3	538	487	482	1,542	567	507
Total current liabilities	4.2.2	6,415	6,749	8,065	8,553	5,310	5,230
Non-current liabilities							
Provisions		1,209	4,573	1,759	335	341	347
Interest-bearing liabilities	4.2.3	3,282	3,438	2,961	5,105	5,360	4,853
Total non-current liabilities	4.2.2	4,491	8,011	4,720	5,440	5,701	5,200
Total liabilities		10,906	14,760	12,785	13,992	11,011	10,430
Net assets		315,516	345,712	348,274	350,598	353,785	356,831
Equity							
Accumulated surplus		115,857	106,686	113,333	118,085	122,863	124,810
Reserves		199,659	239,026	234,941	232,513	230,922	232,020
Total equity		315,516	345,712	348,274	350,598	353,785	356,831

Statement of Changes in Equity

For the four years ending 30 June 2023

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast				
Balance at beginning of the financial year	347,214	103,284	225,809	18,121
Surplus/(deficit) for the year	(1,502)	(1,502)	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,269)	-	4,269
Transfers from other reserves	-	9,173	-	(9,173)
Balance at end of the financial year	345,712	106,686	225,809	13,217
2020 Budget				
Balance at beginning of the financial year	345,712	106,686	225,809	13,217
Surplus/(deficit) for the year	2,562	2,562	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	4.3.1	(1,317)	-	1,317
Transfers from other reserves	4.3.1	5,402	-	(5,402)
Balance at end of the financial year	4.3.2	348,274	113,333	9,132
2021				
Balance at beginning of the financial year	348,274	113,333	225,809	9,132
Surplus/(deficit) for the year	2,325	2,325	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,362)	-	1,362
Transfers from other reserves	-	3,790	-	(3,790)
Balance at end of the financial year	350,598	118,085	225,809	6,704
2022				
Balance at beginning of the financial year	350,598	118,085	225,809	6,704
Surplus/(deficit) for the year	3,112	3,112	-	-
Net asset revaluation increment/(decrement)	75	-	75	-
Transfers to other reserves	-	(3,911)	-	3,911
Transfers from other reserves	-	5,577	-	(5,577)
Balance at end of the financial year	353,785	122,863	225,884	5,038
2023				
Balance at beginning of the financial year	353,785	122,863	225,884	5,038
Surplus/(deficit) for the year	3,045	3,045	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,223)	-	1,223
Transfers from other reserves	-	125	-	(125)
Balance at end of the financial year	356,830	124,810	225,884	6,136

Statement of Cash Flows

For the four years ending 30 June 2023

	Notes	Budget	Forecast	Budget	Strategic Resource Plan Projections		
		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities							
Rates and charges		23,647	23,185	24,321	24,689	25,351	26,098
Statutory fees and fines		1,022	1,148	1,067	1,082	1,108	1,137
User fees		921	1,177	1,094	1,115	1,147	1,183
Grants - operating		4,845	4,915	7,234	7,590	7,791	8,018
Grants - capital		2,156	1,775	4,526	4,184	4,722	4,549
Contributions - monetary		70	-	-	-	-	-
Interest received		435	575	546	554	563	571
Trust funds and deposits		(8)	(5)	(8)	(8)	(8)	(8)
Other receipts		1,984	624	418	422	430	439
Employee costs		(15,245)	(13,905)	(15,831)	(16,378)	(16,981)	(17,555)
Materials and services		(9,870)	(10,045)	(8,215)	(9,048)	(9,029)	(9,598)
Other payments		(5,675)	(1,568)	(2,982)	(4,620)	(3,829)	(1,607)
Net cash provided by/(used in) operating activities	4.4.1	4,282	7,876	12,170	9,582	11,265	13,229
Cash flows from investing activities							
Payments for property, infrastructure, plant and equipment		(12,145)	(11,778)	(18,392)	(8,643)	(13,281)	(8,922)
Proceeds from sale of property, infrastructure, plant and equipment		272	247	272	275	275	198
Loan and advances made		(1)	-	(1)	20	20	20
Net cash provided by/ (used in) investing activities	4.4.2	(11,874)	(11,531)	(18,121)	(8,348)	(12,986)	(8,704)
Cash flows from financing activities							
Finance costs		(194)	(194)	(164)	(171)	(279)	(263)
Proceeds from borrowings		-	-	-	3,500	833	-
Repayment of borrowings		(525)	(477)	(482)	(296)	(1,553)	(567)
Net cash provided by/(used in) financing activities	4.4.3	(719)	(671)	(646)	3,033	(1,000)	(829)
Net increase/(decrease) in cash & cash equivalents		(8,311)	(4,326)	(6,597)	4,267	(2,720)	3,695
Cash and cash equivalents at the beginning of the financial year		18,017	18,644	14,318	7,721	11,987	9,268
Cash and cash equivalents at the end of the financial year		9,706	14,318	7,721	11,987	9,268	12,963

Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Budget	Forecast	Budget	Strategic Resource Plan Projections		
		2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property							
Land improvements		292	-	140	416	904	663
Total land		292	-	140	416	904	663
Buildings		3,433	3,263	2,259	1,469	1,878	1,960
Total buildings		3,433	3,263	2,259	1,469	1,878	1,960
Total property		3,725	3,263	2,399	1,885	2,782	2,622
Plant and equipment							
Plant, machinery and equipment		905	631	1,025	715	847	828
Computers and telecommunications		331	386	389	250	270	250
Total plant and equipment		1,236	1,017	1,414	965	1,117	1,078
Infrastructure							
Roads		3,600	5,023	5,398	2,031	2,153	2,130
Bridges		829	204	2,436	796	942	982
Footpaths and cycleways		460	363	1,599	508	759	673
Drainage		903	826	1,152	569	309	475
Other infrastructure		-	-	523	-	-	-
Recreation, leisure and community facilities		-	836	1,014	398	58	59
Waste management		600	246	785	705	3,862	-
Total infrastructure		6,392	7,498	12,907	5,008	8,083	4,319
Total capital works expenditure	4.5.1	11,353	11,778	16,720	7,858	11,982	8,020
Represented by:							
New asset expenditure		1,484	1,484	1,698	481	259	480
Asset renewal expenditure		8,438	8,863	10,157	5,751	8,945	7,345
Asset expansion expenditure		844	844	148	460	94	98
Asset upgrade expenditure		587	587	4,716	1,166	2,685	98
Total capital works expenditure	4.5.1	11,353	11,778	16,720	7,858	11,982	8,020
Funding sources represented by:							
Grants		2,101	1,775	4,459	1,666	4,707	4,528
Contributions		154	227	-	-	-	-
Council cash		9,098	9,776	12,261	6,192	7,275	3,492
Borrowings		-	-	-	-	-	-
Total capital works expenditure	4.5.1	11,353	11,778	16,720	7,858	11,982	8,020

Statement of Human Resources

For the four years ending 30 June 2023

	Budget		Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	14,621	15,162	15,694	16,244	16,813
Employee costs - capital	818	724	737	750	763
Total staff expenditure	15,439	15,886	16,430	16,993	17,575
Staff numbers	FTE	FTE	FTE	FTE	FTE
Employees	163.6	166.3	166.3	166.3	166.3
Total staff numbers	163.6	166.3	166.3	166.3	166.3

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

Department	Comprises			
	Budget	Permanent		Casual
	2019/20 \$'000	Full Time \$'000	Part time \$'000	\$'000
Business Performance	1,252	870	382	-
Communications and Customer Services	1,306	575	679	52
Community Partnerships	910	131	736	43
Community Places and Spaces	1,873	608	1,265	-
Community Wellbeing	1,972	1,972	-	-
Development Services	2,062	1,288	757	17
Economy and Culture	454	252	202	-
Executive	968	908	60	-
Infrastructure	2,706	2,585	121	-
Organisational Capability	1,000	940	60	-
Total permanent staff expenditure	14,503	10,129	4,262	112
Other employee expenses	659			
Capitalised labour costs	724			
Total expenditure	15,886			

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

Department	Comprises			
	Budget	Permanent		Casual
	2019/20	Full Time	Part time	
Business Performance	12.0	8.0	4.0	-
Communications and Customer Services	15.4	5.6	9.3	0.5
Community Partnerships	9.8	2.0	7.4	0.4
Community Places and Spaces	22.1	18.9	3.2	-
Community Wellbeing	23.8	6.0	17.8	-
Development Services	21.5	12.6	8.7	0.2
Economy and Culture	4.4	2.0	2.4	-
Executive	5.7	5.0	0.7	-
Infrastructure	33.3	31.9	1.4	-
Organisational Capability	10.2	6.6	3.6	-
Total permanent staff expenditure	158.3	98.6	58.6	1.1
Capitalised labour costs	8.0			
Total staff	166.3			

4. Notes to the financial statements

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

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/2020 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of 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 2.5% in line with the rate cap.

This will raise total rates and charges for 2019/2020 to \$23.96 million.

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

	2018/2019 Budget	2019/2020 Budget	Change	
	\$'000	\$'000	\$'000	%
General rates*	18,709	19,554	845	4.51%
Waste management charge	4,275	4,417	142	3.32%
Supplementary rates and rate adjustments	100	30	(70)	-70.00%
Trust for Nature rebate	(40)	(40)	0	0.00%
Total rates and charges	23,044	23,961	917	3.98%

*These items are subject to the rate cap established under the FGRS

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

Type or class of land	2018/2019 cents/\$CIV	2019/2020 cents/\$CIV*	Change
General rate for rateable residential properties	0.37900	0.35550	-6.20%
General rate for rateable farm properties	0.37900	0.35550	-6.20%
General rate for rateable land management properties	0.30320	0.28440	-6.20%
General rate for rateable commercial properties	0.49270	0.46215	-6.20%
General rate for rateable vacant land properties	0.75800	0.71100	-6.20%

Rates in the dollar are subject to minor amendments when the general revaluation is completed. Final rates will be adopted by Council at its meeting on 18 June 2019.

4.1.1 continued

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	2018/2019	2019/2020	Change	
	\$'000	\$'000	\$'000	%
Residential	13,288	14,200	912	6.86%
Farm	1,215	981	(234)	-19.26%
Land management	1,076	1,403	327	30.39%
Commercial	1,594	1,454	(140)	-8.78%
Vacant land	1,536	1,516	(20)	-1.30%
Total amount to be raised by general rates	18,709	19,554	845	4.52%

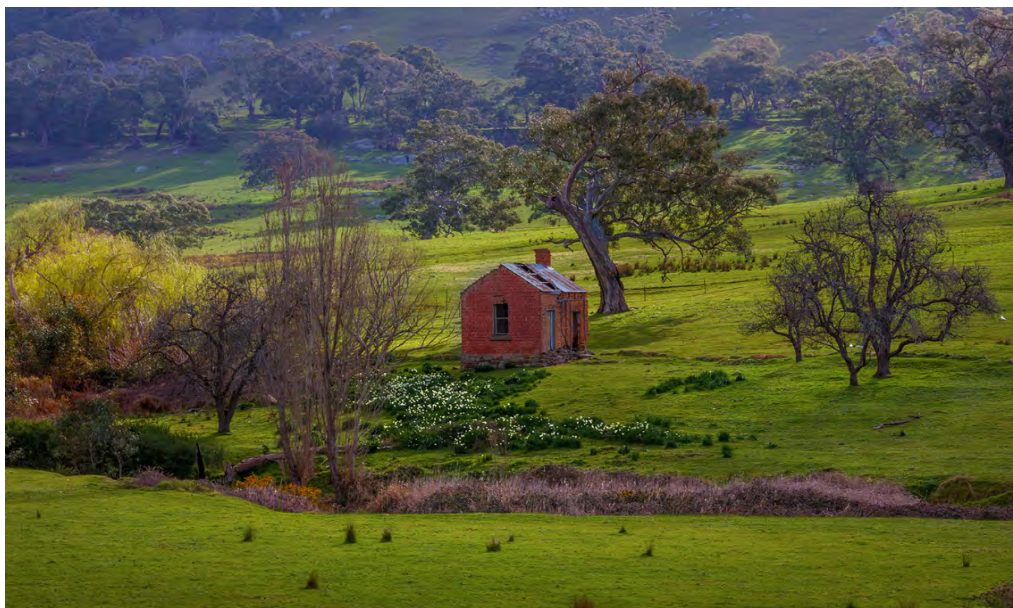
4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2018/2019	2019/2020	Change	
	Number	Number	Number	%
Residential	8,933	8,972	39	0.44%
Farm	540	483	(57)	-10.56%
Land management	448	511	63	14.06%
Commercial	496	545	49	9.88%
Vacant land	1,227	1,223	(4)	-0.33%
Total number of assessments	11,644	11,734	90	0.77%

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	2018/2019	2019/2020	Change	
	\$'000	\$'000	\$'000	%
Residential	3,204,704	3,994,304	789,600	24.64%
Farm	293,220	275,848	(17,372)	-5.92%
Land management	295,779	493,457	197,678	66.83%
Commercial	324,432	314,649	(9,783)	-3.02%
Vacant land	185,225	213,172	27,947	15.09%
Total value of land	4,303,360	5,291,430	988,070	22.96%



4.1.1 continued

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 Property	Per Rateable Property	Change	
	2018/2019	2019/2020		
	\$	\$	\$	%
Kerbside collection 80 litre bin	420	433	13	3.10%
Kerbside collection 140 litre bin	610	628	18	2.95%

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 of Charge	2018/2019	2019/2020	Change	
	\$'000	\$'000	\$'000	%
Kerbside collection 80 litre bin	1,007	1,137	130	12.87%
Kerbside collection 140 litre bin	3,268	3,280	12	0.37%
Total	4,275	4,417	142	3.32%

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

	2018/2019	2019/2020	Change	
	\$'000	\$'000	\$'000	%
Residential	13,288	14,200	912	6.86%
Farm	1,215	981	(234)	-19.26%
Land management	1,076	1,403	327	30.39%
Commercial	1,594	1,454	(140)	-8.78%
Vacant land	1,536	1,516	(20)	-1.30%
Supplementary rates	100	30	(70)	-70.00%
Kerbside collection 80 litre bin	1,007	1,137	130	12.87%
Kerbside collection 140 litre bin	3,268	3,280	12	0.37%
Trust for Nature rebate	(40)	(40)	0	0.00%
Total rates and charges	23,044	23,961	917	3.98%

4.1.1(j) Fair Go Rates System Compliance

Mount Alexander Shire Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2019/2020
	\$'000
2018/2019 annualised rates	\$ 19,084
Number of rateable properties as at 30 June 2019	11,734
Base Average Rate	\$ 1,626.39
Maximum Rate Increase (set by the State Government)	2.50%
Capped Average Rate	\$ 1,667.05
Maximum General Rates and Municipal Charges Revenue	\$ 19,561
Budgeted General Rates and Municipal Charges Revenue	\$ 19,554
Budgeted Supplementary Rates	\$ 30
Budgeted Total Rates and Municipal Charges Revenue	\$ 19,584

4.1.1 continued

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 which may affect the estimated amounts to be raised by rates and charges.
However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2019/2020: estimated \$30,000 and 2018/2019: \$100,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- * A general rate of 0.3555% (0.3555 cents in the dollar of CIV) for all rateable general and residential properties
- * A general rate of 0.3555% (0.3555 cents in the dollar of CIV) for all rateable farming properties
- * A general rate of 0.46215% (0.46215 cents in the dollar of CIV) for rateable commercial properties
- * A general rate of 0.2844% (0.2844 cents in the dollar of CIV) for all rateable farming properties on land management rate
- * A general rate of 0.7110% (0.7110 cents in the dollar of CIV) for all rateable vacant residential land

Rates in the dollar are subject to minor amendments when the general revaluation is completed. Final rates will be adopted by Council at its meeting on 18 June 2019.

4.1.1(m) Differential rates

General rate

General rates include residential properties and home based businesses that are conducted at residential premises. Vacant land that is not farm land and cannot be developed for residential purposes is also classified as general.

General farm rate

The general farm rates applies to land with an area greater than 20 hectares that undertakes farming activity. Properties on the farm rate are able to apply for a single farm enterprise concession where only one municipal charge is paid though there is more than one assessment.

Commercial land rate

Commercial land is any land, which is occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services. The Commercial rate is set at 130% of the general rate.

Land management rate

The Land Management rate is a concession available to properties currently rated as a farm with an area greater than 20 hectares, or properties who operate a farm business, that have or will undertake a pest and weed control program. It is available upon annual application and the rate is set at 80% of the general rate.

Vacant land rate

The vacant land rate applies to rateable residential land that does not have a dwelling and is set at 200% of the general rate.

4.1.1(n) Trust For Nature Covenants (TFNC)

The Trust For Nature Covenants receive a 100% rebate for that portion of land covered by a TFNC.

4.1.2 Statutory fees and fines

	Budget	Budget	Change	
	2018/2019	2019/2020	\$'000	%
	\$'000	\$'000	\$'000	%
Animal control	204	206	2	0.98%
Planning permit and fees	330	348	18	5.42%
Health registrations	124	122	(2)	-1.50%
Local laws	129	115	(14)	-11.17%
Parking fines	70	100	30	42.40%
Other fines	140	161	21	14.74%
Total statutory fees and fines	997	1,051	54	5.41%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include animal registrations, public health registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. Revenue from statutory fees is budgeted to increase by \$54,000 (5.41%) compared to 2018/2019, predominately due to parking and other fines.

4.1.3 User fees

	Budget	Budget	Change	
	2018/2019	2019/2020	\$'000	%
	\$'000	\$'000	\$'000	%
Home and community care	383	396	13	3.33%
Tourism services	74	69	(5)	-6.35%
Facility hire	63	51	(12)	-18.47%
Waste management services	260	301	41	15.79%
Other fees and charges	242	261	18	7.58%
Total user fees	1,022	1,078	56	5.46%

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

4.1.4 Grants

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

	Budget 2018/2019 \$'000	Budget 2019/2020 \$'000	Change \$'000	%
Grants were received in respect of the following:				
Commonwealth funded grants	5,351	9,340	3,990	75%
State funded grants	1,473	2,246	773	53%
Total grants received	6,823	11,586	4,763	70%
(a) Operating Grants				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance	2,467	4,898	2,431	99%
Early Years	5	3	(2)	-33%
Aged and Disability	1,325	1,361	36	3%
<i>Recurrent - State Government</i>				
Youth	61	65	4	6%
Early Years	198	243	45	23%
Emergency Management	120	120	-	0%
Aged and Disability	262	213	(49)	-19%
Other Grants	149	55	(94)	-63%
Financial Assistance	-	46	46	100%
Community safety	-	55	55	100%
Total recurrent grants	4,587	7,059	2,472	54%
<i>Non-recurrent - State Government</i>				
Infrastructure	110	-	(110)	-100%
Youth	25	-	(25)	-100%
Social Housing	-	28	28	100%
Recreation and leisure	-	30	30	100%
Other	-	10	10	100%
Total non-recurrent grants	135	68	(67)	-50%
Total operating grants	4,722	7,127	2,405	51%
(b) Capital Grants				
<i>Recurrent - Commonwealth Government</i>				
Roads to Recovery	1,554	948	(606)	-39%
Total recurrent grants	1,554	948	(606)	-39%
<i>Non-recurrent - State Government</i>				
Buildings	100	8	(92)	-92%
Drainage	54	-	(54)	-100%
Land Improvement	-	417	417	100%
Road Rehabilitation	-	1,583	1,583	100%
Recreation and leisure	196	259	63	32%
Total non-recurrent grants	547	3,511	2,964	542%
Total capital grants	2,101	4,459	2,358	112%
Total grants	6,823	11,586	4,763	69.81%

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants will increase by \$2.40 million compared to 2018/2019.

Capital grants include all monies received from state, federal and community sources for the purposes of funding the capital works program. Overall capital grants will increase by \$2.36 million compared to 2018/2019, generally due to funding expected to be received through the Fixing Country Roads Program.

4.1.5 Contributions

	Budget		Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Monetary	70	120	50	71.43%
Non-monetary	-	29	29	100.00%
Total contributions	70	149	79	112.57%

Monetary contributions include open space contributions from developers. Non-monetary contributions include capital works required under lease agreements.

4.1.6 Other income

	Budget		Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Interest	435	546	111	25.52%
Rent	107	159	52	48.60%
Other	261	133	(128)	-49.18%
Total other income	803	838	35	4.32%

The decrease in the other category of other income is a result of a one-off reimbursement being received in 2018/2019 for the Doug Powell Oval lighting project (\$150,000). Additionally, Council is expecting greater interest to be received in 2019/2020 for investments and overdue rates.

4.1.7 Employee costs

	Budget		Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Wages and salaries	12,841	13,205	364	2.84%
WorkCover	180	310	130	72.22%
Superannuation	1,172	1,212	40	3.45%
Fringe Benefits Tax	60	61	1	1.67%
Other	368	374	6	1.58%
Total employee costs	14,621	15,162	541	3.70%

Employee costs include all labour related expenditure such as wages and salaries, and oncosts such as allowances, leave entitlements, employer superannuation, workers compensation insurance and rostered days off. Employee costs are budgeted to increase by 3.7%, or \$541,000, compared to 2018/2019.

A summary of human resources expenditure and full-time equivalent (FTE) categorised according to the organisational structure of Council is included at Section 3.

4.1.8 Materials and services

	Budget	Budget	Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Service providers	6,128	6,641	513	8.37%
Materials	1,234	1,126	(108)	-8.78%
Utilities	451	599	148	32.73%
Office administration	296	310	14	4.84%
Information technology	437	535	98	22.33%
Insurance	326	310	(16)	-4.97%
Plant costs	454	617	163	35.90%
Other	1	1	0	0.00%
Total materials and services	9,327	10,138	811	8.70%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to increase by \$811,000 or 8.7% compared to the 2018/2019 budget. This increase is mainly due to increased cost of contract payments and utilities. In addition, changes to the waste management operating model will result in the cost of the EPA landfill levy being moved from other expenses (Note 4.1.10) to services providers (\$195,000).

4.1.9 Depreciation and amortisation

	Budget	Budget	Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Property	2,370	2,387	17	0.73%
Plant & equipment	795	801	6	0.76%
Infrastructure	5,201	5,455	254	4.88%
Intangibles	155	157	2	1.29%
Total depreciation and amortisation	8,521	8,800	279	3.28%

Depreciation is an accounting measure and is a non-cash item which attempts to allocate the depreciable value of an asset over its useful life for Council's property, plant and equipment and infrastructure assets such as roads and drains. There has been a significant increase in the depreciation of bridges due to a revaluation of all bridge assets effective 1 July 2018.

4.1.10 Other expenses

	Budget	Budget	Change	
	2018/2019	2019/2020		
	\$'000	\$'000	\$'000	%
Audit fees	74	81	7	9.46%
Councillors' allowances	224	219	(6)	-2.46%
Regional library contribution	516	527	11	2.12%
Contributions - fee waivers	13	26	13	100.00%
Contributions - community grants	369	369	0	0.01%
Contributions - other	19	43	24	124.53%
Government levies payable	354	159	(195)	-54.97%
Total other expenses	1,569	1,424	(145)	-9.27%

Other expenses relate to a range of unclassified items including contributions to community groups, councillor allowances, auditing fees and other miscellaneous expenditure items. Government levies payable will decrease by \$195,000 from 2018/2019 due to the landfill levy not being paid direct to EPA as per changes to the waste management operating model.

4.2 Balance Sheet

4.2.1 Assets

Current assets (\$6.72 million decrease) and non-current assets (\$7.3 million increase)

Cash and cash equivalents include cash held, such as petty cash or at-call bank accounts, and investments in deposits or other highly liquid investments with short term maturities. These balances are expected to decrease by \$6.72 million due to the significant capital works program being undertaken.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to have a minor decrease during 2019/2020 as outstanding debts continued to be paid to Council.

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

4.2.2 Liabilities

Current liabilities (\$1.32 million increase) and non-current liabilities (\$3.29 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are not expected to change significantly.

Provisions include accrued long service leave and annual leave entitlements, as well as landfill rehabilitation. Overall provisions are expected to decrease as works commence on cell capping at the Castlemaine landfill (\$1.5 million).

Interest bearing liabilities will decrease due to principal repayments being made.

4.2.3 Borrowings

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

	2018/2019	2019/2020
	\$	\$
Amount borrowed as at 30 June of the prior year	4,402	3,925
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	(477)	(482)
Amount of borrowings as at 30 June	3,925	3,443

4.3 Statement of changes in equity

4.3.1 Reserves

Some cash and cash equivalents held by council are restricted in part and are not fully available for Council's operations. The budgeted cash flow statement indicates Council estimates that at 30 June 2020 it will have cash and investments of \$7.72 million, which are restricted as shown in the following table.

	Forecast	Budget	Variance
	2018/2019	2019/2020	
	\$'000	\$'000	\$'000
Total cash and investments	14,318	7,721	(6,597)
Restricted cash and investments			
- Statutory reserves	(1,120)	(915)	205
- Trust funds and deposits	(814)	(806)	8
Unrestricted cash and investments	12,384	6,000	(6,384)
- Discretionary reserves	(12,097)	(8,217)	3,880
Unrestricted cash adjusted for discretionary reserves	287	(2,217)	(2,504)

4.3.2 Equity

Equity (\$2.56 million increase)

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

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

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Operating activities (\$4.29 million increase)

The increase in cash inflows from operating activities arises mainly because of the increase in government grants to be received - the 2019/2020 VGC grants expected to be fully received in 2019/2020 and not paid early (and received in June 2019). Capital grants are also expected to increase due to the Fixing Country Roads program. Other payments are expected to increase due to the capping of cells at the Castlemaine Landfill (funded from the waste reserve).

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the surplus (deficit) for the year includes non-cash items which have been excluded from the Cash Flow Statement e.g. depreciation.

	Budget 2018/2019 \$'000	Budget 2019/2020 \$'000	Variance \$'000
Surplus (deficit) for the year	(1,964)	2,563	4,527
Depreciation	8,521	8,800	279
Loss (gain) on disposal of property, infrastructure, plant and equipment	(485)	(394)	91
Finance costs	194	164	(30)
Net movement in current assets and liabilities	(1,983)	1,038	3,021
Cash flows available from operating activities	4,282	12,170	7,887

4.4.2 Net cash flows provided by/used in investing activities

The payments for investing activities represents the capital works expenditure as disclosed in section 4.5 of this budget report.

4.4.3 Net cash flows provided by/used in financing activities

For 2019/2020 no new borrowings are proposed.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/2020 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Property	3,725	2,399	(1,326)	-35.60%
Plant and equipment	1,236	1,414	178	14.40%
Infrastructure	6,392	12,907	6,515	101.92%
Total	11,353	16,720	5,367	47.27%

	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	2,399	32	1,540	802	25	8	-	2,391	-
Plant and equipment	1,414	-	1,329	25	60	-	-	1,414	-
Infrastructure	12,907	1,667	7,289	3,889	63	4,451	-	8,456	-
Total	16,720	1,699	10,157	4,716	148	4,459	-	12,261	-

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 cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Land Improvements									
Levee design	40	-	-	40	-	-	-	40	-
Worksite environmental remediation	100	-	100	-	-	-	-	100	-
Buildings									
Castlemaine Market Building works	209	-	209	-	-	-	-	209	-
Priority pool works program	150	-	150	-	-	-	-	150	-
Solar systems priority sites	25	-	-	-	25	-	-	25	-
Female friendly change rooms	723	-	-	723	-	-	-	723	-
Library floor structure safety works	404	-	404	-	-	-	-	404	-
Machinery and equipment storage	27	27	-	-	-	-	-	27	-
Community buildings and facilities	607	5	563	39	-	-	-	607	-
TOTAL PROPERTY	2,285	32	1,426	802	25	-	-	2,285	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Motor vehicle replacement	335	-	335	-	-	-	-	335	-
Major plant replacement	690	-	690	-	-	-	-	690	-
Fixtures, Fittings and Furniture									
Town Hall stage lighting	25	-	-	25	-	-	-	25	-
Computers and Telecommunications									
Server and workstation renewal program	131	-	131	-	-	-	-	131	-
Integrated corporate platform	113	-	113	-	-	-	-	113	-
TOTAL PLANT AND EQUIPMENT	1,294	-	1,269	25	-	-	-	1,294	-

4.5.2 Current Budget continued

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Road rehabilitation	2,980	-	1,771	1,209	-	2,286	-	694	-
Local roads resealing	1,269	-	1,269	-	-	-	-	1,269	-
Gravel road resheeting	619	-	619	-	-	-	-	619	-
Pavement designs	288	-	126	162	-	-	-	288	-
Bridges									
Bridge designs	160	-	80	80	-	-	-	160	-
Eagles Road Bridge replacement	528	-	264	264	-	264	-	264	-
Froomes Road Bridge replacement	960	-	480	480	-	480	-	480	-
Footpaths and Cycleways									
Footpath rehabilitation and construction	1,400	1,159	147	94	-	500	-	900	-
Footpath design	90	90	-	-	-	-	-	90	-
Drainage									
Drainage rehabilitation and construction	182	-	27	155	-	-	-	182	-
Saint Street - Stage 2	170	-	-	170	-	-	-	170	-
Minor drainage works	30	-	-	30	-	-	-	30	-
Campbells Creek levee upgrade	626	-	-	626	-	417	-	209	-
Waste Management									
Resource Recovery Centre	145	-	73	36	36	-	-	145	-
Play Spaces and Recreation Facilities									
Morrissey Reserve play space	65	-	65	-	-	-	-	65	-
Stanley Park North play space	366	366	-	-	-	250	-	116	-
Other Infrastructure									
Small-town streetscapes	100	-	-	100	-	-	-	100	-
Maldon streetscapes rejuvenation	170	-	170	-	-	-	-	170	-
Harmony Way revitalisation	80	-	40	40	-	-	-	80	-
Public place recycling bins	20	20	-	-	-	-	-	20	-
Newstead Rotunda storyboards	2	2	-	-	-	-	-	2	-
Sawpit Gully long table	3	3	-	-	-	-	-	3	-
TOTAL INFRASTRUCTURE	10,253	1,640	5,131	3,446	36	4,197	-	6,056	-
TOTAL NEW CAPITAL WORKS	13,831	1,672	7,825	4,273	61	4,197	-	9,634	-

4.5.3 Works carried forward from the 2018/2019 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Castlemaine Market Building conservation works	52	-	52	-	-	8	-	45	-
Female Friendly Change Rooms Design	62	-	62	-	-	-	-	62	-
TOTAL PROPERTY	114	-	114	-	-	8	-	106	-
PLANT AND EQUIPMENT									
Computers and Telecommunications									
Integrated Corporate platform	120	-	60	-	60	-	-	120	-
TOTAL PLANT AND EQUIPMENT	120	-	60	-	60	-	-	120	-

4.5.3 Works carried forward from the 2018/2019 year continued

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Maldon streetscape works	145	-	145	-	-	-	-	145	-
Harcourt Infrastructure	50	-	50	-	-	-	-	50	-
Safety improvement - Golden Point Road	48	-	48	-	-	48	-	-	-
Bridges									
Campbells Creek Fryers Road Bridge	788	-	788	-	-	197	-	591	-
Footpaths and Cycleways									
Castlemaine CBD Streetscape	108		54	27	27			108	
Drainage									
Corner Hargraves and Forest Streets	107	-	107	-	-	-	-	107	-
Saint Street stage 2	37	-	37	-	-	-	-	37	-
Waste Management									
Maldon e-waste infrastructure	40	-	40	-	-	-	-	40	-
Castlemaine Resource Recovery Centre	600	-	400	200	-	-	-	600	-
Play Spaces and Recreation Facilities									
Doug Powell Oval floodlights	19	19	-	-	-	-	-	19	-
Victory Park play space	432	-	216	216	-	9	-	423	-
Norwood Hill Recreation Reserve	110	-	110	-	-	-	-	110	-
Major Reserves Master Plan Review	15	-	15	-	-	-	-	15	-
Taradale Mineral Springs Recreation Reserve	8	8	-	-	-	-	-	8	-
Other Infrastructure									
Streetscape planning and design	148	-	148	-	-	-	-	148	-
TOTAL INFRASTRUCTURE	2,654	27	2,158	443	27	254	-	2,400	-
TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2018/2019	2,888	27	2,332	443	87	262	-	2,626	-

5. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Budget	Budget	Strategic Resource Plan Projections			Trend
			2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-5%	-13.5%	-5.6%	-5.3%	-4.5%	-4.1%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	223%	195%	137.47%	180%	241%	316%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	169%	183%	74.4%	122.5%	145.9%	218.5%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	24%	16.6%	14%	27.0%	23.5%	20.6%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4%	3.1%	2.7%	1.9%	7.3%	3.2%	o
Indebtedness	Non-current liabilities / own source revenue		23%	17.3%	17.5%	19.6%	20.0%	17.7%	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	89%	99%	115%	64.7%	100.7%	82.7%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue		54%	71.4%	62.7%	62.7%	62.0%	62.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		44%	43.6%	37%	36.1%	35.3%	34.4%	-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$2,984	\$2,940	\$3,043	\$3,119	\$3,154	\$3,196	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1.39	\$1.49	\$1.58	\$1.61	\$1.63	\$1.65	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		15%	12%	12%	12%	12%	12%	o

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 and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease due to a reduction in cash reserves to fund the capital program. The trend in later years is to increase again slightly.

3. Unrestricted Cash

Some cash held by council is restricted in part and is not fully available for Council's operations. The reduction from previous year is due to cash reserves being utilised to fund significant capital works.

4. Debt compared to rates

This ratio is anticipated to increase in 2020/2021 when further loan borrowings will be undertaken to fund works for the Resource and Recovery Station.

5. Asset renewal

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