



Yarriambiack
SHIRE COUNCIL

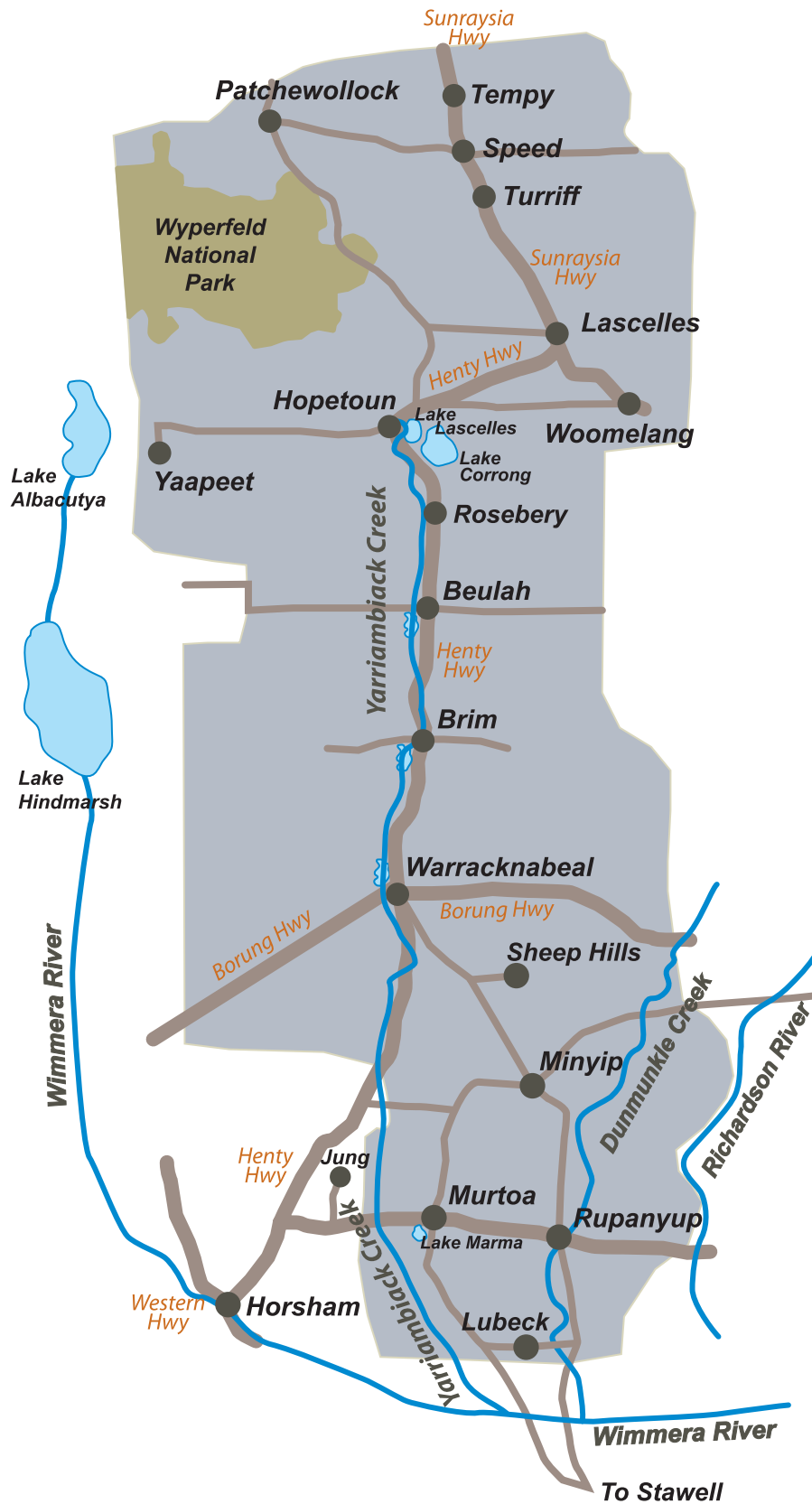


budget 2012-2013

www.yarriambiack.vic.gov.au

This Budget Report has been prepared with reference to The Institute of Chartered Accountants
"Victorian City Council Model Budget 2012/2013" a best practice guide for reporting local government budgets in Victoria.

our shire



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mayors introduction

It gives me great pleasure to present this Budget to the community of Yarriambiack Shire Council.

We will increase the general rates by 4.1 percent, garbage and recycling rates will increase by 7.5% and the municipal charge will increase from \$40 to \$50 in the 2012/13 financial year. This level allows us to maintain existing service levels, fund a number of new initiatives and continue to allocate additional funds to renew the Council's infrastructure.

The rate increase is slightly lower than the rating strategy adopted due to the ongoing affects of the floods and there being a small increase in property valuations as a result of the bi-annual revaluations. Council is also mindful of the financial impacts of the introduction of the carbon tax on ratepayers.

The proposed budget includes a number of new initiatives:

- Additional hours for contracting a building inspector to do Essential Services inspections and other duties (\$60,000).
- Implementation of the Improving Liveability for Older People (ILOP) program (\$80,000).
- Installation of 3 weir gates on the Warracknabeal Weir (\$75,000).
- Installation of 2 weir gates on the Beulah Weir (\$20,000).
- Upgrade, construct and seal 1km on the Sea Lake Lascelles Road (\$185,557).
- Implementation of Local Skills Partnership program for Business and Economic Development (\$70,000 over 2 years).
- Implementation of the Engaging Youth program (\$90,000 over 3 years).
- \$80,000 increase in support for Swimming Pool Committees (8 swimming pools).
- Upgrade, construct and seal 1km on the Patchewollock Tempy Road (\$192,918).
- Upgrade, construct and seal 1km on the Minyip Dimboola Road (\$153,208).
- Installation of guard rail and end walls on the Brim West Road flood way (\$30,000).

The total Capital Works program will be \$8.243 million. Of the \$8.243 million in Capital funding required, \$1.709 million will come from Council operations, \$2.577 million from external grants and \$430,000 asset sales, and the balance of \$3.547 million from cash and investments.

Highlights of the Capital Works program include:

- Roads (\$6.067 million) – Including reconstructions, roads to recovery projects, resheeting, footpaths, kerb & channel and bridges & culverts.
- Drains (\$69,000) – Including road drainage replacement works and a new secondary pump at the pumping station in Gardiner Street, Warracknabeal.
- Open space (\$83,000) – Including renewal of playground equipment (\$20,000) and upgrade works at the Woomelang Park (\$63,000) which is funded.
- Buildings (\$828,000) – Including stage 2 of the construction of the Hopetoun Depot (\$250,000), extension at the Rupanyup Kindergarten (\$80,000), veranda extension at Minyip Kindergarten (\$25,000), upgrade of amenities block and laundry facilities at the Hopetoun Caravan Park (\$35,000), renewal works at the Warracknabeal Caravan Park (\$59,000) and Rupanyup Tennis Courts (\$143,000).
- Plant and equipment (\$1.196 million) – Including information technology, and scheduled replacement of Council's fleet.

This budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible.

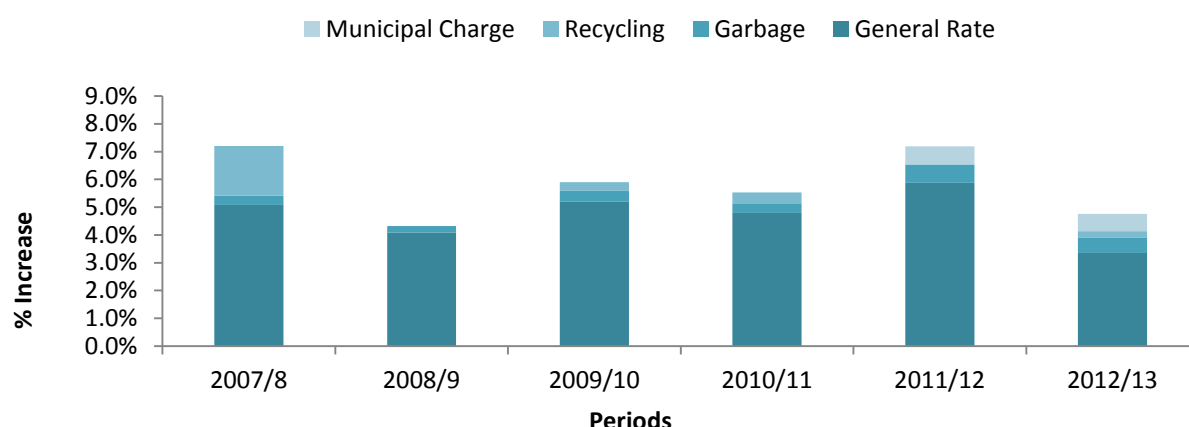


Cr Kylie Zanker
Mayor

chief executive officers summary

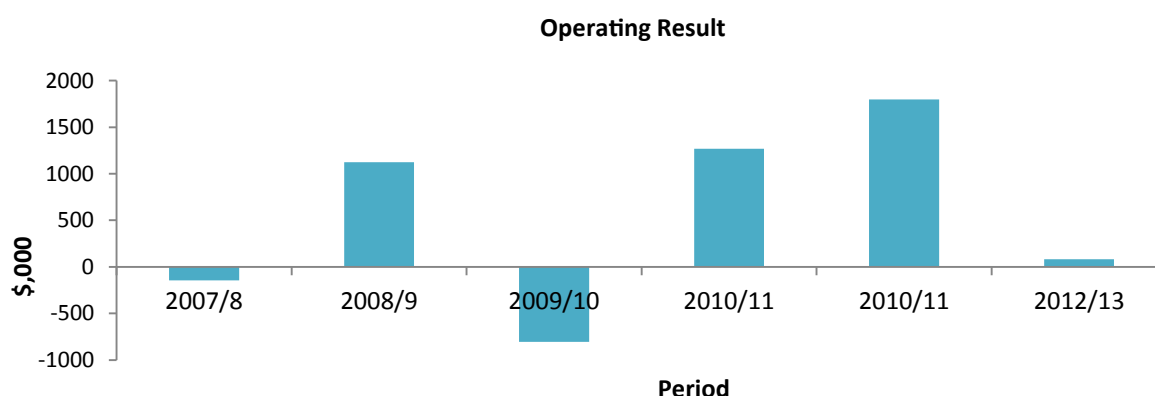
Council has prepared a Budget for the 2012/13 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

1. Rates



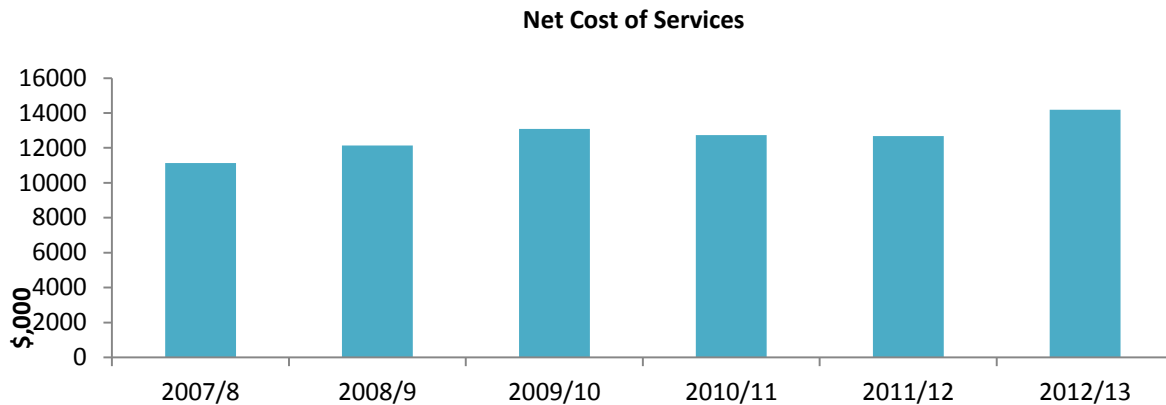
It is proposed that general rates increase by 4.1% for the 2012/13 year, raising total rates of \$9.049 million, including supplementary rates. The extra \$439,000 raised by the increase will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. The increase will also go toward capital works to address the asset renewal needs of the Council. This rate increase is slightly lower than Council's rating strategy. (The rate increase for the 2011/12 year was 6.0%).

2. Operating result



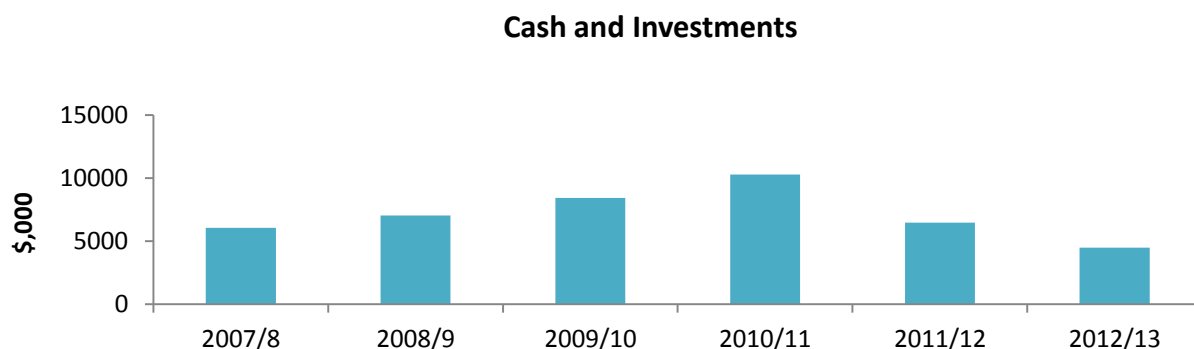
The expected operating result for the 2012/13 year is a surplus of \$83,000, which is a decrease of \$1.716 million over 2011/12. The operating result in 2011/12 is larger due mainly to external funding for natural disaster works not being completed. The expenditure for these projects have been carried forward into the 2012/13 year. The underlying result, which excludes items such as capital grants and non-cash contributions is a deficit of \$1.851 million, which is an increase of \$1.066 million over 2011/12 - refer to section 7 of this summary for further information. (The forecast operating result for the 2011/12 year is a deficit of \$1.799 million).

3. Services



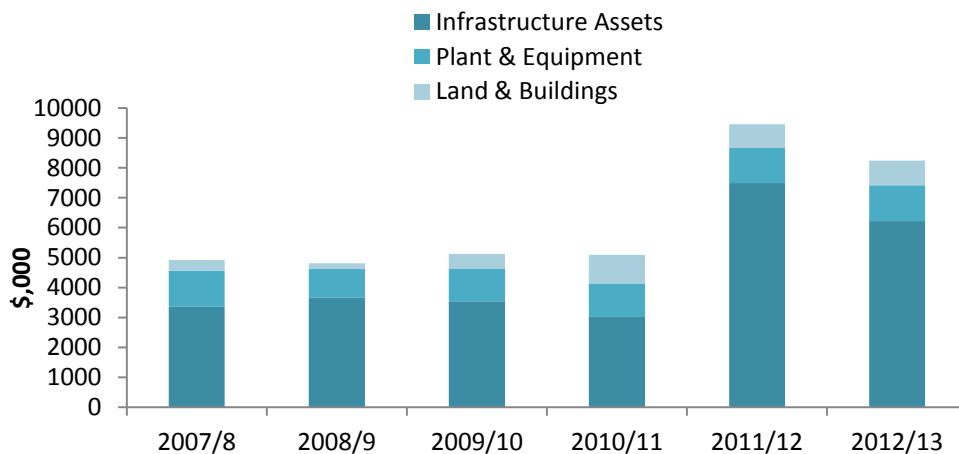
The net cost of services delivered to the community for the 2012/13 year is expected to be \$14.183 million which is an increase of \$1.505 million over 2011/12. A key influencing factor in the development of the 2012/13 budget has been the recently released results of the community satisfaction survey conducted by Council. The survey results show that while there is a relatively high level of satisfaction with most services provided by Council, there are some areas of concern where there is a clear message that ratepayers want improved service levels. For the 2012/13 year, service levels have been maintained and a number of new activities and initiatives proposed. (The forecast net cost for the 2011/12 year is \$12.677 million).

4. Cash and investments



Cash and investments are expected to decrease by \$1.982 million during the year to \$4.474 million as at 30 June 2013. This is due mainly to the expected completion of the natural disaster clean up and restoration works. The reduction in cash and investments is in line with Council's strategic resource plan. (Cash and investments are forecast to be \$6.456 million as at 30 June 2012).

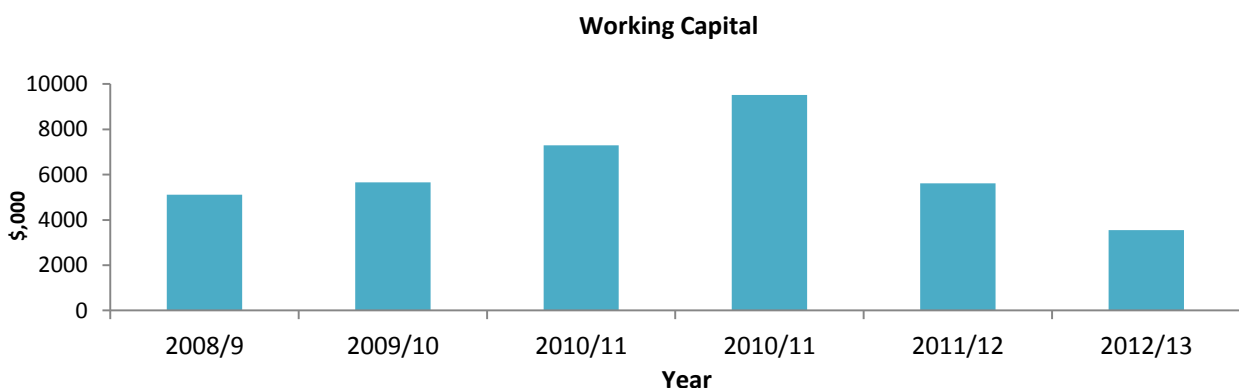
5. Capital works



The capital works program for the 2012/13 year is expected to be \$8.243 million. Of the \$8.243 million of capital funding required, \$1.709 million will come from Council operations, \$2.577 million from external grants and contributions and the balance of \$3.977 million from cash and investments. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including upgrade, construction and seal on the Sea Lake Lascelles Road (\$185,557), Minyip Dimboola Road (\$153,208) and Patchewollock Tempy Road (\$192,918). (Capital works is forecast to be \$9.459 million for the 2011/12 year).

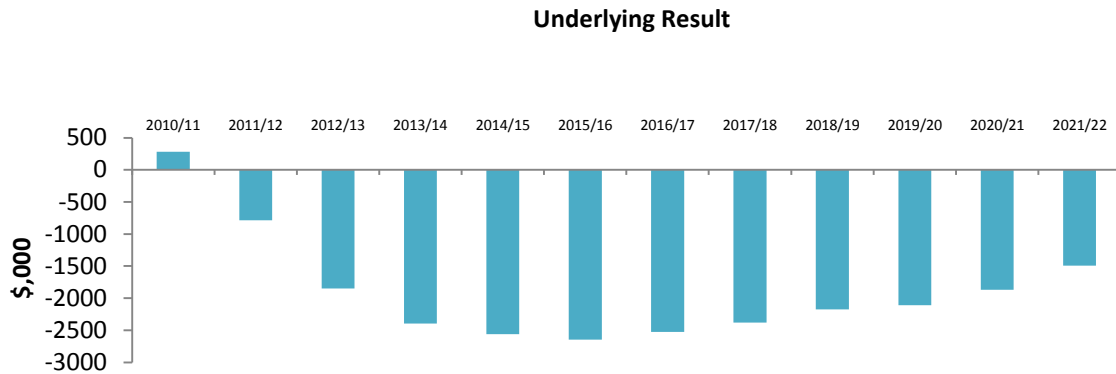
The asset renewal program has decreased to \$6.452 million in the 2012/13 year as a result of the normal capital works program and the additional flood works program being completed. Over the next four year period our asset renewal program is expected to decrease to our normal capital works renewal levels with asset renewal expected to be \$4.844 million at the end of the 2015/16 year.

6. Financial position



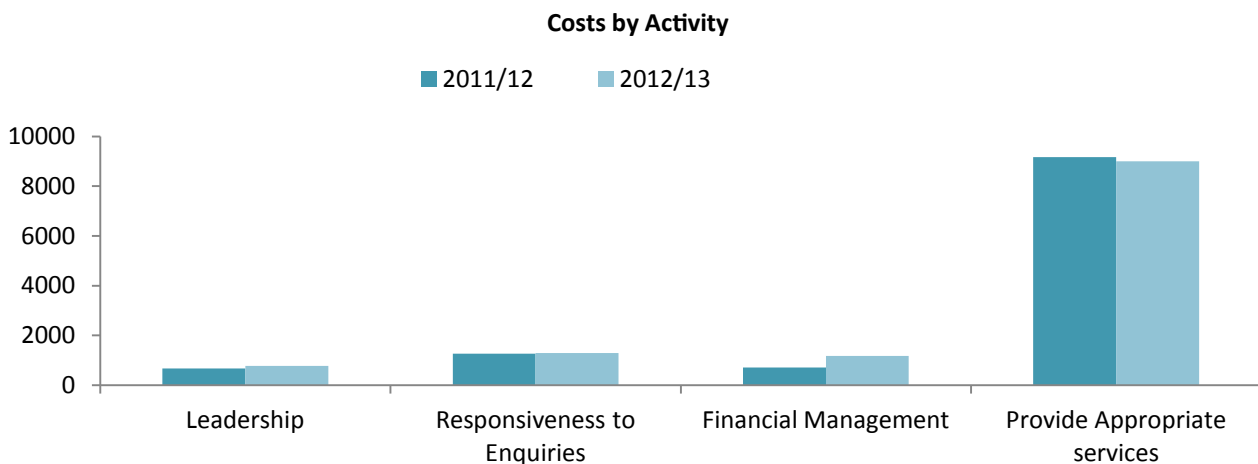
The financial position is expected to improve with net assets (net worth) to increase by \$1.083 million to \$136.119 million although net current assets (working capital) will reduce by \$2.068 million to \$3.546 as at 30 June 2013. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$135.036 million as at 30 June 2012).

7. Financial sustainability



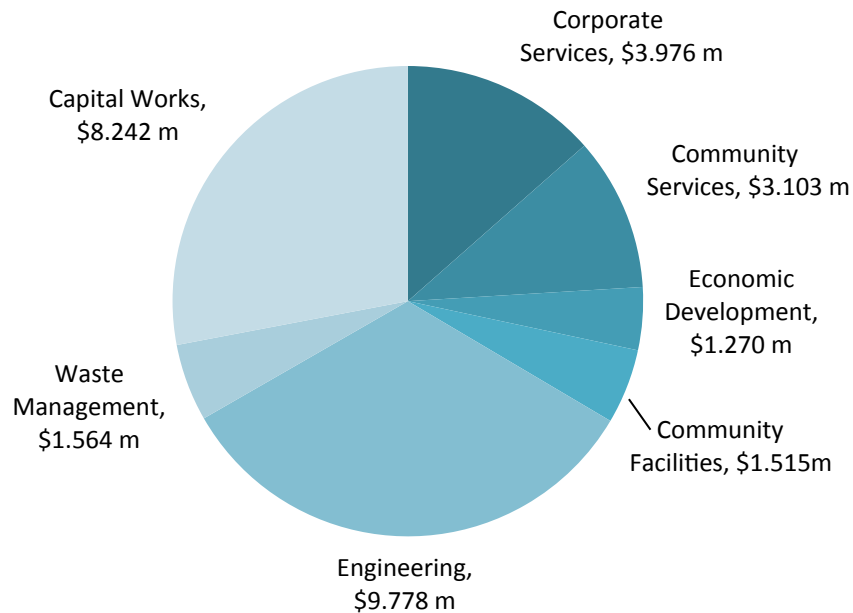
A high level Strategic Resource Plan for the years 2012/13 to 2015/16 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The underlying result which is a measure of financial sustainability, shows a increasing deficit over the four year period.

8. Strategic objectives



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2012/13 year.

9. Where rates are spent



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

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

Ray Campling
Chief Executive Officer

budget processes

Council has prepared a Budget for the 2012/13 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

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

The 2012/13 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2013 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

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

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

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

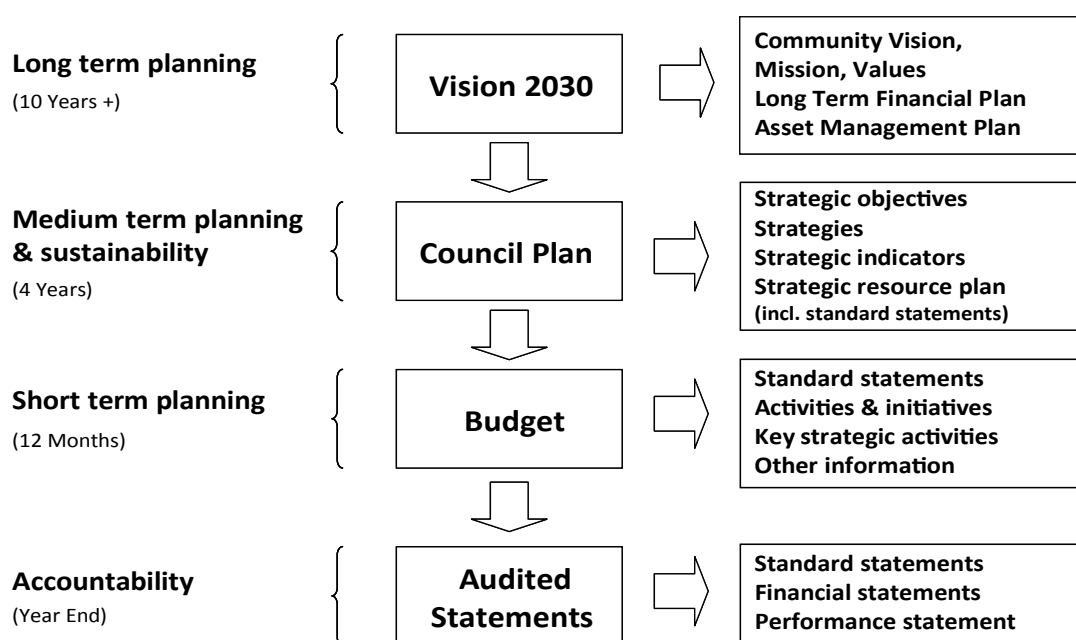
overview

1. Linkage to the Council Plan

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

1.1 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year by February to ensure that there is sufficient time for officers to develop their Activities & Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process in March. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.2 Our purpose

Our vision

In consultation with our community, Yarriambiack Shire Council will provide viable and sustainable services through strong and proactive leadership.

Our mission

Yarriambiack Shire Council will combine strategic planning and prudent management to ensure a positive and sustainable future.

As an innovative and accountable organisation, Yarriambiack Shire Council will promote, vibrant democracy and provide high-quality services.

Our values

Customer Service

- Treat all our customers with courtesy and respect;
- Lead and develop leadership within our community;
- Constantly strive to improve our services;
- Forge closer relationships with customers;
- Investigate matters thoroughly and objectively;
- Keep our customers informed, in plain language, about the process and outcome;
- Treat people fairly and equitably, with respect and have proper regard for their rights;
- Make decisions lawfully, fairly, impartially, and in the public interest;
- We are honest, trustworthy, and reliable in our dealings;
- We are careful, conscientious and diligent;
- Use public resources economically and efficiently; and
- Actively pursue positive outcomes for the community.

Continuous Improvement

- We strive to provide continuous and sustainable improvement in service provision, operational efficiency and stakeholder relations to create a leading organisation.

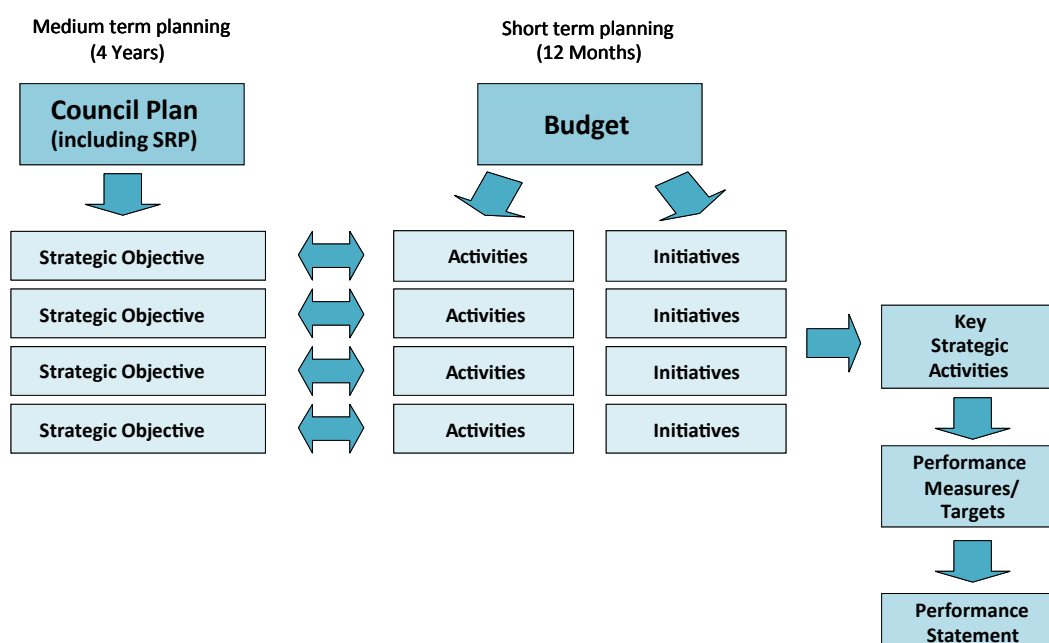
1.3 Strategic objectives

The Council delivers activities and initiatives under 34 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the 2009-13 years. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Overall	Work to improve the quality of life for our residents. Work to ensure that social and cultural services are tailored to meet specific local needs and strive to stimulate the municipalities' economic viability
2. Leadership and Advocacy	Maintain an understanding of issues of local importance and provide leadership in tackling them. Where appropriate, advocate on behalf of our community and ensure that our community is represented in debates which affect us.
3. Community Engagement	Communicate clearly with the community and consult in a meaningful and appropriate way. Increasingly encourage residents and other stakeholders to participate in Council decision making.
4. Responsiveness to Enquiries and Requests	To provide a positive and responsible attitude to the community in relation to enquiries and to be accountable for following up requests.
5. Financial Management	Take seriously its responsibility as the custodian of community resources. Commit to achieving maximum benefit for the community from all our resources while taking care of our natural environment.
6. Provide Appropriate Services	Deliver high quality value for money services in areas that are important to the community and involve the community in determining and evaluating their performance on an ongoing basis.

2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2012/13 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan is shown below.



2.1 Strategic Objective 1: Overall Performance

To achieve our objective of Overall Performance, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	Included Below

Initiatives

- Council to promote a positive image of Council and its activities
- Department to identify continuous improvements and innovation.
- Develop Environmental policy for Council to apply to all operations.
- Encourage multi use of facilities

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
To promote awareness of Council activities and services	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥65%

2.2 Strategic Objective 2: Leadership and Advocacy

To achieve our objective of Leadership & Advocacy we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	588 (0) 588
Councillor Expenses	The costs collected for this service relate to the direct costs of maintaining Councillors corporate responsibilities for Council. This includes the costs associated with meetings, consultants, legal, elections and internal audit activities of Council.	29 (0) 29
General Council Expenses	The costs collected for this service relate to the general costs of running the Council. This includes the costs associated with public liability insurance, publications and subscriptions to Municipal Association of Victoria (MAV) and other professional bodies	154 (0) 154

Initiatives

- Advocate strongly on issues of concern to the community and promote these activities;
- Pursue funding for construction and upgrade of community infrastructure including recreational facilities;
- Advocate for increased funding for rural kindergartens, library services and meals on wheels;
- Advocate for state and federal sources of income to fund Councils' infrastructure renewal gap;
- Promote against cost and responsibility shifting to Local Government.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Provide leadership and advocacy on key shire issues	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥65%

2.3 Strategic Objective 3: Community Engagement

To achieve our objective of Community Engagement, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area includes the Mayor, Councillors, Chief Executive Officer and Executive Management Team and associated support which cannot be easily attributed to the direct service provision areas.	Included Above

Initiatives

- Confer with community progress associations and consultative committees to review and comment on Council issues.
- Undertake analysis of annual Customer Satisfaction Survey and undertake actions as required.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
To engage appropriate interest groups and individuals on specific issues	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥63%

2.4 Strategic Objective 4: Responsiveness to Enquiries and Requests

To achieve our objective of Responsiveness to Enquiries and Requests, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Information Services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way.	308 (0) 308
Customer Service and Administration Staff and Municipal Offices	This service provides Council with strategic and operational organisation development support. It provides meeting rooms and function venues for Council use. It also provides a customer interface for an increasing number of service units and a wide range of transactions. The service is delivered through three customer service centres, a free call number and an emergency after hours service.	1,002 (14) 988

Initiatives

- Provide an appropriate customer service system;
- Advocate for improved health services for the Shire.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
To be responsive and accountable to the local community	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥73%

2.5 Strategic Objective 5: Financial Management

To achieve our objective of Financial Management we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Director, Contracts, Design and Asset Management	This area includes the Director and Council Officers and associated costs of supporting these positions.	1,116 (43) 1,073
Accounting and Finance	This service predominately provides financial based services to both internal and external customers including the management of Council's finances, payments of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	702 (3) 699
Financing Costs	This service includes payment to external auditors, interest received or paid on investments and loans	80 (680) (600)

Initiatives

- Continue bi-monthly meetings of the Asset Management Working Group to facilitate completion of STEP program;
- Consider the financial effects of Council's decisions on future generations;
- Develop a Long Term Financial Plan.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Achieve the budgeted operating result	The difference between the budgeted operating result and the actual operating result for the financial year.	>\$0
Complete the capital works program	The proportion of budgeted capital works projects completed at the conclusion of the financial year.	100%

2.6 Strategic Objective 6: Provide Appropriate Services

To achieve our objective of Providing Appropriate Services, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The activities and initiatives for each service category and key strategic activities is described below.

Activities

Activity	Description	Expenditure (Revenue)
		Net Cost \$'000
Law, Order and Public Safety	This service provides support services including fire prevention, animal control, local laws and emergency services.	352 (88) 264
Health, Education and Housing	This service provides family oriented support services including kindergartens, maternal & child health, counselling & support, immunisation, holiday programs and health & safety.	1,185 (602) 583
Welfare	This service provides a range of services for the family, aged and disabled including home delivered meals, personal care, community transport, respite care, home maintenance and senior citizen clubs.	1,569 (1,292) 277
Community and Economic Development	The service provides a range of services that facilitates an environment that is conducive to sustainable and growing local residential and business sectors. The services include town planning, economic development and building control.	1,089 (724) 365
Tourism and Area Promotion	This service provides a range of services that facilitates the tourist industry, and the cleaning and maintenance of the tourist centre, caravan parks and public amenities.	83 (49) 34
Public Halls	This service provides for the contributions insurance for public halls.	165 (0) 165
Library Services	This service provides the contribution to a regional library corporation for the provision of mobile and static services throughout the Shire.	188 (0) 188
Other Heritage and Culture	This service provides a range of services that facilitates the maintenance and development of museums, other heritage buildings and cultures for the enjoyment of future generations.	59 (80) (21)
Passive Recreation	This service provides for the maintenance of public parks and gardens.	184 (0) 184
Active Recreation	This service provides for the contributions and maintenance of indoor and outdoor sporting complexes, clubs, amenities and recreation officer.	675 (269) 406
Swimming Areas and Beaches	This service provides for the contributions and maintenance of swimming pools as well as the contribution to the weir pools.	336 (11) 325

Activity	Description	Expenditure (Revenue)
		Net Cost \$'000
Saleyard	This service is responsible for the management and maintenance of the Warracknabeal Municipal Saleyard	100 (89) 11
Roads, Streets and Footpaths	The service provides ongoing maintenance of the Council's roads, drains and footpaths.	10,916 (4,032) 6,884
Street Cleaning, Lighting and Beautification	This service provides for the cleaning, lighting and beautification of Council's streets.	805 (44) 761
Other Transport Services	This service provides for the works crew administration and plant operations as well as any private works	524 (5) 519
Waste Management and Environment Services	This service is responsible for garbage, transfer stations, septic tanks, kerbside recycling and land care operations of Council.	1,565 (943) 622

Initiatives

- Conduct community consultations and develop the Improving Liveability for Older Persons (ILOP) project across the Shire;
- Commence the "Engage" program to assist youth in our Shire to become socially connected and work with their peers to develop local projects;
- Support redevelopment of the Warracknabeal Town Hall;
- Implement Essential Services Requirements for Council buildings;
- Provide the community with information with respect to the roll-out of the National Broadband Network to enable greater opportunities for our communities into the future;
- Seek funding support for lake and weir pool infrastructure to enhance tourism opportunities.

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Providing appropriate services to meet community needs in an effective manner	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥ 62%

2.7 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2012/13 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Leadership & Advocacy	771	771	0
Community Engagement	0	0	0
Responsiveness to Enquiries	1,296	1,310	(14)
Financial Management	1,172	1,898	(726)
Provide Appropriate Services	0		
Community Services	1,123	3,105	(1,982)
Future Development	399	1,172	(773)
Community Facilities	1,258	1,707	(449)
Transport	8,164	12,245	(4,081)
Waste Management	622	1,565	(943)
Total activities & initiatives	14,803	23,771	(8,968)
Other non-attributable	0		
Deficit before funding sources	14,803		
Funding sources:			
General Rates	7,944		
Grants Commission	4,386		
Capital grants	2,557		
Total funding sources	14,886		
Surplus for the year	83		

3. Budget Influences

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

3.1 Snapshot of Yarriambiack Shire Council

Yarriambiack Shire Council is located on the north west of Victoria approximately 40 minutes drive from the regional centre of Horsham. The Council, covering an area of 7,158 square kilometres, comprises the former shires of Karkarooc, Warracknabeal, Dunmunkle and part of the former Wimmera Shire. At the time of amalgamation in 1995, the newly formed Council adopted the official name of Yarriambiack Shire Council. The Council operates its main administrative office in the township of Warracknabeal and service centres in the townships of Rupanyup and Hopetoun. Other towns with the municipality include Murtoa, Lubeck, Minyip, Brim, Beulah, Woomelang, Lascelles, Speed, Tempy, Turriff, Patchewollock and Yaapeet.

Population

In June 2006, the resident population of the Shire was 7,742 people. In the 6 years from 2006 to 2012, the population dropped by about 445 with the population still in decline. (Source: Australian Bureau of Statistics, Estimated Resident Population).

Ageing population

The population is ageing and the Council has a greater proportion of older people compared to the Victorian average. The age profile is similar to the rural shire averages. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Births

Despite an ageing population, approximately 73 babies have been born each year since 2005. In the 2011/12 financial year 95 babies were born in the municipality. (Source: Maternal and Child Health database).

Agriculture

The Yarriambiack Shire Council is the centre of grain production and handling for the Wimmera Mallee region and produces approximately 25% of Victoria's wheat and barley. Legumes, oilseed crops, lambs and wool are also significant products and agriculture as a whole provides the area with a major source of income and employment.

Workforce

The Council has a workforce of over 131 employees equating to an Effective Full Time (EFT) workforce of 98. The workforce is divided into three major categories with staff operating under the administrative, works and community services departments.

Budget implications

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

- The Yarriambiack Shire Council encompasses a large area and this greatly increases transport costs when compared to city Councils. Services cannot be centralised as most residents are unable to reach Council facilities without extensive travel.
- Over 14% of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community.
- Over 74% of the capital works program relates to road infrastructure.

3.2 External influences

In preparing the 2012/13 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of 3.1% per annum (ABS release 25 January 2012). State-wide CPI is projected to be 2.25% for the 2012/13 year (Victorian Budget Papers 2010/11)

- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to August 2011 was 4.4% (ABS release 17 November 2011). Wages growth in Victoria is projected to be 3.5% per annum over the next four years (Victorian Budget Papers 2011/12).
- The 'Engineering Construction and Non-Residential Building' Indices prepared by Econtech are forecast at 1.7% and 2.5% respectively (MAV Local Government Cost Index Report, June 2011).
- A slight increase in Victorian Grants Commission funding.
- Updated Long Service Leave Regulations which provide for entitlement to long service leave on a pro-rata basis after 7 years (previously 10 years).
- The Introduction of a carbon price by the Federal Government commencing at a fixed price of \$23 from 1 July 2012. This will have a significant impact on the costs of waste disposal, energy and general cost inputs.

3.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2012/13 Budget. These matters have arisen from events occurring in the 2011/12 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2012/13 year. These matters and their financial impact are set out below:

- Continuation of 2011 flood restoration works. (\$1.5 million).
- Council's decision not to draw down a \$500,000 loan for the unfunded superannuation (\$400,000) and contribution to the Wimmera Freight Hub (\$100,000).

3.4 Budget principles

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

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2011/12 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- Salaries and wages to be increased in line with Average Weekly Earnings.
- Contract labour to be minimized.
- Construction and material costs to increase in line with the Engineering Construction Index.
- New initiatives or new employee proposals which are not cost neutral to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in 2011/12 to be preserved.
- Operating revenues and expenses arising from completed 2011/12 capital projects to be included.

3.5 Long term strategies

The budget includes consideration of a number of long term strategies to assist Council in preparing the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2011/12 to 2015/16 (section 8.), Rating Strategy (section 9.) and Other Long Term Strategies (section 10.) including borrowings, infrastructure and service delivery.

budget analysis

4. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2012/13 year.

4.1 Budgeted income statement

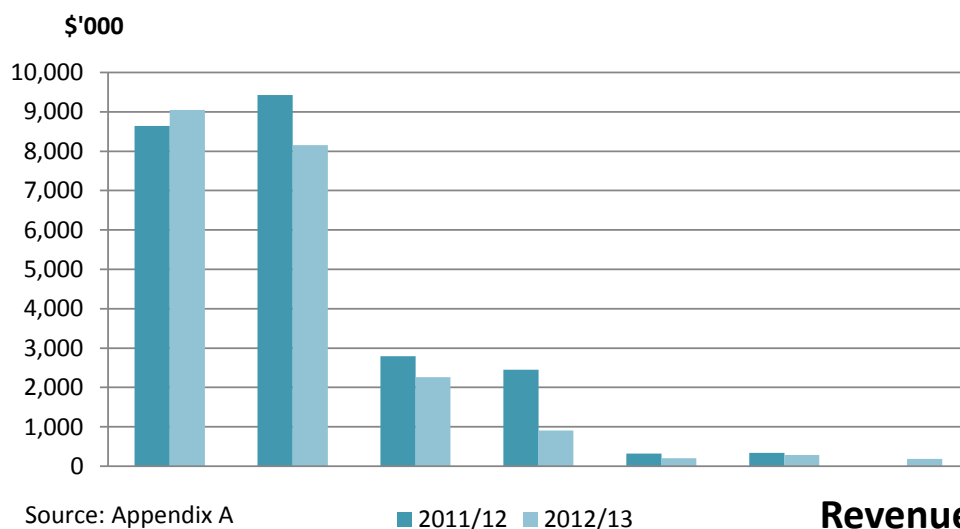
	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Total income	4.2	23,968	21,043	(2,925)
Total expenses	4.3	(22,169)	(20,960)	1,209
Surplus (deficit) for the year		1,799	83	(1,716)
Net Gain on Assets	4.2.7	(6)	(182)	(176)
Capital Grants excluding Community Grants		(2,578)	(1,752)	826
Underlying surplus (deficit)		(786)	(1,851)	(1,066)

4.1.1 Underlying deficit (\$1.066 million increase)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2012/13 year is a deficit of \$1.851 million which is an increase of \$1.066 million over the 2011/12 year.

4.2 Income

Income Types	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Rates and charges	4.2.1	8,638	9,049	411
Grants - Operating	4.2.2	9,423	8,156	(1,267)
Grants - Capital	4.2.3	2,792	2,261	(531)
Fees, fines & user charges	4.2.4	2,447	902	(1,545)
Contributions & donations	4.2.5	324	205	(119)
Interest	4.2.6	338	288	(50)
Net gain on sale of assets	4.2.7	6	182	176
Total income		23,968	21,043	(2,925)



4.2.1 Rates and charges (\$411,000 increase)

It is proposed that general rate income be increased by 4.1% or \$411,000 over 2011/12 to \$9.049 million. Section 9. "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2012/13.

4.2.2 Grants - Operating (\$1.267 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has decreased by 13.4% or \$1.267 million compared to 2011/12. Significant movements in grant funding are summarised below:

Grant Funding Types	Forecast		
	Actual	Budget	Variance
	2011/12	2012/13	
	\$'000	\$'000	\$'000
Natural Disaster	2,747	1,576	(1,171)
Special Projects	612	455	(157)
Preschools	409	338	(71)
Sporting Clubs	44	91	47
Victorian Grants Commission	4,260	4,387	127

4.2.3 Grants - Capital (\$531,000 decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 19.0% or \$531,000 compared to 2011/12 due mainly to fewer specific funded capital works projects. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2011/12 year.

4.2.4 Fees, fines & user charges (\$1.545 million decrease)

User charges, fees and fines relates mainly to the recovery of service delivery costs through the charging of fees and fines to users of Council's services. These include health, planning, building, animal control fees and fines, the use of leisure and other community facilities and the provision of human services such as kindergartens and home help services.

Overall the level of fees, fines & user charges has decreased by 63.1% or \$1.545 million due to the completion of the Vic Roads maintenance contract in the 2011/12 year.

In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI or market levels.

A detailed listing of fees and charges is included in Appendix E and is available on Council's website or can be inspected at Council's customer service centres.

4.2.5 Contributions & donations (\$119,000 decrease)

Contributions & donations relate to monies paid by various interested parties for services provided by Council and community capital works projects.

Contributions are projected to decrease by \$119,000 or 36.7% compared to 2011/12 due mainly to the completion of a number of major capital projects within the municipality during the 2011/12 year.

4.2.6 Interest (\$50,000 decrease)

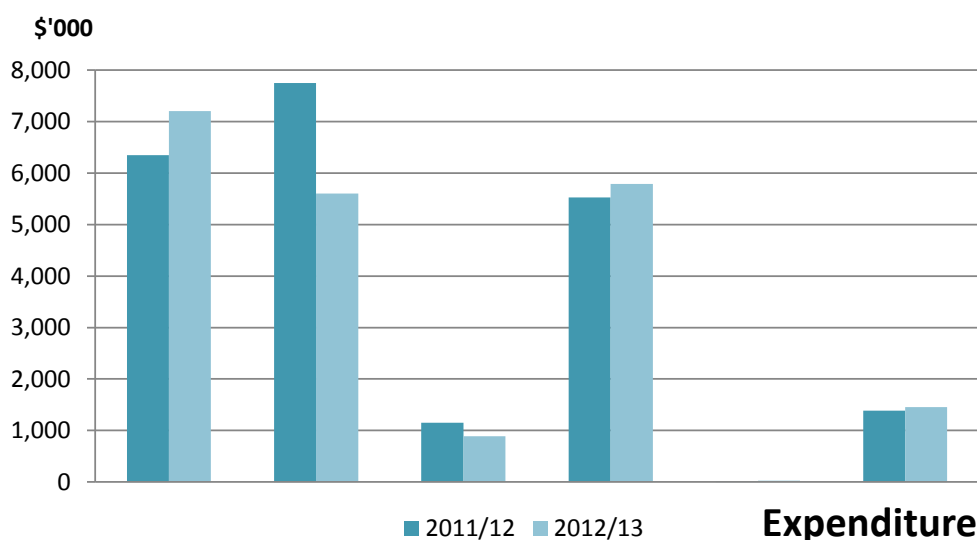
Includes interest revenue on investments and rate arrears. Interest on unpaid rates is forecast to remain static while the reduction in working capital will result in less interest earned on investments.

4.2.7 Net gain on sale of assets (\$176,000 increase)

The net gain (or loss) on disposal of assets relates to the sale of Council vehicles, including large items of plant. It represents the difference between the amount received for an item of plant and the book value of that item in Council's accounts at the time of sale.

4.3 Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2011/12 \$'000	Budget 2012/13 \$'000	\$'000
Employee benefits	4.3.1	6,345	7,201	856
Materials and services	4.3.2	7,750	5,601	(2,149)
Contributions & donations	4.3.3	1,148	889	(259)
Depreciation	4.3.4	5,528	5,791	263
Finance costs	4.3.5	15	26	11
Other expenses	4.3.6	1,383	1,452	69
Total expenses		22,169	20,960	(1,209)



Source: Appendix A

4.3.1 Employee benefits (\$856,000 increase)

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

Employee costs are forecast to increase by 13.5% or \$856,000 compared to 2011/12. Council's current Enterprise Bargaining Agreement (EBA) was renegotiated in May 2011. A 4% wage increase (as per the EBA) has been used for the purposes of calculating the budget.

In summary, average staff numbers (based on monthly averages) during the budget period are as follows:

Type of employment	Forecast		Variance
	Actual 2011/12 EFT's	Budget 2012/13 EFT's	\$'000
Full Time	82	82	0
Part Time	16	16	0
Total	98	98	0

The most increases in employee costs by service unit are summarised below:

Department/Unit	Forecast		
	Actual	Budget	Variance
	2011/12 \$'000	2012/13 \$'000	\$'000
Community Services	1,682	1,783	101
Corporate Services	639	788	149
Economic Development	275	322	47
Engineering	2,400	2,807	407
Governance	504	620	116
Recreation & Culture & Leisure	88	101	13
Waste & Environment	553	579	27

4.3.2 Materials and services (\$2.149 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 27.7% or \$2.149 million compared to 2011/12.

External consultants are forecast to increase by 31.4% or \$157,620 compared to 2011/12. The increase is due mainly to an additional building surveyor (\$53,000) and funding for Engaging Youth program (\$30,000).

External contractors are forecast to decrease by 95.4% or \$2.448 million compared to 2011/12. The main areas contributing to this decrease are the completion of natural disaster and flood restoration works.

Utility costs relate to telecommunications, including usage of telephones and other utilities such as water, gas and electricity. Utility costs are forecast to increase by 7.5% or \$24,000 compared to 2011/12. This is due to the expected increase in utility prices as a result of the introduction of the carbon tax.

4.3.3 Contributions & donations (\$259,000 decrease)

Contributions and donations is projected to decrease by \$259,000 or 22.6% compared to 2011/12 due mainly to the reduction in Council contributions towards community projects generated by sport and recreation grants or flood repair infrastructure grants. Contributions towards community operations have been increased in line with Council policy.

4.3.4 Depreciation (\$263,000 increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$263,000 for 2012/13 is due mainly to the completion of the 2012/13 capital works program and the full year effect of depreciation on the 2011/12 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2012/13 year.

4.3.5 Finance costs (\$11,000 increase)

Finance costs relate to interest charged by financial institutions on bank overdraft and funds borrowed. There will be a slight increase in finance costs for the 2012/13 year which relates to the use of the overdraft facility. Council will continue to reduce borrowings in accordance with loan agreements. Council currently has two loans. One loan will be paid out in September 2012. The remaining loan will be finalised in 2013/14.

4.3.6 Other expenses (\$69,000 increase)

Other expenses relate to a range of unclassified items including advertising, insurances, subscriptions, audit fees and other miscellaneous expenditure items. Other expenses are forecast to increase by 5.0% or \$69,000 compared to 2011/12.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2012/13 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
Rates and charges		8,862	9,016	154
Grants & contributions		12,393	10,987	(1,406)
Interest		342	288	(54)
User charges, fees & fines		2,913	1,108	(1,805)
		24,510	21,399	(3,111)
<i>Payments</i>				
Employee benefits		(6,170)	(7,068)	(898)
Materials, contractors and other expenses		(12,967)	(8,511)	4,457
		(19,137)	(15,579)	3,559
Net cash provided by operating activities		5,373	5,821	448
Cash flows from investing activities	5.1.2			
Proceeds from property, plant and equipment		247	430	183
Repayment of loans and advances		120	70	(50)
Payments for property, plant and equipment		(9,459)	(8,243)	1,217
Net cash used in investing activities		(9,092)	(7,743)	1,350
Cash flows from financing activities	5.1.3			
Finance costs		0	0	0
Repayment of borrowings		(100)	(60)	40
Net cash used in financing activities		(100)	(60)	40
Net decrease in cash and cash equivalents		(3,819)	(1,982)	1,837
Cash & cash equivalents at beginning of year		10,275	6,456	(3,819)
Cash and cash equivalents at end of the year	5.1.4	6,456	4,474	(1,982)

5.1.1 Operating activities (\$448,000 increase)

The small increase in cash inflows from operating activities is due mainly to a decrease in payments for materials and payments made to contractors for flood restoration works and a \$411,000 increase in rates and charges.

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

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
Surplus (deficit) for the year	1,799	83	(1,716)
Depreciation	5,528	5,791	263
Gain (loss) on sale of assets	6	182	176
Net movement in current assets and liabilities	(1,960)	(235)	1,725
Cash flows available from operating activities	5,373	5,821	448

5.1.2 Investing activities (\$1.350 million decrease)

The decrease in payments for investing activities represents the planned decrease in capital works expenditure disclosed in section 10 of this budget report.

5.1.3 Financing activities (\$40,000 decrease)

For 2012/13 the total of principal repayments is \$60,000 and finance charges is \$26,000.

5.1.4 Cash and cash equivalents at end of the year (\$1.982 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.982 million to \$4.474 million as at 30 June 2013, reflecting Council's strategy of using excess cash and investments to enhance existing and create new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a reduction in the capital works program from 2012/13 onwards to balance future cash budgets.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2013 it will have cash and investments of \$4.474 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Variance \$'000
Total cash and investments		6,456	4,474	(1,982)
Restricted cash and investments				
- Discretionary reserves	5.2.1	(15)	(15)	0
Unrestricted cash and investments	5.2.2	6,441	4,459	(1,982)

5.2.1 Discretionary reserves (\$15,000)

These funds are available for whatever purpose Council decides is their best use. In this case \$15,000 has been put aside for use on the aerodromes. Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

5.2.2 Unrestricted cash and investments (\$4.352 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions or carried forward capital works. A high level of unrestricted cash and investments is required as 75% of Council's rate revenue is not received until February each year.

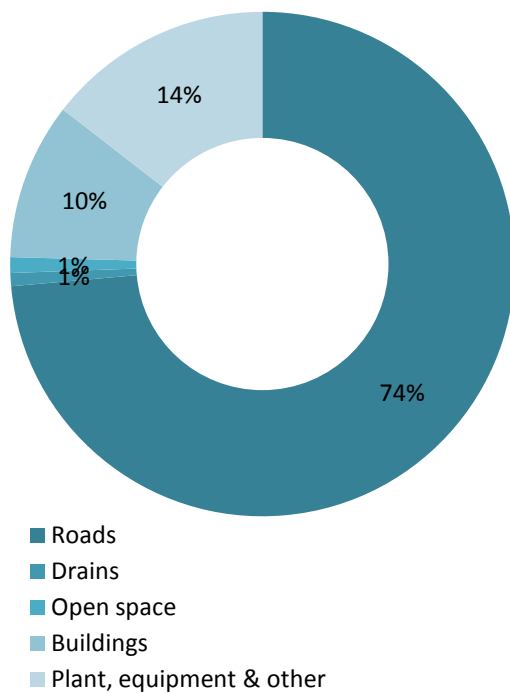
6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2012/13 year and the sources of funding for the capital budget.

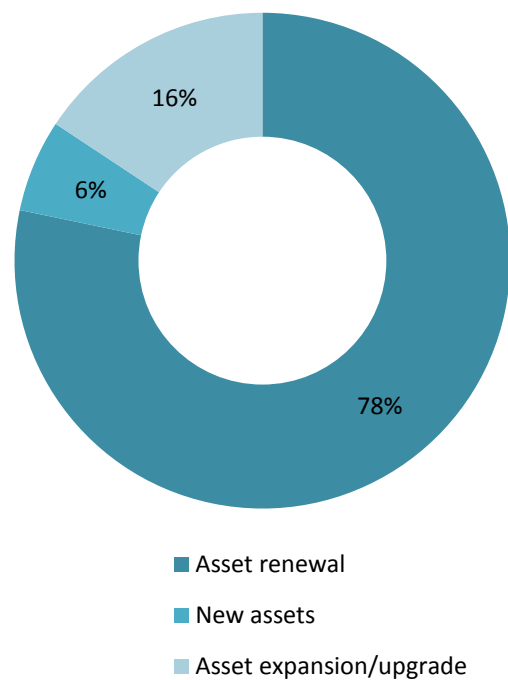
6.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
New works				
Roads	6.1.1	7,417	6,067	(1,350)
Drains	6.1.2	59	69	10
Open space	6.1.3	21	83	62
Buildings	6.1.4	793	829	36
Plant, equipment & other	6.1.5	1,169	1,196	27
Total capital works		9,459	8,243	(1,216)
Represented by:				
Asset renewal	6.1.6	7,951	6,452	(1,499)
New assets	6.1.6	639	497	(142)
Asset expansion/upgrade	6.1.6	869	1,294	425
Total capital works		9,459	8,243	(1,216)

Budgeted new capital works 2012/13



Budgeted total capital works 2012/13



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

6.1.1 Roads (\$6.067 million)

Roads includes local roads, car parks, footpaths, and bridges & culverts.

For the 2012/13 year, \$6.067 million will be expended on road projects. The more significant projects include local road reconstructions (\$3.490 million), which includes federally funded Roads to Recovery projects, road resheeting (\$1.004 million), footpaths (\$241,000), kerb and channel (\$217,000), shoulder resheeting (\$371,000), bridges and culverts (\$51,000) and road reseal and preparation (\$692,000).

6.1.2 Drains (\$69,000)

Drains includes drains in road reserves.

For the 2012/13 year, \$69,000 will be expended on drainage projects. The more significant project is the installation of a secondary pump into the pit at the pumping station in Gardiner Street Warracknabeal (\$20,000).

6.1.3 Open space (\$83,000)

Open Space includes parks and playground equipment.

For the 2012/13 year, \$83,000 will be expended on open space projects. The more significant projects include upgrade of the Woomelang park (\$63,000) due to flood damage and playground equipment upgrades (\$20,000).

6.1.4 Buildings (\$829,000)

Buildings includes community facilities, municipal offices, sports facilities, pavilions.

For the 2012/13 year, \$829,000 will be expended on building projects. The more significant projects include stage 2 of the construction of the Hopetoun Depot (\$250,000), extension at the Rupanyup Kindergarten (\$80,000), verandah extension at Minyip Kindergarten (\$25,000), upgrade of amenities block and laundry facilities at the Hopetoun Caravan Park (\$35,000), renewal works at the Warracknabeal Caravan Park (\$59,000) and Rupanyup Tennis Courts (\$143,000).

6.1.5 Plant, equipment and other (\$1.196 million)

Plant, equipment and other includes information technology, motor vehicles and plant purchases.

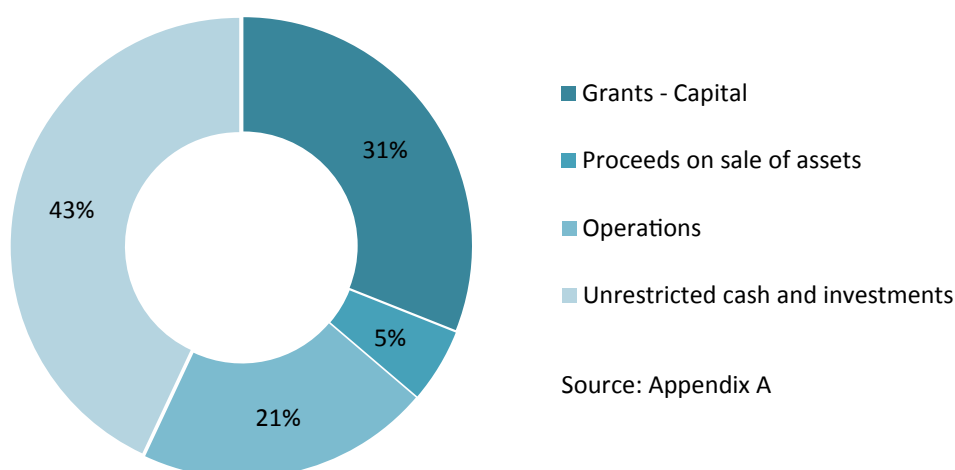
For the 2012/13 year, \$1.196 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.096 million), upgrade and replacement of information technology (\$101,000).

6.1.6 Asset renewal (\$6.452 million), new assets (\$497,000), and expansion/upgrade (\$1.294 million)

A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

6.2 Funding sources

Sources of funding	Ref	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance \$'000
New works				
Current year funding				
Grants - Capital	6.2.1	3,281	2,557	(724)
Proceeds on sale of assets	6.2.2	247	430	183
		3,528	2,987	(541)
Internal				
Operations	6.2.3	317	1,709	1,392
Unrestricted cash and investments	6.2.4	5,614	3,547	(2,067)
		5,931	5,256	(675)
Total funding sources		9,459	8,243	(1,216)



6.2.1 Grants - Capital (\$2.557 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Roads to Recovery projects (\$1.102 million), Local Government Infrastructure Program (\$455,000) and Country Roads and Bridges Initiative Program (\$1.000 million).

6.2.3 Proceeds from sale of assets (\$430,000)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$430,000.

6.2.4 Operations (\$1.709 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$1.709 million will be generated from operations to fund the 2012/13 capital works program.

6.2.6 Unrestricted cash and investments (\$3.547 million)

Council has uncommitted cash and investments which represent unrestricted cash and investments and funds preserved from the previous year mainly as a result of grants and contributions being received in advance. It is forecast that \$3.547 million will be available from the 2011/12 year to fund new capital works in the 2012/13 year.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2011/12 and 2012/13. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		6,456	4,474	(1,982)
Trade and other receivables		1,438	1,379	(59)
Financial assets		270	328	58
Other assets		597	598	1
Total current assets		8,761	6,779	(1,983)
Non-current assets	7.1.1			
Trade and other receivables		576	502	(74)
Property, infrastructure, plant and equipment		129,169	132,373	3,204
Total non-current assets		129,745	132,875	3,130
Total assets		138,506	139,654	1,148
Current liabilities	7.1.2			
Trade and other payables		948	975	(27)
Interest-bearing loans and borrowings		57	18	39
Provisions		2,142	2,239	(97)
Total current liabilities		3,147	3,232	(85)
Non-current liabilities	7.1.2			
Interest-bearing loans and borrowings		48	27	21
Provisions		275	276	(1)
Total non-current liabilities		323	303	21
Total liabilities		3,470	3,535	(65)
Net assets		135,036	136,119	1,083
Equity	7.1.4			
Accumulated surplus		70,914	70,997	83
Asset revaluation reserve		64,122	65,122	1,000
Total equity		135,036	136,119	1,083

Source: Appendix A

7.1.1 Current Assets (\$1.982 million decrease) and Non-Current Assets (\$3.130 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.982 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non current) relating to loans to community organisations will reduce by \$74,000 in accordance with agreed repayment terms.

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$8.243 million of new assets), depreciation of assets (\$5.791 million) and the sale through sale of property, plant and equipment.

7.1.2 Current Liabilities (\$85,000 increase) and Non Current Liabilities (\$21,000 decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2011/12 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$60,000 over the year.

7.1.3 Working Capital (\$2.068 million decrease)

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

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June.

	Ref	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Variance \$'000
Current assets		8,761	6,779	(1,983)
Current liabilities		3,147	3,232	85
Working capital		5,614	3,547	(2,068)
Restricted cash and investment current assets				
- Discretionary reserves		(15)	(15)	0
Unrestricted working capital*		5,599	3,532	(2,068)

7.1.4 Equity (\$1.083 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.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$83,000 results directly from the operating surplus for the year.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2013 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 91.02% of total rates and charges raised will be collected in the 2012/13 year (2011/12: 90.27% forecast actual).
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors and creditors to remain consistent with 2011/12 levels.
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff.
- Repayment of loan principal to be \$60,000.
- Total capital expenditure to be \$8.243 million.

long term strategies

8. Strategic resource plan and key financial indicators

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

8.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2012/13 to 2015/16 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels.
- Achieve a breakeven operating result within five to six years.
- Maintain a capital expenditure program of at least \$6 million per annum.
- Achieve a balanced budget on a cash basis.

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

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

The Plan is reviewed and updated annually through a consultation process with Council.

8.2 Financial resources

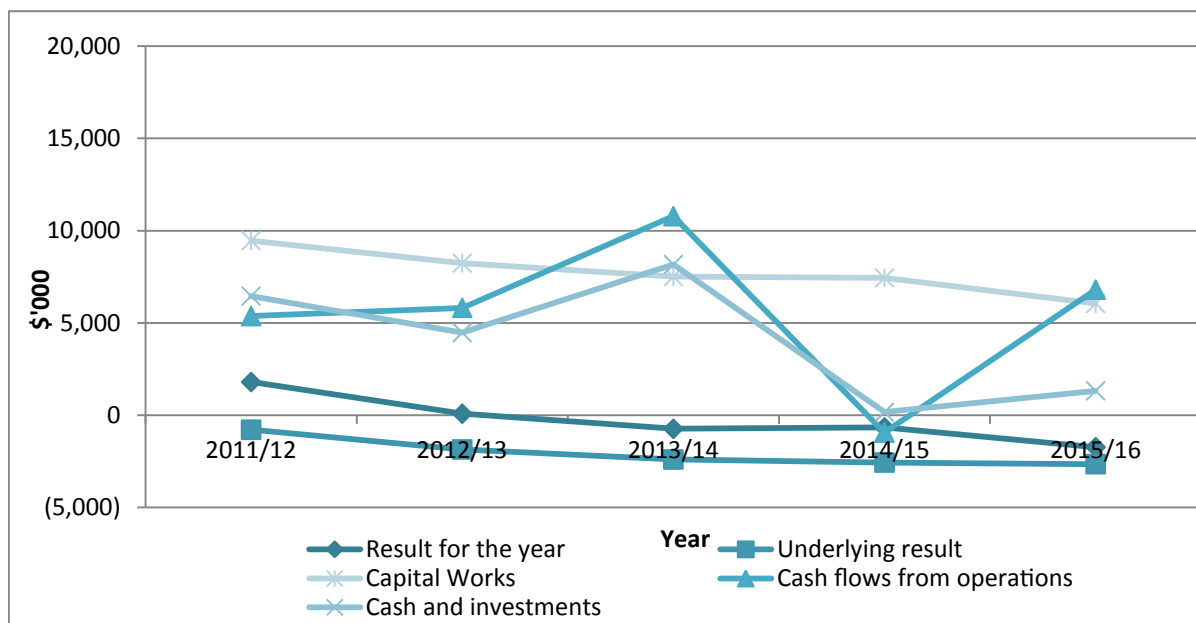
The following table summaries the key financial results for the next four years as set out in the SRP for years 2012/13 to 2015/16. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2011/12	2012/13	2013/14	2014/15	2015/16	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	1,799	83	(734)	(659)	(1,729)	-
Underlying result	(785)	(1,851)	(2,395)	(2,560)	(2,646)	-
Cash and investments	6,456	4,474	8,168	169	1,325	-
Cash flows from operations	5,373	5,821	10,786	(937)	6,808	+
Capital works	9,459	8,243	7,507	7,438	6,055	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (section 5)** - Cash and investments is forecast to decrease over the four year period from \$4.474 million to \$1.325 million, which indicates a close to balanced budget on a cash basis in each year.
- **Rating strategy (section 9)** – Modest rate increases are forecast over the four years at an average of 7.5%, which is comparable with other councils.
- **Service delivery strategy (section 10)** – Service levels have been maintained throughout the four year period. Despite this, an operating surplus is forecast in years 2012/13 as a result of significant capital grant revenue being received to fund the annual capital works program and flood restoration works. Years 2013/14 to 2014/15 forecast operating deficits.
- **Borrowing strategy (section 10)** – Borrowings are forecast to reduce from \$105,000 to \$0 over the four year period.
- **Infrastructure strategy (section 10)** - Capital expenditure over the four year period will total \$29.243 million at an average of \$7.310 million.

8.3 Key financial indicators

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

Indicator	Notes	Forecast	Budget	Strategic Resource Plan Projections			Trend +/-
		Actual 2011/12	2012/13	2013/14	2014/15	2015/16	
Financial performance							
Underlying result/Underlying rev	1	(3.8%)	(10.1%)	(13.7%)	(13.9%)	(14.1%)	-
Expenses/Assessment		\$3,278	\$3,090	\$3,017	\$3,146	\$3,222	o
Rate revenue/Underlying revenue	2	45.6%	44.6%	36.9%	36.1%	33.3%	+
Rate revenue/Assessment		\$1,277	\$1,334	\$1,432	\$1,538	\$1,652	-
Debt servicing/Total revenue		0.5%	0.4%	0.3%	0.2%	0.1%	+
Grants/Total revenue		51.0%	49.9%	43.2%	42.3%	36.7%	-
Fees & charges/Total revenue		10.2%	4.3%	4.7%	4.6%	4.8%	o
Financial position							
Indebtedness/Rate revenue	3	1.2%	0.5%	0.2%	0.0%	0.0%	+
Underlying result/Total assets		(0.6%)	(1.3%)	(1.7%)	(2.0%)	(2.0%)	-
Total assets/Assessment		\$20,480	\$20,589	\$20,793	\$19,135	\$19,494	o
Current assets/Current liabilities	4	278.4%	209.7%	312.3%	70.8%	103.7%	-
Total liabilities/Assessment		\$513	\$521	\$539	\$558	\$582	-
Capital expenditure (\$'000)							
Capital works		\$9,459	\$8,243	\$7,507	\$7,438	\$6,055	-
- Asset renewal		\$7,951	\$6,452	\$6,630	\$6,425	\$4,952	-
- Asset Upgrade		\$1,410	\$1,294	\$684	\$850	\$936	-
- New assets		\$99	\$497	\$193	\$163	\$168	+
Cash op act/Net capital outlays	5	59.1%	75.2%	152.6%	(13.3%)	120.5%	+
Capital works/Rate revenue		109.5%	91.1%	77.3%	71.3%	54.0%	-
Asset renewal/Total depreciation	6	169.3%	139.1%	120.5%	114.4%	88.3%	-

Key to Forecast Trend:

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

Notes to indicators

1 Underlying result - decrease in the financial performance expected over the period and continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Rate revenue/Underlying revenue - Reflects extent of reliance on rate revenues to fund all Council's on-going services. Trend indicates Council will become less reliant on rate revenue compared to all other revenue sources.

3 Indebtedness/Rate revenue - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Current Assets/Current Liabilities - Working capital is forecast to decrease significantly in 2012/13 year due to a run down in cash reserves to fund the capital program. The trend in latter years is to remain steady at an acceptable level.

5 Cash Op Act/Net Capital outlays - Except for the 2014/15 year budget trend indicates Council expects to be able to service its capital works expenses from cash generated from operating activities, rather than relying on its existing cash reserves or further borrowings.

6 Asset renewal/Total depreciation - 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.

8.4 Non-financial resources

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

Indicator	Forecast	Budget	Strategic Resource Plan Projections		
	Actual		Projections		
	2011/12	2012/13	2013/14	2014/15	2015/16
Employee costs (\$'000)	7,439	8,434	8,335	8,704	9,077
Employee numbers	98	98	98	98	97

9. Rating strategy

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

9.1 Strategy development

In developing the Strategic Resource Plan (referred to in Section 8.), rates and charges were identified as an important source of revenue, accounting for 41.2% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the recent increases in valuations and subsequently rates for some properties in the municipality. The following table shows a comparison of the last five years of grants and rates.

Year	% Income from Grants	% Income from Rates & Charges	Rates & Charges \$'000	Rates & Charges % Increase
2007/08 Actual	44.0%	42.8%	6,773	7.2%
2008/09 Actual	47.7%	40.5%	7,064	11.8%
2009/10 Actual	44.1%	44.6%	7,637	12.8%
2010/11 Actual	45.8%	35.0%	8,058	14.1%
2011/12 Estimated Actual	51.0%	36.1%	8,638	7.6%
2012/13 Budget	49.9%	43.4%	9,049	4.8%
Average	47.1%	40.4%	7,870	9.7%

9.2 Current year rate increase

It is predicted that 2012/13 operating position will be significantly impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an almost breakeven operating position by 2015/16 as set out in the Strategic Resource Plan. The \$1.709 million contribution from operations toward capital investment for the 2012/13 year is also much less than desired and unless it can be increased, it will be difficult to maintain robust capital works programs in the future.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, general rates and charges will increase by a modest 4.8% in 2012/13 raising a total rate of \$9.049 million. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2012.

Year	Rate & Charges Increase %	Total Rates & Charges Raised \$'000
2011/12	7.6	8,638
2012/13	4.8	9,049
2013/14	4.9	9,497
2014/15	4.9	9,966
2015/16	4.9	10,459

9.3 Rating structure

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

- Property values, which reflect capacity to pay; and
- User pays component to reflect usage of services provided by Council.

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

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, commercial or farming purposes.

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

The existing rating structure comprises two differential rates (general and farming). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. The farm rate is set at 85% of the general rate. Council also has a municipal charge, a kerbside collection charge and a recycling charge as allowed under the Act.

The following table summarises the rates to be determined for the 2012/13 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2011/12	2012/13
General rates	Cents/\$ CIV	0.6632	0.6444
Farm rates	Cents/\$ CIV	0.5637	0.5477
Municipal charge	\$/ property	\$40.00	\$50.00
Kerbside collection charge			
Residential - 80ltr GST Free	\$/ property	\$100.24	\$107.74
Residential - 120ltr GST Free	\$/ property	\$139.12	\$149.56
Residential - 240ltr GST Free	\$/ property	\$270.77	\$291.09
Other - 80lt GST included	\$/ property	\$110.26	\$118.51
Other - 120lt GST included	\$/ property	\$153.03	\$164.52
Other - 240lt GST included	\$/ property	\$297.85	\$320.20
Recycling charge			
Residential - GST Free	\$/ property	\$89.89	\$96.63
Other - GST included	\$/ property	\$98.88	\$106.29

Municipal Charge

Section 159(1) of the Local Government Act 1989 as amended states that "Council may declare a Municipal Charge to cover some of the administrative costs of the Council.

Other provisions relating to the municipal charge are that "the total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of Council's

- Total revenue from a municipal charge, and;
 - Total revenue from general rates
- in that financial year." Section 159(2)

Single farm enterprise exemptions apply to the municipal charge, which means that where farmers own and farm more than one property as a single farm enterprise they can apply for an exemption from **all but one** of the properties.

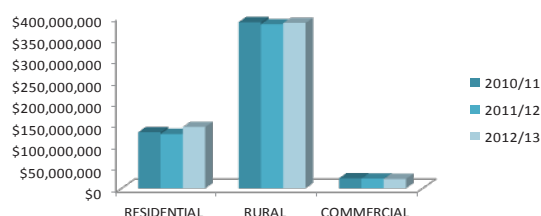
9.4 General revaluation of properties

During the 2011/12 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2012 for the 2012/13 year. The outcome of the general revaluation has been a slight change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 6.8%. Of this increase, residential properties have increased by 7.96%, commercial properties have increased by 3.92% and farm properties by 6.7%.

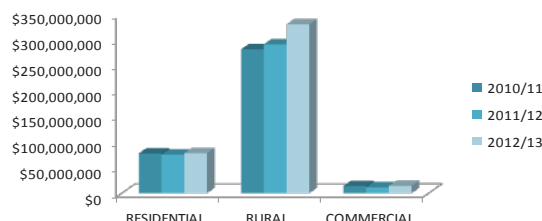
The following table summarises the valuation changes between the 2010 and 2012 general revaluations for properties by ward.

Ward	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000
Residential Properties by Ward			
Hopetoun	43,912	43,886	45,285
Warracknabeal	130,810	127,500	142,928
Dunmunkle	77,975	77,525	78,387
Total Residential	252,697	248,911	266,600
Rural Properties by Ward			
Hopetoun	334,367	337,288	366,676
Warracknabeal	386,921	381,834	385,123
Dunmunkle	282,000	291,771	330,978
Total Rural	1,003,288	1,010,893	1,082,777
Commercial Properties by Ward			
Hopetoun	13,815	13,167	14,152
Warracknabeal	23,403	22,963	21,833
Dunmunkle	14,066	11,322	14,387
Total Commercial	51,284	47,452	50,372
Total Valuations	1,307,269	1,307,256	1,399,749

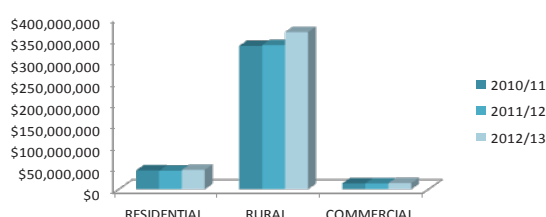
WARRACKNABEAL WARD



DUNMUNKLE WARD



HOPETOUN WARD



10. Other strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

10.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 8), borrowings was identified as an important funding source for capital works programs. In the past, Council has borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs.

For the 2012/13 year, Council has decided not take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$60,000, will reduce its total borrowings to \$45,000 as at 30 June 2013. However it is likely that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2012.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2011/12	0	100	15	105
2012/13	0	60	26	45
2013/14	0	24	3	21

10.2 Infrastructure

The Council has developed an Asset Management Plan, which sets out the capital expenditure requirements of the Council for the next 10 years by class of asset and is a key input to the long term financial plan. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Plan has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.
- Methodology for allocating annual funding to classes of capital projects.
- Business Case template for officers to document capital project submissions.

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

At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Asset Management Plan.

In updating the Asset Management Plan for the 2012/13 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs.
- Availability of significant Federal funding for upgrade of roads.
- The enactment of the Road Management Act 2004 removing the defence of non-feasance on major assets such as roads.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants and Contrib's \$'000	Borrowings \$'000	Working Capital \$'000	Council Operations \$'000
2011/12	9,458	3,281	0	3,899	2,278
2012/13	8,242	2,557	0	2,067	3,618
2013/14	7,507	2,031	0	(3,617)	9,093
2014/15	7,438	2,052	0	8,187	(2,801)
2015/16	6,055	1,073	0	(1,159)	6,141

10.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Strategy (see Section 9.) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2012/13 %	2013/14 %	2014/15 %	2015/16 %
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	4.5	4.5	4.5	4.5
Engineering Construction Index	3.2	3.2	3.2	3.2
Non-residential Building Index	3.5	3.5	3.5	3.5
Rate increases	3.9	3.5	3.5	3.5
Property growth	1.0	1.0	1.0	0.6
Wages growth	4.5	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	5.5	5.0	4.5	4.5

As well as the general influences, there are also a number of specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

Residential Garbage Collection

The contract for collection of residential waste expires on 1 July 2013. It is expected that the cost of this service will increase following re-tender in 2012/13. Future increases have been set at CPI.

Kerbside Collection

The contract for collection of recyclable waste expires on 1 July 2013. It is expected that the cost of this service will increase following re-tender in 2012/13. Future increases have been set at CPI.

Aged & Disability Services

Government funding for aged and disability services is expected to increase from 2012/13. This includes General Home Care, Personal Care, Respite Care and Meals.

Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2012 effective for the 2012/13 year and the next revaluation will be undertaken as at 1 January 2014. An allowance of \$130,000 has been made every two years commencing in 2012/13 to meet the additional cost of resources to complete the revaluation process.

appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 1 to 10 of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	45
B	Statutory disclosures	51
C	Capital works program	56
D	Key strategic activities	59
E	Fees and charges schedule	61

Appendix A

Budgeted standard statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2012/13 to 2015/16 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves.

Budgeted Standard Income Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Income					
Rates and charges	8,638	9,049	9,717	10,434	11,205
Grants - Operating	9,423	8,156	6,444	6,635	6,259
Grants - Capital	2,792	2,261	2,031	2,052	1,073
Fees, fines & user charges	2,447	902	925	939	957
Contributions & Donations	324	205	186	189	193
Interest	338	288	294	300	306
Total income	23,962	20,861	19,597	20,549	19,993
Expenses					
Employee benefits	6,345	7,201	7,160	7,483	7,810
Materials and services	7,750	5,601	5,258	5,460	5,260
Contributions & donations	1,148	889	823	839	876
Depreciation	5,528	5,791	6,069	6,361	6,667
Finance costs	15	26	27	28	29
Other expenses	1,383	1,452	1,127	1,169	1,213
Total expenses	22,169	20,960	20,464	21,340	21,855
Surplus (deficit) for the year	1,793	(99)	(867)	(791)	(1,862)
Other comprehensive income					
Net gain (loss) on disposal of property, infrastructure, plant & equipment	6	182	133	133	133
Total comprehensive income for the year	1,799	83	(734)	(658)	(1,729)

Budgeted Standard Balance Sheet

For the four years ending 30 June 2016

	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Strategic Resource Plan Projections		
			2014 \$'000	2015 \$'000	2016 \$'000
Current assets					
Cash and cash equivalents	6,456	4,474	8,168	169	1,325
Trade and other receivables	1,438	1,379	1,163	1,221	1,283
Financial assets	270	328	322	210	220
Other assets	597	598	884	880	968
Total current assets	8,761	6,779	10,537	2,480	3,796
Non-current assets					
Trade and other receivables	576	502	448	444	442
Property, infrastructure, plant & equipment	129,169	132,373	130,055	126,869	127,986
Total non-current assets	129,745	132,875	130,503	127,313	128,428
Total assets	138,506	139,654	141,040	129,793	132,224
Current liabilities					
Trade and other payables	948	975	995	1,014	1,035
Interest-bearing loans and borrowings	57	18	18	0	0
Provisions	2,142	2,239	2,361	2,490	2,627
Total current liabilities	3,147	3,232	3,374	3,504	3,662
Non-current liabilities					
Interest-bearing loans and borrowings	48	27	3	0	0
Provisions	275	276	277	281	283
Total non-current liabilities	323	303	280	281	283
Total liabilities	3,470	3,535	3,654	3,785	3,945
Net assets	135,036	136,119	137,386	126,008	128,279
Equity					
Accumulated surplus	70,914	70,997	70,264	69,605	67,876
Asset revaluation reserve	64,122	65,122	67,122	56,403	60,404
Total equity	135,036	136,119	137,386	126,008	128,279

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000 Inflows (Outflows)	Budget 2012/13 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections		
			2013/14 \$'000 Inflows (Outflows)	2014/15 \$'000 Inflows (Outflows)	2015/16 \$'000 Inflows (Outflows)
Cash flows from operating activities					
<i>Receipts</i>					
Rates and charges	8,862	9,016	9,501	10,494	11,270
Grants & contributions	12,393	10,987	9,176	9,182	7,615
Interest	342	288	294	300	306
User charges, fees & fines	2,913	1,108	1,116	1,163	1,166
	24,510	21,399	20,087	21,139	20,357
<i>Payments</i>					
Employee benefits	(6,170)	(7,068)	(6,991)	(7,301)	(7,618)
Materials, contractors and other expenses	(12,967)	(8,511)	(2,310)	(14,775)	(5,931)
	(19,137)	(15,579)	(9,301)	(22,076)	(13,549)
Net cash provided by operating activities	5,373	5,821	10,786	(937)	6,808
Cash flows from investing activities					
Proceeds from property, plant and equipment	247	430	388	396	404
Repayment of loans and advances	120	70	50		
Payments for property, plant and equipment	(9,459)	(8,243)	(7,507)	(7,438)	(6,055)
Net cash used in investing activities	(9,092)	(7,743)	(7,069)	(7,042)	(5,652)
Cash flows from financing activities					
Finance costs					
Repayment of borrowings	(100)	(60)	(24)	(20)	0
Net cash provided by (used in) financing activities	(100)	(60)	(24)	(20)	0
Net decrease in cash & cash equivalents	(3,819)	(1,982)	3,694	(7,999)	1,157
Cash & cash equivalents at beginning of year	10,275	6,456	4,474	8,168	169
Cash & cash equivalents at end of year	6,456	4,474	8,168	169	1,325

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2016

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Capital works areas					
Roads	7,417	6,067	5,816	5,986	4,579
Drains	59	69	71	73	75
Open space	21	83	86	88	91
Buildings	793	829	507	284	288
Plant, equipment & other	1,169	1,196	1,027	1,007	1,022
Total capital works	9,459	8,243	7,507	7,438	6,055
Represented by:					
Asset renewal	7,951	6,452	6,005	5,950	4,844
New assets	639	497	450	446	363
Asset expansion/upgrade	869	1,294	1,051	1,041	848
Total capital works	9,459	8,243	7,507	7,438	6,055

Reconciliation of net movement in property, plant and equipment

	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
			2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Total capital works	9,459	8,243	7,507	7,438	6,055
Asset revaluation increment / (decrement)	1,000	1,000	(3,500)	(4,000)	2,000
Depreciation	(5,528)	(5,791)	(6,069)	(6,361)	(6,667)
Written down value of assets sold	(241)	(248)	(255)	(263)	(271)
Net movement in property, plant & equipment	4,690	3,204	(2,318)	(3,186)	1,118

Budgeted Statement of Investment Reserves

For the four years ending 30 June 2016

	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Strategic Resource Plan Projections		
			2014 \$'000	2015 \$'000	2016 \$'000
Discretionary					
Aerodromes	15	15	15	0	0
Total reserves	15	15	15	0	0

Appendix B

Statutory disclosures

This appendix presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

Statutory disclosures

1. Borrowings

	2011/12 \$	2012/13 \$
New borrowings (other than refinancing)	500,000	0
Debt redemption	182,000	60,000

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2011/12 cents/\$CIV	2012/13 cents/\$CIV
General rate for rateable residential and commercial properties	0.6632	0.6444
General rate for rateable farm properties	0.5637	0.5477

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2011/12 \$	2012/13 \$
General	1,948,374	2,026,000
Farm	5,694,387	5,930,000

2.3 The estimated total amount to be raised by rates

	2011/12 \$	2012/13 \$
Total rates to be raised	7,642,761	7,956,000

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2011/12 Change %	2012/13 Change %
General	6.4	-2.8
Farm	6.4	-2.8

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2011/12 \$	2012/13 \$
General	3,773	3,778
Farm	2,990	3,005
Total number of assessments	6,763	6,783

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

Type of Property	2011/12 \$	2012/13 \$
General	293,783,700	314,322,000
Farm	1,010,180,400	1,082,777,000
Total	1,303,964,100	1,397,099,000

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2011/12 \$	Per Rateable Property 2012/13 \$
Municipal	40.00	50.00
Kerbside collection		
Residential - 80lt bin	100.24	107.74
Residential - 120lt bin	139.12	149.56
Residential - 240lt bin	270.77	291.09
Other - 80lt bin (GST included)	110.30	118.51
Other - 120lt bin (GST included)	158.85	164.48
Other - 240lt bin (GST included)	297.84	320.20
Recycling		
Residential	89.89	96.63
Other - (GST included)	98.88	106.29

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2011/12 \$	2012/13 \$
Municipal	208,920	261,150
Kerbside collection	512,480	561,451
Recycling	260,229	282,738
Total	981,629	1,105,339

2.10 The estimated total amount to be raised by rates and charges:

	2011/12 \$	2012/13 \$
Rates and charges	8,624,390	9,061,339
Supplementary rates	-10,000	-15,000
Total	8,614,390	9,046,339

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

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

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.6444% (0.006444 cents in the dollar of CIV) for all rateable residential properties; and
- A farm rate of 0.5477% (0.005477 cents in the dollar of CIV) for all rateable business properties.

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

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

3.2 Business land

Business land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Yarriambiack Shire Council Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning is applicable to the determination of vacant land which will be subject to the rate applicable to business land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Yarriambiack Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

3.3 Residential land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Yarriambiack Shire Council Planning Scheme and which is not business land.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning is applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the Yarriambiack Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2012/13 financial year.

Appendix C

Capital works program

This appendix presents a listing of the capital works projects that will be undertaken for the 2012/13 year.

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

- New works for 2012/13

Capital works program

For the year ending 30 June 2013

1. New works

Capital Works Area	Externally Funded \$'000	Internally Funded \$'000	Project Cost \$'000
ROADS			
Asset renewal			
Local Roads - Urban Construction	250		250
Local Roads - Rural Construction	1,250	750	2,000
Local Roads - Gravel Resheeting	500	454	954
Local Roads - Shoulder Gravel Resheeting		371	371
Local Roads - Rural Bituminous Resealing		542	542
Local Roads - Urban Bituminous Resealing		150	150
Footpaths		141	141
Kerb & Channel		217	217
Bridges & Culverts		51	51
Total asset renewal	2,000	2,676	4,676
New assets			
Local Roads - Urban Construction		50	50
Footpaths		70	70
Drainage		45	45
Total new assets		165	165
Asset expansion/upgrade			
Local Roads - Urban Construction		200	200
Local Roads - Rural Construction		990	990
Local Roads - Gravel Resheeting		50	50
Footpaths		30	30
Drainage		24	24
Total asset expansion/upgrade		1,295	1,295
TOTAL ROADS	2,000	4,135	6,135
BUILDINGS			
Asset renewal			
Municipal offices		15	15
Leisure Complex		9	9
Halls		10	10
Swimming Pools		50	50
Recycling & Transfer Stations		50	50
Caravan Parks	89	32	121
Kindergartens / Infant Welfare Centres	127		127
Parks & Reserves	226		226
Depots		33	33
Other		30	30
Total asset renewal	442	229	671
New assets			
Depots	100	141	241
Total new assets	100	141	241
TOTAL BUILDINGS	542	370	912

Capital Works Area	Externally Funded \$'000	Internally Funded \$'000	Project Cost \$'000
PLANT, EQUIPMENT and OTHER			
Asset renewal			
Other furniture and equipment		9	9
Motor vehicles and plant	430	666	1,096
Total asset renewal	430	675	1,105
New assets			
Information technology		91	91
Total new assets		91	91
TOTAL PLANT, EQUIPMENT and OTHER	430	766	1,196
TOTAL NEW CAPITAL WORKS 2012/13	2,972	5,271	8,243
Asset renewal	2,872	3,579	6,451
New assets	100	397	497
Asset expansion/upgrade	0	1,295	1,295
	2,972	5,271	8,243

2. Summary

	Externally Funded \$'000	Internally Funded \$'000	Project Cost \$'000
Asset renewal	2,872	3,580	6,452
New assets	100	397	497
Asset expansion/upgrade	0	1,294	1,294
TOTAL CAPITAL WORKS	2,972	5,271	8,243

Appendix D

Key strategic activities

This appendix presents a number of key strategic activities to be undertaken during the 2012/13 year and performance targets and measures in relation to these.

Key strategic activities

For the year ending 30 June 2013

Key Strategic Activity	Performance Measure	Performance
Overall Performance		
To promote awareness of Council activities and services	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥65%
Leadership and Advocacy		
Provide leadership and advocacy on key shire issues	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥65%
Community Engagement		
To engage appropriate interest groups and individuals on specific issues	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥63%
Responsiveness to Enquiries and Requests		
To be responsive and accountable to the local community	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥73%
Financial Management		
Achieve the budgeted operating result	The difference between the budgeted operating result and the actual operating result for the financial year.	>\$0
Complete the capital works program	The proportion of budgeted capital works projects completed at the conclusion of the financial year.	100%
Provide Appropriate Services		
Providing appropriate services to meet community needs in an effective manner	Local Government Victoria Annual Community Satisfaction rating for overall performance generally of the Council.	≥ 62%

Appendix E

Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2012/13 year.

community services

HACC General Home Care – Low Fee	2011/12	2012/13
Single Pension	\$6.00 per hour	\$7.00 per hour
Double Pension	\$6.50 per hour	\$7.50 per hour
General Home Care – Medium Fee	\$15.00 per hour	\$16.00 per hour
General Home Care – High Fee	\$30.00 per hour	\$30.00 per hour
External Provider of Care (includes respite, personal, home & home maintenance)	\$45.00 per hour (exc GST)	\$47.50 per hour (exc GST)
Personal Care – Low Fee	\$3.00 per hour	\$3.50 per hour
Personal Care – Medium Fee	\$6.00 per hour	\$7.00 per hour
Personal Care – High Fee	\$20.00 to \$25.00 per hour	\$20.00 to \$25.00 per hour
In Home Respite Care – Low Fee	\$3.00 per hour	\$4.00 per hour
In Home Respite Care – Medium Fee	\$6.00 per hour	\$6.00 per hour
In Home Respite Care – High Fee	\$20.00 to \$25.00 per hour	\$20.00 to \$25.00 per hour
Home Maintenance – Low Fee (labour only; client contributes to cost of materials)	\$8.00 per hour	\$9.00 per hour
Home Maintenance – Medium Fee (labour only; client contributes to cost of materials)	\$12.00 per hour	\$13.00 per hour
Home Maintenance – High Fee (labour only; client contributes to cost of materials)	\$25.00 per hour	\$25.00 per hour
Delivered Meals – (Client charge)	\$7.50 per meal	\$8.00 per meal
Delivered Meals – (External)	(Full cost recovery)	(Full cost recovery)
Centre Based Meals	\$8.00 per meal	\$8.50 per meal
Disabled Parking Permits		
Initial permit	no charge	no charge
Additional permit (replacement)	\$5.00	\$6.00
Kindergarten Fees		
Beulah (5 hours per week)	\$ 70.00	-
Hopetoun (10 hours per week)	\$170.00	\$170.00
Minyip (10 hours per week)	\$160.00	\$160.00
Murtoa (10 hours per week)	\$140.00	\$140.00
Rupanyup (10 hours per week)	\$180.00	\$180.00
Warracknabeal (10 hours per week)	\$187.50	\$187.50
Woomelang (5 hours per week)	-	\$100.00

Less concession subsidy per child per term as set by
Department of Education and Early Childhood Development - \$182.50

environmental health

Food Act	2011/12	2012/13
Class 1 Food premises High risk ready-to-eat food served to vulnerable groups must have 3rd party audited FSP <i>Hospitals, Nursing Homes, Child care Centres</i>	\$250.00	\$250.00
Class 2 Food Premises High risk or unpackaged foods must have FSP (may be template or 3rd party audited) <i>Hotels, restaurants cafes, takeaways, supermarkets, manufacturers, caterers, milk bars and some service stations</i>	\$200.00	\$200.00
Class 3 Food Premises Premises selling low risk pre-packaged food only eg packaged confectionary, soft drink <i>Newsagents, video stores, some service stations</i>	\$70.00	\$70.00
Non profit organizations and Community Groups Food is prepared predominantly for consumption by members, or for fund raising activities <i>Service clubs, most sporting clubs</i>	\$70.00	\$70.00
Premises with limited operation Premises which do not operate for the full year or only produce low volumes of product <i>Swimming pool kiosks, home and hobby businesses</i>	50% of appropriate fee	50% of appropriate fee
Street Stalls / Temporary food vendor permits		
Non profit and community groups <i>(fetes, sausage sizzles, street stalls)</i> Single Event Permit	\$20.00	\$20.00
Yearly Permit (<i>up to 12 events per year</i>)	\$20.00	\$20.00
Private individuals and businesses <i>(Markets, private stalls)</i> Single Event Permit	\$20.00	\$20.00
Yearly Permit (<i>up to 12 events per year</i>)	\$40.00	\$40.00
Health Act		
Hairdresser/Beauty Parlour/Skin penetration	\$70.00	\$70.00
Prescribed Accommodation Premises providing accommodation for 6 or more persons Hotels, motels, hostels, camps	\$70.00	\$70.00
Residential Tenancies Act		
Caravan Parks Total number of sites not exceeding 25		6 fee units @ \$12.22
Total number of sites exceeding 25 but not exceeding 50		12 fee units @ \$12.22
Environment Protection Act		
Septic Tank - new	\$200.00	\$200.00
- alteration to existing	\$150.00	\$150.00
Other Fees		
Transfer Inspection Fee To be paid by potential purchaser of premises	\$50.00	\$50.00
Transfer fee Fee to transfer registration to the new proprietor for the remainder of the registration period. Includes a transfer inspection if requested	50% of listed fee	50% of listed fee
Late payment penalty fee Fee imposed for non payment of renewal fee by 15 February	50% of listed fee up to a max of \$50	50% of listed fee up to a max of \$50
Street Activity Permit		
Single Event	\$20.00	\$20.00
Yearly	\$40.00	\$40.00

animal control & local laws

Animal Act	2011/12	2012/13
Pensioner Discount	<i>50% of prescribed fee</i>	<i>50% of prescribed fee</i>
Dogs or Cats registered after the 1st January	<i>50% of prescribed fee</i>	<i>50% of prescribed fee</i>
Dog	\$60.00	\$66.00
Dog desexed	\$ 20.00	\$22.00
Working dog	\$ 20.00	\$22.00
VCA registered	\$ 20.00	\$22.00
Micro chipped	\$ 20.00	\$22.00
Barking Dog Collar	\$10.00 per week	\$10.00 per week
Cat	\$60.00	\$63.00
Cat desexed	\$ 20.00	\$21.00
FCC, CFA, DCC registered	\$ 20.00	\$21.00
Micro chipped	\$ 20.00	\$21.00
Replacement of lost tag	\$ 4.00	\$ 5.00
Pound Fees - Impounded Animal		
<i>First day Release fee</i>	\$40.00	\$60.00
<i>Subsequent days</i>	\$12.00 per day	\$12.50 per day
Late payment administration fee Payment not received by 30 April	\$10.00 per invoice	\$10.00 per invoice
Fire Hazard administration fee		\$40.00
Unightly land administration fee	\$40.00	\$40.00

waste & recycling

Tipping Fees	2011/12	2012/13
General Hard Waste	\$8.00 per m3	\$8.80 per m3
Putrescibles Waste	\$20.50 per m3	\$22.50 per m3
Household / Kitchen Waste	\$5.50 240lt bin	\$6.00 240lt bin
Clean Green Waste	\$8.00 per m3	\$8.80 per m3
Timber/Wood	\$8.00 per m3	\$8.80 per m3
Builders Waste/Concrete	\$22.00 per m3	\$24.00 per m3
Clean Concrete / Rubble delivered to repositories at Warracknabeal, Murtoa and Hopetoun	\$13.00 per m3 / ton	\$14.50 per m3 / ton
Clean Fill	No charge	No charge
Minimum Charge	\$5.50	\$6.00
Dead Animals	refer attendant	refer attendant
Tyres		
Light (tyre only)	\$4.00	\$4.00
Light (with rim)	\$5.00	\$5.00
Medium (tyre only)	\$15.00	\$15.00
Medium (with rim)	\$22.00	\$22.00
Heavy (tyre only)	\$35.00	\$35.00
Heavy (with rim)	\$50.00	\$50.00
Tractor (up to 1.5m diameter) (tyre only)	\$80.00	\$80.00
Tractor (up to 1.5m diameter) (with rim)	\$110.00	\$110.00
Tractor (over 1.5m diameter) (tyre only)	\$160.00	\$160.00
Tractor (over 1.5m diameter) (with rim)	\$220.00	\$220.00
Recyclables		
Recyclables	Free if sorted	Free if sorted
E-Waste	\$2.00 per item	\$2.00 per item
Screens	\$5.00 per screen	\$5.00 per screen
E-Waste		
Gas Cylinders	not accepted	Free if sorted
Lead Acid Batteries	not accepted	Free if sorted
Grain	not accepted	not accepted
Hazardous Materials	not accepted	not accepted
Prescribed Waste	not accepted	not accepted

Sale Yard Levies	2011/12	2012/13
Producer Levy (per head)	\$0.35	\$0.35
Agent Levy (per head)	\$0.12	\$0.12
NLIS Levy (per head)	\$0.23	\$0.23
Plan Printing Fees		
Large Shire Map (approx 1200mm x 600mm)		
Colour	\$9.00	\$10.00
Black & White	\$6.00	\$7.00
Plan on A2 sheet		
Colour	\$6.00	\$7.00
Black & White	\$4.00	\$5.00
Plan on A3 sheet		
Colour	\$4.00	\$5.00
Black & White	\$2.00	\$3.00
Plan on A4 sheet		
Colour	\$2.00	\$3.00
Black & White	\$1.00	\$2.00
Part of any of above on A3 sheet		
Colour	\$4.00	\$5.00
Black & White	\$2.00	\$2.00
Road Opening Permits		
Freeway		
Works other than minor works		
On roadway, shoulder or pathway (see note 1)	45 fee units \$558.00	45 fee units \$585.00
Not on roadway shoulder or pathway (see note 2)	32 fee units \$396.80	32 fee units \$416.00
Minor works		
On roadway, shoulder or pathway (see note 1)	25 fee units \$310.00	25 fee units \$325.00
Not on roadway shoulder or pathway (see note 2)	10 fee units \$124.00	10 fee units \$130.00
Arterial Road		
Works other than minor works		
On roadway, shoulder or pathway (see note 1)	45 fee units \$558.00	45 fee units \$585.00
Not on roadway shoulder or pathway (see note 2)	25 fee units \$310.00	25 fee units \$325.00
Minor works		
On roadway, shoulder or pathway (see note 1)	11.5 fee units \$142.60	11.5 fee units \$150.00
Not on roadway shoulder or pathway (see note 2)	10 fee units \$124.00	10 fee units \$130.00
Other Roads, speed over 50km/hr (see note 3)		
Works other than minor works		
On roadway, shoulder or pathway (see note 1)	45 fee units \$558.00	45 fee units \$585.00
Not on roadway shoulder or pathway (see note 2)	25 fee units \$310.00	25 fee units \$325.00
Minor works		
On roadway, shoulder or pathway (see note 1)	11.5 fee units \$142.60	11.5 fee units \$150.00
Not on roadway shoulder or pathway (see note 2)	5 fee units \$62.00	5 fee units \$65.00
Other Roads, speed under 50km/hr (see note 3)		
Works other than minor works		
On roadway, shoulder or pathway (see note 1)	20 fee units \$248.00	20 fee units \$260.00
Not on roadway shoulder or pathway (see note 2)	5 fee units \$62.00	5 fee units \$65.00
Minor works		
On roadway, shoulder or pathway (see note 1)	11.5 fee units \$142.60	11.5 fee units \$150.00
Not on roadway shoulder or pathway (see note 2)	5 fee units \$62.00	5 fee units \$65.00
As at July 2012: 1 fee unit = \$13.00 (fee units are reviewed annually on 1 July)		

Notes

1. Conducted on, or any part of, the roadway, shoulder or pathway
2. Not conducted on, or any part of, the roadway, shoulder or pathway
3. Municipal road or non arterial state road

recreation & tourism

Caravan Parks (Hopetoun & Murtoa)		2011/12	2012/13
Powered Site		\$18.00 per night (2 persons) \$ 5.00 each extra person	\$20.00 per night (2 persons) \$ 5.00 each extra person
Unpowered Site		\$ 13.00 per night (2 persons) \$ 5.00 each extra person	\$ 15.00 per night (2 persons) \$ 5.00 each extra person
Weekly rate		Daily rate x 6	Daily rate x 6
Permanents (over 28 days)		Daily rate x 5	Daily rate x 5
Permanent Van Sites (Unoccupied)		\$20 per week	\$20 per week
Ensuites			\$25 per night
Gymnasium Memberships			
1 Month		\$42.00	\$46.00
3 Months		\$63.00	\$65.00
6 Months		\$105.00	\$110.00
Assessments (new members)		\$25.00	\$30.00
Assessments (students)		-	\$11.00
Casual (per session)		\$10.00	\$12.00
Student Membership			
Bronze Membership (1 month – 1 night per week)		\$16.00	\$18.00
Silver Membership (1 month – 2 nights per week)		\$21.00	\$24.00
Gold Membership (1 month – 5 nights per week)		\$32.00	\$35.00
Gold Membership (1 month – 5 nights per week)		\$53.00	\$55.00
Gold Membership (1 month – 5 nights per week)		\$95.00	\$100.00
Casual (age 13 – 18 years)		\$6.00	\$7.00
Leisure Complex Hire Fees			
<i>User Groups utilizing main court area(s)</i>			
Competition Per hour per court		\$16.00	\$16.00
Training (Including Competition 11/12) Per hour per court		\$16.00	\$16.00
Casual Per person		\$6.00	\$7.00
Squash Courts Per hour per court		-	\$12.00
Table Tennis Room Per hour Per table (Casual)		\$25.00 \$5.00	\$27.00 \$7.00
Fitness Instructor (per session)		\$25.00	\$27.00

Student Membership

Conferences & Special Functions can be negotiated with Leisure Centre Manager

administration

Function Room (Warracknabeal Office)	2011/12	2012/13
Day (9am to 9pm)	\$85.00	\$95.00
Night (after 6pm)	\$95.00	\$100.00
Combined	\$180.00	\$190.00
Photocopying		
A4 Black & White Single Sided		
1 copy	\$0.30	\$0.30
Multiple Copies	\$0.25	\$0.25
A4 Black & White Double Sided		
1 copy	\$0.35	\$0.35
Multiple Copies	\$0.30	\$0.30
A3 Black & White Single Sided		
1 copy	\$0.50	\$0.50
Multiple Copies	\$0.40	\$0.40
A3 Black & White Double Sided		
1 copy	\$0.80	\$0.80
Multiple Copies	\$0.60	\$0.60
Colour Photocopying		
A4 1 copy	\$1.00	\$1.00
A3 1 copy	\$2.00	\$2.00
Coloured Paper		
A4 1 copy	Add 5c per copy	Add 5c per copy
A3 1 copy	Add 10c per copy	Add 10c per copy
Laminating		
A4 1 copy	Add 5c per copy	Add 5c per copy
A3 1 copy	Add 10c per copy	Add 10c per copy
Faxing		
Local Call	\$1.00	\$1.00
STD Call	\$2.00	\$2.00

Student Membership

Conferences & Special Functions can be negotiated with Leisure Centre Manager



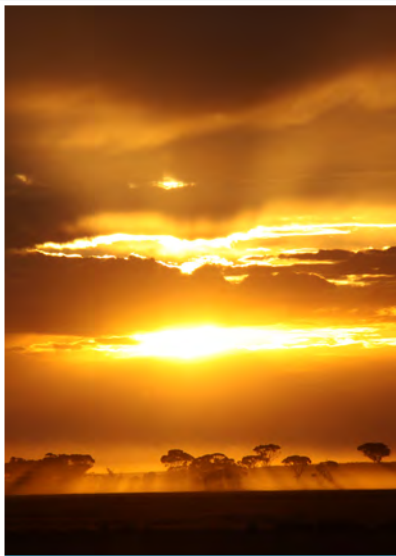
Development Type Fee Amount	2011/12	2012/13
DWELLINGS		
New Dwellings up to \$0 to \$120,000	\$1,563 Plus Levy	\$1,563 Plus Levy
New Dwellings - \$120,000 to \$200,000	\$1,824 Plus Levy	\$1,824 Plus Levy
New Dwellings - \$200,000 to \$312,000	\$2,084 Plus Levy	\$2,084 Plus Levy
New Dwellings - \$312,000+	\$value/130 Plus Levy	\$value/130 Plus Levy
Re-Erection of Dwellings – Security Deposit	\$5,000	\$5,000
Alternations/Additions/Sheds/Carports/ Garages		
Building Works – Minor \$0 to \$2,500	\$250	\$250
Building Works \$0 to \$5,000		
Building Works \$2,501 to \$5,000	\$351	\$351
Building Works \$5,001 to \$10,000	\$475	\$475
Building Works \$10,001 to \$20,000	\$652 Plus Levy	\$652 Plus Levy
Building Works \$20,001 to \$80,000	\$975 Plus Levy	\$975 Plus Levy
Building Works \$80,001 to \$120,000	\$1,563 Plus Levy	\$1,563 Plus Levy
Building Works \$120,001 to \$200,000	\$value/75 Plus Levy	\$value/130 Plus Levy
Building Works \$200,000+	\$value/75 Plus Levy	\$value/130 Plus Levy
Swimming Pools		
Swimming Pools & Fence – above ground pool	\$425	\$425
Swimming Pools & Fence – in-ground pool	\$825 Plus Levy	\$825 Plus Levy
Commercial Building Work		
Commercial \$0 to \$10000	\$350 Plus Levy	\$350 Plus Levy
Commercial \$10001 to \$20000	\$676 Plus Levy	\$676 Plus Levy
Commercial \$20001 to \$100000	\$v x 1.33% + \$424 Plus Levy	\$v x 1.33% + \$424 Plus Levy
Commercial \$100001 to \$500000	\$v x 0.44% + \$1324 Plus Levy	\$v x 0.44% + \$1324 Plus Levy
Commercial \$500,001+	\$v x 0.25% + \$2249 Plus Levy	\$v x 0.25% + \$2249 Plus Levy
Commercial Building Work		
Multi Unit Development		
Units \$0 to \$200,000	\$1,824 Plus Levy	\$1,824 Plus Levy
Units \$200,001 to \$312,000	\$2,084 Plus Levy	\$2,084 Plus Levy
Units \$312,000+	\$value/130 Plus Levy	\$value/130 Plus Levy
Miscellaneous Items		
Fence	\$200.00	\$200.00
Demolitions or Removals \$0 to \$5,000	\$368.00	\$368.00
Demolitions or Removals \$5,000+	\$575.00	\$575.00
Re-erections of Dwellings – Security Deposit	\$5,000.00	\$5,000.00
Extensions of Time Request	\$104.00	\$104.00
Amended Plans	\$104.00	\$104.00
Information Request with Plan copies (includes 306(1))	\$67.20	\$67.20
Request for search of Building Permit Plans	\$67.20	\$67.20

building continued

Report & Consent	2011/12	2012/13
Building over Council Easement Reg 312 (3)	\$52.75	\$52.75
Request for Legal point of discharge for stormwater Reg 610 (2)	\$54.35	\$54.35
Levy Payments		
(Applies if development is over \$10,000)		
State Government Levy	0.128% Value	0.128% Value
Inspections		
Addition Inspection	\$120.00	\$120.00
Contract Inspection – Foundations, Reinforcement & Finals	\$180.00	\$180.00
Contract Inspection – Frame	\$220.00	\$220.00
Building Notices/Orders	Building Permit Fee 50%	Building Permit Fee 50%
Occupancy Permit/Places of Public Entertainment	\$220.50	\$220.50
Travel time & Vehicle cost where more than 5 km from Warracknabeal	\$1.00/km + \$75 hour	\$1.00/km + \$75 hour

our vision

In consultation with our communities Yarriambiack Shire Council will provide viable and sustainable services through strong and proactive leadership.



Yarriambiack
SHIRE COUNCIL

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