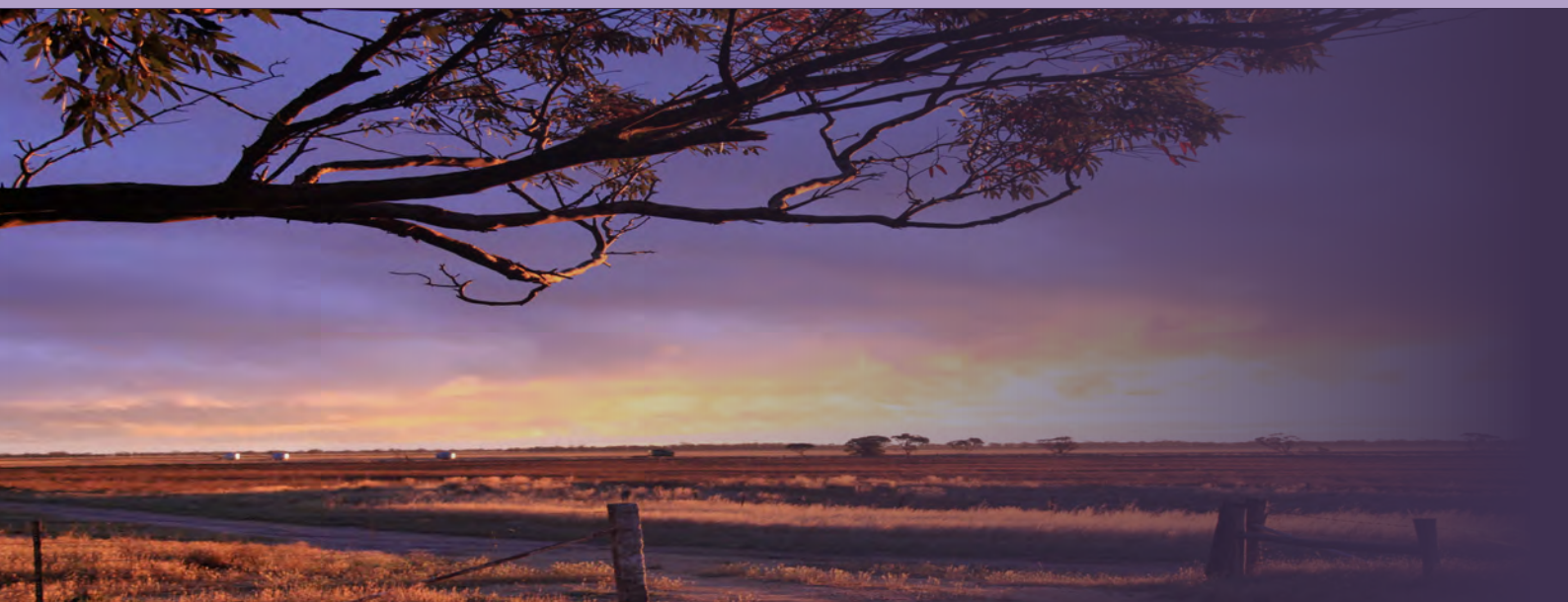


Yarriambiack Shire Council



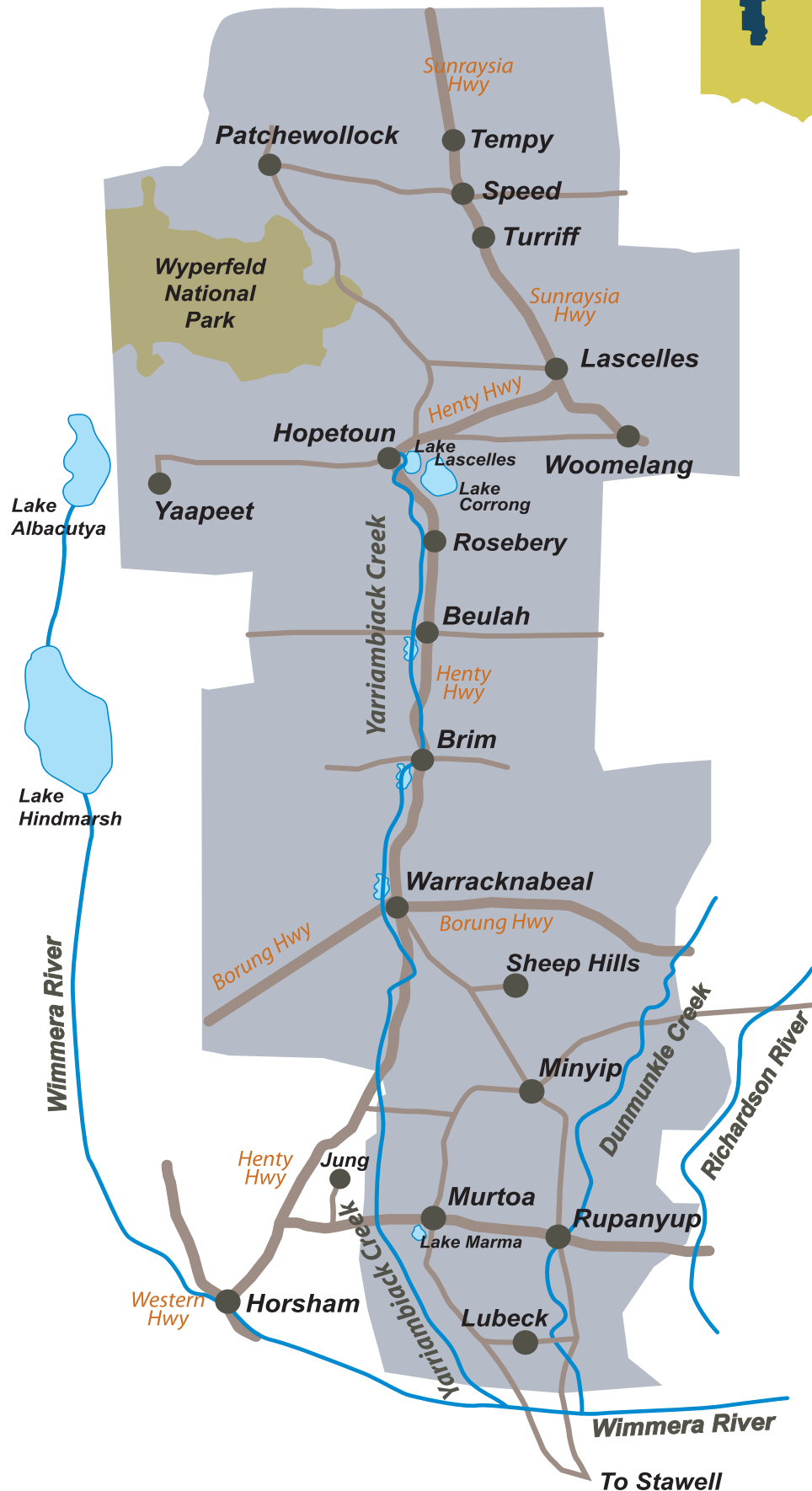
Budget 2014/2015



www.yarriambiack.vic.gov.au

This Budget Report has been prepared with reference to The Institute of Chartered Accountants
"Victorian City Council Model Budget 2014/2015" a best practice guide for reporting local government budgets in Victoria.

Our Shire



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Mayor's Introduction

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

Revenue raised by rates and charges will be increased by 6 percent in the 2014/15 financial year. This level allows us to maintain existing service levels of service delivery across Council's operations, fund a number of new initiatives and continue to allocate additional funds to renew the Council's infrastructure.

The total Capital Works program will be \$6.795 million.

Highlights of the Capital Works program include:

- Roads (\$4.872 million) – including reconstructions, roads to recovery projects, country roads and bridges infrastructure projects, resheeting, kerb and channel and footpaths.
- Drains (\$33,000) – including road drainage replacement works.
- Open space (\$22,000) – replacement of playground equipment.
- Buildings (\$623,000) – including building upgrades at Rupanyup Maternal & Child Health / Preschool, Minyip and Beulah
- Plant and equipment (\$1.098 million) – including information technology and scheduled replacement of Council's fleet.

The proposed budget includes a number of new initiatives:

- \$270,000 Alisa Road pavement renewal,
- \$215,000 Rupanyup Road pavement renewal,
- \$260,000 Patchewollock Tempy Road upgrade to construct and seal road,
- \$170,000 Glenorchy Road construct and seal road,
- \$150,000 Sea Lake Lascelles Road road widening and improvements,
- \$205,000 Dimboola Minyip Road road widening and improvements,
- \$150,000 Hopetoun Yaapect Road/Glenmore Road to address safety requirements,
- \$96,000 Mill Street, Minyip pavement renewal,
- \$20,000 Degenhardt Street Murtoa widening of seal from Cromie Street to McDonald Street,
- \$40,000 Craig Avenue Service Road Warracknabeal pavement renewal.
- Dunmunkle Creek Flood Study including the township of Rupanyup
- Yarriambiack Creek Flood Study including the townships of Warracknabeal and Brim
- Increase in building inspectors contract to enable the completion of the Essential Services Inspection Program (\$15,000)
- 2nd stage of Lighting the Regions Program which is the upgrade of street lights from standard energy lights to energy efficient LEDs (\$120,000)
- Employment of a Youth Engagement Officer
- Development of an Economic Strategy (\$30,000)
- Development of a Sports & Recreational Strategy (\$40,000)

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

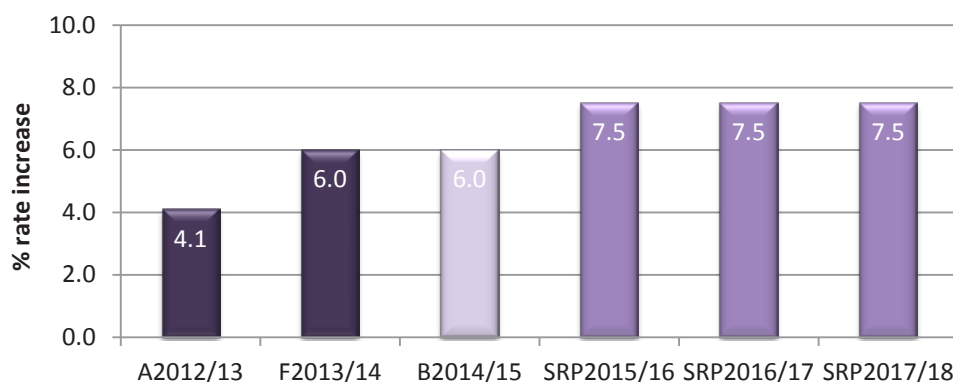
Andrew McLean

Cr Andrew McLean
Mayor

Chief Executive Officer's summary

Council has prepared a Budget for the 2014/15 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, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

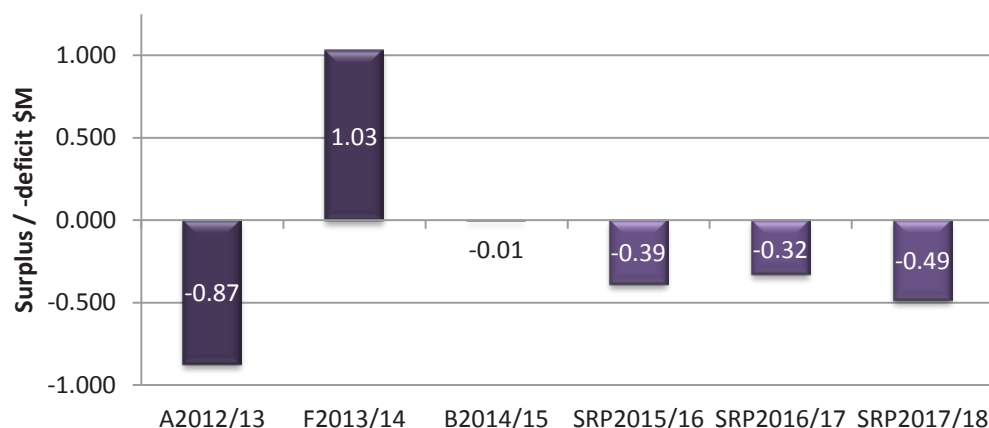
1. Rates



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

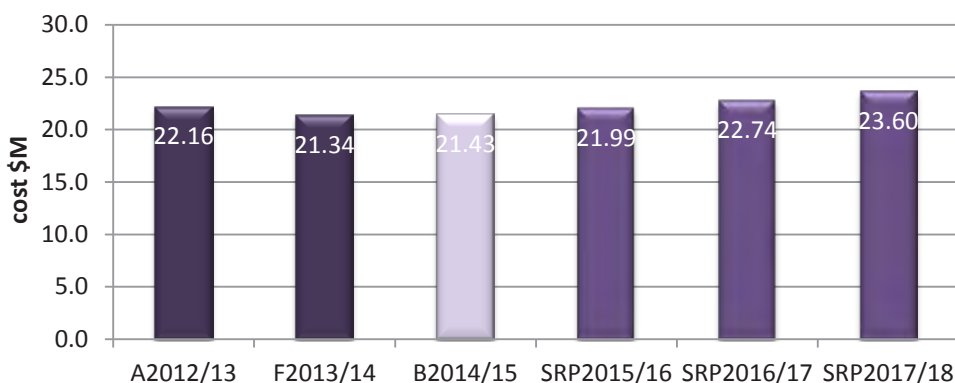
It is proposed that general rates, garbage charges, and recycling charges increase by 6% for the 2014/15 year, raising total rates and charges of \$10.59 million. This rate increase is slightly below the level foreshadowed in Council's Strategic Resource Plan adopted in the previous year. (The rate increase for the 2013/14 year was 6.0%).

2. Operating result



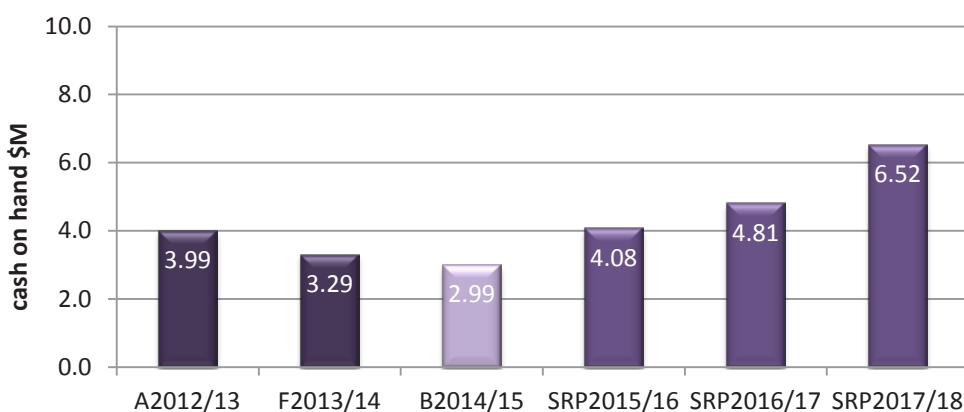
The expected operating result for the 2014/15 year is a deficit of \$6,000, which is a decrease of \$1.03 million over 2013/14. The decrease in the operating result is due mainly to reduced grant revenue as grant funded flood recovery works and other grant funded projects are finalised. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$2.406 million, which is an increase of \$0.588 million over 2013/14 - refer to section 7 of this summary for further information. (The forecast operating result for the 2013/14 year is a deficit of \$1.028 million).

3. Services



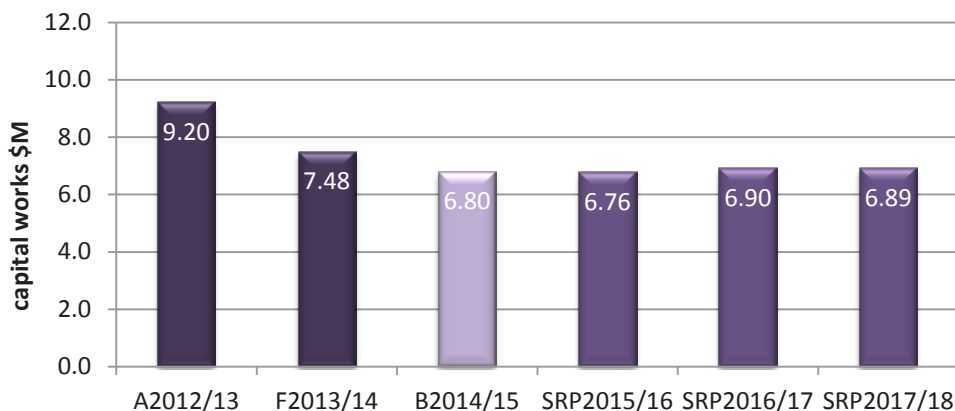
The cost of services delivered to the community for the 2014/15 year is expected to be \$21.427 million which is an increase of \$86,000 over 2013/14. A key influencing factor in the development of the 2014/15 budget has been the recently released results of the community satisfaction survey conducted 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 where ratepayers would like to see an improved service levels. For the 2014/15 year, service levels have been maintained and a number of initiatives proposed. (The forecast cost for the 2013/14 year is \$21.341 million).

4. Cash and investments



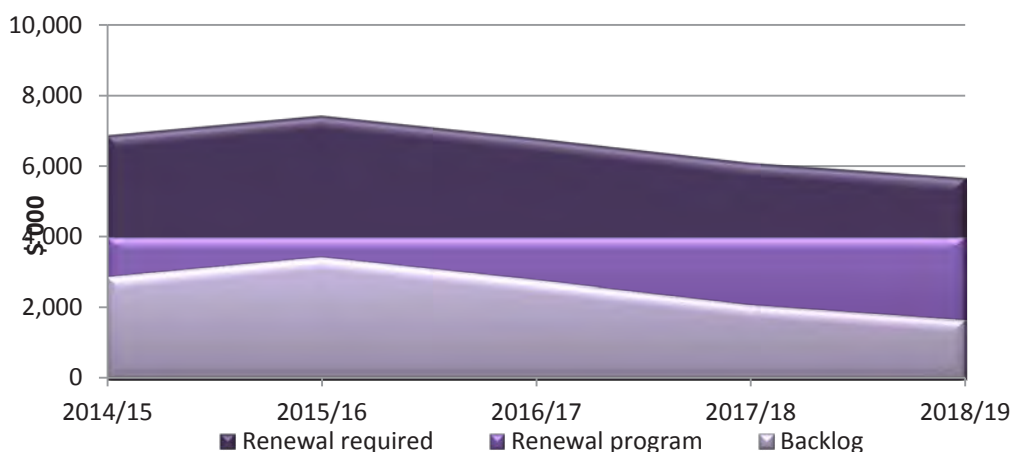
Cash and investments are expected to decrease by \$300,000 during the year to \$2.99 million as at 30 June 2015. (Cash and investments are forecast to be \$3.29 million as at 30 June 2014).

5. Capital works



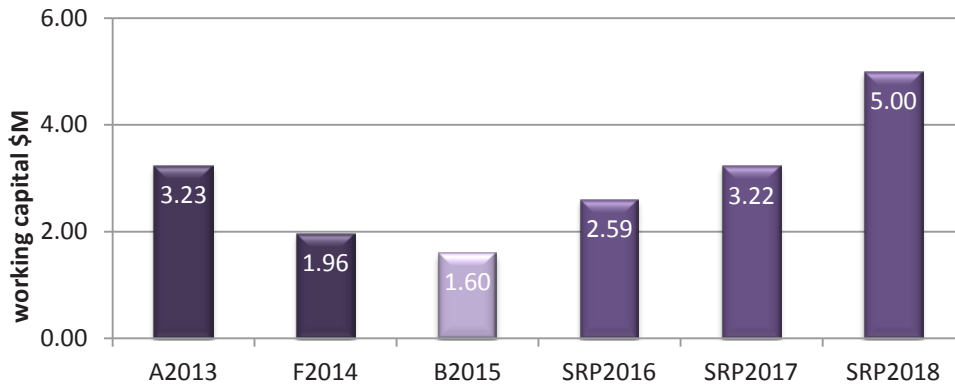
The capital works program for the 2014/15 year is expected to be \$6.796 million. Of the \$6.796 million of capital funding required, \$2.929 million will come from external grants with the balance of \$3.867 million from Council cash. The Council cash amount comprises asset sales (\$400,000) and cash generated through operations in the 2014/15 financial year (\$3.467 million). 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 road construction projects including Ailsa Road pavement renewal (\$270,000), Rupanyup Road pavement renewal (\$215,000), Patchewollock Tempy Road upgrade to construct and seal (\$260,000) and Dimboola Minyip Road widening (\$205,000). There is also a number of building projects in the capital works program including the 4th stage of construction of the Hopetoun Depot, upgrades of the Hopetoun RSL Hall, Murtoa Caravan Park, Minyip Senior Citizens Centre, Beulah Multi Purpose Building and Rupanyup Maternal and Child Health / Preschool facilities. (Capital works is forecast to be \$7.48 million for the 2013/14 year).

The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



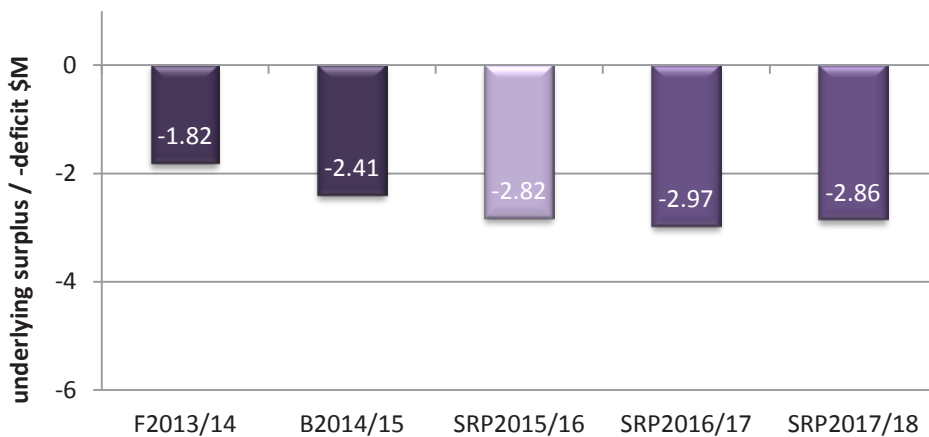
The asset renewal program has been increased to \$5.413 million in the 2014/15 year which will lead to a reduction in the backlog to \$2.861 million. Over the rest of the four year period, it is expected to decrease to fall to \$1.656 million at the end of the 2017/18 year.

6. Financial position



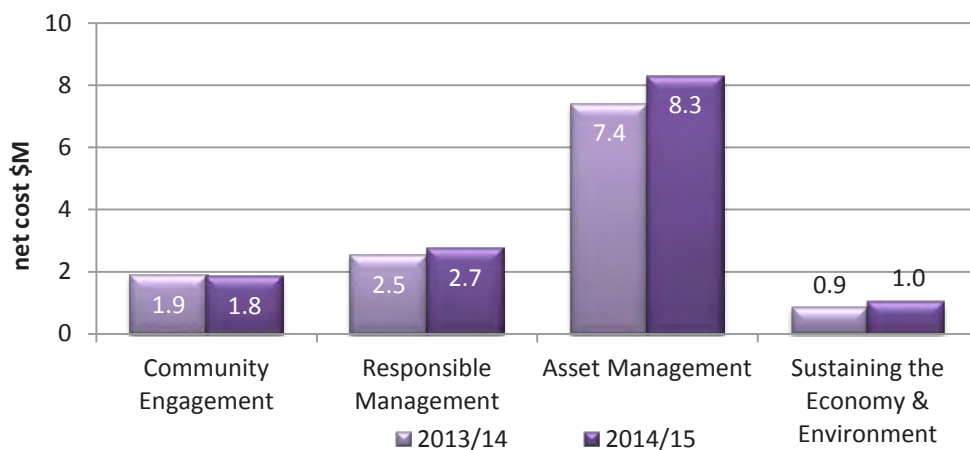
The financial position is expected to improve with net assets (net worth) to increase by \$493,000 to \$150.989 million although net current assets (working capital) will reduce by \$360,000 to \$1.60 million as at 30 June 2015. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$150.496 million as at 30 June 2014).

7. Financial sustainability



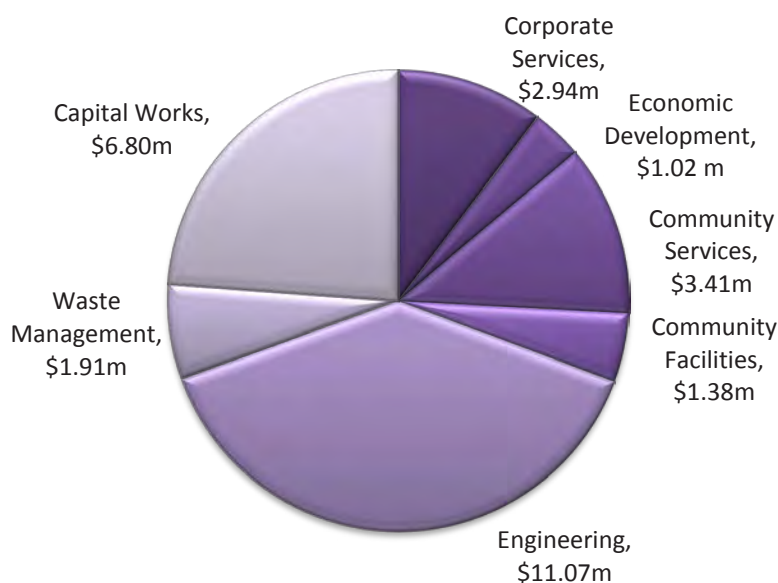
A high level Strategic Resource Plan for the years 2014/15 to 2017/18 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The underlying result, which is a measure of financial sustainability, shows a deficit over the four year period.

8. Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2014/15 year.

9. Council expenditure allocations



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 for every \$100 that Council spends.

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

Ray Campling
Chief Executive Officer



Budget Processes

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

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

The 2014/15 budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2015 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during March and April. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during April and May. 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 by 31 August and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Jan/Feb
2. Officers prepare operating and capital budgets	Mar/Apr
3. Councillors consider draft budgets at informal briefings	Apr/May
4. Proposed budget submitted to Council for approval	June
5. Public notice advising intention to adopt budget	June
6. Budget available for public inspection and comment	June
7. Public submission 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	Jul
11. Copy of adopted budget submitted to the Minister	Aug
12. Revised budget where a material change has arisen	Sep-Jun

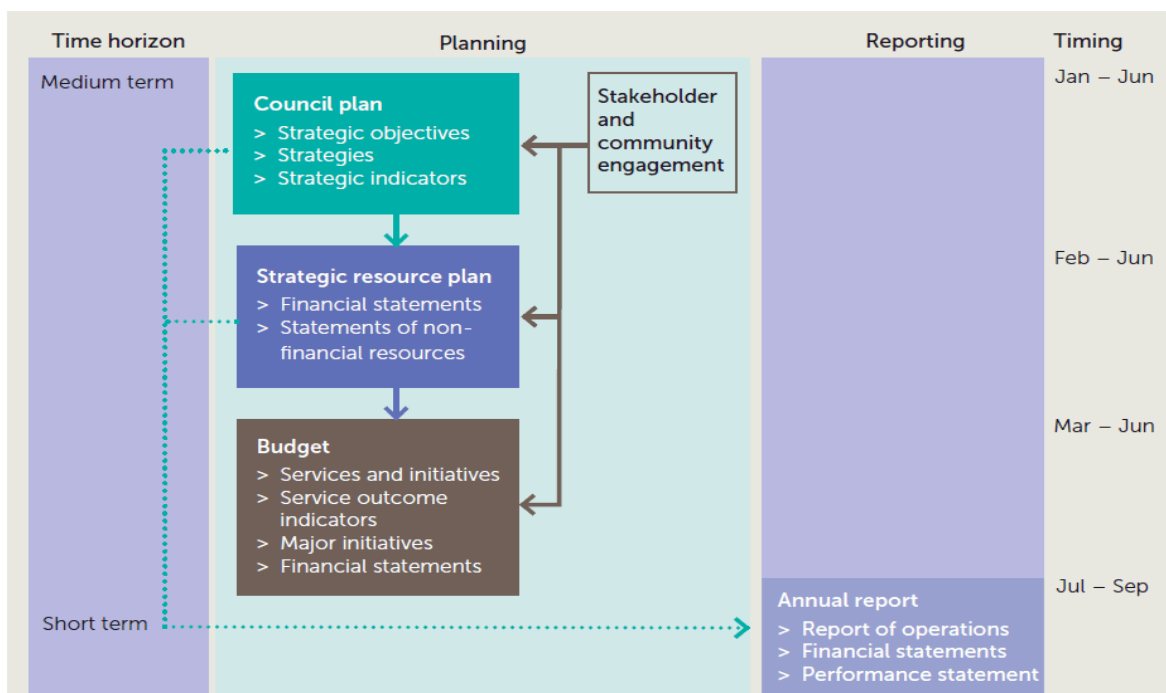
Overview

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 Planning and accountability 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 services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Transport, Planning and Local Infrastructure

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

1.2 Our purpose

Our vision

In consultation with our community, Yarriambiack Shire Council will provide a viable, sustainable and vibrant future.

Our mission

Through strong leadership, transparency and strategic planning Councillors and Staff in partnership with community will achieve our vision.

Our values

- 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.

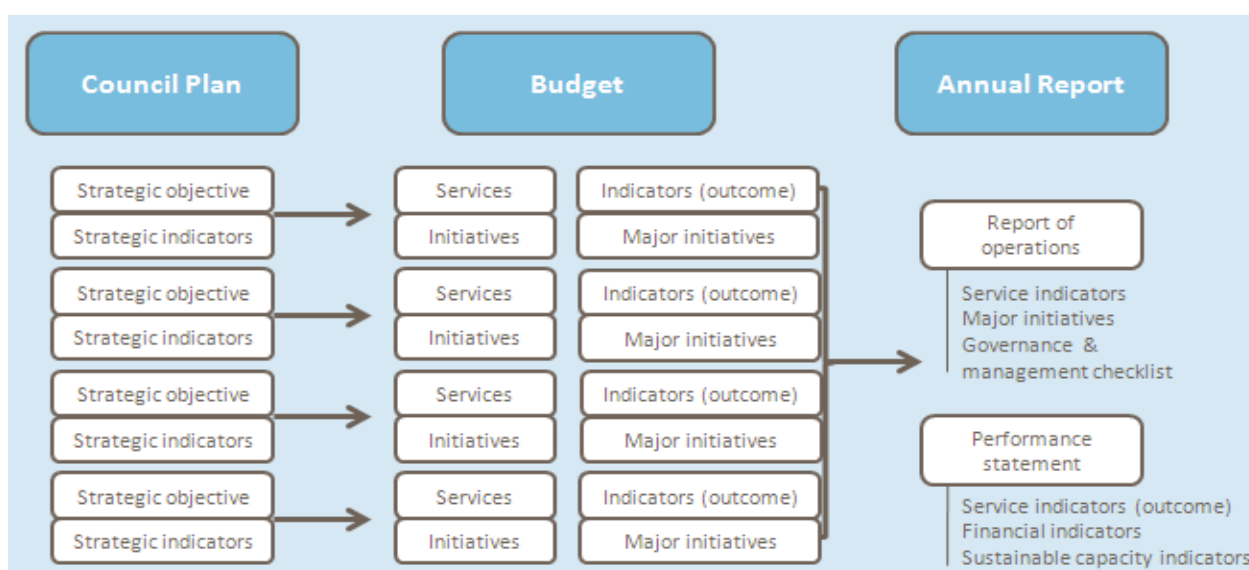
1.3 Strategic objectives

Council delivers activities and initiatives under 34 major service categories. Each contributes to the achievement of one of the four goals as set out in the Council Plan for the 2013-17 years. The following table lists the four goals as described in the Council Plan.

Strategic Objective	Description
1. Community Engagement	To engage appropriate interest groups and individuals on awareness of Council activities and services.
2. Responsible Management	To provide leadership and advocacy and be accountable to the local community.
3. Asset Management	The communities current and future needs for assets and facilities are responsibly management based on community service needs.
4. Sustaining the Economy and Environment	Lead in sustainable growth and development to meet the community needs.

2. Activities and initiatives

This section provides a description of the services and initiatives to be funded in the Budget for the 2014/15 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 initiatives. The service performance indicators are located in Appendix E. 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, along with the link to reporting in the Annual Report, is shown below.



Source: Department of Transport, Planning and Local Infrastructure

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in Appendix E

2.1 Strategic Objective 1: Community Engagement

To engage appropriate interest groups and individuals on awareness of Council activities and services

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.	625 0 625
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

Activity	Description	Expenditure (Revenue) Net Cost \$'000
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	79 0 79
Law, Order and Public Safety	This service provides support services including fire prevention, animal control, local laws and emergency services.	428 (94) 334
Health, Education and Housing	This service provides family oriented support services including kindergartens, maternal & child health, counselling & support, immunisation, holiday programs and health & safety.	1,219 (717) 502
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.	1,533 (1,258) 275

Initiatives

- ~ Employment of a Youth Engagement Officer.
- ~ Local Law review and update as per legislative requirements.
- ~ Community Education re New Smoke Free Zones at playgrounds and sporting events.
- ~ Continuation of Community Consultation meetings held throughout the Shire.
- ~ Continue providing financial support to town progress associations.
- ~ Upgrade of the Rupanyup Maternal & Child Health Centre / Preschool.

Goal 2: Responsible Management

To provide leadership and advocacy and be accountable to the local community

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
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.	328 0 328
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	1,031 (13) 1,018

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.	1,198 (39) 1,159
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.	717 (4) 714
Financing Costs	This service includes payment to external audit, interest received or paid on investments and loans	131 (619) (488)

Initiatives

- ~ Adoption of the 10 year Long Term Financial Plan
- ~ Development of the Rating Strategy
- ~ Development of the IT Strategy

Goal 3: Asset Management

The communities current and future needs for assets and facilities are responsibly managed based on community service needs.

Activities

Activity	Description	Expenditure (Revenue)
		Net Cost \$'000
Public Halls	This service provides for the contributions insurance for public halls.	189 (70) 120
Library Services	This service provides the contribution to a regional library corporation for the provision of mobile and static services throughout the Shire.	206 0 206
Other Heritage and Culture	This service provides a rang of services that facilitates the maintenance and development of museums, other heritage buildings and cultures for the enjoyment of future generations.	55 0 55
Passive Recreation	This service provides for the maintenance of public parks and gardens.	205 0 205
Active Recreation	This service provides for the contributions and maintenance of indoor and outdoor sporting complexes, clubs, amenities and recreation officer	590 (189) 401

Activity	Description	Expenditure (Revenue) Net Cost \$'000
Swimming Areas and Beaches	This service provides for the contributions and maintenance of swimming pools as well as the contribution to the weir pools.	337 (5) 332
Roads, Streets and Footpaths	The service provides ongoing maintenance of the Council's roads, drains and footpaths.	8,569 (2,650) 5,919
Street Cleaning, Lighting and Beautification	This service provides for the cleaning, lighting and beautification of Council's streets.	979 0 979
Other Transport Services	This service provides for the works crew administration and plant operations as well as any private works	86 (2) 84

Initiatives

- ~ Lighting the regions - sustainability street light program will replace some street lights with new LED lighting that will significantly reduce power consumption
- ~ Continued support of 8 seasonal swimming pools. 3% increase in annual contributions to pool committees.
- ~ Upgrade of the Hopetoun RSL Hall.
- ~ Council will contribute \$142,532 to 14 recreation reserves across the shire to assist with the annual maintenance of their facilities.
- ~ An application has been submitted for a grant to develop a new Sports & Recreational Strategy.
- ~ Council will contribute \$142,532 to 14 recreation reserves across the shire to assist with the maintenance of their facilities.
- ~ Council will contribute \$37,736 to halls within the Shire to assist with insurance renewals and general maintenance.
- ~ Contribution towards the Flood Studies of the Dunmunkle Creek for the township of Rupanyup and Yarriambiack Creek for the townships of Warracknabeal and Brim.

Goal 4: Sustaining the Economy & Environment

Lead in sustainable growth and development to meet the community needs.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
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.	1,416 (955) 461
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.	93 (36) 57

Activity	Description	Expenditure (Revenue)
		Net Cost \$'000
Saleyard	This service is responsible for the management and maintenance of the Warracknabeal Municipal Saleyard	97 (94) <u>4</u>
Waste Management and Environment Services	This service is responsible for garbage, transfer stations, septic tanks, kerbside recycling and land care operations of Council.	1,586 (1,059) <u>527</u>

Initiatives

- ~ Development of an Economic and Tourism Strategy.
- ~ Re-tender the collection of kerbside waste and recycling.
- ~ Upgrade of the facilities at the Murtoa Caravan Park (\$76,000).
- ~ Continue updating town tourism brochures.
- ~ Continued participation in the Regional Living Expo.
- ~ Participation in the Caravan and Motor home Shows in Adelaide and Melbourne to promote our region.

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2014/15 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 8) and sustainable capacity, which are not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.8 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Community Engagement	1,845	3,914	(2,069)
Responsible Management	2,730	3,405	(675)
Asset Management	7,067	11,216	(4,149)
Sustaining the Economy & Environment	1,048	3,192	(2,144)
Total services and initiatives	12,690	21,727	(9,037)
Other non-attributable			
Deficit before funding sources	12,690		
Funding sources:			
Rates & charges	(10,594)		
Capital grants	(2,090)		
Total funding sources	(12,684)		
Surplus for the year	6		

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 Yaaapeet.

Population

In June 2011, the resident population of the Shire was 7,028 people. In the 10 years from 2001 to 2011, the population dropped by about 711 with the population still in decline. (Source: Australian Bureau of Statistics, Estimated Resident Population).

Ageing population

The population is ageing and Council has a greater proportion of older people compared to the Victorian average. Overall 24% of the Council's population is between the ages of 0 - 19 and 39% of the population is 60 years and over compared to 25% and 20% respectively for Victoria. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Births

Despite an ageing population, approximately 75 babies have been born each year since 2005. In the 2013/14 financial year 78 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 104. The workforce is divided into three major categories with staff operating under the administrative, works and community services departments.

The size of the Yarriambiack Shire Council's labour force in 2011 was 2,928 persons, of which 903 were employed part time and 1,730 were full time workers.

Budget implications

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

- The Yarriambiack Shire 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 75% of the capital works program relates to road infrastructure.

3.2 External influences

In preparing the 2014/15 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 2.7% through the year to December quarter 2013 (ABS release 22 January 2014). State-wide CPI is forecast to be 2.5% for the 2014/15 year (Victorian Budget Papers 2013/14).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2013 was 4.5% (ABS release 15 August 2013). The wages price index in Victoria is projected to be 3.50% per annum in 2014/15 and the subsequent two years (Victorian Budget Papers 2013/14). Council has renegotiate a new Collective Agreement during 2014 with a 3.5% increase to apply in 2014-15.
- A slight increase in Victorian Grants Commission funding.
- Statutory superannuation contributions increase from 9.25% to 9.50% in 2014/15. These contributions will continue to increase each year until 2019/20 when the rate reaches 12%.
- Rising power costs continue to impact significantly on council operations with increases in the order of 5% over the last 12 months. This may decrease if the carbon tax is repealed however that has not been factored into the budget for 2014/15. Water costs are estimated to increase by 5%.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

3.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2014/15 Budget. These matters have arisen from events occurring in the 2013/14 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2014/15 year. These matters and their financial impact are set out below:

- Council's commitment to reviewing services and to provide sufficient resources to undertake works required in the Council Plan
- Increased salary costs in accordance with the Enterprise Bargaining Agreement (EBA).

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 2013/14 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased in line with the Enterprise Bargaining Agreement
- Contract labour to be minimized
- Construction and material costs to increase in line with the Engineering Construction Index
- New initiatives or new employee proposals to be justified through a business case
- Operating revenues and expenses arising from completed 2013/14 capital projects to be included.

3.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2014/15 to 2017/18 (section 8.), Rating Information (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 2014/15 year.

4.1 Budgeted income statement

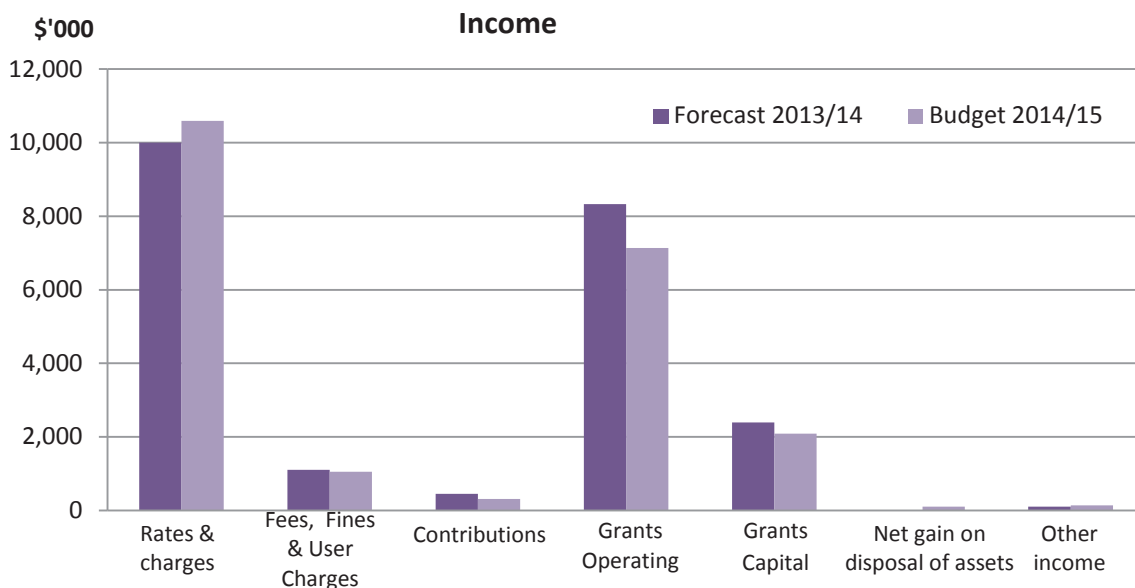
	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Total income	4.2	22,369	21,421	(948)
Total expenses	4.3	(21,341)	(21,427)	(86)
Surplus (deficit) for the year		1,028	(6)	(1,034)
Grants – capital	4.2.6	(2,392)	(2,090)	302
Capital contributions - other sources	4.2.4	(454)	(310)	144
Adjusted underlying surplus (deficit)		(1,818)	(2,406)	(588)

4.1.1 Adjusted underlying deficit (\$588,000 increase)

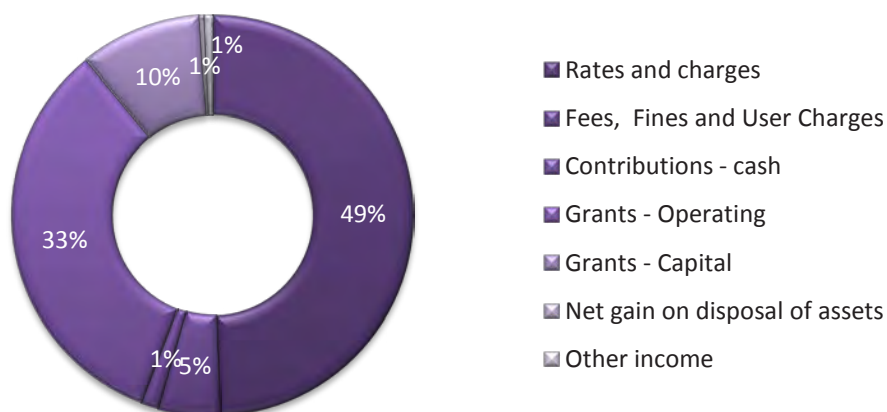
The adjusted underlying result is the net surplus or deficit for the year adjusted for capital grants and contributions. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2014/15 year is a deficit of \$2.406 million which is an increase of \$588,000 from the 2013/14 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources.

4.2 Income

Income Types	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Rates and charges	4.2.1	10,004	10,594	590
Fees, Fines and User Charges	4.2.2	1,103	1,052	(51)
Contributions - cash	4.2.3	454	310	(144)
Grants - Operating	4.2.4	8,331	7,135	(1,196)
Grants - Capital	4.2.5	2,392	2,090	(302)
Net gain on disposal of assets	4.2.6	(14)	100	114
Other income	4.2.7	99	140	41
Total income		22,369	21,421	(948)



Budgeted income 2014/15



Source: Appendix A

4.2.1 Rates and charges (\$590,000 increase)

It is proposed that general rate income be increased by 6% or \$590,000 over 2013/14 to \$10.594 million. Garbage, Recycling and the Municipal Charge will also increase by 6%. Section 9. "Rating Information" includes a more detailed analysis of the rates and charges to be levied for 2014/15. Information on rates and charges specifically required by the Regulations is included in Appendix B.

4.2.2 Fees, fines and user charges (\$51,000 decrease)

Fees, fines and user charges 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 and user charges has decreased by \$51,000 or 4.6% of total income.

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

4.2.3 Contributions - cash (\$144,000 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 \$144,000 or 31.8% compared to 2013/14 due mainly to the completion of a number of major capital projects within the municipality during the 2013/14 year.

4.2.4 Grants - operating (\$1.196 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. Overall, the level of operating grants has decreased by 14.4% or \$1.196 million compared to 2013/14. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	4,520	4,609	89
Emergency Relief	24	16	(8)
Recurrent - State Government			
Aged care	585	577	(8)
Emergency Management	32	33	1
Maternal and child health	168	172	4
Meals on wheels	73	73	0
Preschools	635	435	(200)
Environmental Protection	8	11	3
Valuations	3	75	72
Economic Development	22	32	10
Local Government Infrastructure Project	455	455	
Senior Citizens	39	55	16
Transport	52	53	1
Waste & Recycling	16	17	1
Youth Services	136	85	(51)
Total recurrent grants	6,768	6,698	(70)
Non-recurrent - Commonwealth Government			
Flood Reconstruction	1000	0	(1,000)
Fire Reconstruction	0	220	220
Non-recurrent - State Government			
Community Care Program	0	0	0
Flood Relief	16	0	(16)
Economic Development	35	0	(35)
Sport Clubs	100	80	(20)
Recreation Reserves	118	0	(118)
Special Projects	290	116	(174)
Halls	0	21	21
Heritage	4	0	(4)
Total non-recurrent grants	1563	437	(1,126)

4.2.5 Grants - capital (\$302,000 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 12.6% or \$302,000 compared to 2013/14 due mainly to specific funding for some capital works projects which have been completed. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2014/15 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Roads to Recovery	1,285	1,052	(233)
Recurrent - State Government			
Country Roads & Bridges	1,000	1,000	0
Total recurrent grants	2,285	2,052	(233)
Non-recurrent - State Government			
Halls	0	30	30
Industrial Estate	75	8	(67)
Waste	32	0	(32)
Total non-recurrent grants	107	38	(69)

4.2.6 Net gain on sale of assets (\$114,000 increase)

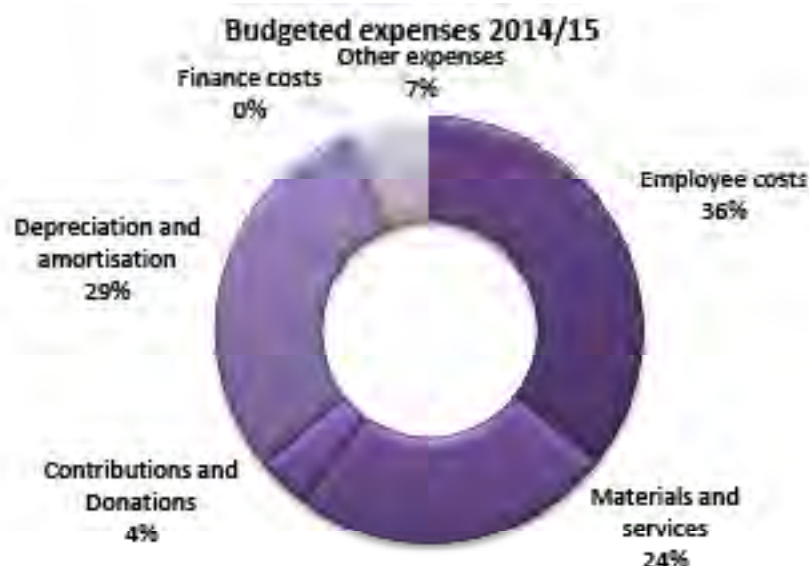
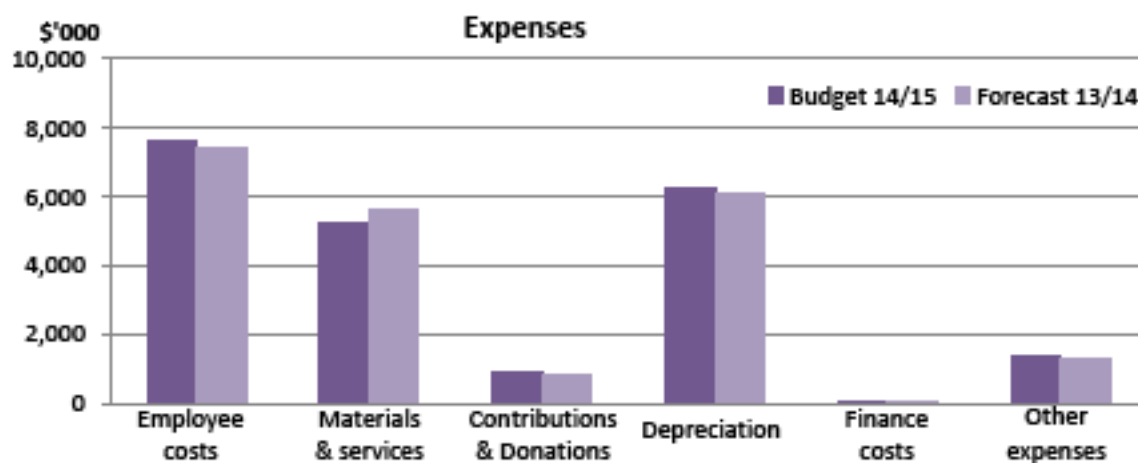
The net gain (or loss) on disposal of assets relates to the sale of Council vehicles, including large items of plant. It represents the difference between the amount received for an item of plant and the book value of that item in Council's accounts at the time of sale.

4.2.7 Other income (\$41,000 increase)

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

4.3 Expenses

Expense Types	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Employee costs	4.3.1	7,384	7,638	254
Materials and services	4.3.2	5,627	5,215	(412)
Contributions and Donations	4.3.3	864	892	28
Depreciation and amortisation	4.3.4	6,069	6,251	182
Finance costs	4.3.5	73	72	(1)
Other expenses	4.3.6	1,324	1,359	35
Total expenses		21,341	21,427	86



Source: Appendix A

4.3.1 Employee costs (\$254,000 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 3.4% or \$254,000 compared to 2013/14. This increase relates to Council's current Enterprise Bargaining Agreement (EBA) was renegotiated in May 2014. A 3.5% wage increase (as per the EBA) has been used for the purposes of calculating the budget.

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

Department	Budget 2014/15 \$'000	Comprises	
		Permanent	Permanent
		Full Time \$'000	Part Time \$'000
Corporate Services	1,564	1,451	113
Community Services	2,112	1,051	1,061
Economic Development	261	261	0
Community Facilities	129	71	58
Engineering	2,871	2,871	0
Waste Management	700	0	700
Total expenditure	7,637	5,705	1,932

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

Department	Budget FTE	Comprises	
		Permanent	Permanent
		Full Time	Part Time
Corporate Services	10.4	9.0	1.4
Community Services	22.5	6.0	16.5
Economic Development	2.5	2.5	0.0
Community Facilities	1.3	0.5	0.8
Engineering	63.5	63.5	0.0
Waste Management	4.0	0.0	4.0
Total staff	104.2	81.5	22.7

4.3.2 Materials and services (\$412,000 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 7.3% or \$412,000 compared to 2013/14.

The decrease in materials and services is due to Council's continuing efforts to rationalise costs where appropriate.

4.3.4 Depreciation and amortisation (\$182,000 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 \$182,000 for 2014/15 is due mainly to the completion of the 2014/15 capital works program and the full year effect of depreciation on the 2013/14 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2014/15 year.

4.3.5 Finance costs (\$1,000 decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

4.3.6 Other expenses (\$35,000 increase)

Other expenses relate to a range of unclassified items including advertising, insurances, motor vehicle registrations, leases, audit fees and other miscellaneous expenditure items. Other expenses are forecast to increase by 2.6% or \$35,000 compared to 2013/14.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2014/15 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 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
Rates and charges		10,004	10,594	590
User fees and fines		1,103	1,052	(51)
Grants - operating		8,331	7,135	(1,196)
Grants - capital		2,392	2,090	(302)
Interest		99	140	41
Contributions - cash		454	310	(144)
		22,383	21,321	(1,062)
<i>Payments</i>				
Employee costs		(7,384)	(7,638)	(254)
Other payments		(8,365)	(7,438)	927
		(15,749)	(15,076)	673
Net cash provided by operating activities		6,634	6,245	(389)
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, infrastructure, plant & equip		241	400	159
Repayment of loans and advances		120	70	(50)
Payments for property, infrastructure, plant and equipment		(7,480)	(6,795)	685
Net cash used in investing activities		(7,119)	(6,325)	794
Cash flows from financing activities	5.1.3			
Finance costs		(73)	(72)	1
Repayment of borrowings		(140)	(148)	(8)
Net cash used in financing activities		(213)	(220)	(7)
Net decrease in cash and cash equivalents		(698)	(300)	398
Cash and cash equivalents at the beg of the year		3,990	3,292	(698)
Cash and cash equivalents at end of the year	5.1.4	3,292	2,992	(300)

5.1.1 Operating activities (\$389,000 decrease)

There is a decrease in cash inflows from operating activities of \$1.062 million. This reduction is mainly due to the decrease in operating grants of \$1.196 million which is a result of the completion of the flood recovery program. Operating cash outflows will decrease by \$673,000 with reductions in grant funded expenses. Some grants received in 2013/2014 will be expended in 2014/2015.

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 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Surplus (deficit) for the year	1,028	(6)	(1,034)
Depreciation	6,069	6,251	182
Loss (gain) on sale of assets	(14)	100	114
Net movement in current assets and liabilities	(449)	(100)	349
Cash flows available from operating activities	6,634	6,245	(389)

5.1.2 Investing activities (\$794,000 decrease)

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

5.1.3 Financing activities (\$7,000 decrease)

For 2014/15 the total of principal repayments is \$148,000 and finance charges is \$72,000. There are no new borrowings proposed for 2014/2015 resulting in a decrease in cash flows from financing activities.

5.1.4 Cash and cash equivalents at end of the year (\$300,000 decrease)

Overall, total cash and investments is forecast to decrease by \$300,000 to \$2.992 million as at 30 June 2015, 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.

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 2014 it will have cash and investments of \$2.992 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
Total cash and investments		3,292	2,992	(300)
Restricted cash and investments				
- Discretionary reserves	5.2.1	(15)	(15)	0
Unrestricted cash adjusted for discretionary reserves	5.2.2	3,277	2,977	(300)

5.2.1 Discretionary reserves (\$15,000)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, 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. In this case \$15,000 has been put aside for use on the aerodromes. 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 adjusted for discretionary reserves (\$2.977 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 and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

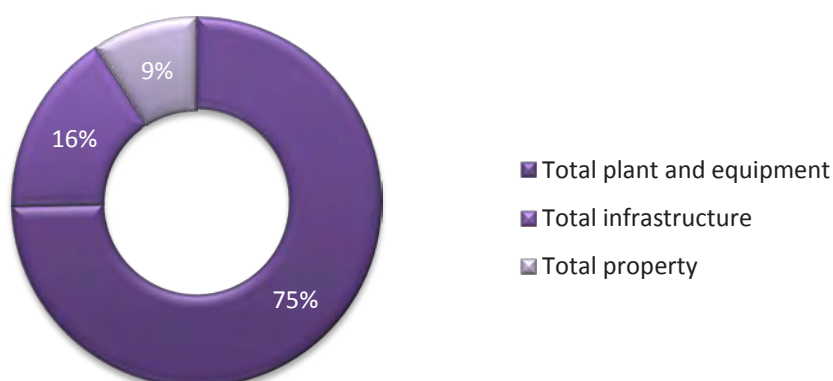
6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2014/15 year and the sources of funding for the capital budget.

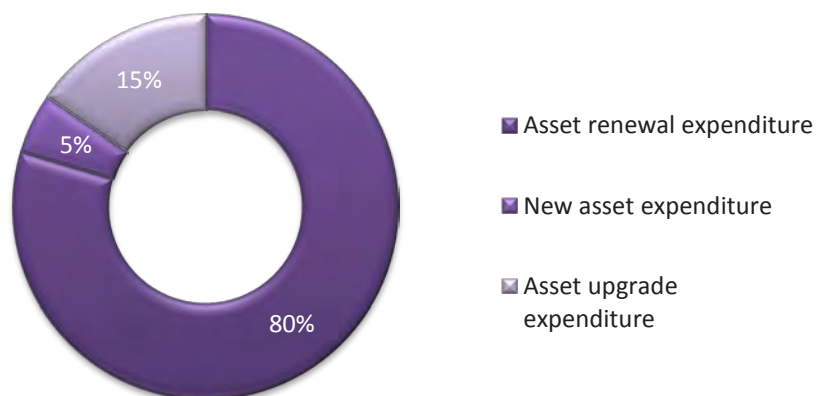
6.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
New works				
Property	6.1.1			
Buildings		1,022	623	(399)
Total property		1,022	623	(399)
Plant and equipment	6.1.2			
Plant, machinery and equipment		1,150	1,060	(90)
Computers and telecommunications		73	20	(53)
Furniture & equipment		6	17	11
Total plant and equipment		1,229	1,097	(132)
Infrastructure	6.1.3			
Roads		4,350	4,337	(13)
Bridges		32	33	1
Footpaths		266	201	(65)
Drainage		29	33	4
Kerb & Channel		531	300	(231)
Parks, open space and streetscapes		21	22	1
Other infrastructure			150	150
Total infrastructure		5,229	5,076	(153)
Total capital works expenditure		7,480	6,796	(684)
Represented by:				
Asset renewal expenditure	6.1.4	6,365	5,413	(952)
New asset expenditure	6.1.4	486	341	(145)
Asset upgrade expenditure	6.1.4	629	1,042	413
Total capital works expenditure		7,480	6,796	(684)

Budgeted new capital works 2014/15



Budgeted capital works 2014/15



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

6.1.1 Property (\$623,000)

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

For the 2014/15 year, \$623,000 will be expended on building and building improvement projects. The more significant projects include stage 4 construction of the Hopetoun Depot (\$250,000), Murtoa Caravan Park (\$76,000), Minyip Senior Citizens (\$50,000), Rupanyup Maternal and Child Health Centre (\$43,000), Hopetoun RSL Hall (\$43,000), Warracknabeal Children's Centre (\$20,000), Warracknabeal Leisure Centre (\$20,000) and Beulah Multi-purpose Centre (\$22,400).

6.1.2 Plant and equipment (\$1.097 million)

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

For the 2014/15 year, \$1.097 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.060 million), upgrade and replacement of information technology (\$20,000) and other furniture and equipment purchases (\$17,000).

6.1.3 Infrastructure (\$5.076 million)

Infrastructure includes roads, bridges, footpaths, drainage, kerb and channel, open space, streetscapes, and other structures.

For the 2014/15 year, \$4.95 million will be expended on road projects. The more significant projects include local road reconstructions (\$2.55 million), road resheeting (\$1.179 million), shoulder resheeting (\$379,000), reseals (\$230,000), footpaths (\$201,000), kerb and channel (\$300,000) and reseals (\$230,000). Some of these projects will be funded by Roads to Recovery (\$1.05 million) and Country Roads and Bridges (\$1.00 million).

\$33,000 will be expended on drainage projects. The more significant of these include road drainage replacement works (\$33,000) in Munro Street, Murtoa.

\$22,000 will be expended on playground equipment.

Other infrastructure expenditure includes \$150,000 contribution towards the application for funding from the Regional Aviation Fund which if successful will be put towards the upgrade of Hopetoun and Warracknabeal Aerodromes.

6.1.4 Asset renewal (\$5.413 million), new assets (\$341,000), and upgrade (\$1.042 million)

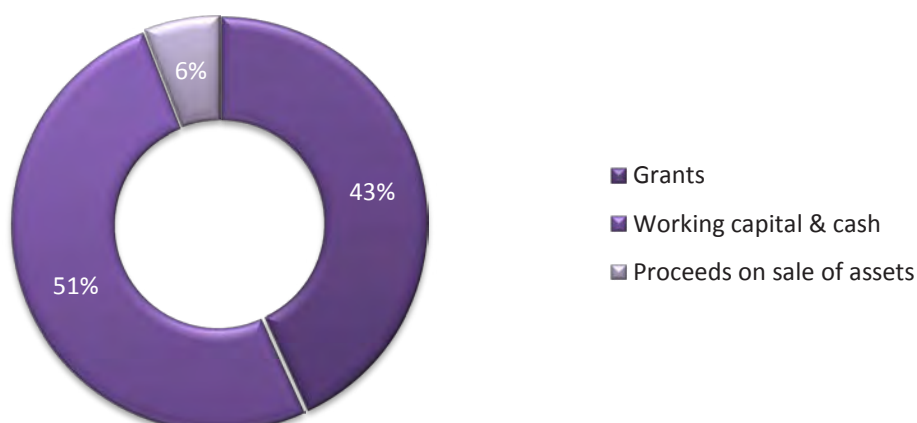
A distinction is made between expenditure on new assets, asset renewal, and upgrade. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element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

The major projects included in the above categories, which constitute expenditure on new assets, are stage 4 construction of the Hopetoun Depot (\$250,000), drainage construction in Munro Street, Murtoa (\$33,000), new playground equipment (\$22,000) and information technology purchases (\$20,000). The remaining capital expenditure represents renewals and upgrades of existing assets.

6.2 Funding sources

Sources of funding	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
New works				
Current year funding				
Grants	6.2.1	3,006	2,929	(77)
Council cash				
- working capital & cash	6.2.2	4,233	3,467	(766)
- proceeds on sale of assets	6.2.3	241	400	159
Total funding sources		7,480	6,796	(684)

Budgeted total funding sources 2014/15



6.2.1 Grants - Capital (\$2.929 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Roads to Recovery projects (\$1.05 million), Country Roads and Bridges Initiative (\$1.0 million) and Local Government Infrastructure Program (\$455,000).

6.2.2 Council cash - working capital & cash (\$3.467 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. In addition, 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 \$3.467 million will be generated from operations and uncommitted cash and investments to fund the 2014/15 capital works program.

6.2.3 Council cash - proceeds from sale of assets (\$400,000)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$400,000.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2013/14 and 2014/15. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		3,292	2,992	(300)
Trade and other receivables		1,300	1,411	111
Financial assets		170	180	10
Other assets		1,084	984	(100)
Total current assets		5,846	5,567	(279)
Non-current assets	7.1.1			
Trade and other receivables		377	350	(27)
Property, infrastructure, plant and equipment		148,901	149,645	744
Total non-current assets		149,278	149,995	717
Total assets		155,124	155,562	438
Current liabilities	7.1.2			
Trade and other payables		1,200	1,200	0
Interest-bearing loans and borrowings		170	151	19
Provisions		2,521	2,619	(98)
Total current liabilities		3,891	3,970	(79)
Non-current liabilities	7.1.2			
Interest-bearing loans and borrowings		328	199	129
Provisions		409	404	5
Total non-current liabilities		737	603	134
Total liabilities		4,628	4,573	55
Net assets		150,496	150,989	493
Equity	7.1.4			
Accumulated surplus		64,196	64,189	(6)
Asset revaluation reserve		86,285	86,785	500
Other reserves		15	15	0
Total equity		150,496	150,989	493

Source: Appendix A

7.1.1 Current Assets (\$279,000 decrease) and Non-Current Assets (\$717,000 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 \$300,000 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 expected to increase by \$111,000 in the budget. Long term debtors (non current) relating to gypsum pit owners contribution to road construction will reduce by \$27,000 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 Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$6.795 million of new assets), depreciation of assets (\$6.251 million) and the sale through sale of property, plant and equipment.

7.1.2 Current Liabilities (\$79,000 increase) and Non Current Liabilities (\$134,000 decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2013/14 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 \$148,000 over the year.

7.1.3 Working Capital (\$358,000 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.

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

	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
Current assets	5,846	5,567	(279)
Current liabilities	3,891	3,970	79
Working capital	1,955	1,597	(358)
Restricted cash and investment current assets			
- Discretionary reserves	(15)	(15)	0
Unrestricted working capital	1,940	1,582	(358)

7.1.4 Equity (\$493,000 increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$6,000 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 2015 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 92% of total rates and charges raised will be collected in the 2014/15 year (2013/14: 91.8% 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 2013/14 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 \$220,000.
- Total capital expenditure to be \$6.795 million.

Long Term Strategies

8. Strategic resource plan and financial performance indicators

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

8.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2014/15 to 2017/18 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels
- Minimize the operating results
- 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 SRP is updated annually through a process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

8.2 Financial resources

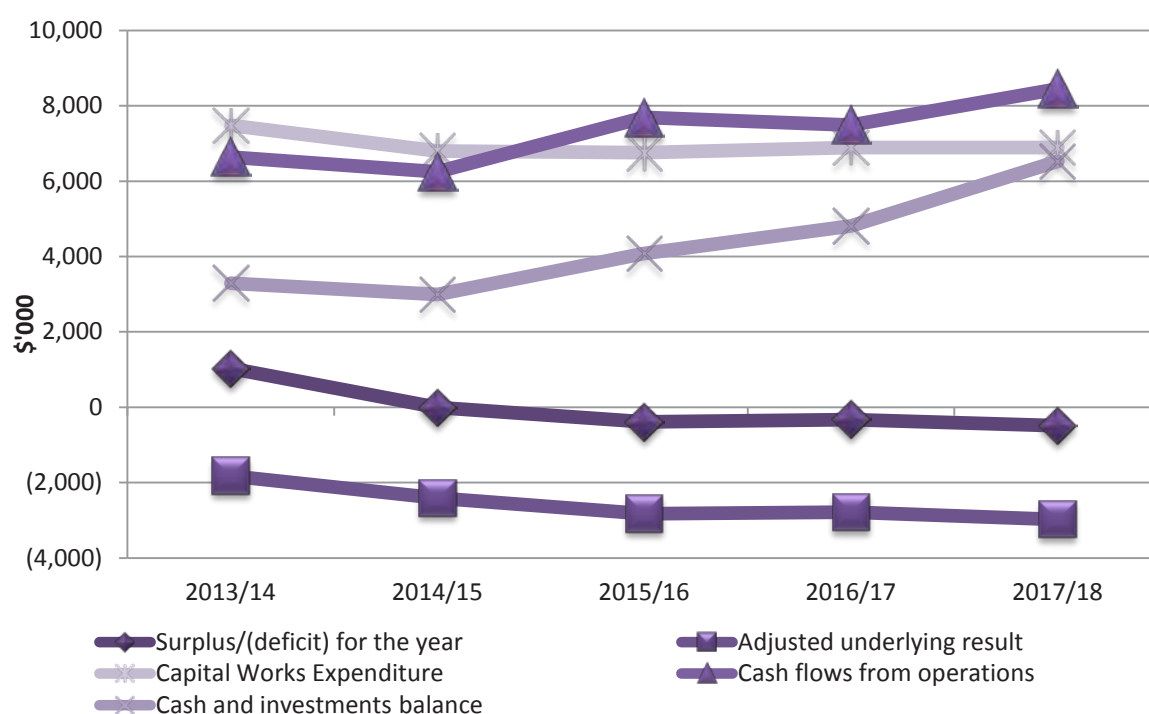
The following table summaries the key financial results for the next four years as set out in the SRP for years 2014/15 to 2017/18. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2013/14	2014/15	2015/16	2016/17	2017/18	+o/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	1,028	(6)	(389)	(324)	(486)	-
Adjusted underlying result	(1,818)	(2,406)	(2,821)	(2,785)	(2,974)	-
Cash and investments balance	3,292	2,992	4,077	4,807	6,523	+
Cash flows from operations	6,634	6,245	7,687	7,488	8,445	o
Capital works expenditure	7,480	6,795	6,755	6,896	6,894	o

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 increase over the four year period from \$2.992 million to \$6.523 million, which indicates a balanced budget on a cash basis in each year
- **Rating levels (section 9)** – Modest rate increases are forecast over the four years at an average of 5.0%.
- **Service delivery strategy (section 10)** – Service levels have been maintained throughout the four year period and will be reviewed.
- **Borrowing strategy (section 10)** – Borrowings are forecast to reduce from \$350,000 to \$24,000 over the four year period. There are no new borrowings proposed in 2014/15.
- **Infrastructure strategy (section 10)** - Capital expenditure over the four year period will total \$27.34 million at an average of \$6.835 million.

8.3 Financial performance indicators

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

Indicator	Measure	Notes	Forecast Actual 2013/14	Budget 2014/15	Strategic Resource Plan Projections			Trend +/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-9.5%	-13.2%	-15.1%	-14.3%	-14.8%	-
Liquidity								
Working Capital	Current assets / current liabilities	2	150.2%	140.2%	164.0%	177.7%	219.8%	+
Unrestricted cash	Unrestricted cash / current liabilities		84.2%	75.0%	100.2%	115.5%	156.0%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	5.0%	3.3%	1.9%	0.9%	0.2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.7%	1.6%	1.4%	1.0%	0.7%	+
Indebtedness	Non-current liabilities / own source revenue		44.5%	40.2%	33.1%	26.0%	25.0%	+
Asset renewal	Asset renewal expenditure / depreciation	4	109.3%	90.6%	95.7%	93.1%	89.1%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	51.2%	56.0%	58.1%	58.7%	59.6%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.7%	0.7%	0.7%	0.7%	0.8%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,127	\$3,124	\$3,207	\$3,316	\$3,442	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$587	\$609	\$639	\$671	\$705	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		8.0%	6.7%	6.7%	6.7%	6.7%	o

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 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to increase in 2014/15 year due to a run down in cash reserves to fund the capital program.

3 Debt compared to rates - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

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

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2014/15 year is shown below and further detail is included in section 4.3.1 of this budget. A statement of Human Resources is included in Appendix A.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
Employee costs (\$'000)					
- Operating	7,385	7,638	8,059	8,403	8,761
- Capital	805	910	952	990	1,029
Total	8,190	8,548	9,011	9,393	9,790
Employee numbers (EFT)	100	104	104	104	104

9. Rating Information

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

9.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 8.), rates and charges were identified as an important source of revenue, accounting for 49% 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. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Yarriambiack community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils. The following table shows a comparison of the last five years of percentage rate increases.

Year	Yarriambiack Shire Council
2009/10	5.0%
2010/11	6.0%
2011/12	6.0%
2012/13	4.1%
2013/14	6.0%
Average increase	5.4%

Source: Council's strategic resource plan 2014/15 to 2017/18

9.2 Current year rate increase

It is predicted that the 2014/15 operating position will be impacted by wages growth, increasing cost of materials 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 as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the general rate will increase by a 6%, the municipal charge by 6%, the kerbside collection charge by 6% and the recycling charge by 6%. This will raise total rate and charges for 2014/15 of \$10.594 million.

The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2014.

Year	General Rate Increase %	Municipal Charge Increase \$'000	Garbage Charge Increase \$'000	Recycling Charge Increase \$'000	Total Rates Raised \$'000
2013/14	5.00	10.00	4.80	5.00	8,798
2014/15	6.00	3.60	3.90	5.30	9,326
2015/16	5.00	3.18	3.30	3.30	9,792
2016/17	5.00	3.34	3.30	3.30	10,282
2017/18	5.00	3.51	3.30	3.30	10,796

9.3 Rating structure

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

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

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

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, 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 (which is residential and commercial) and farming. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Council also levies 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 2013/14 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2013/14	2014/15	Change
Residential rates	Cents/\$ CIV	0.6825	0.7084	3.8%
Commercial rates	Cents/\$ CIV	0.6825	0.7084	3.8%
Farming rates	Cents/\$ CIV	0.5801	0.5455	-6.0%
Municipal charge	\$/ property	60.00	63.60	6.0%
Kerbside collection				
Residential - 80lt bin	\$/ property	114.20	121.06	6.0%
Residential - 120lt bin	\$/ property	158.53	168.04	6.0%
Residential - 240lt bin	\$/ property	308.55	327.06	6.0%
Other - 80lt bin (GST included)	\$/ property	125.62	133.17	6.0%
Other - 120lt bin (GST included)	\$/ property	174.38	184.84	6.0%
Other - 240lt bin (GST included)	\$/ property	339.41	359.77	6.0%
Recycling				
Residential	\$/ property	102.43	108.57	6.0%
Other - (GST included)	\$/ property	112.67	119.43	6.0%

9.4 General revaluation of properties

During the 2013/14 year, a revaluation of all properties within the municipality was carried out and will apply from 1 January 2014 for the 2014/15 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 5.97%. Of this increase, residential properties have increased by 0.88%, farm properties by 13.04% and commercial properties by 4%.

The following table summarises the valuation changes between the 2012 and 2014 general revaluations for each rate type and the average resulting rate change.

Rate Type	Valuation Change (Decrease)	Rating Change (Decrease)
Residential	0.88%	4.70%
Farm	13.04%	6.29%
Commercial	4.00%	7.95%
Overall Average	5.97%	6.31%

In deliberating over the setting of the differential rate structure for the 2014/15 year, Council has been mindful of the greater increase in farm property valuations compared to those in the residential and commercial sectors. If no changes were made to the rate differential, the change in property values would result in an overall increase of 8.93% in farm rates and a 2.57% reduction in residential and commercial rates for the 2014/15 year.

In view of the outcomes of the general revaluations, Council has chosen to increase the existing rate differential. On average, total rates will increase by 6.31% compared to 2013/14. This will be achieved by altering the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

10. Other Strategies

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

10.1 Borrowings

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 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 2014/15 year, Council has decided not to take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$148,000, will reduce its total borrowings to \$350,000 as at 30 June 2015. 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 2014.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14	0	185	30	498
2014/15	0	148	22	350
2015/16	0	137	14	213
2016/17	0	106	8	107
2017/18	0	83	2	24

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

	2013/14 \$	2014/15 \$
Total amount borrowed as at 30 June of the prior year	683,000	498,000
Total amount to be borrowed	0	0
Total amount projected to be redeemed	(185,000)	(148,000)
Total amount proposed to be borrowed as at 30 June	498,000	350,000

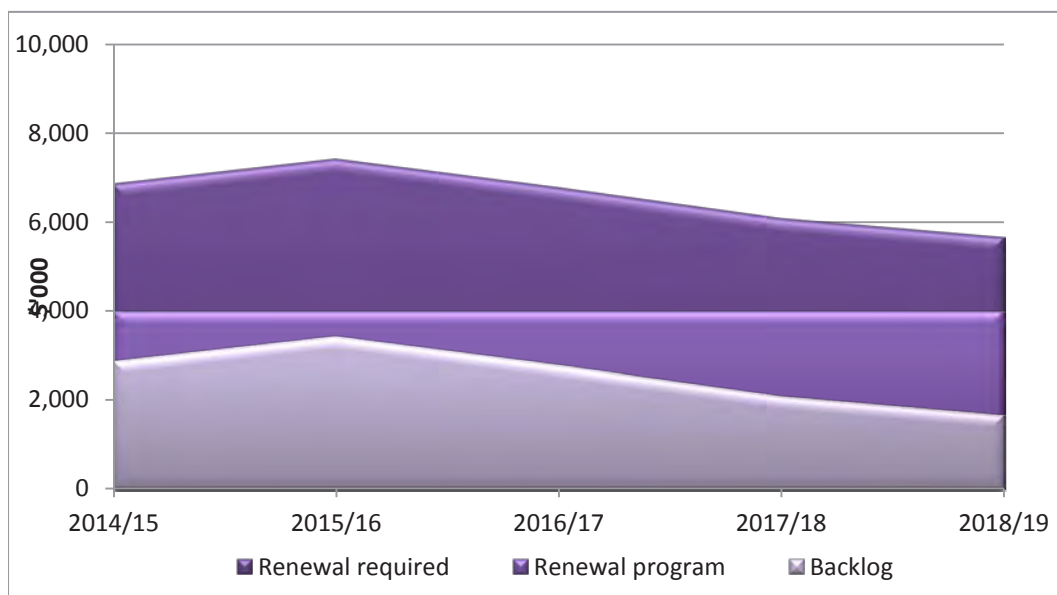
10.2 Asset Management

The Council has developed an Asset Management Plan and Asset Strategy. These documents along with the Long Term Financial Plan provide guidance as to the infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. 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 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.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Asset Plan & Strategy. While these documents are endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$2.861 million and \$1.656 million at the end of the period.

Council is currently working on accurately assessing its backlog and future renewal gap, following extensive road restoration works undertaken in response to the major flood events that occurred in 2010 and 2011.

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

Year	Summary of funding sources				
	Total Capital Program	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000
2013/14	7,480	2,392	241	4,847	0
2014/15	6,795	2,090	400	4,305	0
2015/16	6,755	2,161	314	4,280	0
2016/17	6,896	2,184	321	4,391	0
2017/18	6,894	2,208	327	4,359	0

Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted Statements	59
B	Rates and charges	66
C	Capital works program	71
D	Fees and charges schedule	81

Appendix A

Budgeted statements

This appendix presents information in regard to the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2014/15 to 2017/18 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include in the Financial Statements in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the financial statements in the Budget.

The appendix includes the following budgeted information:

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

Budgeted Comprehensive Income Statement

For the four years ending 30 June 2018

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Strategic Resource Plan Projections		
			2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Income					
Rates and charges	10,004	10,594	11,137	11,705	12,301
Fees, Fines and User Charges	1,103	1,052	1,083	1,100	1,126
Contributions - cash	454	310	271	276	281
Grants - Operating	8,331	7,135	6,804	7,005	7,055
Grants - Capital	2,392	2,090	2,161	2,184	2,208
Net gain on disposal of assets	(14)	100	5	2	(1)
Other income	99	140	143	146	148
Total income	22,369	21,421	21,604	22,418	23,118
Expenses					
Employee costs	7,384	7,638	8,059	8,402	8,760
Materials and services	5,627	5,215	5,110	5,238	5,453
Contributions and Donations	864	892	899	927	960
Depreciation and amortisation	6,069	6,251	6,439	6,632	6,831
Finance costs	73	72	74	77	79
Other expenses	1,324	1,359	1,412	1,466	1,521
Total expenses	21,341	21,427	21,993	22,742	23,604
Surplus (deficit) for the year	1,028	(6)	(389)	(324)	(486)
Comprehensive result	1,028	(6)	(389)	(324)	(486)

Budgeted Balance Sheet

For the four years ending 30 June 2018

	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Strategic Resource Plan Projections		
			2016 \$'000	2017 \$'000	2018 \$'000
Assets					
Current assets					
Cash and cash equivalents	3,292	2,992	4,077	4,807	6,523
Trade and other receivables	1,300	1,411	1,386	1,441	1,498
Financial assets	170	180	185	189	194
Inventories	1000	900	918	936	955
Other assets	84	84	84	0	0
Total current assets	5,846	5,567	6,650	7,373	9,170
Non-current assets					
Trade and other receivables	27	0	0	0	0
Investments in regional library corporation	350	350	350	350	350
Property, infrastructure, plant & equipment	148,901	149,645	150,152	150,597	150,832
Total non-current assets	149,278	149,995	150,502	150,947	151,182
Total assets	155,124	155,562	157,152	158,320	160,352
Liabilities					
Current liabilities					
Trade and other payables	1,200	1,200	1,248	1,272	1,297
Provisions	2,521	2,619	2,694	2,770	2,851
Interest-bearing loans and borrowings	170	151	114	107	24
Total current liabilities	3,891	3,970	4,056	4,149	4,172
Non-current liabilities					
Provisions	409	404	397	395	389
Interest-bearing loans and borrowings	328	199	99	0	0
Total non-current liabilities	737	603	496	395	389
Total liabilities	4,628	4,573	4,552	4,544	4,561
Net assets	150,496	150,989	152,600	153,776	155,791
Equity					
Accumulated surplus	64,196	64,189	63,800	63,476	62,991
Asset Revaluation Reserve	86,285	86,785	88,785	90,285	92,785
Other Reserve	15	15	15	15	15
Total equity	150,496	150,989	152,600	153,776	155,791

Budgeted Statement of Changes in Equity

For the four years ending 30 June 2018

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2015				
Balance at beginning of the financial year	150,496	64,196	86,285	15
Comprehensive result	(6)	(6)	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	150,490	64,190	86,285	15
2016				
Balance at beginning of the financial year	150,490	64,190	86,285	15
Comprehensive result	(389)	(389)	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	150,101	63,801	86,285	15
2017				
Balance at beginning of the financial year	150,101	63,801	86,285	15
Comprehensive result	(324)	(324)	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	149,777	63,475	86,285	15
2018				
Balance at beginning of the financial year	149,777	63,475	86,285	15
Comprehensive result	(486)	(486)	0	0
Net asset revaluation increment(decrement)	0	0	0	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	149,291	62,989	86,285	15

Budgeted Statement of Cash Flows

For the four years ending 30 June 2018

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	10,004	10,594	11,137	11,705	12,301
Fees, Fines and User Charges	1,103	1,052	1,083	1,100	1,126
Contributions - cash	454	310	271	276	281
Grants - Operating (recurrent)	8,331	7,135	6,804	7,005	7,055
Grants - Capital (recurrent)	2,392	2,090	2,161	2,184	2,208
Other income	99	140	143	146	148
Employee costs	(7,384)	(7,638)	(8,059)	(8,402)	(8,760)
Materials and services	(7,041)	(6,079)	(4,441)	(5,060)	(4,393)
Other payments	(1,324)	(1,359)	(1,412)	(1,466)	(1,521)
Net cash provided by operating activities	6,634	6,245	7,687	7,488	8,445
Cash flows from investing activities					
Payments for property, plant and equipment	(7,480)	(6,795)	(6,755)	(6,896)	(6,894)
Proceeds from sale of property, plant and equipment	241	400	314	321	327
Repayment of loans and advances	120	70	50	0	0
Net cash used in investing activities	(7,119)	(6,325)	(6,391)	(6,575)	(6,567)
Cash flows from financing activities					
Finance costs	(73)	(72)	(74)	(77)	(79)
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(140)	(148)	(137)	(106)	(83)
Net cash provided by (used in) financing activities	(213)	(220)	(211)	(183)	(162)
Net (decrease) increase in cash & cash equivalents	(698)	(300)	1,085	730	1,716
Cash and cash equivalents at beginning of the financial year	3,990	3,292	2,992	4,077	4,807
Cash and cash equivalents at end of the financial year	3,292	2,992	4,077	4,807	6,523

Budgeted Statement of Capital Works

For the four years ending 30 June 2018

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Strategic Resource Plan Projections		
			2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Property					
Buildings	972	603	329	295	263
Total buildings	972	603	329	295	263
Total property	972	603	329	295	263
Plant and equipment					
Plant, machinery and equipment	1,150	1,060	1,122	1,134	1,146
Fixtures, fittings and furniture	38	15	18	19	19
Computers and telecommunications	41	22	23	23	24
Total plant and equipment	1,229	1,097	1,163	1,176	1,189
Infrastructure					
Roads	4,881	4,636	4,786	4,938	5,095
Bridges	32	33	34	35	36
Footpaths	266	201	207	214	220
Drainage	29	33	40	41	43
Waste management	50	20	20	20	20
Parks, open space and streetscapes	21	22	22	23	24
Aerodromes	0	150	150	150	0
Other infrastructure	0	0	4	4	4
Total infrastructure	5,279	5,095	5,263	5,425	5,442
Total capital works expenditure	7,480	6,795	6,755	6,896	6,894
Represented by:					
New asset expenditure	486	341	68	69	71
Asset renewal expenditure	6,365	5,412	6,687	6,827	6,823
Asset upgrade expenditure	629	1,042	0	0	0
Total capital works expenditure	7,480	6,795	6,755	6,896	6,894

Budgeted Statement of Human Resources

For the four years ending 30 June 2018

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Strategic Resource Plan Projections		
			2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Staff expenditure					
Employee costs - operating	7,385	7,638	8,059	8,403	8,761
Employee costs - capital	805	910	952	990	1029
Total staff expenditure	8,190	8,548	9,011	9,393	9,790
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	100	104	104	104	104
Total staff numbers	100	104	104	104	104

Appendix B

Rates and charges

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

1. Rates and charges

1.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2013/14 cents/\$CIV	2014/15 cents/\$CIV	Change
General rate for rateable residential properties	0.6825	0.7084	3.8%
General rate for rateable commercial properties	0.6825	0.7084	3.8%
General rate for rateable farm properties	0.5801	0.5455	-6.0%

1.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2013/14 \$	2014/15 \$	Change
General	1,947,340	2,038,933	4.7%
Commercial	343,522	370,837	8.0%
Farm	6,508,000	6,917,720	6.3%
Total amount to be raised by general rates	8,798,862	9,327,490	6.0%

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

Type or class of land	2013/14 \$	2014/15 \$	Change
Residential	3,318	3,348	0.9%
Commercial	475	471	-0.8%
Farm	3031	3039	0.3%
Total number of assessments	6,824	6,858	0.5%

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

1.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2013/14 \$	2014/15 \$	Change
Residential	285,324,500	287,822,300	0.9%
Commercial	50,332,900	52,348,480	4.0%
Farm	1,121,840,600	1,268,143,000	13.0%
Total value of land	1,457,498,000	1,608,313,780	10.3%

1.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2013/14 \$	Per Rateable Property 2014/15 \$	Change
Municipal	60.00	63.60	6.0%

1.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2013/14 \$	2014/15 \$	Change
Municipal	309,300	322,516	4.3%

1.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2013/14 \$	Per Rateable Property 2014/15 \$	Change
Kerbside collection			
Residential - 80lt bin	114.20	121.06	6.0%
Residential - 120lt bin	158.53	168.04	6.0%
Residential - 240lt bin	308.55	327.06	6.0%
Other - 80lt bin (GST included)	125.62	133.17	6.0%
Other - 120lt bin (GST included)	174.38	184.84	6.0%
Other - 240lt bin (GST included)	339.41	359.77	6.0%
Recycling			
Residential	102.43	108.57	6.0%
Other - (GST included)	112.67	119.43	6.0%

1.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2013/14 \$	2014/15 \$	Change
Kerbside collection	600,000	636,300	6.1%
Recycling	302,000	321,257	6.4%
Total	1,211,300	1,280,073	5.7%

1.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2013/14 \$	2014/15 \$	Change
Rates and charges	10,010,162	10,607,563	6.0%

1.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

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

2. Differential rates

2.1 Rates to be levied

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

- A general rate of 0.7084% (0.7084 cents in the dollar of CIV) for all rateable residential and commercial properties; and
- A farm rate of 0.5455% (0.5455 cents in the dollar of CIV) for all rateable farm 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.

2.2 Farm land

Farm land is any land, which is:

- (a) that is not less than 2 hectares in area; and
- (b) that is used primarily for grazing (including agistment), dairying, pig-farming, poultry
- (c) that is used by a business—
 - (i) that has a significant and substantial commercial purpose or character; and
 - (ii) that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
 - (iii) that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating;

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 farm land. The vacant land affected by this rate is that which is zoned farming 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 2014/15 financial year.

2.3 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 commercial land.

Commercial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; 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 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 are 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 Victorian Local 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 2014/15 financial year.

Appendix C

Capital works program

This appendix presents a listing of the capital works projects that will be undertaken for the 2014/15 year.

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

- New works for 2014/15

Capital works program

For the year ending 30 June 2015

1. New works

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
PROPERTY						
Buildings						
Council Offices	11	-	11	-	-	11
Preschools/Infant Welfare Centres/Senior Citizens	143	-	143	-	-	143
Industrial Estate	35	-	35	-	-	35
Leisure Complex	5	-	5	-	-	5
Caravan Parks	76	-	76	-	-	76
Halls	48	-	48	-	-	48
Swimming Pool	20	-	20	-	-	20
Depots - Hopetoun	250	250	-	-	-	250
Recycling & Transfer Stations	20	-	20	-	-	20
Other buildings	15	-	15	-	-	15
Total Buildings	623	250	373	-	-	623
TOTAL PROPERTY	623	250	373	-	-	623

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
PLANT AND EQUIPMENT						
Plant, Machinery and Equipment						
Works Plant	740	-	740	-	-	740
Staff Vehicles	320	-	320	-	-	320
Total Plant, Machinery and Equipment	1,060	-	1,060	-	-	1,060
Fixtures, Fittings and Furniture	20	20	-	-	-	20
Computers and Telecommunications	17	17	-	-	-	17
Total Office Equipment	37	37	-	-	-	37
TOTAL PLANT AND EQUIPMENT	1,097	37	1,060	-	-	1,097

Capital works program

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
INFRASTRUCTURE						
Roads						
Local Roads: Urban Construction	186	-	166	20	-	186
Local Roads: Rural Construction	2,364	-	1,342	1,022	1,834	530
Local Roads: Gravel Resheeting	1,179	-	1,179	-	-	1,179
Local Roads: Shoulder Gravel Resheeting	379	-	379	-	219	160
Local Roads: Urban Bituminous Resealing	205	-	205	-	-	205
Local Roads: Rural Bituminous Resealing	25	-	25	-	-	25
Footpaths	201	-	201	-	-	201
Kerb & Channel	300	-	300	-	-	300
Drainage: Munro Street, Murtoa	33	33	-	-	-	33
Total roads	4,872	33	3,797	1,042	2,053	2,819
Bridges						
Bridges and culverts	33	-	33	-	-	33
Total Bridges	33	-	33	-	-	33
Parks, Open Space and Streetscapes						
Other open space	21	21	-	-	-	21
Total Parks, Open Space and Streetscapes	21	21	-	-	-	21
Aerodromes						
Aerodromes	150	-	150	-	-	150
Total Parks, Open Space and Streetscapes	150	-	150	-	-	150
TOTAL INFRASTRUCTURE	5,076	54	3,980	1,042	2,053	3,023
TOTAL NEW CAPITAL WORKS 2014/15	6,796	341	5,413	1,042	2,053	4,743

3. Summary

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
PROPERTY	623	250	373	0	0	623
PLANT AND EQUIPMENT	1,097	37	1,060	0	0	1,097
INFRASTRUCTURE	5,076	54	3,980	1,042	2,053	3,023
TOTAL CAPITAL WORKS	6,796	341	5,413	1,042	2,053	4,743

Appendix D

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 2014/15 year.

Community Services

HACC	2013/14	2014/15
General Home Care – Low Fee		
Single Pension	\$7.00 per hour	\$7.00 per hour
Double Pension	\$7.50 per hour	\$7.50 per hour
General Home Care – Medium Fee	\$16.00 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)	\$47.50 per hour (exc GST)	\$47.50 per hour (exc GST)
Personal Care – Low Fee	\$3.50 per hour	\$3.50 per hour
Personal Care – Medium Fee	\$7.00 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	\$4.00 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)	\$9.00 per hour	\$9.00 per hour
Home Maintenance – Medium Fee (labour only; client contributes to cost of materials)	\$13.00 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

Meals On Wheels		
Delivered Meals – (Client charge)	\$8.00 per meal	\$8.00 per meal
Delivered Meals – (External)	(Full cost recovery)	(Full cost recovery)
Centre Based Meals	\$8.50 per meal	\$8.50 per meal

Disabled Parking Permits		
Initial permit	no charge	no charge
Additional permit (replacement)	\$6.00	\$6.00

Kindergarten Fees - 4 year olds (per term)		
Beulah	\$85.00	\$95.00
Hopetoun	\$190.00	\$190.00
Minyip	\$180.00	\$180.00
Murtoa	\$200.00	\$200.00
Rupanyup	\$180.00	\$180.00
Warracknabeal	\$187.50	\$200.00
Woomelang	\$100.00	\$100.00

Environmental Health

Food Act	2013/14	2014/15
Class 1 Food premises groups Must have 3 rd 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 3 rd party audited) <i>Hotels, restaurants cafes, takeaways, supermarkets, manufacturers, caterers, milk bars and some service stations</i>	\$200.00	\$220.00
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	\$80.00
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	\$80.00
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 registrations		
Non profit and community groups <i>(fetes, sausage sizzles, street stalls)</i> Yearly Registration	\$20.00	\$20.00
Private individuals and businesses <i>(Markets, private stalls)</i> Yearly Registration	\$40.00	\$40.00
Health Act		
Hairdresser/Beauty Parlour/Skin penetration	\$70.00	\$80.00
Prescribed Accommodation Premises providing accommodation for 6 or more persons <i>Hotels, motels, hostels, camps</i>	\$70.00	\$80.00
Residential Tenancies Act		
Caravan Parks		
Total number of sites not exceeding 25	6 fee units @ \$12.22	6 fee units @ \$12.22
Total number of sites exceeding 25 but not exceeding 50	12 fee units @ \$12.22	12 fee units @ \$12.22
Environment Protection Act		
Septic Tank		
- new	\$200.00	\$225.00
- alteration to existing	\$150.00	\$175.00

Environmental Health Continued

Other Fees		
Transfer/Inspection Fee Prepurchase inspection - inspection as a result of non-compliance	\$50.00	\$150.00
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

Animal Control & Local Laws

	2013/14	2014/15
Animal Act		
Pensioner Discount	50% of prescribed fee	50% of prescribed fee
Dogs or Cats registered after the 1 st January	50% of prescribed fee	50% of prescribed fee
Dog	\$66.00	\$66.00
Dog desexed	\$22.00	\$22.00
Working dog	\$22.00	\$22.00
VCA registered	\$22.00	\$22.00
Micro chipped	\$22.00	\$22.00
Barking Dog Collar	\$10.00 per week	\$10.00 per week
Cat	\$63.00	\$63.00
Cat desexed	\$21.00	\$21.00
FCC, CFA, DCC registered	\$21.00	\$21.00
Micro chipped	\$21.00	\$21.00
Replacement of lost tag	\$ 5.00	\$ 5.00
Pound Fees - Impounded Animal		
<i>First day Release fee</i>	\$60.00	\$80.00
<i>Subsequent days</i>	\$12.50 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	\$40.00
Unsightly land administration fee	\$40.00	\$40.00

Sale Yard Levies		2013/14	2014/15
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		\$10.00	\$10.00
Black & White		\$7.00	\$7.00
Plan on A2 sheet			
Colour		\$0.00	\$11.00
Black & White		\$0.00	\$9.00
Plan on A2 sheet			
Colour		\$0.00	\$9.00
Black & White		\$0.00	\$7.00
Plan on A2 sheet			
Colour		\$7.00	\$7.00
Black & White		\$5.00	\$5.00
Plan on A3 sheet			
Colour		\$5.00	\$5.00
Black & White		\$3.00	\$3.00
Plan on A4 sheet			
Colour		\$3.00	\$3.00
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	\$585.00	45 fee units \$603.00
Not on roadway shoulder or pathway (see note 2)	32 fee units	\$416.00	32 fee units \$428.80
Minor works			
On roadway, shoulder or pathway (see note 1)	25 fee units	\$325.00	25 fee units \$335.00
Not on roadway shoulder or pathway (see note 2)	10 fee units	\$130.00	10 fee units \$134.00
Arterial Road			
Works other than minor works			
On roadway, shoulder or pathway (see note 1)	45 fee units	\$585.00	45 fee units \$603.00
Not on roadway shoulder or pathway (see note 2)	25 fee units	\$325.00	25 fee units \$335.00
Minor works			
On roadway, shoulder or pathway (see note 1)	11.5 fee units	\$150.00	11.5 fee units \$154.10
Not on roadway shoulder or pathway (see note 2)	10 fee units	\$130.00	10 fee units \$134.00

Engineering Continued

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	\$585.00	45 fee units \$603.00
Not on roadway shoulder or pathway (see note 2)	25 fee units	\$325.00	25 fee units \$335.00
Minor works			
On roadway, shoulder or pathway (see note 1)	11.5 fee units	\$150.00	11.5 fee units \$154.10
Not on roadway shoulder or pathway (see note 2)	5 fee units	\$65.00	5 fee units \$67.00
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	\$260.00	20 fee units \$268.00
Not on roadway shoulder or pathway (see note 2)	5 fee units	\$ 65.00	5 fee units \$ 67.00
Minor works			
On roadway, shoulder or pathway (see note 1)	11.5 fee units	\$150.00	11.5 fee units \$154.10
Not on roadway shoulder or pathway (see note 2)	5 fee units	\$65.00	5 fee units \$67.00

As at July 2014: 1 fee unit = \$13.40 (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)	2013/14	2014/15
Powered Site	\$20.00 per night \$5.00 each extra person	\$20.00 per night \$5.00 each extra person
Unpowered Site	\$15.00 per night \$5.00 each extra person	\$15.00 per night \$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
Ensuites	\$25 per night	\$25 per night

Gymnasium Memberships		
1 Month	\$46.00	\$46.00
3 Months	\$65.00	\$65.00
6 Months	\$110.00	\$110.00
Assessments (new members)	\$0.00	\$30.00
Assessments (students)	\$0.00	\$11.00
Casual (per session)	\$12.00	\$12.00
Pensioner Concession (with pension card)	\$0.00	\$30.00
Student Membership		
Bronze Membership (1 month – 1 night per week)	\$18.00	\$18.00
Silver Membership (1 month – 2 nights per week)	\$24.00	\$24.00
Gold Membership (1 month – 5 nights per week)	\$35.00	\$35.00
Gold Membership (1 month – 5 nights per week)	\$55.00	\$55.00
Gold Membership (1 month – 5 nights per week)	\$100.00	\$100.00
Casual (age 13 – 18 years)	\$7.00	\$7.00
Squash Membership		
1 Month	\$0.00	\$30.00
3 Months	\$0.00	\$50.00
Squash Court Hire		
Per hour per court	\$8.00	\$8.00
Leisure Complex Hire Fees		
<i>User Groups utilizing main court area(s)</i>		
Competition		
Per hour per court	\$20.00	\$20.00
Training (Including Competition)		
Per hour per court	\$20.00	\$20.00
Corporate Rate		
Small (10 or less persons)	\$0.00	\$500.00
Large	\$0.00	1000
Table Tennis Room		
Per hour	\$16.00	\$16.00
Per table (Casual)	\$4.00	\$4.00

Student Membership

Conferences & Special Functions can be negotiated with Leisure Centre Manager

Administration

Function Room (Warracknabeal Office)	2013/14	2014/15
Day (9am to 9pm)	\$95.00	\$100.00
Night (after 6pm)	\$100.00	\$110.00
Combined	\$190.00	\$200.00
Photocopying		
A4 Black & White Single Sided		
1 copy	\$0.30	\$0.35
Multiple Copies	\$0.25	\$0.30
A4 Black & White Double Sided		
1 copy	\$0.35	\$0.40
Multiple Copies	\$0.30	\$0.35
A3 Black & White Single Sided		
1 copy	\$0.50	\$0.55
Multiple Copies	\$0.40	\$0.45
A3 Black & White Double Sided		
1 copy	\$0.80	\$0.90
Multiple Copies	\$0.60	\$0.70
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

	2013/14	2014/15
Development Type Fee Amount		
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/130 Plus Levy	\$value/130 Plus Levy
Building Works \$200,000+	\$value/130 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% + \$1,324 Plus Levy	\$v x 0.44% + \$1,324 Plus Levy
Commercial \$500,001+	\$v x 0.25% + \$2,249 Plus Levy	\$v x 0.25% + \$2,249 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		
Building over Council Easement Reg 312 (3)	\$52.75	\$52.75
Request for Legal point of discharge for stormwater	\$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	Building Permit Fee
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

Waste and Recycling

	2013/14	2014/15
Tipping Fees		
General Hard Waste	\$9.00 per m3	\$9.50 per m3
Putrescibles Waste	\$22.50 per m3	\$24.00 per m3
Household / Kitchen Waste	\$6.00 per m3	\$6.50 per m3
Clean Green Waste	\$9.00 per m3	\$9.50 per m3
Timber/Wood	\$9.00 per m3	\$9.50 per m3
Builders Waste/Concrete	\$24.00 per m3	\$25.50 per m3
Clean Concrete / Rubble delivered to repositories at Warracknabeal, Murtoa and Hopetoun	\$15.00 per m3 / ton	\$20.00 per m3 / ton
Clean Fill	No charge	No charge
Minimum Charge	\$6.50	\$6.50
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	Free if sorted	Free if sorted
Lead Acid Batteries	Free if sorted	\$5.00
Grain	not accepted	not accepted
Hazardous Materials	not accepted	not accepted
Prescribed Waste	not accepted	not accepted

Appendix E

Performance Statement

The service performance outcome indicators detailed below are prescribed indicators and measures of performance for services that are funded in the budget. Council's performance in relation to these measures will be reported in the *Performance Statement* contained within the *Annual Report* as required by the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Performance Statement

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

Service	Performance Measure	Computation
Home and Community Care	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
	Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100

Service	Performance Measure	Computation
Maternal and Child Health	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
	Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

Service	Performance Measure	Computation
Libraries	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100

Service	Performance Measure	Computation
Aquatic Facilities	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

Performance Statement

Service	Performance Measure	Computation
Economic Development	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	

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

Service	Performance Measure	Computation
Waste collection	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

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

Service	Performance Measure	Computation
Animal Management	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

Service	Performance Measure	Computation
Food safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

Performance Statement

The Performance Statement will also include reporting on prescribed indicators of financial performance as detailed below.

Service	Measure	Computation
Operating position	Underlying result	Underlying surplus or -deficit / Underlying revenue
Liquidity	Working capital	Current assets / Current liabilities
	Unrestricted cash	Unrestricted cash / Current liabilities
Obligations	Indebtedness	Debt / Total rates
		Interest and principal debt repayments / Total rates
	Long term liabilities	Non-current liabilities / Own source revenue
	Asset renewal	Asset renewal expenditure / Depreciation
Stability	Rates concentration	Rates / Underlying revenue
	Rates effort	Rates / Total capital improved value of rateable properties
Efficiency	Expenditure level	Underlying expenditure / Total property assessments
	Specific purpose grants	Specific purpose grants expended / Specific purpose grants received
	Revenue level	Residential rates / Total residential property assessments
	Staff turnover	Resignations and terminations / Total average staff

PHOTOS

Front Page:

Harvest Sunset- Beulah East
Farm Track- Beulah

Back Page:

Mallee Palette - Speed
Harvest silhouette - Speed
Mallee Skies - Speed



Our Vision

In consultation with our community Yarriambiack Shire Council
will provide a viable, sustainable and vibrant future.



Yarriambiack
SHIRE COUNCIL

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