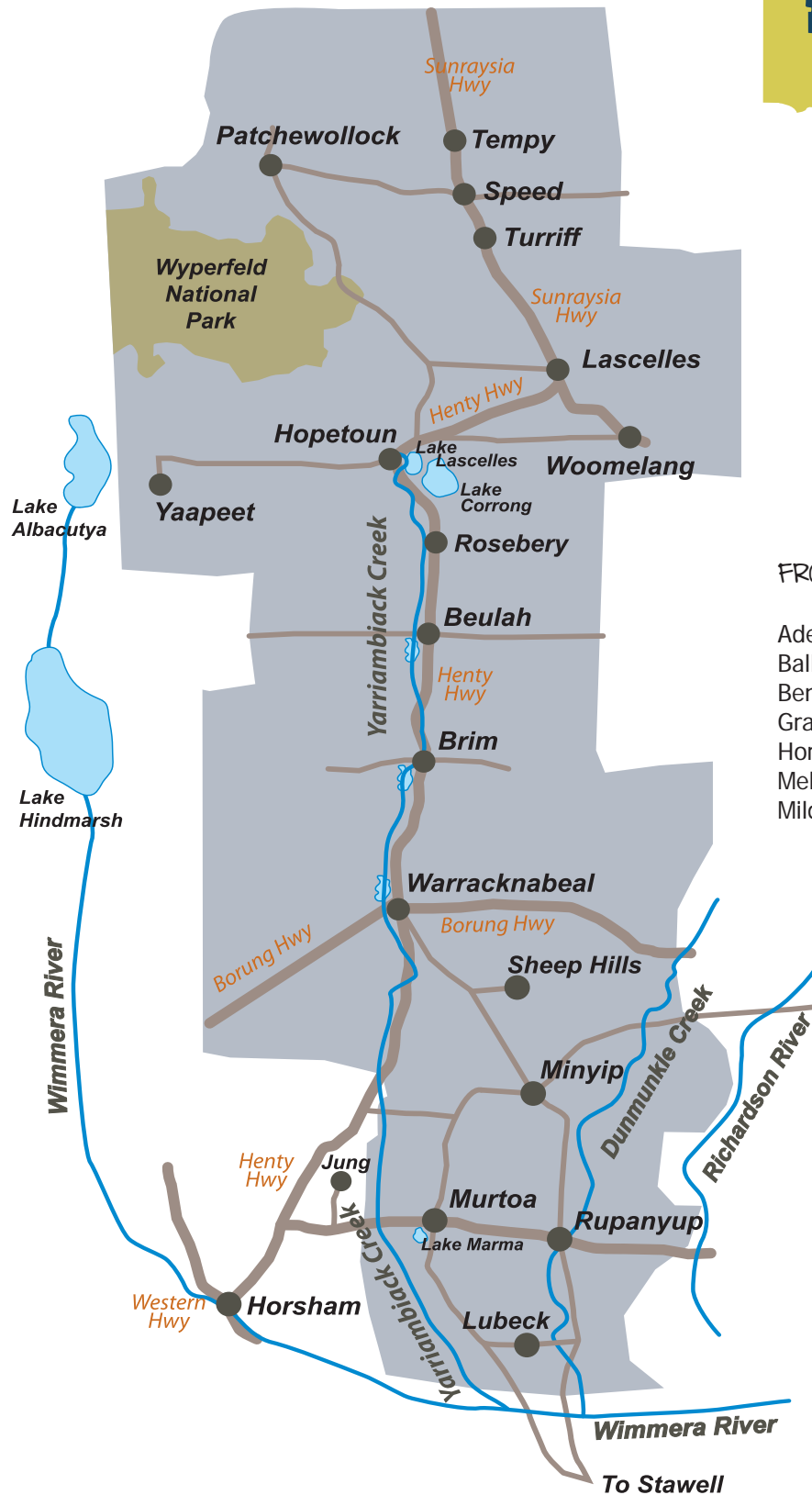


# Budget 2015/2016

THIS BUDGET REPORT HAS BEEN PREPARED WITH REFERENCE TO THE INSTITUTE OF CHARTERED ACCOUNTANTS  
"VICTORIAN CITY COUNCIL MODEL BUDGET 2015/2016" A BEST PRACTICE GUIDE FOR REPORTING  
LOCAL GOVERNMENT BUDGETS IN VICTORIA.

# Our Shire



## TRAVEL DISTANCES FROM WARRACKNABEAL...

Adelaide	431km
Ballarat	230km
Bendigo	205km
Grampians	129km
Horsham	58km
Melbourne	342km
Mildura	254km

## FRONT COVER PHOTO'S

Mother and baby lambs; Tractor Cropping in paddock; Galah; Mallee Sunset; Sculpture & Crop Growing

# Contents

# Page

Mayor's introduction	4
Chief Executive Officer's summary	5
Budget processes	10

## OVERVIEW

1. Linkage to the Council Plan	11
2. Activities, initiatives and key strategic activities	13
3. Budget influences	20

## BUDGET ANALYSIS

4. Analysis of operating budget	23
5. Analysis of budgeted cash position	30
6. Analysis of capital budget	33
7. Analysis of budgeted financial position	37

## LONG TERM STRATEGIES

8. Strategic resource plan and key financial indicators	40
9. Rating strategy	44
10. Other strategies	47

## APPENDICES

A Budgeted standard statements	52
B Rates & Charges	59
C Capital works program	64
D Key strategic activities	67
E Fees and charges schedule	69

# Mayors Introduction

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

After much discussion and deliberation Council has decided to increase the general rate by 4.75%, the municipal charge by 8% and kerbside garbage and recycling charges will increase by 5% in the 2015/16 financial year. This level allows us to maintain existing service levels, fund a number of new initiatives and continue to allocate additional funds to renew the Council's infrastructure.

The rate increase is slightly below the level foreshadowed in Council's Strategic Resource Plan adopted in the previous year, despite a number of significant budget impacts including a freeze in indexation of the Victorian Grants Commission funding.

The proposed budget includes a number of new initiatives:

- \$536,400 Banyena Pimpinio Road pavement renewal
- \$351,340 Watchem Warracknabeal Road pavement renewal
- \$316,206 Patchewollock Tempy Road pavement renewal
- \$274,045 Sea Lake Lascelles Road construction and seal
- \$365,394 Brim West Road pavement renewal
- Replacement of hired Tilt Tray Truck for transportation of recyclables from Transfer Stations.
- Replacement of two hired combination rollers
- 3rd stage of Lighting the Regions Program which is the upgrade of street lights from standard energy lights to energy efficient LEDs.
- Development of a Sport & Recreational Strategy (\$40,000).

The total Capital Works program will be \$7.586 million.

Highlights of the Capital Works program include:

- Roads (\$4.923 million) – including reconstructions, Roads to Recovery projects, resheeting, shoulder resheeting, footpaths and kerb and channel.
- Drains (\$35,000) – including road drainage replacement works.
- Open space (\$10,000) – including replacement of playground equipment.
- Buildings (\$792,000) – including Hopetoun Community Centre upgrade, installation of a new weather station at the Warracknabeal Aerodrome, upgrade of lighting at the Hopetoun and Warracknabeal Aerodromes, Brim Public Toilets, Minyip Senior Citizens, Woomelang Senior Citizens, Depots and Warracknabeal Town Hall.
- Plant and equipment (\$1.296 million) – including information technology and scheduled replacement of Council's fleet.

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

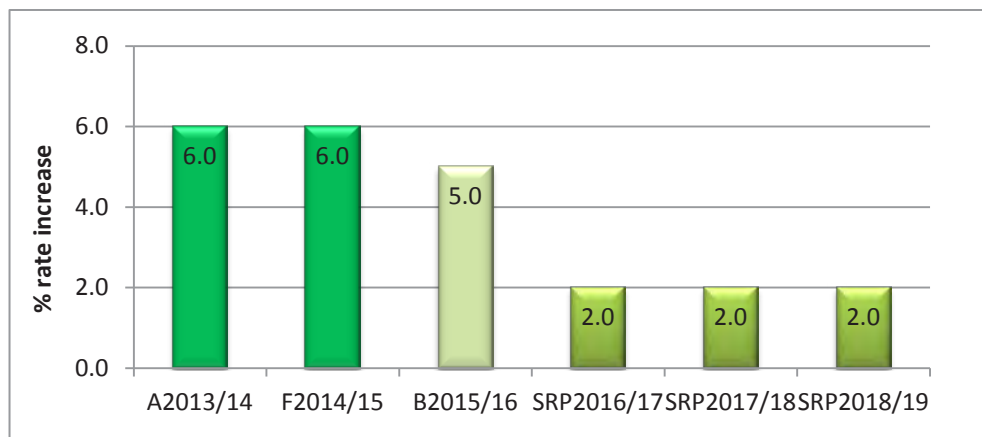


ANDREW MCLEAN  
MAYOR

# Chief Executive Officers Summary

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

## 1. RATES



A = Actual

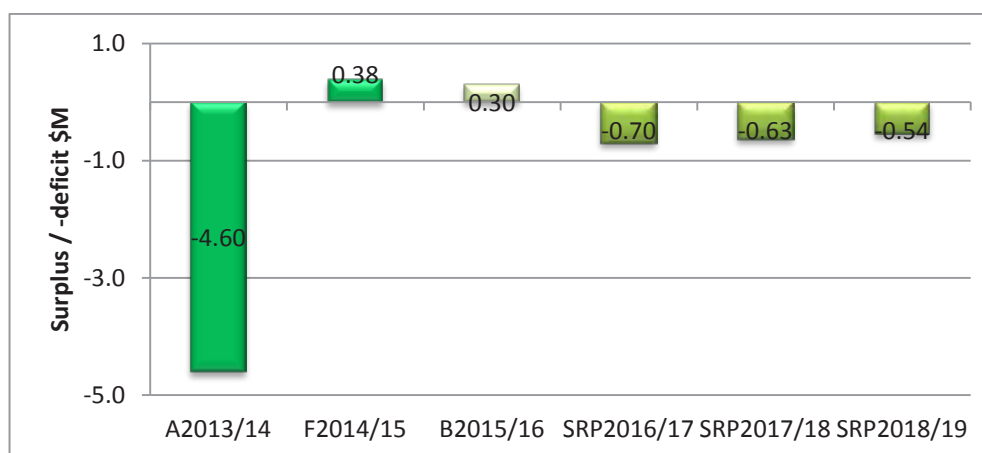
F = Forecast

B = Budget

SRP = Strategic Resource Plan estimates

It is proposed that general rates increase by 4.75% for the 2015/16 year. The Municipal Charge is to increase by 8%, while the kerbside garbage and recycling charges will increase by 5%, raising total rates and charges of \$11.314 million. The extra \$532,000 raised by the increase will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. 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 2014/15 year was 6.0%).

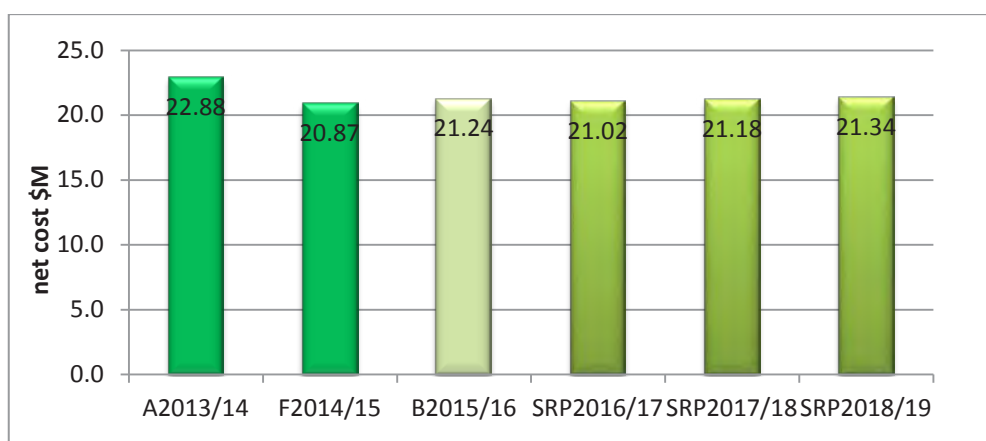
## 2. OPERATING RESULT



The expected operating result for the 2015/16 year is a surplus of \$302,000 which is a decrease of \$82,000 over 2014/15. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$2.227 million, which is an increase of \$1.006 million over 2014/15 - refer to section 7 of this summary for further information. (The forecast operating result for the 2014/15 year is a deficit of \$384,000).

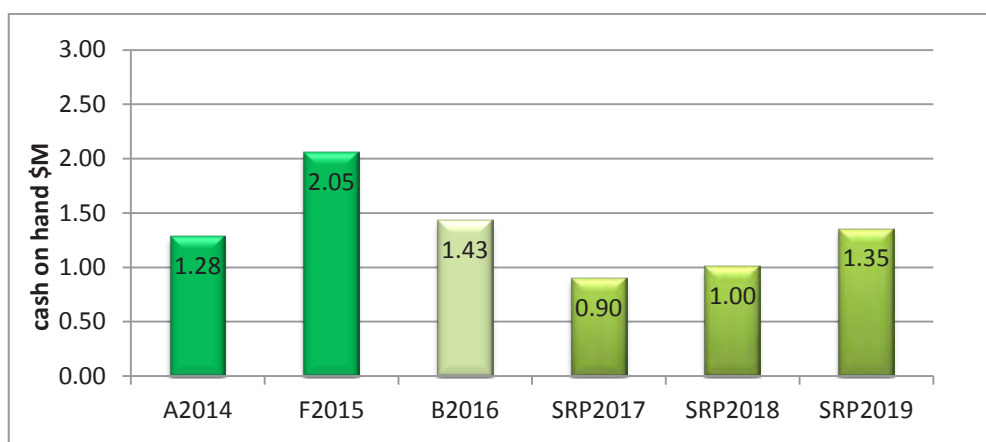
Council's current Strategic Resource Plan has identified projected rate increases for future years of 2%. The level of increase identified in the Strategic Resource Plan is based on the estimated Consumer Price Index (CPI) over the period. Council's expectation is that rate capping will be in effect for the 2016/17 year onwards and therefore believes it be prudent to budget for this outcome. Based on current available information, rate capping is expected to dictate that the rate increase will not be permitted to exceed the CPI (or some other indexation measure) unless special circumstances can be proven. The Strategic Resource Plan shows that future years will be adversely impacted by rate capping.

### 3. SERVICES



The net cost of services delivered to the community for the 2015/16 year is expected to be \$21.24 million which is an increase of \$370,000 over 2014/15. A key influencing factor in the development of the 2015/16 budget has been the recently released results of the community satisfaction survey conducted by Council. The survey results show that while there is a relatively high level of satisfaction with most services provided by Council, there are some areas of concern where there is a clear message that ratepayers want improved service levels. For the 2015/16 year, service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2014/15 year is \$20.87 million).

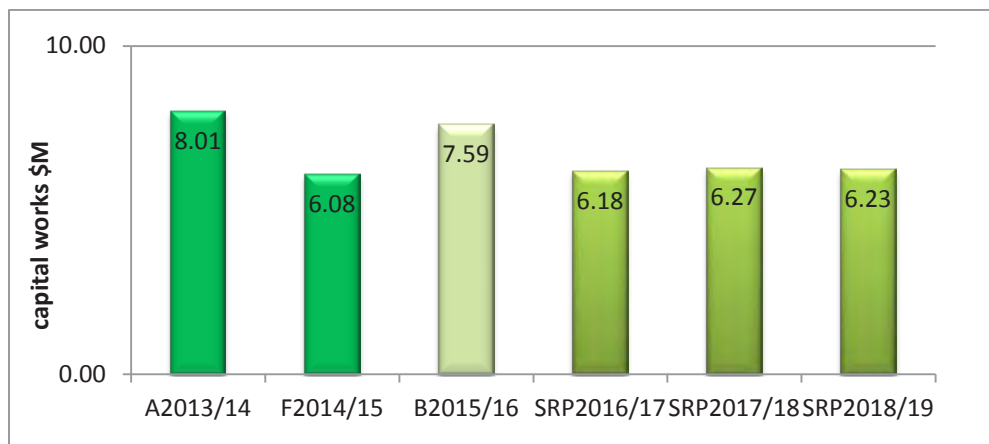
### 4. CASH AND INVESTMENTS



Cash and investments are expected to decrease by \$623,000 during the year to \$1.429 million as at 30 June 2016. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$2.05 million as at 30 June 2015).

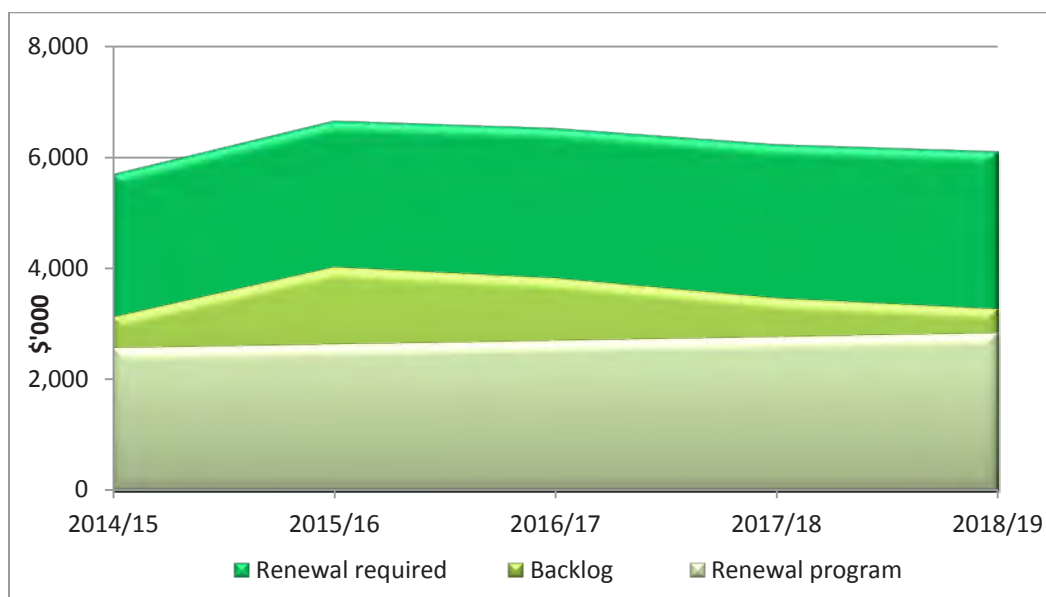


## 5. CAPITAL WORKS



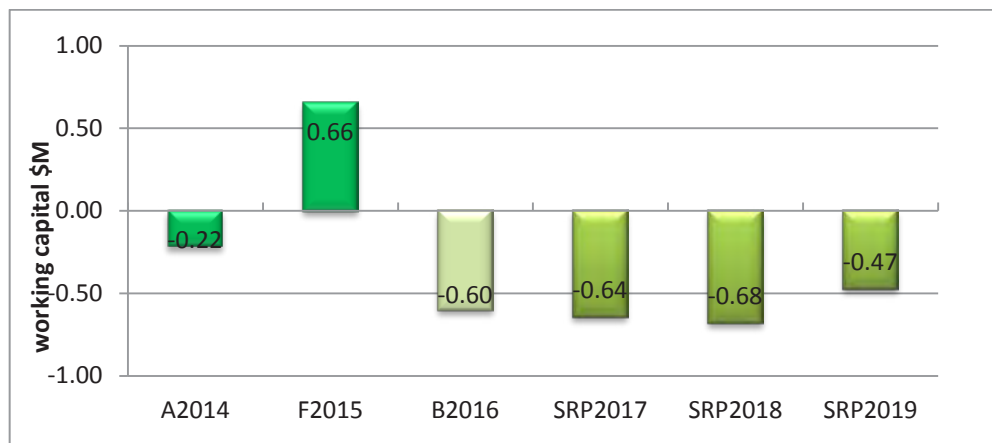
The capital works program for the 2015/16 year is expected to be \$7.59 million. Of the \$7.59 million of capital funding required, \$2.91 million will come from external grants with the balance of \$4.67 million from Council cash. The Council cash amount comprises asset sales (\$298,000), and cash generated through operations in the 2015/16 financial year (\$4.375 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 Banyena Pimpinio Road pavement renewal (\$536,400), Watchem Warracknabeal Road pavement renewal (\$351,340), Patchewollock Tempy Road pavement renewal (\$316,206), Sea Lake Lascelles Road construction and seal (\$274,045), and Brim West Road pavement renewal (\$365,394). There is also a number of major building projects including the upgrades to the Hopetoun and Warracknabeal aerodrome's and the upgrade of the Hopetoun Community Centre. (Capital works is forecast to be \$6.08 million for the 2014/15 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.



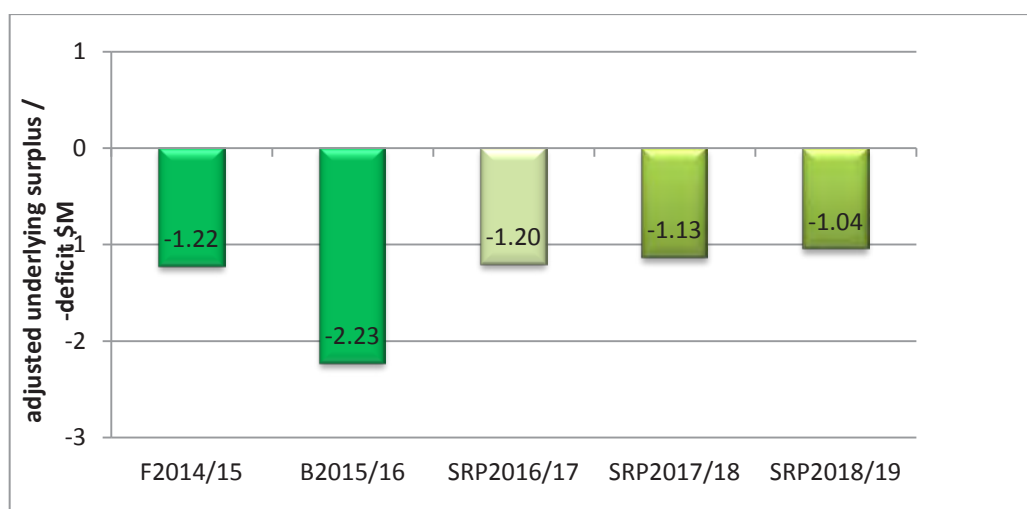
The asset renewal program has been increased to \$6.646 million in the 2015/16 year which will lead to an increase in the backlog to \$4.023 million. However over the rest of the four year period, it is expected that the backlog will fall to \$3.270 million at the end of the 2018/19 year.

## 6. FINANCIAL POSITION



The financial position is expected to improve with net assets (net worth) to increase by \$1.21 million to \$158.299 million although net current assets (working capital) will reduce by \$1.26 million to (\$602,000) as at 30 June 2016. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$157.088 million as at 30 June 2015).

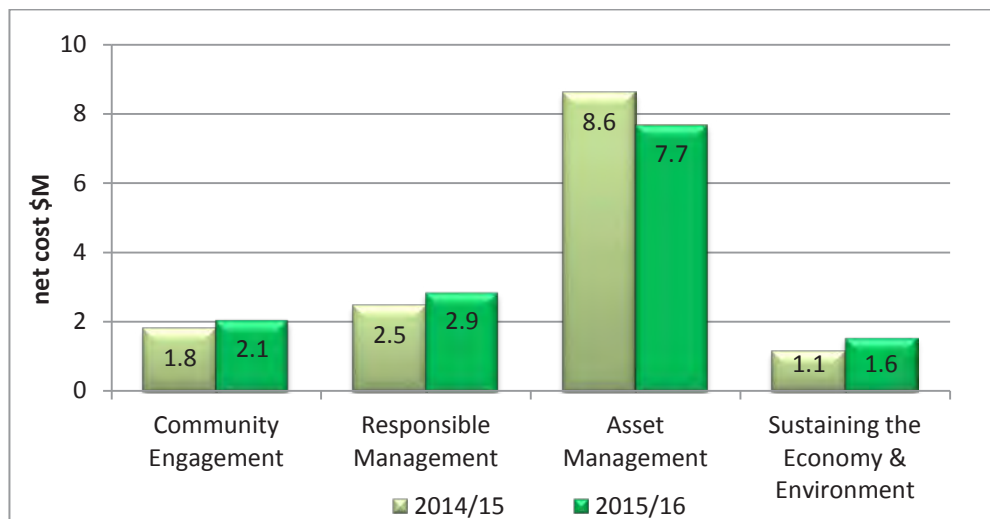
## 7. FINANCIAL SUSTAINABILITY



A high level Strategic Resource Plan for the years 2015/16 to 2018/19 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing deficit over the next two years before a slight improvement.

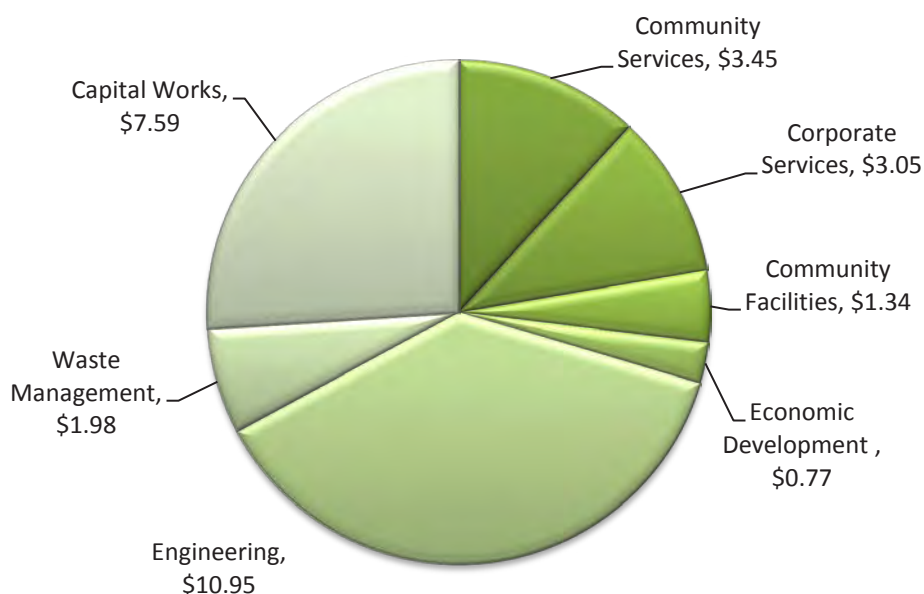


## 8. STRATEGIC OBJECTIVES



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2015/16 year.

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

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

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 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

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

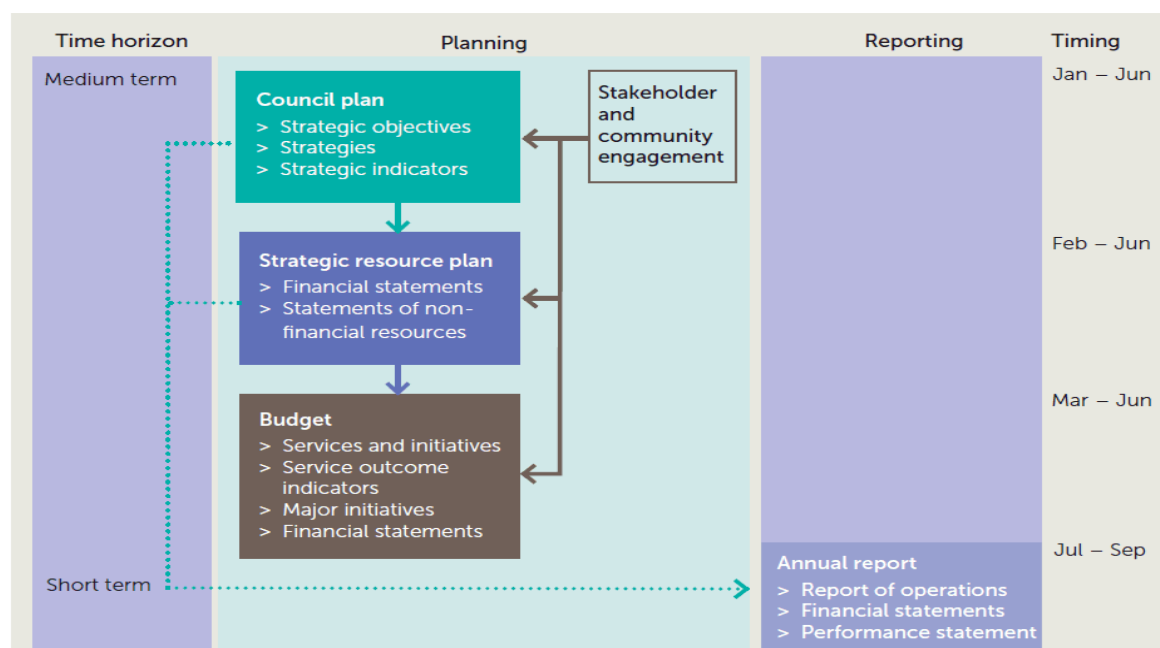
# Overview

## 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 and reporting 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 (Annual Report).*

### 1.1 PLANNING AND ACCOUNTABILITY FRAMEWORK

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



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

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 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, with respect and have proper regard for their rights;
- make decisions lawfully, fairly, impartially, and in the public interest;
- we are honest, trustworthy, reliable, transparent and accountable 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 drive continuous and sustainable improvement in service provision, operational efficiency and stakeholder relations to create a leading organisation.

## 1.3 STRATEGIC OBJECTIVES

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

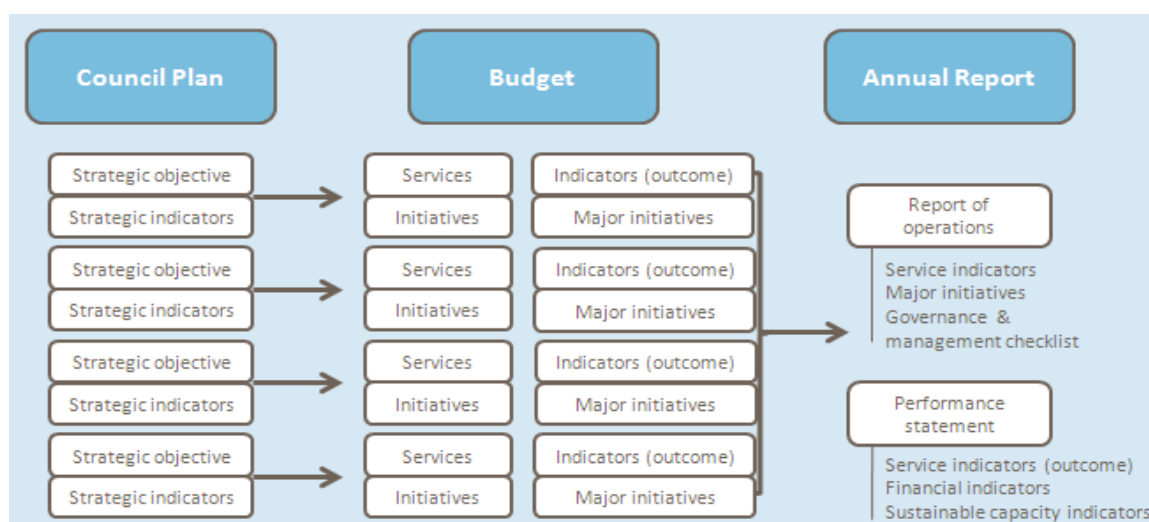
Strategic Objective	Description
1. Community Engagement	To engage appropriate interest groups and individuals on awareness of Council activities and services.
2. Responsible Management	To provide leadership and advocacy and be accountable to the local community.
3. Asset Management	The communities current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

# Activities, Initiatives & Service Performance Indicators

## 2. ACTIVITIES, INITIATIVES AND KEY STRATEGIC ACTIVITIES

This section provides a description of the services and initiatives to be funded in the Budget for the 2015/16 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations.

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



Source: Department of Environment, Land, Water and Planning

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

### 2.1 STRATEGIC OBJECTIVE 1: COMMUNITY ENGAGEMENT

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

#### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and Executive Team	This area of <b><u>governance</u></b> 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.	666
		0
		<b>666</b>
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.	32
		0
		<b>32</b>

Service area	Description of services provided	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.	120 <hr/> 0 <b>120</b>
Law, Order and Public Safety	This service provides support services including fire prevention, animal control, local laws and emergency services.	407 (89) <hr/> <b>318</b>
Health, Education and Housing	This service provides family oriented support services including kindergartens, maternal & child health, counselling & support, immunisation, holiday programs and health & safety.	1,171 (626) <hr/> <b>545</b>
Welfare	This service provides a range of services for families, aged and disabled including home delivered meals, <u>aged care</u> , personal care, community transport, respite care, home maintenance, <u>maternal and child health</u> and senior citizen clubs.	1,614 (1,237) <hr/> <b>377</b>

#### Initiatives

- ~ Continuation of Community Consultation meetings held throughout the Shire
- ~ Continue providing financial support to town progress associations
- ~ Upgrade of the Minyip Senior Citizens Clubrooms
- ~ Upgrade of the Woomelang Senior Citizens Clubrooms

#### Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service) 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 people that received a HACC service / Municipal target population for HACC services] x100 [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100

#### Definitions

- CALD - Culturally and Linguistically Diverse people
- HACC - Home and Community Care



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

## 2.2 STRATEGIC OBJECTIVE 2: RESPONSIBLE MANAGEMENT

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

### Services

Service area	Description of services provided	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.	331 0 <b>331</b>
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.	923 (50) <b>873</b>

Service area	Description of services provided	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.	1,204 (37) <b>1,167</b>
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.	800 (4) <b>796</b>
Financing Costs	This service includes payment to external audit, interest received or paid on investments and loans	178 (493) <b>(315)</b>

#### Initiatives

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

## 2.3 STRATEGIC OBJECTIVE 3: ASSET MANAGEMENT

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

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Library Services	This service provides the contribution to a regional <b>library</b> corporation for the provision of mobile and static services throughout the Shire.	187 0 <b>187</b>
Public Halls	This service provides for the contribution to insurance for public halls.	164 0 <b>164</b>
Other Heritage and Culture	This service provides a range of services that facilitates the maintenance and development of museums, other heritage buildings and cultures for the enjoyment of future generations.	54 0 <b>54</b>
Passive Recreation	This service provides for the maintenance of public parks and gardens.	186 0 <b>186</b>
Active Recreation	This service provides for the contributions and maintenance of indoor and outdoor sporting complexes, clubs, amenities and recreation officer.	576 (349) <b>227</b>
Swimming Areas and Beaches	This service provides for the contributions and maintenance of <b>swimming pools</b> as well as the contribution to the weir pools.	363 (12) <b>351</b>

## Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Roads, Streets and Footpaths	The service provides ongoing maintenance of the Council's roads, drains and footpaths.	8,554 (3,026) <b>5528</b>
Street Cleaning, Lighting and Beautification	This service provides for the cleaning, lighting and beautification of Council's streets.	898 0 <b>898</b>
Other Transport Services	This service provides for the works crew administration and plant operations as well as any private works	85 (2) <b>83</b>

## Initiatives

- ~ Completion of stage 3 of 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 - 2% increase in annual contributions to pool committees
- ~ Upgrade of the Brim Memorial Hall Public Amenities
- ~ Council will contribute \$154,000 to 14 recreation reserves across the Shire to assist with the annual maintenance of their facilities
- ~ Develop a new Sports & Recreational Strategy
- ~ Council will contribute \$38,000 to halls within the Shire to assist with insurance renewals and general maintenance
- ~ Upgrade of the Hopetoun Community Centre

## Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

## 2.4 STRATEGIC OBJECTIVE 4: SUSTAINING THE ECONOMY AND ENVIRONMENT

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

### Services

Business area	Description of services provided	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.	1,216  (255) <b>961</b>
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	78  (10) <b>78</b>
Saleyard	This service is responsible for the management and maintenance of the Warracknabeal municipal saleyard.	82  (95) <b>(13)</b>
Waste Management and Environment	This service is responsible for garbage, transfer stations, septic tanks, kerbside recycling and landcare operations of Council.	1,656  (1,115) <b>541</b>

### Initiatives

- ~ 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

### Service Performance Outcome Indicators

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

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

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

## 2.5 PERFORMANCE STATEMENT

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

## 2.6 RECONCILIATION WITH BUDGETED OPERATING RESULT

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community Engagement	2,058	4,010	(1,952)
Responsible Management	2,852	3,436	(584)
Asset Management	7,678	11,067	(3,389)
Sustaining the Economy & Environment	1,557	3,032	(1,475)
<b>Total services and initiatives</b>	<b>14,145</b>	<b>21,545</b>	<b>(7,400)</b>
<b>Funding sources:</b>			
Rates & charges	(11,314)		
Capital grants	(2,529)		
<b>Total funding sources</b>	<b>(13,843)</b>		
<b>Surplus for the year</b>	<b>302</b>		

# Budget Influences

## 3. BUDGET

*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 within the municipality include Murtoa, Lubeck, Minyip, Brim, Beulah, Woomelang, Lascelles, Rosebery, Speed, Sheep Hills, Tempy, Turriff, Patchewollock and Yaaapeet.

#### POPULATION

In June 2011, the resident population of the Shire was 7,088 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 2014/15 financial year 61 babies have been born in the municipality to date. (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'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 70% of the capital works program relates to road infrastructure.



## 3.2 EXTERNAL INFLUENCES

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

These include:

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2014 (ABS release 28 January 2015). State-wide CPI is forecast to be 2.5% for the 2015/16 year (Victorian Budget Papers 2014/15).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2014 was 3.1% (ABS release 14 August 2014). The wages price index in Victoria is projected to be 3.50% per annum in 2015/16 and the subsequent two years (Victorian Budget Papers 2014/15). Council negotiated a new Collective Agreement during 2014 with a 3.5% increase.
- Freezing of the Victorian Grants Commission funding for the next 4 years.
- The additional funding provided by the Roads to Recovery program for the 2015/2016 year. This will offset the loss of the Country Roads and Bridges funding for 2015/2016, but will not be available in future years.
- The cessation of the Country Roads and Bridges program that provided \$1.000 million funding for capital renewal works.
- The Victorian State Government has announced that local government rates will be capped from 2016-17. Depending on the level at which rates are capped Council may need to undertake a review of services that are provided to the community with the aim of reducing the level of ratepayer subsidy for services undertaken by Local Government on behalf of the State and Federal Governments.
- Councils across Australia raise approximately 3% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- 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 2015/16 Budget. These matters have arisen from events occurring in the 2014/15 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2015/16 year. These matters and their financial impact are set out below:

- Councils' commitment to reviewing services and to provide sufficient resources to undertake works as required in the Council Plan.
- Reduced level of expenditure on external contractors and consultants. In previous years consultants have been engaged for specific purposes, the need has declined in the 2015/2016 year.
- 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 2014/15 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased in line with Average Weekly Earnings
- Contract labour to be minimized
- Construction and material costs to increase in line with the Engineering Construction Index
- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2014/15 to be preserved
- Operating revenues and expenses arising from completed 2014/15 capital projects to be included.

### 3.5 LONG TERM STRATEGIES

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

# Budget Analysis

## 4. ANALYSIS OF OPERATING BUDGET

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

### 4.1 BUDGETED INCOME STATEMENT

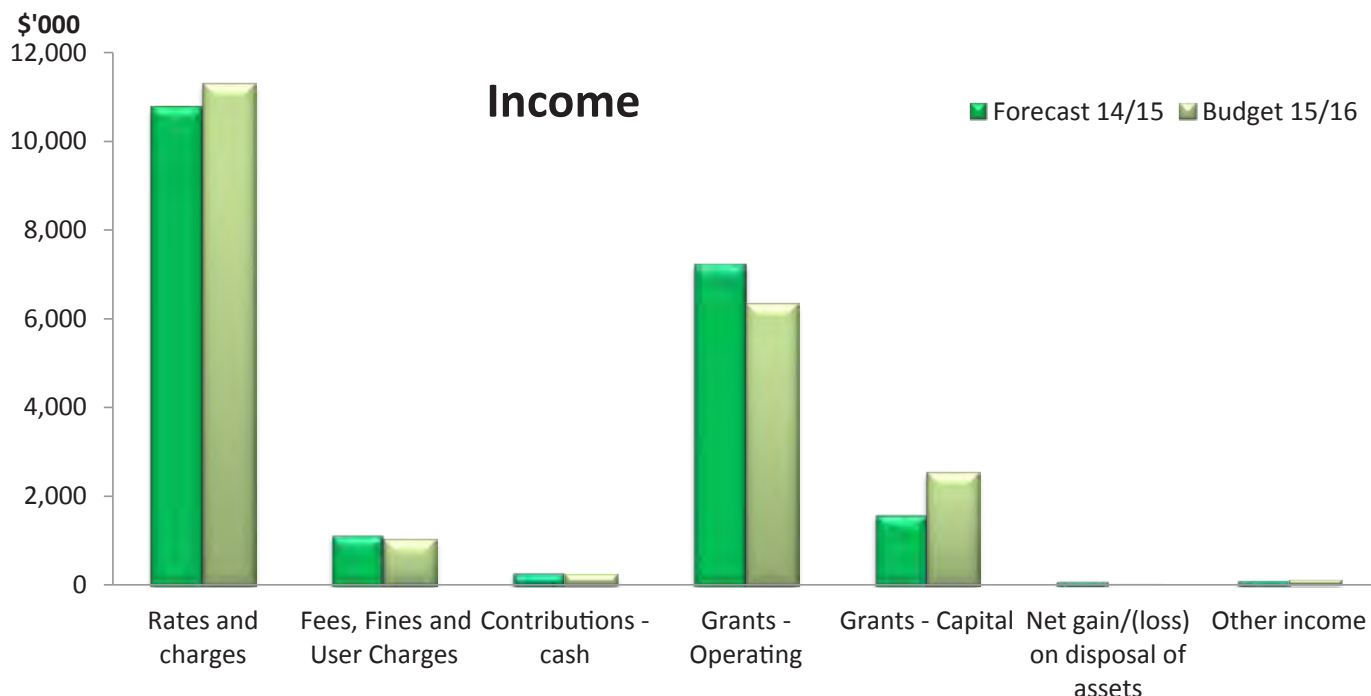
	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Total income	4.2	21,252	21,545	293
Total expenses	4.3	(20,867)	(21,243)	(375)
<b>Surplus (deficit) for the year</b>		<b>384</b>	<b>302</b>	<b>(82)</b>
Grants – non-recurrent capital	4.2.5	(1,605)	(2,529)	(924)
<b>Adjusted underlying surplus (deficit)</b>		<b>(1,221)</b>	<b>(2,227)</b>	<b>(1,006)</b>

#### 4.1.1 Adjusted underlying deficit (\$1.006 million increase)

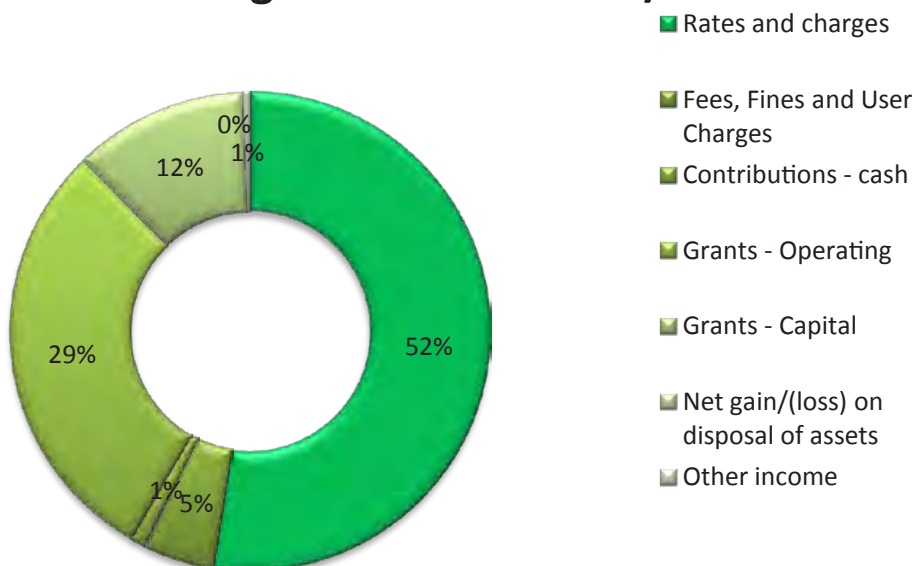
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2015/16 year is a deficit of \$2.227 million which is an increase of \$1.006 million from the 2014/15 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent.

### 4.2 INCOME

Income Types	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Rates and charges	4.2.1	10,782	11,314	532
Fees, Fines and User Charges	4.2.2	1,130	1,028	(102)
Contributions - cash	4.2.3	280	236	(44)
Grants - Operating	4.2.4	7,241	6,342	(899)
Grants - Capital	4.2.5	1,605	2,529	924
Net gain/(loss) on disposal of assets	4.2.6	100	(12)	(111)
Other income	4.2.7	114	107	(6)
<b>Total income</b>		<b>21,252</b>	<b>21,545</b>	<b>293</b>



### Budgeted income 2015/16



#### 4.2.1 Rates and charges (\$532,000 increase)

It is proposed that the general rates and charges income be increased by 5% over 2014/15 to \$11.314 million. This includes an increase of the general rate of 4.75%; an increase in the Municipal Charge of 7.42%; kerbside waste charge of 5%; and recycling charge of 5%. Section 9. "Rating Information" includes a more detailed analysis of the rates and charges to be levied for 2015/16. Information on rates and charges specifically required by the Regulations is included in Appendix B.

#### 4.2.2 Fees, Fines and User Charges (\$102,000 decrease)

Fees, Fines and User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure centre, and municipal office meeting rooms and the provision of human services such as home help services. Other services include health, planning, buildings, animal control fees and fines. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

Fees, Fines and User charges are projected to decrease by 10% or \$102,000 over 2014/15. This decrease is due to a road contribution of \$93,000 received from a neighbouring Council in the 2014/15 year which will not be received in the 2015/16 year. Council plans to either increase user charges, fees and fines in some areas by 2% which is in line with the expected inflationary trends over the budget period to maintain parity between user charges and the costs of service delivery. In other areas Council has maintained the same fee structure as per 2014/15.

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

#### 4.2.3 Contributions - Cash (\$44,000 decrease)

Contributions relate to monies paid by various interested parties for services provided by council and for community projects.

Contributions are projected to decrease by \$44,000 or 19% compared to 2014/15 due mainly to the completion of a number of major community projects within the municipality during the 2014/15 year.

#### 4.2.4 Grants - operating (\$899,000 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% or \$889,000 compared to 2014/15. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast Actual 2014/15	Budget 2015/16 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Victorian Grants Commission	4,808	4,808	0
<b>Recurrent - State Government</b>			
Preschools	475	360	(115)
Aged care	625	619	(6)
Maternal and child health	177	175	(2)
Meals on Wheels	73	74	1
Recreation	347	25	(322)
Senior Citizens	38	40	2
Valuations	81	3	(78)
Youth	60	87	27
Transport	53	54	1
Waste	21	17	(4)
Other	6	50	44
<b>Total recurrent grants</b>	<b>6,764</b>	<b>6,312</b>	<b>(452)</b>
<b>Non-recurrent - State Government</b>			
Regional Development	22	0	(22)
Recreation	0	30	30
Local Government Infrastructure Program	455	0	(455)
<b>Total non-recurrent grants</b>	<b>477</b>	<b>30</b>	<b>(447)</b>
<b>Total operating grants</b>	<b>7,241</b>	<b>6,342</b>	<b>(899)</b>

Decreases in specific operating grant funding reflect expected decreased demand for these services or the completion of community projects. The Victoria Grants Commission (VGC) funding remains unchanged due to the freezing of the grant by the Commonwealth Government. The Local Government Infrastructure Program has not been renewed in the 2015/16 year which has also contributed to the decrease in funding.

#### 4.2.5 Grants - capital (\$924,000 increase)

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 increased by 37% or \$924,000 compared to 2014/15 due mainly to specific funding for some large capital works projects including extra Roads to Recovery funding, Hopetoun Recreation Reserve Pavilion extension and upgrades at the Warracknabeal and Hopetoun aerodromes. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2015/16 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Roads to Recovery	1,052	1,856	804
<b>Recurrent - State Government</b>			
Natural Disaster	160	0	(160)
<b>Total recurrent grants</b>	<b>1,212</b>	<b>1,856</b>	<b>644</b>
<b>Non-recurrent - State Government</b>			
Buildings	333	179	(154)
Aerodromes	0	494	494
Weir Pools	60	0	(60)
<b>Total non-recurrent grants</b>	<b>393</b>	<b>673</b>	<b>280</b>
<b>Total capital grants</b>	<b>1,605</b>	<b>2,529</b>	<b>924</b>

#### 4.2.6 Net gain on disposal of property, infrastructure, plant and equipment (\$111,000 decrease)

Proceeds from the disposal of Council assets is forecast to be \$297,800 for 2015/16 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$309,000.

#### 4.2.7 Other income (\$6,000 decrease)

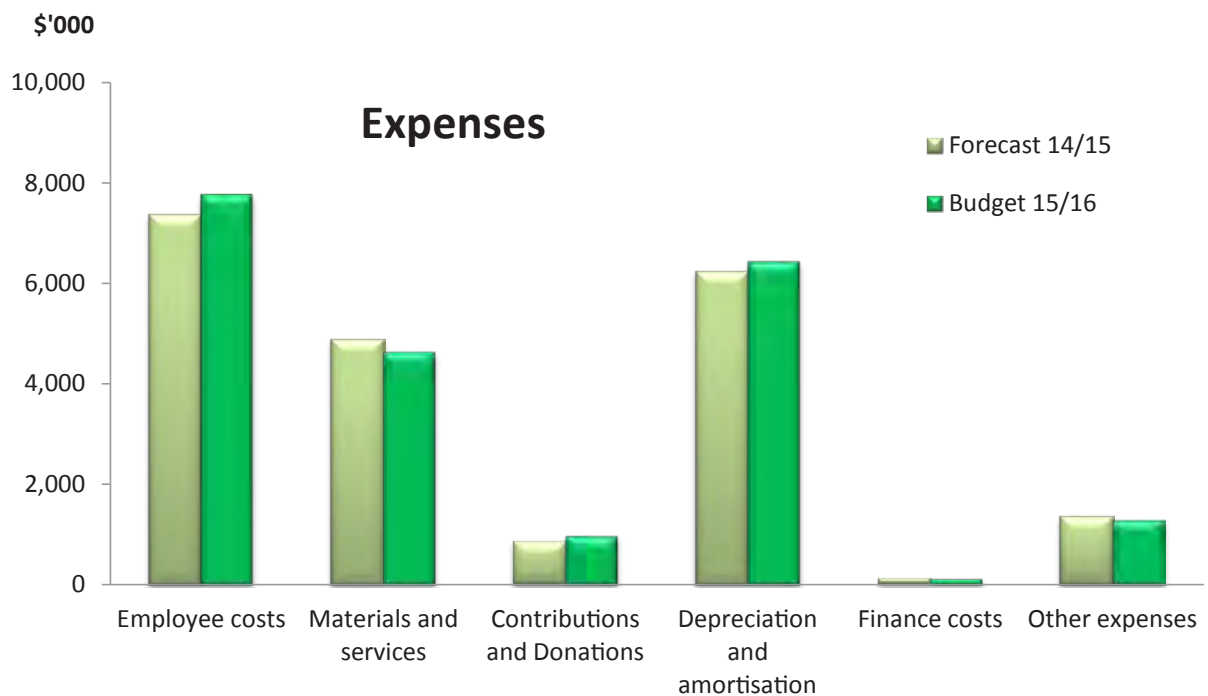
Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to decrease by \$6,000 compared to 2014/15. Interest on investments is forecast to decline compared to 2014/15. This is mainly due to a forecast reduction in Council's available cash reserves during 2015/16. Interest on unpaid rates is forecast to decrease compared to 2014/15.

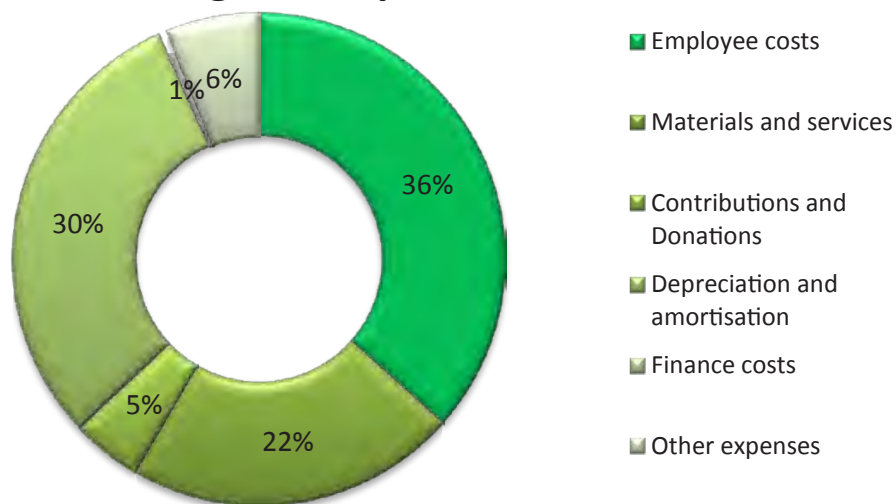
### 4.3 EXPENSES

Expense Types	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
Employee costs	4.3.1	7,386	7,770	385
Materials and services	4.3.2	4,892	4,633	(258)
Contributions and Donations	4.3.3	869	977	108
Depreciation and amortisation	4.3.4	6,246	6,438	192
Finance costs	4.3.5	123	123	1
Other expenses	4.3.6	1,352	1,300	(52)
<b>Total expenses</b>		<b>20,867</b>	<b>21,243</b>	<b>375</b>





### Budgeted expenses 2015/16



Source: Appendix A

#### 4.3.1 Employee costs (\$385,000 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 5% or \$384,000 compared to 2014/15. This increase relates to Council's Enterprise Bargaining Agreement (EBA) which was negotiated in May 2014. A 3.5% 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 2015/16	Comprises	
		Permanent Full Time	Permanent Part Time
	\$'000	\$'000	\$'000
Corporate Services	1,522	1,484	38
Community Services	2,194	1,123	1,071
Economic Development	281	215	66
Community Facilities	88	0	88
Engineering	2,983	2,983	0
Waste Management	702	0	702
<b>Total expenditure</b>	<b>7,770</b>	<b>5,805</b>	<b>1,965</b>

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 Full Time	Permanent Part Time
Corporate Services	11	10	1
Community Services	22	6	16
Economic Development	5	2	3
Community Facilities	1	0	1
Engineering	62	62	0
Waste Management	3	0	3
<b>Total staff</b>	<b>104</b>	<b>80</b>	<b>24</b>

#### 4.3.2 Materials and services (\$258,000 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 6% or \$258,000 compared to 2014/15.

Consumables is forecast to increase by \$194,000 or 13.8% compared to 2014/15 and relates mainly to an increase in materials of \$89,000 and an increase in fuel costs to operate the Council's plant and vehicle fleet as a result of increases in diesel and petrol prices.

External contracts are forecast to decrease by 23.0% or \$489,000 compared to 2014/15. The main areas contributing to this decrease are the completion of community projects.

Utility costs relate to telecommunications, including usage of telephones and other utilities such as gas and electricity. Utility costs are forecast to increase by 7% or \$37,000 compared to 2014/15.



#### **4.3.3 Contributions and donations (\$108,000 increase)**

Contributions and donations is projected to increase by \$108,000 or 11% compared to 2014/15 due mainly to an increase in contributions towards projects that have been funded by grants and an increase in annual contributions towards community operations of recreation reserves, swimming pools, halls and weir pools which have been increased by 2%.

#### **4.3.4 Depreciation and amortisation (\$192,000 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 \$192,000 for 2015/16 is due mainly to the completion of the 2015/16 capital works program and the full year effect of depreciation on the 2014/15 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2015/16 year.

#### **4.3.5 Finance costs (\$67,000 increase)**

Finance costs relate to interest charged by financial institutions on funds borrowed and interest charged on the use of the overdraft. The increase in finance costs results from the increase use of the overdraft facility.

#### **4.3.6 Other expenses (\$52,000 decrease)**

Other expenses relate to a range of unclassified items including advertising, insurances, motor vehicle registrations, subscriptions, audit fees and other miscellaneous expenditure items. Other expenses are forecast to decrease by 4.0% or \$52,000 compared to 2014/15.

# Budgeted Cash Position

## 4. ANALYSIS OF BUDGETED CASH POSITION

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

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

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

These activities also include repayment of the principal component of loan repayments for the year.

### 5.1 BUDGETED CASH FLOW STATEMENT

	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
<i>Receipts</i>				
Rates and charges		10,782	11,314	532
Fees, Fines and User Charges		1,130	1,028	(102)
Contributions - cash		280	236	(44)
Grants - operating		7,241	6,342	(899)
Grants - capital		1,605	2,529	924
Other income		114	107	(7)
		<b>21,152</b>	<b>21,556</b>	404
<i>Payments</i>				
Employee costs		(7,386)	(7,770)	(385)
Materials and services		(4,892)	(4,633)	258
Other payments		(2,221)	(2,277)	(56)
		<b>(14,498)</b>	<b>(14,681)</b>	(182)
<b>Net cash provided by operating activities</b>		<b>6,654</b>	<b>6,875</b>	222
<b>Cash flows from investing activities</b>	5.1.2			
Payments for property, plant and equipment		(6,081)	(7,586)	(1,505)
Proceeds from sale of property, plant and equipment		400	298	(102)
Repayment of loans and advances		70	50	(20)
<b>Net cash used in investing activities</b>		<b>(5,611)</b>	<b>(7,238)</b>	(1,627)
<b>Cash flows from financing activities</b>	5.1.3			
Finance costs		(123)	(123)	(1)
Proceeds from borrowings		0	0	0
Repayment of borrowings		(148)	(137)	11
<b>Net cash used in financing activities</b>		<b>(271)</b>	<b>(260)</b>	10
<b>Net decrease in cash and cash equivalents</b>		<b>772</b>	<b>(623)</b>	(1,395)
Cash and cash equivalents at the beginning of the year		1,280	2,052	772
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>2,052</b>	<b>1,429</b>	(623)

### 5.1.1 Operating activities (\$37,000 decrease)

The increase in cash inflows from operating activities is due mainly to a \$924,000 increase in capital grants to fund the capital works program and a \$532,000 increase in rates and charges, which is in line with the rate increase of 5%.

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 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>384</b>	<b>302</b>	<b>(82)</b>
Depreciation	6,246	6,438	192
Loss (gain) on disposal of property, infrastructure, plant & equipment	100	(12)	(111)
Finance costs	124	123	1
Net movement in current assets and liabilities	(200)	(23)	223
<b>Cash flows available from operating activities</b>	<b>6,654</b>	<b>6,875</b>	<b>223</b>

### 5.1.2 Investing activities (\$1.627 million increase)

The large increase in payments for investing activities represents the planned large increase in capital works expenditure disclosed in section 10 of this budget report. Proceeds from sale of assets are forecast to decrease by \$102,000 due to settlement of industrial land sale achieved during 2014/15.

### 5.1.3 Financing activities (\$10,000 decrease)

For 2015/16 the total of principal repayments is \$1.16 million and finance charges is \$0.31 million.

### 5.1.4 Cash and cash equivalents at end of the year (\$623,000 decrease)

Overall, total cash and investments is forecast to decrease by \$623,000 to \$1.429 million as at 30 June 2016, reflecting Council's strategy of using excess cash and investments to enhance or renew existing and new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a significant reduction in the capital works program from 2015/16 onwards to balance future cash budgets.

## 5.2 RESTRICTED AND UNRESTRICTED CASH AND INVESTMENTS

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2015 it will have cash and investments of \$1.429 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>2,052</b>	<b>1,429</b>	<b>(623)</b>
- Discretionary reserves	5.2.1	(15)	(15)	0
<b>Unrestricted cash adjusted for discretionary reserves</b>	5.2.2	<b>2,037</b>	<b>1,414</b>	<b>(623)</b>



#### **5.2.4 Discretionary reserves (\$15,000)**

These funds are shown as discretionary reserves 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. During the 2015/16 year \$1.58 million is budgeted to be transferred to and \$9.89 million from Discretionary Reserves. 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.

#### **5.2.5 Unrestricted cash adjusted for discretionary reserves (\$623,000)**

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.



# Capital Budget

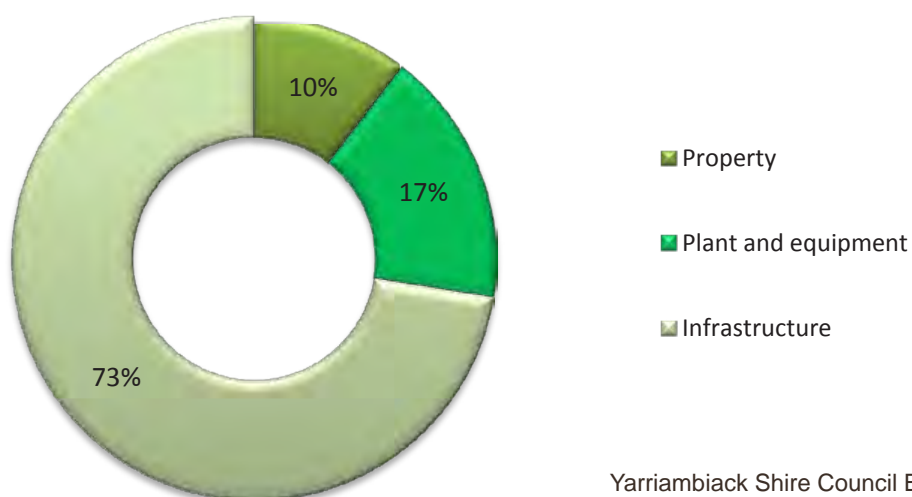
## 6. ANALYSIS OF CAPITAL BUDGET

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

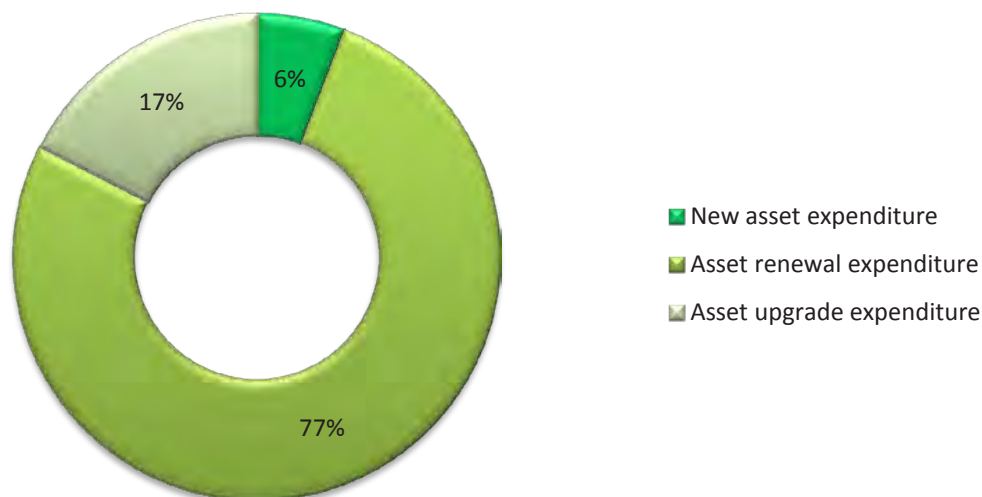
### 6.1 CAPITAL WORKS

Capital Works Areas	Ref	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
<b>New Works</b>				
<b>Property</b>	6.1.1			
Buildings		739	792	53
<b>Total property</b>		<b>739</b>	<b>792</b>	<b>53</b>
<b>Plant and equipment</b>	6.1.2			
Plant, machinery and equipment		1,060	1,220	160
Computers and telecommunications		43	76	33
<b>Total plant and equipment</b>		<b>1,103</b>	<b>1,296</b>	<b>193</b>
<b>Infrastructure</b>	6.1.3			
Roads		3,696	4,366	670
Bridges		0	34	34
Footpaths		201	212	11
Drainage		62	35	(27)
Kerb and Channel		194	311	117
Parks, open space and streetscapes		22	10	(12)
Aerodromes		65	530	465
<b>Total infrastructure</b>		<b>4,240</b>	<b>5,498</b>	<b>1,258</b>
<b>Total capital works expenditure</b>		<b>6,081</b>	<b>7,586</b>	<b>1,505</b>
<b>Represented by:</b>				
New asset expenditure	6.1.4	341	441	100
Asset renewal expenditure	6.1.4	4,698	5,819	1,121
Asset upgrade expenditure	6.1.4	1,042	1,326	284
<b>Total capital works expenditure</b>		<b>6,081</b>	<b>7,586</b>	<b>1,505</b>

### Budgeted capital works 2015/16



## Budgeted capital works 2015/16



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

### 6.1.1 Property (\$792,000)

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

For the 2015/16 year, \$792,000 will be expended on building and building improvement projects. The more significant projects include Hopetoun Community Centre (\$348,000), Brim Public Toilets (\$70,000), Minyip Senior Citizens (\$50,000), Woomelang Senior Citizens (\$45,000), Depots (\$108,000) and Warracknabeal Town Hall (\$50,000).

### 6.1.2 Plant and equipment (\$1.296 million)

Plant and equipment includes information technology, plant, machinery and equipment.

For the 2015/16 year, \$1.296 million will be expended on plant and equipment. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.220 million), and upgrade and replacement of information technology (\$76,000).

### 6.1.3 Infrastructure (\$5.498 million)

Infrastructure includes roads, bridges, footpaths, drainage, kerb and channel, parks, open space and streetscapes and aerodromes.

For the 2015/16 year, \$4.366 million will be expended on road projects. The more significant projects include local road reconstructions (\$2.516 million), which includes federally funded Roads to Recovery projects (\$1.886 million), road resheeting (\$1.136 million), shoulder gravel resheeting (\$377,000), and bituminous resealing (\$337,000).

\$35,000 will be expended on drainage projects. The more significant of these include road drainage replacement works in Lloyd & Munro Streets, Murtoa.

\$10,000 will be expended on parks, open space and streetscapes.

Other infrastructure expenditure includes \$34,000 on bridges, \$212,000 on footpaths, \$311,000 on kerb and channel and \$530,000 on upgrades at the Warracknabeal and Hopetoun aerodromes.

#### 6.1.4 Asset renewal (\$5.819 million), new assets (\$441,000), and upgrade (\$1.326 million)

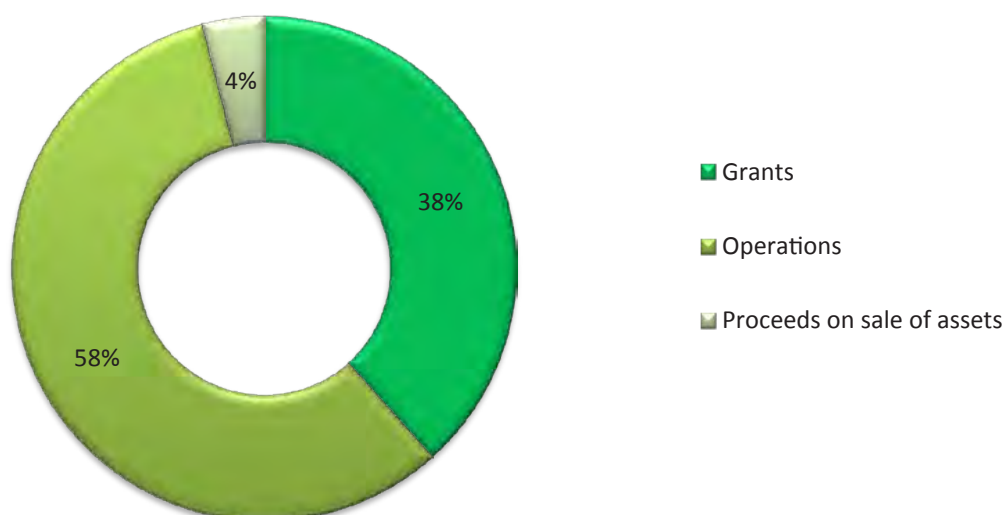
A distinction is made between expenditure on new assets, asset renewal, and upgrade. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element 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 is the installation of new lighting and a new weather station at the Warracknabeal aerodrome.

## 6.2 FUNDING SOURCES

		Forecast		
Sources of funding	Ref	Actual 2014/15 \$'000	Budget 2015/16 \$'000	Variance \$'000
New works				
Current year funding				
Grants	6.2.1	1,605	2,913	1,308
Council cash				
- operations	6.2.2	4,076	4,375	299
- proceeds on sale of assets	6.2.3	400	298	(102)
Total funding sources		6,081	7,586	1,505

### Budgeted total funding sources 2015/16



Source: Appendix A



#### **6.2.2 Grants - Capital (\$2.913 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 the Hopetoun and Warracknabeal Aerodromes (\$494,000), Roads to Recovery projects (\$1.856 million), and Hopetoun Community Centre (\$0.43 million).

#### **6.2.3 Council cash - operations (\$4.375 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$4.375 million will be generated from operations to fund the 2015/16 capital works program.

#### **6.2.4 Council cash - proceeds from sale of assets (\$298,000)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$298,000.

# Budgeted Financial Position

## 7. ANALYSIS OF BUDGETED FINANCIAL POSITION

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

### 7.1 BUDGETED BALANCE SHEET

	Ref	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		2,052	1,429	(623)
Trade and other receivables		1,411	944	(467)
Financial assets		180	180	0
Other assets		884	726	(158)
<b>Total current assets</b>		<b>4,527</b>	<b>3,279</b>	<b>(1,248)</b>
<b>Non-current assets</b>	7.1.1			
Investments in regional library corporation		350	357	7
Property, infrastructure, plant and equipment		156,685	159,177	2,492
<b>Total non-current assets</b>		<b>157,035</b>	<b>159,534</b>	<b>2,499</b>
<b>Total assets</b>		<b>161,562</b>	<b>162,813</b>	<b>1,251</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		1,101	1,200	(99)
Provisions		2,619	2,619	0
Interest-bearing loans and borrowings		151	62	89
<b>Total current liabilities</b>		<b>3,871</b>	<b>3,881</b>	<b>(10)</b>
<b>Non-current liabilities</b>	7.1.2			
Provisions		404	404	0
Interest-bearing loans and borrowings		199	229	(30)
<b>Total non-current liabilities</b>		<b>603</b>	<b>633</b>	<b>(30)</b>
<b>Total liabilities</b>		<b>4,474</b>	<b>4,514</b>	<b>(40)</b>
<b>Net assets</b>		<b>157,088</b>	<b>158,299</b>	<b>1,211</b>
<b>Equity</b>	7.1.4			
Accumulated surplus		58,639	58,941	302
Reserves		98,449	99,358	909
<b>Total equity</b>		<b>157,088</b>	<b>158,299</b>	<b>1,211</b>

Source: Appendix A

#### 7.1.1 Current Assets (\$12.41 million decrease) and Non-Current Assets (12.54 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$10.10 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non current) relating to loans to community organisations will reduce by \$0.19 million 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. Accrued income is expected to reduce by \$1.24 million as land sales which became unconditional at the end of the 2014/15 year are paid.

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 (\$29.08 million of new assets), depreciation of assets (\$14.50 million) and through sale of property, plant and equipment (\$1.96 million).

#### 7.1.2 Current Liabilities (\$0.20 million increase) and Non Current Liabilities (\$1.13 million decrease)

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

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. 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 \$1.16 million over the year.

#### 7.1.3 Working Capital (\$12.6 million decrease)

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

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

	Forecast Actual 2015 \$'000	Budget 2016 \$'000	Variance \$'000
<b>Current assets</b>	4,527	3,279	1,248
<b>Current liabilities</b>	3,871	3,881	(10)
<b>Working capital</b>	656	(602)	1,258
Restricted cash and investment current assets			
- Statutory reserves	0	0	0
- Cash used to fund carry forward capital works	0	0	0
- Trust funds and deposits	0	0	0
<b>Unrestricted working capital</b>	<b>656</b>	<b>(602)</b>	<b>1,258</b>

In addition to the restricted cash shown above, Council is also projected to hold \$3.91 million in discretionary reserves at 30 June 2016. 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.

#### 7.1.4 Equity (\$1.05 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$1.05 million results directly from the operating surplus for the year.

During the year an amount of \$8.35 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

## 7.2 KEY ASSUMPTIONS

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

- A total of 98.5% of total rates and charges raised will be collected in the 2015/16 year (2014/15: 97.8% 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 2014/15 levels
- Proceeds from the sale of property in 2014/15 of \$1.24 million will be received in full in the 2015/16 year
- 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 \$1.16 million
- Total capital expenditure to be \$21.95 million
- A total of \$8.35 million to be transferred from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2015/16 year.



# Long Term Strategies

## 8. STRATEGIC RESOURCE PLAN AND KEY FINANCIAL 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 (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

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

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

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

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

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

The SRP is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

### 8.2 FINANCIAL RESOURCES

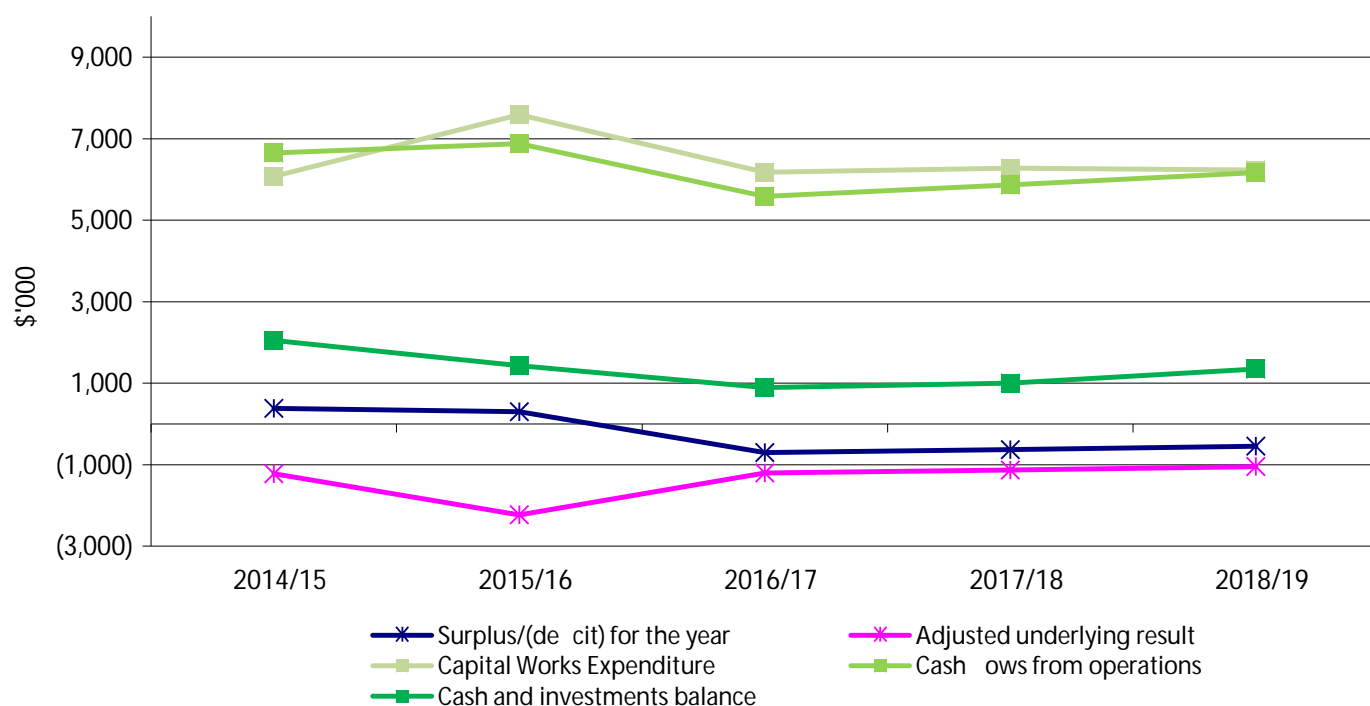
The following table summarises the key financial results for the next four years as set out in the SRP for years 2015/16 to 2018/19. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2014/15	2015/16	2016/17	2017/18	2018/19	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	384	302	(700)	(629)	(543)	-
Adjusted underlying result	(1,221)	(2,227)	(1,200)	(1,129)	(1,043)	+
Cash and investments balance	2,052	1,429	897	1,003	1,352	+
Cash flows from operations	6,654	6,875	5,589	5,866	6,165	o
Capital works expenditure	6,081	7,586	6,176	6,274	6,232	-

#### Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- Financial sustainability (Section 5) - Cash and investments is forecast to increase marginally over the four year period from \$1.429 million to \$1.352 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 2.0%, which is impacted by the proposed compulsory rate capping which is expected to be implemented from the 2016/17 year onwards.
- Service delivery strategy (section 10) – Service levels have been maintained throughout the four year period. Operating deficits are forecast in years 2016/17 to 2018/19 as a result of capital grant revenue being received to fund the annual capital works program expected to decline for 2016/17 and remain at the reduced level for the following years. The adjusted underlying result is a deficit reducing over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- Borrowing strategy (Section 10) – Borrowings are forecast to reduce from \$291,000 to \$0 over the next two years. New borrowings of \$500,000 in both 2017/18 and 2018/19 are likely to be taken up.
- Infrastructure strategy (Section 10) - Capital expenditure over the four year period will total \$26.267 million at an average of \$6.566 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 2014/15	Budget 2015/16	Strategic Resource Plan Projections			Trend
2016/172017/182018/19+/-								
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(6.2)%	(11.7)%	(6.1)%	(5.6)%	(5.1)%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	116.9%	84.5%	80.7%	80.6%	87.1%	-
Unrestricted cash	Unrestricted cash / current liabilities		127.2%	88.7%	95.9%	96.1%	96.3%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	3.2%	2.6%	2.0%	5.5%	8.4%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.5%	2.3%	2.0%	2.4%	3.2%	+
Indebtedness	Non-current liabilities / own source revenue		4.9%	5.0%	4.4%	7.1%	9.4%	+
Asset renewal	Asset renewal expenditure / depreciation	4	75.2%	90.4%	71.7%	70.7%	68.2%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	77.0%	74.4%	85.6%	85.7%	86.7%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.67%	0.69%	0.69%	0.71%	0.71%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,042.76	\$3,107.91	\$3,075.51	\$3,098.27	\$3,121.93	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$629	\$662	\$682	\$702	\$724	+

Key to Forecast Trend:

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

## Notes to indicators

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

**2 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2015/16 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

**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 2015/16 year is shown below and further detail is included in section 4.3.1 of this budget. A statement of Human Resources is included in Appendix A.

Indicator	Forecast	Budget 2015/16	Strategic Resource Plan		
	Actual 2014/15		Projections		
			2016/17	2017/18	2018/19
Employee costs (\$'000)					
- Operating	7,386	7,770	8,042	8,324	8,615
- Capital	1,166	1,240	1,180	1,143	1,193
Total	8,552	9,010	9,222	9,467	9,808
Employee numbers (EFT)	104	103	100	100	100

# Rating Information

## 9. RATING STRATEGY

*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 57% 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 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. The following table shows the last five years of percentage rate increases.

Year	Yarriambiack Shire Council
2010/11	6.0%
2011/12	6.0%
2012/13	4.1%
2013/14	6.0%
2014/15	6.0%
<b>Average increase</b>	<b>5.6%</b>

### 9.2 CURRENT YEAR RATE INCREASE

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

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the general rate will increase by a modest 4.75%, the municipal charge by 8%, the kerbside collection charge by 5% and the recycling charge by 5%. This will raise total rate and charges for 2015/16 of \$11,314 million.

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

Year	General Rate Increase %	Municipal Charge Increase \$'000	Garbage Charge Increase \$'000	Recycling Charge Increase \$'000	Total Rates Raised \$'000
2014/15	6.00	4.30	6.00	6.00	10,782
2015/16	4.75	8.00	5.00	5.00	11,314
2016/17	2.00	2.00	2.00	2.00	11,561
2017/18	2.00	2.00	2.00	2.00	11,810
2018/19	2.00	2.00	2.00	2.00	12,065

### 9.3 RATING STRUCTURE

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

- Property values, form the central basis of rating under the Local Government Act 1989
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the 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. The farming rate is set at 77% of the general rate. 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 2015/16 year. A more detailed analysis of the rates to be raised is contained in Appendix B "Statutory Disclosures".

Rate type	How applied	2014/15	2015/16	Change
Residential rates	Cents/\$ CIV	0.7084	0.7421	4.75%
Commercial rates	Cents/\$ CIV	0.7084	0.7421	4.75%
Farm rates	Cents/\$ CIV	0.5455	0.5714	4.75%
Municipal charge	\$/ service	\$63.60	\$68.70	8.0%
<b>Kerbside collection</b>				
			\$127.11	5.0%
Residential - 120lt bin	\$/ service	\$168.04	\$176.45	5.0%
Residential - 240lt bin	\$/ service	\$327.06	\$343.42	5.0%
Other - 80lt bin (GST included)	\$/ service	\$133.17	\$139.82	5.0%
Other - 120lt bin (GST included)	\$/ service	\$184.84	\$194.10	5.0%
Other - 240lt bin (GST included)	\$/ service	\$359.77	\$377.76	5.0%
<b>Recycling</b>				
Residential	\$/ service	\$108.57	\$114.00	5.0%
Other - (GST included)	\$/ service	\$119.43	\$125.40	5.0%

Council has drafted a formal Rating Strategy which contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

## 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 to 2015/16 year. The outcome of the general revaluation has been an increase 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%, commercial properties by 4% and farming properties by 13.04%.

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%
<b>Overall Average</b>	<b>5.97%</b>	<b>6.31%</b>

In deliberating over the setting of the differential rate structure for the 2015/16 year, Council has been mindful of the greater increase in farm property valuations compared to those in the residential and commercial sector.

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2013/14 year, Council has chosen not to make any changes to the existing rate differential.



# Other Strategies

## 10. SUMMARY OF OTHER STRATEGIES

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

### 10.1 BORROWINGS

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 been very conservative with the level of borrowings which is expected to continue for the next two years. Council has borrowed in the past to fund infrastructure projects and the unfunded superannuation liability but 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 2015/16 year, Council has decided not take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$137,000, will reduce its total borrowings to \$213,000 as at 30 June 2016. 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 2015.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2014/15	0	148	22	350
2015/16	0	137	14	213
2016/17	0	106	8	107
2017/18	500	150	30	457
2018/19	500	250	52	207

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

	2014/15 \$	2015/16 \$
Total amount borrowed as at 30 June of the prior year	498,000	<b>350,000</b>
Total amount proposed to be borrowed	0	<b>0</b>
Total amount projected to be redeemed	(148,000)	<b>(137,000)</b>
Total amount of borrowings as at 30 June	350,000	<b>213,000</b>

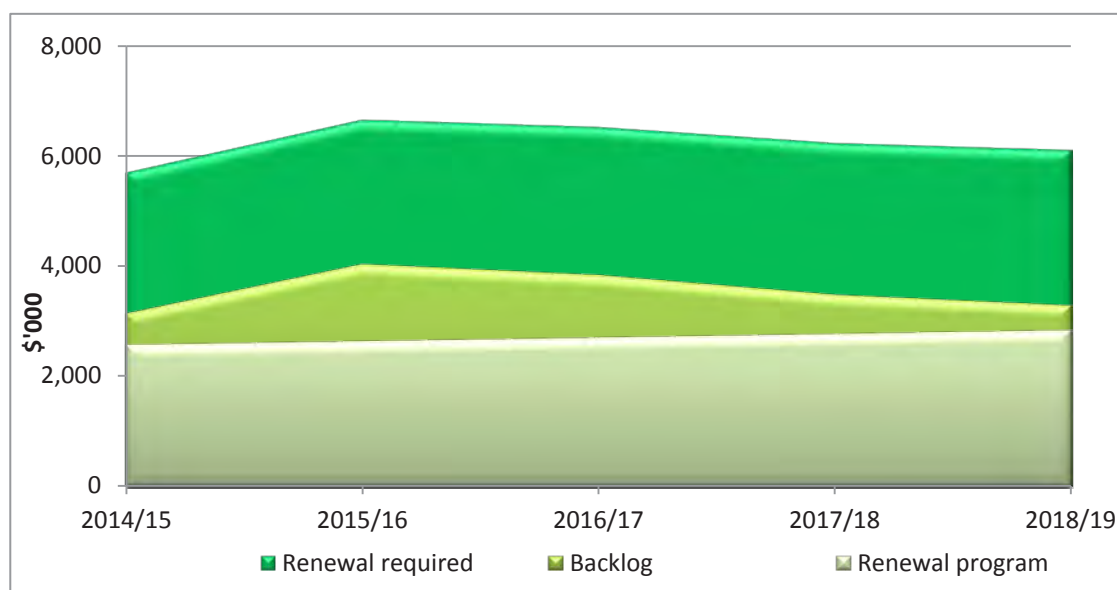
## 10.2 INFRASTRUCTURE

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 Asset Management Plan and Asset Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

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

A key objective 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 Management Plan and Asset 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 \$3.122 million and \$3.270 million at the end of the period.

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

Year	Total Capital Program \$'000	Grants \$'000	Summary of funding sources		
			Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2014/15	6,081	1,605	280	19,714	0
2015/16	7,586	2,529	236	24,440	0
2016/17	6,176	500	156	13,835	0
2017/18	6,274	500	159	14,836	500
2018/19	6,232	500	162	15,982	500

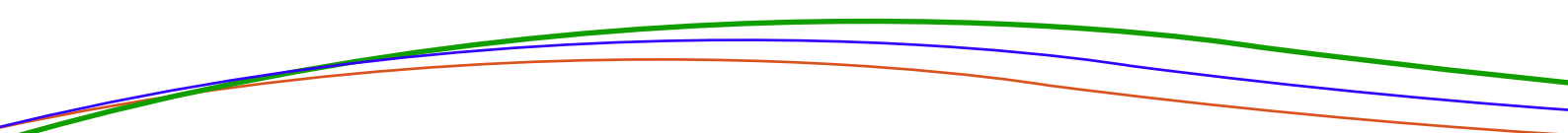
In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

### 10.3 SERVICE DELIVERY

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

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

	2015/16 %	2016/17 %	2017/18 %	2018/19 %
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	4.5	4.5	4.5	4.5
Engineering Construction Index	3.2	3.2	3.2	3.2
Non-residential Building Index	3.5	3.5	3.5	3.5
Rate increases	5.0	2.0	2.0	2.0
Property growth	1.0	1.0	1.0	0.6
Wages growth	3.5	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	5.5	5.0	4.5	4.5



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

#### **Residential Garbage Collection**

The contract for collection of residential waste was tendered and awarded to Wimmera Mallee Waste. The new contract will commence on 1 July 2015. The cost of this service has increase by 5.6% on the previous year. Future increases have been set at CPI.

#### **Kerbside Recycling Collection**

The contract for collection of recyclable waste was tendered and awarded to Wimmera Mallee Waste. The new contract will commence on 1 July 2015. The cost of this service has increase by 1.7% on the previous year. Future increases have been set at CPI.

#### **Aged & Disability Services**

Government funding for aged and disability services is expected to slightly increase in 2014/15. This includes General Home Care, Personal Care, Respite Care and Meals.

#### **Valuation Services**

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2014 effective for the 2014/15 year and the next revaluation will be undertaken as at 1 January 2016. An allowance of \$95,000 has been made every two years commencing in 2015/16 to meet the additional cost of resources to complete the revaluation process.



# Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Financial statements	52
B	Rates and charges	59
C	Capital works program	64
D	Key Strategic Activities	67
E	Fees and charges schedule	69



# Appendix A

## BUDGETED STANDARD STATEMENTS

This appendix presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2015/16 to 2018/19 has been extracted from the Strategic Resource Plan.

The appendix includes the following budgeted information:

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

## BUDGETED COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	10,782	<b>11,314</b>	11,561	11,810	12,065
Fees, Fines and User Charges	1,130	<b>1,028</b>	1,151	1,172	1,051
Contributions - cash	280	<b>236</b>	156	159	162
Grants - operating	7,241	<b>6,342</b>	6,821	6,775	6,887
Grants - capital	1,605	<b>2,529</b>	500	500	500
Net gain/(loss) on disposal of assets	100	<b>(12)</b>	(30)	(34)	(38)
Other income	114	<b>107</b>	163	166	169
<b>Total income</b>	<b>21,252</b>	<b>21,545</b>	<b>20,321</b>	<b>20,548</b>	<b>20,796</b>
<b>Expenses</b>					
Employee costs	7,386	<b>7,770</b>	8,042	8,324	8,615
Materials and services	4,892	<b>4,633</b>	4,175	3,785	3,384
Contributions and Donations	869	<b>977</b>	700	714	728
Depreciation and amortisation	6,246	<b>6,438</b>	6,632	6,831	7,035
Finance costs	123	<b>123</b>	127	131	135
Other expenses	1,352	<b>1,300</b>	1,345	1,392	1,441
<b>Total expenses</b>	<b>20,867</b>	<b>21,243</b>	<b>21,021</b>	<b>21,177</b>	<b>21,338</b>
<b>Surplus/(deficit) for the year</b>	<b>384</b>	<b>302</b>	<b>(700)</b>	<b>(629)</b>	<b>(543)</b>
<b>Total comprehensive result</b>	<b>384</b>	<b>302</b>	<b>(700)</b>	<b>(629)</b>	<b>(543)</b>



## BUDGETED BALANCE SHEET

For the four years ending 30 June 2019

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	2,052	1,429	897	1,003	1,352
Trade and other receivables	1,411	944	873	882	892
Financial assets	180	180	183	186	189
Inventories	800	711	720	730	740
Other assets	84	15	15	15	15
<b>Total current assets</b>	<b>4,527</b>	<b>3,279</b>	<b>2,688</b>	<b>2,816</b>	<b>3,188</b>
<b>Non-current assets</b>					
Trade and other receivables	0	0	0	0	0
Investments in regional library corporation	350	357	357	357	357
Property, infrastructure, plant & equipment	156,685	159,177	158,953	159,232	159,311
<b>Total non-current assets</b>	<b>157,035</b>	<b>159,534</b>	<b>159,310</b>	<b>159,589</b>	<b>159,668</b>
<b>Total assets</b>	<b>161,562</b>	<b>162,813</b>	<b>161,998</b>	<b>162,405</b>	<b>162,856</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	1,101	1,200	1,065	1,086	1,108
Provisions	2,619	2,619	2,200	2,300	2,400
Interest-bearing loans and borrowings	151	62	66	109	154
<b>Total current liabilities</b>	<b>3,871</b>	<b>3,881</b>	<b>3,331</b>	<b>3,495</b>	<b>3,662</b>
<b>Non-current liabilities</b>					
Provisions	404	404	404	404	404
Interest-bearing loans and borrowings	199	229	164	536	863
<b>Total non-current liabilities</b>	<b>603</b>	<b>633</b>	<b>568</b>	<b>940</b>	<b>1,267</b>
<b>Total liabilities</b>	<b>4,474</b>	<b>4,514</b>	<b>3,899</b>	<b>4,435</b>	<b>4,929</b>
<b>Net assets</b>	<b>157,088</b>	<b>158,299</b>	<b>158,099</b>	<b>157,970</b>	<b>157,927</b>
<b>Equity</b>					
Accumulated surplus	58,639	58,941	58,241	57,612	57,069
Asset Revaluation Reserve	98,434	99,343	99,843	100,343	100,843
Other reserve	15	15	15	15	15
<b>Total equity</b>	<b>157,088</b>	<b>158,299</b>	<b>158,099</b>	<b>157,970</b>	<b>157,927</b>

## BUDGETED STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2019

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2016</b>				
Balance at beginning of the financial year	157,088	58,639	98,434	15
Comprehensive result	302	302	0	0
Net asset revaluation increment/(decrement)	909	0	909	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>158,299</b>	<b>58,941</b>	<b>99,343</b>	<b>15</b>
<b>2017</b>				
Balance at beginning of the financial year	158,299	58,941	99,343	15
Comprehensive result	(700)	(700)	0	0
Net asset revaluation increment/(decrement)	500	0	500	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>158,099</b>	<b>58,241</b>	<b>99,843</b>	<b>15</b>
<b>2018</b>				
Balance at beginning of the financial year	158,099	58,241	99,843	15
Comprehensive result	(629)	(629)	0	0
Net asset revaluation increment/(decrement)	500	0	500	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>157,970</b>	<b>57,612</b>	<b>100,343</b>	<b>15</b>
<b>2019</b>				
Balance at beginning of the financial year	157,970	57,612	100,343	15
Comprehensive result	(543)	(543)	0	0
Net asset revaluation increment/(decrement)	500	0	500	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>157,927</b>	<b>57,069</b>	<b>100,843</b>	<b>15</b>

## BUDGETED STATEMENT OF CASH FLOWS

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	10,782	11,314	11,561	11,810	12,065
Fees, Fines and User Charges	1,130	1,028	1,151	1,172	1,051
Contributions - cash	280	236	156	159	162
Grants - operating	7,241	6,342	6,321	6,275	6,387
Grants - capital	1,605	2,529	500	500	500
Other income	114	107	163	166	169
Employee costs	(7,386)	(7,770)	(8,042)	(8,324)	(8,615)
Materials and services	(4,892)	(4,633)	(4,175)	(3,785)	(3,384)
Other payments	(2,221)	(2,277)	(2,045)	(2,106)	(2,169)
<b>Net cash provided by/(used in) operating activities</b>	<b>6,654</b>	<b>6,875</b>	<b>5,589</b>	<b>5,866</b>	<b>6,165</b>
<b>Cash flows from investing activities</b>					
Payments for property, plant and equipment	(6,081)	(7,586)	(6,176)	(6,274)	(6,232)
Proceeds from sale of property, plant and equipment	400	298	288	294	300
Repayment of loans and advances	70	50	0	0	0
<b>Net cash used in investing activities</b>	<b>(5,611)</b>	<b>(7,238)</b>	<b>(5,887)</b>	<b>(5,979)</b>	<b>(5,932)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(123)	(123)	(127)	(131)	(135)
Proceeds from borrowings	0	0	0	500	500
Repayment of borrowings	(148)	(137)	(106)	(150)	(250)
<b>Net cash provided by (used in) financing activities</b>	<b>(271)</b>	<b>(260)</b>	<b>(233)</b>	<b>219</b>	<b>115</b>
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	<b>772</b>	<b>(623)</b>	<b>(531)</b>	<b>106</b>	<b>348</b>
Cash and cash equivalents at the beginning of the financial year	1,280	2,052	1,429	897	1,003
<b>Cash and cash equivalents at the end of the financial year</b>	<b>2,052</b>	<b>1,429</b>	<b>897</b>	<b>1,003</b>	<b>1,352</b>

## BUDGETED STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2019

	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Strategic Resource Plan Projections		
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Property</b>					
Buildings	739	792	205	205	206
<b>Total property</b>	<u>739</u>	<u>792</u>	<u>205</u>	<u>205</u>	<u>206</u>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,060	1,220	900	900	900
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	43	76	43	36	37
<b>Total plant and equipment</b>	<u>1,103</u>	<u>1,296</u>	<u>943</u>	<u>936</u>	<u>937</u>
<b>Infrastructure</b>					
Roads	3,696	4,366	4,453	4,542	4,633
Bridges	0	34	36	36	37
Footpaths	201	212	167	172	177
Kerb & Channel	194	311	169	178	186
Drainage	62	35	42	43	45
Parks, open space and streetscapes	22	10	10	11	11
Aerodromes	65	530	150	150	0
<b>Total infrastructure</b>	<u>4,240</u>	<u>5,498</u>	<u>5,027</u>	<u>5,132</u>	<u>5,089</u>
<b>Total capital works expenditure</b>	<u>6,081</u>	<u>7,586</u>	<u>6,176</u>	<u>6,274</u>	<u>6,232</u>
<b>Represented by:</b>					
New asset expenditure	341	441	371	376	374
Asset renewal expenditure	4,698	5,819	4,755	4,831	4,799
Asset upgrade expenditure	1,042	1,326	1050	1067	1059
<b>Total capital works expenditure</b>	<u>6,081</u>	<u>7,586</u>	<u>6,176</u>	<u>6,274</u>	<u>6,232</u>

## BUDGETED STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2014/15	2015/16	2016/17	2017/18	2018/19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	7,386	7,770	8,042	8,324	8,615
Employee costs - capital	1,166	1,240	1,180	1,143	1,193
<b>Total staff expenditure</b>	<b>8,552</b>	<b>9,010</b>	<b>9,222</b>	<b>9,467</b>	<b>9,808</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	104	103	100	100	100
<b>Total staff numbers</b>	<b>104</b>	<b>103</b>	<b>100</b>	<b>100</b>	<b>100</b>



# 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 & Charges

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

Type or class of land	2014/15 cents/\$CIV	2015/16 cents/\$CIV	Change
General rate for rateable residential properties	0.7084	0.7421	4.75%
General rate for rateable commercial properties	0.7084	0.7421	4.75%
General rate for rateable farm properties	0.5455	0.5714	4.75%

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

Type or class of land	2014/15 \$	2015/16 \$	Change
Residential	2,106,126	2,206,319	4.75%
Commercial	363,041	380,311	4.75%
Farm	7,047,632	7,382,249	4.75%
<b>Total amount to be raised by general rates</b>	<b>9,516,799</b>	<b>9,968,879</b>	<b>4.75%</b>

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

Type or class of land	2014/15 \$	2015/16 \$	Change
Residential	3,348	3,332	-0.48%
Commercial	471	460	-2.34%
Farm	3,039	3,043	0.13%
<b>Total number of assessments</b>	<b>6,858</b>	<b>6,835</b>	<b>-0.34%</b>

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

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

Type or class of land	2014/15 \$	2015/16 \$	Change
Residential	287,822,300	297,307,500	3.30%
Commercial	52,348,480	51,248,000	-2.10%
Farm	1,268,143,000	1,291,958,200	1.88%
<b>Total value of land</b>	<b>1,608,313,780</b>	<b>1,640,513,700</b>	<b>2.00%</b>

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

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$	Change
Municipal	63.60	68.70	8.00%



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

Type of Charge	2014/15 \$	2015/16 \$	Change
Municipal	322,516	346,454	7.42%

### 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 Service 2014/15 \$	Per Service 2015/16 \$	Change
<b>Kerbside collection</b>			
Residential - 80lt bin	121.06	127.11	5.00%
Residential - 120lt bin	168.04	176.45	5.00%
Residential - 240lt bin	327.06	343.42	5.00%
Other - 80lt bin (GST included)	133.17	139.82	5.00%
Other - 120lt bin (GST included)	184.84	194.10	5.00%
Other - 240lt bin (GST included)	359.77	377.76	5.00%
<b>Recycling</b>			
Residential	108.57	114.00	5.00%
Other - (GST included)	119.43	125.40	5.00%

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

Type of Charge	2014/15 \$	2015/16 \$	Change
Municipal	322,516	346,454	7.42%
Kerbside collection	636,300	668,951	5.13%
Recycling	321,257	340,067	5.86%
<b>Total</b>	<b>1,280,073</b>	<b>1,355,472</b>	<b>5.89%</b>

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

Type of Charge	2014/15 \$	2015/16 \$	Change
Rates and charges	10,796,872	11,324,351	5.00%

### 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 0.7421% (0.7421 cents in the dollar of CIV) for all rateable residential and commercial properties; and
- A farm rate of 0.5714% (0.5714 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 are applicable to the determination of vacant land which will be subject to the rate applicable to commercial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Councils 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 2015/16 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.

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 Council's 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 2015/16 financial year.



# Appendix C

## CAPITAL WORKS PROGRAM

This appendix presents a listing of the capital works projects that will be undertaken for the 2015/16 year.

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

- New works for 2015/16

# CAPITAL WORKS PROGRAM

For the year ending 30 June 2016

## 1. NEW WORKS

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
<b>PROPERTY</b>						
<b>Buildings</b>						
Council Offices	30	30	0	0	0	30
Preschools/Infant Welfare/Senior Citizens	107	0	107	0	95	12
Industrial Estate	15	15	0	0	0	15
Leisure Complex	5	0	5	0	0	5
Caravan Parks	10	0	10	0	0	10
Halls	50	0	50	0	50	0
Swimming Pool	20	0	20	0	0	20
Recreation Reserves	348	0	0	348	348	0
Public Amenities	70	0	0	70	70	0
Depots	108	0	0	108	0	108
Recycling & Transfer Stations	20	0	20	0	0	20
Other buildings	9	0	9	0	0	9
<b>Total Buildings</b>	<b>792</b>	<b>45</b>	<b>221</b>	<b>526</b>	<b>563</b>	<b>229</b>
<b>TOTAL PROPERTY</b>	<b>792</b>	<b>45</b>	<b>221</b>	<b>526</b>	<b>563</b>	<b>229</b>

Capital Works Area	Project cost \$'000	Asset expenditure type			Summary of funding funding sources	
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Council cash \$'000
<b>PLANT AND EQUIPMENT</b>						
<b>Plant, Machinery and Equipment</b>						
Works Plant	900		900	0	0	900
Staff Vehicles	320	0	320	0	0	320
<b>Total Plant, Machinery and Equipment</b>	<b>1,220</b>	<b>0</b>	<b>1,220</b>	<b>0</b>	<b>0</b>	<b>1,220</b>
<b>Furniture and Equipment</b>						
Fixtures, Fittings and Furniture	10	10	0	0	0	10
Computers and Telecommunications	66	66	0	0	0	66
<b>Total Furniture and Equipment</b>	<b>76</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,296</b>	<b>76</b>	<b>1,220</b>	<b>0</b>	<b>0</b>	<b>1,296</b>

## CAPITAL WORKS PROGRAM

For the year ending 30 June 2016

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources	
		New	Renewal	Upgrade	Grants	Council cash
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>						
<b>Roads</b>						
Local Roads: Urban Construction	191	0	191	0	0	191
Local Roads: Rural Construction	2,325	0	1849	476	1856	469
Local Roads: Gravel Resheeting	1,136	0	1136	0	0	1136
Local Roads: Shoulder Gravel Resheeting	377	0	377	0	0	377
Local Roads: Bituminous Resealing	337	0	337	0	0	337
Footpaths	212	48	155	9	0	212
Kerb & Channel	311	12	299	0	0	311
Drainage: Lloyd - Munro Street Murtoa	35	0	0	35	0	35
<b>Total Roads</b>	<b>4,924</b>	<b>60</b>	<b>4,344</b>	<b>520</b>	<b>1,856</b>	<b>3,068</b>
<b>Bridges</b>						
Bridges and culverts	34	0	34	0	0	34
<b>Total Bridges</b>	<b>34</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>34</b>
<b>Parks, Open Space and Streetscapes</b>						
Other open space	10	10	0	0	0	10
<b>Total Parks, Open Space and Streetscapes</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>Aerodromes</b>						
Aerodromes	530	250	0	280	494	36
<b>Total Aerodromes</b>	<b>530</b>	<b>250</b>	<b>0</b>	<b>280</b>	<b>494</b>	<b>36</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>5,498</b>	<b>320</b>	<b>4,378</b>	<b>800</b>	<b>2,350</b>	<b>3,148</b>
<b>TOTAL NEW CAPITAL WORKS 2015/16</b>	<b>7,586</b>	<b>441</b>	<b>5,819</b>	<b>1,326</b>	<b>2,913</b>	<b>4,673</b>

Capital Works Area	Project cost	Asset expenditure type			Summary of funding sources	
		New	Renewal	Upgrade	Grants	Council cash
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY	792	45	221	526	563	229
PLANT AND EQUIPMENT	1,296	76	1,220	0	0	1,296
INFRASTRUCTURE	5,498	320	4,378	800	2,350	3,148
<b>TOTAL CAPITAL WORKS</b>	<b>7,586</b>	<b>441</b>	<b>5,819</b>	<b>1,326</b>	<b>2,913</b>	<b>4,673</b>

# Appendix D

## KEY STRATEGIC ACTIVITIES

For the year ending 30 June 2016

### Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Home and Community Care	Participation	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
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

## KEY STRATEGIC ACTIVITIES

For year ending 30 June 2016

### Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100





# Appendix E

## FEES AND CHARGES SCHEDULE

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2015/16 year.

# Community Services

HACC	2014/15	2015/16
<b>General Home Care – Low Fee</b>		
Single Pension	\$7.00 per hour	\$7.50 per hour
Double Pension	\$7.50 per hour	\$8.00 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	\$4.00 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	\$5.00 per hour
In Home Respite Care – Medium Fee	\$6.00 per hour	\$8.00 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	\$11.00 per hour
Home Maintenance – Medium Fee (labour only; client contributes to cost of materials)	\$13.00 per hour	\$15.00 per hour
Home Maintenance – High Fee (labour only; client contributes to cost of materials)	\$25.00 per hour	\$27.00 per hour

Volunteer Transport (Client pays 15cents per Km - Reinbursement to volunteer \$1.04 per Km)

<b>Meals On Wheels</b>		
Delivered Meals – (Client charge)	\$8.00 per meal	\$8.50 per meal
Delivered Meals – (External)	(Full cost recovery)	(Full cost recovery)
Centre Based Meals	\$8.50 per meal	\$9.00 per meal

<b>Disabled Parking Permits</b>		
Initial permit	no charge	no charge
Additional permit (replacement)	\$6.00	\$6.00

<b>Kindergarten Fees - 4 year olds (per term)</b>		
Beulah	\$95.00	\$95.00
Hopetoun	\$190.00	\$300.00
Minyip	\$180.00	\$180.00
Murtoa	\$200.00	\$200.00
Rupanyup	\$180.00	\$180.00
Warracknabeal	\$200.00	\$200.00
Woomelang	\$100.00	-

# Environmental Health

Food Act	2014/15	2015/16
<b>Class 1 Food premises</b> groups Must have 3 <sup>rd</sup> party audited FSP <i>Hospitals, Nursing Homes, Child care Centres</i>	\$250.00	\$250.00
<b>Class 2 Food Premises</b> High risk or unpackaged foods must have FSP (may be template or 3 <sup>rd</sup> party audited)  <i>Hotels, restaurants cafes, takeaways, supermarkets, manufacturers, caterers, milk bars and some service stations</i>	\$220.00	\$220.00
<b>Class 3 Food Premises</b>  Premises selling low risk pre-packaged food only eg packaged confectionary, soft drink <i>Newsagents, video stores, some service stations</i>	\$80.00	\$80.00
<b>Non profit organisations and Community Groups</b>  Food is prepared predominantly for consumption by members, or for fundraising activities <i>Service clubs, most sporting clubs</i>	\$80.00	\$80.00
<b>Premises with limited operation</b>  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
<b>Street Stalls / Temporary food vendor registrations</b>		
<b>Non profit and community groups</b> <i>(fetes, sausage sizzles, street stalls)</i> Yearly Registration	\$20.00	\$20.00
<b>Private individuals and businesses</b> <i>(Markets, private stalls)</i> Yearly Registration	\$40.00	\$40.00
<b>Health Act</b>		
<b>Hairdresser/Beauty Parlour/Skin penetration</b>	\$80.00	\$80.00
<b>Prescribed Accommodation</b> Premises providing accommodation for 6 or more persons <i>Hotels, motels, hostels, camps</i>	\$80.00	\$80.00
<b>Residential Tenancies Act</b>		
<b>Caravan Parks</b> 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
<b>Environment Protection Act</b>		
<b>Septic Tank</b> - new	\$225.00	\$225.00
- alteration to existing	\$175.00	\$175.00

# Environmental Health continued...

Other Fees	2014/15	2015/16
<b>Transfer/Inspection Fee</b> Pre-purchase Inspection or an inspection as a result of non-compliance	\$150.00	\$200.00
<b>Transfer fee</b> 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
<b>Late payment penalty fee</b> 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
<b>Pro Rata Registration Fee</b> Applicable to all properties registering their business after the 30th September		50% of listed fee

# Animal Control & Local Laws

	2014/15	2015/16
<b>Animal Act</b>		
Pensioner Discount	<i>50% of prescribed fee</i>	<i>50% of prescribed fee</i>
Dogs or Cats registered after the 1 <sup>st</sup> January	<i>50% of prescribed fee</i>	<i>50% of prescribed fee</i>
<b>Dog</b>	<b>\$66.00</b>	<b>\$66.00</b>
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
<b>Cat</b>	<b>\$63.00</b>	<b>\$63.00</b>
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
<b>Pound Fees - Impounded Animal</b>		
<i>First day Release fee</i>	\$80.00	\$80.00
<i>Subsequent days</i>	\$12.50 per day	\$12.50 per day
<b>Late payment administration fee</b>		
Payment not received by 30 April	\$10.00 per invoice	\$10.00 per invoice
<b>Fire Hazard administration fee</b>	\$40.00	\$50.00
<b>Unsightly land administration fee</b>	\$40.00	\$50.00

# Waste & Recycling

	2014/15	2015/16
<b>Tipping Fees</b>		
General Hard Waste	\$9.50 per m3	\$10.00 per m3
Putrescibles Waste	\$24.00 per m3	\$25.00 per m3
Household / Kitchen Waste	\$6.50 per m3	\$7.00 per m3
Clean Green Waste	\$9.50 per m3	\$10.00 per m3
Timber/Wood	\$9.50 per m3	\$10.00 per m3
Builders Waste/Concrete	\$25.50 per m3	\$25.50 per m3
Clean Concrete / Rubble delivered to repositories at Warracknabeal, Murtoa and Hopetoun	\$20.00 per m3 / ton	\$20.00 per m3 / ton
Clean Fill	No charge	No charge
Minimum Charge	\$6.50	\$7.00
Dead Animals	refer attendant	refer attendant
<b>Tyres</b>		
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
<b>Recyclables</b>		
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
Gas Cylinders	Free if sorted	Free if sorted
Lead Acid Batteries	\$5.00	\$5.00
Grain	not accepted	not accepted
Hazardous Materials	not accepted	not accepted
Prescribed Waste	not accepted	not accepted

# Engineering

<b>Sale Yard Levies</b>	<b>2014/15</b>	<b>2015/16</b>
Producer Levy (per head)	\$0.35	\$0.35
Agent Levy (per head)	\$0.12	\$0.12
NLIS Levy (per head)	\$0.23	\$0.23
<b>Plan Printing Fees</b>		
<b>Large Shire Map (approx 1200mm x 600mm)</b>		
Colour	\$10.00	\$10.00
Black & White	\$7.00	\$7.00
<b>Plan on A0 sheet</b>		
Colour	\$11.00	\$11.00
Black & White	\$9.00	\$9.00
<b>Plan on A1 sheet</b>		
Colour	\$9.00	\$9.00
Black & White	\$7.00	\$7.00
<b>Plan on A2 sheet</b>		
Colour	\$7.00	\$7.00
Black & White	\$5.00	\$5.00
<b>Plan on A3 sheet</b>		
Colour	\$5.00	\$5.00
Black & White	\$3.00	\$3.00
<b>Plan on A4 sheet</b>		
Colour	\$3.00	\$3.00
Black & White	\$2.00	\$2.00
<b>Road Opening Permits</b>		
Road Reserve Works Permit	-	\$67.00
Asset Protection Permit	-	\$67.00

# Recreation & Tourism

Caravan Parks (Warracknabeal, Hopetoun & Murtoa)	2014/15	2015/16
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)	\$30.00	\$30.00
Assessments (students)	\$11.00	\$11.00
Casual (per session)	\$12.00	\$12.00
Pensioner Concession (with pension card)	\$30.00	\$30.00
<b>Student Membership</b>		
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	\$30.00	\$30.00
3 Months	\$50.00	\$50.00
<b>Squash Court Hire</b>		
Per hour per court	\$8.00	\$8.00
Leisure Complex Hire Fees		
<i>User Groups utilising main court area(s)</i>		
<b>Competition</b>		
Per hour per court	\$20.00	\$20.00
<b>Training (Including Competition)</b>		
Per hour per court	\$20.00	\$20.00
<b>Corporate Rate</b>		
Small (10 or less persons)	\$500.00	\$500.00
Large	\$1000.00	\$1000.00
<b>Table Tennis Room</b>		
Per hour	\$16.00	\$16.00
Per table (Casual)	\$4.00	\$4.00

Conferences & Special Functions can be negotiated with Leisure Centre Manager



# Administration

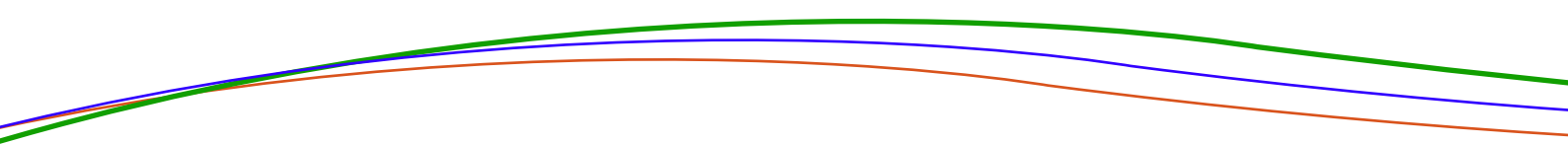
Function Room (Warracknabeal Office)	2014/15	2015/16
Day (9am to 9pm)	\$100.00	\$100.00
Night (after 6pm)	\$110.00	\$110.00
Combined	\$200.00	\$200.00
<b>Photocopying</b>		
<b>A4 Black &amp; White Single Sided</b>		
1 copy	\$0.35	\$0.35
Multiple Copies	\$0.30	\$0.30
<b>A4 Black &amp; White Double Sided</b>		
1 copy	\$0.40	\$0.40
Multiple Copies	\$0.35	\$0.35
<b>A3 Black &amp; White Single Sided</b>		
1 copy	\$0.55	\$0.55
Multiple Copies	\$0.45	\$0.45
<b>A3 Black &amp; White Double Sided</b>		
1 copy	\$0.90	\$0.90
Multiple Copies	\$0.70	\$0.70
<b>Colour Photocopying</b>		
A4 1 copy	\$1.00	\$1.00
A3 1 copy	\$2.00	\$2.00
<b>Coloured Paper</b>		
A4 1 copy	Add 5c per copy	Add 5c per copy
A3 1 copy	Add 10c per copy	Add 10c per copy
<b>Laminating</b>		
A4 1 copy	Add 5c per copy	Add 5c per copy
A3 1 copy	Add 10c per copy	Add 10c per copy
<b>Faxing</b>		
Local Call	\$1.00	\$1.00
STD Call	\$2.00	\$2.00

# Building

	2014/15	2015/16
<b>Development Type Fee Amount</b>		
<b>DWELLINGS</b>		
New Dwellings up to \$0 to \$120,000	\$1,563 Plus Levy	\$1,563 Plus Levy
New Dwellings - \$120,001 to \$200,000	\$1,824 Plus Levy	\$1,824 Plus Levy
New Dwellings - \$200,001 to \$312,000	\$2,084 Plus Levy	\$2,084 Plus Levy
New Dwellings - \$312,001+	\$value/130 Plus Levy	\$value/130 Plus Levy
Re-Erection of Dwellings – Security Deposit	\$5,000	\$5,000
<b>Alternations/Additions/Sheds/Carports/ Garages</b>		
Building Works Minor \$0 to \$2,500	\$250	\$250
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 \$200,001+	\$value/130 Plus Levy	\$value/130 Plus Levy
<b>Swimming Pools</b>		
Swimming Pools & Fence – above ground pool	\$425	\$425
Swimming Pools & Fence – in-ground pool	\$825 Plus Levy	\$825 Plus Levy
<b>Commercial Building Work</b>		
Commercial \$0 to \$10,000	\$350 Plus Levy	\$350 Plus Levy
Commercial \$10,001 to \$20,000	\$676 Plus Levy	\$676 Plus Levy
Commercial \$20,001 to \$100,000	\$v x 1.33% + \$424 Plus Levy	\$v x 1.33% + \$424 Plus Levy
Commercial \$100,001 to \$500,000	\$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
<b>Commercial Building Work</b>		
<b>Multi Unit Development</b>		
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 \$312,001+	\$value/130 Plus Levy	\$value/130 Plus Levy
<b>Miscellaneous Items</b>		
Fence	\$200	\$200
Demolitions or Removals \$0 to \$5,000	\$368	\$368
Demolitions or Removals \$5,0001+	\$575	\$575
Re-erections of Dwellings – Security Deposit	\$5,000	\$5,000
Extensions of Time Request	\$104	\$104
Amended Plans	\$104	\$104
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	2014/15	2015/16
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		
<b>(Applies if development is over \$10,000)</b>		
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







**Yarriambiack**  
SHIRE COUNCIL

## Our Vision

IN CONSULTATION WITH OUR COMMUNITY  
YARRIAMBIACK SHIRE COUNCIL  
WILL PROVIDE A VIABLE, SUSTAINABLE AND VIBRANT FUTURE.

