



# INDIGO SHIRE

**Annual Budget Report 2015-16**

## Indigo

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work and visit

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## Mayor's Introduction

Over the past financial year, we have continued to deliver improved community infrastructure and services in a financially sound manner. This remains our aim although Federal Government freezing of indexation on Federal Assistance Grants will make this difficult. The Victorian Government policy of capping rates at CPI levels from 2016-17 will add to that challenge.

The Federal Government's indexation freeze on Assistance Grants until June 30, 2018, effectively removes \$1 million in funding from our Council over that time. In the light of this, Council began the necessary cost cutting measures in the 2014-15 year and has again had to make hard decisions for this Budget. However, the harder task is ahead of us in the few years after 2015-16.

In the 2014-15 Budget, Council found efficiency savings of \$150,000. To enable further savings in this 2015-16 Budget, we have reviewed the priorities in our Council Plan and the way in which we provide our services, and we have also reviewed some internal processes. Through these steps we have identified smarter, less costly ways of providing services to our community that have enabled us to maintain service delivery. This budget will have an underlying surplus of \$107,000 compared to an underlying deficit of \$220,000 last year. This improvement demonstrates our commitment to financial sustainability now and going into the future.

We have not had to cut services for the 2015-16 year. However, this may change in the following financial years as Council looks for additional and larger savings to meet the Federal government shortfall of \$1 million to the end of the 2017-18 financial year and the impact of State Government rate capping.

With careful planning and streamlining of internal processes we have been able to keep the rate rise to less than the 6% previously published in the Strategic Resources Plan with the Council Plan. The rate increase proposed in this Budget is 4.5%. At 4.5% this rate increase will have less impact on ratepayers and continues the disciplined approach by Council to prepare for the next few years.

Council will receive a one-off double amount of Roads to Recovery funding of \$1.65 million from the Federal Government in 2015-16. The funding of \$1 million each year for the past four years for the State Government Country Roads and Bridges Program has now ceased. Council acknowledges the \$200,000 received from the National Stronger Regions Fund for the Wahgunyah Recreation Reserve Community Facility.

The organics collection, which was to have been introduced last financial year, will now begin on 29 June. This is a new service for urban, not rural, residents which is aimed at cutting the amount of waste that goes to landfill.

Economic development has always been at the forefront of Council's thinking. I am pleased to say that one initiative, which has grown out of a new organisational strategy, will be a focus on community development and economic development in our towns, beginning with Chiltern.

With an eye on sustainable development there is also support in this budget for the actions that flow from the Heritage Review Report. During 2015-16 Council will also undertake a major differential rating review.

Other initiatives will allow us to better manage our assets and properties, with a view to prepare some for sale or lease, and improve internal systems to ensure further savings.

The total capital works program for 2015-16 is \$6.65 million, with no major works carried forward work from the previous year. Capital works projects include:

- Wahgunyah Recreation Reserve Building upgrade – \$791,500
- The widening of 2km of Alan’s Flat Road to improve road safety - \$500,000
- A new 80m footpath at Barnawartha on High Street - \$10,000
- Beechworth Chinese Gardens detailed design - \$10,000
- Relocation of BBQ and new shelter at Martins Park Chiltern - \$22,000
- Chiltern drainage improvements - \$90,000
- Kiewa Park Shade Sail over playground - \$20,000
- Sealing of Lord, Booth, Nott and Warrens Lane, Rutherglen - \$98,000
- Rutherglen drainage improvements - \$50,000
- Relocation of the Beechworth Library to the old Council office in Ford Street - \$345,000
- Wahgunyah to Lake Moodemere cycle path design - 50,000
- Yackandandah Library Forecourt Court - \$125,000
- Beechworth drainage improvements - \$100,000.

The Victorian Auditor General’s Office in its most recent report of 2013-14 has again placed Indigo Shire Council in the financial low risk category. In this challenging environment it is Council’s aim to maintain this low risk rating through organisational improvement, careful monitoring and revising priorities as needed.

I would like to thank Council staff for their efforts in developing this Budget and working hard to find savings. And I thank my fellow Councillors who have also worked hard to ensure this Budget is sound and aims to continue our financial low-risk rating with the Victorian Auditor General’s Office.

**Cr Bernard Gaffney**  
**Mayor**

## Chief Executive Officer's summary

### 1. Introduction

Within an environment of significantly changing financial constraints, the 2015-16 Indigo Shire Council Budget balances the challenges to the Shire's longer term financial sustainability with the continuation of the delivery of the Council priorities of sustainable economic development, maintenance of the Shire's infrastructure and an ongoing focus on service delivery.

The financial constraints which are emerging arise from decisions of the Federal and State Governments that will begin to impact revenue in the operating and capital budgets of the Council in the 2015-16 financial year. These constraints have necessitated changes in the rating strategy from the previous Strategic Resource Plan settings for 2015-16 and will significantly influence the financial plans for the longer-term financial position of Council beyond 2015-16.

The 2015-16 Budget is impacted by two significant reductions in ongoing funding sources; the Federal Assistance Grant indexation freeze and the lead-up to the State Government's Rate Capping policy.

As a small rural Council Indigo Shire Council has a very limited ability to recoup this lost revenue through other sources such as user fees, parking fees, etc.

#### ***Federal Assistance Grant Indexation Freeze***

Council is entering the second year of a three year indexation freeze of the Federal Assistance Grants, which are delivered through the Victorian Grants Commission. This is a significant grant funding source (\$4.4 million per annum). This freeze effectively reduces council's revenue by \$1 million over the 4-year Strategic Resource Planning period. In the 2015-16 financial year our Federal Assistance Grant allocation is \$4.303 million, down from \$4,423 million in the 2014-15 financial year.

#### ***Rate Capping***

The State Government has announced a policy of rate capping to be implemented in the 2016-17 financial year. Despite not being implemented in the 2015-16 financial year the Minister for Local Government has clearly indicated that Councils should begin moving toward an environment where rates are capped at CPI, and where increases above CPI will need to be accompanied by an explanation and submission to the regulator, the Essential Services Commission. The arrangements for submissions to the regulator have not yet been finalised.

The 2015-16 Budget recognises the Minister's guidance and reduces the rate increase from the previously published 6% rate increase in the Strategic Resource Plan to an increase of 4.5%. Rate increases beyond the 2015-16 financial year are forecast to reduce to the long term CPI rate of 2.5%.

There are no reductions to direct service delivery in 2015-16 as a result of these changes, however they have a permanent impact on Council's revenue and will affect Council's ability to deliver services to the community over the next financial year and beyond.

Council, through peak bodies such as the Municipal Association of Victoria continues to advocate for this freeze to be lifted and the Federal Assistance Grants to be returned to the indexed level.

#### ***Infrastructure Funding Reductions***

In addition to these revenue cuts the 2015-16 budget also includes some significant changes in infrastructure funding.

This budget does not forecast that any capital works will be carried forward from the 2014-15 year, and assumes no carry forward into the 2016-17 year. This sizable decrease in capital works compared to the previous year is due to a couple of key factors. The 2014-15 capital budget contains some major projects such as the Shire Offices Project, the refurbishment of the Lake Sambell Dam wall, and a number of road construction projects, all made possible through grant funding and borrowings.

### **Roads & Bridges Funding**

The State Government has previously provided additional funding to small rural shires of \$1.0 million per year over the last 4 years. This money has assisted with completing critical road and bridge projects. This funding ceases in 2014-15 and the State Government has not announced any replacement funding for 2015-16.

### **Roads to Recovery Funding**

Roads to Recovery funding is ongoing support from the Federal Government that assists Council to maintain its significant road network. In the 2015-16 year the usual funding of \$0.83 million has been doubled to \$1.65 million. This is a welcome change in the upcoming financial year. Roads to Recovery funding will revert back to the usual level from 2016-17.

### **National Stronger Regions Funding**

Council was successful in its application for the National Stronger Regions Funding for the Wahgunyah Recreation Reserve upgrade. A federal grant of \$200k will be received in the 2015-16 financial year to enable the project scope to be expanded.

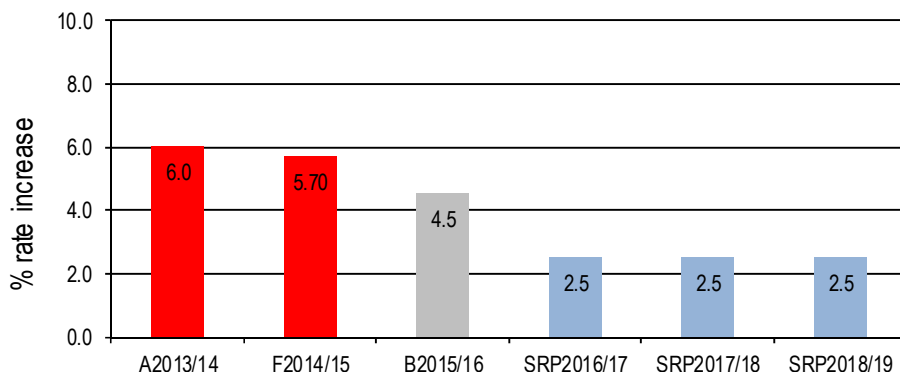
### **One Indigo Strategy**

The 2015-16 Budget continues the implementation of Council's One Indigo strategy, which is an organisational strategy designed to respond to these financial challenges, while delivering on the Council's key priorities. The One Indigo strategy focuses on the outcomes required by Council and ensures that there is strong alignment around those outcomes and that the Council's systems, processes and people are positioned to deliver those outcomes. The One Indigo initiatives that are reflected in the 2015-16 budget include:

- The implementation of a place-based economic and community development focus for the Shire's townships, commencing with Chiltern.
- Improved management of Council's assets and property portfolio to enable a more strategic view of Council's property holdings and to realize excess assets for possible sale or lease.
- Improved focus on Council's governance arrangements, risk management and performance reporting to the community, Council and State, including the introduction of the State Government's Local Government Performance Reporting Framework.
- The capability to improve the efficiency of Council business processes with increased accountability for service units to generate financial savings.
- Improvements to Council's information systems to improve efficiency and service delivery.

The One Indigo strategy builds capacity and capability within the Council organisation to address the financial challenges ahead.

## **2. Rates**

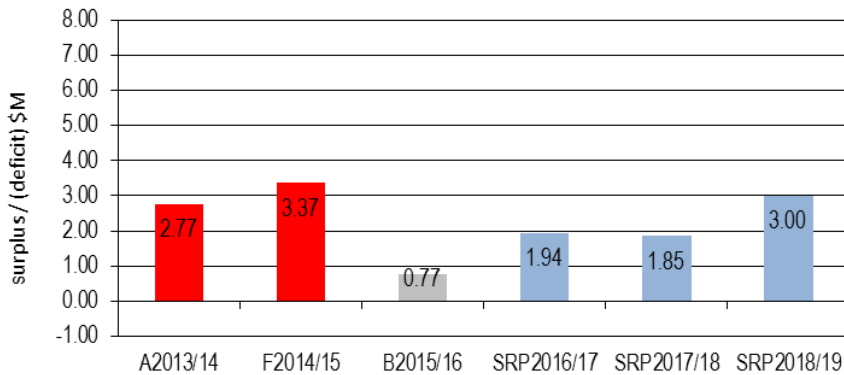


F = Forecast B = Budget

It is proposed that general rates increase by 4.5% for the 2015-16 year, raising total rates and charges to \$14.65 million. This rate increase is lower than Council's previous Strategic Resource Plan projection for the 2015-16 year of 6% and reflects the State Government's guidance to move toward lower rate increases for future years as a lead-up to rate capping.

Council has projected future increases at 2.5% to reflect the State Government's requirement to move towards rate capping. With limited details released on this policy Council has used the long-term CPI average of 2.5% for financial planning purposes. This will require additional expenditure cuts and Council will work to minimise the community impact on services and to seek variations once the details of the State Government's rate capping policy are implemented.

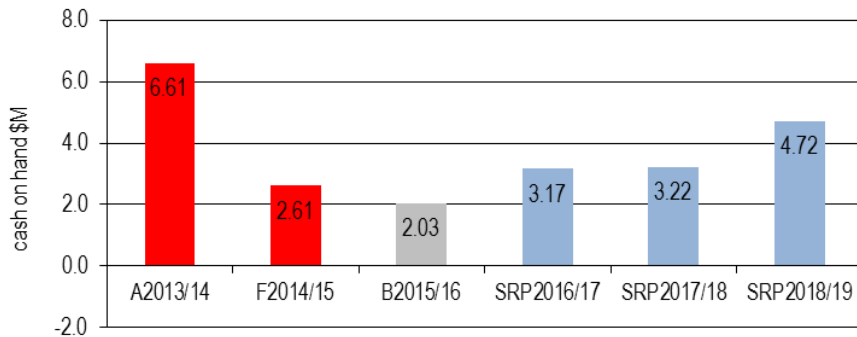
### 3. Operating result



The operating result for the 2015-16 year is projected to be a surplus of \$0.77 million, which is a decrease of \$2.60 million over 2014-15. This sizable decrease in operating result is due to the reduced Federal Assistance Grants, the move towards State Government's rate capping requirements and lower levels of grant funding.

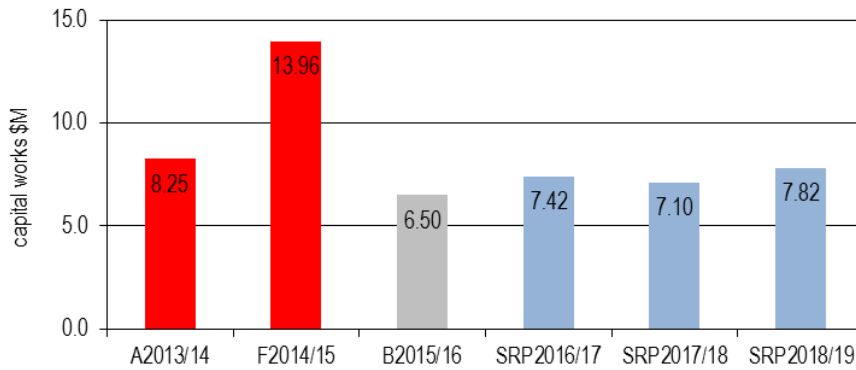
This surplus result contains one-off funding that masks a smaller underlying surplus position (shown in chart 7 below). The combination of Rate Capping, Assistance Grant freezes, and increased cost shifting to local government makes this a challenging environment for councils across Victoria, and particularly those in rural areas. Despite this, the 2015-16 Budget is forecast to achieve a \$107,000 underlying surplus which is an improvement of \$327,000 on the expected 2014-15 result and moves Council towards its goal of a sustained balanced budget over time.

### 4. Cash and investments



Cash and investments are expected to decrease by \$0.58 million during the year to \$2.03 million as at 30 June 2016. Cash and investments are forecast to be \$2.61 million as at 30 June 2015.

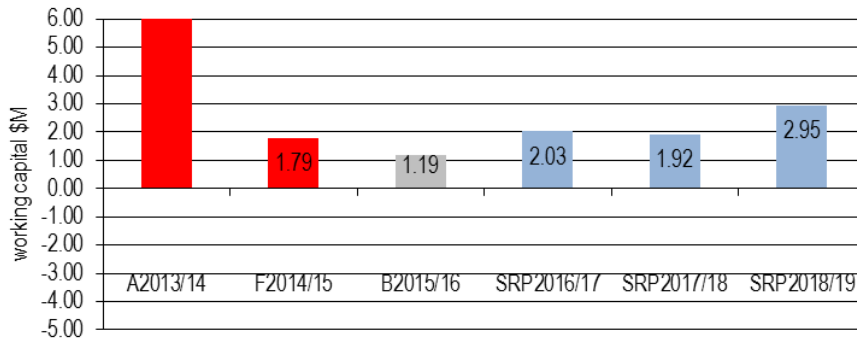
## 5. Capital works



The Capital Works program for the 2015-16 year is projected to be \$6.50 million. This budget does not forecast that any capital works will be carried forward from the 2014-15 year, and assumes no carry forward into the 2016-17 year. This sizable decrease in capital works compared to the previous year is due to a couple of key factors. The 2014-15 capital budget contains some major projects such as the Shire Offices Project, the refurbishment of Lake Sambell Dam wall, and a number of road construction projects, all made possible through grant funding. Another factor for the decrease is the forecast for no carried forward works from 2014-15 to the 2015-16 year.

For the projected 2015-16 Capital Works Program of \$6.50 million, \$3.8 million will come from Council operations, \$2.3 million from external grants, \$0.3 million from borrowings and the balance of \$0.1 million from proceeds from sale of assets and contributions.

## 6. Financial position

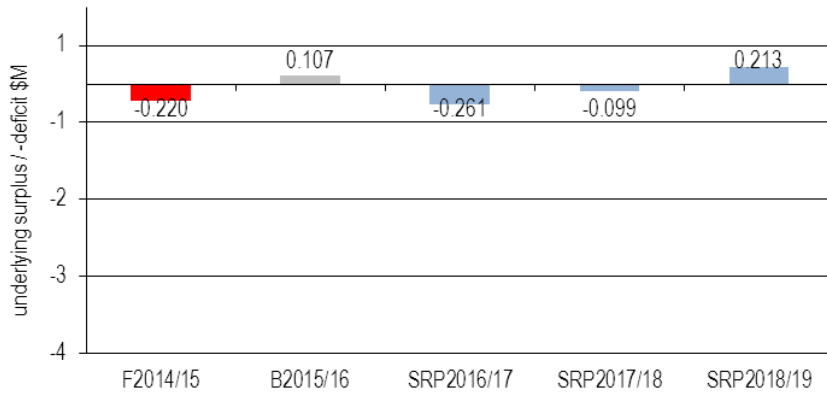


The financial position is expected to increase with net assets (net worth) to increase by \$1.65 million to \$196.20 million driven by the year's operating surplus and asset revaluations although net current assets (working capital) will reduce by \$0.60 million to \$1.19 million as at 30 June 2016.

The projected working capital fluctuates across the 4 year horizon and is impacted by the freezing of the Financial Assistance Grants and the State Government's Rate Capping policy.

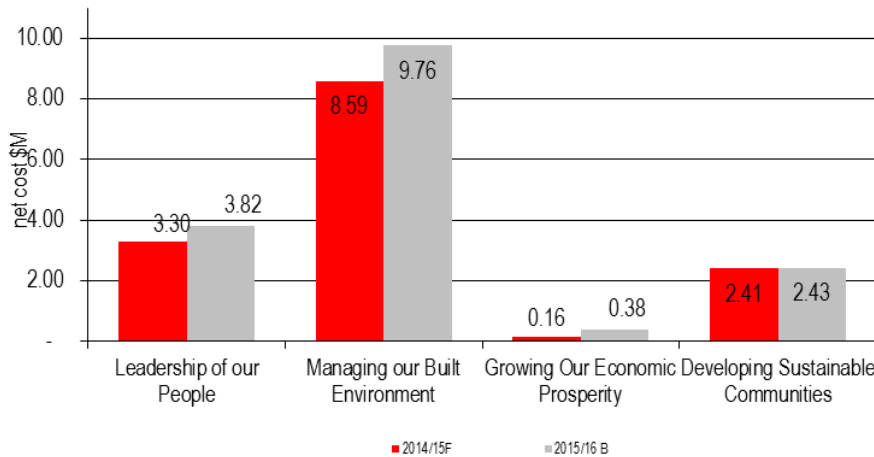


## 7. Financial sustainability



A 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. While the Plan projects that Council's comprehensive result will remain in surplus during most of the next four years, the adjusted underlying result, which is a measure of financial sustainability, is forecast to be a \$0.107 million surplus which is an improvement of \$0.33 million on the expected 2014-15 result. This result is projected to return to an underlying deficit in 2016-17 however Council continues to move toward its goal of a balanced budget over time.

## 8. Strategic objectives



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

This Budget has been developed based on the best information available to the Council on the changes to State and Federal funding arrangements. It has also been developed based on a rigorous review of Council's priorities and guidance from the Council on budget settings. The Executive Management Team endorses the budget as financially responsible. More detailed Budget information is available throughout this document.

**Gerry Smith**  
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 budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 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.

The preparation of the budget began in October 2014 with Council's annual strategic planning workshop. This workshop reviews Council's adopted plan and the Strategic Resource Plan to set broad budget parameters within which to build the budget. This is then followed by several interactive processes including workshops and consultation sessions to ensure that the budget contains the key plans, initiatives, and strategies for the upcoming financial year. Council officers then prepare detailed operating and capital components of the Annual Budget during February and March. During March and April a draft consolidated Budget is prepared. Several iterations are considered by both Council Executive Staff and Councillors at informal briefing meetings. In late April a draft Budget is prepared, in accordance with the Act and approved in principle at a Council Meeting.

Council is then required to give public notice that it intends to adopt the Budget. It must give 28 days notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council. Budget submissions are publically available as part of the Council's report to consider Budget submissions.

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. Council will submit a copy of the 2015-16 Budget by the end of July. The key dates for the Budget process are summarised below:

Budget process	Timing
1. Officers prepare operating and capital Budgets	Jan - Mar
2. Council considers draft Budgets at informal briefings	Feb - April
3. Draft Budget submitted to Council for approval	28 April
5. Budget available for public inspection and comment	from 29 April
6. Submissions period closes (28 days)	5:00pm 29 May
7. Submitters heard by Council	2 June
8. Submissions considered by Council/Committee	23 June
9. Budget presented to Council for adoption	23 June
10. Copy of adopted Budget submitted to the Minister	6 July

# 1 Budget influences

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

## 1.1 External influences

In preparing the 2014-15 Budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the Budget period.

### Federal Government Budget

The Federal Government's decision to freeze Assistance Grant funding for three years has removed \$1.05 million in funding for Indigo Shire over a four year period. As part of this budget build, Council has updated the 4-year Strategic Resource Plan to include this funding reduction. To achieve a sustainable position council is required to identify and achieve significant budget savings.

### State Government Rate Capping

The recently elected State Government has announced that it will introduce rate capping in the 2016-17 financial year, and the Essential Services Commission is currently working on the details of this policy. This State Government policy position and recommendation has been considered in the preparation of the budget and the setting of rates for the 2015-16 financial year.

As part of this budget build, Council has updated the 4-year Strategic Resource Plan to include a projection of 2.5% rate increases from 2016-17 onward. This reflects the long-run average CPI. To achieve a sustainable position council is required to identify and achieve significant budget savings that range from \$1.9 million in 2016-17 to \$3.8 million in 2019-20.

### Roads & Bridges Funding

The State Government has previously provided additional funding to small rural shires of \$1.0 million per year over the last 4 years. This money has assisted with completing critical road and bridge projects. This funding ceases in 2014-15 and the State Government has not announced any replacement funding for 2015-16.

### Roads to Recovery Funding

Roads to Recovery funding is ongoing support from the Federal Government that assists Council to maintain its significant road network. In the 2015-16 year the usual funding of \$0.83 million has been doubled to \$1.65 million. This is a welcome change in the upcoming financial year and largely offsets the removal of Roads & Bridges funding for one year. Roads to Recovery funding will revert back to the usual level from 2016-17.

### Inflationary pressure

Local Government expenses are different to household expenses. The Consumer Price Index (CPI) measures price movements in a standard basket of common household goods and services. A 'basket' of common Council services is primarily affected by the growth in construction, material and wage costs, not CPI.

The majority of Council's spending is targeted towards maintaining and renewing more than \$200 million worth of community infrastructure assets such as roads, bridges, sporting facilities and buildings; and human services such as aged care programs, maternal and child health, and youth services.

The expenses of staff and contractors to deliver human-based services, and staff and materials needed to construct, maintain and upgrade assets and infrastructure means that local government costs are significantly affected by the Average Weekly Earnings (AWE) and Roads Construction and Maintenance indexes as determined by the Australian Bureau of Statistics. Commencing 1 July 2014, Council's wages were impacted by the increase in the Superannuation Guarantee Levy from 9.25% to 9.50%.

Council costs are substantially different to a basket of common household goods and services. The Municipal Association of Victoria (MAV) Local Government Cost Index (LGCI) is a forward-projecting index that uses a combination of established Government indices that reflect average wages,

construction and materials costs that best represent Councils' spending profile. Due to the timing of the release of many of the input indices, the LGCI is generally not released until the last week in May each year and is not available for the forthcoming year at Budget preparation time.

The following table provides a comparison of the CPI and LGCI.

#### Comparison of CPI and LGCI

<u>Description</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>
CPI - Melb	3.30	2.40	2.20	2.70	2.50
CPI -National	3.10	2.40	2.30	2.60	1.70
LGCI	4.00	3.45	4.40	3.40	3.39

*CPI – The Australian Bureau of Statistic's Consumer Price Index  
 LGCI – The Municipal Association of Victoria's Local Government Cost Index*

CPI increases of 1.7% on goods and services 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).

The LGCI identifies the increase in costs that will be incurred for Council to deliver the same level and range of services as the previous year, i.e., the change in costs to maintain the status quo.

The LGCI does not take into account or make an allowance for growth in service delivery, any change in the type or mix of services to be provided, or other cost pressures facing Council.

In addition to different cost structures of the average household, Councils face several pressures which create financial viability risks and increase the amount of revenue required through rates. These external pressures can be surmised as follows.

#### Cost shifting (\*)

Cost shifting occurs when Federal and State Government programs transfer responsibilities to Local Government with insufficient funding or with grants that don't keep pace with service delivery costs. Once the responsibility for the service delivery has been accepted by Council, invariably contributions through rates are commonly required to cover funding shortfalls. Within this budget cost shift subsidies are being provided by ratepayer funds for the following areas;

- Roadside management,
- Home & community care,
- Crossing supervisors
- Maternal & child health.

These cost-shifted functions increase community expectations of Council without adequate funding from State Government.

#### Infrastructure renewal gap (\*)

All Victorian Councils are responsible for ageing community infrastructure such as roads, drains, buildings, sporting facilities etc. A number of programs such as the Asset Management Framework have been established to ensure that adequate levels of funding are allocated by Councils towards the progressive renewal of their infrastructure assets. Over the last five to 10 years, all Victorian Councils have significantly increased Capital Works Budgets to meet this renewal gap.

The infrastructure gap has reduced in recent years due mainly to the additional funding provided by the Federal and State Government under the Roads to Recovery and Roads & Bridges programs. The loss of the Roads & Bridges funding is a significant concern for small rural shires who rely on external assistance to fund large infrastructure liabilities with small (and now capped) income sources. Council will continue to advocate for reinstatement of this (or similar) funding.

#### Superannuation shortfall (\*)

All Victorian Councils are required by law to ensure that their superannuation obligations are fully funded. In 2012, a state-wide shortfall of \$406 million was paid to the Local Authorities

Superannuation Fund Defined Benefits Scheme by all Victorian Councils. Indigo Shire's share of this state-wide shortfall which was paid in December 2012, was \$1.33 million.

Other levels of government are not required to fully fund their defined benefit scheme liabilities. Unfunded superannuation liabilities for the Victorian Government currently exceed \$29 billion, while estimates of the unfunded Commonwealth defined benefits liability (excluding the Future Fund) are around \$61 billion.

Due to recent market stability Council has ceased the pre-emptive practice of putting away funds for possible future calls on the defined benefits scheme. This has resulted in a saving to employee costs of \$0.21 million in the 2015-16 Budget.

### **Declining government grants (\*)**

Nationally, Local Government collects 3.5% of the \$358.7 billion total taxes raised by all tiers of government. Core financial assistance through federal tax distribution to Local Government has declined from 1.2% of Australian Government revenue in 1993–94 to 0.62% in 2011–12.

Australian and Victorian Government grants to Local Government are usually indexed to CPI or less. In real terms, grants are lower each year as Council cost movements to deliver the service increase at LGCI levels. Councils are forced to fund these gaps from rates revenue.

### **State and federal regulations and reporting obligations (\*)**

An investigation by the Essential Services Commission has confirmed there are more than 100 reporting requirements for Victorian Councils to at least 17 different state agencies. Many requirements provide little or no direct benefit to ratepayers, but result in increased Council costs and a diversion of Council resources. The 2015-16 financial year sees a further increase in reporting requirements under the State Government's Performance Reporting Framework for local Government.

### **State levies (\*)**

In recent years, authorities have placed a levy on all waste going into landfill, which Councils must pay on all household waste disposed at those centres irrespective of whether this is at their own landfill centres or via a surcharge to landfill centres operated by others. Indigo Shire's landfill is disposed of at the Albury Landfill Centre and while landfill levies are not applied to landfill centres in mostly rural NSW, the costs of disposing of waste per tonne at the Albury Landfill Centre have risen significantly over the last four years.

*\* Source: Municipal Association of Victoria (MAV)*

## **1.2 Internal influences**

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2015-16 Budget to varying degrees. These matters may have arisen from events occurring during the 2014-15 year resulting in variances between the forecast actual and budgeted results for that year as well as matters expected to arise in the 2015-16 year. The major internal influences affecting the 2015-16 Budget are set out below:

- The inclusion of Council's Enterprise Bargaining Agreement (EBA) provisions has been factored into salary modelling for the 2015-2016 Budget and all of the subsequent years for the SRP horizon. In addition to the EBA increases, the Superannuation Guarantee Levy increased to 9.50% in line with relevant legislation.
- This budget is based on the premise that the Victorian Grants Commission will continue to pay 100% of the annual funding in the financial year. Previous pre-payments from the state government are assumed to have ceased. The Victorian Grants Commission has removed \$0.12 million from the annual funding base compared to the 2015-16 budget. Previous pre-payments from the State government are assumed to have ceased.
- At the time of the budget document preparation, this budget is forecasting capital works expenditures carried forward from 2014-15 into 2015-16 is nil, but as capital works completions may change due to external influences e.g., the weather, this may change closer to the end of the year. Additional new capital works budgeted for 2015-16 amounts to \$6.50 million.
- **One Indigo Strategy**  
The 2015-16 budget continues the implementation of Council's One Indigo strategy, which is an organisational strategy designed to respond to these financial challenges, while delivering on the

Council's key priorities. The One Indigo strategy focuses on the outcomes required by Council and ensures that there is strong alignment around those outcomes and that the Council's systems, processes and people are positioned to deliver those outcomes. The One Indigo initiatives that are reflected in the 2015-16 budget include:

- the implementation of a place-based economic and community development focus for the Shire's townships, commencing with Chiltern;
- improved management of Council's assets and property portfolio to enable a more strategic view of Council's property holdings and to realize excess assets for possible sale or lease;
- improved focus on Council's governance arrangements, risk management and performance reporting to the community, Council and State, including the introduction of the State Government's Local Government Performance Reporting Framework;
- the capability to improve the efficiency of Council business processes with increased accountability for service units to generate financial savings; and
- improvements to Council's information systems to improve efficiency and service delivery.

### **1.3 Budget principles**

In response to these influences, guidelines were 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:

- service levels are to be maintained at 2014-15 levels;
- salaries and wages to be increased in line with Council's EBA;
- new initiative proposals to continue to follow the established process which requires a business case to be approved as part of the Council Plan and the Executive Management Group;
- asset renewal capital expenditure requirements identified in the adopted Asset Management Plans (AMP) during recent years for Roads, Bridges, Buildings, Drainage and Pathways have been incorporated into the 2015-16 Capital Budget as well as into the remaining years of the SRP;
- the Superannuation Guarantee levy has remained at 9.50% in line with legislation; and
- the Country Roads & Bridges Initiative funding of an extra \$1.0 million per year for four years has ceased and the 2015-16 budget has been built on the assumption that no further grant funding will be received for this (or any similar) program.

### **1.4 Key assumptions**

In preparing the Budget 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 98.0% of total rates and charges raised will be collected in the 2015-16 year;
- 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;
- loan borrowings of \$0.25 million to replace decreasing external grant funding;
- repayment of loan principal to be \$0.54 million;
- net capital expenditure to be \$6.5 million. There are no carry-over projects from 2014-15;
- Super Guarantee Levy remains at 9.50% for the 2015-16 year;
- a total of \$0.04 million to be transferred from reserves to accumulated surplus, representing the internal funding of the capital works program for the 2014-15 year;
- reduction of material and service costs;
- a reduction in fuel costs of \$0.05 million to \$0.35 million; and
- Statutory fees as determined by State Government to increase by 2.5%.

## 1.5 Long term strategies

The Budget includes consideration of a number of long-term strategies to assist Council in preparing the Budget in a proper financial management context. These include a Strategic Resources Plan for the years 2015-16 to 2018-19 (section 8), the adopted Rating Strategy (section 9) and Other Long Term Strategies (section 10) including borrowings, infrastructure, asset management and service delivery.

## 1.6 Snapshot of Indigo Shire

Indigo Shire Council covers an area of 2,016 sq km and is located in Victoria's picturesque North East bordering the Murray River, the Australian Alps and the municipalities of Alpine, Moira, Towong, Wangaratta and Wodonga. The shire offices are located in Beechworth and Yackandandah with service centres at Beechworth, Chiltern and Rutherglen. Indigo provides rural type industry with agriculture, viticulture, horticulture and tourism, which offers the natural beauty of historic towns, wineries, festivals and events.

Indigo Shire was created on 18 November 1994 through amalgamation of some of the former Shires of Beechworth, Chiltern, Yackandandah and all of Rutherglen.

### Population

Indigo has a large base of peri-urban population who commute to Albury-Wodonga for employment. As a result the municipality includes a large proportion of young families and has experienced relatively moderate average annual growth rates since the 1980s. Indigo's estimated population is 15,372. (Source: ABS Estimated Resident Population Data 30 March 2013).

### Cultural diversity

Indigo Shire is not a culturally and linguistically diverse municipality. In the 2011 Census 87.1% of the population indicated they were Australian born (93.3% of the population stated that only English was spoken at home (72.4% for Victoria).

### Housing

In 2011 there were 5612 occupied dwellings. Of this 93.3% were separate houses (versus 76.9% across Victoria) with only 2.8% being flats, units or apartments. 78.8% of dwellings were either owned or being purchased compared to 67% nationally; 73.2% were family households and 24.7% were lone person households (versus 24.5% lone person households across Victoria).

### Employment

Indigo Shire includes the towns and villages of Barnawartha, Beechworth, Chiltern, Kiewa-Tangambalanga, Rutherglen, Stanley, Wahgunyah and Yackandandah. Major industry sectors include farming and tourism with a high proportion of commuter employment into the regional cities of Albury-Wodonga and Wangaratta. This is supported by ABS census data showing Indigo has a higher than average proportion of tertiary qualified individuals than neighbouring councils.

An estimated 44% of Indigo Shire residents live and work in the area, with 47% residing in the area but working outside the boundaries.

There are over 1000 separate businesses based in the Shire. Whilst the number of manufacturing businesses is low, employment in this sector is high. Nestle/Uncle Toby's manufacturer of cereals and health food products based at Wahgunyah employs over 700 people and Murray Goulburn, major producer of dairy products at Tangambalanga, employs over 100 people. Our economy relies on its rural and tourism base and its regional association with Albury-Wodonga and Wangaratta.

### Education and occupation

Within Indigo Shire, 29.3% of people were attending an educational institution. In 2011 the statistical data shows that 26.6% attended Secondary School, 28.9% attended Primary School and 6.6% attended Pre School and 14.6% attending either TAFE or University. (Source: Council Plan – 2013-2017. ABS: 2011 Census Quick Stats)



## 2 Linkage to the Council Plan

This section describes how the Indigo Shire Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the medium term (Council Plan 2013-2017) and short term (Annual Budget 2015-2016) and then holding itself accountable (Audited Statements).

### 2.1 Planning and accountability framework

The Strategic Resource Plan, included in the Council Plan, is a 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 then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Transport, Planning and Local Infrastructure

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

### 2.2 Our purpose

#### Our vision

**INDIGO: A great place to live, work and visit.**

#### Our mission

To support and develop a sustainable, thriving and resilient community through leadership and partnerships.



## Our values

- Leadership
- Community involvement
- Honesty and integrity
- Respect
- Professionalism and teamwork
- Accountability

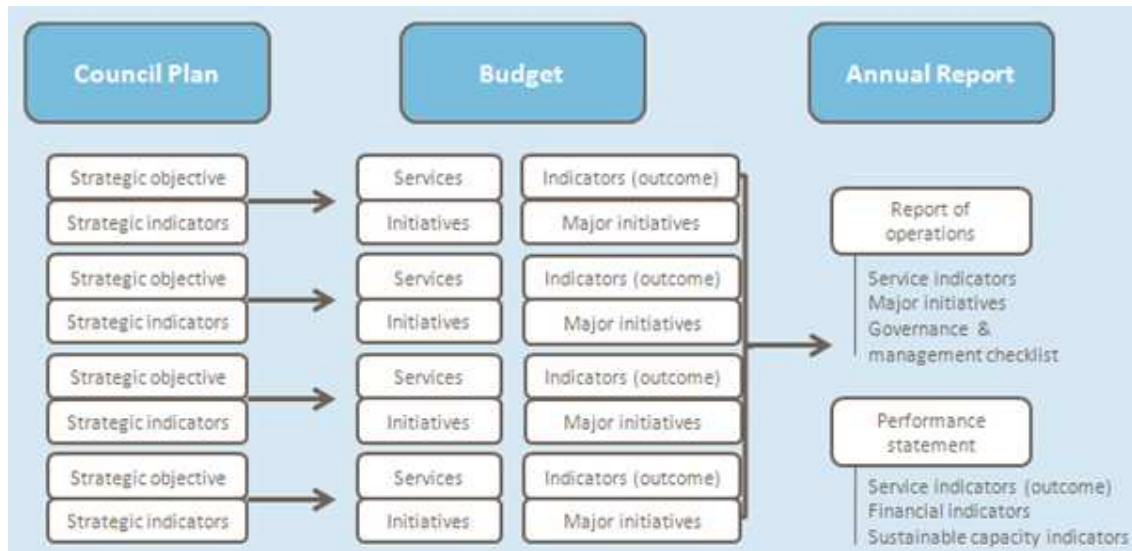
## 2.3 Strategic objectives

The Council delivers a diverse range of activities and initiatives under a number of major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan for the years 2013-2017 (Reviewed April 2015). The following table lists the four upper level or Strategic Objectives as described in the Council Plan

Strategic Objective	Description
1. Leadership of our people and our community	Provides for the good governance of the organisation; openly and efficiently. To continue to optimise and maintain financial sustainability, the building and maintenance of a positive customer service culture. Enhance our communications based on sound and innovative techniques, and the fostering of improved community involvement in Council decision making.
2. Managing our historical and built environment	Protect the Shire's heritage and indigenous assets while improving the quality and long term sustainability of the built environment. Maintain appropriate emergency management capabilities, manage and maintain to a high standard assets critical to our economic prosperity and ensure resource recovery (waste) management systems are ecologically and financially sustainable. Maintain and enhance our parks, gardens, and open spaces, and build and maintain a network of safe roads. Provide a safe environment for our community, protect and enhance the Shire's natural environment, expand and promote the bicycle and pedestrian network.
3. Growing our economy	Adopt a place-based approach to sustainable, appropriate development and jobs growth by identifying areas for growth and working with the communities to develop our townships. Focus on the Shire's tourism industry by working with committees and groups as well as supporting the Shire's significant events program. Promoting and supporting tourism destinations through the provision of appropriate visitor information, both online and via a physical presence. Ensuring that Council's responsiveness and customer service standards meet community needs and expectations.
4. Developing sustainable communities	Provide effective, efficient and respectful community care service delivery. Promote and manage appropriate land use and sustainable development, encourage and facilitate appropriate economic growth and employment opportunities while maintaining a sound base for the growth of the primary production sectors in the municipality. Recognise and plan for the effects of changing environmental and foster economic development. Advocate for ancillary services to those provided by Council on issues of concern, conditions, ensure we are socially inclusive and work with our community to lead healthy, active, safe and connected lives, encourage and support participation of our communities. Reinforce the inherent strengths of the Indigo Shire and initiate Place Making across the Shire with a place based focus.

### 3 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 specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



Source: Department of Transport, Planning and Local Infrastructure

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

### 3.1 Strategic Objective 1: Leadership of Our People and Our Community.

To achieve our objective of **Leadership of Our People and Our Community**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue)	Forecast Expenditure (Revenue)
		Net Cost \$'000	Net Cost \$'000
Council and Executive Management	The purpose of this service is to: <ul style="list-style-type: none"> <li>oversee and manage the day-to-day operations and affairs of the Council;</li> <li>implement the decisions and policies of Council in a timely manner;</li> <li>advise and report to Council on any of the functions of Council prescribed in the <i>Local Government Act 1989</i> (LGA);</li> <li>monitor, manage and report to Council on Council's performance; and</li> <li>prepare plans, policies, strategies, budgets and procedures for consideration by council in accordance with the LGA and other legislation.</li> </ul>	1,402 0 <b>1,402</b>	1,303 0 <b>1,303</b>
Governance	This service has the responsibility to provide <b>governance</b> support to Council by: <ul style="list-style-type: none"> <li>provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation;</li> <li>key performance indicators, including the State Government's recently introduced Local Government Performance Reporting Framework;</li> <li>oversight of council's election process including the production and compliance of voter rolls; and</li> <li>support to Council, Councillors, staff and Council committees in matters of governance.</li> </ul>	186 0 <b>186</b>	57 0 <b>57</b>
Records Management	The purpose of this service is to: <ul style="list-style-type: none"> <li>administer and support Council's electronic records management system (TRIM) including regular reviews and strategies to increase the levels of staff usage and effectiveness; and</li> <li>ensure document disposal and retention requirements are in accordance with the Public Records Office of Victoria.</li> </ul>	126 0 <b>126</b>	126 0 <b>126</b>
Business Improvement	The purpose of this service is to explore business improvement opportunities and collaboration in both Indigo and Towong Shires.	40 (40) <b>0</b>	131 (103) <b>29</b>
Risk Management	This service provides a range of governance, risk, insurance, occupational health and safety, statutory and corporate support services.	519 (4) <b>515</b>	498 (8) <b>491</b>

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue) <b>Net Cost</b> \$'000	Forecast Expenditure (Revenue) <b>Net Cost</b> \$'000
Communications	The purpose of this service is to: <ul style="list-style-type: none"> <li>provide a range of different communication methods between council and the community;</li> <li>provide strategic advice to council staff and Councillors on communication and media-related issues;</li> <li>community engagement (Community Forums and others);</li> <li>media liaison;</li> <li>various publications;</li> <li>the unit works with all departments of Council, advising on the most effective forms of communication – <ol style="list-style-type: none"> <li>to provide timely, complete and accurate information to Council decisions, business and issues; and</li> <li>to provide training, support, advice and expertise to all Councillors and Council staff on community engagement and media-related issues.</li> </ol> </li> </ul>	245 0 <b>245</b>	251 0 <b>251</b>
Organisational Development	The purpose of this service is to: <ul style="list-style-type: none"> <li>drive, influence and support cultural change across the organisation;</li> <li>manage the full spectrum of employee/volunteer lifecycle events including attraction, recruitment, retention, health and safety, training, performance management, professional development and employee health and wellbeing; and</li> <li>support and coach line managers in supporting, developing and motivating their staff.</li> </ul>	517 0 <b>517</b>	543 03 <b>546</b>
Information Technology	The purpose of this service is to: <ul style="list-style-type: none"> <li>ensure all of Council's Information Communications Technology (ICT) systems and infrastructure is running efficiently and effectively, fit for purpose in supporting Council staff in their jobs now and moving forward with high availability and uptime;</li> <li>provide a high level of user support and training to staff and Councillors; and</li> <li>support Council's objectives as described in the Council Plan via strategic implementation of ICT.</li> </ul>	826 0 <b>826</b>	845 0 <b>845</b>

### Major Initiatives

1. Implement the Local Government Performance Reporting Framework.
2. Develop an agreed Differential Rating Strategy.
3. Renegotiate and implement a new Enterprise Agreement.
4. Implementation of Council's IT strategy.

## Initiatives

1. Introduce annual service planning linked to the Council Plan and budget for all Service units.
2. Implementation of endorsed 2015-16 actions from the One Indigo organisational refresh program.
3. Review and amend Local Law No. 3 Meeting Procedures.
4. Implement risk management reporting framework.

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Council and Executive Management	Council Plan Delivery Ratio	The extent to which the actions and initiatives identified in the Council Plan for the current financial year are delivered.	Number of Council Plan actions delivered in FY/ Number of Council Plan actions identified in FY(endorsed by Council in Annual Council Action Plan).
Council and Executive Management	Delivery of services and projects within allocated budgets	The extent to which the services and projects provided by Council are being delivered within the approved operating and capital budgets.	Actual budget expenditure compared to adopted / revised budget allocations.
Council and Executive Management	Local Government Performance Reporting Framework (LGPRF) Indicators	As the Executive Management service oversees and manages all Council services, the measures of its performance are those of the Council organisation as detailed in the LGPRF suite.	As detailed in the LGPRF.
Council and Executive Management	Satisfaction survey	Satisfaction with council decisions (performance).	Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community.
Council and Executive Management	Satisfaction survey	Satisfaction with community consultation and engagement.	Community satisfaction rating out of 100 with how council has performed on community consultation and engagement.
Council and Executive Management	Victorian Auditor-General's Office (VAGO)	Financial sustainability risk assessment	Low Risk
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.

### 3.2 Strategic Objective 2: Managing our Historical and Built Environment

To achieve our objective of **Managing our Historical and Built Environment**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. These services will incorporate the protection of the Shire's heritage assets, the long term sustainability of the built environment, provision of high standard assets critical to our economic prosperity, effective waste management systems that are ecologically and financially sustainable, and the maintenance of a network of safe roads, bicycle paths and pedestrian walkways. The services, initiatives, major initiatives and service performance indicators for each business area are described below

#### Services

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue)	Forecast Expenditure (Revenue)
		Net Cost \$'000	Net Cost \$'000
Asset Management	The purpose of this service is to: <ul style="list-style-type: none"> <li>provide asset management services for Council-owned infrastructure;</li> <li>review and manage Council's Road Management Plan; and</li> <li>provide GIS and associated services, including mapping and road &amp; street numbering.</li> </ul>	432 0 <b>432</b>	452 (5) <b>447</b>
Property	This area of the budget consists of: <ul style="list-style-type: none"> <li>management of Council's property portfolio;</li> <li>the operation and maintenance of Carlyle Cemetery; and</li> <li>the rental income and maintenance costs associated with four Caravan Parks on Council controlled land at Beechworth, Chiltern, Rutherglen and Yackandandah.</li> </ul>	62 (112) <b>(50)</b>	60 (99) <b>(39)</b>
Buildings	The purpose of this service is to provide: <ul style="list-style-type: none"> <li>management oversight across a range of Council owned and managed buildings and properties; and</li> <li>cyclic and response maintenance to Council-owned buildings.</li> </ul>	1,198 (9) <b>1,189</b>	1,176 (9) <b>1,165</b>
Capital Works	This area of the budget contains the various capital works projects which Council delivers including projects supported wholly or partly by grant funding. Projects include renewal and upgrades of existing infrastructure such as roads, bridges, paths, drainage, plant & equipment, buildings and recreational assets. There is also some funding allocated to new infrastructure. The purpose of this service is to: <ul style="list-style-type: none"> <li>maintain existing infrastructure to ensure it continues to meet community needs including those of future generations; and</li> <li>improve and add to the existing infrastructure where it falls short of growing community needs.</li> </ul>	Full capital works budget breakdown in Appendix D.	
Civil Operations Services	The purpose of this service is to manage and administer municipal maintenance services and works relating to roads, trees, parks and gardens, waste, plant and equipment, and emergency management.	461 0 <b>461</b>	443 0 <b>443</b>
Development Engineering	The purpose of this service is to: <ul style="list-style-type: none"> <li>provide engineering support to developers and community members looking to develop or</li> </ul>	54 (19) <b>35</b>	63 (88) <b>(25)</b>

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> <li>subdivide land;</li> <li>fulfil the role of Engineering referral authority for Indigo Shire Council's Planning Scheme – providing conditions and ensuring compliance with standards for planning permits; and.</li> <li>provide internal engineering and standards support for Infrastructure Services staff.</li> </ul>		
Drainage	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>investigate stormwater drainage issues; and</li> <li>maintain drainage infrastructure.</li> </ul>	197 (1) <b>196</b>	188 (1) <b>187</b>
Emergency Management	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>plan for emergency events which may impact on our community;</li> <li>assist in the response and recovery from emergency events;</li> <li>maintain appropriate emergency management capabilities; and</li> <li>maintain fire plugs and standpipes throughout the Shire.</li> </ul>	180 (121) <b>59</b>	182 (119) <b>63</b>
External Contracts	<p>This area of the budget consists of two operations which provide services outside of the Shire.</p> <ul style="list-style-type: none"> <li>Buller Gas has a contract to provide a reticulated LP gas service on Mount Buller. Bulk LPG is delivered to large tanks on site and is distributed throughout the village via a pipe reticulation system and sold to commercial and residential customers.</li> <li>Horseshoe Quarry, which is owned and operated by Indigo Shire Council, produces materials used by Council to help maintain its gravel roads as well as being sold to other customers.</li> </ul>	1,818 (2,471) <b>(653)</b>	1,975 (2,578) <b>(603)</b>
Natural Resource Management	<p>The purpose of this service is to initiate and drive a range of environmental and sustainability programs to promote improved natural resource management and efficient resource use within Council operations and the community.</p>	295 (26) <b>269</b>	348 (207) <b>141</b>
Non Indigo Shire Council owned assets	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>improve the quality and maximise the long-term sustainability of the built environment for non-Indigo Shire Council (ISC) owned assets that have community importance.</li> </ul>	816 (471) <b>345</b>	40 0 <b>40</b>
Parks & Gardens	<p>The purpose of this service is to preserve and maintain Indigo Shire Council's various parks and gardens throughout the Shire. This includes:</p> <ul style="list-style-type: none"> <li>over 30 different parks and gardens;</li> <li>inspection and maintenance of playgrounds;</li> <li>cleaning and maintenance of BBQ's and park furniture; and</li> <li>general maintenance around Lake Anderson (Chiltern), Lake King (Rutherglen) and Lake Sambell wall (Beechworth) in partnership with the Committees of Management.</li> </ul>	775 0 <b>775</b>	654 (2) <b>652</b>



Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue)	Forecast Expenditure (Revenue)
		Net Cost	Net Cost
		\$'000	\$'000
Pathways	The purpose of this service is to provide pathway services including footpaths and shared paths.	182 0 <b>182</b>	179 0 <b>179</b>
Plant, Equipment & Fleet	This area of the budget contains the operating and depreciation costs of Council's heavy plant, motor vehicle fleet and small plant and equipment. The purpose is to ensure that: <ul style="list-style-type: none"> <li>plant and equipment, suitable for Council's civil operations such as road maintenance;</li> <li>a suitable motor vehicle fleet necessary for the conduct of Council business are maintained in a safe and serviceable condition; and</li> <li>these costs are recouped from other business units according to usage levels for plant equipment and fleet.</li> </ul>	1,361 (156) <b>1,205</b>	1,369 (162) <b>1,207</b>
Roads & Ancillary Services	The purpose of this service is to preserve and maintain Indigo Shire Council's <b>roads</b> and associated infrastructure including: <ul style="list-style-type: none"> <li>sealed and unsealed road pavements;</li> <li>bridges and major culverts;</li> <li>bus shelters;</li> <li>traffic signs and road furniture; and</li> <li>lighting.</li> </ul>	4,219 (1,685) <b>2,534</b>	4,363 (1,689) <b>2,674</b>
Tree Services	The purpose of this service is to: <ul style="list-style-type: none"> <li>preserve and maintain Indigo Shire Council's many and significant street and park trees; and</li> <li>plan for and implement a replacement planting program.</li> </ul>	385 0 <b>385</b>	353 (1) <b>352</b>
Waste Management	This service includes <b>waste collection</b> consisting of: <ul style="list-style-type: none"> <li>kerbside waste, recycling and organics collection services to reduce waste to landfill;</li> <li>operation of Transfer Stations at Beechworth and Rutherglen;</li> <li>an annual hard waste service;</li> <li>the provision of public place waste/recycle disposal facilities; and</li> <li>support for festival and event waste/recycle disposal facilities.</li> </ul>	2,333 (154) <b>2,179</b>	2,000 (117) <b>1,883</b>

### Major Initiatives

1. Introduction of kerbside organics collection service as part of Council mitigation against climate change.
2. Beechworth library relocation. (\$345K)
3. Complete Wahgunyah Recreation Reserve Building Upgrade. (\$791)
4. Complete widening and rehabilitation of Allans Flat Road. (2km) (\$500K)
5. Complete the street lighting replacement project. (\$200K)

### Initiatives

1. Review the Environment Strategy.
2. Installation of solar panels on Council buildings.
3. Complete the Climate Change Adaption Plan project.
4. Complete annual gravel re-sheeting program.
5. Complete annual resealing program.
6. Conduct a detailed review of Council's property holdings.



**Service Performance Outcome Indicators**

<b>Service</b>	<b>Indicator</b>	<b>Performance Measure</b>	<b>Computation</b>
Roads	Satisfaction	Community satisfaction with sealed local roads.	Rating out of 100 from annual local government community satisfaction survey.
Waste collection	Waste diversion	Percentage of material collected from kerbside collections 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

### 3.3 Strategic Objective 3: Growing Our Economy

To achieve our objective of **Growing Our Economy**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Service area	Description of services provided	2015-16 Budget Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>	2014-15 Forecast Expenditure (Revenue) <b>Net Cost</b> <b>\$'000</b>
Burke Museum & Historic Precinct	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>collect, conserve and preserve the unique and nationally significant story of Beechworth and District;</li> <li>display the collection for interpretation and education, to make accessible for researchers and interested tourists alike;</li> <li>promote and support knowledge sharing amongst other museums in the shire;</li> <li>make accessible for research: academic historians, genealogical researchers;</li> <li>maintain the historic precinct and make it accessible to visitors; and</li> <li>to be a key driver for local tourism.</li> </ul>	<p>607</p> <p>(249)</p> <p><b>358</b></p>	<p>593</p> <p>(245)</p> <p><b>348</b></p>
Customer Service & Administration	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>provide our residents and community with high quality and efficient customer service delivery from our offices in Beechworth, Chiltern, Rutherglen and Yackandandah.</li> </ul>	<p>848</p> <p>0</p> <p><b>848</b></p>	<p>821</p> <p>(0)</p> <p><b>821</b></p>
Tourism	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>be responsible for the marketing and promotion of Indigo Shire's tourism destinations;</li> <li>support the range of tourism festivals and events;</li> <li>support the development of new and existing tourism product;</li> <li>assist industry development through skills workshops and tools; and</li> <li>increase the economic benefit to the community through tourism.</li> </ul>	<p>675</p> <p>(65)</p> <p><b>610</b></p>	<p>663</p> <p>41</p> <p><b>621</b></p>
Visitor Services	<p>The purpose of this service is to:</p> <ul style="list-style-type: none"> <li>operate Visitor Information Centres in Beechworth and Yackandandah, and support those in Chiltern and Rutherglen;</li> <li>encourage economic growth through maximising visitor spend;</li> <li>deliver information, retail sales and accommodation/tour/and event bookings to visitors;</li> <li>operate a customer service area open to the public;</li> <li>provide assistance to operators through mentoring and workshops to grow their businesses and professional skills;</li> <li>collate and provide inspiring informative communications through digital, print and social mediums; and</li> <li>support destination marketing campaigns.</li> </ul>	<p>617</p> <p>(148)</p> <p><b>469</b></p>	<p>583</p> <p>(179)</p> <p><b>404</b></p>

Service area	Description of services provided	2015-16 Budget Expenditure (Revenue) Net Cost \$'000	2014-15 Forecast Expenditure (Revenue) Net Cost \$'000
Economic Development	The economic development service assists the organisation to: <ul style="list-style-type: none"> <li>• identify areas/opportunities for growth;</li> <li>• strengthen small town retail precincts;</li> <li>• assess council's impact on economic development;</li> <li>• encourage &amp; support agriculture and viticulture activity; and</li> <li>• inform strategic Council purchasing.</li> </ul>	236 (20) <b>216</b>	234 (36) <b>198</b>
<u>Finance Services</u>	The purpose of this service is to: <ul style="list-style-type: none"> <li>• deliver all core accounting and finance functions;</li> <li>• management and compliance of all finance related statutory, legal and taxation obligations; and</li> <li>• financial support to staff and Council.</li> </ul> This area of the budget also receipts rates and charges.	683 (3,011) <b>(2,328)</b>	774 (3,031) <b>(2,257)</b>
Rates & Property Services	The purpose of this service is to: <ul style="list-style-type: none"> <li>• manage the forthcoming biannual property valuation process;</li> <li>• prepare all property rating requirements for the shire including calculations, rate notices, collections etc.;</li> <li>• manage debt collection for outstanding rates Debtors;</li> <li>• manage the Vote role updates for election years; and</li> <li>• preparation and adoption of Rating strategy.</li> </ul>	283 (73) <b>211</b>	195 (171) <b>24</b>

### Major Initiatives

1. Implementation of Council's Chinese tourism study actions.
2. Finalisation and implementation of Council's Beechworth Visitor Information Centre review.
3. Relocation of Burke Museum items to the upgraded facility in Council's renovated office/library building.

### Initiatives

1. Increase the sustainability of events through training of event volunteers.
2. Manage Council's biannual property valuation

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Finance Services	Sustainability risk	VAGO sustainability indicators	As per Section 8.3

### 3.4 Strategic Objective 4: Developing Sustainable Communities

To achieve our objective of **Developing Sustainable Communities**, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

#### Services

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue) Net Cost \$'000	Forecast Expenditure (Revenue) Net Cost \$'000
Aged Care & Disability Services	The purpose of this service is to provide a range of <b>home and community care</b> services for the aged and disabled. The purpose of these services are to: <ul style="list-style-type: none"> <li>plan and deliver services which target the needs of frail older people and those with a disability and their Carers, whose capacity for independent living is at risk. By the provision of basic support and assistance to people living at home, it is aimed to minimise the risk of premature or inappropriate admission to long term residential care and enhance the individual's capacity to remain living in their own home.</li> </ul>	1,289 (1,209) <b>80</b>	1,312 (1,232) <b>80</b>
Arts & Culture	The purpose of this service is to: <ul style="list-style-type: none"> <li>Provide the community and community groups with opportunities to be involved in art and cultural activities, events and programs.</li> </ul>	63 0 <b>63</b>	62 0 <b>62</b>
Building Control Services	The purpose of this service is to fulfil the obligations required by Local Councils within the <i>Building Act (1993)</i> and the Building Regulations 2006: <ul style="list-style-type: none"> <li>by issuing building permits which promote safe and sustainable development;</li> <li>monitoring Places of Public Entertainment; and</li> <li>inspecting, monitoring and controlling unsafe structures after accidents or acts of nature.</li> </ul>	451 (403) <b>48</b>	418 (398) <b>20</b>
Community Development	The purpose of this service is to: <ul style="list-style-type: none"> <li>plan and provide opportunities for the community activities and to identify and respond to issues;</li> <li>support the community to become more self-sufficient and sustainable by giving them the tools and resilience to investigate and address local issues; and</li> <li>assist and support the community in the process of capacity building, building sustainability in community based decisions and in forming and maintaining strategic partnerships.</li> </ul>	454 (41) <b>413</b>	476 (41) <b>435</b>
Early Years	The purpose of this service is to: <ul style="list-style-type: none"> <li>support groups and agencies to provide early years services to the Indigo Shire community.</li> </ul>	72 0 <b>72</b>	84 0 <b>84</b>

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue)	Forecast Expenditure (Revenue)
		Net Cost	Net Cost
		\$'000	\$'000
Library Services	This service provides public <b>library</b> services which: <ul style="list-style-type: none"> <li>provides the community with four permanent libraries as Beechworth, Chiltern, Rutherglen and Yackandandah;</li> <li>provides a variety of out-reach programs and services to all other communities and towns;</li> <li>provides access to other collections available through the Swift Consortium; and</li> <li>meets informational, educational and recreational needs of all members of the community.</li> </ul>	504 (177) <b>327</b>	497 (194) <b>303</b>
Environmental Health Services	This service protects the community's health and well-being by coordinating <b>food safety</b> support programs to: <ul style="list-style-type: none"> <li>manage and deliver Council's statutory duties under the provisions of the <i>Food Act 1984</i> (food safety), <i>Public Health &amp; Wellbeing Health Act 2008</i>, <i>Environment Protection Act 1970</i>, <i>Tobacco Act 1987</i> and other associated Acts and Regulations through appropriate policy development, planning and service delivery.</li> </ul>	310 (273) <b>37</b>	281 (264) <b>17</b>
Local Laws & animals	The purpose of this service is to: <ul style="list-style-type: none"> <li>provide a safe and orderly environment for residents, visitors and the public; and</li> <li>to provide amenity and minimise risks to both the community and to Council, as a business, alike.</li> <li>To achieve this through the unit using both State Legislation and Local Laws to guide the public, these Laws have enforcement provisions that are applied when other methods fail, the Legislation/Regulations/Local laws used include: <ul style="list-style-type: none"> <li>local Laws 1, 2, 4 and 5;</li> <li><i>Domestic Animal Act 1994</i> to support <b>animal management</b>;</li> <li><i>Prevention of Cruelty to Animals Act 1986</i>;</li> <li><i>Impounding of Livestock Act 1994</i>;</li> <li><i>Road Safety Act 1986</i>;</li> <li><i>CFA Act 1958</i>;</li> <li><i>Summary Offences Act 1966</i>; and</li> <li><i>Graffiti Prevention Act 2007</i>.</li> </ul> </li> </ul>	216 (193) <b>23</b>	215 (186) <b>29</b>
Planning	The purpose of the <b>statutory planning</b> service is to: <ul style="list-style-type: none"> <li>process all planning applications;</li> <li>act as the Planning Authority and Responsible Authority for the administration of the Indigo Planning Scheme as required of Council by State Government; and</li> <li>undertake the development and provision of land use policy in keeping with the Municipal Strategic Statement and Indigo Planning Scheme.</li> </ul>	763 (118) <b>645</b>	748 (110) <b>638</b>

Service area	Description of services provided	2015-16	2014-15
		Budget Expenditure (Revenue)	Forecast Expenditure (Revenue)
		Net Cost	Net Cost
		\$'000	\$'000
Maternal & Child Health	The purpose of this service is to: <ul style="list-style-type: none"> <li>provide <b>Maternal and Child Health</b> and Immunisation services to the Indigo Shire community.</li> </ul>	196 (130) <b>66</b>	191 (128) <b>63</b>
Recreational Planning	The purpose of this service is to: <ul style="list-style-type: none"> <li>plan for the future recreational needs of the community; and</li> <li>support the community in the provision of recreation facilities and services, identification of funding opportunities, preparation and submission of funding applications, working with committees of management in the development of master-plans.</li> </ul>	344 0 <b>344</b>	356 (18) <b>338</b>
Swimming Pools	This service provides outdoor swimming <b>pool facilities</b> to 5 communities and to provide the community with access to aquatic facilities, services and programs.	390 (131) <b>259</b>	402 (132) <b>270</b>
Young People	The purpose of this service is to provide and extend the range and quality of services available to young people aged between 12-25 years in the Indigo Shire by working with service providers, schools and community groups. In particular: <ul style="list-style-type: none"> <li>enhance young people's wellbeing and social health;</li> <li>promote supportive environments;</li> <li>strengthen community, school and family supports for young people;</li> <li>develop the competence and personal skills of young people; and</li> <li>improve and promote improved access to services.</li> </ul>	157 (105) <b>52</b>	153 (95) <b>58</b>

### Major Initiatives

1. Purchase and implement the HACCC client management system.
2. Implement Place Making at Chiltern, including the development of a Structure Plan.

### Initiatives

1. Implement the outcomes of the Stanley Land Use Strategy.
2. Implement the outcomes of the Rutherglen Rural Living Strategy.
3. Support the Dementia Friendly Communities Project.
4. Implement Council priorities from Heritage Review.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits. (Percentage of children attending the MCH key ages and stages visits).	[Number of actual MCH visits / Number of expected MCH visits] x100
		Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits).	[Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children] x100
Pool Facilities	Utilisation	Utilisation of pool facilities. (The number of visits to pool facilities per head of municipal population)	Number of visits to pool facilities / Municipal population
Food Safety	Health and safety	Number of days between receipt and first response action for all food complaints. Number of registered class 1 food premises and class 2 food premises that received an annual food safety assessment in accordance with the <i>Food Act 1984</i> . Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up.	24 hours or as soon as practicable. 100% follow up.
			100% follow up.
Local Laws & animals	Service Provision	Number of days between receipt and first response for all animal management requests.	Number of successful animal management prosecutions
Building Control	Service Provision	Issue Building permits. Respond to inspection requests.	10 days if complete. Within 24 hours.
Planning	Service Provision	Time taken to decide planning applications.	Statutory timelines 60 days
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members).	[Number of active library members / municipal population] x100.
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that 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 that 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.

### 3.5 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 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 full set of prescribed performance indicators are audited each year by the Victorian Auditor-General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

### 3.6 Reconciliation with Budgeted operating result

	<b>Net Cost (Revenue) \$'000</b>	<b>Expenditure \$'000</b>	<b>Revenue \$'000</b>
Leadership of our people and our community	<b>3,816</b>	3,860	(44)
Managing our Built Environment	<b>9588</b>	14,768	(5,179)
Growing Our Economic Prosperity	459	3,950	(3,492)
Developing Sustainable Communities	<b>2,429</b>	5,211	(2,782)
<b>Total activities and initiatives</b>	<b>16,292</b>	<b>27,789</b>	<b>(11,497)</b>
Other non-attributable	0		
<b>Deficit before funding sources</b>	<b>16,292</b>		
Rates and charges	(14,650)		
Capital grants & Contributions and gain on asset sale	(2,409)		
<b>Total funding sources</b>	<b>(17,059)</b>		
<b>Surplus for the year</b>	<b>(768)</b>		



## 4. Analysis of Operating Budget

This section analyses the operating Budget including expected revenues 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	30,022	28,557	(1,466)
Total expenses	4.3	(26,658)	(27,789)	(1,130)
<b>Surplus (deficit) for the year</b>		<b>3,364</b>	<b>768</b>	<b>(2,596)</b>
Grants – capital non-recurrent	4.2.8	(3,513)	(658)	2,855
Contributions - non-monetary assets	4.2.9	0	0	0
Capital contributions - other sources	4.2.9	(71)	(3)	68
<b>Adjusted underlying surplus (deficit)</b>	4.1.1	(220)	<b>107</b>	327

#### 4.1.1 Adjusted underlying result (\$0.33 million improvement)

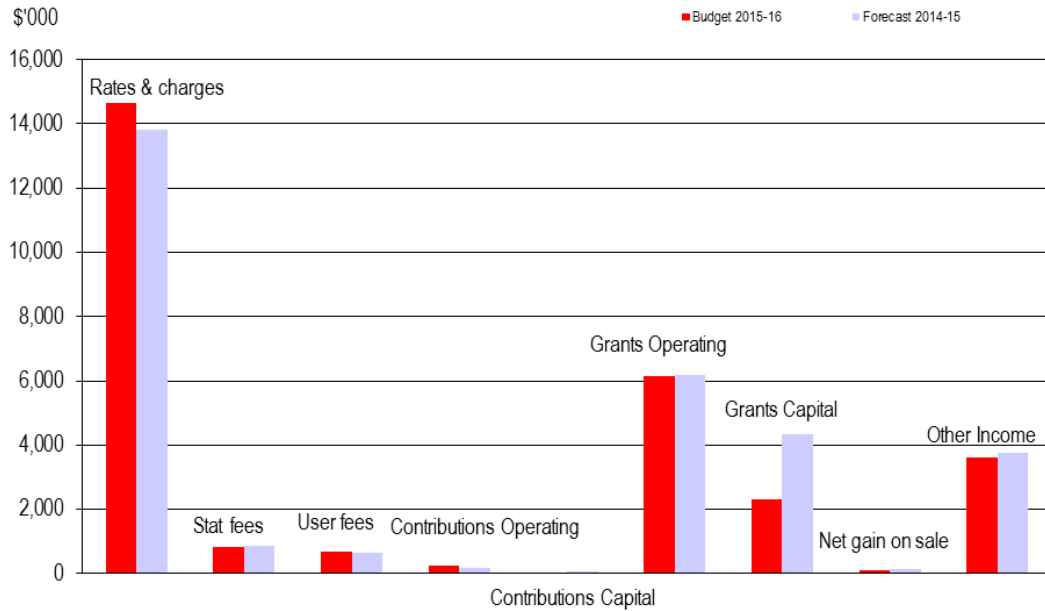
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives 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 \$0.107 million surplus which is an improvement of \$0.33 million over the 2014-15 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year. A review of the SRP shows a continued improving trend for the adjusted underlying result over the SRP horizon.

### 4.2 Income

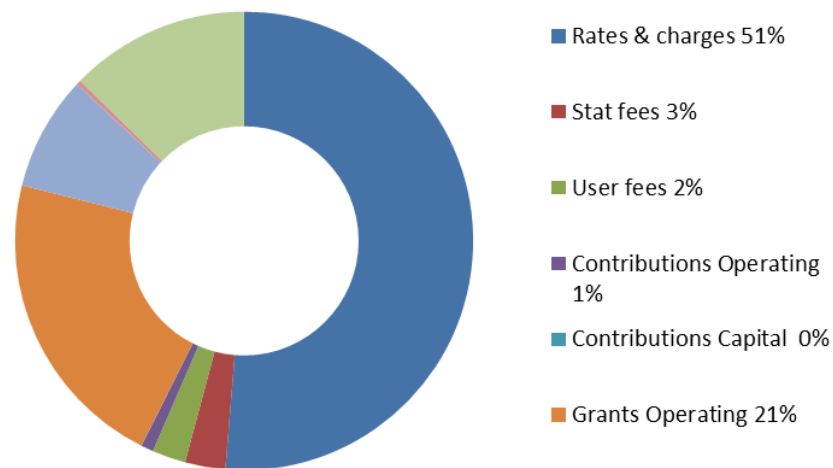
As can be seen within the following tables and graphs, the main cause for the net of \$1.47 million decrease within Total Income is a projected decrease in both Grants - Capital of \$2.03 million and Grants – Operating of \$0.05 million.

Operating Revenue Types	Ref	Forecast Actual 2014-15 \$'000	Budget 2015-16 \$'000	Variance \$'000
Rates and charges	4.2.1	13,821	14,651	829
Statutory fees and fines	4.2.2	854	814	(39)
User fees	4.2.3	648	677	29
Contributions – Operating	4.2.4	186	248	63
Contributions – Capital	4.2.9	71	3	(68)
Grants – Operating	4.2.5	6,190	6,135	(54)
Grants – Capital	4.2.8	4,337	2,306	(2,031)
Net gain on sale of assets	4.2.6	160	100	(60)
Other Income	4.2.7	3,755	3,622	(133)
<b>Total income</b>		<b>30,022</b>	<b>28,557</b>	<b>(1,466)</b>



Source: Appendix A

## Budget Income 2015-16



### 4.2.1 Rates and charges (\$0.83 million increase)

In accordance with Council's strategic objectives, this budget year sees the implementation of Council's long awaited Organics Kerbside Collection Service. This service will collect organic material from urban households for composting as part of Council's commitment to improved resource recovery (Council Plan objective 2). This change requires a change to the fees and charges applicable to this area. Organic Collection for urban areas will be charged at \$144.50 and replace the optional green bin. The red landfill bin will now be split into urban (\$102.30) and rural (\$172.10). The recyclable (yellow) bin service will not change and will only increase marginally from the previous financial year.

The "Waste Management Facility Levy" has been retitled "Environmental Management Contribution" to better reflect Council's broader environment focus.

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 Statutory fees and fines (\$0.04 million decrease)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, *Public Health & Wellbeing Act 2008*, registrations and parking fines. Increases in statutory fees are generally made in accordance with legislative requirements. Statutory fees that are not mandated by other Government authorities and are set by Council are generally in the order of a 2.5% increase for the 2015-16 Budget year.

Total Statutory fees are forecast to decrease by 5.4% mainly relating to the bi-annual payment for revaluations compared to 2014-15. A detailed listing of statutory fees is available in Appendix D of this document, on Council's website and can also be inspected at Council's customer service centres.

#### 4.2.3 User fees (\$0.03 million increase)

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, and other community facilities and the provision of human services such as home help services.

User charges are projected to increase by 4.4% over 2014-15. A detailed listing of fees and charges is available in Appendix D of this document, on Council's website and can also be inspected at Council's customer service centres.

#### 4.2.4 Contributions Operating (\$0.06 million increase)

Operating Contributions relate mainly to monies paid by Council staff as their contribution towards personal use of a Council-owned vehicle. Operating Contributions are projected to decrease by 4.2% compared to 2014-15 and this decrease is due to the reduced number of Council provided vehicles.

#### 4.2.5 Grants - Operating (\$0.05 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants has decreased by .9% 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 Types and Source	Forecast	Budget	Variance
	Actual 2014/15 \$'000	2015/16 \$'000	\$'000
<b>Recurrent - Commonwealth Government</b>			
Victorian Grants Commission	4,423	4,303	(120)
General home care	66	57	(9)
Other (*specify each type)	-	-	-
<b>Recurrent - State Government</b>			
Heritage Services	0	0	0
Roadside Management	39	0	(39)
Aged care	855	849	(6)
School crossing supervisors	9	9	0
Libraries	157	146	(11)
Maternal and child health	128	131	3
Youth Services	85	99	14
Community safety	0	0	0
Other (*specify each type)	-	-	-
<b>Total recurrent grants</b>	<b>5,762</b>	<b>5,593</b>	<b>(169)</b>

<b>Non-recurrent - Commonwealth Government</b>			
Other (*specify each type)	-	-	-
<b>Non-recurrent - State Government</b>			
Procurement	90	40	(50)
Business Development	59	24	(35)
Emergency Management	60	61	1
Non ISC owned Assets	0	400	400
<b>Total non-recurrent grants</b>	<b>209</b>	<b>525</b>	<b>(316)</b>
<b>Non-Recurrent - Other grant funding</b>			
Public Programs -	13	13	0
Environment Health Services	2	4	2
Conservation & Environment	204	0	(204)
<b>Total non-recurrent operating grants</b>	<b>219</b>	<b>17</b>	<b>(202)</b>
<b>Total Operating Grant Funding</b>	<b>6,191</b>	<b>6,135</b>	<b>(56)</b>

As can be seen from the above table, the largest component is the Victorian Grants Commission (VGC) funding, which has decreased \$0.12 million from 2014-15

#### 4.2.6 Net gain on sale of assets (\$60 thousand decrease)

The budget contains an assumption of \$200,000 of asset sales.

#### 4.2.7 Other Income (\$0.13 million decrease)

Other revenue relates to a range of items such as private works, recoup of various costs and other miscellaneous income items. It also includes interest revenue on investments and rate arrears. Other revenue is forecast to decrease by 3.6% compared to 2014-15.

#### 4.2.8 Grants - Capital (\$3.80 million decrease)

Capital Grant Funding Types and Source	Forecast	Budget	Variance
	Actual 2014/15 \$'000	2015/16 \$'000	\$'000
<b>Recurrent - Commonwealth Government</b>			
Roads to recovery	825	1,648	823
<b>Recurrent - State Government</b>			
<b>Total recurrent grants</b>	<b>825</b>	<b>1,648</b>	<b>823</b>
<b>Non-recurrent - Commonwealth Government</b>			
Roads	817	-	(817)
<b>Non-recurrent - State Government</b>			
Open Space	3,300	200	(3,100)
Buildings	400	257	(143)
Roads	1,000	401	(599)
<b>Total non-recurrent grants</b>	<b>5,517</b>	<b>658</b>	<b>(4,659)</b>
<b>Total Capital Grants</b>	<b>6,342</b>	<b>2,506</b>	<b>(3,836)</b>

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the Capital Works program. As has been the norm in recent prior years, Council has continued the practice within the 2015-16 Budget to only include Capital Grant funding and associated projects within the Capital Works program that have had grant funding confirmed as at the end of April 2015 except for two projects; Rutherglen Main Street Revitalisation and Beechworth to Yackandandah Cycle Path, totalling \$0.48 million.

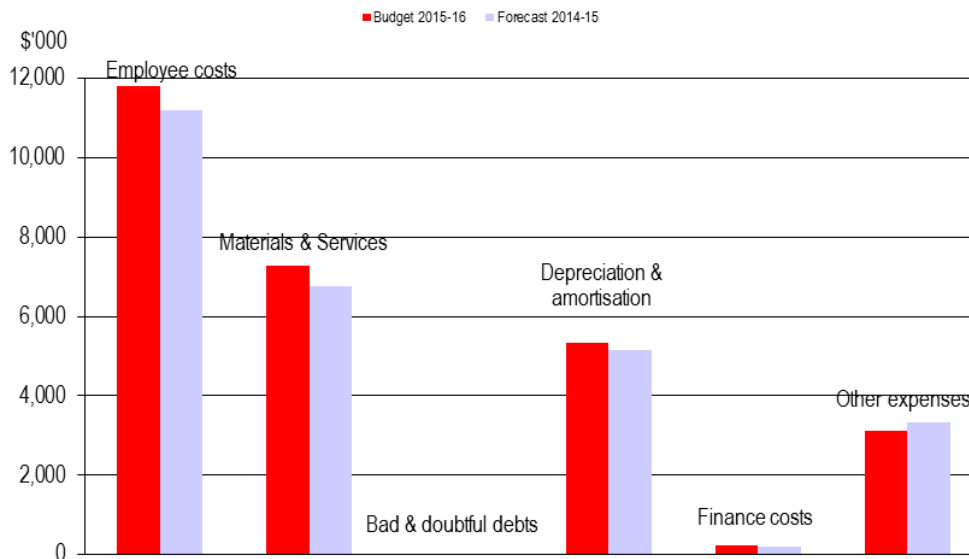
#### 4.2.9 Capital Contributions and Contributions – non-monetary (no change)

Capital contributions relate to monies paid by developers in regard to public reserve and recreation, drainage and car parking in accordance with planning permits issued for property development.

Non-monetary contributions related to either the transfer of assets (roads, footpaths, kerb & channel, drainage assets) from developers to Council at the completion of sub-division developments or in-kind labour and / or material contributions by community groups or committees of management (CoM) towards capital projects (generally recreation facilities or reserves that the groups or CoM utilise).

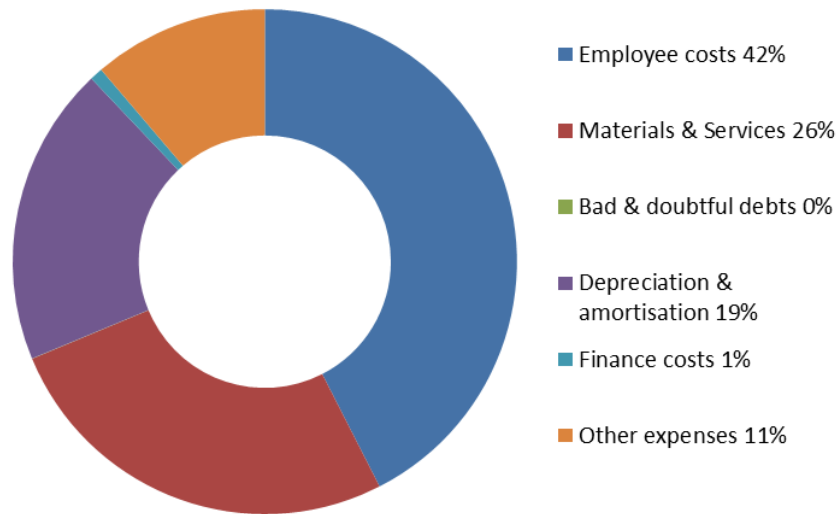
#### 4.3 Expenses

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2014-15 \$'000	2015-16 \$'000	\$'000
Employee costs	4.3.1	11,207	11,804	597
Materials and services	4.3.2	6,759	7,291	532
Bad and doubtful debts	4.3.3	5	5	0
Depreciation and amortisation	4.3.4	5,164	5,332	168
Finance costs	4.3.5	204	231	27
Other expenses	4.3.6	3,319	3,125	(195)
<b>Total operating expenditure</b>		<b>26,658</b>	<b>27,789</b>	<b>1,130</b>



Source: Appendix A

## Budgeted Expenses 2015-16



Source: Appendix A

### 4.3.1 Employee costs (\$0.60 million increase)

Employee benefits include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, employer superannuation, Work-cover premiums as well as staff related items such as staff training and development, protective clothing and uniforms.

Employee costs are forecast to increase by \$0.60 million in total compared to the 2014-15 forecast position. This increase compares budget staffing for 2015-16 versus forecast staff costs from 2014-15 that were lower due to some significant vacancies throughout the year. In this way the \$0.60 million accounts for the filling of the 2014-15 vacancies as well as cost increased attributable to the new financial year.

At the time of budget preparation the EBA is still under negotiation. The 2015-16 budget has been based on an expected EBA level that takes into account recent benchmarking data from like councils. Council's EBA negotiating position has been developed in conjunction with the Strategic Resource Plan and market conditions for Council's in Victoria. It reflects the current and future constraints that Council is operating within.

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

Department	Budget 2015-16 \$'000	Comprises		
		Permanent Full time \$'000	Permanent Part Time \$'000	Casual \$'000
Council and Executive Management	1,769	1,667	102	-
Corporate & Community Services	3,967	2,222	874	871
Development & Planning	2,650	1,597	368	685
Infrastructure Services	3,418	2,823	595	-
<b>Total</b>	<b>11,804</b>	<b>8,309</b>	<b>1,939</b>	<b>1,556</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	Casual
Council and Executive Management	12.5	10.0	2.5	0
Corporate & Community Services	44.5	16.0	25.3	3.2
Development & Planning	29.2	9.0	17.3	2.9
Infrastructure Services	53.1	35.7	16.7	.7
<b>Total</b>	<b>139.3</b>	<b>70.7</b>	<b>61.8</b>	<b>6.8</b>

This is a net increase of 1.9 FTE from last year's Budget. This increase is made up of a number of changes including; 3 new positions identified in Council's One Indigo strategy in response to Council Plan priorities and increased governance requirements balanced by reductions in FTE due to organisational efficiencies, as well as the reduction of some grant programs, and some reductions in part time hours.

#### **4.3.2 Materials and services (\$0.53 million increase)**

Materials and services include the purchases of consumables (including LPG purchases for Buller Gas) and payments to contractors for the provision of services. Materials and services are forecast to increase 7.9% compared to 2014-15.

#### **4.3.3 Bad and doubtful debts (no change)**

Bad and doubtful debts are projected to remain unchanged compared to 2014-15.

#### **4.3.4 Depreciation and amortisation (\$0.17 million increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life. This includes Council's property, plant and equipment and infrastructure assets such as roads and drains.

#### **4.3.5 Finance costs (\$0.03 million increase)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs is due to the effect of the planned new loans towards the end of 2014-15. (See section 10.1 for details on Borrowings).

#### **4.3.6 Other expenses (\$0.20 million decrease)**

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations, utility costs and other miscellaneous expenditure items.

Other expenses are forecast to decrease by 5.90% compared to 2014-15. This decrease is due to efficiency savings to offset the loss of VGC funding indexation.

Utility costs relate to telecommunications and other utilities such as water, gas and electricity. The budget shows a decrease of 4.9% or \$0.03 million in utility costs compared to 2014-15.

## 5. 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; and
- **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		13,771	14,601	829
Grants & Contributions - Operating		6,376	<b>6,383</b>	7
Grants & Contributions - Capital		4,408	<b>2,309</b>	(2,099)
Interest		259	237	(22)
User fees and fines		1,502	1,491	(11)
Other		3,497	3,385	(111)
		<b>29,812</b>	<b>28,407</b>	(1,406)
<i>Payments</i>				
Employee costs		(11,207)	(11,804)	(597)
Other payments		(10,028)	<b>(10,366)</b>	(338)
		<b>(21,235)</b>	<b>(22,170)</b>	935
<b>Net cash provided by operating activities</b>		<b>8,577</b>	<b>6,237</b>	(2,340)
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, plant and equipment		514	200	(314)
Repayment of loans and advances		10	10	0
Deposits		0	0	0
Payments for property, plant and equipment		(13,964)	<b>(6,502)</b>	7,462
<b>Net cash used in investing activities</b>		<b>(13,440)</b>	<b>(6,292)</b>	<b>7,148</b>
<b>Cash flows from financing activities</b>	5.1.3			
Finance costs		(204)	(231)	(27)
Proceeds from borrowings		1,500	<b>250</b>	(1,250)
Repayment of borrowings		(426)	<b>(542)</b>	(108)
<b>Net cash used in financing activities</b>		<b>754</b>	<b>(523)</b>	<b>(1,393)</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>		<b>(3,993)</b>	<b>(578)</b>	<b>3,414</b>
Cash and cash equivalents at the beginning of the period		6,605	2,612	(3,993)
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>2,612</b>	<b>2,034</b>	<b>(578)</b>

Source: Appendix A



### 5.1.1 Operating activities (\$2.34 million decrease)

The 27% decrease in cash generated from operations is due to a significant drop in levels of capital grant funding as explained at 4.2.8 above, lower levels of operating grants as explained at 4.2.5 above. This has been offset by an increase in rates and charges income as explained at 4.2.1 above.

Note that within the 2015-16 Budget, Council has adopted a view to only include Capital Grant funding and associated projects within the Capital Works program that have had grant funding confirmed as at the end of April 2015 except for two projects; Rutherglen Main Street Revitalisation and Beechworth to Yackandandah Cycle Path, totalling \$0.48 million.

There are a number of Capital Grant applications that have been submitted to various bodies that remain unconfirmed at April 2015 and should any of these grant applications be successful, the actual amount of Capital Grants received in 2015-16 may significantly exceed what has been budgeted for.

Overall, the level of operating grants has decreased by 0.9% compared to 2014-15.

Rates and charges are expected to increase by \$0.83 million as a result of the budgeted 4.5% increase and the changes in waste and resource recovery as part of the introduction of the organic kerbside collection.

The net cash flows from operating activities does not equal the operating result 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>3,364</b>	<b>768</b>	(2,596)
Depreciation	5,164	5,332	168
Loss (gain) on sale of assets	(160)	(100)	60
Net movement in current assets and liabilities	208	237	29
<b>Cash flows available from operating activities</b>	<b>8,577</b>	<b>6,237</b>	(2,340)

### 5.1.2 Investing activities (\$7.15 million decrease)

The decrease in payments for investing activities represents the forecast decrease in capital works expenditure versus 2014-15 as disclosed in section 6 of this Budget report.

### 5.1.3 Financing activities (\$1.39 million decrease)

The decrease in Financing Activities of \$1.39 million is due to reduced borrowings in 2015-16, but this is offset slightly by the resulting \$0.27 million increase in borrowing costs. New borrowings for 2015-16 are \$0.25 million.

### 5.1.4 Cash and cash equivalents at end of the year (\$2.34 million decrease)

Total cash and investments are forecast to decrease by \$0.58 million to \$2.34 million as at 30 June 2016.

## 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 Council is estimating that as at 30 June 2016 it will have cash and investments of \$2.06 million, which has been restricted as shown in the following table.

	Ref	Forecast		Variance
		Actual	Budget	
		2014-15	2015-16	
		\$'000	\$'000	\$'000
<b>Total cash and investments</b>		<b>2,612</b>	<b>2,034</b>	<b>(578)</b>
Restricted cash and investments				
- Statutory reserves	5.2.1	(265)	(215)	50
- Discretionary reserves	5.2.2	(1,038)	(1,203)	(165)
- Cash held to fund carry forward capital works	5.2.3	0	0	0
<b>Unrestricted cash and investments</b>	5.2.4	<b>1,309</b>	<b>616</b>	<b>(693)</b>

### 5.2.1 Statutory reserves (\$0.05 million decrease)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements, e.g., car parking. While these funds earn interest revenue for Council, the funds are not available for other purposes. During the 2015-16 year \$4 thousand is budgeted to be transferred to and \$0.40 million from Statutory Reserves.

### 5.2.2 Discretionary reserves (\$0.17 million increase)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes; e.g., quarry restoration. During the 2015-16 year \$16 thousand is budgeted to be transferred to and \$1 thousand 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.

### 5.2.3 Cash held to fund carry forward capital works (nil)

At the end of each financial year there are often projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. At budget preparation, it was forecast that the 2014-15 Capital Works program will be fully completed and therefore no funds will be carried forward into the 2015-16 year.

### 5.2.4 Unrestricted cash and investments (\$0.69 million decrease)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due without borrowing further funds.

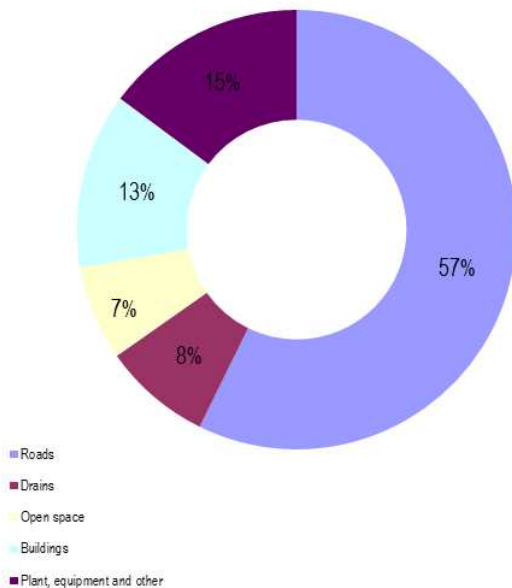
## 6. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2015-16 year and the sources of funding for the capital Budget.

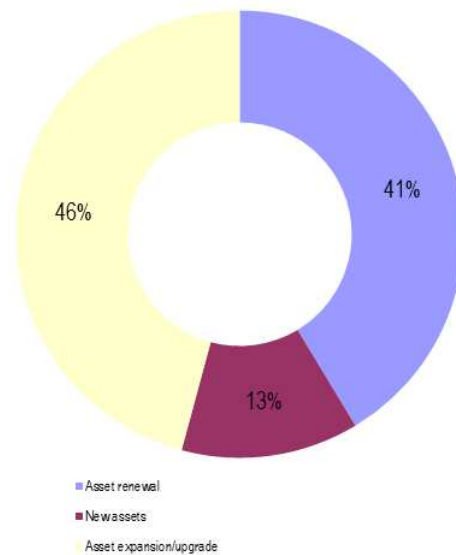
### 6.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2014-15 \$'000	2015-16 \$'000	\$'000
<b>Works carried forward</b>	6.1.1			
<b>Property</b>				
Buildings		2,941	0	(2,941)
Total property		2,941	0	(2,941)
<b>Plant and equipment</b>				
Plant, machinery and equipment		72	-	(72)
Computers and telecommunications	Included in Plant & Equip	-	-	-
Total plant and equipment		72	0	(72)
<b>Infrastructure</b>				
Roads		1,055	-	(1,055)
Footpaths and cycleways	Included in Roads	-	-	-
Drainage		-	-	0
Rec, leisure and community facilities	Included in Buildings	-	-	-
Parks, open space and streetscapes		256	-	(256)
Off street car parks	Included in Roads	-	-	-
Other infrastructure		-	-	-
Total infrastructure		1,310	0	(1,310)
<b>Total works carried forward</b>		4,323	0	(4,323)
<b>New works</b>				
<b>Property</b>	6.1.2			
Buildings		2,013	843	(1,169)
Building improvements	Included in Buildings	-	-	-
Total property		2,013	843	(1,169)
<b>Plant and equipment</b>	6.1.3			
Plant, machinery and equipment		1,108	908	(200)
Computers and telecommunications	Included in Plant & Equip	-	-	-
Library books	Included in Plant & Equip	-	56	-
Total plant and equipment		1,108	964	(144)
<b>Infrastructure</b>	6.1.4			
Roads		3,296	3,413	117
Bridges	Included in Roads	-	311	311
Footpaths and cycleways	Included in Roads	-	-	-
Drainage		407	519	112
Rec, leisure and community facilities	Included in Buildings	-	-	-
Parks, open space and streetscapes		2,818	452	(2,366)
Off street car parks	Included in Roads	-	-	-
Other infrastructure		-	-	-
Total infrastructure		6,520	4,695	1,825
<b>Total new works</b>		9,641	6,502	(3,139)
Net Carry Forward to following year				
<b>Total capital works expenditure</b>		13,964	6,502	(7,462)
<b>Represented by:</b>				
Asset renewal expenditure	6.1.5	3,154	2,689	(465)
New asset expenditure	6.1.5	527	834	307
Asset upgrade expenditure	6.1.5		2,927	(2,927)
Asset expansion upgrade	6.1.5	10,283	52	(10,231)
<b>Total capital works expenditure</b>		13,964	6,502	(7,462)

**Budgeted new capital works 2015/16**



**Budgeted total capital works 2015/16**



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

**6.1.1 Carried forward works (nil)**

At the end of each financial year there are often projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. It is forecast that the 2014-15 Capital Works program will be fully completed and therefore no funds will be carried forward into the 2015-16 year.

**6.1.2 Property (\$0.84 million)**

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

For the 2015-16 year, \$0.84 million has been allocated towards building projects. No funds are expected to be carried forward from 2014-15. The most significant item within this asset class is \$0.34 million of the 2015-16 funds to be spent on the Beechworth Library relocation.

**6.1.3 Plant, equipment and other (\$0.96 million)**

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

For the 2015-16 year, \$0.96 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant (\$0.40 million) and vehicle fleet (\$0.14 million), upgrades and replacement of information technology systems and hardware (\$0.13 million), the purchase of books and operating equipment for the Indigo library services (\$0.93 million) and the second stage of the street lighting efficiency upgrade (\$0.05 million).

**6.1.4 Infrastructure (\$4.70 million)**

Infrastructure includes roads, bridges, footpaths and cycle ways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2015-16 year, \$3.41 million will be expended on road projects. The majority of this \$3.41 million will be spent on renewal programs such as the annual gravel re-sheeting program (\$0.50 million), the annual resealing program (\$0.40 million), major road patching program (\$0.05 million), Allans Flat Rd, Upriver Road intersection seal extensions upgrade (\$0.78 million) and upgrading footpaths and bike paths (\$0.20 million).

For the 2015-16 year, \$0.32 million will be expended on upgrading drainage projects. This funding includes drainage improvements at Beechworth, Chiltern and Yackandandah.

The 2015-16 year, will also see \$0.45 million expended on open space. The majority of this funding is earmarked for the Yackandandah Library Forecourt and finishing the refurbishment of Lake Sambell wall project. The balance of the 2015-16 funding will be expended on upgrading Chiltern Place.

### 6.1.5 Asset renewal (\$2.69 million), new assets (\$0.83 million), and expansion/upgrade (\$2.98 million)

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. 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.

As can be seen by the graphs at 6.1, the majority of the capital works resources and funds are being directed towards asset renewal.

## 6.2 Funding sources

Sources of Funding	Ref	Forecast Actual 2014-15 \$'000	Budget 2015-16 \$'000	Variance \$'000
<b>Works carried forward</b>		-	-	-
<b>Current year funding</b>				
Grants		-	-	-
Contributions		-	-	-
Borrowings		-	-	-
Council cash				
- operations		-	-	-
- proceeds on sale of assets		-	-	-
- reserve cash and investments		-	-	-
- unrestricted cash and investments		1,619	-	(1,619)
<b>Total works carried forward</b>	6.2.1	<b>1,619</b>	<b>0</b>	<b>(1,619)</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	6.2.2	3,768	2,306	1,462
Contributions		165	-	(165)
Borrowings		1000	250	(750)
Council cash				
- operations	6.2.3	606	3,825	2,719
- proceeds on sale of assets	6.2.4	98	-	98
- reserve cash and investments		-	-	-
- unrestricted cash and investments		1,044	121	(923)
<b>Total new works</b>		<b>6,681</b>	<b>6,502</b>	<b>(179)</b>
Net Carry Forward to following year		-	0	0
<b>Total funding sources</b>		<b>8,300</b>	<b>6,502</b>	<b>(1,798)</b>

### 6.2.1 Carried forward works (nil)

At the end of each financial year there are often projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. It is forecast that the 2014-15 Capital Works program will be fully completed and therefore no funds will be carried forward into the 2015-16 year.

### 6.2.2 Grants (\$2.3 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Grants include the Road to Recovery funding (\$1.65 million).

### **6.2.3 Council cash - operations (\$3.83 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$3.83 million will be generated from operations to fund the 2015-16 capital works program. This amount comes from the cash generated from operating activities of \$6.03 million as set out in section 5, 'Analysis of Budgeted Cash Position'.

### **6.2.4 Council cash - proceeds from sale of assets (\$0.2 million)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy.

## 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 performance indicators.

### 7.1 Budgeted balance sheet

	Ref	Forecast Actual 2014-15 \$'000	Budget 2015-16 \$'000	Variance \$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		2,612	2,401	(211)
Trade and other receivables		3,074	3,103	29
Non-current assets classified held for resale		81	86	5
Inventory		210	295	85
Other assets		1,029	1,073	44
<b>Total current assets</b>		<b>7,006</b>	<b>6,958</b>	<b>(48)</b>
<b>Non-current assets</b>	7.1.1			
Trade and other receivables		45	42	(3)
Intangible Assets		0	0	0
Property, infrastructure, plant and equipment		197,867	199,470	1,604
<b>Total non-current assets</b>		<b>197,912</b>	<b>199,512</b>	<b>1,601</b>
<b>Total Assets</b>		<b>204,918</b>	<b>206,470</b>	<b>1,552</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		2,389	2,447	(58)
Interest-bearing loans and borrowings		542	534	8
Trust Funds & Deposits		195	203	(8)
Provisions		2,095	2,221	(126)
<b>Total current liabilities</b>		<b>5,221</b>	<b>5,405</b>	<b>(184)</b>
<b>Non-current liabilities</b>	7.1.2			
Interest-bearing loans and borrowings		3,825	3,541	(284)
Provisions		1,320	1,320	0
<b>Total non-current liabilities</b>		<b>5,145</b>	<b>4,861</b>	<b>(284)</b>
<b>Total Liabilities</b>		<b>10,366</b>	<b>10,266</b>	<b>(101)</b>
<b>Net assets</b>	7.1.3	<b>194,552</b>	<b>196,204</b>	<b>1,653</b>
<b>Equity</b>	7.1.4			
Accumulated surplus		95,081	95,618	537
Asset revaluation reserve		98,168	99,168	1,000
Other reserves		1,303	1,418	115
<b>Total equity</b>		<b>194,552</b>	<b>196,204</b>	<b>1,652</b>

Source: Appendix A

#### 7.1.1 Current Assets (\$0.05 million decrease) and Non-Current Assets (\$1.60 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and the value of investments in deposits or liquid investments with short term maturities. The value of these assets is projected to decrease by \$0.21 compared to the prior year. This is due to no funds being held against carried forward capital works projects.

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, are expected to decrease slightly in line with agreed repayment terms and new agreements being entered into.

Non-current assets classified as held for resale relates to industrial land allotments expected to be sold within the next 12 months. The remaining industrial land allotments not expected to be sold within the coming 12 months are treated as non-current assets within property, infrastructure, plant and equipment in accordance with Australian Accounting Standards.

The majority of Inventory relates to the value of quarry material held in pile stock and Buller Gas LPG gas held in tank at year end. It also contains smaller amounts for parts held in stores and merchandise held for resale. The value of Inventory is projected to increase slightly due to expected higher levels of quarry stock at 30 June 2015.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months. The value of these other assets is projected to remain relatively stable.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, plant, vehicles, equipment, etc. which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the 2014-15 Capital Works program, plus Asset Revaluations for the year (\$1.0 million) less depreciation of assets (\$5.33 million), less the Written Down Value of assets disposed of during the year.

### 7.1.2 Current Liabilities (\$0.18 million increase) and Non-Current Liabilities (\$0.53 million decrease)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are Budgeted to increase slightly over 2015-16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase due to the influence of salary movements in line with the EBA which will in turn be offset by sustained management focus in getting outstanding leave entitlement hours down to acceptable levels.

The net impact of 2015-16 loan principal repayments and reduced borrowings during 2015-16 decreases interest-bearing loans and borrowings by \$0.28 million. See Section 10.1 for more details on Borrowings.

### 7.1.3 Working Capital (\$0.23 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.

	Forecast Actual 2014-15 \$'000	Budget 2015-16 \$'000	Variance \$'000
<b>Current assets</b>	7,006	6,958	(48)
<b>Current liabilities</b>	(5,221)	(5,405)	(184)
<b>Working capital</b>	1,785	1,553	(232)
Restricted cash and investment current assets			
- Statutory reserves	(265)	(215)	50
- Discretionary reserves	(1,038)	(1,203)	(165)
<b>Unrestricted working capital*</b>	<b>482</b>	<b>135</b>	<b>347</b>

The reduction in working capital is due to reduced cash and investments held as investments at 30 June 2015. This is due to Capital Works programs being fully completed thus no carried forward funding is held for working capital and the reduction in funding by the freezing of the Financial Assistance Grants and the State Government's Rate Capping policy. Addressing this challenge in future years will require additional expenditure cuts and management continues to work with the State



Government and Essential Service Commission to minimise the community impact of the State Government's rate capping policy.

#### **7.1.4 Equity (\$1.65 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.

During the year an amount of \$0.15 million (net) is budgeted to be transferred to accumulated surplus from other reserves.

## 8. Strategic Resources 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 to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resources Plan (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 plan takes into consideration key financial pressures such as the State Government's rate capping policy. For this reason the future years (from 2016-17) contain rate increases at the long-run CPI average of 2.5%. This will require Council to achieve significant efficiency savings that are yet unidentified. These efficiency savings start at \$1.9 million in 2016-17 and escalate to 3.76 million on 2019-20. Council will continue to work on these targets to ensure ongoing financial sustainability despite these significant financial constraints.

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, are:

- maintain existing service levels;
- achieve a break-even Comprehensive Result over the SRP horizon;
- maintain a capital expenditure program of at least \$6 million per year; and
- achieve a balanced Budget on a cash basis.

This will require additional savings to be identified and achieved in future budget years.

In preparing the SRP, the Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the *Local Government Act 1989*. These are:

- 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; and
- 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

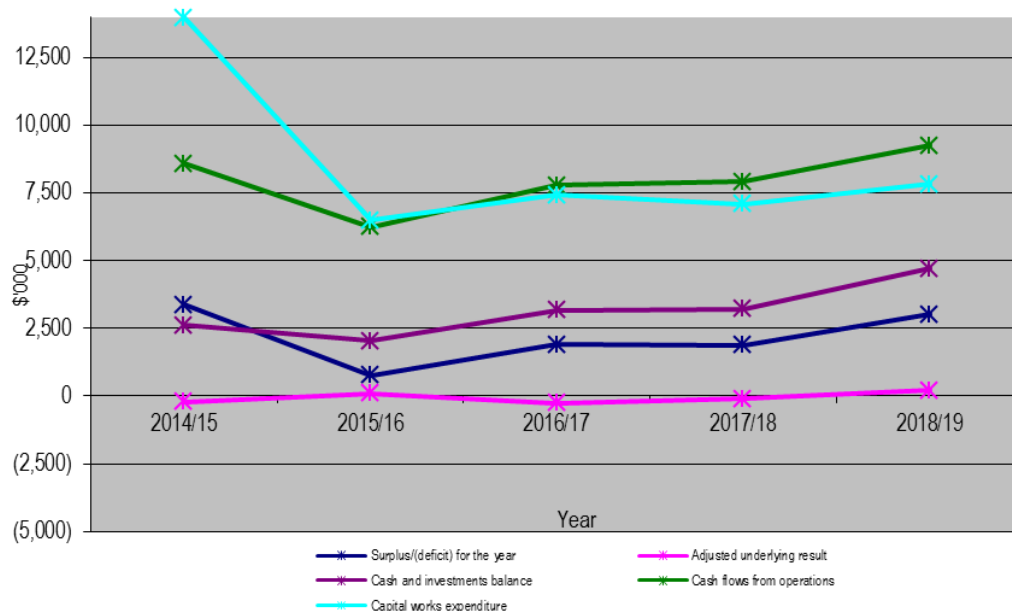
The following table summarises the key financial results for the next four years as set out in the SRP for years 2014-15 to 2018-19. Appendix A includes a more detailed analysis of the financial resources to be used over the four-year period.

Indicator	Forecast		Strategic Resources Plan			Trend +/-
	Actual	Budget	Projections			
	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	
Surplus/(deficit) for the year	3,365	768	1,912	1,876	3,026	o
Adjusted underlying result	(220)	107	(261)	(99)	213	+
Cash and investments	2,612	2,034	3,168	3,220	4,717	-
Cash flow from operations	8,577	6,237	7,782	7,913	9,244	o
Capital works	13,964	6,502	7,420	7,104	7,822	-

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 SRP period.



The key outcomes of the SRP are as follows:

- Financial sustainability (section 5)** - Cash and investments are forecast to fluctuate over the SRP timeframe following the completion of a large number of carry forward capital projects (including the Council Office Accommodation project) during 2014-15 and 2015-16. The Adjusted Underlying Result fluctuates slightly throughout the SRP, however, the trend is positive and supports Council's objective to work towards an Adjusted Underlying Surplus as it progressively tracks towards breakeven.
- Rating strategy (section 9)** - Rates are forecast to increase by 4.5% in 2015-16 and then 2.5% for the remaining three years of the SRP. Indigo shire remains below the average rates per assessment for the Victorian State category for small shires.
- Service delivery strategy (section 10)** - Service levels have been maintained throughout the four-year period. An operating surplus is projected throughout the SRP timeframe although it does drop to \$0.77 million in the 2015-16 increasing to \$1.95 million the following year. The main cause for this drop in operating surplus in 2015-16 is due to the corresponding drop in Capital Grants that year.
- Borrowing strategy (section 10)** - Borrowings are forecast to decrease from \$4.37 million in 2014-15 to \$3.83 million in 2015-16. There are borrowings of \$0.25 million forecast for 2015-16 with further borrowings of \$1.50 million planned in 2016-17.
- Infrastructure strategy (section 10)** - Capital expenditure over the four-year period will total \$28.8 million at an average of \$7.21 million.

The revised Council Plan will contain an updated and balanced SRP that will become the basis for the 2016-17 Budget.

### 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	Budget	Strategic Resource Plan			Trend +/-
			Actual 2014-15	2015-16	Projections 2016-17	2017-18	2018-19	
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.8%)	<b>0.4%</b>	(0.9%)	(0.3%)	0.7%	+
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	2	134.2%	<b>122.0%</b>	135.0%	135.2%	150.4%	o
Unrestricted cash	Unrestricted cash / current liabilities		25.1%	<b>11.4%</b>	28.4%	28.7%	49.9%	+
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	31.6%	<b>27.8%</b>	34.0%	29.9%	31.9%	+
Loans and borrowings	Interest and principal repayments / rate revenue		4.6%	<b>5.3%</b>	5.2%	5.3%	5.9%	+
Indebtedness	Non-current liabilities / own source revenue		53.4%	<b>51.0%</b>	56.3%	50.8%	51.5%	+
Asset renewal	Asset renewal expenditure / depreciation	4	61.1%	<b>50.4%</b>	82.8%	71.0%	73.5%	+
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	5	52.3%	<b>52.5%</b>	54.5%	54.4%	54.3%	o
Rates effort	Rate revenue / property values (CIV)		0.5%	<b>0.5%</b>	0.5%	0.6%	0.6%	o
<b>Efficiency</b>								
Expenditure level	Total expenditure / no. of assessments		\$3,213	<b>\$3,316</b>	\$3,315	\$3,374	\$3,417	+
Revenue level	Residential rate revenue / No. of residential assessments		\$905	<b>\$946</b>	\$1,003	\$1,063	\$1,126	+
Workforce turnover	No. of resignations & terminations / average no. of staff		9.1%	<b>8.6%</b>	8.2%	7.9%	7.7%	-

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 is expected over the SRP period, although continued losses means reliance on capital grants, Council's cash reserves or increased debt to maintain services.

**2 Working Capital** – Is an indicator of the proportion of current liabilities represented by current assets. Working capital is forecast to fluctuate over the SRP year due to a run down in cash reserves to fund the capital program. Given Current Liabilities includes over \$1.0 million for Long Service provision, and it is most likely that only a small percentage of this amount will actually be paid during 2015-16, management is comfortable with the budgeted working capital.

**3 Debt compared to rates** – This indicates that Indigo Shire Council remains within the Victorian Auditor-General's Office low risk rating for debt for the full SRP timeframe.

**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. The trend indicates that the rate concentration will increase slightly and then remain fairly steady over the SRP period.

## 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	Strategic Resource Plan		
	Actual		Projections		
	2014-15	2015-16	2016-17	2017-18	2018-19
Employee costs (\$'000)					
- Operating	11,207	11,804	12,013	12,392	12,814
- Capital	-	-	-	-	-
Total	11,207	11,804	12,013	12,392	12,814
Employee numbers (EFT)	137.4	139.28	139.28	138.28	138.3

This is a net increase of 1.9 FTE from last year's Budget. This increase is made up of a number of changes including; 3 new positions identified in Council's One Indigo strategy in response to Council Plan priorities and increased governance requirements balanced by reductions in FTE due to organisational efficiencies, as well as the reduction of some grant programs, and some reductions in part time hours.

## 9. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### 9.1 Rating context

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for approximately 50% to 55% of adjusted underlying revenue received by Council. 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 Indigo community.

Following an extensive review process and an agreed community consultation phase, Council adopted its current Rating Strategy on 14 February 2012. The 2015-16 Budget is predicated on the rating differentials defined within the adopted Rating Strategy. The Rating Strategy is planned to be reviewed and revised during the Budget year and that revised Rating Strategy will form the basis for future Budgets.

Historically, rates and charges have made up approximately one third of Indigo Shire's total revenue. As explained above, rates and charges are taking on increasing importance as a source of revenue for Indigo as they will make up approximately 50% to 55% of total revenue over the four-year SRP horizon. The main drivers for this change are future reductions in capital grant funding from State and Federal sources and the loss of external contracts in recent years.

Council is also mindful of the importance of maintaining a balance of rate revenue as a funding source with community sensitivity to rate increases.

While rate revenue accounted for as little as 32% of Indigo Shire's total revenue in 2009-10, this percentage has increased progressively over the last four or five years and again in the 2015-16 Budget to 52.5%. The main drivers for this change are the lower levels of capital grant funding.

For 2014-15, the average rates per assessment for Indigo Shire residents was below the average for small shire councils, the majority of surrounding shires and the overall state average. We expect this to remain unchanged in 2015-16.

The following table shows future proposed rate increases and total rates and charges (including Council's new organics service) to be raised as set out in the Strategic Resource Plan to support the delivery of the Council Plan objectives.

Year	Rate Increase %	Total Rates Raised \$'000
2014-15	6.00	13,821
2015-16	4.5	14,651
2016-17	2.50	15,017
2017-18	2.50	15,393
2018-19	2.50	15,777

### 9.2 Current year rate increase

Over the last few years, Indigo Shire Council has adopted five Asset Management Plans (AMP) for Roads, Bridges, Buildings, Pathways and Drainage. These AMPs contain detailed estimates for the amounts that Council must invest into asset renewal for the asset category in order to maintain the assets for future generations. In adopting these AMPs, Council has implicitly committed to allocating funding in forward Capital Works programs towards these renewal activities.

It is further expected that the 2015-16 operating position will be impacted by cost movements in material & services, utility costs, wages growth and reductions in government funding. It is therefore necessary to secure future revenue growth while containing costs in order to deliver the financial objectives as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and the capital expenditure program (including asset renewal requirements), general rates will increase by 4.5% in 2015-16 raising a total rate of \$14.65 million, including \$0.020 million generated from supplementary rates.

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 %	Resource Recovery Charges %	Recycling Charge Increase %	Total Rates Raised \$'000
2014-15	6.00	6.00	6.00	6.00	13,821
2015-16	4.50	4.50	4.50	4.50	14,651
2016-17	2.50	2.50	2.50	2.50	15,017
2017-18	2.50	2.50	2.50	2.50	15,393
2018-19	2.50	2.50	2.50	2.50	15,777

### 9.3 Rating structure

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

- property values, which 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; and
- a fixed municipal charge per property to cover some of the administrative costs of the Council.

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

Property rates are further broken down into a fixed component comprising the Municipal Charge and waste collection and management charges and a variable component which is based on a cents in the dollar rate levied against the Capital Improved Value (CIV) of each property. Further information on cents/\$CIV is contained within Appendix B – Statutory Disclosures.

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, rural or business purposes.

The existing rating structure comprises six differential rates. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

These Differential Rates are in accordance with the adopted Indigo Shire Rating Strategy which will be reviewed in 2015-16 financial year.

The following table summarises the rate differential and the Cents/\$CIV to be made for the 2015-16 year for each differential category. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

Rate type	How Applied	Rate Differential	2014-15	2015-16	Change
Residential	Cents per \$ of CIV	100%	0.35512	0.37110	4.5%
Residential 2	Cents per \$ of CIV	120%	0.42614	0.44532	4.5%
Residential Vacant	Cents per \$ of CIV	200%	0.71024	0.74220	4.5%
Rural 1	Cents per \$ of CIV	75%	0.26634	0.27833	4.5%
Rural 2	Cents per \$ of CIV	90%	0.31961	0.33399	4.5%
Commercial / Industrial	Cents per \$ of CIV	135%	0.47941	0.50098	4.5%
Municipal Charge	\$ per property	n/a	\$280.20	\$292.81	4.5%
Kerbside collection (Urban)	\$ per property	n/a	\$164.70	\$102.30	(37.9)%
Kerbside collection (Rural)	\$ per property	n/a	164.70	172.10	4.5%
Organic Collection (new)	\$ per property	n/a	0	144.50	100%
Green Waste Service (ceased)	\$ per property	n/a	123.05	0	(100)%
Recycling charge	\$ per property	n/a	\$75.15	\$78.55	4.5%
Environmental Management Contribution	\$ per property	n/a	\$65.30	\$68.25	4.5%

Council has been working with other shires in the region to provide a joint Organics collection service to urban ratepayers. There have been a number of delays in preparing for the delivery of this new service which is not expected to be introduced until 29 June 2015. The effects of the new Organics collection service will impact the 2015-16 Budget.

#### 9.4 General revaluation of properties

The *Local Government Act 1989* requires that Property Revaluations are conducted every two years. During the 2013-14 year, a revaluation of all properties within the municipality was carried out and new values applied in the 2014-15 year.

Overall, property valuations across the Shire have increased by 2.76% or \$72.7 million since the property valuations that were conducted in 2011-12.

It is important to understand that total rates collected by the Shire will not change as a result of the property revaluation process but rather a new cents/\$CIV will be struck and the total rate burden collected by the Shire will be redistributed between property holders as a result.

Again, there is no net increase or decrease to the overall rates collected by the Shire as a result of property revaluations – the property revaluation merely causes a redistribution of the rate burden.

Overall rates collected by the Shire will, increase by 4.5% as explained at 4.2.1.



## 10. Other strategies

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

### 10.1 Borrowings

In developing the Strategic Resource Plan (SRP), borrowings was identified as an important funding source for the capital works program. In the past, Council has borrowed strongly to finance large infrastructure projects and more recently 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 alternative funding source to maintain a robust capital works program. With Council cash and cash equivalents forecast to be at lower levels in more recent years, it was necessary to take out new borrowings over the last three years, but no additional loans are forecast in the SRP for the 2015-16 Budget year. Further borrowings are projected for 2016-17 and 2018-19 in the remainder of the SRP.

Council adopted a formal Borrowing Policy at the April 2010 Council meeting. The adopted policy recognises the role of borrowings as a legitimate source of funding in appropriate circumstances.

After making loan repayments of \$0.542 million, Council will reduce its total borrowings to \$3.29 million as at 30 June 2016. 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	1,500	426	204	4,367
2015-16	250	542	231	4,075
2016-17	1,500	645	254	4,930
2017-18	0	623	226	4,307
2018-19	1,000	713	232	4,594

The balance of borrowings at 30 June each year is made up of the previous year's balance, plus new borrowings, less principal paid.

At the time of preparing the 2015-16 Budget, new borrowings are deemed necessary for the 2016-17 and 2018-19 years as the cash positions in those years are projected to require additional funds.

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	3,294,000	4,367,000
Total amount to be borrowed	1,500,000	250,000
Total amount projected to be redeemed	(426,000)	(542,000)
Total amount proposed to be borrowed as at 30 June	4,367,000	4,075,000

## 10.2 Infrastructure

The Capital Works program firstly looks at what we need to do to maintain the assets that we currently have to a standard sufficient to provide the ongoing level of service that Council has committed to within the adopted asset management plans. This is achieved by inspecting all assets and developing condition information that feeds into long-term management plans. This type of work is known as asset renewal and includes things such as gravel re-sheeting our unsealed roads and resealing our sealed roads and maintenance of all Council buildings and other infrastructure assets. Council has committed to complete this renewal work at a sustainable level.

Once the asset renewal commitment has been met, Council then looks at upgrade projects, that is, projects that provide a better service, and new projects, which is obviously for new assets. Unless the upgraded asset reduces wear and tear, the annual renewal costs increase and thus there is less funds for new projects in subsequent years.

The 2015 -2016 Budget includes approximately:

- \$0.67 million on new projects;
- \$2.02 million on upgrade projects; and
- \$3.71 million on renewal projects.

The major upgrade projects include the Beechworth Library relocation project, Wahgunyah Recreational Reserve building upgrade project, Street Light efficiency project, Allans Flat seal widening, drainage improvement projects across the shire and several kerb & channel upgrade projects in urban areas. These drainage projects should result in a positive result for renewal in subsequent years as these upgrades should reduce the amount of damage to our roads during intense rain events.

## 10.3 Service delivery

The key objectives in Council's Strategic Resources Plan (referred to in Section 8), which directly impact the future service delivery strategy, are to maintain existing service levels and to achieve a desired operating result over the SRP horizon. With these key objectives in mind, a number of internal and external influences have been identified which will have a significant impact on the scope and level of services to be provided over the next four years.

### Infrastructure Services

Infrastructure management is the renewal, replacement and expansion of Council's assets in a co-ordinated, prioritised and responsible manner to ensure the long-term sustainability and amenity of infrastructure assets. Asset Management aims to provide the community with the highest level of service within financial and risk management parameters.

Infrastructure services that Indigo delivers includes:

- renewal, maintenance and upgrade of roads, bridges, drainage, parks and gardens, buildings and pathways;
- assets and infrastructure management;
- engineering, design and estimating;
- project and contracts management;
- Capital Works assessment and programming;
- reviewing Capital grants for new assets for community groups;
- quarry and materials management;
- emergency management;
- waste management;
- advocacy on sustainability and funding relating to infrastructure; and
- fleet management.

### Residential Kerbside / Recycle / Organics Collection

Council will introduce a new kerbside organics collection service to urban residents for the 2015-16 year. This will be a weekly service and at the same time that it is introduced, the existing domestic collection service for urban residents will change from weekly to fortnightly and the optional green service will cease. Recycle collection will continue to be collected fortnightly. Rural services currently receiving a weekly collection service will be changed to a fortnightly collection service.

The new service will commence from the 29 June 2015.

### **Emergency Services**

Council assists Emergency Service Agencies with the co-ordinated response to, and recovery from, emergencies including storms, flood and fire. Council's responsibilities are identified in the Municipal Emergency Management Plan.

### **Buller Gas**

No reliable forecasting for the winter season is available at this time and although the international gas prices in the last 12 months have undergone some sharp monthly variations both up and down, we expect that over a year this will result in an overall increase.

### **Valuation Services**

The Council is required to revalue all properties within the municipality every two years. A general revaluation was carried out as at 1 January 2014 effective for the 2014-15 Budget year. The next general valuation is due in January 2016 with those valuations being effective for the 2016-17 budget year.

### **Community Care Services**

Council has a strong commitment to supporting the community through a variety of Home and Community Care (HACC) and disability respite services. These include General Home Care, Personal Care, Respite Care, Meals on Wheels and Centre-based meals. The 2015-16 Budget provides the resources to meet the needs of eligible clients and to ensure that these valuable care services are maintained.

### **Community Development Services**

Council will continue to deliver broad-ranging Community Development initiatives across the shire which will include the implementation of a variety of strategic documents such as the Youth Strategy, the Arts and Cultural Strategic Plan and the Healthy Children and Families Plan.

Council will also continue to provide a variety of early years services including Maternal Child Health and Immunisation services and support and infrastructure for kindergartens and child care services. The Community Development team provides the community with access to leisure facilities and services by providing infrastructure and support to community groups and committees. These provisions include:

- assisting Committees of Management (both Section 86 Council and DELWP Committees) in developing skills to manage issues such as governance, risk management and financial management;
- direct facilitation or assistance to committees in sourcing and applying for funding for major and minor infrastructure upgrades;
- direct facilitation or assistance to committees in developing plans/structures to meet the future needs of the community. e.g. Facility Master Plan, management plans, budgets;
- increasing physical activity in the community and improving access to recreational facilities;
- providing information to the community in regards to recreational services, available sports and facilities in the Shire; and
- management and operation of five Indigo Council-owned Swimming pools.

### **Indigo Shire Library Services**

The Library Services team is responsible for four static libraries. The Beechworth library will be relocated to the Ford St Council offices later in 2015. The current mobile library service will cease from July 2015 and will be replaced by a range of outreach programs. The much loved story times and other library information and education initiatives will continue.

### **Statutory and Strategic Planning**

The statutory and strategic planning units deliver services to manage appropriate land use across the shire and to balance applicant aspirations with protection of agricultural, environmental, and urban development values and opportunities.

### **Conservation & Environment**

Our conservation and environmental unit continues to focus on developing environmental projects for council and the community. Opportunities have been created to improve Council's environmental performance in areas such as greenhouse gas reduction and water use.

**Building**

The Building Controls Unit administers the issuing of building permits, conducting mandatory inspections, statutory reporting, investigation of complaints, control of places of public entertainment and enforcement in relation to illegal building work as well as providing all building surveying, inspecting and administration services for Towong Shire.

**Environmental Health**

The Environmental Health Unit administers functions such as conducting mandatory food sampling, tobacco, blue green algae, premises inspections, inspection of properties and recommendations including issuing of permits for effluent disposal, statutory reporting and investigation of complaints. Our Environmental Health Officers are responsible for provision of services to Towong Shire and the Alpine Resorts of Mt Hotham and Falls Creek, an area in excess of 8500km<sup>2</sup>.

**Tourism**

Council's Tourism and Community services unit delivers a wide range of services including marketing Indigo Shire's:

- Tourism Destinations;
- supporting festival and events;
- supporting development of new and existing tourism products; and
- industry development.

The unit also operates Beechworth's Robert O'Hara Burke Museum and the Beechworth Historic & Cultural Precinct.

**Customer Service**

The Customer Service team provides our residents and community with high quality and efficient customer service from our offices in Beechworth, Chiltern, Rutherglen, and Yackandandah.

Service including public enquiries, receipting of payments, permit applications, animal registrations, logging customer requests into Council's customer service request system and general office duties.

**Economic Development**

The Economic Development service assists the organisation to identify areas & opportunities for growth, strengthen town retail precincts, and support agriculture and viticulture in the shire. This unit works across the shire and also according to Council's place-based approach to community development.

## 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 while 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:

<b>Appendix</b>	<b>Nature of information</b>	<b>Page</b>
A	Financial statements	62
B	Rates and charges	69
C	Capital works program	74
D	Fees and charges schedule	79

## **Appendix A**

### **Financial 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.

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

The appendix includes the following Budgeted information:

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

## Comprehensive Income Statement

For the four years ending 30 June 2019

Strategic Resource Plan

	Forecast	Budget	Projections		
	Actual		2016-17	2017-18	2018-19
	2014-15	2015-16	2016-17	2017-18	2018-19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	13,821	14,651	15,017	15,393	15,777
Statutory fees and fines	854	814	834	855	877
User fees	648	677	694	711	729
Contributions - Cash Operating	186	248	255	261	268
Contributions - Cash Capital	71	3	4	4	4
Contributions - non-monetary	0	0	0	0	0
Grants - operating (recurrent)	5,427	5,290	5,315	5,448	5,584
Grants - operating (non-recurrent)	764	844	866	887	909
Grants - capital (recurrent)	824	1,648	825	825	825
Grants - capital (non-recurrent)	3,513	658	2,169	1,970	2,808
Net gain on disposal of property, infrastructure, plant and equipment	160	100	7	11	9
Other income	3,755	3,622	3,767	3,917	4,074
<b>Total income</b>	<b>30,022</b>	<b>28,557</b>	<b>29,752</b>	<b>30,282</b>	<b>31,864</b>
<b>Expenses</b>					
Employee costs	11,207	11,804	12,013	12,392	12,814
Materials and services	6,759	7,291	7,082	7,183	7,139
Bad and doubtful debts	5	5	5	5	6
Depreciation and amortisation	5,164	5,332	5,364	5,554	5,721
Finance costs	204	231	254	226	232
Other expenses	3,319	3,125	3,122	3,045	2,927
<b>Total expenses</b>	<b>26,658</b>	<b>27,789</b>	<b>27,840</b>	<b>28,407</b>	<b>28,838</b>
<b>Surplus (deficit)</b>	<b>3,365</b>	<b>768</b>	<b>1,912</b>	<b>1,876</b>	<b>3,026</b>
<b>Other comprehensive income items that will not be reclassified to surplus or deficit</b>					
Net asset revaluation increment / (decrement)	1,000	1,000	1,000	1,000	1,000
<b>Total Comprehensive Result</b>	<b>4,365</b>	<b>1,768</b>	<b>2,912</b>	<b>2,876</b>	<b>4,026</b>

	Forecast	Budget	Projections		
	Actual		2016-17	2017-18	2018-19
	2014-15	2015-16	2016-17	2017-18	2018-19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Reconciliation of Adjusted surplus / (deficit)</b>					
Total income	30,022	28,557	29,752	30,282	31,864
Total expenses	(26,658)	(27,789)	(27,840)	(28,407)	(28,838)
<b>Surplus (deficit) for the year</b>	<b>3,364</b>	<b>768</b>	<b>1,912</b>	<b>1,876</b>	<b>3,026</b>
Grants – capital non-recurrent	(3,513)	(658)	(2,169)	(1,970)	(2,808)
Contributions - non-monetary assets	0	0	0	0	0
Capital contributions - other sources	(71)	(3)	(4)	(4)	(4)
<b>Adjusted underlying surplus (deficit)</b>	<b>(220)</b>	<b>107</b>	<b>(261)</b>	<b>(98)</b>	<b>214</b>

**Balance Sheet**

For the four years ending 30 June 2019

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2014-15	<b>2015-16</b>	2016-17	2017-18	2018-19
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	2,612	<b>2,034</b>	3,168	3,220	4,717
Trade and other receivables	3,074	<b>3,103</b>	3,402	3,040	3,005
Non-current assets classified as held for sale	81	<b>86</b>	0	0	0
Inventories	210	<b>295</b>	260	242	240
Other assets	1029	<b>1,073</b>	1003	875	835
<b>Total current assets</b>	<b>7,006</b>	<b>6,591</b>	<b>7,833</b>	<b>7,377</b>	<b>8,797</b>
<b>Non-current assets</b>					
Trade and other receivables	45	<b>42</b>	40	40	40
Intangible Assets	0	<b>0</b>	0	0	0
Property, infrastructure, plant & equipment	197,867	<b>199,837</b>	202,834	205,323	208,364
<b>Total non-current assets</b>	<b>197,912</b>	<b>199,879</b>	<b>202,874</b>	<b>205,363</b>	<b>208,404</b>
<b>Total assets</b>	<b>204,918</b>	<b>206,470</b>	<b>210,707</b>	<b>212,741</b>	<b>217,202</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	2,389	<b>2,447</b>	2,586	2,112	1,558
Interest-bearing loans and borrowings	542	<b>534</b>	645	623	713
Trust Funds & Deposits	195	<b>203</b>	218	225	232
Provisions	2,095	<b>2,221</b>	2,354	2,495	3,345
<b>Total current liabilities</b>	<b>5,221</b>	<b>5,405</b>	<b>5,803</b>	<b>5,455</b>	<b>5,848</b>
<b>Non-current liabilities</b>					
Interest-bearing loans and borrowings	3,825	<b>3,541</b>	4,467	3,972	4,315
Provisions	1,320	<b>1,320</b>	1,320	1,320	1,020
<b>Total non-current liabilities</b>	<b>5,145</b>	<b>4,861</b>	<b>5,787</b>	<b>5,292</b>	<b>5,335</b>
<b>Total liabilities</b>	<b>10,366</b>	<b>10,266</b>	<b>11,590</b>	<b>10,747</b>	<b>11,183</b>
<b>Net assets</b>	<b>194,552</b>	<b>196,204</b>	<b>199,117</b>	<b>201,994</b>	<b>206,020</b>
<b>Equity</b>					
Accumulated surplus	95,081	<b>95,618</b>	97,429	99,168	102,052
Asset revaluation reserve	98,168	<b>99,168</b>	100,168	101,168	102,168
Other reserves	1,303	<b>1,418</b>	1,520	1,657	1,799
<b>Total equity</b>	<b>194,552</b>	<b>196,204</b>	<b>199,117</b>	<b>201,993</b>	<b>206,019</b>



## 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	194,552	95,081	98,168	1,303
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	1,768	768	1,000	-
Net asset revaluation increment / (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserve	-	(25)	-	25
Transfer from reserve	-	60	-	(60)
<b>Balance at end of the financial year</b>	<b>196,320</b>	<b>95,884</b>	<b>99,168</b>	<b>1,268</b>
<b>2017</b>				
Balance at beginning of the financial year	196,320	95,884	99,168	1,268
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,912	1,912	1,000	-
Net asset revaluation increment / (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserve	-	(17)	-	17
Transfer from reserve	-	65	-	(65)
<b>Balance at end of the financial year</b>	<b>199,232</b>	<b>97,844</b>	<b>100,168</b>	<b>1,220</b>
<b>2018</b>				
Balance at beginning of the financial year	199,232	97,844	100,168	1,220
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,876	1,876	1,000	-
Net asset revaluation increment / (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserve	-	(17)	-	17
Transfer from reserve	-	30	-	(30)
<b>Balance at end of the financial year</b>	<b>202,108</b>	<b>99,733</b>	<b>101,168</b>	<b>1,207</b>
<b>2019</b>				
Balance at beginning of the financial year	202,108	99,733	101,168	1,207
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	4,026	3,026	1,000	-
Net asset revaluation increment / (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserve	-	(17)	-	17
Transfer from reserve	-	25	-	(25)
<b>Balance at end of the financial year</b>	<b>206,134</b>	<b>102,767</b>	<b>102,168</b>	<b>1,199</b>

**Statement Cash Flows**

For the four years ending 30 June 2019

	Forecast	Strategic Resource Plan			
	Actual	Budget	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 & Charges	13,771	14,601	14,967	15,343	15,727
Statutory fees & fines	854	814	834	855	877
User fees	648	677	694	711	729
Contributions	257	252	258	265	271
Grants - operating	6,190	6,135	6,181	6,335	6,494
Grants - capital	4,337	2,306	2,994	2,795	3,633
Interest	259	237	244	251	259
Other receipts	3,497	3,385	3,778	3,927	4,083
Employee costs	(11,207)	(11,804)	(12,013)	(12,392)	(12,814)
Materials & consumables	(2,927)	(2,629)	(2,644)	(2,681)	(2,664)
External contracts	(3,782)	(4,612)	(4,388)	(4,451)	(4,424)
Utilities	(636)	(601)	(597)	(582)	(559)
Other payments	(2,684)	(2,523)	(2,525)	(2,463)	(2,368)
Net cash provided by operating activities	8,577	6,237	7,782	7,913	9,244
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(13,964)	(6,502)	(7,420)	(7,104)	(7,822)
Proceeds from sale of property, infrastructure, plant and equipment	514	200	50	50	0
Trust funds and deposits	0	0	0	0	0
Repayment of loans and advances	10	10	10	10	10
Net cash used in investing activities	(13,440)	(6,292)	(7,360)	(7,044)	(7,812)
<b>Cash flows from financing activities</b>					
Finance costs	(204)	(231)	(254)	(226)	(232)
Proceeds from borrowings	1,500	250	1,500	0	1,000
Repayment of borrowings	(426)	(542)	(534)	(591)	(703)
Net cash provided by (used in) financing activities	870	(523)	712	(817)	65
<b>Net (decrease) increase in cash &amp; cash equivalents</b>	(3,993)	(578)	1,134	52	1,497
Cash & cash equivalents at beginning of the financial year	6,605	2,612	2,034	3,168	3,220
<b>Cash &amp; cash equivalents at end of the financial year</b>	2,612	2,034	3,168	3,220	4,717

**Statement of Capital Works**

For the four years ending 30 June 2019

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2014-15		2016-17	2017-18	2018-19
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	15	35	0	0	0
Land improvements	0	0	0	0	0
<b>Total land</b>	15	35	0	0	0
Buildings	4,939	808	800	310	710
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Heritage buildings	0	0	0	0	0
<b>Total buildings</b>	4,939	808	800	310	710
<b>Total property</b>	4,954	843	800	310	710
<b>Plant and equipment</b>					
Plant, machinery and equipment	1180	908	940	1,084	1,012
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	0	0	0	0	0
Heritage plant and equipment	0	0	0	0	0
Library books	0	56	60	60	60
<b>Total plant and equipment</b>	1,180	964	1,000	1,144	1,072
<b>Infrastructure</b>					
Roads	4,350	3,413	1,980	2,830	2,730
Bridges	0	311	150	40	30
Footpaths and cycleways	0	0	1900	1750	2250
Drainage	407	519	300	300	300
Recreational, leisure and community facilities	0	0	0	0	0
Waste management	0	0	0	0	0
Parks, open space and streetscapes	3073	452	830	30	30
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	0	0	460	700	700
<b>Total infrastructure</b>	7,830	4,695	5,620	5,650	6,040
<b>Total capital works expenditure</b>	13,964	6,502	7,420	7,104	7,822
<b>Represented by:</b>					
New asset expenditure	527	834	1,980	2,175	2,585
Asset renewal expenditure	3,154	2,689	4,440	3,944	4,207
Asset expansion / upgrade expenditure	10,283	2,979	1,000	985	1,030
<b>Total capital works</b>	13,964	6,502	7,420	7,104	7,822

**Statement of Human Resources**

For the four years ending 30 June 2019

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2014-15	<b>2015-16</b>	2016-17	2017-18	2018-19
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	11,207	<b>11,804</b>	12,013	12,392	12,814
Employee costs - capital	0	<b>0</b>	0	0	0
<b>Total staff expenditure</b>	<b>11,207</b>	<b>11,804</b>	<b>12,013</b>	<b>12,392</b>	<b>12,814</b>
	EFT	<b>EFT</b>	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	137.4	<b>139.28</b>	<b>139.28</b>	<b>138.28</b>	<b>138.28</b>
<b>Total staff numbers</b>	<b>137.4</b>	<b>139.28</b>	<b>139.28</b>	<b>138.28</b>	<b>138.28</b>

## **Appendix B**

### **Statutory disclosures**

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

## Rates and charges

### 1. Rates and charges

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

Type or class of land	2014/15 cents/\$CIV	2015/16 cents/\$CIV	Change
General rate for rateable residential properties	0.35512	<b>0.37110</b>	<b>4.5%</b>
General rate for rateable residential 2 properties	0.42614	<b>0.44532</b>	<b>4.5%</b>
General rate for rateable residential vacant properties	0.71024	<b>0.74220</b>	<b>4.5%</b>
General rate for rateable rural 1 properties	0.26634	<b>0.27833</b>	<b>4.5%</b>
General rate for rateable rural 2 properties	0.31961	<b>0.33399</b>	<b>4.5%</b>
General rate for rateable commercial / industrial properties	0.47941	<b>0.50098</b>	<b>4.5%</b>

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	4,983,374	5,320,225	6.8%
Residential 2	135,761	143,674	5.8%
Residential Vacant	356,159	375,117	5.3%
Rural 1	2,074,743	2,189,705	5.5%
Rural 2	910,057	985,427	8.3%
Commercial / Industrial	704,333	736,408	4.6%
<b>Total amount to be raised by general rates</b>	<b>9,164,427</b>	<b>9,750,556</b>	<b>6.4%</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	5,212	<b>5,284</b>	1.4%
Residential 2	89	<b>87</b>	-2.2%
Residential Vacant	432	<b>412</b>	-4.6%
Rural 1	1,388	<b>1,398</b>	0.7%
Rural 2	813	<b>825</b>	1.5%
Commercial / Industrial	363	<b>372</b>	2.5%
<b>Total number of assessments</b>	<b>8,297</b>	<b>8,379</b>	<b>1.0%</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	1,407,561,000	<b>1,430,803,000</b>	1.7%
Residential 2	31,742,000	<b>32,210,000</b>	1.5%
Residential Vacant	55,922,200	<b>50,491,200</b>	-9.7%
Rural 1	782,470,000	<b>784,658,000</b>	0.3%
Rural 2	290,004,000	<b>294,399,000</b>	1.5%
Commercial / Industrial	143,705,200	<b>146,778,200</b>	2.1%
<b>Total value of land</b>	<b>2,711,404,400</b>	<b>2,739,339,400</b>	<b>1.1%</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	280.20	<b>292.81</b>	4.5%

**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	2,152,931	<b>2,280,870</b>	5.9%

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

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$	Change
Domestic Garbage Collection (Urban)	164.70	<b>102.30</b>	-37.9%
Domestic Garbage Collection (Rural)	164.70	<b>172.10</b>	4.5%
Recycling Collection	75.15	<b>78.55</b>	4.5%
Organic Collection (Introduced)	0	<b>144.50</b>	100.0%
Green Waste Service (Ceased)	123.05	<b>0.00</b>	-100.0%
Environmental Management Contribution*	65.30	<b>68.25</b>	4.5%
<b>Total</b>	441.85	<b>564.40</b>	27.7%

\* Previously "Waste Management Facility Levy"

**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
Domestic Garbage Collection (Urban)	1,201,448	<b>511,521</b>	-57.4%
Domestic Garbage Collection (Rural)	0	<b>334,180</b>	100.0%
Recycling Collection	506,019	<b>545,699</b>	7.8%
Organic Collection (Introduced)	0	<b>674,671</b>	100.0%
Green Waste Service (Ceased)	179,291	<b>0</b>	-100.0%
Environmental Management Contribution*	502,984	<b>539,163</b>	7.2%
<b>Total</b>	2,389,742	<b>2,605,234</b>	9.0%

\* Previously "Waste Management Facility Levy"

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

	2014/15 \$	2015/16 \$	Change
Rates and charges	13,727,100	<b>14,636,339</b>	6.6%

### 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 (2015/16: estimated \$20,000, 2014/15: \$20,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that residential land becomes business land and vice versa.

## 2. Differential rates

Over the last few years, council have undertaken several reviews of the Council Rating Strategy in accordance with the Council Plan. Council adopted a Rating Strategy on 14 February 2012. The 2015-16 Budget is predicated on the rating differentials defined in the adopted Rating Strategy.

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

- A rate of 0.37110% (0.37110 cents in the dollar of CIV) for all rateable residential properties;
- A rate of 0.44532% (0.44532 cents in the dollar of CIV) for all rateable residential 2;
- A rate of 0.74220% (0.74220 cents in the dollar of CIV) for all rateable residential vacant properties;
- A rate of 0.27833% (0.27833 cents in the dollar of CIV) for all rateable rural 1 properties;
- A rate of 0.33399% (0.33399 cents in the dollar of CIV) for all rateable rural 2 properties;
- A rate of 0.50098% (0.50098 cents in the dollar of CIV) for all rateable commercial/industrial properties.

Each differential rate will be determined by multiplying the Capital Improved Value (CIV) 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.

<b>Residential Rate</b>	to provide an equitable rate for owners of all property not elsewhere described and includes residential property up to and including 8 hectares.
<b>Residential 2 Rate</b>	to provide an equitable rate for owners of residential type properties where that property is also utilised as a place of short term commercial accommodation comprising up to and including four bedrooms.
<b>Residential Vacant Rate</b>	to provide an equitable rate for owners of residential type land that currently does not contain buildings but has the potential to be utilised for residential type accommodation or development that will place a similar demand for Council's services as the other residential type classifications.
<b>Rural 1 {&gt;40ha} Rate</b>	to provide an equitable rate for large scale primary producers to:- <ol style="list-style-type: none"> <li>1. encourage land use consistent with farming activities as defined by section 2, Valuation of Land Act (1960*) and conservation of areas which are suited for agricultural pursuits,</li> <li>2. recognise the inequity of the State Government requirement for property based rating system,</li> <li>3. encourage uses compatible with the physical capacity of the land,</li> <li>4. conserve the resources of soil, flora and fauna and the significant natural features in areas identified as having ecological and landscape interest value,</li> <li>5. conserve as far as possible the existing patterns of vegetation to maintain landscape quality.</li> </ol>
<b>Rural 2 {8&lt;40ha} Rate</b>	to provide an equitable rate for small scale primary production to:- <ol style="list-style-type: none"> <li>1. encourage land use consistent with farming activities as defined by section 2, Valuation of Land Act (1960*) and conservation of areas which are suited for agricultural pursuits,</li> <li>2. recognise the inequity of the State Government requirement for property based rating system,</li> <li>3. encourage uses compatible with the physical capacity of the land,</li> <li>4. conserve the resources of soil, flora and fauna and the significant natural features in areas identified as having ecological and landscape interest value,</li> <li>5. conserve as far as possible the existing patterns of vegetation to maintain landscape quality.</li> </ol>
<b>Commercial/Industrial Rate</b>	to provide an equitable rate for commercial and industrial use land which reflects capacity of the property and for which Council may provide additional services. This may include Residential 2 (Home Industry) type properties that have five {5} or more bedrooms.

## **Appendix C**

### **Capital works program**

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

CAPITAL WORKS PROGRAM - 2015-16											
Capital Works Area	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Rates \$'000	Roads to Recovery \$'000	Borrowings \$'000	Other \$'000
<b>PROPERTY</b>											
<b>Land</b>											
<b>Land Improvements</b>											
<b>Buildings</b>											
<b>Community Facilities</b>											
. Beechworth Caretakers Cottage	20,000		20,000					20,000			
. Beechworth Childcare & Kindergarten Re-Roof & Paint	100,000		100,000					100,000			
. Beechworth Senior Citizens Renewal Works	18,000		18,000					18,000			
. Yackandandah Disabled Toilet Design	10,000		10,000					10,000			
. Yackandandah Skate Park Design	10,000			10,000				10,000			
<b>Council Buildings</b>											
. Beechworth Library Relocation	345,000			345,000		257,000		88,000			
. Rutherglen Kindergarten Disabled Access & Covered Walkway	35,000	35,000						35,000			
. Rutherglen Council Office Repaint	45,000		45,000					45,000			
<b>Museums &amp; Historical Sites</b>											
. Yackandandah Court House Renewal Works	32,000		32,000					32,000			
. Beechworth Museum Air Conditioning	90,000	90,000						90,000			
. Chiltern Court House Renewal Works	20,000	20,000						20,000			
<b>Municipal Offices</b>											
<b>Recreation Facilities</b>											
. Barkly Park Rutherglen - Building Design	30,000				30,000			30,000			
. Yackandandah Sports Park Land Purchase	35,000	35,000						35,000			
. Huon Reserve Concept & Plan Design	15,000	15,000						15,000			
<b>Swimming Pool Facilities</b>											
. Yackandandah Swimming Pool Renewal	7,500		7,500					7,500			
. Rutherglen Swimming Pool Renewal	11,500		11,500					11,500			
. Tangambalanga Swimming Pool Renewal	11,000		11,000					11,000			
. Chiltern Swimming Pool Renewal	8,500		8,500					8,500			
<b>TOTAL PROPERTY</b>	<b>843,500</b>	<b>195,000</b>	<b>263,500</b>	<b>355,000</b>	<b>30,000</b>	<b>257,000</b>	<b>-</b>	<b>586,500</b>	<b>-</b>	<b>-</b>	<b>-</b>

Appendix C

Capital Works Area	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Rates \$'000	Roads to Recovery \$'000	Borrowings \$'000	Other \$'000
<b>PLANT &amp; EQUIPMENT</b>											
<b>Plant, Machinery &amp; Equipment</b>											
<b>Motor Vehicle &amp; Plant</b>											
. Plant Replacement	397,000		397,000					309,500			87,500
. Fleet Replacement	141,000		141,000					107,000			34,000
<b>Fixtures, Fittings, Furniture &amp; Equipment</b>											
. Play Equipment Replacement	40,000		40,000					40,000			
. Street and Park Furniture Renewal	30,000		30,000					30,000			
. Energy Efficiency Upgrade	50,000	50,000						-		50,000	
. Historic Records Storage	60,000	60,000						60,000			
. Tourism Equipment and Promotions	11,000	11,000						11,000			
. Chiltern Foods Shed - Furniture & Equipment	12,000	12,000						12,000			
<b>Computers and Telecommunications</b>											
. IT Strategy Implementation - Phase 1	100,000			100,000				100,000			
. PC Replacements	20,000		20,000					20,000			
. Backup & DR	10,000			10,000				10,000			
<b>Library Services</b>											
. Library Book Vote	56,000		56,000					56,000			
. Beechworth Library Shelving & Furniture	37,000		37,000					37,000			
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>964,000</b>	<b>133,000</b>	<b>721,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>792,500</b>	<b>-</b>	<b>50,000</b>	<b>121,500</b>
<b>INFRASTRUCTURE</b>											
<b>Roads</b>											
<b>Footpaths &amp; Bikepaths</b>											
. Wahgunyah to Lake Moodemere Cycle Path Design	50,000	50,000						50,000			
. Beechworth to Yackandandah Cycle Path	110,000	110,000				80,000		30,000			
. Yackandandah - Wellsford Street	54,000			54,000				54,000			
. Barnawartha - High Street	10,000			10,000				10,000			
. Beechworth - Victoria Road	75,000			75,000				75,000			
. Wahgunyah - Elizabeth Street	40,000			40,000				40,000			
. Beechworth Service Station Footpath	20,000			20,000				20,000			
<b>Rural Roads</b>											
. Gravel Resheeting Program	500,000		500,000					500,000			
. Annual Resealing Program	400,000		400,000					185,000	215,000		
. Final Seals Program	50,000		50,000					50,000			

Appendix C

Capital Works Area	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Rates \$'000	Roads to Recovery \$'000	Borrowings \$'000	Other \$'000
<b>Rural Roads CONTINUED .....</b>											
. Sealed Pavement Rehabilitation	80,000		80,000					40,000	40,000		
. Major Roads Patching	50,000		50,000					50,000			
. Road Design & Planning for Future Capital Works	56,000		56,000					56,000			
. New Road Centre Linemarking	16,000	16,000						16,000			
. CFA Road Widening & Water Supply Improvements	25,000			25,000		21,000		4,000			
<b>Rural Road Seal Extension Program</b>											
. Yackandandah - Morgan Lane	40,000			40,000					40,000		
. Stanley - Europa Gully Road	60,000			60,000					60,000		
. Allans Flat Road Widening ( 2km )	500,000			500,000					500,000		
. Upriver Road Intersection Construction	280,000			280,000					280,000		
<b>Urban Road</b>											
. Rutherglen Main Street, Revitalisation - Stage 1	500,000			500,000		300,000		100,000		100,000	
. Tangambalanga Town Entry Roadside Improvement	10,000			10,000				10,000			
. Street Lighting Efficiency Upgrade	180,000			180,000				180,000			
<b>Urban Road Seal Extension Program</b>											
. Chiltern - Alliance Street	12,000			12,000					12,000		
. Rutherglen-Nott, Booth & Lord Streets	84,000			84,000					84,000		
. Rutherglen - Warrens Lane	14,000			14,000				3,000	11,000		
. Beechworth - Pritchard Lane	23,000			23,000					23,000		
. Beechworth- Kars Street	40,000			40,000					40,000		
. Kiewa - Walcha Street	22,000			22,000					22,000		
. Yackandandah - Cemetery Lane	22,000			22,000				22,000			
<b>Car Parks</b>											
. Coulston Park Car Park Construction - Stage 1	90,000	90,000						90,000			
<b>TOTAL ROADS</b>	<b>3,413,000</b>	<b>266,000</b>	<b>1,136,000</b>	<b>2,011,000</b>	<b>-</b>	<b>401,000</b>	<b>-</b>	<b>1,585,000</b>	<b>1,327,000</b>	<b>100,000</b>	<b>-</b>
<b>Bridges &amp; Culverts</b>											
<b>Bridge Renewal Program</b>											
. Snarts Road Bridge Replacement	285,000		285,000						285,000		
. Beechworth-Rotary Walk Bridge Replacement	26,000		26,000					26,000			
<b>Kerb &amp; Channel Replacement</b>											
. Hunter Street, Rutherglen	7,000		7,000					7,000			
. Booth Street, Rutherglen	10,000		10,000					10,000			

Appendix C

Capital Works Area	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Rates \$'000	Roads to Recovery \$'000	Borrowings \$'000	Other \$'000
<b>Kerb &amp; Channel Replacement CONTINUED .....</b>											
. Main Street, Chiltern	60,000		60,000					60,000			
. Junction Road, Beechworth	21,000		21,000					21,000			
. Barnawartha - Havelock Street Roundabout Annulus	10,000		10,000					10,000			
<b>Kerb &amp; Channel New</b>											
. Elizabeth Street, Wahgunyah	65,000	65,000						65,000			
. Short Street, Wahgunyah	30,000	30,000						30,000			
<b>Drainage</b>											
. Chiltern Drainage Improvements	90,000			90,000				90,000			
. Beechworth Drainage Improvements	100,000			100,000				100,000			
. Rutherglen Drainage Improvements	50,000			50,000				50,000			
. Yackandandah - Wellsford Street, Culvert Extension	10,000			10,000				10,000			
. Stanley - Rosengren Lane	36,000			36,000					36,000		
. Rural Road Culvert Upgrade	30,000			30,000				30,000			
<b>TOTAL BRIDGES &amp; CULVERTS</b>	<b>830,000</b>	<b>95,000</b>	<b>419,000</b>	<b>316,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>509,000</b>	<b>321,000</b>	<b>-</b>	<b>-</b>
<b>OPENSACE</b>											
. Yackandandah - Library Forecourt	125,000	125,000						125,000			
. Lake Sambell Dam Wall Construction	100,000			100,000				-		100,000	
. Chiltern Place Based Design	15,000			15,000				15,000			
<b>Parks &amp; Gardens</b>											
. Chiltern Martin Park BBQ & Shelter	22,000				22,000			22,000			
. Reserves and Ovals Renewal	30,000		30,000					30,000			
. Irrigation System Upgrades	10,000			10,000				10,000			
. Kiewa Park Shade Sail Installation	20,000	20,000						20,000			
. Chinese Gardens Redevelopment	10,000			10,000				10,000			
. Beechworth Chinese Gardens Bridge Replacement	120,000		120,000					120,000			
<b>TOTAL OPENSACE</b>	<b>452,000</b>	<b>145,000</b>	<b>150,000</b>	<b>135,000</b>	<b>22,000</b>	<b>-</b>	<b>-</b>	<b>352,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS PROGRAM 2015-16</b>	<b>6,502,500</b>	<b>834,000</b>	<b>2,689,500</b>	<b>2,927,000</b>	<b>52,000</b>	<b>658,000</b>	<b>-</b>	<b>3,825,000</b>	<b>1,648,000</b>	<b>250,000</b>	<b>121,500</b>

## **Appendix D**

### **Fees and charges schedule**

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

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Corporate Services</b>		
<b>PHOTOCOPYING</b>		
1-20 copies A4 size (per copy)	\$ 0.50	\$ 0.20
1-20 copies A3 size (per copy)	\$ 0.70	\$ 0.40
Color copies A4	\$ 2.20	\$ 0.55
Color copies A3	\$ 2.70	\$ 1.10
<b>CORPORATE ADMINISTRATION</b>		
Land information Certificate (Legislated)	\$ 20.00	\$ 20.00
Rate Notice Reproduction Fee	\$ 7.35	\$ 7.65
FOI Request (legislated)	\$ 25.10	\$ 27.20
Rates book search per hr (eg 30 years rates history)	\$ 160.00	\$ 166.40
<b>HALL HIRE CHARGES</b>		
<b>Rutherglen Memorial Hall, Main Hall, Supper Room &amp; Kitchen</b>		
> day 6am to 6pm	\$ 347.95	\$ 361.85
> night 6pm to midnight	\$ 347.95	\$ 361.85
> Extra one hour after midnight	\$ 39.95	\$ 41.55
Upstairs stalls	\$ 119.80	\$ 124.60
<b>Rehearsals</b>		
Stage day	\$ 79.85	\$ 83.05
Stage night	\$ 79.85	\$ 83.05
Decorating only day	\$ 23.40	\$ 24.35
Decorating only night	\$ 23.40	\$ 24.35
<b>Main Hall Only - Parties etc.</b>		
> day 6am to 6pm	\$ 256.90	\$ 267.15
> night 6pm to midnight	\$ 256.90	\$ 267.15
> extra one hour after midnight	\$ 110.65	\$ 115.10
Upstairs stalls	\$ 119.45	\$ 124.20
<b>Supper Room Only</b>		
> day 6am to 6pm	\$ 131.20	\$ 136.45
> night 6pm to midnight	\$ 131.20	\$ 136.45
> one extra hour after midnight	\$ 42.20	\$ 43.90
<b>Supper Room &amp; Kitchen</b>		
> day 6am to 6pm	\$ 222.45	\$ 231.35
> night 6pm to midnight	\$ 222.45	\$ 231.35
> extra one hour after midnight	\$ 39.90	\$ 41.50



## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Corporate Services Continued ...</b>		
<b>Rehearsals</b>		
> day 6am to 6pm	\$ 79.85	\$ 83.05
> night 6pm to midnight	\$ 79.85	\$ 83.05
Decorating only day 6am to 6pm	\$ 23.90	\$ 24.85
Decorating only night 6pm to midnight	\$ 23.90	\$ 24.85
Community Liability Fee	\$ 33.05	\$ 34.35
<b>Kitchen Utensils</b>		
> day or night	\$ 85.60	\$ 89.00
<b>Kitchen Only</b>		
> per day	\$ 85.60	\$ 89.00
<b>Discount for Hiring on Consecutive Days (Hall and/or Supper Room)</b>		
10% discount for hire on 2 consecutive days		
20% discount for hire on 3 consecutive days		
30% discount for hire on 4 consecutive days		
50% discount for hire on 5-7 consecutive days		
<i>Discount only applies if cleaning is not required during consecutive days hiring</i>		
<b>Discount for Community Groups 25%</b>		
<b>Refundable Hall Security Deposits</b>		
Key ( Bond ) deposit - per key	\$ 32.60	\$ 33.90
Damage/security deposit for supper room only	\$ 206.40	\$ 214.65
Damage/security deposit for main hall/supper room	\$ 347.70	\$ 361.60
<b>Rutherglen Rural Transaction Centre</b>		
Old Council Chamber (per hire/per day)	\$ 81.50	\$ 84.75
President's Room (per hire /per day)	\$ 38.00	\$ 39.50
Back Office (per hire /per day)	\$ 81.50	\$ 84.75
Front Office ( per hire /per day)	\$ 81.50	\$ 84.75
Internet Room- Casual use (per hour)	\$ 4.00	\$ 4.15



## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Infrastructure Services</b>		
<b>GARBAGE, RECYCLE AND ORGANICS COLLECTION</b>		
Domestic - Garbage Collection - Urban ( 140L bin )	\$ 164.70	\$ 102.30
Domestic - Garbage Collection - Rural ( 240L bin )	\$ 164.70	\$ 172.10
Domestic - Garbage Collection - Urban - Upgraded bin size ( 240L bin )	\$ -	\$ 172.10
Domestic - Recycling Collection (240L bin )	\$ 75.15	\$ 78.55
Domestic - Recycling Collection - Additional service (240L bin )	\$ 75.15	\$ 78.55
Domestic - Recycling Collection - Upgraded bin size ( 360L bin )	\$ 112.35	\$ 95.00
Domestic - Organics Collection ( 240L bin )	\$ -	\$ 144.50
<b>WASTE MANAGEMENT FACILITIES</b>		
Environmental Management Contribution	\$ 65.30	\$ 68.25
<b>TRANSFER STATION FEES</b>		
<b>Putrescible Waste, Hard Garbage or other waste for disposal</b>		
General Waste Rate/m3	\$ 29.60	\$ 30.80
Minimum Charge/m3	\$ 8.50	\$ 8.90
Mattresses (each)	\$ 26.40	\$ 28.60
Clean separated green waste accepted by Site Supervisor □(per cubic metre) (Full charge if contaminated)	\$ 16.90	\$ 17.60
Car tyres (each)	\$ 7.60	\$ 7.90
Car tyres with rim (each)	\$ 10.60	\$ 11.00
Light truck tyres (each)	\$ 13.50	\$ 14.00
Heavy truck tyres (each)	\$ 32.70	\$ 34.00
Tractor tyres (each)	\$ 70.00	\$ 72.80
Earthmover tyres (each)	\$ 70.00	\$ 72.80
Cardboard (per cubic metre)	\$ 17.20	\$ 17.90
E-Waste items ( per kg )	\$ -	\$ 1.00
<b>ROAD OPENING PERMITS</b>		
<b>Road Opening Permits</b>		
Restoration Charges per square metres (to be paid when permit obtained)	<i>Covered by Road Management Act, Unit Fees set by State Govt, July 1 each year As at 1 July, 2015 1 Fee Unit = \$12.53 This fee set by Building Regulations.</i>	
Roads - Deep lift asphalt or similar		
Roads - Bitumin surface on crushed rock base		
Footpaths/Crossovers - Asphalt, 75 mm concrete, pitcher or flag type		
Footpaths/Crossovers - 100 to 150 mm - concrete		
Channel/Kerb – concrete, pitchers, dish gutters, spoon drains		
Dressed Stone – Replacement with new stone		
Kerb and Channel – Replacement with existing stone		
Provision of levels for driveway construction		
Additional Inspection		
Provision of legal discharge point for stormwater drainage		

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Development &amp; Planning</b>		
<b>COMMUNITY CARS</b>		
<b>Beechworth</b>		
> B/Wth (within township)	\$ 11.00	\$ 11.45
> B/Wth to Wangaratta	\$ 35.20	\$ 36.60
> B/Wth to Wodonga	\$ 36.40	\$ 37.85
> B/Wth to Albury	\$ 41.80	\$ 43.50
> B/wth to Nth Albury/Lavington	\$ 49.60	\$ 51.60
<b>Yackandandah</b>		
> Yack (within township)	\$ 11.00	\$ 11.45
> Yack to Beechworth	\$ 20.90	\$ 21.75
> Yack to Wodonga	\$ 26.40	\$ 27.45
> Yack to Albury	\$ 35.20	\$ 36.60
> Yack to Nth Albury/Lavington	\$ 41.80	\$ 43.50
> Yack to Wangaratta	\$ 52.90	\$ 55.00
<b>Kiewa/Tangambalanga</b>		
> Kiewa/Tangambalanga (within township)	\$ 11.00	\$ 11.45
> Kiewa/Tangam to Wodonga	\$ 22.00	\$ 22.90
> Kiewa/Tangam to Albury	\$ 27.50	\$ 28.60
> Kiewa/Tangam to Nth Albury/Lavington	\$ 34.10	\$ 35.45
<b>MEALS ON WHEELS &amp; COMMUNITY MEAL (per meal)</b>		
Meals on Wheels	\$ 9.50	\$ 10.70
Community Meal	\$ 9.50	\$ 10.70
Meals (Private) (Full Cost Recovery)	\$ 15.20	\$ 15.60
<b>SENIOR CITIZENS HALL HIRE</b>		
<b>Yackandandah</b>		
> Half Day	\$ 53.00	\$ 55.10
> Full Day	\$ 98.00	\$ 101.90
> Weekend (same as weekdays)		
Meetings	\$ 19.00	\$ 19.75
Deposit	\$ 120.00	\$ 120.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Development &amp; Planning Continued ....</b>		
<b>HOME &amp; COMMUNITY CARE</b>		
<b>Low income</b>		
Less than \$35,299 - single		
Less than \$54,007 - couple		
Less than \$59,884 - family with 1 child + \$5,877 for each add. child		
<b>Medium Income</b>		
\$35,299 - \$77,668 - single		
\$54,007 - \$103,830 - couple		
\$59,884 - \$109,342 - family with 1 child + \$5,877 for each add. Child		
<b>High Income</b>		
Greater than \$77,668 - single		
Greater than \$103,830 - couple		
Greater than \$109,342 - family with 1 child + \$5,877 for each add. child		
<b>Home Care</b>		
Low Income Single	\$ 6.40	\$ 6.65
Medium Income	\$ 13.50	\$ 14.05
High Income	\$ 36.00	\$ 37.45
<b>Personal Care</b>		
Low Income	\$ 6.40	\$ 6.65
Medium Income	\$ 10.20	\$ 10.60
High Income	\$ 40.00	\$ 41.60
<b>Respite Care</b>		
Low Income	\$ 4.10	\$ 4.25
Medium Income	\$ 5.20	\$ 5.40
High Income	\$ 36.00	\$ 37.45
<b>Property Maintenance</b>		
Low Income - all property maintenance (from 2007/08)	\$ 14.00	\$ 14.55
Medium Income	\$ 20.90	\$ 21.75
High Income	\$ 53.00	\$ 55.10
<b>Home Care Private</b>		
Hourly rate	\$ 58.30	\$ 60.63
* Plus travel time for outside town boundaries @\$0.80/min		
HC Private Travel /km	\$ 1.00	\$ 1.00
<b>DISABLED PARKING PERMITS</b>		
Disabled Parking (for 3 years)	No Fees Charged	No Fees Charged
Disabled Parking - temporary permit (for up to 12 months)	No Fees Charged	No Fees Charged

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Development &amp; Planning Continued ....</b>		
<b>SWIMMING POOLS</b>		
<b>Casual</b>		
Child (per entry)	\$ 3.60	\$ 3.75
Adult (per entry)	\$ 4.50	\$ 4.70
Spectator	\$ 2.70	\$ 2.80
Students	\$ 2.70	\$ 2.80
Concession Casual	\$ 3.60	\$ 3.75
Family Casual	\$ 15.40	\$ 16.00
Swimming Pennants (per entry)	\$ 1.20	\$ 1.25
<b>Season Tickets</b>		
Child	\$ 77.00	\$ 80.10
Adult	\$ 102.00	\$ 106.10
Family	\$ 180.00	\$ 187.20
Concession	\$ 77.00	\$ 80.10
<b>Out of Hours Bookings - Lifeguard Fee</b>		
0-2 hours - Lifeguard Fee	\$ 40.00	\$ 41.60
2 hours or more - Lifeguard Fee	\$ 60.00	\$ 62.40
<b>School Usage</b>		
<i>(During normal pool opening hours)</i>		
Teacher in the Water (Adult fee)	\$ 4.50	No Charge
Spectator / Supervising teacher on pool deck	\$ 2.70	No Charge
Students	\$ 2.70	\$ 2.80
<i>(OUTSIDE normal pool opening hours) - 0-2 hour Booking</i>		
Lifeguard fee - 0-2 hour Booking	\$ 30.00	\$ 31.20
Teacher in the Water (Adult fee)	\$ 4.50	No Charge
Spectator / Supervising teacher on pool deck	\$ 2.70	No Charge
Students	\$ 2.70	\$ 2.80
<i>(OUTSIDE normal pool opening hours) - 2 hours or more Booking</i>		
Lifeguard fee - 2 hours or more booking	\$ 50.00	\$ 52.00
Teacher in the Water (Adult fee)	\$ 4.50	No Charge
Spectator / Supervising teacher on pool deck	\$ 2.70	No Charge
Students	\$ 2.70	\$ 2.80
<b>BEECHWORTH / RUTHERGLEN YOUTH CENTRE</b>		
Day Rate	\$ 50.00	\$ 52.00
Half Day	\$ 25.00	\$ 26.00
Casual Hire (under 4 hours)	\$ 20.00	\$ 20.80
Casual Hire Premium	\$ 25.00	\$ 26.00
Bond	\$ 250.00	\$ 260.00
Per term (based on discussions)	\$ 225.00	\$ 234.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Local Laws</b>		
<b>ANIMAL REGISTRATION</b>		
<b>Registration fees - Dogs/Cats</b>		
Unsterilised animal dog (NB \$2.50 levy to Gov't)	\$ 85.20	\$ 88.60
Unsterilised animal cat (NB \$1 levy to Gov't)	\$ 85.05	\$ 88.60
Sterilised dog or reduced fee (must be 1/3 of full fee)	\$ 28.35	\$ 29.50
Sterillised cat or reduced fee (must be 1/3 of full fee)	\$ 28.35	\$ 29.50
Pensioner concession unsterilised dog	\$ 42.50	\$ 44.30
Pensioner concession unsterilised cat	\$ 42.50	\$ 44.30
Pensioner concession / reduced fee sterilised dog	\$ 14.15	\$ 14.75
Pensioner concession / reduced fee sterilised cat	\$ 14.15	\$ 14.70
Animal Business Registration	\$ 244.60	\$ 254.40
Lifetime tag	\$ 11.95	\$ 12.40
Permit for keeping more than two dogs or four cats or four animals in total	\$ 40.50	\$ 42.10
<b>POUND FEES</b>		
<b>Release Fees</b>		
Dogs	\$ 96.90	\$ 100.70
Cats	\$ 96.90	\$ 100.70
Sheep pigs and goats	\$ 44.00	\$ 45.75
Horses, cattle, deer, alpacas and camels	\$ 96.90	\$ 100.70
Birds	\$ 46.15	\$ 48.00
<b>Sustenance fees</b>		
Dogs - per day	\$ 10.80	\$ 11.20
Cats - per day	\$ 10.80	\$ 11.20
Sheep, pigs and goats - per day	\$ 4.85	\$ 5.05
Horses, cattle, deer, alpacas & camels - per day	\$ 10.80	\$ 11.20
<i>Transport fees to be recovered at cost plus 50% including labour and attendance</i>		
<b>POUND RELEASE FEES</b>		
Shopping trolley	\$ 108.35	\$ 112.70
Toy vehicle (eg skateboard)	\$ 47.80	\$ 49.70
Impounded signs	\$ 108.35	\$ 112.70
Derelict/abandoned vehicle (each)	\$ 536.20	\$ 557.60
Plus per day	\$ 22.85	\$ 23.75
Unlawfully parked vehicle	\$ 536.20	\$ 557.60

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Local Laws continued ....</b>		
<b>LOCAL LAW FEES</b>		
<b>Local Law 1 Street Management</b>		
Advertising signs (p.a)	\$ 97.50	\$ 101.40
Art & Craft Market	\$ 193.95	\$ 201.70
Artistic Activity - Busking (6 months)	\$ 29.10	\$ 30.26
Artistic Activity - Busking (p.a)	\$ 74.15	\$ 77.10
Bulk rubbish containers (3 months) as per local law application	\$ 46.65	\$ 48.52
Bulk rubbish containers (p.a)	\$ 231.65	\$ 240.10
Charitable collection bin (each)	\$ 5.70	\$ 5.90
Charitable collection bin (per annum)	\$ 5.70	\$ 5.90
Display of goods for sale	\$ 97.50	\$ 101.40
Food vans	\$ 184.80	\$ 192.20
Horse drawn vehicle for hire (p.a)	\$ 211.05	\$ 219.50
Occasional traders (each)	\$ 57.05	\$ 59.30
Outdoor eating facility	\$ 194.75	\$ 202.50
Parking heavy vehicle in residential area (p.a.)	\$ 194.75	\$ 202.50
Road Occupation for works	Covered by Road Management Act, Unit Fees set by State Govt, July 1 each year	
Roadside trading (each)	\$ 57.05	\$ 59.30
Roadside trading (pa)	\$ 194.75	\$ 202.50
Street collections (each)	no charge	No Charge
Street collections (pa)	no charge	No Charge
Street Stalls	no charge	No Charge
Street parties festivals & events (each)	\$ 57.05	\$ 59.30
<b>Local Law No 2 - Environment</b>		
Fire in the open air (p.a)	\$ 57.05	\$ 59.30
Keeping more than 4 or allowable animals (p.a)	\$ 39.95	\$ 41.55
Keeping more than 12 but less than 25 fowl (pa)	\$ 57.05	\$ 59.30
Permit to keep a horse	\$ 39.95	\$ 41.55
Permit to consume liquor on road(licensed premises) (pa)	\$ 97.00	\$ 100.90
<b>Local Law No 3 - Municipal Places</b>		
Activities within reserves	\$ 97.00	\$ 100.90
Release of impounded property (each)	\$ 101.10	\$ 105.15
<b>Local Law No 6 Consumption of Liquor in a Public Place</b>		
Permit to consume liquor on a road (licensed premises) (pa)□	\$ 92.40	\$ 96.10
<b>Local Law No 4 Livestock Control</b>		
<b>Droving of Livestock</b>		
Fee for application (non refundable)	\$ 173.90	\$ 180.85
Bond Minimum bond of \$1000.00 and maximum of \$2000.00	\$ 23.40	\$ 24.35
Daily Fee Cattle	\$ 0.55	\$ 0.60
Daily fee Sheep	\$ 0.55	\$ 0.60
Daily fee Other livestock	\$ 0.55	\$ 0.60
<b>Grazing of Livestock</b>		
Fee for each application (non refundable)	\$ 97.50	\$ 101.50
Permanent Stock Crossing	\$ 47.80	\$ 49.70



## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Museums Historical Sites</b>		
<b>COURT HOUSE, TELEGRAPH STATION, BURKE MUSEUM &amp; 2 GUIDED WALKING TOURS - GOLDEN TICKET (VALID 4 DAYS)</b>		
<b>Admission Charges</b>		
> Adult	\$ 25.00	\$ 25.00
> Children	\$ 15.00	\$ 15.00
> Concession	\$ 15.00	\$ 15.00
> Family (2 adults, 3 children)	\$ 50.00	\$ 50.00
<b>BEECHWORTH COURT HOUSE</b>		
<b>Admission Charges</b>		
> Adult	\$ 8.00	\$ 8.00
> Children	\$ 5.00	\$ 5.00
> Concession	\$ 5.00	\$ 5.00
> Concession - Court Room Trial	\$ -	\$ 6.00
> Family(2 adults, 3 children)	\$ 16.00	\$ 16.00
<b>BURKE MUSEUM</b>		
<b>Admission Charges</b>		
> Adult	\$ 8.00	\$ 8.00
> Children	\$ 5.00	\$ 5.00
> Concession	\$ 5.00	\$ 5.00
> Family (2 adults, 3 children)	\$ 16.00	\$ 16.00
<b>MUSEUM/COURTHOUSE COMBINED TICKET (VALID 2 DAYS)</b>		
<b>Admission Charges</b>		
> Adult	\$ 15.00	\$ 15.00
> Concession/Student	\$ 9.00	\$ 9.00
> Family	\$ 30.00	\$ 30.00
<b>WALKING TOURS (Echoes of History or Ned Kelly)</b>		
<b>Admission Charges</b>		
> Adult	\$ 10.00	\$ 10.00
> Children	\$ 7.50	\$ 7.50
> Concession	\$ 7.50	\$ 7.50
> Family	\$ 25.00	\$ 25.00
<b>OTHER PRECINCT SERVICES</b>		
Microfilm use & research at the Museum (patron conducts own res.)	\$ 6.00	\$ 6.50
Research conducted by Museum Staff (per hr)	\$ 35.00	\$ 36.50
<b>Photographic Service</b>		
Copies from Pioneer Board (A4 size)	\$ 26.50	\$ 27.50
<b>Reproduction Fees</b>		
Publication of Burke Memorial Museum material in books, journals, exhibitions, catalogues, newspapers, electronic and online products, and in film and television programs (refer detailed schedule).		
Black and White (per image) (A4 size)	\$ 53.10	\$ 55.00
Colour (per image)	\$ 90.00	\$ 95.00
Publication of museum material as separate prints available for sale	\$ 454.20	\$ 475.00
For the right to film any Burke Museum material in situ for film, video or television	\$ 450.00	\$ 470.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Museums Historical Sites Continued..</b>		
<b>VENUE HIRE</b>		
<b>Beechworth Town Hall</b>		
<i>Note: Charges waived for community groups (bond applicable)</i>		
> Day rate for (6am-6pm)	\$ 75.00	\$ 78.00
> Hourly day rate (up to 2 hours then day rate)	\$ 27.10	\$ 29.00
> 6pm to midnight or part thereof	\$ 95.00	\$ 100.00
> Up to 2 hours after midnight (max. time)	\$ 59.00	\$ 62.00
> Combined Evening & Day rate	\$ 175.00	\$ 195.00
Heating	\$ 29.40	\$ 32.00
Refundable bond	\$ 200.00	\$ 200.00
<b>Burke Museum</b>		
Meetings (per hour)	\$ 41.30	\$ 44.00
<i>Note: Use of Museum for meetings etc outside normal operating hours (excluding the Friends of the Burke Museum)</i>		
Venue Hire (4hrs or part thereof)	\$ 175.00	\$ 195.00
"Street of Shops" (4hrs or part thereof)	\$ 320.00	\$ 333.00
Combined venue hire & "Street of Shops"(4hrs or part thereof)	\$ 450.00	\$ 475.00
`		
> Day rate per hour up to 2 hours	\$ 45.00	\$ 50.00
> Hourly rate (up to 2 hours then day rate)	\$ 59.00	\$ 62.00
> Night Rate per hour (6pm to midnight)	\$ 90.00	\$ 94.00
<b>Rehearsals/set up time</b>		
> Day rate	\$ 35.00	\$ 37.00
> Night rate maximum of 2 hrs	\$ 45.00	\$ 48.00
<b>Camp Fire/Village Green</b>		
> Day Rate per hour	\$ 39.00	\$ 41.00
> Hourly rate (up to 2 hours then day rate)	\$ 45.00	\$ 50.00
> Night Rate per hour ( 6pm to midnight)	\$ 59.00	\$ 63.00
> Bond - all buildings/grounds attract a bond	\$ 300.00	\$ 300.00
<i>Note: All permits must be obtained by Hirer and submitted with forms</i>		
<i>Note: Special rules apply to deposits - if the deposit is refunded no GST is payable, however if a deposit is forfeited GST becomes applicable</i>		
<b>Police Paddocks</b>		
<i>Note: Charges apply to commercial groups only, charges waived for community groups(bond applicable)</i>		
> Day Rate per hour	\$ 41.30	\$ 44.00
> Hourly rate (up to 2 hours then day rate)	\$ 46.20	\$ 48.00
> Bond - all buildings/grounds attract a bond	\$ 400.00	\$ 400.00
> Night rate 6 pm to midnight or part thereof inc. weekends□ hourly rate	\$ 59.00	\$ 62.00
<b>Insurance</b>		
Casual Hirers Public Liability Ins. (applicable to all groups)	\$ 30.70	\$ 32.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees (Incl.GST)	2015-2016 Fees (Incl.GST)
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Planning</b>		
<b>SUSTAINABLE DEVELOPMENT</b>		
<b>PLANNING FEES</b>		
<b>PLANNING PERMITS AND PLANNING Scheme amendments fees schedule (These fees do not attract GST)</b>		
Reference should always be made to the Regulations to obtain the complete wording of individual fee regulations and other regulations (which include waiving and rebating provisions) The Regulations are available at <a href="http://www.dms.dpc.vic.gov.au">Http://www.dms.dpc.vic.gov.au</a>		
<b>APPLICATIONS FOR PERMITS UNDER SECTION 47 (REG. 7)</b>		
<b>Class</b>		
1. Use only	\$ 502.00	\$ 502.00
An application to undertake development ancillary to the use of the land for a single dwelling per lot; if the estimated cost of development included in the application is:		
2. >\$10,000 - \$100,000	\$ 239.00	\$ 239.00
3. >\$100,000	\$ 490.00	\$ 490.00
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:		
4. <\$10,000	\$ 102.00	\$ 106.08
>10,000 - \$50,000 (Council variation to fee structure)	\$ 320.10	\$ 332.90
5. \$50,001 - \$250,000	\$ 604.00	\$ 604.00
6. \$250,001 - \$500,000	\$ 707.00	\$ 707.00
7. \$501,000 - \$1,000,000	\$ 815.00	\$ 815.00
8. \$1,000,001 - \$7,000,000	\$ 1,153.00	\$ 1,153.00
9. \$7,000,000 - \$10,000,000	\$ 4,837.00	\$ 4,837.00
10. \$10,000,001 - \$50,000,000	\$ 8,064.00	\$ 8,064.00
11. \$50,000,001	\$ 16,130.00	\$ 16,130.00
12. To subdivide an existing building	\$ 386.00	\$ 386.00
13. To subdivide land into two lots	\$ 386.00	\$ 386.00
14. To effect a realignment of a common boundary between lots or to consolidate two or more lots.	\$ 386.00	\$ 386.00
15. To subdivide land.	\$ 781.00	\$ 781.00
16. To remove a restriction (within the meaning of the <i>Subdivision Act 1988</i> ) over land if the land has been used or developed for more than 2 yrs. before the date of application, in a manner which would have been lawful under the <i>Planning and Environment</i>	\$ 249.00	\$ 249.00
17. To create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> ; or to create or remove a right of way.	\$ 541.00	\$ 541.00
18. To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.	\$ 404.00	\$ 404.00
<b>COMBINED PERMIT APPLICATIONS (REGULATION 8)</b>		
The fee for an application for any combination matters set out in the table in regulation 7 is the sum arrived at by adding the highest of the fees that would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.		
<b>FEES TO AMEND APPLICATIONS AFTER NOTICE HAS BEEN GIVEN (REGULATION 9(1) and 9(2))</b>		
Request to amend an application for a permit after notice of the application has been given under section 52 for every class of application set out in the table in regulation 7 (other than class 4)	\$ 102.00	\$ 102.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Planning continued....</b>		
<b>SUBDIVISION (Fees) Further interim Regulations 2013</b>		
<b>Fee Type</b>		
Processing an application to certify a plan of subdivision under the Subdivision Act 1988	\$100 plus \$20 per lot.	\$100 plus \$20 per lot.
Processing any other application for certification under the subdivision Act 1988	\$ 100.00	\$ 100.00
Engineering plan prepared by Council Sec 15(6)	3.5% value of works	3.5% value of works
Supervision of works Sec 17(2)(b)	2.5 % value of works	2.5 % value of works
Checking engineering plans	.75 % value of works	.75 % value of works
<b>INDIGO SHIRE FEES &amp; CHARGES 2012/13</b>		
Applications for extensions of time to a permit or for amendments to a permit or approved plans - Admin fee	1/2 original application fee	1/2 original application fee
Assessing Development Plans Regulation 15	\$ 102.00	\$ 106.00
Assesing Timber Harvesting Plan (per assesment)	\$ 102.00	\$ 106.00
<b>Public Notice Administration charges -</b>		
> Public notice letters to owners/occupants	\$ 80.00	\$ 83.50
> Public notice displayed on site (when erected for applicant)	\$ 80.00	\$ 83.50
> Display ad in O&M Advertiser	Cost + 10%	Cost + 10%
> Display ad in Border Mail	Cost + 10%	Cost + 10%
Amendment of endorsed plans or permit not requiring further inspection or referrals - admin. Fees	\$ 148.00	\$ 154.00
Planning Scheme Amendments - when an independent panel report is required		
<b>Section 173 Ageements</b>		
Preparation fee	\$ 395.00	\$ 410.80
Legal review where agreement prepared outside Council		Cost of review
Sealing fee	\$ 81.00	\$ 84.50
Request for Planning Information (requiring search of archives) with min. one hour fee and additional document copying fee	\$ 81.00	\$ 84.50
<b>Liquor License</b>		
Change of class of license/hours	\$ 502.00	\$ 502.00
New license/increase in license area	\$ 502.00	\$ 502.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Building &amp; Environmental Health Services</b>		
<b>BUILDING FEES</b>		
<b>Note:-</b>		
a) Statutory fees as prescribed by the Building Regulations shall be applied in addition to the fees listed below.		
b) The Building Permit Fees shall be \$Value of building work /200 or the following minimum whichever is the lesser		
<b>Residential (Domestic) Works</b>		
Extensions/Alterations {cost/200} min \$850	\$ 890.00	\$ 925.00
Internal Alterations { cost / 200 } min \$640	\$ 675.00	\$ 705.00
New Dwellings { cost / 200} min \$1275	\$ 1,350.00	\$ 1,405.00
Multi Unit Development (cost/200)	\$ -	as per formula
<b>Minor Works</b>		
Demolitions (any height class 1 or 10)	\$ 330.00	\$ 345.00
Demolitions (any other building \$ per storey)	\$ 565.00	\$ 588.00
Removals	\$ 330.00	\$ 345.00
Garages, carports, verandahs, pergolas , <\$5,000	\$ 350.00	\$ 365.00
Garages, carports, verandahs, pergolas , \$5,000 - \$10,000	\$ 450.00	\$ 465.00
Garages, carports, verandahs, pergolas , \$10,000 - \$20,000	\$ 505.00	\$ 525.00
Garages, carports, masts, >\$20,000	\$ 585.00	\$ 610.00
Swimming Pools (inground)	\$ 610.00	\$ 635.00
Swimming Pools (above ground)	\$ 450.00	\$ 468.00
Swimming Pools fence only	\$ 180.00	\$ 190.00
Other (e.g. re-stump, masts, fences, heaters etc).	\$ 450.00	\$ 468.00
<b>Note:-</b>		
<i>This may be reduced at the discretion of the Municipal Building Surveyor.</i>		
<b>Commercial Works</b>		
> Up to \$30,000 {cost x 0.0125 +240 + GST}	\$ -	as per formula
> \$30,000 to \$100,000 {cost x 0.0125 +240 + GST} Min \$930		
> \$100,000 to \$499,000 {cost x .003 + \$1340 + GST}		
> \$500,000 and over {cost x 0.0016 + \$2290 + GST}		
<b>Services</b>		
Non mandatory & additional reinspections	\$ 180.00	\$ 200.00
Council Consent and Report (Building Reg 4) as per State set fee		
Copies - building records, building permit with min one hour fee and additional document copying fee per hour	\$ 80.00	\$ 120.00
Occupancy Permits	\$ 525.00	\$ 550.00
<b>Building Compliance</b>		
Building compliance - fee { Cost + 50% } Min \$600	\$ -	as per formula

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Building &amp; Environmental Health Services continued ...</b>		
<b>ENVIRONMENTAL HEALTH FEES</b>		
<b>Annual Food Registration:</b>		
<b>Indigo Shire Council Municipal Area</b>		
<b>Class 1</b>		
Businesses selling food to vulnerable groups eg. Hospitals (audit required at cost)	\$ 522.75	\$ 545.00
<b>Class 2</b>		
Businesses selling unpacked potentially hazardous foods which are not intended to be cooked or treated prior to consumption eg. hotels	\$ 486.00	\$ 506.00
Businesses selling potentially hazardous foods which are intended to be cooked prior to consumption; or	\$ 486.00	\$ 506.00
<b>Class 3</b>		
Businesses selling non potentially hazardous foods which are unpacked eg. take aways	\$ 246.00	\$ 256.00
<b>Class 4</b>		
Businesses selling packaged foods only e.g.. Newsagent, wineries		
<b>Temporary Food Premises</b>		
Class 2	\$ 190.00	\$ 198.00
Class 3	\$ 115.00	\$ 120.00
Community Groups or Class 4 Notifications	free	free
<b>Other Fees</b>		
Transfer Fee - all registered premises		50% of annual cost + 50%
Late fee (regos not received by the 1 March)		
Prescribed Accommodation Fee B & B	\$ 264.00	\$ 275.00
Prescribed Accommodation Fee 10-20 people	\$ 272.00	\$ 283.00
Prescribed Accommodation Fee (Over 20 people)	\$ 282.00	\$ 293.00
Hairdressing/Skin Penetration - Onngoing registration fee	\$ 133.00	\$ 138.00
Food premises transfer / specific inspection request - Fee	\$ 180.00	\$ 200.00
<b>Caravan Parks</b>		
Fee – as per State legislation. (No fees for next three years)	\$ -	No Charge
Registration transfer as per legislation	\$ -	\$ 200.00
Transfer Inspection Fee as per legislation		
<b>Septic Tanks</b>		
New - Fee	\$ 472.00	\$ 495.00
Alteration/Extension of Permit - Fee	\$ 235.00	\$ 245.00
Re Inspection Fee	\$ 180.00	\$ 200.00
Minor Alteration Fee	\$ -	\$ 145.00
Enforcement Fee Cost + 50% ( Min \$500 )	cost + 50%	cost + 50%
<b>Mount Hotham Resort Area</b>		
<b>Class 1</b>		
Businesses selling food to vulnerable groups e.g.. Hospitals (audit required at cost)	\$ 574.00	\$ 597.00
<b>Class 2</b>		
Businesses selling unpacked potentially hazardous foods which are not intended to be cooked or treated prior to consumption e.g.. hotels	\$ 568.00	\$ 590.00
Businesses selling potentially hazardous foods which are intended to be cooked prior to consumption; or	\$ 568.00	\$ 590.00
<b>Class 3</b>		
Businesses selling non potentially hazardous foods which are unpacked e.g.. take aways	\$ 333.00	\$ 346.00
<b>Class 4</b>		
Businesses selling packaged foods only e.g.. Newsagent, wineries	Free, Per Legislation	Free, Per Legislation
<b>Prescribed Accommodation Fee</b>		
Up to 20 persons accommodated	\$ 317.75	\$ 330.00
21 to 40 persons accommodated	\$ 410.00	\$ 426.00
41 to 60 persons accommodated	\$ 466.00	\$ 485.00
61 or more persons accommodated	\$ 522.75	\$ 545.00
Hairdressing/Skin Penetration	\$ 153.75	\$ 160.00

## 2015 - 16 SCHEDULE OF FEES & CHARGES

DESCRIPTION OF FEES & CHARGES	2014-2015 Fees ( Incl.GST )	2015-2016 Fees ( Incl.GST )
<b>2015 - 16 SCHEDULE OF FEES &amp; CHARGES - Building &amp; Environmental Health Services continued ...</b>		
<b>Falls Creek Resort area</b>		
<b>Class 1</b>		
Businesses selling food to vulnerable groups e.g.. Hospitals (audit required at cost)	\$ 574.00	\$ 597.00
<b>Class 2</b>		
Businesses selling unpacked potentially hazardous foods which are not intended to be cooked or treated prior to consumption e.g.. hotels	\$ 568.00	\$ 590.00
Businesses selling potentially hazardous foods which are intended to be cooked prior to consumption; or	\$ 568.00	\$ 590.00
<b>Class 3</b>		
Businesses selling non potentially hazardous foods which are unpacked e.g.. take aways	\$ 333.00	\$ 346.00
<b>Class 4</b>		
Businesses selling packaged foods only eg. Newsagent, wineries	<i>Free per legislation</i>	Free Per Legislation
<b>Prescribed Accommodation</b>		
Up to 20 persons accommodated	\$ 317.75	\$ 330.00
21 to 40 persons accommodated	\$ 410.00	\$ 426.00
41 to 60 persons accommodated	\$ 466.00	\$ 485.00
61 or more persons accommodated	\$ 522.75	\$ 545.00
Hairdressing/Skin Penetration	\$ 153.75	\$ 160.00
<b>Other Fees</b>		
Transfer Fee ( including Pre-purchase Inspections ) - all registered premises including Caravan Parks	\$ -	\$ 250.00
Late fee (regos not received by the 1 March)	\$ 250.00	\$ 250.00