



## **Strathbogie Shire Council Budget Report – 2014/2015**

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

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## Mayor's introduction

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

Following a rigorous process of community consultation and internal review, Council has reduced the 7% rating increase proposed in accordance with its Rating Strategy, to 5.5%. This level will allow us to maintain existing service levels, fund a number of significant new initiatives and continue to allocate sufficient funds for the continuing strategic renewal of Council's infrastructure.

Waste management charges, which are calculated on a cost recovery basis, will increase by 4%.

The rate increase, while lower than the level foreshadowed in Council's Strategic Resource Plan and Long Term Financial Plan, will satisfy our infrastructure renewal objectives and ensure the continuing delivery of quality services, in the context of a sound financial framework.

To provide further impetus to the infrastructure renewal program, Council has recently implemented changes to its management structure, the resultant savings from which will generate additional valuable resources for infrastructure capital works.

The proposed budget includes a number of new initiatives:

- Development of a shirewide Domestic Wastewater Management Plan (\$60K)
- Review of the Aquatic Strategy (\$25K)
- Continuing participation in the Shared Service Project with City of Greater Shepparton (\$150K)
- Euroa Memorial Oval upgrade (\$390K)
- Investigation of a proposal for the development of a Strathbogie Sporting Precinct (\$5K)
- Investigation of a proposal for the formation of a Youth Council (\$3K)

The total Capital Works program will be \$9.56 million, of which \$1.27 million relates to projects carried over from the 2013/14 year.

Highlights of the Capital Works program include:

- Roads (\$3.51 million) - including resealing, resheeting and rehabilitation.
- Bridges (\$0.72 million)
- Drainage (\$0.29 million)
- Footpaths, Kerb and Channel (\$0.19 million)
- Plant and Machinery (\$0.82 million)
- Information Systems (\$0.15 million)
- Automatic weir gates - Sevens Creek Park Weir (\$0.20 million)
- Nagambie drainage - retention dam (\$0.07 million)
- Violet Town flood mitigation (\$0.50 million)
- Violet Town Library (\$0.46 million)
- Violet Town Community Centre - new roof (\$0.19 million)
- Waste transfer station upgrades (\$0.28 million)
- Avenel Memorial Hall - stormwater drainage/ underpin footings (\$0.04 million)
- Euroa Third Age Club - accessible toilets (\$0.04 million)
- Euroa Little Theatre relocation (\$0.05 million)
- Sevens Creek sheet piling/sea wall (\$0.06 million)

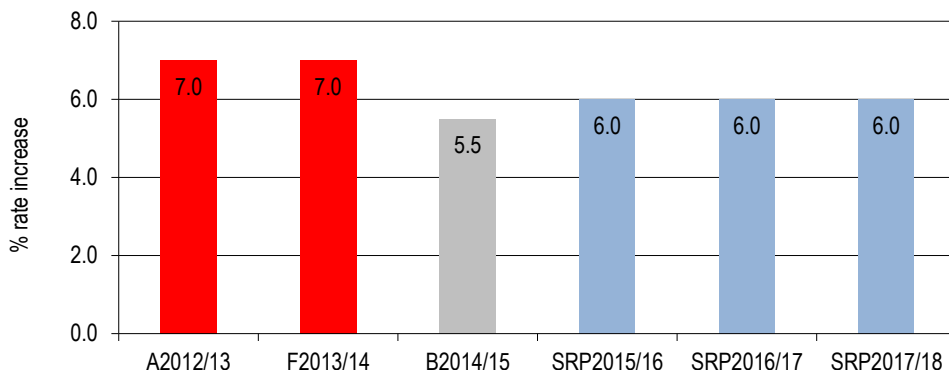
This budget was developed with valuable input from the community.

**Cr Debra Swan**  
**Mayor**

## Chief Executive Officer's summary

Council has prepared a Budget for the 2014/15 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

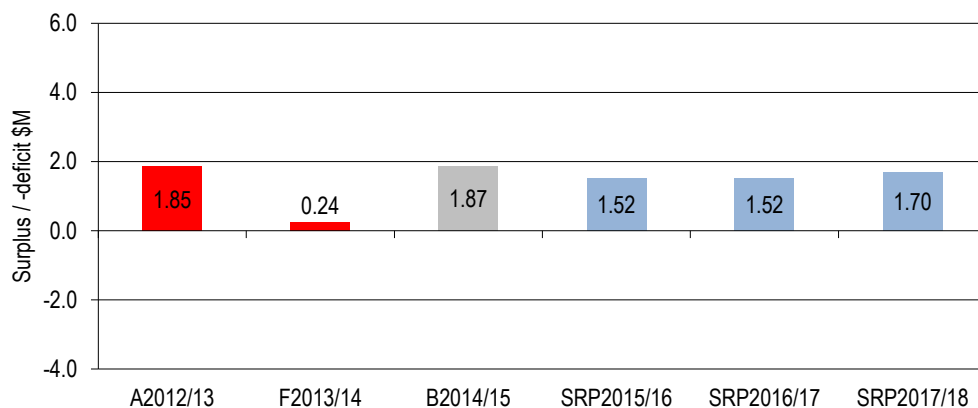
### 1. Rates



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

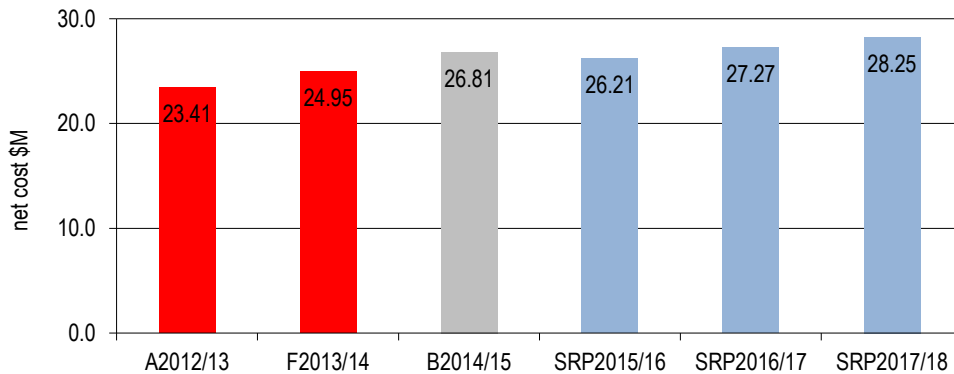
It is proposed that general rates increase by 5.5% for the 2014/15 year, raising total rates of \$16.17 million. This rate increase compares favourably to the 7% increase foreshadowed in Council's Strategic Resource Plan. (The rate increase for the 2013/14 year was 7.0%).

### 2. Operating result



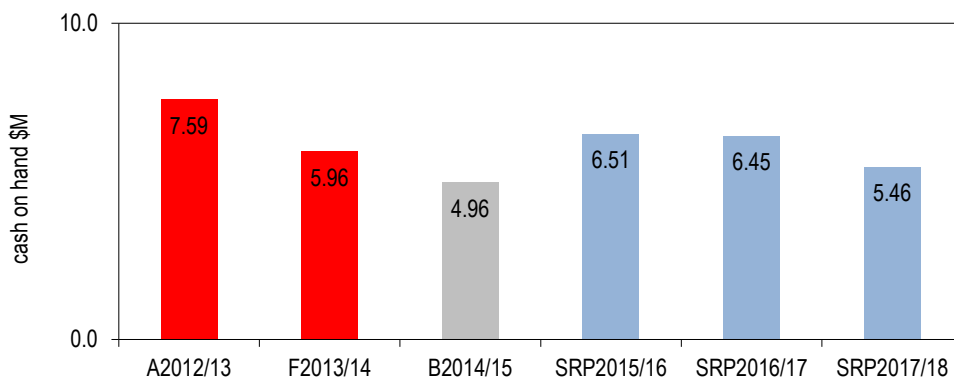
The expected operating result for the 2014/15 year is a surplus of \$1.87 million, which is an increase of \$1.62 million over 2013/14. The improved operating result is due mainly to changes to the timing of Victorian Grants Commission income (\$2.50 million) and increased rates and charges revenue (\$1.05 million). These increases are offset by non-recurring expenditures for Nagambie Main Street (\$0.83 million) and Euroa Memorial Oval (\$0.39 million). The adjusted underlying result, which excludes items such as non-recurrent capital grants and contributions is a surplus of \$0.61 million, which is an increase of \$1.47 million over 2013/14 - refer to section 7 of this summary for further information. (The forecast operating result for the 2013/14 year is a surplus of \$0.24 million).

### 3. Services



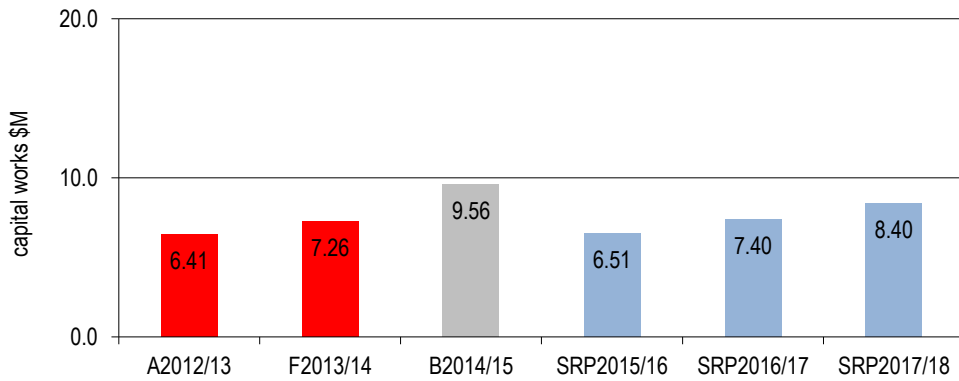
The cost of services delivered to the community for the 2014/15 year is expected to be \$26.81 million which is an increase of \$1.86 million over 2013/14. The increase includes a number of expenditures of a capital nature which are required to be included in the operating budget because the assets are not owned or controlled by Council. These projects include Main Street Nagambie (\$0.83 million) and Euroa Memorial Oval (\$0.39 million). For the 2014/15 year, service levels have been maintained and a number of initiatives proposed. (The forecast cost for the 2013/14 year is \$24.90 million).

### 4. Cash and investments



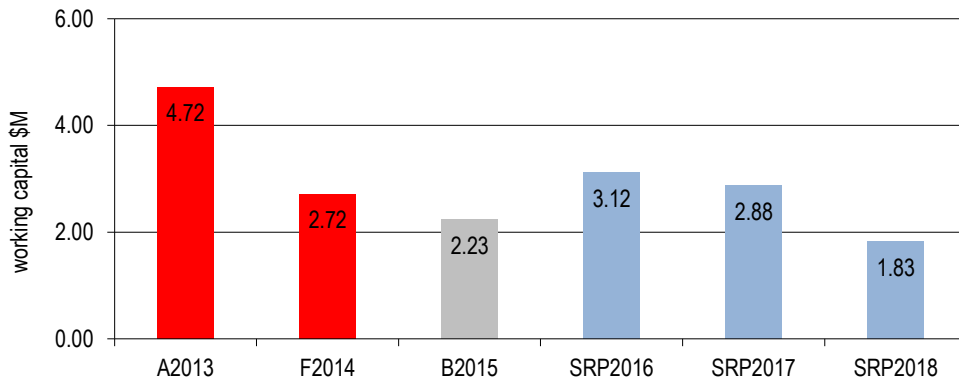
Cash and investments are expected to decrease by \$1.00 million during the year to \$4.96 million as at 30 June 2015. This is due mainly to the carried forward component of the 2013/14 capital works program. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$5.96 million as at 30 June 2014).

## 5. Capital works



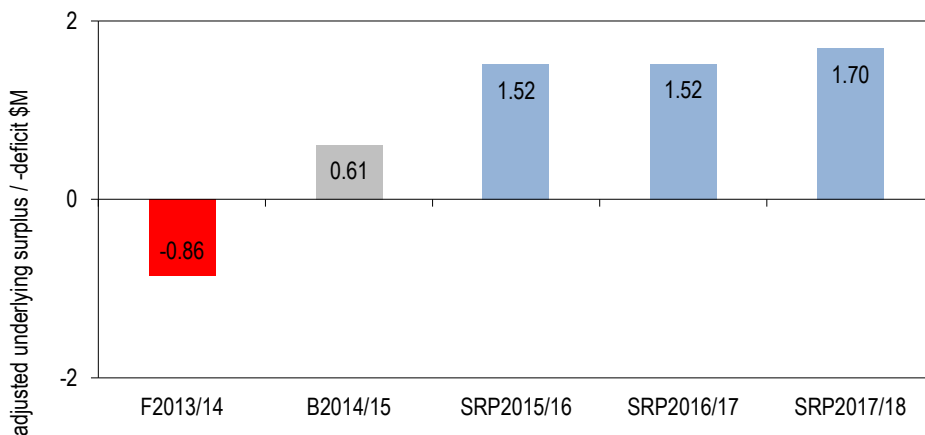
The capital works program for the 2014/15 year is expected to be \$9.56 million of which \$1.27 million relates to projects which will be carried forward from the 2013/14 year. The carried forward component is fully funded from the 2013/14 budget. Of the \$9.56 million of capital funding required, \$3.59 million will come from external grants, with the balance of \$5.97 million from Council cash. The Council cash amount comprises asset sales (\$2.04 million), cash held at the start of the year (\$1.27 million) and cash generated through operations in the 2014/15 financial year (\$2.66 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. Full details of this year's program is provided in Section 6 and Appendix C. Capital works is forecast to be \$7.26 million for the 2013/14 year.

## 6. Financial position



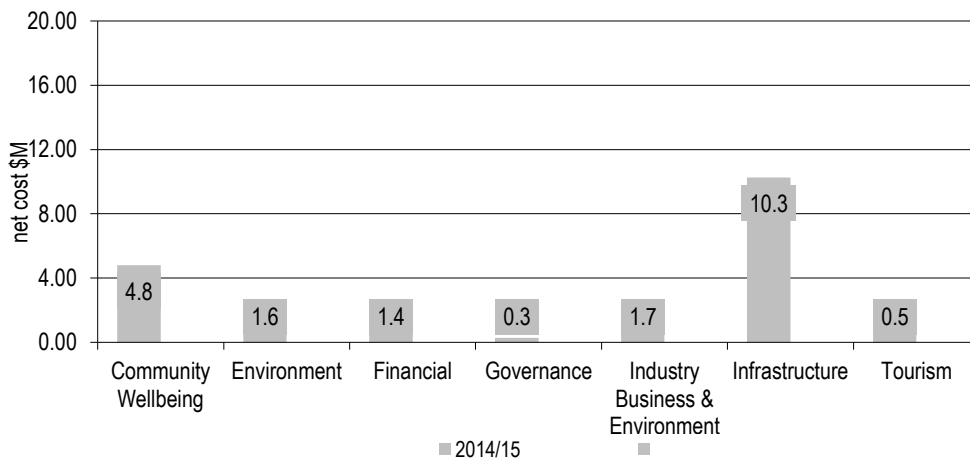
The financial position is expected to improve with net assets (net worth) to increase by \$5.11 million to \$233.39 million although net current assets (working capital) will reduce by \$0.49 million to \$2.23 million as at 30 June 2015. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$228.28 million as at 30 June 2014).

## 7. Financial sustainability



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

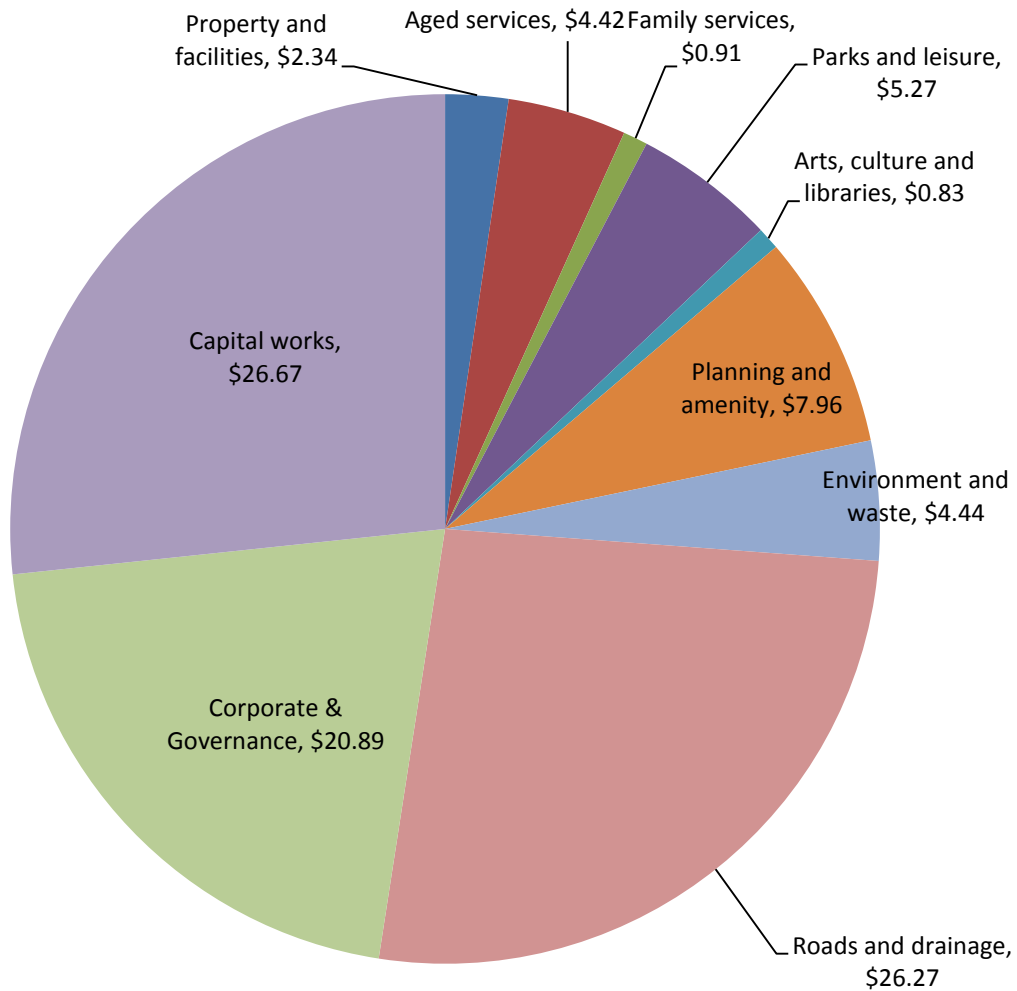
## 8. Strategic objectives



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



## 9. Council expenditure allocations (including capital expenditure)



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

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

**Steve Crawcour**  
Chief Executive Officer

## Budget processes

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

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

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

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

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 31 August and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

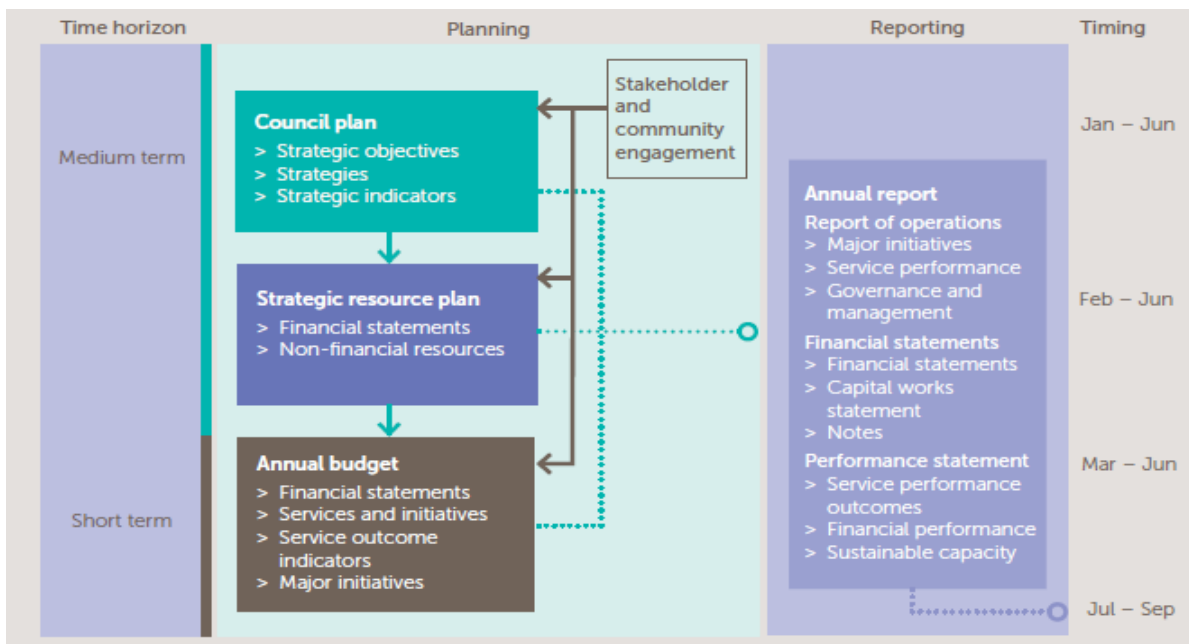
Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Jan/Feb
3. Councillors consider draft budgets at informal briefings	Mar/Apr
4. Proposed budget submitted to Council for approval	April
5. Public notice advising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

## 1. Linkage to the Council Plan

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

### 1.1 Planning and accountability framework

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



Source: Department of Transport, Planning and Local Infrastructure

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

## 1.2 Our Purpose

### Our Vision:

“A Shire that drives and supports investment for population growth, shared wealth and wellbeing.”

### Our Mission:

“To actively consult with community, investors and industry through advocacy and collaboration; delivering quality infrastructure, lifestyle and sustainable economic and community development.”

### Our Guiding Principles:

Councillors and staff at Strathbogie Shire Council are committed to the following principles (values) as a guide to all its decisions and actions:

**Good Governance** – We value innovation, integrity, accountability, strength, and consistency in leadership and decision making with adherence to robust, transparent and equitable policies and processes.

**Working together** – We value the ability to maximise outcomes by working in partnership and collaboration with an engaged community, government, regional bodies and other stakeholders.

**Quality Services** – *We value the role of research, strategic planning, flexibility and innovation in delivering accessible and effective services and regional solutions that enhance the quality of life.*

**Social Inclusion** – *We value widespread participation in civic and community life among people of all abilities and backgrounds.*

**Environment** – *We value the shire’s natural and built environment and the importance of local amenity on quality of life.*

**Stability** – We value sound financial and resource planning and management to ensure Council’s long term sustainability and provision of quality services and infrastructure.

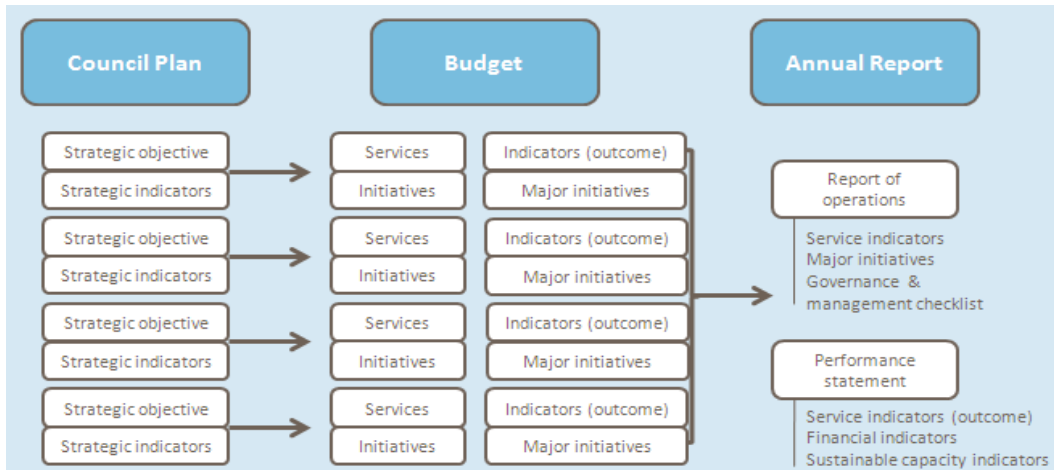
### 1.3 Strategic objectives

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

<b>Strategic Objective</b>	<b>Description</b>
<b>1. Community Wellbeing</b>	Plan, support and / or deliver a broad range of responsive and accessible services to our diverse community.
<b>2. Environment</b>	Continue to protect and enhance the natural and built environment for current and future generations.
<b>3. Financial</b>	Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.
<b>4. Governance</b>	Provide all our stakeholders with consistent and timely decision making.
<b>5. Industry, Business and Investment</b>	Pursue opportunities to increase the range of businesses and industries in the Shire to further strengthen our economy.
<b>6. Infrastructure</b>	Provide well maintained, affordable and appropriate infrastructure.
<b>7. Tourism and Hospitality</b>	Ensure a coordinated and effective approach to economic and tourism development is maintained at all times.

## 2. Activities, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2014/15 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance 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 below.

## 2.1 Strategic Objective 1: Community Wellbeing

To achieve our Community Wellbeing objectives, 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.

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities, immunisation programs and public health promotions. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	216,600 <u>(87,800)</u> <b>128,800</b>
Libraries and Arts	This service provides public library services at three locations and a community cinema in Euroa. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	297,300 <u>(33,000)</u> <b>264,300</b>
Community Grants and Recreational Planning	This service provides funding for the development of community facilities and activities	283,700 <u>(2,500)</u> <b>281,200</b>
Maternal and Child Health	This service provides family oriented, visiting and centre based maternal and child health services.	149,500 <u>(105,400)</u> <b>44,100</b>
Youth Services	This service provides youth facilities and a range of recreation and education based youth activities. Programs include Freeza, National Youth Week and L2P driving experience.	177,000 <u>(88,500)</u> <b>88,500</b>
Aged and Disabled Community Care and Support	This service provides a range of home and community care services for the aged and disabled including home delivered meals, personal care, transport, dementia care, home maintenance, housing support and senior citizen clubs.	1,583,300 <u>(1,457,000)</u> <b>126,300</b>
Street Lighting	This service enhances public safety and community access by providing street lighting in urban areas	138,600 <u>0</u> <b>138,600</b>
Parks and Reserves	This service is responsible for the management, maintenance and safety of parks and gardens, sporting grounds and playground facilities.	1,604,700 <u>(243,600)</u> <b>1,361,100</b>
Emergency Services	This service includes financial assistance for the SES service, fire prevention activities and flood risk planning and mitigation.	340,500 <u>(63,300)</u> <b>277,200</b>

### Initiatives

- 1) Introduce "Kids in Council" education program

### Major Initiatives

- 1) Development of a Wastewater Management Plan
- 2) Upgrade of Violet Town Library
- 3) Completion of Euroa Memorial Oval upgrade

## 2.1 Strategic Objective 1: Community Wellbeing

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Libraries and Arts	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aged and Disabled Community Care and Support	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
Aged and Disabled Community Care and Support	Participation	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
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
Maternal and Child Health	Participation	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
Environmental Health	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance



## 2.2 Strategic Objective 2: Environment

To achieve our Environment objectives, 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

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$
Sustainability Management	Council is committed to responsible and sustainable management of the Shire's natural resources. Programs in this service area include Pests and Weeds program, Implementation of Council's environmental strategy and Carbon Footprint Assessment program.	99,400 <u>(48,900)</u> <b>50,500</b>
Waste Management	This service includes kerbside garbage and recycling collections, transfer station operations and waste management of public areas. Waste management charges are calculated on a full cost recovery basis. The surplus of \$553,200 is absorbed by attributable overhead costs	1,493,600 <u>(2,046,800)</u> <b>(553,200)</b>

### Initiatives

4) Council is investigating the potential for the introduction of a greewaste collection service. Implementation is anticipated in 2015/16

### Major Initiatives

5) The rehabilitation of the former Violet Town landfill site is expected to be commenced in 2014/15

### Service Performance Outcome Indicators

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

### 2.3 Strategic Objective 3: Financial

To achieve our Financial objectives, 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.

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$
Financial & Administration Services	This service area provides financial advice and support to the providers of all Council services, including budget preparation, long term financial planning, periodic reporting, processing of debtors and creditors, and statutory financial requirements, including FBT and GST reporting..	1,406,100 0 <b>1,406,100</b>

#### Initiatives

6) Continue to investigate and implement a comprehensive range of electronic receipting and payment options for Council services

7) Continue the development of Council long term financial planning processes and linkages to asset management systems and the Council Plan

### 2.4 Strategic Objective 4: Governance

To achieve our Governance objectives, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$
Governance	This area of governance includes the Mayor, Councillors, Chief Executive Officer and other Executive Management costs which cannot be easily attributed to the direct service provision areas.	280,200 (2,400) <b>277,800</b>

#### Service Performance Outcome Indicators

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

## 2.5 Strategic Objective 5: Industry, Business and Investment

To achieve our Industry, Business and Investment objectives, 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

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$
Planning	This service area processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, development, economic and social issues affecting Council.	1,055,100 (82,000) <b>973,100</b>
Building	This service area provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of Council buildings and investigations of complaints and illegal works.	120,800 (34,000) <b>86,800</b>
Grants	This service area researches grant funding opportunities for Council projects and programs and manages the associated application, monitoring and aquital processes.	111,600 0 <b>111,600</b>
Strategic Projects	This service area provides resources for key strategic projects which generally have longer term outcomes for the development of the Shire. These projects often involve partnerships with other tiers of government and are often supported by external funding	185,300 0 <b>185,300</b>
Saleyards	This service area refers to the Euroa Saleyards. The saleyards operate on an approximately one sale per month basis.	185,500 (200,000) <b>(14,500)</b>

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	[Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

## 2.6 Strategic Objective 6: Infrastructure

To achieve our Infrastructure objective, 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

Business area	Description of services provided	Expenditure (Revenue)
		Net Cost \$
Municipal Buildings	This service area is responsible for the maintenance of Council owned and controlled buildings.	432,000 (32,100) <b>399,900</b>
Swimming Pools and Beaches	Council operates outdoor pools in Euroa, Nagambie, Violet Town and Avenel.	407,500 (14,100) <b>393,400</b>
Roads and Bridge Maintenance Operations	This service area is responsible for the maintenance of Council's roads and bridges network.	9,417,000 (2,586,636) <b>6,830,364</b>

### Initiatives

#### Major Initiatives

#### Service Performance Outcome Indicators

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

## 2.7 Strategic Objective 7: Tourism

To achieve our Tourism objective, 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

<b>Business area</b>	<b>Description of services provided</b>	<b>(Revenue) Net Cost \$</b>
Boating Operations and Safety	Council is the boating authority for Nagambie Lakes. This service area provides patrol services, maintenance of boating infrastructure and support for on-water recreational activities.	91,200 <u>(20,600)</u> <b>70,600</b>
Tourism	Strathbogie Shire has a high tourism profile with broad ranging attractions including, natural environment, water based activities, wineries events and festivals. This service area is responsible for promoting the area generally and supporting local tourism bodies and tourism related events.	138,000 <u>(35,000)</u> <b>103,000</b>
Nagambie Lakes Regatta Centre Precinct	The Nagambie Lakes Regatta Centre is a major national rowing complex which conducts many high profile State and National championships. This service area provides support for the attraction, promotion and management of rowing and other water based events at the Regatta Centre.	193,900 <u>(77,000)</u> <b>116,900</b>
Events	This service area provides support for the planning, promotion and management of community based events.	64,700 <u>0</u> <b>64,700</b>
Caravan Parks	Council has control of caravan parks at Nagambie Lakes and Euroa. The parks are operated by Council contractors.	13,700 <u>(223,500)</u> <b>(209,800)</b>

## 2.7 Performance Statement

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

## 2.8 Reconciliation with budgeted operating result

	<b>Net Cost (Revenue) \$'000</b>	<b>Expenditure \$'000</b>	<b>Revenue \$'000</b>
<b>Total services and initiatives</b>	<b>13,002,664</b>	<b>20,486,800</b>	<b>-7,484,136</b>
Other non-attributable	2,985,372		
<b>Deficit before funding sources</b>	<b>15,988,036</b>		
<b>Funding sources:</b>			
Rates & charges	14,265,200		
Capital grants	3,590,200		
<b>Total funding sources</b>	<b>17,855,400</b>		
<b>Surplus for the year</b>	<b>1,867,364</b>		

### **3. Budget influences**

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

#### **3.1 Snapshot of Strathbogrie Shire Council**

Strathbogrie Shire Council is situated midway between Melbourne and Albury in northeast Victoria. The municipality covers 3,300 square kilometres and has a population of approximately 10,000.

Strathbogrie Shire was formed on 18 November 1994 with the amalgamation of the former Shires of Goulburn, Euroa and Violet Town, and part of the City of Seymour. Today, Council operates within a structure of seven community-elected Councillors, with one Councillor elected annually by the Council to serve as the Mayor.

##### **Population**

In June 2011, the resident population of the shire was 10,060 people. The Shire is experiencing population growth particularly in the Nagambie area.

##### **Ageing population**

The population is ageing with numbers larger than Regional Victorian averages for the age groups 50 to 59, 60 to 69 and 70 to 84.

##### **Housing**

Total building expenditure for the 2012/2013 year was \$27,112,287 with expenditure of \$18,652,719 for the 9 months to 31 March 2014

#### **3.2 External influences**

In preparing the 2013/14 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.

- The Enterprise Bargaining Agreement (EBA). Agreed increase 3% pa
- Consumer Price Index (CPI) increases of < 4% per annum
- Receipt of significant capital works funding of \$3.59 million
- The remediation of the Violet Town Landfill site per EPA requirements
- Anticipated State and Federal budgetary tightening with consequential impacts for Local Government

#### **3.3 Internal influences**

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

- Organisation restructure 2013/14 resulting in savings to be used to accelerate the infrastructure renewal
- Continued support for Shared Services arrangements with other councils including City of Greater Shepparton

### **3.4 Budget principles**

The following guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles include:

- Existing fees and charges to be increased generally in line with CPI or market levels
- Grants to be based on confirmed funding levels where possible
- New revenue sources to be identified where possible
- Service levels to be maintained at 2013/14 levels with an aim to use less resources with an emphasis on innovation and efficiency
- Real savings in expenditure and increases in revenue identified in 2013/14 to be preserved

### **3.4 Long Term Strategies**

The budget includes consideration of a number of long term strategies which assist Council in considering the Budget in a strategic financial management context. These include a Strategic Resource Plan for the years 2015 to 2019, Rating Strategy (section 9) and Other Long Term Strategies (section 10) including borrowings, infrastructure and service delivery.



## 4. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2014/15 year.

### 4.1 Budgeted income statement

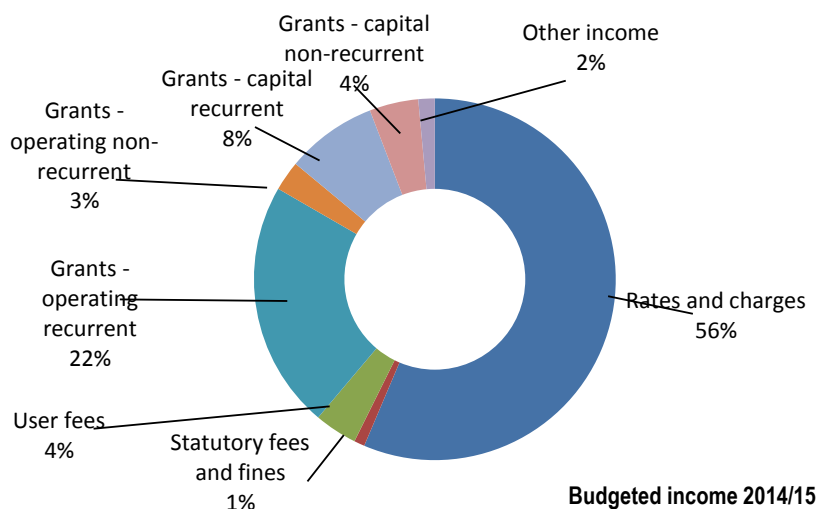
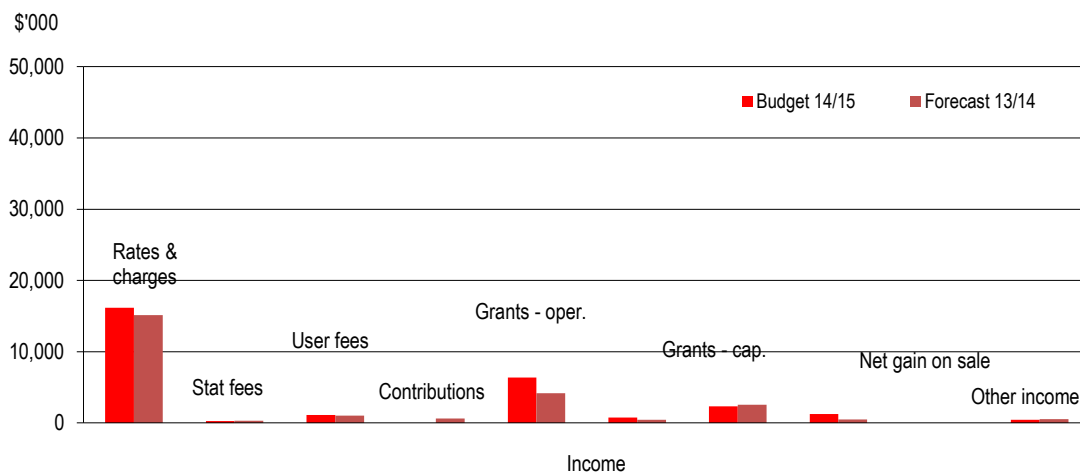
		Forecast		
	Ref	Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
Total income	4.2	25,192	28,679	3,487
Total expenses	4.3	(24,948)	(26,812)	(1,864)
<b>Surplus (deficit) for the year</b>		<b>244</b>	<b>1,867</b>	<b>1,623</b>
Grants – capital non-recurrent	4.2.6	(499)	(1,256)	(757)
Contributions		(602)	0	602
Capital contributions - other sources	4.2.4	0	0	0
<b>Adjusted underlying surplus (deficit)</b>		<b>(857)</b>	<b>611</b>	<b>1,468</b>

#### 4.1.1 Adjusted underlying surplus (\$1.47 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2014/15 year is a surplus of \$0.61 million which is an increase of \$1.47 million from the 2013/14 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. 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.

## 4.2 Income

Income Types	Ref	Forecast	Budget	Variance
		Actual 2013/14 \$'000	2014/15 \$'000	\$'000
Rates and charges	4.2.1	15,118	16,171	1,053
Statutory fees and fines	4.2.2	290	271	(19)
User fees	4.2.3	1,017	1,098	81
Contributions	4.2.4	602	0	(602)
Grants - operating recurrent	4.2.5	4,162	6,360	2,198
Grants - operating non-recurrent	4.2.6	442	769	327
Grants - capital recurrent	4.2.7	2,543	2,334	(209)
Grants - capital non-recurrent	4.2.8	499	1,256	757
Net gain on sale of assets	4.2.9	0	0	0
Other income	4.2.10	519	420	(99)
<b>Total income</b>		<b>25,192</b>	<b>28,679</b>	<b>3,487</b>



Source: Appendix A

#### **4.2.1 Rates and charges (\$1.05 million increase)**

It is proposed that general rate income be increased by 5.5% over 2013/14 to \$16.17 million. Waste Management charges will increase by 4%. Section 9. "Rating Information" includes a more detailed analysis of the rates and charges to be levied for 2014/15. Information on rates and charges specifically required by the Regulations is included in Appendix B.

#### **4.2.2 Statutory fees and fines (\$19K decrease)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include environmental health, building, planning and animal registration fees. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees are forecast to decrease by \$19K. Decreases include the reclassification of Septic Tank Fees as User Fees (\$18K) and a reduction in Building Fees (\$7K). The reduction in building fees is a consequence of this service now being provided primarily by external contractors.

A detailed listing of statutory fees is included in Appendix D.

#### **4.2.3 User fees (\$81K 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 community facilities and the provision of human services such as home care. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

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

#### **4.2.4 Contributions (\$0.60 million decrease)**

Council received a number of non-recurring contributions in 2013/14. No contributions are budgeted for 2014/15. Non-cash contributions received for 2013/14 included Black Caviar statue (\$0.30 million)

#### **4.2.5 Grants - operating recurrent (\$2.20 million increase)**

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 recurrent grants has increased by \$2.20 million compared to 2013/14.

The variance is primarily attributable to an assumption that the Victorian Grants Commission will not continue the recent practice of prepaying 50% of the General Purpose and Local Roads grants in the preceding year. The change in timing accounts for \$2.50 million of the variance

#### **4.2.6 Grants - operating non-recurrent (\$0.33 million increase)**

The level of operating non-recurrent grants has increased by \$0.33 million. The increase is mainly due to funding of \$0.50 million for the Nagambie Main Street project.

#### **4.2.7 Grants - capital recurrent (\$0.21 million decrease)**

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital recurrent grants has decreased by \$0.21 million compared to 2013/14. The variance is attributable to the inclusion of funding from 2012/13 Roads to Recovery Program (\$0.10 million) and Local Government Infrastructure Program (\$0.11 million) being carried forward to 2013/14. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2014/15 year.

#### **4.2.8 Grants - capital non-recurrent (\$0.76 million increase)**

The level of capital non-recurrent grants has increased by \$0.76 million. Funding from this source varies depending upon the availability of State and Federal government grant programs and tends to fluctuate from year to year.

#### **4.2.9 Net gain on sale of assets (no movement)**

Net gain on sale of assets relates mainly to the planned cyclical replacement of part of the plant and vehicle fleet and sale of properties. For 2014/15 a net loss on disposal of assets is forecast - refer note 4.3.6 below

#### **4.2.10 Other income (\$0.10 million decrease)**

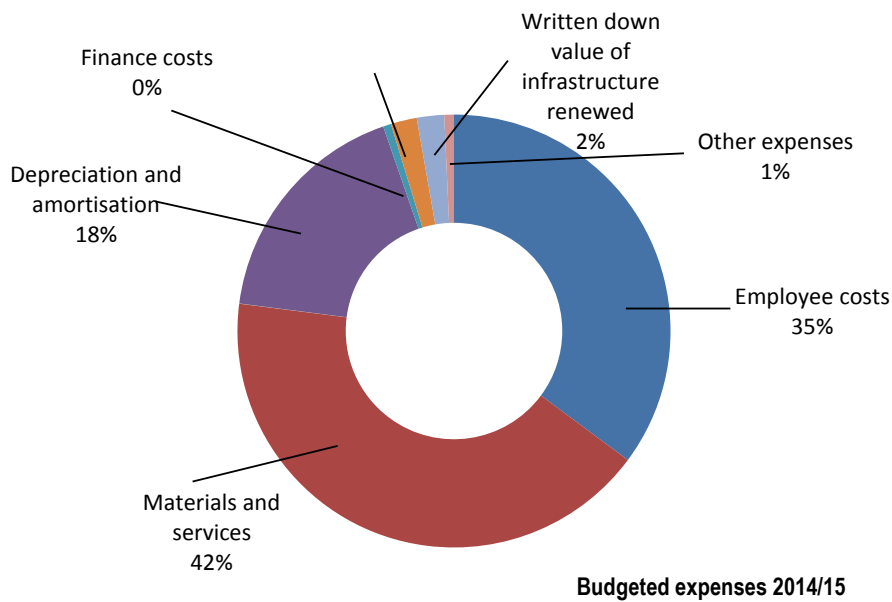
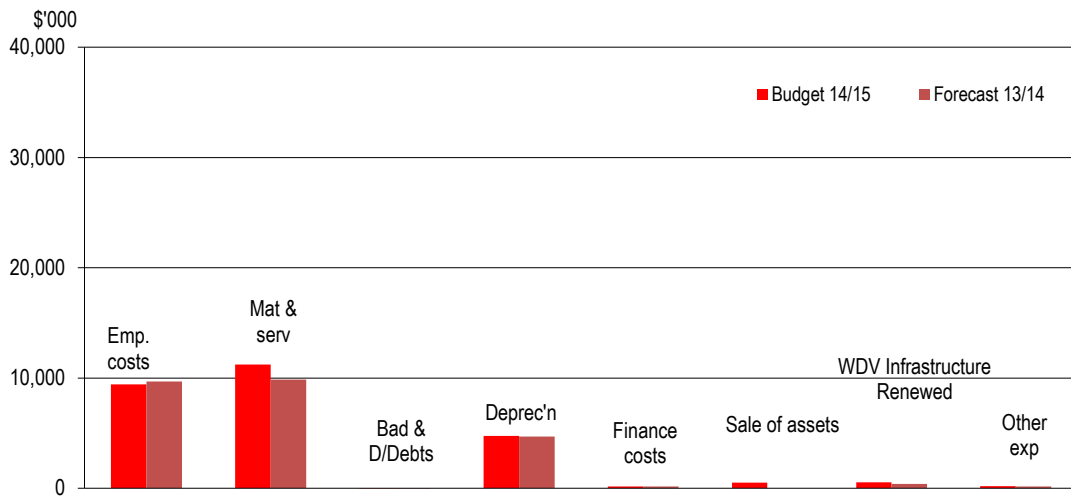
Other income relates to a range of miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to decrease by \$0.10 million.

The decrease is primarily due to an anticipated reduction in interest on investments. The higher level of interest on investments for 2013/14 was primarily due to deferred or delayed capital projects and consequentially higher levels of funds invested.

### 4.3 Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2013/14 \$'000	Budget 2014/15 \$'000	
Employee costs	4.3.1	9,671	9,428	(243)
Materials and services	4.3.2	9,855	11,221	1,366
Bad and doubtful debts	4.3.3	4	5	1
Depreciation and amortisation	4.3.4	4,694	4,736	42
Finance costs	4.3.5	150	161	11
Net loss on sale of assets	4.3.6	0	521	521
Written down value of infrastructure renewed	4.3.7	400	547	147
Other expenses	4.3.8	174	193	19
<b>Total expenses</b>		<b>24,948</b>	<b>26,812</b>	<b>1,864</b>



Source: Appendix A

#### 4.3.1 Employee costs (\$0.24 million decrease)

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

Employee costs are forecast to reduce by \$0.24 million in 2014/15.

The decrease is primarily the consequence of significant organisation restructuring and progress toward a shared services model with neighbouring councils. Council incurred higher than anticipated employee costs for 2013/14, as the result of non-recurring restructure costs, but subsequent reductions in employee costs for 2014/15 and beyond.

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

Department	Budget	Comprises Permanent		Casual
	2014/15 \$'000	Permanent Full Time \$'000	Part Time \$'000	
Executive Services	304	304	0	0
Corporate and Community	3,329	1,470	1,597	263
Sustainable Development	1,195	1,014	181	0
Asset Services	4,600	3,828	607	166
<b>Total</b>	<b>9,428</b>	<b>6,616</b>	<b>2,384</b>	<b>429</b>

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

Department	Budget	Comprises Permanent		Casual
	FTE	Permanent Full Time	Part Time	
Executive Services	2	2	0	0
Corporate and Community	45	17	25	3
Sustainable Development	13	11	2	
Asset Services	58	47	8	3
<b>Total</b>	<b>118</b>	<b>77</b>	<b>35</b>	<b>6</b>

An organisational restructure was undertaken in 2013/14 which, notwithstanding the short term impact of the consequent redundancy costs in 2013/14, has resulted in significant long term savings. The 2014/15 budget reflects a reduction of \$243K compared to the 2013/14 forecast actual.

#### **4.3.2 Materials and services (\$1.37 million increase)**

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs.

Materials and services are forecast to increase by \$1.37 million compared to 2013/14.

Materials and services costs have increased generally in line with CPI. The total increase however has been impacted by expenditures in 2014/15 for Nagambie Main Street Project (\$830K) and Euroa Memorial Oval (\$390K).

#### **4.3.3 Bad and doubtful debts (\$1K increase)**

Bad and doubtful debts is projected to increase by \$1K compared to 2013/14..

#### **4.3.4 Depreciation and amortisation (\$42K increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life. It applies to Council's property, plant and equipment and infrastructure assets such as roads and drains. The increase of \$0.42 million for 2014/15 is due mainly to the completion of the 2014/15 capital works program and the full year effect of depreciation on the 2013/14 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2014/15 year.

#### **4.3.5 Finance costs (\$11K increase)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The small increase results from interest on a new borrowing in 2013/14 of \$800K, offset by reducing interest expense on older loans.

#### **4.3.6 Net loss on sale of assets (\$0.52 million increase)**

Net gain on sale of assets relates mainly to the planned cyclical replacement of part of the plant and vehicle fleet and sale of properties.

The loss on disposal of assets for 2013/14 (\$0.52 million) relates primarily to the sale of the Nagambie Depot.

#### **4.3.7 Written down value of infrastructure renewed (\$0.15 million increase)**

This is the cost of writing off the residual value of infrastructure assets at the time of their renewal. The transaction has no cash impact and is similar to depreciation in its application.

#### **4.3.8 Other expenses (\$0.19K increase)**

Other expenses relate to a range of unclassified items including Councillor allowances, Councillor superannuation, Councillor work cover and other miscellaneous expenditure items. Other Expenses are forecast to increase by \$0.19K.

## 5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2014/15 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

### 5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
<i>Receipts</i>				
Rates and charges		15,118	16,171	1,053
User fees and fines		1,307	1,369	62
Contributions		0	0	0
Grants - operating		6,705	7,129	424
Grants - capital		941	3,590	2,649
Interest		270	150	(120)
Other receipts		511	270	(241)
		<b>24,852</b>	<b>28,679</b>	<b>3,827</b>
<i>Payments</i>				
Employee costs		(9,855)	(9,428)	427
Other payments		(9,845)	(11,414)	(1,569)
		<b>(19,700)</b>	<b>(20,842)</b>	<b>(1,142)</b>
<b>Net cash provided by operating activities</b>		<b>5,152</b>	<b>7,837</b>	<b>2,685</b>
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, infrastructure, plant & equip		300	2,040	1,740
Payments for landfill rehabilitation		0	(525)	(525)
Payments for property, infrastructure, plant and equipment		(7,262)	(9,561)	(2,299)
<b>Net cash used in investing activities</b>		<b>(6,962)</b>	<b>(8,046)</b>	<b>(1,084)</b>
<b>Cash flows from financing activities</b>	5.1.3			
Finance costs		(149)	(160)	(11)
Proceeds from borrowings		800	0	(800)
Repayment of borrowings		(469)	(626)	(157)
<b>Net cash used in financing activities</b>		<b>182</b>	<b>(786)</b>	<b>(968)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(1,628)</b>	<b>(995)</b>	<b>633</b>
Cash and cash equivalents at the beg of the year		7,587	5,959	(1,628)
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>5,959</b>	<b>4,964</b>	<b>(995)</b>



### 5.1.1 Operating activities (\$2.69 million increase)

The increase in cash inflows from operating activities is due mainly to the assumed timing change for Victorian Grants Commission funding (\$2.50 million), the proposed 5.5% increase in rate revenue (\$1.05 million), offset by an increase in other payments (\$1.57 million). The increase in other payments is mainly attributable to expenditures on Main Street Nagambie (\$0.83 million) and Euroa Memorial Oval (\$0.39 million)

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

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>244</b>	<b>1,867</b>	1,623
Depreciation	4,694	4,736	42
Written down value of infrastructure renewed	400	547	147
Loss (gain) on sale of assets	0	521	521
Net movement in current assets and liabilities	(186)	166	352
<b>Cash flows available from operating activities</b>	<b>5,152</b>	<b>7,837</b>	2,685

### 5.1.2 Investing activities (\$1.08 million increase)

The increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 6 and Appendix C of this budget report. Proceeds from sale of assets are forecast to increase by \$1.74 million. The increased proceeds reflect the proposed sales of the former Nagambie depot site, Wesley Hall, Longwood residential units and motor vehicle and plant disposals.

### 5.1.3 Financing activities (\$0.97 million decrease)

For 2014/15 the total of principal repayments is \$0.63 million and finance charges is \$0.16 million.

### 5.1.4 Cash and cash equivalents at end of the year (\$1.00 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.00 million to \$4.96 million as at 30 June 2015, reflecting the use of cash generated in the preceding year to fund brought forward capital works projects.

## 5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2015 it will have cash and investments of \$4.96 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>5,959</b>	<b>4,964</b>	(995)
Restricted cash and investments				0
- Statutory reserves	5.2.1	(150)	(150)	0
- Discretionary reserves	5.2.2	(600)	(600)	0
- Cash held to carry forward capital works	5.2.3	(1,269)	0	2,817
<b>Unrestricted cash and investments</b>	5.2.4	<b>3,940</b>	<b>4,214</b>	<b>1,822</b>

### **5.2.1 Statutory reserves (\$0.15 million)**

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

### **5.2.2 Discretionary reserves (\$0.60 million)**

These funds are shown as discretionary reserves (Bridges Reserve) as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless amended by Council resolution these funds should be used for those earmarked purposes. No funds are proposed to be transferred to or from the reserve in 2014/15.

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

An amount of \$1.27 million is forecast to be held at 30 June 2014 to fund capital works budgeted but not completed in the 2013/14 financial year. Section 6.2 contains further details on capital works funding. There is no amount shown as cash held to fund carry forward works at 30 June 2015, as it is expected that the capital works budget in the 2014/15 financial year will be fully completed.

### **5.2.4 Unrestricted cash and investments (\$4.21 million)**

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

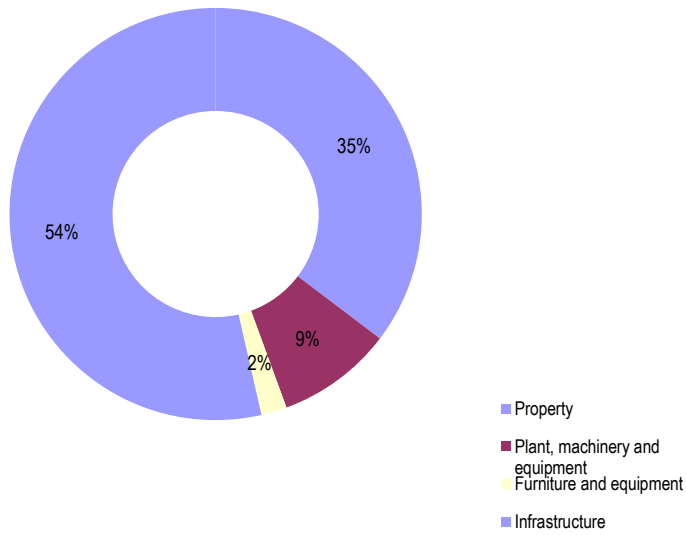
## 6. Analysis of capital budget

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

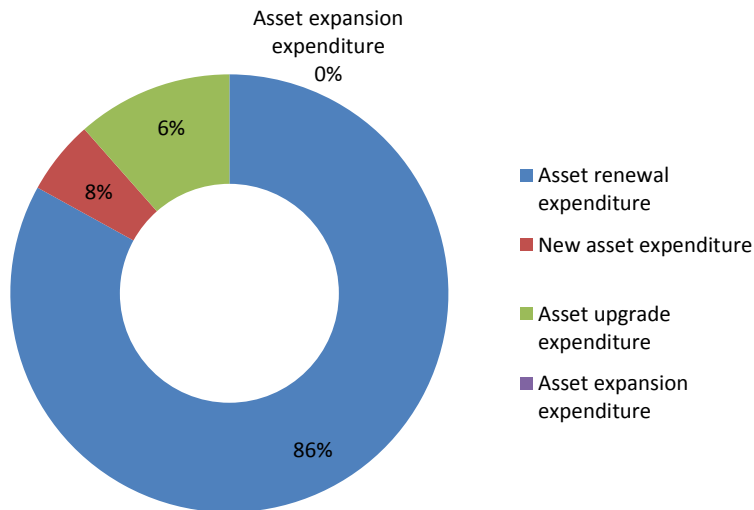
### 6.1 Capital works

Capital Works Areas	Ref	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Variance \$'000
<b>Works carried forward</b>	6.1.1			
<b>Property</b>				
Land		139	48	(91)
Buildings		76	665	589
Total property		215	713	589
<b>Plant machinery and equipment</b>				
Plant, machinery and equipment		161	150	
Total plant machinery and equipment		161	150	0
<b>Furniture and equipment</b>				
Computers and telecommunications		0	40	
Total furniture and equipment		0	40	0
<b>Infrastructure</b>				
Roads		142	281	139
Bridges		396		(396)
Footpaths		0		0
Kerb & Channel		0		
Drainage		33	86	
Waste Management		0		
Total infrastructure		571	367	(257)
<b>Total works carried forward</b>		947	1,270	332
<b>New works</b>				
<b>Property</b>	6.1.2			
Land		716	1,029	313
Buildings		622	1,596	974
Total property		1,338	2,625	974
<b>Plant machinery and equipment</b>	6.1.3			
Plant, machinery and equipment		136	820	684
Total plant machinery and equipment		136	820	684
<b>Furniture and equipment</b>	6.1.4			
Furniture and equipment		143	0	(143)
Computers and telecommunications		359	150	(209)
Total furniture and equipment		502	150	(209)
<b>Infrastructure</b>	6.1.5			
Roads		3,530	3,506	(24)
Bridges		505	717	212
Footpaths		118	105	(13)
Kerb & Channel		170	80	
Drainage		2	288	286
Waste Management		14	0	(14)
Total infrastructure		4,339	4,696	447
<b>Total new works</b>		6,315	8,291	2,105
<b>Total capital works expenditure</b>		7,262	9,561	2,437
<b>Represented by:</b>				
Asset renewal expenditure	6.1.6	5,341	7,937	2,596
New asset expenditure	6.1.6	1,115	523	(592)
Asset upgrade expenditure	6.1.6	806	1,101	295
Asset expansion expenditure	6.1.6	0	0	0
<b>Total capital works expenditure</b>		7,262	9,561	2,299

**Budgeted capital works 2014/15**



**Budgeted capital works 2014/15**



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

#### **6.1.1 Carried forward works (\$1.27 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2013/14 year it is forecast that \$1.27 million of capital works will be incomplete and be carried forward into the 2014/15 year.

#### **6.1.2 Property (\$2.63 million)**

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

For the 2014/15 year, \$2.63 million will be expended on building and building projects. The more significant projects include Violet Town Flood Mitigation (\$0.50 million), Waste Transfer Stations (\$0.28 million), Violet Town Library (\$0.46million), Violet Town Community Centre roof (\$0.19 million), Toilets Sevens Creek Park (\$0.30 million) and automatic weir gates for Sevens Creek Park (\$0.20 million)

#### **6.1.3 Plant machinery and equipment (\$0.82 million)**

Plant and equipment includes road plant, motor vehicles and other items of plant and equipment.

For the 2014/15 year, \$0.82 million will be expended on plant, machinery and equipment. The expenditures include ongoing cyclical replacement of road plant (\$0.47 million) and vehicle fleet (\$0.35 million).

#### **6.1.4 Furniture and equipment (\$0.15 million)**

Furniture and equipment includes information technology equipment and other office furniture and equipment.

For the 2014/15 year, \$0.15 million will be expended on furniture and equipment.

#### **6.1.5 Infrastructure (\$4.70 million)**

Infrastructure includes roads, bridges, footpaths, drainage, kerb and channel, waste management assets and other structures.

For the 2014/15 year, \$3.51 million will be expended on road projects, including local road reseals (\$1.30 million), rehabilitation works (\$1.43 million) and road resheeting (\$0.69 million).

\$0.72 million will be expended on bridge projects, \$0.11 million on footpaths, \$0.08 million on kerb and channel and \$0.29 million on drainage

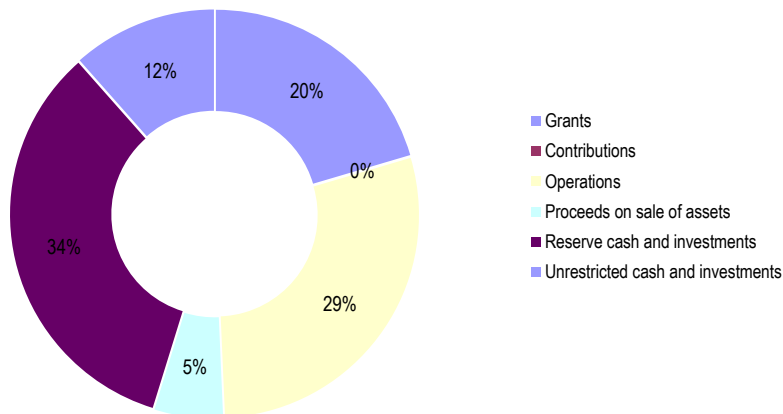
#### **6.1.6 Asset renewal (\$7.93 million), new assets (\$0.52 million) and upgrade (\$1.10 million)**

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.

## 6.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2013/14 \$'000	2014/15 \$'000	\$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Grants		0	0	0
Contributions		0	0	0
Borrowings		0	0	0
Council cash				0
- operations		0	0	0
- proceeds on sale of assets		0	0	0
- reserve cash and investments		0	0	0
- unrestricted cash and investments		947	1,270	323
<b>Total works carried forward</b>	6.2.1	<b>947</b>	<b>1,270</b>	<b>323</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	6.2.2	3,042	3,590	548
Contributions		262	0	(262)
Borrowings		800	0	(800)
Council cash				0
- operations	6.2.3	1,911	2,661	750
- proceeds on sale of assets	6.2.4	300	2,040	1,740
- reserve cash and investments		0	0	0
- unrestricted cash and investments		0	0	0
<b>Total new works</b>		<b>6,315</b>	<b>8,291</b>	<b>1,976</b>
<b>Total funding sources</b>		<b>7,262</b>	<b>9,561</b>	<b>2,299</b>

### Budgeted total funding sources 2014/15



Source: Appendix A

#### **6.2.1 Carried forward works (\$1.27 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2013/14 year it is forecast that \$1.27 million of capital works will be incomplete and be carried forward into the 2014/15 year.

#### **6.2.2 Grants - Capital (\$3.59 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for Roads to Recovery (\$0.98 million), State Government Roads and Bridges funding (\$1.00 million), Local Government Infrastructure Program (\$0.36 million), Violet Town Flood Mitigation (\$0.50 million), Waste Transfer Station Upgrades (\$0.14 million) and Violet Town Library (\$0.32 million)

#### **6.2.3 Council cash - operations (\$2.66 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that of the funds generated from operations, \$2.66 million will be used to fund the 2014/15 capital works program.

#### **6.2.4 Council cash - proceeds from sale of assets (\$2.04 million)**

Proceeds from sale of assets include sale of the former Nagambie depot, Wesley Hall, Longwood residential units, plant and 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 2013/14 and 2014/15. It also considers a number of key performance indicators.

### 7.1 Budgeted balance sheet

	Ref	Forecast Actual 2014 \$'000	Budget 2015 \$'000	Variance \$'000
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		5,959	4,964	(995)
Trade and other receivables		1,182	1,252	70
Other assets		184	184	0
<b>Total current assets</b>		<b>7,325</b>	<b>6,400</b>	(925)
<b>Non-current assets</b>	7.1.1			
Financial Assets		2	2	0
Investments in associates		156	156	0
Property, infrastructure, plant and equipment		227,705	232,662	4,957
<b>Total non-current assets</b>		<b>227,863</b>	<b>232,820</b>	4,957
<b>Total assets</b>		<b>235,188</b>	<b>239,220</b>	4,032
<b>Current liabilities</b>	7.1.2			
Trade and other payables		918	468	450
Interest-bearing loans and borrowings		626	636	(10)
Trust funds and deposits		503	503	0
Provisions		2,559	2,559	0
<b>Total current liabilities</b>		<b>4,606</b>	<b>4,166</b>	440
<b>Non-current liabilities</b>	7.1.2			
Interest-bearing loans and borrowings		1,653	1,017	636
Trust funds and deposits		68	68	0
Provisions		581	581	0
<b>Total non-current liabilities</b>		<b>2,302</b>	<b>1,666</b>	636
<b>Total liabilities</b>		<b>6,908</b>	<b>5,832</b>	1,076
<b>Net assets</b>		<b>228,280</b>	<b>233,388</b>	5,108
<b>Equity</b>	7.1.4			
Accumulated surplus		73,880	75,748	1,868
Asset revaluation reserve		153,650	156,890	3,240
Other reserves		750	750	0
<b>Total equity</b>		<b>228,280</b>	<b>233,388</b>	5,108

Source: Appendix A



### **7.1.1 Current Assets (\$0.93 million decrease) and Non-Current Assets (\$4.96 million increase)**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.00 million during the year mainly to fund the capital works program including works brought forward from 2013/14.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are forecast to increase by \$0.70 million. The increase is a reflection of a more conservative application of the long term financial plan modelling, due to the unpredictability of forecasting short term debtor levels at year end, particularly in relation to the accrual of outstanding grant funds.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months. No movement in Other Assets is forecast.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$9.56 million), depreciation of assets (\$4.74 million) the written down value of property, plant and equipment disposals (\$2.56 million), the written down value of infrastructure assets renewed (\$0.55 million) and revaluation of assets (\$3.24 million).

Further analysis of the capital works program is provided in Section 6 and Appendix C.

### **7.1.2 Current Liabilities (\$0.44 million decrease) and Non Current Liabilities (\$0.64 million decrease)**

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease by \$0.45 million.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to be maintained at current levels due to more active management of entitlements and as a consequence of management restructure in 2013/14.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.63 million over the year.

### 7.1.3 Working Capital (\$0.49 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		Variance \$'000
	Actual 2014 \$'000	Budget 2015 \$'000	
<b>Current assets</b>	7,325	6,400	925
<b>Current liabilities</b>	4,606	4,166	440
<b>Working capital</b>	2,719	2,234	485
Restricted cash and investment current assets			
- Statutory reserves	(150)	(150)	0
- Discretionary reserves	(600)	(600)	0
<b>Unrestricted working capital*</b>	<b>1,969</b>	<b>1,484</b>	485

\* Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to table 6.2 for funding of capital works carried forward out of prior years.

#### **7.1.4 Equity (\$5.11 million increase)**

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$1.87 million results directly from the operating surplus for the year.

#### **7.2 Key assumptions**

In preparing the Budgeted Balance Sheet for the year ending 30 June 2015 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Trade and other receivables - the long term financial planning model parameters have been amended to provide a more conservative outcome to reflect the unpredictability of forecasting this figure at year end.
- Trade and other payables - the long term financial planning model parameters have been amended to provide a more conservative outcome to reflect the unpredictability of forecasting this figure at year end.
- Employee costs have been favourably impacted by an organisation restructure undertaken in 2013/14
- Employee provision increases due to Enterprise Bargaining and Award related outcomes are offset by more stringent management of excess leave accumulations.
- Repayment of loan principal to be \$0.63 million
- Total capital expenditure to be \$9.56 million
- Works related to the landfill provision to be undertaken in 2014/15

## 8. Strategic resource plan and financial performance indicators

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

### 8.1 Plan development

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

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

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

- Maintain existing service levels
- Achieve a breakeven operating result
- Maintain a capital expenditure program which satisfies infrastructure renewal demand
- Achieve a balanced budget on a cash basis.

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

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

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

## 8.2 Financial resources

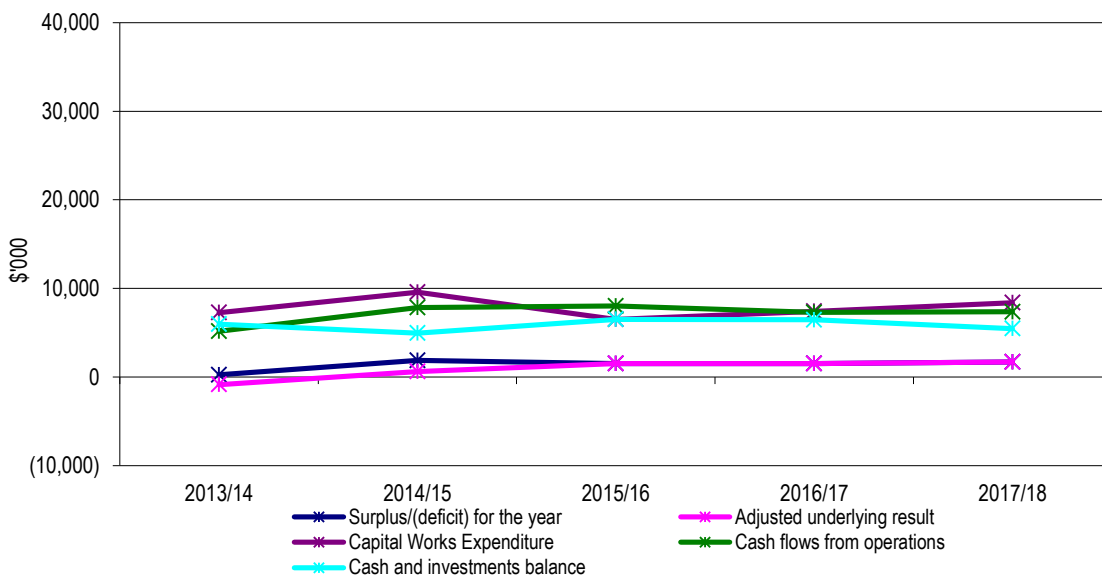
The following table summarises the key financial results for the next four years as set out in the SRP for years 2014/15 to 2017/18. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual	2014/15	Projections			
	2013/14	2014/15	2015/16	2016/17	2017/18	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	244	1,867	1,517	1,520	1,697	+
Adjusted underlying result	(857)	611	1,517	1,520	1,697	+
Cash and investments balance	5,959	4,964	6,511	6,451	5,459	+
Cash flows from operations	5,152	7,837	8,011	7,292	7,361	o
Capital works expenditure	7,262	9,561	6,511	7,400	8,400	+

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (section 5)** - Cash and investments will be maintained at levels consistent with Council's requirements for the period of the budget and forecast years.
- **Rating levels (section 9)** - Rate increases are forecast to increase by 5.5% in 2014/15 and then at 6% for the duration of the Strategic Resource Plan
- **Service delivery strategy** - Service levels have been maintained throughout the four year period. Operating surpluses are forecast for the years 2014/15 to 2017/18, enabling maintenance of substantial capital works programs, targeted specifically at infrastructure renewal. The underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowing strategy** - Borrowings are forecast to reduce from \$2.75 million to \$0.70 million over the four year period.
- **Infrastructure strategy** - Capital expenditure over the four year period will total \$30.86 million at an average of \$7.97 million.

### 8.3 Financial performance indicators

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

Indicator	Measure	Notes	Forecast	Budget	Strategic Resource Plan			Trend +/-
			Actual 2013/14	2014/15	Projections			
					2015/16	2016/17	2017/18	
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.1%	7.4%	6.0%	5.7%	6.1%	o
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	2	159.1%	153.6%	156.1%	149.1%	130.3%	o
Unrestricted cash	Unrestricted cash / current liabilities		0.0%	89.1%	94.5%	88.6%	69.9%	o
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	15.1%	10.2%	8.7%	7.3%	6.0%	-
Loans and borrowings	Interest and principal repayments / rate revenue		4.1%	4.9%	1.5%	1.4%	1.3%	-
Indebtedness	Non-current liabilities / own source revenue		14.0%	9.5%	10.7%	9.2%	7.7%	-
Asset renewal	Asset renewal expenditure / depreciation	4	113.8%	156.9%	116.0%	125.3%	151.6%	o
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	5	70.2%	64.5%	67.5%	68.7%	69.8%	o
Rates effort	Rate revenue / property values (CIV)		0.6%	0.6%	0.7%	0.7%	0.7%	o
<b>Efficiency</b>								
Expenditure level	Total expenditure / no. of assessments		\$3,463	\$3,585	\$3,552	\$3,666	\$3,770	o
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%	100.0%	o
Revenue level	Residential rate revenue / No. of residential assessments		\$1,166	\$1,280	\$1,351	\$1,489	\$1,562	+
Workforce turnover	No. of resignations & terminations / average no. of staff		5.0%	5.0%	5.0%	5.0%	5.0%	o

Key to Forecast Trend:

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

## Notes to indicators

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

**2 Working Capital** – The percentage of current assets as a proportion of current liabilities.

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

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

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

## 8.4 Non-financial resources

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

Indicator	Forecast		Strategic Resource Plan		
	Actual 2013/14	Budget 2014/15	Projections		
			2015/16	2016/17	2017/18
Employee costs (\$'000)					
- Operating	9,671	9,388	9,849	10,344	10,864
- Capital	0	40	50	50	50
Total	9,671	9,428	9,899	10,394	10,914
Employee numbers (EFT)	118	118	118	118	118

## **9. Rating information**

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

### **9.1 Strategy development**

Rates and charges are a key component of Council revenue, accounting for over 50% of the total revenue received annually.

Council has a Rating Strategy which, in conjunction with the relevant sections of the Local Government Act 1989, provides the principles for Council's rating system. The strategy was implemented in the 2010/11 budget year after extensive community consultation and input. The strategy has since been reviewed annually and refined.

### **9.2 Current year rate increase**

The proposed 5.5% increase for 2014/15 is below the 7.00% level forecast in Council's Rating Strategy, Strategic Resource Plan and Long Term Financial Plan

In line with the abovementioned plans, the Municipal Charge will be maintained at the current level of \$266 until such time as it equates to 10% of total rates and charges (currently 12.15%). This action will progressively provide modest rate relief for owners of lower valued properties. The target is projected to be achieved by 2017/18.

Service charges for garbage and recycling will increase by 4%. These charges are calculated on a cost recovery basis, the new charges are detailed in the table below.



The following table sets out future proposed rate increases and total rates to be raised, in accordance with the budget and forecasts

Year	Rates & Charges Increase Cost Index %	Rates Infrastructure Catch-up Levy %	Total Rates Increase %	Total Rates Raised \$'000
2014/15	3	2.5	5.5	16,171
2015/16	4	2	6	17,140
2016/17	4	2	6	18,167
2017/18	4	2	6	19,264

The following table summarises the rates to be raised for the 2013/14 year. A more detailed analysis of the rates to be raised is contained in Appendix B Statutory Disclosures.

		2013/14	2014/15
General/Residential	Cents/ \$ of CIV	0.5037629	0.5106248
Residential Vacant land (175%)	Cents/ \$ of CIV	0.8815851	0.8935934
Farm Differential (85%)	Cents/ \$ of CIV	0.4281985	0.4340311
Commercial/Industrial Rate (115%)	Cents/ \$ of CIV	0.6045155	0.6127498
Vacant Comm/Industrial Land (175%)	Cents/ \$ of CIV	1.0579022	1.0723121
Municipal charge	\$ per property	266.00	266.00
Kerbside collection - residential	\$ per property	326.00	339.00
Kerbside collection - commercial	\$ per property	653.00	679.00
Recycling charge	\$ per property	162.00	168.00

### 9.3 General revaluation of properties

The latest general revaluation of properties was undertaken with the effective revaluation date being 1 January 2014. The revaluation will be applied in 2014/15.

### 9.4 Fire Services Property Levy

From 1 July 2013 the State Government introduced a property-based levy to fund the Metropolitan Fire and Emergency Services Board (MFB) and Country Fire Authority (CFA). This change followed a recommendation by the Victorian Bushfire Royal Commission.

Until 1 July 2013, residents and businesses made fire services contributions through their property insurance premiums. This typically includes building and contents insurance. Those with insurance against fire will, from 1 July 2013, no longer pay a levy through their premiums. Instead, it will be charged on your Council rates notice. The Victorian Government has announced that the levy rate will vary for different property types such as residential, industrial and commercial. There will be a fixed component (\$100 for residential and \$200 for non-residential) plus a variable component calculated as a percentage of the capital improved value of a property.

The cash inflow (levy collection from ratepayers) and outflow (payment to State Government) do not form part of this Draft Budget as Council only acts as the collection agent for the State Government and is not otherwise responsible for this levy.

### 9.5 Green Organics

Council is currently investigating a new initiative for the collection of green waste. Further information will be provided regarding this proposed service when investigations are finalised. It is anticipated that the new service would be introduced in 2015/16

## 10. Other strategies

This sections sets out the strategies that have been developed and incorporated into the Strategic Resource Plan.

### 10.1 Borrowings

This budget proposes no new borrowings in 2014/15.

The following table sets out future proposed borrowings, in accordance with the budget forecast.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14				2,748
2014/15	0	626	161	2,122
2015/16	0	636	120	1,486
2016/17	0	609	81	877
2017/18	0	173	53	704

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

	2013/14 \$	2014/15 \$
Total amount borrowed as at 30 June of the prior year	2,416,641	<b>2,748,076</b>
Total amount to be borrowed	800,000	<b>0</b>
Total amount projected to be redeemed	(468,565)	<b>(625,836)</b>
Total amount proposed to be borrowed as at 30 June	2,748,076	<b>2,122,240</b>

## Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted Statements	58
B	Rates and charges	65
C	Capital works program	70
D	Fees and charges schedule	78

## **Appendix A**

### **Budgeted Statements**

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

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

The appendix includes the following budgeted information:

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

**Budgeted Comprehensive Income Statement**

	Forecast	Budget	Strategic Resource Plan Projections		
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Income</b>					
Rates and charges	15,118	<b>16,171</b>	17,140	18,167	19,264
Statutory fees and fines	290	<b>271</b>	279	287	297
User fees	1,017	<b>1,098</b>	1,142	1,188	1,235
Contributions - cash	602	-	-	-	-
Contributions - non-monetary assets	-	-	-	-	-
Grants - operating (recurrent)	4,162	<b>6,360</b>	6,394	6,396	6,396
Grants - operating (non-recurrent)	442	<b>769</b>	18	-	-
Grants - capital (recurrent)	2,543	<b>2,334</b>	2,334	2,334	2,334
Grants - capital (non-recurrent)	499	<b>1,256</b>	-	-	-
Other income	519	<b>420</b>	423	422	422
<b>Total Income</b>	<b>25,192</b>	<b>28,679</b>	<b>27,730</b>	<b>28,794</b>	<b>29,948</b>
<b>Expenses</b>					
Employee benefits	9,671	<b>9,428</b>	9,899	10,394	10,914
Materials and services	9,855	<b>11,221</b>	10,750	11,072	11,515
Bad and doubtful debts	4	<b>5</b>	-	-	-
Depreciation and amortisation	4,694	<b>4,736</b>	4,770	5,018	5,037
Finance costs	150	<b>161</b>	95	85	75
Other expenses	174	<b>193</b>	199	205	210
Net loss on disposal of property, infrastructure and equipment	-	<b>521</b>	-	-	-
Written down value of infrastructure renewed	400	<b>547</b>	500	500	500
<b>Total Expenses</b>	<b>24,948</b>	<b>26,812</b>	<b>26,213</b>	<b>27,274</b>	<b>28,251</b>
<b>Surplus (deficit) for the year</b>	<b>244</b>	<b>1,867</b>	<b>1,517</b>	<b>1,520</b>	<b>1,697</b>
<b>Other comprehensive income</b>					
Other	(50)	<b>3,240</b>	11,633		12,341
<b>Comprehensive result</b>	<b>194</b>	<b>5,107</b>	<b>13,150</b>	<b>1,520</b>	<b>14,038</b>

**Budgeted Balance Sheet**

	Forecast	Budget	Strategic Resource Plan Projections		
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	5,959	<b>4,964</b>	6,511	6,451	5,459
Trade and other receivables	1,182	<b>1,252</b>	1,992	2,109	2,202
Financial assets	-	-	-	-	-
Other assets	184	<b>184</b>	184	184	184
<b>Total current assets</b>	<b>7,325</b>	<b>6,400</b>	<b>8,687</b>	<b>8,744</b>	<b>7,845</b>
<b>Non-current assets</b>					
Trade and other receivables	158	<b>158</b>	158	158	158
Property, infrastructure, plant and equipment	227,705	<b>232,662</b>	245,236	246,818	261,722
<b>Total non-current assets</b>	<b>227,863</b>	<b>232,820</b>	<b>245,394</b>	<b>246,976</b>	<b>261,880</b>
<b>Total assets</b>	<b>235,188</b>	<b>239,220</b>	<b>254,081</b>	<b>255,720</b>	<b>269,725</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	1,420	<b>971</b>	2,840	3,126	3,272
Interest-bearing loans and borrowings	626	<b>636</b>	167	178	189
Provisions	2,559	<b>2,559</b>	2,559	2,559	2,559
<b>Total current liabilities</b>	<b>4,605</b>	<b>4,166</b>	<b>5,566</b>	<b>5,863</b>	<b>6,020</b>
<b>Non-current liabilities</b>					
Other payables	68	<b>68</b>	68	68	68
Interest-bearing loans and borrowings	1,654	<b>1,017</b>	1,328	1,150	961
Provisions	581	<b>581</b>	581	581	581
<b>Total non-current liabilities</b>	<b>2,303</b>	<b>1,666</b>	<b>1,977</b>	<b>1,799</b>	<b>1,610</b>
<b>Total liabilities</b>	<b>6,908</b>	<b>5,832</b>	<b>7,543</b>	<b>7,662</b>	<b>7,630</b>
<b>Net assets</b>	<b>228,280</b>	<b>233,388</b>	<b>246,538</b>	<b>248,058</b>	<b>262,095</b>
<b>Equity</b>					
Accumulated surplus	73,880	<b>75,748</b>	77,265	78,785	80,481
Asset revaluation reserve	153,650	<b>156,890</b>	168,523	168,523	180,864
Other reserves	750	<b>750</b>	750	750	750
<b>Total equity</b>	<b>228,280</b>	<b>233,388</b>	<b>246,538</b>	<b>248,058</b>	<b>262,095</b>

**Budgeted Statement of Cash Flows**

	Forecast	<b>Budget</b>	Strategic Resource Plan Projections		
	2013/14 \$'000	<b>2014/15 \$'000</b>	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
	Inflows (Outflows)	<b>Inflows (Outflows)</b>	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	15,118	<b>16,171</b>	16,683	18,093	19,204
Grants - operating	4,604	<b>7,129</b>	6,241	6,370	6,376
Grants - capital	3,042	<b>3,591</b>	2,272	2,324	2,327
Interest	270	<b>150</b>	146	149	150
User fees	1,017	<b>1,098</b>	1,111	1,183	1,231
Statutory fees and fines	290	<b>271</b>	272	286	296
Contributions	262	-	-	-	-
Other revenue	249	<b>269</b>	266	270	272
Employee benefits	(9,855)	<b>(9,428)</b>	(9,012)	(10,256)	(10,844)
Materials and consumables	(9,671)	<b>(11,221)</b>	(9,787)	(10,925)	(11,441)
Other expenses	(174)	<b>(193)</b>	(181)	(202)	(210)
<b>Net cash provided by operating activities</b>	<b>5,152</b>	<b>7,837</b>	<b>8,011</b>	<b>7,292</b>	<b>7,361</b>
<b>Cash flows from investing activities</b>					
Proceeds from sales of property, plant and equipment	300	<b>2,040</b>	300	300	300
Payments for landfill rehabilitation	-	<b>(525)</b>	-	-	-
Deposits	-	-	-	-	-
Payments for property, plant and equipment	(7,262)	<b>(9,561)</b>	(6,511)	(7,400)	(8,400)
<b>Net cash used in investing activities</b>	<b>(6,962)</b>	<b>(8,046)</b>	<b>(6,211)</b>	<b>(7,100)</b>	<b>(8,100)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(149)	<b>(160)</b>	(95)	(85)	(75)
Proceeds from Financial Assets	-	-	-	-	-
Payments for Financial Assets	-	-	-	-	-
Proceeds from borrowings	800	-	-	-	-
Repayment of borrowings	(469)	<b>(626)</b>	(158)	(167)	(178)
<b>Net cash provided by (used in) financing activities</b>	<b>182</b>	<b>(786)</b>	<b>(253)</b>	<b>(252)</b>	<b>(253)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(1,628)</b>	<b>(995)</b>	<b>1,547</b>	<b>(60)</b>	<b>(992)</b>
Cash and cash equivalents at beginning of the financial year	7,587	<b>5,959</b>	4,964	6,511	6,451
<b>Cash and cash equivalents at end of the financial year</b>	<b>5,959</b>	<b>4,964</b>	<b>6,511</b>	<b>6,451</b>	<b>5,459</b>

**Budgeted Statement of Changes in Equity**

	Forecast	Budget	Strategic Resource Plan Projections		
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Balance at beginning of the financial year	227,836	228,280	233,388	246,539	248,059
Adjustment on change in accounting policy					
Surplus (Deficit) for year	244	1,867	1,518	1,520	1,697
Net asset revaluation increment(decrement)		3,241	11,633	-	12,341
Impairment losses on revalued assets					
Reversal of impairment losses on revalued assets					
Transfer to reserves	200				
Transfer from reserves					
<b>Balance at end of the financial year</b>	<b>228,280</b>	<b>233,388</b>	<b>246,539</b>	<b>248,059</b>	<b>262,097</b>

**Budgeted Statement of Capital Works**

	Forecast	Budget	Strategic Resource Plan Projections		
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Capital works areas					
Land	855	1,613	-	-	-
Buildings	698	1,450	1,768	2,081	2,304
Roads	3,672	3,562	3,012	3,550	4,311
Footpaths	118	105	35	34	36
Bridges	901	717	385	432	441
Drainage	35	599	5	7	10
Furniture & Equipment	502	190	294	294	294
Plant & Machinery	297	970	1,012	1,002	1,004
Environment	14	275	-	-	-
Kerb and Channel	170	80	-	-	-
<b>Total capital works</b>	<b>7,262</b>	<b>9,561</b>	<b>6,511</b>	<b>7,400</b>	<b>8,400</b>
<b>Represented by:</b>					
Asset renewal	5,341	7,430	5,534	6,290	7,636
New assets	1,115	950	326	370	255
Asset expansion	-	-	-	-	-
Asset upgrade	806	1,181	651	740	509
<b>Total capital works</b>	<b>7,262</b>	<b>9,561</b>	<b>6,511</b>	<b>7,400</b>	<b>8,400</b>

**Budgeted Statement of Human Resources**

	Forecast	Budget	Strategic Resource Plan Projections		
	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Employee costs (\$'000)					
- Operating	9,671	9,388	9,849	10,344	10,864
- Capital	0	40	50	50	50
<b>Total staff expenditure</b>	<b>9,671</b>	<b>9,428</b>	<b>9,899</b>	<b>10,394</b>	<b>10,914</b>
<b>Total Employee numbers (EFT)</b>	<b>118</b>	<b>118</b>	<b>118</b>	<b>118</b>	<b>118</b>



## **Appendix B**

### **Rates and charges**

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

## Rates and charges

### 1. Rates and charges

**NOTE:** Rates data has been calculated using a forecasting model, subject to the finalisation of the 1 January 2014 municipal revaluation. While total rates revenue is not expected to change, application of the actual valuations returned will marginally impact the forecast figures.

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

Type or class of land	2013/14 cents/\$CIV	2014/15 cents/\$CIV	Change
General rate for rateable residential properties	0.5037629	<b>0.5106248</b>	<b>1.36%</b>
General rate for rateable vacant residential properties	0.8815851	<b>0.8935934</b>	<b>1.36%</b>
General rate for rateable farm properties	0.4281985	<b>0.4340311</b>	<b>1.36%</b>
General rate for rateable commercial/industrial properties	0.6045155	<b>0.6127498</b>	<b>1.36%</b>
General rate for rateable vacant comm/ind properties	1.0579022	<b>1.0723121</b>	<b>1.36%</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	2013/14 \$	2014/15 \$	Change
Residential	5,092,882	<b>5,565,141</b>	<b>9.27%</b>
Vacant Residential	469,406	<b>513,987</b>	<b>9.50%</b>
Farm	5,530,908	<b>5,785,730</b>	<b>4.61%</b>
Commercial/Industrial	534,130	<b>596,992</b>	<b>11.77%</b>
Vacant Commercial/Industrial	7,012	<b>8,289</b>	<b>18.21%</b>
<b>Total amount to be raised by general rates</b>	<b>11,634,338</b>	<b>12,470,140</b>	<b>7.18%</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	2013/14 \$	2014/15 \$	Change
Residential	4,266	<b>4,307</b>	<b>0.96%</b>
Vacant Residential	374	<b>393</b>	<b>5.08%</b>
Farm	2,182	<b>2,195</b>	<b>0.60%</b>
Commercial/Industrial	262	<b>280</b>	<b>6.87%</b>
Vacant Commercial/Industrial	5	<b>7</b>	<b>40.00%</b>
<b>Total number of assessments</b>	<b>7,089</b>	<b>7,182</b>	<b>1.31%</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	2013/14 \$	2014/15 \$	Change
Residential	1,027,187,350	<b>1,086,146,000</b>	<b>5.74%</b>
Vacant Residential	53,245,675	<b>57,546,000</b>	<b>8.08%</b>
Farm	1,291,669,215	<b>1,328,656,000</b>	<b>2.86%</b>
Commercial/Industrial	88,356,765	<b>97,041,000</b>	<b>9.83%</b>
Vacant Commercial/Industrial	662,795	<b>773,000</b>	<b>16.63%</b>
<b>Total value of land</b>	<b>2,461,121,800</b>	<b>2,570,162,000</b>	<b>4.43%</b>

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

Type of Charge	Per Rateable Property 2013/14 \$	Per Rateable Property 2014/15 \$	Change
Municipal	266	266	0.0%

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

Type of Charge	2013/14 \$	2014/15 \$	Change
Municipal	1,722,757	1,735,121	0.72%

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

Type of Charge	Per Rateable Property 2013/14 \$	Per Rateable Property 2014/15 \$	Change
Kerbside collection - 120 Litre	326	339	3.99%
Kerbside collection - 240 Litre	653	679	3.98%
Recycling	162	168	3.70%
<b>Total</b>	1,141	1,186	3.94%

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

Type of Charge	2013/14 \$	2014/15 \$	Change
Kerbside collection	1,306,892	1,364,839	4.43%
Recycling	573,280	600,864	4.81%
<b>Total</b>	1,880,172	1,965,703	4.55%

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

Type of Charge	2013/14 \$	2014/15 \$	Change
Rates and charges	15,237,267	16,170,964	6.13%

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

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

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

## 2. Differential rates

### 2.1 Rates to be levied

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

- A general rate of 0.5122668% (0.5122668 cents in the dollar of CIV) for all rateable Residential properties and Farm zoned properties which do not meet the Farm differential criteria;
- A differential rate of 0.8964669% (0.8964669 cents in the dollar of CIV) for all rateable Vacant Residential properties.
- A differential rate of 0.4354268% (0.4354268 cents in the dollar of CIV) for all rateable Farm properties.
- A differential rate of 0.6147202% (0.6147202 cents in the dollar of CIV) for all rateable Commercial/Industrial properties.
- A differential rate of 1.0757603% (1.0757603 cents in the dollar of CIV) for all rateable Vacant Commercial/Industrial properties.

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

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

### 2.2 Vacant Residential Land Differential Rate

A differential rate will be applied for vacant residential land.

The reasons for the application of a vacant residential differential rate are to ensure the equitable and efficient carrying out of Council's functions and to ensure the appropriate distribution of costs associated with the delivery of services. The differential is also applied to encourage the development of vacant residential land for the general benefit of the community.

Land classed as vacant residential is identified as that land which is categorised within the rating system as having a residential use and having improvements valued at not greater than \$20,000. Vacant residential land which is considered contiguous with occupied residential land will be rated as residential.

The characteristics of the land classed as vacant residential are that it is located within a residential (or township or similar) zone, is permitted for residential development and has improvements of not greater than \$20,000.

### 2.3 Commercial/Industrial Differential Rate

A differential rate will be applied to land used for commercial or industrial purposes.

The reasons for the application of a commercial/industrial differential rate are to ensure the equitable and efficient carrying out of Council's functions and to ensure the appropriate distribution of costs associated with the delivery of services which specifically benefit commercial/industrial properties.

Services specifically benefiting commercial/industrial properties include;

- street cleaning, streetscape infrastructure maintenance, waste management, environmental health, compliance - and animal control, street tree management and improvements to commercial and industrial areas.

The appropriate level for the commercial/industrial differential rate is considered to be 120% of the general rate, subject to the following transitional arrangements -

Land classed as commercial/industrial is identified as that land which is categorised within the rating system as having a commercial or industrial use.

The characteristics of the land classed as commercial/industrial are that it is used for the purposes of retail, wholesale, tourism activities, accommodation, professional or other commercial services or for manufacturing, maintenance, storage and distribution of goods or other industrial services.

#### **2.4 Vacant Commercial/Industrial Differential Rate**

A differential rate will be applied for vacant commercial/industrial land.

The reasons for the application of a vacant commercial/industrial differential rate are to ensure the equitable

Land classed as vacant commercial/industrial is identified as that land which is categorised within the rating system as having a commercial or industrial use and having improvements valued at not greater than \$20,000. Vacant commercial/industrial land which is considered contiguous with occupied commercial/industrial land will be rated as commercial/industrial.

The characteristics of the land classed as vacant commercial/industrial are that it is located within a commercial or industrial zone, is permitted for commercial or industrial development and has improvements of not greater than \$20,000.

#### **2.5 Farm Differential Rate**

A differential rate will be applied to land used for farming purposes.

The reason for the application of a farm differential rate is to ensure the equitable and efficient carrying out of Council's functions.

Specifically, reasons include –

Acknowledgement that land invested in farming is intrinsic to the activity, distinguishing it from land upon which an activity is based.

Acknowledgement that farming viability generally requires broadacre investment and recognition of the consequent adverse rating impacts of that investment.

Acknowledgement that farmers are key contributors to the successful management of the rural environment and that the general community derives benefit from that management.

Recognition of the importance of farming as a local economic generator with flow on impacts for local business and employment.

The importance of maintaining the Shire's rural amenity for the enjoyment of residents and the attraction of tourists.

The application of a farm differential is consistent with the general practice of rural local governments.

National economic importance of encouraging investment in primary industry.

The appropriate level for the farm differential rate is considered to be 85% of the general rate.

Land classed as farm is identified as that land which is situated within the farming zone, is not less than 40 hectares in area and is not classified as having a commercial or industrial use. Land classified as having a commercial or industrial use will be rated accordingly.

Land situated within the farming zone of less than 40 hectares may be considered for the farm differential rate, subject to satisfying Council's criteria for recognition as a bone fide farming activity. Typically such consideration would apply to intensive farming pursuits.

The characteristics of the land classed as farm are that it is used to;

- propagate, cultivate or harvest plants, including cereals, flowers, fruit, seeds, trees, turf, and vegetables; or
- keep, breed, board, or train animals, including livestock, and birds; or
- propagate, cultivate, rear, or harvest living resources of the sea or inland waters.

## **Appendix C**

### **Capital works program**

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

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

- New works for 2014/15
- Works carried forward from the 2013/14 year.

## Capital works program

For the year ending 30 June 2015

### 1. New works

Capital Works Area	Summary of funding sources				
	Project	Council			
	Cost \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
<b>PROPERTY</b>					
<b>LAND</b>					
<b>New asset expenditure</b>					
Violet Town Flood Mitigation	504	504	0	-	0
Total new asset expenditure - land	<b>504</b>	504	0	0	0
<b>Asset renewal expenditure</b>					
Former Nagambie Depot	200	0	0	200	0
Automatic weir gates for Seven Creeks Park	20	0	0	20	0
Total renewal asset expenditure - land	<b>220</b>	-	-	220	-
<b>Asset upgrade expenditure</b>					
Automatic weir gates for Seven Creeks Park	180		0	180	0
Nagambie drainage - retention dam	70		0	70	0
Oak Valley road land	40		0	40	0
Euroa Hotel carpark	15		0	15	0
Total upgrade asset expenditure - land	<b>305</b>	0	0	305	0
<b>TOTAL LAND</b>	<b>1,029</b>	504	-	525	-
<b>BUILDINGS</b>					
<b>Asset renewal expenditure</b>					
Euroa works depot - sewerage	20		0	20	0
Euroa Band Hall - roof lining	20		0	20	0
Euroa Croquet Club kitchen	16		0	16	0
Euroa Pre School - roller door and PA door	10		0	10	0
Violet Town Community Centre - roof	185		0	185	0
Nagambie swimming pool - office/kiosk	30		0	30	0
Euroa swimming pool - roof plant room	20		0	20	0
Euroa Third Age Club - toilet	40		0	40	0
Euroa Caravan Park - caretaker's cottage roof	25		0	25	0
Euroa RSL - painting, spouting, render brickwork	25		0	25	0
Avenel Memorial Hall - stormwater drains/footings	40		0	40	0
Council office - fitout	10		0	10	0
Waste transfer stations	275	138	0	137	0
Toilets Sevens Creek Park	300	300	0	-	0
Violet Town Library	460	315	0	145	0
Total asset renewal expenditure - buildings	<b>1,476</b>	753	0	723	0
<b>Asset upgrade expenditure</b>					
Little Theatre relocation - stages 1-4	50		0	50	0
Nagambie Men's Shed	10		0	10	0
Seven Creeks sheet piling/ sea wall	60		0	60	0
Total asset upgrade expenditure - buildings	<b>120</b>	0	0	120	0
<b>TOTAL BUILDINGS</b>	<b>1,596</b>	753	0	843	0
<b>TOTAL PROPERTY</b>	<b>2,625</b>	1,257	0	1,368	0

Capital Works Area	Summary of funding sources				
	Project	Council			
	Cost \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
<b>PLANT MACHINERY &amp; EQUIPMENT</b>					
<b>Asset renewal expenditure</b>					
Motor vehicles	350		0	350	0
Plant replacement program	470		0	470	0
Total asset renewal expenditure - PM&E	820	-	-	820	-
<b>TOTAL PLANT, MACHINERY &amp; EQUIPMENT</b>	<b>820</b>	-	-	<b>820</b>	-
<b>FURNITURE AND EQUIPMENT</b>					
<b>Asset renewal expenditure</b>					
Information technology	150		0	150	0
Total asset renewal expenditure - F&E	150	-	-	150	-
<b>TOTAL FURNITURE AND EQUIPMENT</b>	<b>150</b>	-	-	<b>150</b>	-
<b>INFRASTRUCTURE</b>					
<b>ROADS</b>					
<b>Asset renewal expenditure</b>					
Reseal program	1,301	1301		-	0
Rehabilitation program	1,434	1033		401	0
Resheeting program	691		0	691	0
Elizabeth Street, Euroa - tree replacement	10		0	10	0
Total asset renewal expenditure - roads	3,436	2,334	-	1,102	-
<b>Asset upgrade expenditure</b>					
Birkett Street railway pedestrian crossing	20			20	0
Mernda Ave - prepare pavement and bitumen seal	50		0	50	0
Total asset upgrade expenditure - roads	70	0	0	70	0
<b>TOTAL ROADS</b>	<b>3,506</b>	<b>2,334</b>	-	<b>1,172</b>	-
<b>BRIDGES</b>					
<b>Asset renewal expenditure</b>					
Horse Gully Road Bridge replacement	88		0	88	0
Pranjip Road Bridge	247		0	247	0
Cusack Road major culverts	21		0	21	0
Kellys Bridge Creightons Creek Rd	119		0	119	0
Leckies Rd concrete bridge	122		0	122	0
Longwood-Pranjip Road Bridge	103		0	103	0
Spalling Erosion protection to bridges 17,52,28,126	12		0	12	0
Kerb guide and running deck to bridges 6,19	5		0	5	0
Total asset renewal expenditure - bridges	717	-	-	717	-
<b>TOTAL BRIDGES</b>	<b>717</b>	-	-	<b>717</b>	-



Capital Works Area	Summary of funding sources				
	Project Cost \$'000	Council			
		Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
<b>FOOTPATHS</b>					
<b>Asset renewal expenditure</b>					
Asphalt footpath renewal program	40		0	40	0
Sealed footpath renewal program	25		0	25	0
Isolated failures renewal program/concrete pathways renewal (Various locations)	30		0	30	0
Minor missing link sections of footpath	10		0	10	0
Total asset renewal expenditure - footpaths	105	-	-	105	-
<b>TOTAL FOOTPATHS</b>	<b>105</b>	<b>-</b>	<b>-</b>	<b>105</b>	<b>-</b>
<b>KERB &amp; CHANNEL</b>					
<b>Asset renewal expenditure</b>					
Short sections to be determined	80		0	80	0
Total asset renewal expenditure - kerb & channel	80	-	-	80	-
<b>TOTAL KERB &amp; CHANNEL</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>-</b>
<b>DRAINAGE</b>					
<b>Asset renewal expenditure</b>					
Zocks Road Drainage Improvement	15		0	15	0
Euroa Atkins Street Drainage - Stage 2	36		0	36	0
OHS Requirements - replace large pit lids	65		0	65	0
VT Outfall for main drain - flood flap and discharge	56		0	56	0
Mangalore Grant Street - Drainage Improvement	20		0	20	0
Open drain at Lime Street	25		0	25	0
Hughes Creek outfall drop structure improvements	30		0	30	0
Total asset renewal expenditure - drainage	247	-	-	247	-
<b>Asset upgrade expenditure</b>					
Zocks Road Drainage Improvement	10		0	10	0
Euroa Atkins Street Drainage - Stage 2	31		0	31	0
Total asset upgrade expenditure - drainage	41	-	-	41	-
<b>TOTAL DRAINAGE</b>	<b>288</b>	<b>-</b>	<b>-</b>	<b>288</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>4,696</b>	<b>2,334</b>	<b>-</b>	<b>2,362</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS 2014/15</b>	<b>8,291</b>	<b>3,591</b>	<b>-</b>	<b>4,700</b>	<b>-</b>
<b>REPRESENTED BY:</b>					
Asset renewal expenditure	7,251	3,087	-	4,164	-
New asset expenditure	504	504	-	-	-
Asset upgrade expenditure	536	-	-	536	-
Asset expansion expenditure	-	-	-	-	-

## 2. Works carried forward from the 2013/14 year

Capital Works Area	Summary of funding sources				
	Project Cost \$'000	Council			
		Grants \$'000	Contrib' s \$'000	Cash \$'000	Borro w's \$'000
<b>PROPERTY</b>					
<b>LAND</b>					
<b>Asset renewal expenditure</b>					
Euroa Flood Mitigation Works	19	0	0	19	0
Total asset renewal expenditure	19	-	-	19	-
<b>Asset upgrade expenditure</b>					
Violet Town Tennis Court/Netball Court Drainage	10	0	0	10	0
Total asset upgrade expenditure	10	-	-	10	-
<b>New asset expenditure</b>					
Euroa Depot Sewer Reticulation	19	0	0	19	0
Total new asset expenditure	19	-	-	19	-
<b>TOTAL LAND</b>	<b>48</b>	<b>-</b>	<b>-</b>	<b>48</b>	<b>-</b>
<b>BUILDINGS</b>					
<b>Asset renewal expenditure</b>					
Community Conference Centre	10	0	0	10	0
Seven Creeks Park Facilities Development	100	0	0	100	0
Total asset renewal expenditure	110	-	-	110	-
<b>Asset upgrade expenditure</b>					
Euroa Saleyards	455	0	0	455	0
Nagambie Depot Improvements	100	0	0	100	0
Total asset upgrade expenditure	555	-	-	555	-
<b>TOTAL BUILDINGS</b>	<b>665</b>	<b>-</b>	<b>-</b>	<b>665</b>	<b>-</b>
<b>TOTAL PROPERTY</b>	<b>713</b>	<b>-</b>	<b>-</b>	<b>713</b>	<b>-</b>
<b>PLANT, MACHINERY &amp; EQUIPMENT</b>					
<b>Asset renewal expenditure</b>					
Computers and telecommunications	150	0	0	150	0
Total renewal asset expenditure - furniture and equip	150	-	-	150	-
<b>TOTAL PLANT, MACHINERY &amp; EQUIP</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>
<b>FURNITURE AND EQUIPMENT</b>					
<b>Asset renewal expenditure</b>					
Computers and telecommunications	40	0	0	40	0
Total renewal asset expenditure - furniture and equip	40	-	-	40	-
<b>TOTAL FURNITURE &amp; EQUIPMENT</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>-</b>
<b>INFRASTRUCTURE</b>					
<b>Asset renewal expenditure</b>					
Roads	281	0	0	281	0
Bridges	-	0	0	-	0
Footpaths	-	0	0	-	0
Kerb & Channel	-	0	0	-	0
Drainage	86	0	0	86	0
Waste Management	-	0	0	-	0
Total renewal asset expenditure - infrastructure	367	-	-	367	-
<b>TOTAL INFRASTRUCTURE</b>	<b>367</b>	<b>-</b>	<b>-</b>	<b>367</b>	<b>-</b>
<b>TOTAL CARRIED FWD WORKS 2013/14</b>	<b>1,270</b>	<b>-</b>	<b>-</b>	<b>1,270</b>	<b>-</b>
<b>REPRESENTED BY:</b>					
Asset renewal expenditure	686	-	-	686	-
New asset expenditure	19	-	-	19	-
Asset upgrade expenditure	565	-	-	565	-
Asset expansion expenditure	-	-	-	-	-

## 3. Summary

Capital Works Area	Summary of funding sources				
	Project	Council			
	Cost \$'000	Grants \$'000	Contributions \$'000	Cash \$'000	Borrowings \$'000
Asset renewal expenditure	7,937	3,087	-	4,850	-
New asset expenditure	523	504	-	19	-
Asset upgrade expenditure	1,101	-	-	1,101	-
Asset expansion expenditure	-	-	-	-	-
<b>TOTAL CAPITAL WORKS</b>	<b>9,561</b>	<b>3,591</b>	<b>-</b>	<b>5,970</b>	<b>-</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 2014/15 year.

<b>Budget 2014/2015 - Council Fees (GST Excluded)</b>	<b>Fee Unit</b>	<b>Current Fees 2013/14</b>	<b>Proposed Fees 2014/15</b>	<b>% Increase 2014/15</b>
<b><u>Home &amp; Community Care</u></b>				
Home Care - Low	Hour (min.)	\$6.70	\$5.80	-13.43%
Home Care - Medium	Hour (min.)	\$15.40	\$14.50	-5.84%
Home Care - High	Hour (min.)	\$32.00	\$31.50	-1.56%
Home Care - DVA - Low ranges b/w 4.00 & 7.50. Set by DVA	Visit	\$5.00	\$5.00	0.00%
Respite Care (Day) - Low	Hour (min.)	\$4.80	\$2.90	-39.58%
Respite Care (Day) - Medium	Hour (min.)	\$6.35	\$4.40	-30.71%
Respite Care (Day) - High	Hour (min.)	\$34.00	\$32.50	-4.41%
Personal Care - Low	Hour (min.)	\$4.90	\$4.30	-12.24%
Personal Care - Medium	Hour (min.)	\$9.20	\$8.50	-7.61%
Personal Care - High	Hour (min.)	\$36.25	\$35.30	-2.62%
Brokerage Agencies (Linkages) - Home Care (Weekdays between 7.30am and 7.30pm)	Hour	\$43.60	\$40.82	-6.38%
Brokerage Agencies (Linkages) - Personal and Respite Care (Weekdays between 7.30am and 7.30pm)	Hour	\$48.00	\$44.94	-6.38%
Brokerage Agencies (Linkages) - Travel Fee	Km	\$1.20	\$1.12	-6.67%
Brokerage Agencies - Travel time per hour	Hour	\$37.00	\$34.54	-6.65%
Home Maintenance - Low	Hour (min.)	\$11.60	\$11.60	0.00%
Home Maintenance - Medium	Hour (min.)	\$17.70	\$17.40	-1.69%
Home Maintenance - High	Hour (min.)	\$45.80	\$45.80	0.00%
Home Maintenance - DVA	Visit	\$5.00	\$5.00	0.00%
Brokerage Agencies (Linkages) - Home Maintenance	Hour	\$60.00	\$56.18	-6.37%
Delivered Meals - Home - Low	Meal	\$9.40	\$8.70	-7.45%
Delivered Meals - Home - Medium	Meal	\$12.30	\$8.70	-29.27%
Delivered Meals - Home - High	Meal	\$14.90	\$15.35	3.02%
Delivered Meals - Centre Based	Meal	\$9.40	\$8.70	-7.45%
Brokerage Agencies (Linkages) - Delivered Meals	Meal	\$14.90	\$13.95	-6.38%
MOW - DVA	Meal	\$9.40	\$8.70	-7.45%
Planned Activity Group - Men's Group	Session	\$12.90	\$13.10	1.55%
Planned Activity Group - Swimming Group	Session	\$7.80	\$7.30	-6.41%
Planned Activity Group - Other Outing	Session	\$7.80	\$7.30	-6.41%
Planned Activity Group - Social Support Lunches	Session	\$12.90	\$13.10	1.55%
Brokerage Agencies (Linkages) - Planned Activity Group	Session	\$55.00	\$51.50	-6.36%
<b><u>Community Transport</u></b>				
<b>Euroa</b> to Longwood	Return trip	\$12.30	\$12.65	2.85%
Euroa to Benalla	Return trip	\$36.05	\$37.15	3.05%
Euroa to Shepparton	Return trip	\$37.00	\$38.00	2.70%
Euroa to Violet Town	Return trip	\$16.50	\$17.00	3.03%
Euroa to Wangaratta	Return trip	\$65.55	\$67.50	2.97%
Euroa to Heidelberg	Return trip	\$117.95	\$121.50	3.01%
Euroa to Melbourne	Return trip	\$125.65	\$129.40	2.98%
Euroa to Alexandra	Return trip	\$45.85	\$47.25	3.05%
Euroa to Seymour	Return trip	\$42.45	\$43.70	2.94%
<b>Nagambie</b> to Euroa	Return trip	\$36.05	\$37.15	3.05%
Nagambie to Seymour	Return trip	\$22.90	\$23.60	3.06%
Nagambie to Heidelberg	Return trip	\$98.35	\$101.30	3.00%
Nagambie Melbourne	Return trip	\$106.00	\$109.00	2.83%
Nagambie to Shepparton	Return trip	\$40.35	\$41.55	2.97%
<b>Avenel</b> to Nagambie	Return trip	\$17.50	\$18.00	2.86%
Avenel to Shepparton	Return trip	\$58.15	\$59.90	3.01%
Avenel to Seymour	Return trip	\$16.00	\$16.50	3.13%
<b><u>Euroa Cinema</u></b>				
Single Ticket	1 ticket	\$10.30	\$10.00	-2.91%
Book of Tickets	5 tickets	\$40.00	\$40.00	0.00%

<b>Budget 2014/2015 - Council Fees (GST Excluded)</b>	<b>Fee Unit</b>	<b>Current Fees 2013/14</b>	<b>Proposed Fees 2014/15</b>	<b>% Increase 2014/15</b>
<b><u>Swimming Pools</u></b>				
Family	Season	82.00	84.00	2.44%
Adult	Season	54.00	56.00	3.70%
Child	Season	36.00	37.00	2.78%
Adult	Day	5.00	5.00	0.00%
Child	Day	4.00	4.00	0.00%
<b><u>Tip/Transfer Station Fees</u></b>				
Commercial Garbage (Residents)	m3	50.00	52.00	4.00%
Commercial Garbage (Non - Residents)	m3	92.00	95.00	3.26%
Domestic Garbage (Residents)	m3	32.00	33.00	3.13%
Domestic Garbage (Non - Residents)	m3	64.00	66.00	3.13%
Greenwaste	m3	16.50	17.00	3.03%
Whitegoods	unit	9.00	9.00	0.00%
Mattresses/Mattress Bases (Single)	unit	16.00	16.00	0.00%
Mattresses/Mattress Bases (Double)	unit	22.00	23.00	4.55%
Tyres - Car	unit	8.00	8.00	0.00%
Tyres - Light Truck	unit	11.00	11.00	0.00%
Tyres - Heavy Truck	unit	24.00	25.00	4.17%
Tyres - Tractor	unit	49.00	50.00	2.04%
Tyres - Earthmoving	unit	60.00	62.00	3.33%
<b><u>Planning Fees</u></b>				
Copies of planning permits	1 permit	57.00	59.00	3.51%
Copies of planning documents/information - from files on site at Euroa; and	per request	21.00	22.00	4.76%
- Plus	per A4 pg	2.00	2.00	0.00%
- Plus	per >A4 pg	5.00	5.00	0.00%
Copies of planning documents/information - from files off site	per request	31.00	32.00	3.23%
	per A4 pg	2.00	2.00	0.00%
	per >A4 pg	5.00	5.00	0.00%
Advertising of Planning Applications				
- up to 10 notifications		50.00	52.00	4.00%
- 10 to 50 notifications		75.00	77.00	2.67%
- over 50 notifications		100.00	103.00	3.00%
<b><u>Building Fees</u></b>				
<b>Domestic Building Works:</b>				
New Dwellings up to \$180,000	app'n	2472.00	2546.00	2.99%
New Dwellings Over \$180,000	app'n	2730.00	2812.00	3.00%
Additions to Dwelling, Garage, Decks, Pergolas, Fencing, Masts etc. \$0 - \$30,000	app'n	772.00	795.00	2.98%
Additions Over \$30,000 to \$180,000	app'n	1133.00	1167.00	3.00%
<b>Industrial / Commercial</b>				
Minor Works to \$10,000	app'n	1854.00	1920.00	3.56%
Minor Works \$10,000 to \$30,000 (Cost of works x 0.0145+\$2,000)	app'n	Cost of works x 0.0145+\$2,000	Cost formula	
Building Works \$30,000 to \$500,000 (Cost of works x0.0145+\$2,000)	app'n	Cost of works x 0.0145+\$2,000	Cost fomula	
Building Works Above \$500,000 (POA)	app'n	POA	POA	
<b>Service Fees</b>				
Building Permit Extension Class 1	app'n	185.00	190.00	2.70%
Building Permit Extension Class 10	app'n	103.00	106.00	2.91%
Essential Safety Measures Report per hour (Minimum 2 hour charge)	hour	154.50	160.00	3.56%
Occupancy Inspection per hour (Minimum 2 hour charge)	hour	154.50	160.00	3.56%
Building Permit Amendmets per hour (Minimum 2 hour charge)	hour	154.50	160.00	3.56%
Preparation of Reports per hour (Minimum 2 hour charge)	hour	154.50	160.00	3.56%
Installation Permit (Removable Dwellings under <i>Residential Tenacies Act</i> )	app'n	824.00	850.00	3.16%
P.O.P.E. Places Of Public Entertainment Approval	app'n	1500.00	1545.00	3.00%

<b>Budget 2014/2015 - Council Fees (GST Excluded)</b>	<b>Fee Unit</b>	<b>Current Fees 2013/14</b>	<b>Proposed Fees 2014/15</b>	<b>% Increase 2014/15</b>
<b>Photocopying</b>				
A4 (each)	page	1.00	1.00	0.00%
A3 (each)	page	2.00	2.00	0.00%
A2 (each)	page	3.00	3.00	0.00%
A1 (each)	page	5.00	5.00	0.00%
<b>Road Opening Permit Fees</b>				
Vehicle Crossing	Permit	67.00	69.00	2.99%
Other Road Openings - per Regulations				
<b>Domestic Animal Registration Fees</b>				
Maximum Fee (As Set by Council)	Animal	160.00	165.00	3.13%
Reduced Fee (Set by the Act =not greater than 33.33% of Maximum Fee)	Animal	37.00	38.00	2.70%
Pensioner Fee (Set by the Act = 50% of Reduced Fees)	Animal	19.00	19.00	0.00%
<b>Pound Fees</b>				
Domestic Animals (Dogs/Cats)	Day	16.00	16.50	3.13%
Domestic Animal - Administration Fee (Accounting/Advertising/Release etc)		96.00	100.00	4.17%
Domestic Animals - After Hours Collection Fee when impounded	Collection	96.00	100.00	4.17%
Livestock - Sheep	Head/Day	6.00	6.20	3.33%
Livestock - Cattle	Head/Day	16.00	16.50	3.13%
Livestock - Horses	Head/Day	16.00	16.50	3.13%
Livestock - Stallions & Bulls	Head/Day	57.00	59.00	3.51%
Livestock - Other	Head/Day	16.00	16.50	3.13%
Transport - By Staff	Trip	98.00	101.00	3.06%
Transport - By Contractor	Trip	At Cost +10%		
Livestock - Administration Fee (Accounting/Advertising/Release etc)	Offence	98.00	101.00	3.06%
<b>Impound/Call Out Fees</b>				
Staff impound/Call out fee		98.00	101.00	3.06%
Contractor impound/Call out fee		At Cost +10%		
<b>Surrender of Animals</b>				
Animals to be euthanased where owner surrenders -		82.00	85.00	3.66%
All animals		82.00	85.00	3.66%
<b>Other Fees</b>				
Vet Fees (all animals)		At Cost +10%	At Cost +10%	
<b>Domestic Animal Business (new fee)</b>				
Registration and Renewal		216.00	222.00	2.78%
<b>Local Laws - Permits</b>				
Permit to graze livestock by resident owner		36.00	37.00	2.78%
Other Permits (Administration Fee)	Permit	67.00	69.00	2.99%
Annual Permits, including single item street trading		-	69.00	
Annual Permits for multiple use in street trading		-	120.00	
Roadside Firewood Collection		10.00	10.00	0.00%

<b>Budget 2014/2015 - Council Fees (GST Excluded)</b>	<b>Fee Unit</b>	<b>Current Fees 2013/14</b>	<b>Proposed Fees 2014/15</b>	<b>% Increase 2014/15</b>
<b>Saleyards</b>				
Agents Yard Fee for sale days (cattle sold per head)		0.30	0.31	3.00%
or				
Fee per sale (whichever is greater)		300.00	309.00	3.00%
Crush Use		0		
Weighings		4.00	4.10	2.50%
Scanning		2.50	2.60	4.00%
Sheep		0.25	0.25	0.00%
Horse		5.50	5.65	2.73%
Alpaca		5.50	5.65	2.73%
Llama		5.50	5.65	2.73%
Truck wash		1.50	1.55	3.33%
<b>Fees Associated with Sales</b>				
2nd day before sale day (after mid-day)		8.50	8.75	2.94%
Day before sale day		8.50	8.75	2.94%
Sale day		8.50	8.75	2.94%
Day after Sale day (before 5.00pm)		8.00	8.25	3.13%
Use of yards as a trans-shipment point (max. 12hours)		220.00	227.00	3.18%
Single Truck Operators		110.00	113.00	2.73%
<b>Health Fees</b>				
<b>Food Premises etc Fees</b>				
Class 1 Food Premises	Permit	474.00	488.00	2.95%
- Additional fees for late registration (add 50% of scheduled fee)		237.00	244.00	2.95%
Class 2 Food Premises	Permit	474.00	488.00	2.95%
- Additional fees for late registration (add 50% of scheduled fee)		237.00	244.00	2.95%
Class 2 with 3rd party FSP	Permit	474.00	488.00	2.95%
- Additional fees for late registration (add 50% of scheduled fee)		237.00	244.00	2.95%
Class 3 Food Premises	Permit	206.00	212.00	2.91%
- Additional fees for late registration (add 50% of scheduled fee)		103.00	106.00	2.91%
<b>Food vehicle</b>				
Class 2	Permit	268.00	276.00	2.99%
Class 3	Permit	165.00	170.00	3.03%
<b>Temporary Food Stall</b>				
<b>Single event</b>				
Class 2	Permit	113.50	117.00	3.08%
Class 3	Permit	62.00	64.00	3.23%
<b>Annual Fee</b>				
Class 2	Permit	206.00	212.00	2.91%
Class 3	Permit	103.00	106.00	2.91%
<b>Additional Fees - Food Premises</b>				
More than 5 persons employed (\$10 per person to a maximum \$2,500)	Permit	10.00	10.00	0.00%



<b>Budget 2014/2015 - Council Fees (GST Excluded)</b>	<b>Fee Unit</b>	<b>Current Fees 2013/14</b>	<b>Proposed Fees 2014/15</b>	<b>% Increase 2014/15</b>
<b>Refunds</b>				
Refund due to closure	Permit	No refund	No refund	0.00%
<b>Submission of plans</b>				
Application fee for submission of plans (50% of applicable registration fee)	Application	50% of Application Fee	50% of Application Fee	0.00%
<b>Inspections</b>				
Pre Inspection of New Premise prior to opening	Each	103.00	106.00	2.91%
Pre Inspection of Premise being sold	Each	103.00	106.00	2.91%
Priority inspection request (within 5 days)	Each	154.50	159.00	2.91%
Urgent inspection request (within 48 hrs)	Each	268.00	276.00	2.99%
<b>Public Health &amp; Well being Act Fees</b>				
Hairdressers, beauty parlours, skin penetration or similar	Permit	144.00	148.00	2.78%
Allied Health and Alternative Therapy Including Massage Therapy and Acupuncture, etc		144.00	148.00	2.78%
Joint Hairdressers, beauty parlours, skin penetration or similar	Permit	144.00	148.00	2.78%
Prescribed Accommodation	Permit	185.00	190.00	2.70%
Extra Inspections	Each	103.00	106.00	2.91%
<b>Septic Tank Application Fees</b>				
New Installation	Permit	361.00	372.00	3.05%
Alteration	Permit	185.00	190.00	2.70%
Additional Inspections	Each	103.00	106.00	2.91%
<b>Boat Ramp Fees</b>				
Boat Ramp	Day	11.00	11.00	0.00%
Boat Ramp Residents	Annum	72.00	74.00	2.78%
Boat Ramp Non-Residents	Annum	118.00	121.00	2.54%
<b>Regatta Centre Building</b>				
Downstairs Function area - no staff - 1/2 day hire (4 hours)	1/2 Day	60.00	62.00	3.33%
Downstairs Function area - no staff - full day hire (8 hours)	Full Day	140.00	144.00	2.86%
Upstairs Conference area - no staff - 1/2 Day hire (4 hours)	1/2 Day	60.00	62.00	3.33%
Upstairs Conference area - no staff - Full Day hire (8 hours)	Full Day	140.00	144.00	2.86%
Kitchen - commercial (if selling) - 1/2 Day hire (4 hours)	1/2 Day	100.00	103.00	3.00%
Kitchen - commercial (if selling) - Full Day hire (8 hours)	Full Day	200.00	206.00	3.00%
Kitchen - private function 1/2 Day Hire (4 hours)	1/2 Day	50.00	52.00	4.00%
Kitchen - private function Full Day Hire (8 hours)	Full Day	100.00	103.00	3.00%
Boatshed - showers & toilets - 1/2 Day (4 hours)	1/2 Day	50.00	52.00	4.00%
Boatshed - showers & toilets - Full Day (8 hours)	Full Day	100.00	103.00	3.00%
Entire Regatta Centre Building not including kitchen - no staff - 1/2 Day hire (4 hours)	1/2 Day	160.00	165.00	3.13%
Entire Regatta Centre Building not including kitchen - no staff - Full Day hire (8 hours)	Full Day	320.00	330.00	3.13%
Peninsular - 1/2 Day hire (4 hours)	1/2 Day	400.00	412.00	3.00%
Peninsular - Full Day hire (8 hours)	Full Day	800.00	824.00	3.00%
Training Camps - Groups of 50 or less	Day	50.00	52.00	4.00%
Training Camps - Groups of more than 51	Day	100.00	103.00	3.00%
Entire Venue - no staff - 1/2 Day hire (4 hours)	1/2 Day	500.00	515.00	3.00%
Entire Venue - no staff - Full Day hire (8 hours)	Day	1,000.00	1,030.00	3.00%
<b>Tourist Attraction Signage</b>				
4' Standard Name Blade	Sign	165.00	170.00	3.03%
Other sizes	Sign			
<b>Wesley Hall User Fees</b>				
Main Hall - half day hire		155.00	160.00	3.23%
Main Hall - full day hire		290.00	300.00	3.45%
Main Hall - evening hire		155.00	160.00	3.23%
Main Hall - evening hire		55.00	60.00	9.09%
Kitchen - half day hire		105.00	108.00	2.86%
Kitchen - full day hire		300.00	309.00	3.00%
Bond				

## Appendix E Reconciliation of Advertised Budget to Adopted Budget

This appendix provides a reconciliation of the advertised budget statements to the adopted budget. The

Reconciliation of Advertised Budget to Adopted Budget	Operating Result 2014/15 \$000	Cash 2014/15 \$000	Capital Expenditure 2014/15 \$000
<b>Advertised Budget</b>	<b>2,762</b>	<b>5,311</b>	<b>8,545</b>
Amend rating increase to 5.5%	(200)	(200)	
Super contribution increase to 9.5%	(14)	(14)	
VGC Funding - Federal budget impacts	(146)	(146)	
Euroa Memorial Oval - carried forward from 2013/14	(155)	(155)	
Avenel Recreation Reserve - deferred	100	100	
Main Street Nagambie Grant reduced to \$500K	(170)	(170)	
Main Street Nagambie expenditure increase	(60)	(60)	
Maternity leave (3 employees)	(32)	(32)	
Banding change - Communications	(3)	(3)	
Resheeting costs transferred to capital - labour	40	40	
Resheeting costs transferred to capital - plant hire	80	80	
Increased employee hours	(19)	(19)	
Line marking	(20)	(20)	
Grader lease	(50)	(50)	
Reduce plant replacement	0	30	(30)
Street sweeping	(38)	(38)	
Additional expenditure former Nagambie depot	0	(200)	200
Write back bad debts written off	5	5	
Sevens Creek Toilet - increase expenditure to \$400K	0	(300)	300
Sevens Creek Toilet - Grant	300	300	
Violet Town landfill rehabilitation	0	(525)	
Increase capital works carried forward from 2013/14	0	(545)	546
Net loss on disposal of assets	(513)	1,575	
<b>Amended Budget</b>	<b>1,867</b>	<b>4,964</b>	<b>9,561</b>