



Strathbogrie Shire Council Budget Report – 2013/2014

This Budget Report has been prepared with reference to The Institute of Chartered Accountants "Victorian City Council Model Budget 2013/2014" a best practice guide for reporting local government budgets in Victoria.

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Mayor's introduction

On behalf of my fellow councillors I am pleased to present the Draft 2013/14 Strathbogie Shire Council Budget. This is the first of four budgets to be delivered by this Council during its term and is guided by the priorities established in the Council Plan, Strategic Resource Plan (SRP), Economic Development Plan and Long Term Financial Plan (LTFP).

Preparing a budget is very involved and we have worked with the Executive Management Team (EMT) to make savings where possible. Balancing our financial challenges against service delivery is always difficult but with a philosophy of continual improvement we hope to build a strong and sustainable legacy for future generations. During the next 12 months we will also be evaluating a number of council assets and activities to determine if they are core to our business and what community value they provide weighted against the cost to rate payers.

With community, staff (87% who live in the shire) and councillor input we believe we have achieved a sustainable plan that works toward our shared goals. Council is mindful of the concerns around community's capacity to pay so has continued the downward trend of reducing previously predicted rate increases of 12 / 13 @ 9% reduced to 7%, 2013 / 14 @ 8% reduced to 7% and have now gone one step further by proposing to reduce the 2013 / 14 rate increase to 5.5%, this sits slightly below the rural average of 5.6%. Charges for garbage collection and recycling will increase by 4% and are set at cost recovery only. It was hoped to reduce the rate percentage further this year but with the pressures of a hefty superannuation call and the current financial environment, we believe we have struck a commonsense and responsible balance. We will continue to look for further savings to maintain the downward pressure on rate predictions in the future and we invite your constructive input to this goal.

On a \$300,000 residential property, this equates to an average increase of \$96 per assessment. Differential rates whilst not increasing the level of rates collected, spread the burden among the different rating categories. An example is if we reduce the farming rate, then the residential rate would be increased. In this draft the farming rate remains at 85% of the base or residential rate.

The Draft Budget is based on a rating package which proposes, the following additional financial and social benefits:

- No increase to the Municipal Charge until such time as it equates to 10% of the total rates and charges. This initiative will provide a gradual, modest benefit for lower valued properties.
- A discount of 2% for rates and charges paid in full by 30 September 2013.
- Free pass for waste disposal at transfer stations.
- Free double pass for Euroa Community Cinema.
- Free family pass for community pools.

Like all household budgets costs keep going up and council is no different with increasing utility costs, taxes and insurances. Challenges we have tried to address are :-

- Increasing investment in the maintenance and renewal of our existing assets such as roads, drains, footpaths and bridges which had fallen behind in recent years.
- Provision to return our cash reserves to a sustainable level after paying the unexpected \$1.26 million defined benefit superannuation liability in 2013.
- Maintaining essential services at basic levels and initiating a program of continual efficiency reviews to ensure that council services are delivering value for money.
- Responding to changes in State Government levies and mandated guidelines that were outside of our control such as the Fire Services Levy, Waste Levy and Differential Rating Guidelines.

The proposed Budget also includes funding a number of new initiatives focussing particularly on improved service delivery and more effective communication.

The completion of Council's organisation restructure has delivered staff reductions through natural attrition, in line with the small rural council average and there are a number of environmental projects that we are hoping to work closely with community groups to deliver.

A capital works program of \$7.63 million and landfill rehabilitation works of \$0.6million is proposed, with \$5.00 million allocated for infrastructure renewal projects, \$1.1 million for asset upgrades and \$1.52 million for new community infrastructure. Projects include:

- Sevens Creek Park Toilets \$250,000
- Cinema upgrade to digital \$125,000
- Violet Town Flood Mitigation \$504,000
- Violet Town Library Complex \$400,000
- Fire Access Tracks \$102,000
- Rehabilitation of Violet Town Landfill \$600,000
- Euroa Memorial Oval Upgrade \$376,000
- Planning continues for the Nagambie main street redevelopment

This Council budget is formulated to support the Council Plan which has been developed with input from community plans formulated by action groups. Council has also provided, and our community grants program continues to provide, for local projects identified in your community plans with a pot of \$143,000. Of this amount \$57,000 is dedicated to the Community Action Groups.

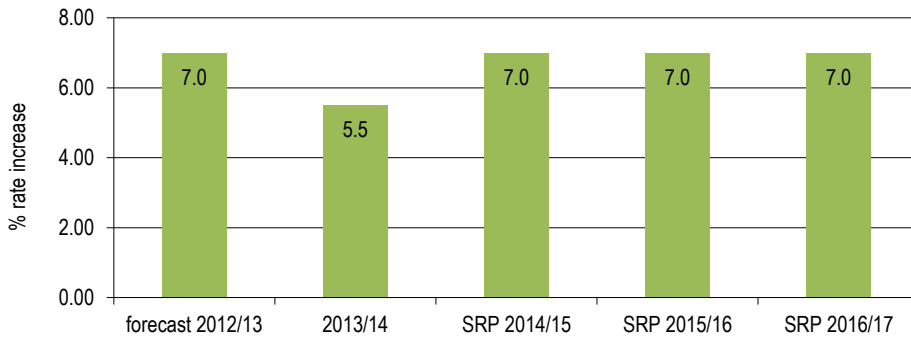
We will be talking with residents through a series of drop in sessions across the Shire over the next few weeks and will be listening to your thoughts on how we might best serve our communities and take advantage of any untapped potential for a bright and secure future.

Cr Deb Swan
Mayor

Chief Executive Officer's summary

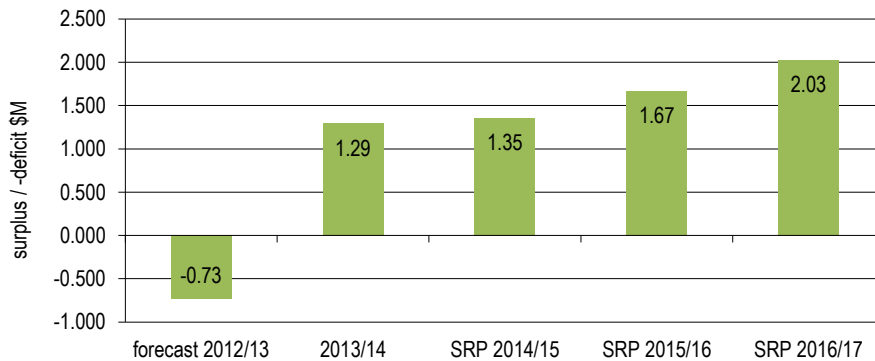
Council has prepared a Budget for the 2013/14 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

1. Rates



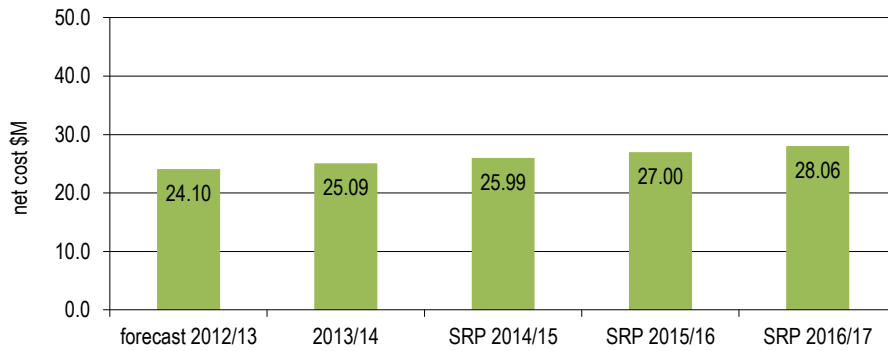
It is proposed that general rates increase by 5.5% and waste management charges by 4% for the 2013/14 year, raising total rates and charges of \$15.05 million. Of the 5.5% increase, approximately 3.5% will go toward maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. The remaining 2.0% increase will go primarily toward capital works to address the infrastructure renewal needs of the Shire. This rate increase compares favourably with Council's rating strategy which forecast an increase of 7%. (The rate increase for the 2012/13 year was 7.0%).

2. Operating result



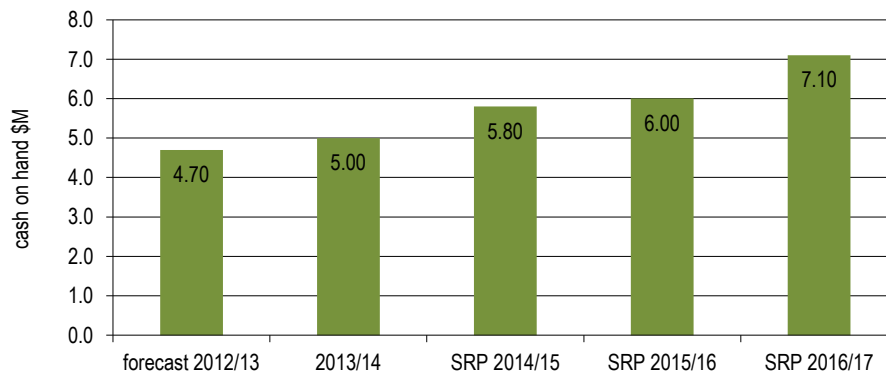
The expected operating result for the 2013/14 year is a surplus of \$1.29 million, which is an increase of \$2.03 million over 2012/13. While the strong operating result is important, it is the underlying operating result and long term sustainability where Council concentrates its focus. See point 7 below. The forecast operating result for the 2012/13 year is a deficit of \$0.73 million.

3. Services



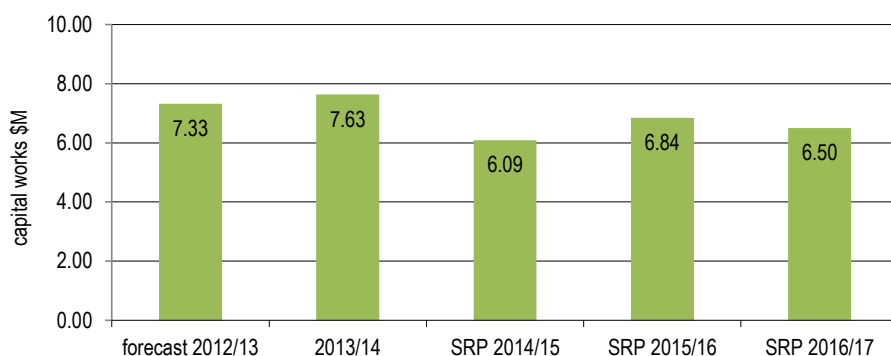
The net cost of services delivered to the community for the 2013/14 year is expected to be \$25.10 million which is an increase of \$1.00 million. For the 2013/14 year, service levels have been maintained. (The forecast net cost for the 2012/13 year is \$24.1 million).

4. Cash and investments



Cash and investments are expected to increase by \$0.28 million to \$5.01 million as at 30 June 2014. (Cash and investments are forecast to be \$4.72 million as at 30 June 2013).

5. Capital works



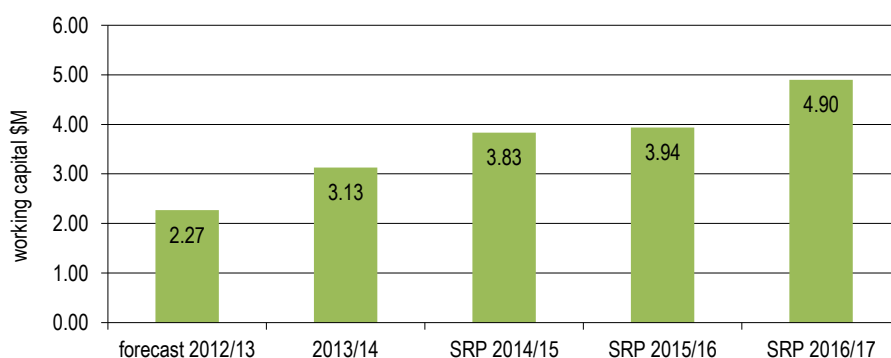
The capital works program for the 2013/14 year is \$7.63 million of which \$0.0 million relates to projects which will be carried forward from the 2012/13 year. Any identified carried forward component will be fully funded from the 2012/13 budget. Additionally works totalling \$0.6 million for the Violet Town landfill rehabilitation will be completed, taking the total works on Council assets to \$8.23 million. Note the costs for the landfill rehabilitation are allocated directly to the existing landfill provision created by Council specifically for this project.

\$5.0 million will be invested in asset renewal, \$1.1 million on asset upgrades and \$1.5 million on new assets.

Of the \$7.63 million of capital funding required, \$4.88 million is from external grants and contributions, and \$2.75 million from Council operations.

The capital expenditure program is set and prioritised through a rigorous process of condition assessments and consultation that enables Council to assess needs and develop sound business cases for each project. Appendix C provides a detailed list of capital works for the 2013/14 financial year. (Capital works is forecast to be \$7.33 million for 2012/13)

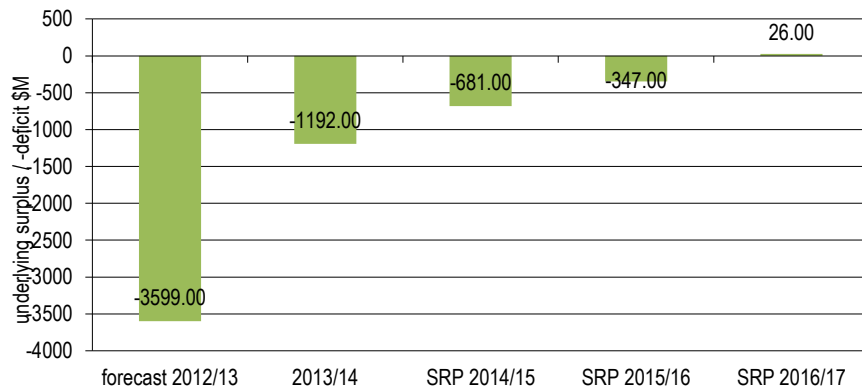
6. Financial position



This graph shows the unadjusted working capital that demonstrates all available financial resources are being applied to Council's infrastructure renewal efforts. While the long term strategy is to improve cash and investment reserves, the short to medium term focus applies all available financial resources to infrastructure renewal and service delivery.

The budgeted financial position is expected to improve with net assets (net worth) to increase by \$1.49 million to \$224.89 million. Budgeted net current assets (working capital) will increase by \$0.86 million to \$3.03 million as at 30 June 2014. (Total equity is forecast to be \$224 million as at 30 June 2013).

7. Financial sustainability



The underlying result, which excludes items such as capital grants and contributions, is a deficit of \$1.19 million. This is a decrease in the underlying deficit of \$2.41 million. The assumed resumption of normal payment cycles for Victorian Grants Commission funding accounts for \$2.37 million of the movement.

It should be noted that the operating result is significantly impacted by the inclusion of works of a capital nature totalling \$0.40 million in the operating statement. The works are for improvements to assets not owned by Council and for which costs are consequently unable to be capitalised. The underlying result has been negatively impacted by these non recurrent expenditures. Had these amounts been capitalised an underlying loss of 0.79 million would have been forecast.

A high level Strategic Resource Plan for the years 2013/14 to 2022/23 is being developed to assist the formulation of a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. While the Plan projects surplus operating results, the underlying result (a measure of financial sustainability) consistently improves over the period and is in surplus by 2016/17. This improvement is attributable to expenditure savings and Council's rating strategy, which in conjunction with support from State and Federal agencies, is designed to achieve Council's infrastructure renewal requirements.

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 (Finance and Reporting) Regulations 2004 (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 2013/14 budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2013 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

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

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Dec/Jan
2. Officers prepare operating and capital budgets	Feb/Mar
3. Council considers draft budgets at informal briefings	Apr/May
4. Proposed budget submitted to Council for approval	May
5. Public notice advising intention to adopt budget	May
6. Budget available for public inspection and comment	May
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

Legislative requirements

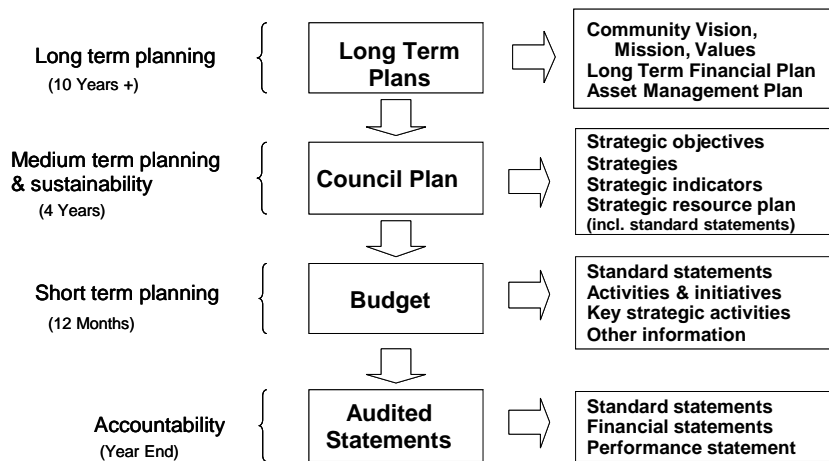
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1. Linkage to the Council Plan

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 (LTFP), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Strategic planning framework

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



The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year.

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

1. A community that has equitable access to a range of quality services which respond to its diverse needs and supports the wellbeing of our communities (**Community Wellbeing**).

Objective: Plan, support and / or deliver a broad range of responsive and accessible services to our diverse community.

1.1 Strategy:

Enhance the wellbeing and participation of our community.

1.2 Strategy:

Increase community services to Nagambie post bypass.

1.3 Strategy:

Provide equitable and high standard public transport services / facilities.

2. To promote and foster sustainable development in our natural and built environment (**Environment**).

Objective: *To continue to protect and enhance the natural and built environment for current and future generations.*

2.1 Strategy:

Encourage clean, green environmental initiatives.

2.2 Strategy:

Develop, maintain and protect our natural and built assets.

3. To ensure prudent, transparent and strategic financial planning which results in a sound legacy for the future (**Financial**).

Objective: *Provide best practice management and administrative systems and structures to support the delivery of Council services and programs.*

3.1 Strategy:

Rationalise Council Owned Assets.

3.2 Strategy:

Continue to focus on improving operational efficiencies by decreasing costs.

3.2 Strategy:

Ensure Council has equitable support financially from both Federal and State Governments.

4. A Shire that builds trust and recognises community needs through transparent, accountable and democratic decision making (**Governance**).

Objective: *To provide all our stakeholders with consistent and timely decision making.*

4.1 Strategy:

Engage our community in our decision making processes.

4.2 Strategy:

Provide a workforce that is accountable and transparent in its operations.

5. Encourage investment and development into the Shire by having a responsive and proactive business development culture (**Industry, Business and Investment**).

Objective: *Pursue opportunities to increase the range of businesses and industries in the Shire to further strengthen our economy.*

5.1 Strategy:

Ensure Council has the ability to provide a single point of contact for its customers.

5.2 Strategy:

Support Nagambie traders post bypass.

5.3 Strategy:

Support and enhance a "Can Do" Culture.

6. Ensure the Shires infrastructure enhances efficiency for people and freight movement, service delivery and community amenities (**Infrastructure**).

Objective: *Provide well maintained, affordable and appropriate infrastructure.*

6.1 Strategy:

Provide industry standard facilities.

6.2 Strategy:

Support History and Cultural Monuments.

6.3 Strategy:

Deliver Council's bridge replacement in line with industry best practice.

6.4 Strategy:

Provide passive and active recreational facilities and paths / tracks.

6.5 Strategy:

Provide best practice asset management.

7. A desirable and safe destination that supports the development of tourism and hospitality enterprises that drive economic growth across our Shire (**Tourism and Hospitality**).

Objective: *Ensure a coordinated and effective approach to economic and tourism development is maintained at all times.*

7.1 Strategy:

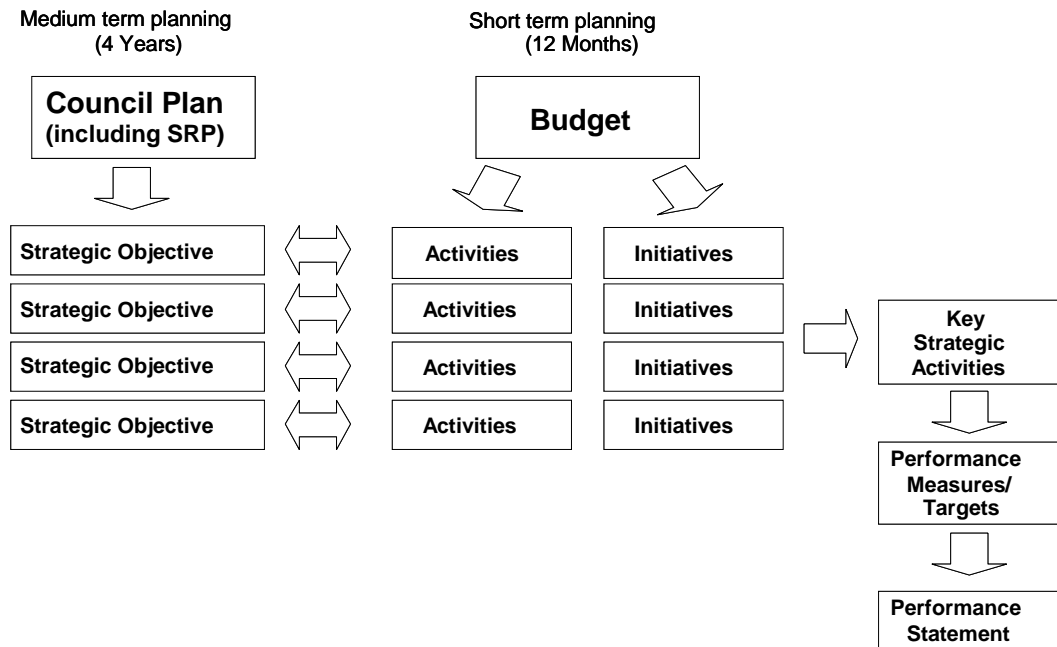
Ensure there is consistent branding and marketing of the Shire.

7.2 Strategy:

Develop the Shire's tourism story and café culture.

2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2013/14 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan is shown below.



2.1 Performance Statement

The Key Strategic Activities (KSA) detailed in Appendix D, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2013/14 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

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 2011/2012 year was \$25,722,500 with expenditure of \$19,931,500 for the 9 months to 31 March 2013

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. These include:

- The Enterprise Bargaining Agreement (EBA). Agreed increase 3% pa
- Consumer Price Index (CPI) increases of < 4% per annum
- Introduction of a carbon price by the Federal Government with consequent impacts on waste management and energy costs
- The introduction of the Fire Services Property Levy
- Receipt of significant capital works funding of \$3.37 million
- The remediation of the Violet Town Landfill site per EPA requirements

3.3 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 2012/13 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 2012/13 to be preserved

3.4 Long Term Strategies

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2014 to 2018, Rating Information (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 2012/13 year.

4.1 Budgeted income statement

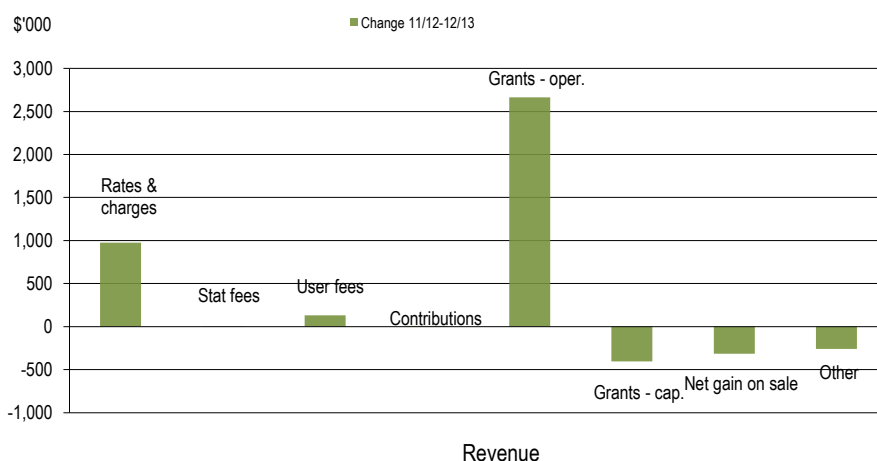
	Ref	Forecast		Variance
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
Total income	4.2	23,571	26,383	2,812
Total expenses	4.3	-24,104	-25,089	-985
Surplus (deficit) for the year		-533	1,294	1,827
Grants – capital	4.2.6	-3,740	-3,337	403
Written down value of infrastructure renewed/sold		766	951	185
Contributions		-90	-98	-8
Underlying surplus (deficit)		-3,597	-1,190	2,407

4.1.1 Underlying deficit (\$2.41 million decrease)

The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2013/14 year is a deficit of \$1.19 million which is a decrease in the underlying deficit of \$2.41 million over the forecast 2012/13 year. The decrease is due primarily to the assumed resumption of routine timing of Victorian Grants Commission (VGC) funding. Receipt of 2012/13 VGC funding in June 2012 negatively impacted the underlying deficit for 2012/13 by \$2.29 million.

4.2 Income

Income Types	Ref	Forecast		Variance
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
Rates and charges	4.2.1	14,075	15,051	976
Statutory fees and fines	4.2.2	291	298	7
User fees	4.2.3	1,179	1,312	133
Contributions - cash	4.2.4	90	98	8
Grants - operating	4.2.5	3,956	6,619	2,663
Grants - capital	4.2.6	3,740	3,337	-403
Net gain on sale of assets	4.2.7	-237	-551	-314
Other income	4.2.8	477	219	-258
Total income		23,571	26,383	2,812



4.2.1 Rates and charges (\$0.97 million increase)

Rates and charges for 2013/14 are budgeted to increase by \$0.97 million to \$15.058 million. Rates for 2013/14 are proposed to increase by 5.5% and service charges by 4%. The increase in rates is 1.5% less than originally proposed in Council's 2010/15 Rating Strategy. The strategy targets the renewal of Council infrastructure as its primary strategic objective. The reduction in the proposed rating increase is reflective of the successful implementation of the rating and associated asset management strategies.

4.2.2 Statutory fees and fines (\$0.007 million increase)

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

Statutory fees are forecast to increase by \$0.007 million. The increases are a result of increases to State Government fees increases.

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

4.2.3 User fees (\$0.13 million increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the provision of human services such as home care services and use of Council facilities.

User charges are projected to increase by \$0.13 million. There is an increase of \$48K in Fire Services Levy income and an increase in HACC fees of \$46K.

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

4.2.4 Contributions - cash (\$0.08 million decrease)

Contributions are primarily payments by third parties for development of Council owned infrastructure.

Contributions are projected to increase by \$0.008 million to \$0.09 million. The level of contributions received by Council can vary considerably depending upon the number and value of projects.

4.2.5 Grants - operating (\$2.66 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 grants has increased by \$2.66 million. The variance is mainly attributable to the assumed resumption of normal timing for Victorian Grants Commission funding of \$2.37 million.

4.2.6 Grants - capital (\$0.40 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

The level of capital grants is budgeted to decrease by \$0.40 million. The level of capital grants received by Council can vary considerably depending upon funding opportunities and Council project priorities. Major capital funding anticipated for 2013/14 includes Roads to Recovery \$1.07 million, State Government Roads & Bridges funding \$1.00 million, Local Government Infrastructure Program \$0.36 million, Violet Town Library \$0.30 million and Euroa Memorial Oval \$0.30 million.

4.2.7 Net loss on sale of assets (\$0.55 million)

Proceeds from the sale of Council assets is forecast to be \$1.45 million and relates mainly to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$2.0 million.

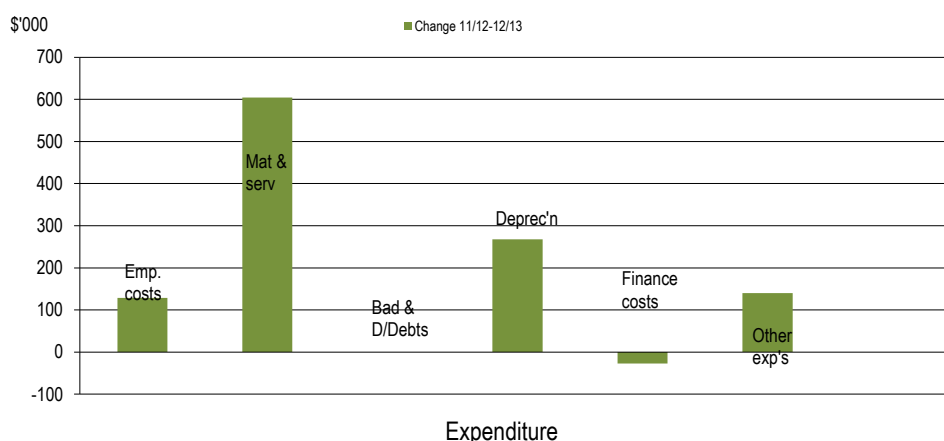
4.2.8 Other income (\$0.26 million decrease)

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

The primary reasons for the decrease in 2013/14 is less than anticipated levels of insurance recoveries and interest on investments in 2012/13.

4.3 Expenses

Expense Types	Ref	Forecast		Variance \$'000
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
Employee costs	4.3.1	9,607	9,736	129
Materials and services	4.3.2	9,184	9,788	604
Bad and doubtful debts	4.3.3	2	2	0
Depreciation and amortisation	4.3.4	4,426	4,694	268
Finance costs	4.3.5	177	150	-27
Other expenses	4.3.6	179	319	140
Share of net losses Goulburn Valley Regional Library		0	0	0
Written down value of infrastructure renewed	4.3.7	529	400	-129
Total expenses		24,104	25,089	985



4.3.1 Employee costs (\$0.13 million increase)

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

Employee costs are forecast to increase by \$0.13 million. EBA (3%) and award increments have been largely offset by a reduction from the abnormally high employee costs incurred in 2012/13 as a consequence of the finalisation of the organisation restructure.

4.3.2 Materials and services (\$0.60 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 \$0.60 million.

Non recurrent expenditure for Euroa Memorial Oval of \$0.38 million is included in materials and services. While these expenditures are of a capital nature, neither of these assets are Council owned and must therefore be included in the operating budget. Similar levels of non-recurrent expenditures occurred in 2012/13.

4.3.3 Bad and doubtful debts

No significant change

4.3.4 Depreciation and amortisation (\$0.27 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2013/14 year.

4.3.5 Finance costs (\$0.03 million decrease)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. Planned new borrowings required to remediate the Violet Town landfill site will impact on Finance Costs in 2014/15.

4.3.6 Other expenses (\$0.14 million 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 \$0.14 million.

4.3.7 Written down value of infrastructure renewed

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.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2013/14 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 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
Rates and charges		14,075	15,051	976
Statutory fees and fines		291	298	7
User fees		1,179	1,445	266
Contributions		90	98	8
Grants - Operating		3,956	6,619	2,663
Grants - Capital		3,740	3,337	-403
Interest		220	200	-20
Other receipts		257	19	-238
Net GST refund/payment		2,367	847	-1,520
<i>Payments</i>		0	0	0
Payments to suppliers		-11,184	-10,766	418
Payments to employees		-10,871	-9,737	1,134
Other payments		-179	-319	-140
Net cash provided by operating activities		3,941	7,092	3,151
Cash flows from investing activities	5.1.2			
Payments for property, plant and equipment, infrastructure		-7,325	-7,630	-305
Payments for remediation of landfill site.		0	-600	-600
Proceeds sales of property, plant and equip, infrastructure		500	1,450	950
Net cash used in investing activities		-6,825	-6780	45
Cash flows from financing activities	5.1.3			
Finance costs		-177	-150	27
Trust funds and deposits		0	0	0
Proceeds from interest bearing loans and borrowings		0	600	600
Repayment of interest bearing loans and borrowings		-529	-469	60
Net cash used in financing activities		-706	-19	687
Net decrease in cash and cash equivalents		-3,590	293	3,883
Cash and cash equivalents at the beginning of the year		8,310	4,720	-3,590
Cash and cash equivalents at end of the year	5.1.4/5.2	4,720	5,013	293

5.1.1 Operating activities (\$3.15 million increase)

The increase in cash inflows from operating activities is due primarily to increases in rates and charges, in line with Council's rating strategy (\$0.97 million) and increased operating grants (\$2.66 million). The increase in operating grants is mainly due to the assumed resumption of normal payment cycles for Victorian Grants Commission funding resulting in an increase of \$2.37 million. There is a reduction in the payments to employees as a result of the payment for the unfunded superannuation liability in 2012/13. These increased cash flows are offset by reduced cash flows from other receipts (\$0.24 million) and capital grants (\$0.40 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	Budget	Variance
	2012/13	2013/14	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	-533	1,294	1,827
Depreciation	4,426	4,694	268
Written down value of infrastructure renewed	529	400	-129
Share of Loss in Goulburn Valley Regional Library	0	0	0
Loss (gain) on sale of assets	237	551	314
Finance Costs	177	150	-27
Net movement in current assets and current liabilities	-895	2	897
Cash flows available from operating activities	3,941	7,091	3,150

5.1.2 Investing activities (\$0.45 million decrease)

The decrease of \$0.24 million in investing activities comprises an increase in property, plant, equipment and infrastructure of \$0.30 million, an increase of \$0.60 million to fund the landfill rehabilitation and increased proceeds from the sale of property, plant and equipment of \$0.95 million

5.1.3 Financing activities (\$0.68 million decrease)

For 2013/14 the total principal repayment is \$0.47 million and finance charges are \$0.15 million. A new borrowing of \$0.60 million is planned for rehabilitation of the Violet Town landfill. The borrowing for the landfill rehabilitation was originally planned for 2011/12 but deferred.

5.1.4 Cash and cash equivalents at end of the year (\$0.29 million increase)

Overall, total cash and investments is forecast to increase by \$0.29 million to \$5.01 million as at 30 June 2014.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2014 it will have cash and investments of \$5.01 million, which has been restricted as shown in the following table.

		Forecast		
	Ref	Actual 2013 \$'000	Budget 2014 \$'000	Variance \$'000
Total cash and investments		4,720	5,013	293
Restricted cash and investments				
- Statutory reserves	5.2.1	-80	-80	0
- Discretionary reserves	5.2.2	-2,999	-3,199	-200
Unrestricted cash and investments	5.2.4	1,641	1,734	93

5.2.1 Statutory reserves (\$0.08 million)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. This reserve is a public open space reserve.

5.2.2 Discretionary reserves (\$3.12 million)

The budget provides for the establishment of a Bridge Replacement Reserve to provide for future bridge renewal demands. The amount provided for 2013/2014 is \$200K which will remain there as a balance of \$600k at 30 June 2014. Long Service Leave funds of \$1.2 M, Trust Funds \$0.48M and Grants in Advance \$0.91M are also held.

5.2.3 Unrestricted cash and investments (\$1.73 million)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions or carried forward capital works.

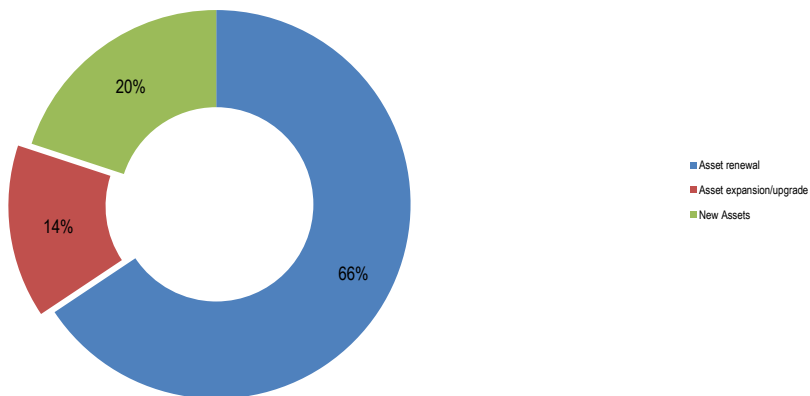
6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2013/14 year and the sources of funding for the capital budget.

6.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2011/12 \$'000	2012/13 \$'000	\$'000
Land	6.1.1	280	1,377	1,097
Buildings	6.1.2	249	1,162	913
Furniture & Equipment	6.1.3	309	370	61
Plant & Machinery	6.1.4	888	667	-221
Roads	6.1.5	4,472	3,026	-1,446
Bridges	6.1.6	655	537	-118
Drains	6.1.7	146	349	203
Footpaths	6.1.8	1	89	88
Kerb & Channel	6.1.9	0	53	53
Waste Management	6.1.10	325	0	-325
Total new works		7,325	7,630	305
Represented by:				
Asset renewal	6.1.11	5,342	5,008	-334
Asset expansion/upgrade	6.1.11	584	1,100	516
New Assets	6.1.11	1,399	1,522	123
Total capital works		7,325	7,630	305

Budgeted total capital works 2012/13



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

6.1.1 Land (\$1.38 million)

Includes flood mitigation works in Violet Town, land purchases and improvements to Nagambie Depot.

Appendix C details the program of Capital Works for 2013/14

6.1.2 Buildings (\$1.16 million)

Buildings includes community facilities, municipal offices, sports facilities, transfer stations and pavilions.

Includes \$0.40 million for Violet Town Library Complex, \$0.25 million for Seven Creeks Park facilities development and \$0.12 million for Wesley Hall Upgrade.

Appendix C details the program of Capital Works for 2013/14

6.1.3 Furniture & Equipment (\$0.37 million)

Furniture and equipment includes office furniture, information systems hardware and software etc.

Appendix C details the program of Capital Works for 2013/14

6.1.4 Plant & Machinery (\$0.67 million)

Plant and machinery includes motor vehicles, road maintenance plant, pool equipment etc.

Appendix C details the program of Capital Works for 2013/14

6.1.5 Roads (\$3.03 million)

Roads include local roads, car parks, declared main roads, traffic devices, street lighting and traffic signals.

Works include Resealing Program \$1.47 million, Pavement Rehabilitation Program \$1.08 million, Resheeting Program \$0.23 million and Road shoulder pavements \$0.12 million.

Appendix C details the program of Capital Works for 2013/14

6.1.6 Bridges (\$0.54 million)

Includes bridges, culverts and footbridges.

Works include Leckies Road Concrete Bridge \$0.15 million and Mitchellstown Road Stage 2 \$0.08 million

Appendix C details the program of Capital Works for 2013/14

6.1.7 Drains (\$0.35 million)

Includes drains in road reserves, retarding basins and waterways.

Appendix C details the program of Capital Works for 2013/14

6.1.8 Footpaths (\$0.09 million)

Includes footpaths in 5 locations.

Appendix C details the program of Capital Works for 2013/14

6.1.9 Kerb and Channel (\$0.05 million)

Includes minor works at a number of locations.

Appendix C details the program of Capital Works for 2013/14

6.1.10 Waste Management (Existing provision \$0.0 million)

There are no Waste Management works provided in the budget for 2013/14.

6.1.11 Asset renewal (\$5.38 million does not include landfill provision of \$0.60m), new assets (\$1.15 million), and expansion/upgrade (\$1.1 million)

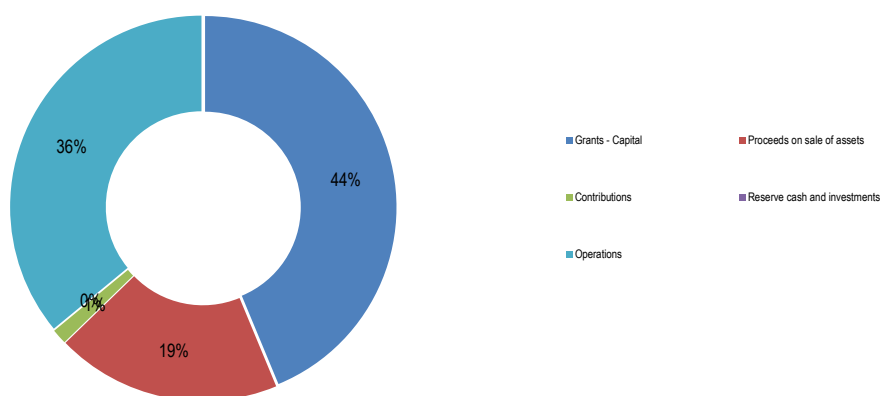
A distinction is made between expenditure on new assets, expenditure on asset renewal and expansion/upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of expansion/upgrade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

Capital Works Areas	Renewal 2012/13 \$'000	Upgrade 2012/13 \$'000	New 2012/13 \$'000	Total 2012/13 \$'000
Land	25	551	801	1,377
Buildings	802	254	106	1,162
Furniture & Equipment	214	0	156	370
Plant & Machinery	667	0	0	667
Roads	3,011	15	0	3,026
Bridges	514	23	0	537
Drains	43	257	50	350
Footpaths	54	0	35	89
Kerb & Channel	52	0	0	52
Waste Management	0	0	0	0
Total	5,382	1,100	1,148	7,630

6.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2012/13 \$'000	2013/14 \$'000	\$'000
External				
Grants - Capital	6.2.1	3,740	3,337	-403
Proceeds on sale of assets	6.2.2	500	1,450	950
Contributions	6.2.3	90	98	8
		4,330	4,885	555
Internal				
Reserve cash and investments	6.2.4	4,161	0	-4,161
Operations	6.2.5	-1,166	2,745	3,911
		2,995	2,745	-250
Total funding sources		7,325	7,630	305

Budgeted total funding sources 2013/14



6.2.1 Grants - Capital (\$3.34 million)

Capital grants and contributions include all monies received from State, Federal and Community sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Violet Town Library Complex \$0.30 million, Cinema Upgrade \$0.07 million, Implementation of the Violet Town Floodplain Study \$0.50 million, Roads to Recovery \$1.07 million, State Government Roads & Bridges Funding \$1.00 million and Local Government Infrastructure Program \$0.36 million.

6.2.2 Proceeds from sale of assets (\$1.45 million)

Proceeds from sale of assets include motor vehicle sales \$0.07 million and sale of land & buildings \$1.38 million

6.2.3 Contributions (\$0.09 million)

Contributions to capital works from ratepayers.

6.2.4 Unrestricted cash and investments (\$0.00 million)

Council has uncommitted cash and investments which represent unrestricted cash and investments, and funds preserved from the previous year mainly as a result of deferred capital works including \$0.91 million of grants received in advance. The forecast carryover that will be available from the 2012/13 year to fund new capital works in the 2013/14 year has not yet been determined.

6.2.5 Operations (\$2.75 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$2.75 million will be generated from operations to fund the 2013/14 capital works program.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2012/13 and 2013/14. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

		Forecast		
	Ref	Actual	Budget	Variance
		2013	2014	
		\$'000	\$'000	\$'000
Current assets	7.1.1			
Cash and cash equivalents		4,720	5,013	293
Trade and other receivables		1,550	1,597	47
Inventories		351	351	0
Non-current assets classified as held for resale		0	0	0
Other assets		118	118	0
Total current assets		6,739	7,079	340
Non-current assets	7.1.1			
Financial Assets		2	2	0
Investments in associates		156	156	0
Property, infrastructure, plant and equipment		223,665	224,200	535
Total non-current assets		223,823	224,358	535
Total assets		230,562	231,437	875
Current liabilities	7.1.2			
Trade and other payables		871	647	224
Trust Funds & Deposits		420	420	0
Provisions		2,710	2,272	438
Interest-bearing loans and borrowings		469	611	-142
Total current liabilities		4,470	3,950	520
Non-current liabilities	7.1.2			
Trust Funds & Deposits		68	68	0
Provisions		678	590	88
Interest-bearing loans and borrowings		1,948	1,937	11
Total non-current liabilities		2,694	2,595	99
Total liabilities		7,164	6,545	619
Net assets		223,398	224,892	1,494
Equity	7.1.4			
Accumulated surplus		72,699	73,793	1,094
Reserves		150,699	151,099	400
Total equity		223,398	224,892	1,494

7.1.1 Current Assets (\$0.34 million decrease) and Non-Current Assets (\$0.53 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 increase by \$0.29 million during the year and relate primarily to the transfer of cash to a Bridge Reserve of \$0.20 million.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to decrease by \$0.47 million in 2013/14 due to the anticipated abnormally high level of accruals at 30 June 2013.

Inventories are expected to be maintained at current levels

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months.

Property, infrastructure, plant and equipment is the largest component of Council's assets and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$7.63 million), depreciation of assets (\$4.69 million), the sale through sale of property, plant and equipment (\$2.00 million) and the written down value of infrastructure renewed (\$0.40 million).

7.1.2 Current Liabilities (\$0.52 million decrease) and Non Current Liabilities (\$0.01 million decrease)

Trade and other payables are amounts owed by Council to creditors as at 30 June. These liabilities are budgeted to decrease by \$2.24 million. The budget has been adjusted by this amount to better reflect the lower levels of creditors at year end.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to increase only marginally due to more active management of entitlements, offsetting increases due to the EBA and award increments.

Provisions at 30 June 2013 also included a provision for landfill rehabilitation (\$0.92 million). The movement in provisions reflects the carrying out of these works in 2013/14 and depletion of this provision

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting new borrowings for the remediation of the Violet Town landfill site (\$0.60 million), originally planned for 2011/12 but deferred. The 2013/14 budget provides for loan principal repayments of \$0.47 million over the year.

7.1.3 Working Capital (\$0.86 million increase)

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

Council has also committed further current assets to specific and restricted purposes, represented by reserves, which may not yet be represented as current liabilities at 30 June 2014.

	Forecast		Variance \$'000
	Actual	Budget	
	2013 \$'000	2014 \$'000	
Current assets	6,739	7,079	340
Current liabilities	4,470	3,950	520
Working capital	2,269	3,129	860
Restricted cash and investment current assets			
- Statutory reserves	-80	-80	0
- Discretionary reserves	-2,999	-3,199	-200
Unrestricted working capital*	-810	-150	660

7.1.4 Equity (\$1.49 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 \$1.09 million results directly from the operating surplus for the year.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ended 30 June 2014 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Rates and other receivables to be increased by \$0.04 million to reflect an increase in the level of receivables anticipated as at 30 June 2013.
- Trade creditors to be increased by \$0.22 million to better reflect the level of year end creditors.
- 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 \$0.47 million
- Total capital expenditure to be \$7.63 million
- Works related to the \$0.60 million landfill provision to be undertaken in 2013/14

8. Strategic resource plan and key financial indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan (SRP) to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan. The Council is in the process of developing a new plan that will differ marginally until both are updated.

8.1 Plan development

Council is preparing a Strategic Resource Plan for the four years 2013/14 to 2016/17 and will update the SRP forecasts annually, in conjunction with the preparation of the budget, to enable budget consideration 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.

Council is developing a Long Term Financial Plan (LTFP) for the 10 years to 2023/24. The LTFP is being updated in conjunction with the preparation of this budget.

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

- Maintenance of existing service levels
- Maintenance of a strong focus on infrastructure renewal
- Achievement of an underlying operating surplus by 2016/17
- To close the Infrastructure Renewal Gap by 2016/17
- Gradual improvement of Council's liquidity ratio

In preparing the SRP and LTFP, the 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.

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 2013/14 to 2016/17. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
	Actual	2013/14	Projections			+/-
	2012/13	2013/14	2014/15	2015/16	2016/17	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	-533	1,294	1,353	1,671	2,030	+
Underlying result	-3,597	-1,190	-681	-347	26	+
Cash and investments	4,720	5,013	5,843	6,050	7,084	+
Cash flows from operations	3,941	7,092	6,984	7,106	7,580	+
Capital works	7,325	7,630	6,089	6,843	6,500	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (section 5)** - Cash and investments is forecast to increase marginally in 2013/14 by \$0.29 million. The cash position needs to be improved incrementally over subsequent years in line with general sustainability objectives.
- **Rating strategy (section 9)** – The Rating Strategy is strongly aligned to the objective of fully funding Council's infrastructure renewal requirements. Refer Section 9 for details of the Rating Strategy
- **Service delivery** – Service levels have been maintained throughout the forecast period.
- **Borrowing strategy (section 10)** – A borrowing of \$0.60 million is proposed in the budget. The projected level of borrowings at 30 June 2014 is \$2.54 million, reducing to \$1.78 million at 30 June 2017.
- **Infrastructure** - Capital expenditure over the four year period will total \$27.062 million at an average of \$6.77 million.

8.3 Key financial indicators

A comprehensive schedule of financial indicators is provided at Appendix F

8.4 Non-financial resources

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

Indicator	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	9,607	9,736	10,265	10,727	11,209

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.

A key component of the recent review (March 2013) is the downward review of proposed future rate increases. The proposed increases for 2013/14 and 2014/15 of 8% and 7% respectively have been reduced to 5.5% in 2013/14 and stays at 7% in 2014/15 as reflected in Council's LTFFP.

It is further proposed that the Municipal Charge be maintained at the current level of \$266 until such time as it equates to 10% of total rates and charges (currently 11.2%). This action will progressively provide modest rate relief for owners of lower valued properties. The target is projected to be achieved by 2015/16.

9.2 Current year rate increase

In line with the revised Rating Strategy the proposed rating increase for 2013/14 was 7%, but Council reduced this to 5.5%. Increases of 7%, 6% and 6% are proposed for 2014/15, 2015/16 and 2016/17 years.

The Rating Strategy introduced vacant residential and vacant commercial/industrial differentials.

The increases will be structured so as to provide an increase of 4% for increasing costs of operations, as estimated by the Municipal Association of Victoria, and the balance to be applied specifically to infrastructure works.

Service charges for garbage and recycling 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
2013/14	4	1.5	6.5	15,051
2014/15	4	3	7	16,048
2015/16	4	3	7	17,113
2016/17	4	3	7	18,250

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
General/Residential	Cents/ \$ of CIV	0.470931	0.4957674
Residential Vacant land (175%)	Cents/ \$ of CIV	0.706396	0.8675929
Farm Differential (85%)	Cents/ \$ of CIV	0.400291	0.4214023
Commercial/Industrial Rate (115%)	Cents/ \$ of CIV	0.541571	0.5949209
Vacant Comm/Industrial Land (175%)	Cents/ \$ of CIV	0.812356	0.8675929
Municipal charge	\$ per property	266.00	266.00
Kerbside collection - residential	\$ per property	312.00	326.00
Kerbside collection - commercial	\$ per property	624.00	653.00
Recycling charge	\$ per property	155.00	162.00

9.3 General revaluation of properties

The latest general revaluation of properties was undertaken with the effective revaluation date being 1 January 2012. The revaluation was applied in 2012/13.

9.4 Fire Services Property Levy

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

Until now residents and businesses have made fire services contributions through their insurance premiums on property. 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.

Details of the levy rate are unknown at the time of the preparation of the Draft Budget and 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 agency for the State Government and does not own any part of this levy.

9.5 Green Organics

Council is currently surveying residents in Euroa, Violet Town and Nagambie as to the introduction of a green organics collection service on an ongoing basis. Currently the revenue is treated as a user charge and is shown in Appendix E as an individual charge of \$85 for 1,500 services. If sufficient ratepayers take up the fortnightly collection service then Council will introduce the service as a charge similar to the current recycling charge, and this will be adopted when the Draft 2013/14 Budget is adopted in July 2013.

10. Other strategies

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

10.1 Borrowings

This budget proposes new borrowings of \$0.60 million in 2013/14. The borrowing will be utilised for the rehabilitation of the Violet Town landfill.

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	600	469	150	2,548
2014/15	0	243	146	2,305
2015/16	0	258	131	2,047
2016/17	0	274	115	1,773

Appendices

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

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

The contents of the appendices are summarised below:

Appendix	Nature of information	Page
A	Budgeted standard statements	37
B	Statutory disclosures	42
C	Capital works program	48
D	Key strategic activities	51
E	Fees and charges schedule	52

Appendix A

Budgeted Standard Statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2012/13 to 2016/17 has been extracted from the Strategic Resource Plan.

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

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement

Budgeted Standard Income Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	14,075	15,051	16,048	17,113	18,250
Statutory fees & fines	291	298	307	316	326
User Fees	1,179	1,312	1,363	1,418	1,475
Contributions	90	98	98	98	98
Grants - Operating (Recurrent)	3,956	6,619	6,818	7,022	7,233
Grants - Capital (Recurrent)	3,740	3,337	2,483	2,483	2,483
Other revenue	477	219	225	224	222
Net gain on disposal of property, infrastructure, plant and equipment	(237)	(551)	0	0	0
Total income	23,571	26,383	27,342	28,674	30,087
Expenses					
Employee benefits	9,607	9,736	10,265	10,727	11,209
Materials and services	9,184	9,788	10,180	10,587	11,010
Bad and doubtful debts	2	2	2	2	2
Depreciation and amortisation	4,426	4,694	4,520	4,655	4,795
Finance costs	177	150	146	131	115
Other expenses	179	319	329	338	349
Share of net loss of Goulburn Valley Regional Library Corporation	0	0	0	0	0
Written down value of infrastructure renewed	529	400	547	563	577
Total expenses	24,104	25,089	25,989	27,003	28,057
Surplus (deficit) for the year	(533)	1,294	1,353	1,671	2,030
Other comprehensive income					
Other	(200)	(200)	6,329	6,594	6,925
Total comprehensive income for the year	(733)	1,094	7,682	8,265	8,955

Budgeted Standard Balance Sheet

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	4,720	5,013	5,843	6,050	7,084
Trade and other receivables	1,550	1,597	2,380	2,554	2,680
Inventories	351	351	365	380	395
Non-current assets classified as held for resale	0	0	0	0	0
Other assets	118	118	118	118	118
Total current assets	6,739	7,079	8,706	9,102	10,277
Non-current assets					
Financial Assets	2	2	2	2	2
Investments in associates	156	156	161	166	170
Property, infrastructure, plant and equipment	223,665	224,200	231,242	239,144	246,869
Total non-current assets	223,823	224,358	231,405	239,312	247,041
Total Assets	230,562	231,437	240,111	248,414	257,318
Current liabilities					
Trade and other payables	871	647	1,752	1,915	1,998
Trust Funds & Deposits	420	420	503	518	533
Provisions	2,710	2,272	2,363	2,457	2,556
Interest-bearing loans and borrowings	469	611	258	274	291
Total current liabilities	4,470	3,950	4,876	5,164	5,378
Non-current liabilities					
Trust Funds & Deposits	68	68	68	68	68
Provisions	678	590	546	570	596
Interest-bearing loans and borrowings	1,948	1,937	2,047	1,773	1,482
Total non-current liabilities	2,694	2,595	2,661	2,411	2,146
Total Liabilities	7,164	6,545	7,537	7,575	7,524
Net assets	223,398	224,892	232,574	240,839	249,794
Equity					
Accumulated surplus	72,699	73,793	74,946	76,416	78,446
Reserves	150,699	151,099	157,628	164,423	171,348
Total equity	223,398	224,892	232,574	240,839	249,794

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	14,075	15,051	15,587	17,007	18,173
Statutory fees and fines	291	298	298	314	324
User fees	1,179	1,445	1,324	1,407	1,468
Contributions	90	98	0	0	0
Grants - Operating	3,956	6,619	6,717	7,076	7,300
Grants - Capital	3,740	3,337	2,412	2,468	2,473
Interest	220	200	213	218	218
Other receipts	257	19	0	0	0
Net GST refund/payment	2,367	847	0	0	0
Payments to suppliers	(11,184)	(10,766)	(9,648)	(10,521)	(10,985)
Payments to employees	(10,871)	(9,737)	(9,608)	(10,527)	(11,044)
Other payments	(179)	(319)	(311)	(336)	(347)
Total cash inflows from operating activities	3,941	7,092	6,984	7,106	7,580
Cash flows from investing activities					
Payments for property, plant and equipment, infrastructure	(7,325)	(7,630)	(6,089)	(6,843)	(6,500)
Payments for remediation of landfill site.	0	(600)	0	0	0
Proceeds sales of property, plant and equip, infrastructure	500	1450	324	333	343
Net cash used in investing activities	(6,825)	(6,780)	(5,765)	(6,510)	(6,157)
Cash flows from financing activities					
Finance costs	(177)	(150)	(146)	(131)	(115)
Trust funds and deposits	0	0	0	0	0
Proceeds from interest bearing loans and borrowings	0	600	0	0	0
Repayment of interest bearing loans and borrowings	(529)	(469)	(243)	(258)	(274)
Net cash provided by (used in) financing activities	(706)	(19)	(389)	(389)	(389)
Net decrease in cash and cash equivalents	(3,590)	293	830	207	1,034
Cash and cash equivalents at beginning of year	8,310	4,720	5,013	5,843	6,050
Cash and cash equivalents at end of year	4,720	5,013	5,843	6,050	7,084

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2017

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital works areas					
Land	280	1,377	0	0	0
Buildings	249	1,162	720	1,430	1,768
Furniture & Equipment	309	370	297	298	294
Plant & Machinery	888	667	1,010	1,012	1,001
Roads	4,472	3,026	3,533	3,646	3,012
Bridges	655	537	484	417	385
Drains	146	349	2	3	5
Footpaths	1	89	43	37	35
Kerb & Channel	0	53	0	0	0
Waste Management	325	0	0	0	0
Total Capital Works	7,325	7,630	6,089	6,843	6,500
Represented by:					
Asset Renewal	5,342	5,008	5,176	5,817	5,675
Asset Upgrade	584	1,100	609	684	550
New Assets	1,399	1,522	304	342	275
Total Capital Works	7,325	7,630	6,089	6,843	6,500
Reconciliation of net movement in property, plant and equipment					
Total Capital Works	7,325	7,630	6,089	6,843	6,500
Asset Revaluation Movement	0	0	6,344	6,610	6,940
Depreciation & Amortisation	(4,426)	(4,694)	(4,520)	(4,655)	(4,795)
Written Down Value of Assets Sold	(263)	(2,001)	(324)	(333)	(343)
Written down value of infrastructure renewed	(529)	(400)	(547)	(563)	(577)
Net Movement in Property, Plant & Equipment	2,107	535	7,042	7,902	7,725

Appendix B

Statutory disclosures

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

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

Statutory disclosures

1. Borrowings

	2012/13	2013/14
	\$	\$
New borrowings (other than refinancing)	575,000	600,000
Debt redemption	929,342	469,000

2. Rates and charges

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

Type of Property	2012/13	2013/14
	cents/\$CIV	cents/\$CIV
Residential rate	0.470931	0.4957674
Vacant Residential Land	0.706397	0.8675929
Farm rate - properties	0.400291	0.4214023
Commercial/Industrial rate	0.541571	0.5949209
Vacant Commercial/Industrial Land	0.812356	0.8675929

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

Type of Property	2012/13	2013/14
	\$	\$
Residential rate	4,733,727	5,092,460
Vacant Residential Land	338,255	461,956
Farm rate	5,190,691	5,443,123
Commercial/Industrial rate	471,247	525,653
Vacant Commercial/Industrial Land	5,920	6,900

2.3 The estimated total amount to be raised by rates

	2012/13	2013/14
	\$	\$
Total rates to be raised	10,739,840	11,530,092

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

Type of Property	2012/13	2013/14
	Change	Change
	%	%
Residential rate	7	5.27
Vacant Residential Land	New Rate	22.81
Farm rate	7	5.27
Commercial/Industrial rate	12	9.85
Vacant Commercial/Industrial Land	New Rate	6.8

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

Type of Property	2012/13	2013/14
Residential rate	4,257	4,266
Vacant Residential Land	374	374
Farm rate - properties	2,176	2,182
Commercial/Industrial rate	258	262
Vacant Commercial/Industrial Land	7	5
Total number of assessments	7,072	7,089

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

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

Type of Property	2012/13 \$	2013/14 \$
Residential rate	1,005,184,950	1,027,187,350
Vacant Residential Land	47,884,655	53,245,675
Farm rate - properties	1,296,728,475	1,291,669,215
Commercial/Industrial rate	87,014,935	88,356,765
Vacant Commercial/Industrial Land	728,770	662,795
Total	2,437,541,785	2,461,121,800

Note the amounts levied in the table above are exclusive of rate abandonments.

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

Type of Charge	Per Rateable Property 2012/13 \$	Per Rateable Property 2013/14 \$
Municipal	266	266
Kerbside collection - residential	312	326
Kerbside collection - commercial	624	653
Recycling	155	162

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

Type of Charge	2012/13 \$	2013/14 \$
Municipal	1,704,717	1,722,757
Kerbside collection	1,214,616	1,306,892
Recycling	531,030	573,280
Total	3,450,363	3,602,929

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

	2012/13 \$	2013/14 \$
Rates and charges	14,190,203	15,051,029
Supplementary rates	0	81,992
Total	14,190,203	15,133,021

Note the amounts levied in the table above are exclusive of rate abandonments.

2.11 A 2% discount will be applied in respect of full payment of 2013/14 rates and charges paid on or before 30 September 2013.

2.12 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 etc. and vice versa.

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.4957674% (0.4957674 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 0.8675929% (0.8675929 cents in the dollar of CIV) for all rateable Vacant Residential properties.
- A differential rate of 0.4214023% (0.4214023 cents in the dollar of CIV) for all rateable Farm properties.
- A differential rate of 0.5949209% (0.5949209 cents in the dollar of CIV) for all rateable Commercial/Industrial
- A differential rate of 0.8675929% (0.8675929 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.

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.

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 -

- 105% of the general rate in Year 1 of the strategy (2010/11)
- 110% of the general rate in Year 2 of the strategy (2011/12)
- 115% of the general rate in Year 3 of the strategy (2012/13)
- 120% of the general rate in Year 4 of the strategy (2013/14)

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.

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 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 commercial/industrial land for the general benefit of the community.

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.

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 2013/14 year.

Asset Category	Budget Cost	External Funding
Land		
Violet Town Flood Mitigation Works, Survey & Design Stage 1	504,000	504,000
Euroa Showgrounds Water	32,000	
Land Purchases	240,000	
Saleyards	25,000	
Nagambie Depot Improvements	551,140	
Euroa Bicentennial Park Fence	15,000	
Violet Town Tennis Courts	10,000	
	1,377,140	504,000
Buildings		
Violet Town Depot Relocation	72,000	
Violet Town Reserve Tennis Pavillion	26,000	
Violet Town - Swimming Pool - Shade Structure	8,000	
Violet Town Reserve Toilet Block	15,000	
Euroa Swimming Pool Filter Replacement	120,000	
Euroa Bowling Club	29,000	
Nagambie High Street Toilets	20,000	
Euroa Civic Centre	32,000	
Euroa Works Depot	30,000	
Nagambie RSL Roof	15,000	
Nagambie Recreation Reserve Floor	10,000	
Euroa Community Conference Centre	10,000	
Euroa Wesly Hall - Cinema/Arts Upgrade	125,000	75,000
Seven Creeks Park Facilities Development - Euroa	250,000	
Violet Town Library Complex	400,000	300,000
	1,162,000	375,000

Asset Category	Budget Cost	External Funding
Furniture & Equipment		
Hardware (workstations,laptops,monitor replacement)	132,200	
Aerial Photography	36,000	
Corporate Efficiency Enhancements	139,800	
Customer Service Roving Officer Infrastructure	11,500	
Online Town Planning Software	35,000	
Regional Shared Services Infrastructure Including Disaster Recovery	15,000	
	369,500	-
Footpaths		
Euroa Weir Street	12,000	
Euroa Elliot Street	3,000	
High Street Nagambie	18,000	
Euroa Binney Street	21,000	
Euroa Campbell Street	35,000	
	89,000	-
Plant & Machinery		
Works Fleet	500,000	
Motor Vehicle Fleet	167,000	
	667,000	-
Kerb & Channel		
Bell Street	21,293	
Palmer Avenue	20,800	
Small Renewal	11,000	
	53,093	-
Roads		
Euroa Saxon Street	35,000	
Euroa Mansfield Road	25,000	
Euroa - Rowe Street	40,000	
Euroa Binney Street/Railway Street	15,000	
Locksley Nagambie Shoulder Pavements	60,000	
Euroa Strathbogie Shoulder Pavements	60,000	
Resheeting Program	231,130	
Pavement Rehabilitation Program	1,085,286	1,074,200
Resealing Program	1,474,351	1,359,000
	3,025,767	2,433,200

Asset Category	Budget Cost	External Funding
Bridges		
Leckies Road Wooden Bridge	31,000	
Erosion and Kerb works	17,000	
Geodetic Road Timber Deck	6,000	
Bridge Abutments and Pipes	43,000	
Delatite Country Road	30,000	
Horse Gully Road Bridge - Replacement	50,000	
Michellstown Road Bridge Stage 2	85,000	
Harrisons Road Bridge Overlay	60,000	
Bridge Overlays	70,000	
Leckies Road Concrete Bridge Overlay	145,000	
	537,000	-
Drainage		
Minor Works	24,500	
Euroa Garrett Street Drain Extension	75,000	
Goulburn Weir Drainage	7,000	
Sevens Creek Park Weir Gates	20,000	
Violet Town Daisy Street Railway Culvert	25,000	
Zocks Raod	18,000	
Euroa Swaggie Tree	10,000	
Nagambie Industrial Area	75,000	
Euroa Aitkins Street Drainage	80,000	
Avenal Drainage	15,000	
	349,500	-
	-	-
	7,630,000	3,312,200
Asset Renewal	5,008,000	
Asset Upgrade	1,100,000	
New Assets	1,522,000	
	7,630,000	

Appendix D Key strategic activities

This appendix presents a number of key strategic activities to be undertaken during the 2013/14 year and performance targets and measures in relation to these.

Key strategic activities

Measures:	Targets by:
<p>1. A community that has equitable access to a range of quality services which respond to its diverse needs and supports the wellbeing of our communities (Community Wellbeing).</p> <ul style="list-style-type: none"> ▪ Design in consultation with VicRoads a suitable drop off / pick up area in Anderson St Euroa (Euroa Primary School). ▪ Work with Euroa Rotary / Euroa Citizens Band to design and construct a Sound Shell at Euroa Band Hall. 	<p>31-Dec-13</p> <p>28-Feb-14</p>
<p>2. To promote and foster sustainable development in our natural and built environment. (Environment).</p> <ul style="list-style-type: none"> ▪ Establish a Shire Wide Sustainable Development Reference Group. ▪ Introduce an Organic Household Waste Service. 	<p>30-Nov-13</p> <p>31-Jan-14</p>
<p>3. To ensure prudent, transparent and strategic financial planning which results in sound legacy for the future (Financial).</p> <ul style="list-style-type: none"> ▪ Relocate Nagambie Shire Depot to Industrial Estate. ▪ Review Council's Long Term Financial Plan and Rating Strategy. 	<p>31-Mar-14</p> <p>31-Oct-13</p>
<p>4. A Shire that builds trust and recognises community needs through transparent, accountable and democratic decision making (Governance).</p> <ul style="list-style-type: none"> ▪ Introduce an online system for improved community engagement. ▪ Review Council's Communication Strategy. 	<p>30-Nov-13</p> <p>30-Sep-13</p>
<p>5. Encourage investment and development into the Shire by having a responsive and proactive business development culture. (Industry, Business and Investment).</p> <ul style="list-style-type: none"> ▪ Develop online and hard copy methods for self-service enquiry and resolution for Planning Applications. ▪ Establish a working group for strategic planning on branding and marketing and development of Nagambie High Street retail area. 	<p>31-Mar-14</p> <p>30-Nov-13</p>
<p>6. Ensure the Shire's infrastructure enhances efficiency for people and freight movement, service delivery and community amenities (Infrastructure).</p> <ul style="list-style-type: none"> ▪ Design, develop and apply for funding for a new library in Violet Town. ▪ Continue to support the Euroa Recreational Committee of Management for the redevelopment of Euroa Memorial Oval. 	<p>31-May-14</p> <p>31-Jan-14</p>
<p>7. A desirable and safe destination that supports the development of tourism and hospitality enterprises that drive economic growth across our Shire (Tourism and Hospitality).</p> <ul style="list-style-type: none"> ▪ Develop a tourist map of all the horse studs in Strathbogie Shire in partnership with North East Thoroughbreds. ▪ Provide RV friendly car parking signage. 	<p>30-Apr-14</p> <p>31-May-14</p>

Appendix E
Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2013/14 year.

Appendix E Fees and charges schedule

Budget 2013/2014 - Council Fees	Fee Unit	Current Fees 2012/13	Proposed Fees 2013/14 GST Excl	% Increase 2013/14
Home & Community Care				
Home Care - Low	Hour (min.)	\$6.50	\$6.70	3.08%
Home Care - Medium	Hour (min.)	\$14.95	\$15.40	3.01%
Home Care - High	Hour (min.)	\$31.20	\$32.00	2.56%
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.)	\$4.70	\$4.80	2.13%
Respite Care (Day) - Medium	Hour (min.)	\$6.20	\$6.35	2.42%
Respite Care (Day)	Hour (min.)	\$33.20	\$34.00	2.41%
Personal Care - Low	Hour (min.)	\$4.80	\$4.90	2.08%
Personal Care - Medium	Hour (min.)	\$9.00	\$9.20	2.22%
Personal Care - High	Hour (min.)	\$35.20	\$36.25	2.98%
Brokerage Agencies (Linkages) - Home Care (Weekdays between 7.30am and 7.30pm)	Hour	\$42.40	\$43.60	2.83%
Brokerage Agencies (Linkages) - Personal Care (Weekdays between 7.30am and 7.30pm)	Hour	\$46.65	\$48.00	2.89%
Brokerage Agencies (Linkages) - Travel Fee	Km	\$1.18	\$1.20	1.69%
Brokerage Agencies - Travel time per hour	Hour	\$36.05	\$37.00	2.64%
Home Maintenance - Low	Hour (min.)	\$11.40	\$11.50	0.88%
Home Maintenance - Medium	Hour (min.)	\$17.20	\$17.70	2.91%
Home Maintenance - High	Hour (min.)	\$44.50	\$45.80	2.92%
Home Maintenance - DVA	Visit	\$5.00	\$5.00	0.00%
Brokerage Agencies (Linkages) - Home Maintenance	Hour	\$58.30	\$60.00	2.92%
Delivered Meals - Home - Low	Meal	\$9.20	\$9.40	2.17%
Delivered Meals - Home - Medium	Meal	\$12.00	\$12.30	2.50%
Delivered Meals - Home - High	Meal	\$14.50	\$14.90	2.76%
Delivered Meals - Centre Based	Meal	\$9.20	\$9.40	2.17%
Brokerage Agencies (Linkages) - Delivered Meals	Meal	\$14.50	\$14.90	2.76%
MOW - DVA	Meal	\$9.40	\$9.40	0.00%
Planned Activity Group - Men's Group	Session	\$12.60	\$12.90	2.38%
Planned Activity Group - Swimming Group	Session	\$7.60	\$7.80	2.63%
Planned Activity Group - Other Outing	Session	\$7.60	\$7.80	2.63%
Planned Activity Group - Social Support Lunches	Session	\$12.60	\$12.90	2.38%
Planned Activity Group - Linkages	Session	\$53.00	\$55.00	3.77%
Community Transport				
Euroa to Longwood	Return trip	\$11.95	\$12.30	2.93%
Euroa to Benalla	Return trip	\$35.00	\$36.05	3.00%
Euroa to Shepparton	Return trip	\$36.00	\$37.00	2.78%
Euroa to Violet Town	Return trip	\$16.00	\$16.50	3.13%
Euroa to Wangaratta	Return trip	\$63.65	\$65.55	2.99%
Euroa to Heidelberg	Return trip	\$114.50	\$117.95	3.01%
Euroa to Melbourne	Return trip	\$122.00	\$125.65	2.99%
Euroa to Alexandra	Return trip	\$44.50	\$45.85	3.03%
Euroa to Seymour	Return trip	\$41.20	\$42.45	3.03%
Nagambie to Euroa	Return trip	\$35.00	\$36.05	3.00%
Nagambie to Seymour	Return trip	\$22.25	\$22.90	2.92%
Nagambie to Heidelberg	Return trip	\$95.50	\$98.35	2.98%
Nagambie Melbourne	Return trip	\$102.90	\$106.00	3.01%
Nagambie to Shepparton	Return trip	\$39.15	\$40.35	3.07%
Avenel to Nagambie	Return trip	\$17.00	\$17.50	2.94%
Avenel to Shepparton	Return trip	\$56.45	\$58.15	3.01%
Avenel to Seymour	Return trip	\$15.60	\$16.00	2.56%
Euroa Cinema		\$10.00	\$10.30	3.00%
Swimming Pools				
Family	Season	80.00	82.00	2.50%
Adult	Season	52.00	54.00	3.85%
Child	Season	35.00	36.00	2.86%
Adult	Day	4.50	5.00	11.11%
Child	Day	3.50	4.00	14.29%

Budget 2013/2014 - Council Fees	Fee Unit	Current Fees 2012/13	Proposed Fees 2013/14 GST Excl	% Increase 2013/14
Tip/Transfer Station Fees				
Commercial Garbage (Residents)	m3	30.00	50.00	66.67%
Commercial Garbage (Non - Residents)	m3	56.00	92.00	64.29%
Domestic Garbage (Residents)	m3	25.00	32.00	28.00%
Domestic Garbage (Non - Residents)	m3	50.00	64.00	28.00%
Greenwaste	m3	16.50	16.50	0.00%
Whitegoods	unit	9.00	9.00	0.00%
Mattresses/Mattress Bases (Single)	unit	15.00	16.00	6.67%
Mattresses/Mattress Bases (Double)	unit	20.00	22.00	10.00%
Car Bodies (Residents)	unit	35.00	-	-100.00%
Car Bodies (Non - Residents)	unit	82.00	-	-100.00%
Tyres - Car	unit	8.00	8.00	0.00%
Tyres - Light Truck	unit	11.00	11.00	0.00%
Tyres - Heavy Truck	unit	23.00	24.00	4.35%
Tyres - Tractor	unit	47.00	49.00	4.26%
Tyres - Earthmoving	unit	58.00	60.00	3.45%
Green Organics	Service	-	85.00	#DIV/0!
Planning Fees				
Statutory and Strategic Planning fees are legislated				
Note: fees are based on development costs and therefore effectively indexed				
Copies of planning permits	1 permit	55.00	57.00	3.64%
Copies of planning documents/information - from files on site at Euroa; and	per request	20.00	21.00	5.00%
- 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	30.00	31.00	3.33%
	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	
- 10 to 50 notifications		-	75.00	
- over 50 notifications		-	100.00	
Building Fees				
Domestic Building Works:				
New Dwellings up to \$180,000 (Cost of works ÷ 75) ie \$180,000 ÷ 75 = \$2,400	app'n	2400.00	2472.00	3.00%
New Dwellings Over \$180,000 (Cost of works ÷ 75) ie \$200,000 ÷ 75 = \$2,666	app'n	2650.00	2730.00	3.02%
Additions to Dwelling, Garage, Decks, Pergolas, Fencing, Masts etc. \$0 - \$30,000	app'n	750.00	772.00	2.93%
Additions Over \$30,000 to \$180,000	app'n	1100.00	1133.00	3.00%
Industrial / Commercial				
Minor Works to \$10,000	app'n	1800.00	1854.00	3.00%
Minor Works \$10,000 to \$30,000	app'n	No Change	Cost of works x 0.0145+\$2,000	
Building Works \$30,000 to \$500,000	app'n	No Change	Cost of works x 0.0145+\$2,000	
Building Works Above \$500,000	app'n	POA	POA	
Consent Application				
Building over Easement Report & Consent	app'n	230.00	237.00	3.04%
Variation to Part 4 of the Building Regs Report & Consent	app'n	230.00	237.00	3.04%
Hoarding Report & Consent (Public Protection)	app'n	230.00	237.00	3.04%
Flood Approval Report & Consent	app'n	230.00	237.00	3.04%
Building Search Certification Reg 326(1) (Permits/Certificates details, notices & orders)	app'n	50.00	52.00	4.00%
Building Search Certification Reg 326(2) (Flood, Termite, Snowfall & Designated Land)	app'n	50.00	52.00	4.00%
Building Search Certification Reg 326(3) (Approved dates for mandatory notification stages)	app'n	50.00	52.00	4.00%
Miscellaneous Fees				
Building Permit Extension Class 1	app'n	180.00	185.00	2.78%
Building Permit Extension Class 10	app'n	100.00	103.00	3.00%
Essential Safety Measures Report (Per Hour)	app'n	150.00	155.00	3.33%

Budget 2013/2014 - Council Fees	Fee Unit	Current Fees 2012/13	Proposed Fees 2013/14 GST Excl	% Increase 2013/14
Stormwater Discharge	app'n	60.00	62.00	3.33%
Demolition Approval	app'n	60.00	62.00	3.33%
Occupancy Inspection	app'n	300.00	309.00	3.00%
Issue of Notices and Orders \$165/hr + \$165 per inspection(inc. gst)	app'n	300.00	309.00	3.00%
Building Permit Amendments \$165/hr (inc. gst)		300.00	309.00	3.00%
Preparation of Reports \$165/hr (inc. gst)		300.00	309.00	3.00%
Application for Authority Consents \$165/hr (inc. gst)		300.00	309.00	3.00%
Installation Permit (Removable Dwellings under Residential Tenancies Act)	app'n	800.00	824.00	3.00%
P.O.P.E. Places Of Public Entertainment Approval	app'n	0.00	1500.00	#DIV/0!
Photocopying				
A4 (each)	page	0.00	1.00	0.00%
A3 (each)	page	1.00	2.00	100.00%
A2 (each)	page	3.00	3.00	0.00%
A1 (each)	page	5.00	5.00	0.00%
Land Information Certificate				
Statutory fee per Regulations	Certificate	20.00	20.00	0.00%
Road Opening Permit Fees				
Vehicle Crossing	Pemit	65.00	67.00	3.08%
Other Road Openings - per Regulations				
Domestic Animal Registration Fees				
Maximum Fee (As Set by Council)	Animal	155.00	160.00	3.23%
Reduced Fee (Set by the Act =not greater than 33.33% of Maximum Fee)	Animal	36.00	37.00	2.78%
Pensioner Fee (Set by the Act = 50% of Reduced Fees)	Animal	18.00	19.00	5.56%
Pound Fees				
Domestic Animals (Dogs/Cats)	Day	15.00	16.00	6.67%
Domestic Animal - Administration Fee (Accounting/Advertising/Release etc)		93.00	96.00	3.23%
Domestic Animals - After Hours Collection Fee when impounded	Collection	93.00	96.00	3.23%
Livestock - Sheep	Head/Day	5.00	6.00	20.00%
Livestock - Cattle	Head/Day	15.00	16.00	6.67%
Livestock - Horses	Head/Day	15.00	16.00	6.67%
Livestock - Stallions & Bulls	Head/Day	55.00	57.00	3.64%
Livestock - Other	Head/Day	15.00	16.00	6.67%
Transport - By Staff	Trip	95.00	98.00	3.16%
Transport - By Contractor	Trip	At Cost +10%	At Cost +10%	
Livestock - Administration Fee (Accounting/Advertising/Release etc)	Offence	95.00	98.00	3.16%
Impound/Call Out Fees				
Staff impound/Call out fee		95.00	98.00	3.16%
Contractor impound/Call out fee		At Cost +10%	At Cost +10%	
Surrender of Animals				
Animals to be euthanased where owner surrenders -		80.00	82.00	2.50%
All animals		80.00	82.00	2.50%
Other Fees				
Vet Fees (all animals)		At Cost +10%	At Cost +10%	
Domestic Animal Business (new fee)				
Registration and Renewal		210.00	216.00	2.86%
Local Laws - Permits				
Permit to graze livestock by resident owner		35.00	36.00	2.86%
Registered Charities/Not for Profit Organisations (All activities)	Permit	0	0	
Other Permits (Administration Fee)	Permit	65.00	67.00	3.08%
Roadside Firewood Collection		10.00	10.00	0.00%
Saleyards				
Agents Yard Fee for sale days (cattle sold per head)		0.28	0.30	7.14%
or				
Fee per sale (whichever is greater		290.00	300.00	3.45%
Crush Use		0	0	
Weighings		3.00	4.00	33.33%

Budget 2013/2014 - Council Fees	Fee Unit	Current Fees 2012/13	Proposed Fees 2013/14 GST Excl	% Increase 2013/14
Scanning		2.10	2.50	19.05%
General Yard Use (not associated with sales) per day - Cattle		2.40	2.50	4.00%
Sheep		0.22	0.25	14.47%
Horse		5.20	5.50	5.77%
Alpaca		5.20	5.50	5.77%
Llama		5.20	5.50	5.77%
Truck wash		1.14	1.50	31.12%
Fees Associated with Sales				
2nd day before sale day (before mid-day)		2.40	2.50	4.00%
2nd day before sale day (after mid-day)		7.80	8.50	8.97%
Day before sale day		7.80	8.50	8.97%
Sale day		7.80	8.50	8.97%
Day after Sale day (before 5.00pm)		7.28	8.00	9.89%
Day after Sale day (after 5.00pm)		2.40	2.50	4.00%
Other days between sales		2.40	2.50	4.00%
Use of yards as a trans-shipment point (max. 12hours)		208.00	220.00	5.77%
Single Truck Operators		104.00	110.00	5.77%
Health Fees				
Food Premises etc Fees				
Class 1 Food Premises	Permit	460.00	474.00	3.04%
Class 2 Food Premises	Permit	460.00	474.00	3.04%
Class 2 with 3rd party FSP	Permit	460.00	474.00	3.04%
Class 3 Food Premises	Permit	200.00	206.00	3.00%
Class 4 Food Premises	Permit	0	0	0.00%
Additional premises inspection - hourly fee	hourly	80.00	82.50	3.13%
Extra inspection (after 2nd inspection)	hourly	100.00	103.00	3.00%
Food vehicle				
Class 2	Permit	260.00	268.00	3.08%
Class 3	Permit	160.00	165.00	3.13%
Temporary Food Stall				
Single event				
Class 2	Permit	110.00	113.50	3.18%
Class 3	Permit	60.00	62.00	3.33%
Class 4 (sausage sizzles etc, for fund raising)	Permit	0	0	0.00%
Single event for Sporting Clubs registered in Strathbogie	Permit	0	0	0.00%
Annual Fee				
Class 2	Permit	200.00	206.00	3.00%
Class 3	Permit	100.00	103.00	3.00%
Class 4 (sausage sizzles etc, for fund raising)	Permit	0	0	
Food Stall for Long Term established Community Groups, e.g. Lions Club, Apex etc	Permit	0	0	
Late Fees for Registration				
Fees not submitted by due date	Each	50% of Registration Fee	50% of Registration Fee	
Additional Fees - Food Premises				
More than 5 persons employed	Permit	\$10 per person to a maximum \$2,500	\$10 per person to a maximum \$2,500	0.00%
Refunds				
Refund due to closure	Permit	No refund	No refund	0.00%
Submission of plans				
Application fee for submission of plans	Application	50% of Registration Fee	50% of Registration Fee	0.00%
Inspections				
Pre Inspection of New Premise prior to opening	Each	100.00	103.00	3.00%
Pre Inspection of Premise being sold	Each	100.00	103.00	3.00%
Priority inspection request (within 5 days)	Each	150.00	154.50	3.00%
Urgent inspection request (within 48 hrs)	Each	260.00	268.00	3.08%
Public Health & Well being Act Fees				
Hairdressers, beauty parlours, skin penetration or similar	Permit	140.00	144.00	2.86%
Allied Health and Alternative Therapy Including Massage Therapy and Acupuncture, etc		140.00	144.00	2.86%

Budget 2013/2014 - Council Fees	Fee Unit	Current Fees 2012/13	Proposed Fees 2013/14 GST Excl	% Increase 2013/14
Joint Hairdressers, beauty parlours, skin penetration or similar	Permit	140.00	144.00	2.86%
Prescribed Accommodation	Permit	180.00	185.00	2.78%
Extra Inspections	Each	100.00	103.00	3.00%
Septic Tank Application Fees				
New Installation	Permit	350.00	361.00	3.14%
Alteration	Permit	180.00	185.00	2.78%
Additional Inspections	Each	100.00	103.00	3.00%
Boat Ramp Fees				
Boat Ramp	Day	10.00	11.00	10.00%
Boat Ramp Residents	Annum	70.00	72.00	2.86%
Boat Ramp Non-Residents	Annum	115.00	118.00	2.61%
Regatta Centre Building				
Downstairs Function area - no staff - 1/2 day hire (4 hours)	1/2 Day	-	60.00	#DIV/0!
Downstairs Function area - no staff - full day hire (8 hours)	Full Day	-	140.00	#DIV/0!
Upstairs Conference area - no staff - 1/2 Day hire (4 hours)	1/2 Day	-	60.00	#DIV/0!
Upstairs Conference area - no staff - Full Day hire (8 hours)	Full Day	-	140.00	#DIV/0!
Kitchen - commercial (if selling) - 1/2 Day hire (4 hours)	1/2 Day	-	100.00	#DIV/0!
Kitchen - commercial (if selling) - Full Day hire (8 hours)	Full Day	-	200.00	#DIV/0!
Kitchen - private function 1/2 Day Hire (4 hours)	1/2 Day	-	50.00	#DIV/0!
Kitchen - private function Full Day Hire (8 hours)	Full Day	-	100.00	#DIV/0!
Boatshed - showers & toilets - 1/2 Day (4 hours)	1/2 Day	-	50.00	#DIV/0!
Boatshed - showers & toilets - Full Day (8 hours)	Full Day	-	100.00	#DIV/0!
Entire Regatta Centre Building not including kitchen - no staff - 1/2 Day hire (4 hours)	1/2 Day	-	160.00	#DIV/0!
Entire Regatta Centre Building not including kitchen - no staff - Full Day hire (8 hours)	Full Day	-	320.00	#DIV/0!
Peninsular - 1/2 Day hire (4 hours)	1/2 Day	-	400.00	#DIV/0!
Peninsular - Full Day hire (8 hours)	Full Day	-	800.00	#DIV/0!
Training Camps - Groups of 50 or less	Day	-	50.00	#DIV/0!
Training Camps - Groups of more than 51	Day	-	100.00	#DIV/0!
Entire Venue - no staff - 1/2 Day hire (4 hours)	1/2 Day	-	500.00	#DIV/0!
Entire Venue - no staff - Full Day hire (8 hours)	Day	-	1,000.00	#DIV/0!
Tourist Attraction Signage				
4' Standard Name Blade	Sign	160.00	165.00	3.13%
Other sizes	Sign			
Wesley Hall User Fees				
Main Hall - half day hire		150.00	155.00	3.33%
Main Hall - full day hire		280.00	290.00	3.57%
Main Hall - evening hire		150.00	155.00	3.33%
Main Hall - evening hire		50.00	55.00	10.00%
Kitchen - half day hire		100.00	105.00	5.00%
Kitchen - full day hire		300.00	300.00	0.00%
Bond				

Appendix F Financial Ratios

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

Financial Ratios	Budget		Forecast									
	1 Jul 13	1 Jul 14	1 Jul 15	1 Jul 16	1 Jul 17	1 Jul 18	1 Jul 19	1 Jul 20	1 Jul 21	1 Jul 22	1 Jul 23	
	30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20	30 Jun 21	30 Jun 22	30 Jun 23	30 Jun 24	
AG (Auditor General) Ratios												
Underlying Result Ratio	-5.00%	-2.70%	-1.30%	10.00%	1.50%	2.90%	4.40%	6.00%	7.60%	9.20%	29.00%	
Liquidity	176.20%	178.50%	176.30%	191.10%	198.40%	198.30%	176.30%	151.70%	150.00%	143.30%	167.40%	
Indebtedness	15.20%	15.00%	12.80%	10.70%	8.70%	6.90%	5.10%	3.50%	2.90%	2.90%	2.70%	
Self-financing	30.50%	28.50%	27.50%	27.80%	28.20%	28.70%	26.40%	27.20%	28.20%	29.30%	33.00%	
Investment Gap	1.75	1.35	1.47	1.36	1.50	1.65	1.79	1.95	1.87	2.06	N/A	
Revenue Ratios												
Average Rates & Charge/Assessment	2,125.00	2,212.00	2,302.00	2,394.00	2,489.00	2,587.00	2,688.00	2,792.00	2,898.00	3,008.00	3,121.00	
Recurrent Grants/Total Revenue	28.20%	27.50%	26.90%	26.30%	25.70%	25.10%	24.50%	23.90%	23.30%	22.70%	22.20%	
Fees & Charges/Total Revenue	6.82%	6.73%	6.63%	6.53%	6.43%	6.33%	6.23%	6.12%	6.02%	5.92%	5.82%	
Rate Revenue/Total Revenue	55.90%	58.70%	59.70%	60.70%	61.60%	62.60%	65.40%	66.10%	66.90%	67.70%	68.40%	
Expense Ratios												
Average Operating Expenditure per Assessment	3,485.00	3,506.00	3,556.00	3,605.00	3,653.00	3,700.00	3,746.00	3,783.00	3,820.00	3,855.00	3,109.00	
Adjusted Total Expenses (excl Depreciation) per Assessment	2,823.00	2,883.00	2,930.00	2,976.00	3,021.00	3,066.00	3,110.00	3,146.00	3,180.00	3,215.00	3,109.00	
Depreciation/Total Assets	2.00%	1.90%	1.90%	1.90%	1.90%	1.80%	1.80%	1.80%	1.80%	1.80%	0.00%	
Employee Costs as a % of Adjusted Total Expenses	39.40%	40.30%	40.60%	40.80%	41.00%	41.20%	41.40%	41.50%	41.60%	41.70%	49.80%	
Capital Expenditure (CAPEX) Ratios												
Average Capital Expenditure per Assessment	1,162.00	839.00	920.00	853.00	946.00	1,047.00	1,141.00	1,241.00	1,196.00	1,320.00	1,283.00	
Capital Expenditure on Renewal & Upgrade/Depreciation	130.10%	128.00%	139.70%	129.80%	145.40%	157.80%	171.40%	185.80%	179.00%	196.80%	196.80%	
Renewal Expenditure/Renewal Demand Ratio (%)	68.90%	73.30%	83.80%	79.50%	93.00%	95.80%	103.00%	111.30%	108.60%	121.40%	121.50%	
Debt Ratios												
Debt Service/Total Income	60.00%	60.00%	50.00%	40.00%	30.00%	30.00%	20.00%	10.00%	10.00%	0.00%	0.00%	
Debt Commitment Ratio	4.10%	2.40%	2.30%	2.10%	2.00%	1.90%	1.80%	1.60%	1.50%	0.50%	0.00%	
Debt Management Ratio (Total Debt/Rate Revenue)	16.90%	14.40%	12.00%	9.70%	7.60%	5.70%	3.80%	2.10%	0.50%	0.00%	0.00%	
Financial Performance												
Operating Result per Assessment	182.00	186.00	225.00	266.00	311.00	359.00	290.00	360.00	434.00	511.00	528.70	
Financial Position												
Total Assets per Assessment	32,670.00	33,093.00	33,411.00	33,756.00	34,091.00	34,452.00	34,751.00	35,126.00	35,518.00	36,034.00	36,489.00	
Total Liabilities per Assessment	924.00	1,039.00	1,019.00	987.00	955.00	922.00	888.00	853.00	818.00	812.00	791.00	