



Prepared  
24 April 2012

# BUDGET 2012-13

Adopted  
26 June 2012



GOLDEN PLAINS SHIRE



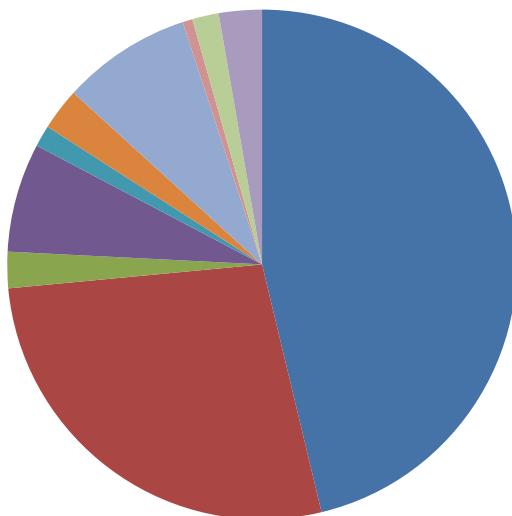
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This budget has been prepared with reference to The Institute of Chartered Accountants "Victorian City Council Model Budget 2012-13" a best practice guide for reporting local government budgets in Victoria.

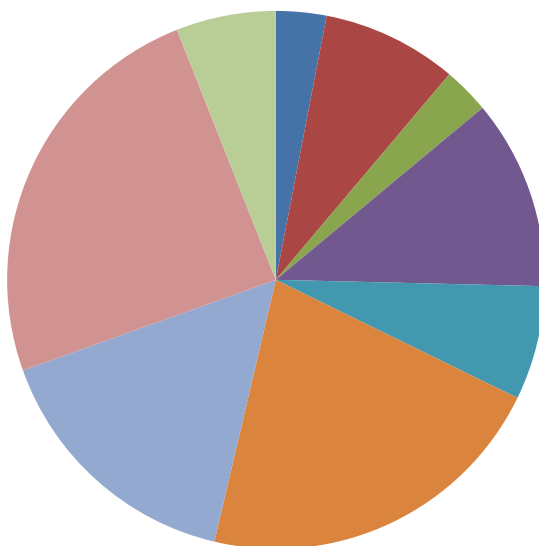
## Council's 2012-13 Budget At A Glance

### How Council's Revenue is Generated



Rates & Charges \$15.2m	Grants and Subsidies \$9.0m
Contributions and Recoupments \$0.8m	Fees and Charges \$2.3m
Other Revenue \$0.4m	Sale of Assets \$0.9m
Capital & one-off Grants \$2.7m	Capital Contributions \$0.2m
Gifted Assets \$0.5m	Sale of Land Assets \$0.9m

### Where Council will Spend the Money



Citizen & Customer Service \$0.9m	Civic Leadership \$2.4m
Economic Development \$0.8m	Environment & Land Use Plan \$3.3m
Financial Management \$2.0m	Human Support Services \$6.2m
Rec & Community Development \$4.6m	Roads & Streets Infrastructure \$7.1m
Waste Management \$1.7m	

# 1 OVERVIEW

## 1.1 MAYOR'S INTRODUCTION

The decision of Council to support the proposed 2012-13 budget has been made after careful consideration of the expectations and pressures experienced by our residents, businesses and communities.

Council remains in a strong financial position through a conservative and responsible approach to financial management. This has enabled Council to deliver the essential services and infrastructure required to support the needs of our growing and changing population.

Council is not only planning for the future; we are getting on with the job. The rapid and dispersed growth across Golden Plains Shire brings with it a new set of challenges to sustain our vibrant and connected communities.

The 2012-13 budget shows our commitment to responsible and proactive governance. It demonstrates sound stewardship of the community's assets and aims to develop a sustainable municipality which is responsive to community needs whilst providing value to its ratepayers.

This budget shows restraint in recurrent spending, balanced with the continuation of a number of key strategic initiatives which are vital for planning for the future of Golden Plains. However, Council is not immune to rising prices and has limited revenue sources to help absorb cost pressures without it affecting either rates or the level of service

Council again faces a number of cost pressures which must be addressed in this budget.

In response, Council and its Senior Officers have given deep consideration to all expenditure in the 2012-13 Budget, and Council remains active in lobbying for a share of State and Federal taxes to fund core Local Government activities, as well as continuing efforts to ward off persistent cost shifting to Local Government.

Council can confirm that the total increase in its rates and charges has been limited to 7.83%.

On a separate note, Council is pleased to see such a strong field of applications for its very popular annual Community Grants Program. With 61 applications requesting \$234,792 for projects valued at a total of \$536,687 the program has again been heavily oversubscribed.

This response from the community highlights Council's continued commitment to community groups and volunteers, encouraging residents to become involved in planning for their community's needs.

The community grants program is testimony to what a successful partnership with the local community can achieve.

Council recognises the valuable contributions made by the many volunteers, community groups, sporting clubs, working parties, committees and businesses whose selfless contributions underpin the strength and vitality of our communities.

In conclusion, the Golden Plains Shire has an exceptionally strong record of financial management.

The 2012-13 Budget will sustainably fund crucial infrastructure and essential services to ensure that Golden Plains remains a desirable place to live.

In the final year of Council's current term, the 2012-13 Budget leaves Golden Plains Shire in a sound financial position, well placed to deliver the services and infrastructure needs of our communities.

**Cr Geraldine Frantz**  
MAYOR

## 1.2 CHIEF EXECUTIVE OFFICER'S SUMMARY

### INTRODUCTION

It is with pleasure I present the 19th Golden Plains' budget to Council. The budget, with total expenditure (operating and capital) of almost \$32 million, will deliver a broad range of services, programs and infrastructure projects and is a reflection of the responsible strategic direction Council has adopted.

These programs include:

- \$8.2m allocated to the construction and maintenance of road and street infrastructure;
- \$7.5m to support and develop our recreation and community spaces and groups;
- \$5.9m to human support services, including children, aged, disability and maternity support; and
- \$3.3m to managing Council's environmental and land use planning responsibilities.

Council has continued to implement the strategies within its Strategic Resource Plan 2010-2015 (Finance 2009), which includes an annual increase in rates. In 2012-13, Council has been able to keep the total average increase per assessment to 7.83%.

This comprises:

- a 9.95% increase in revenue from general rates (inclusive of the impact of the revaluation);
- no increase in the Municipal Charge;
- an increase in the annual garbage charge of 9.09%; and
- a decrease in the state landfill levy of 14% (Council is now disposing of waste at the Naroghid landfill, which is classified as a rural landfill and attracts a lesser state government levy).

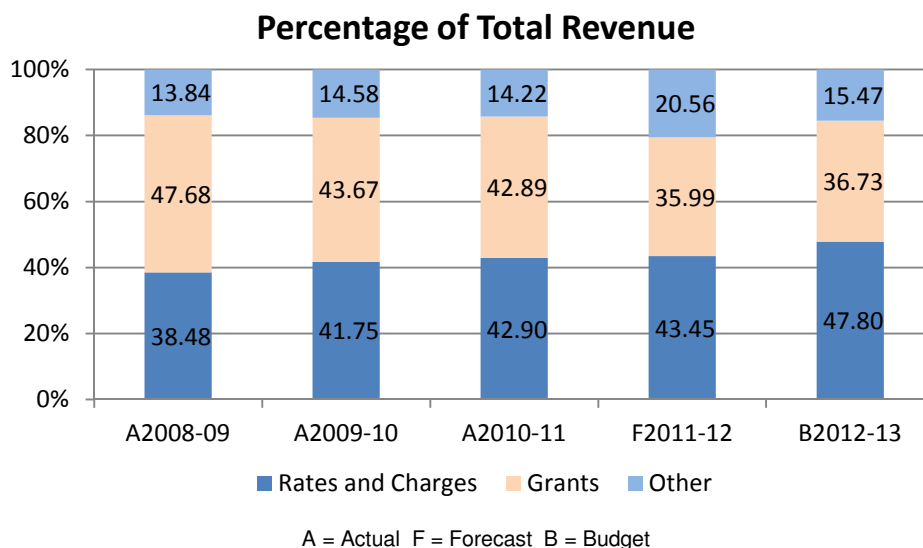
The 2012-13 budget demonstrates an improved financial result compared to the 2010-11 and 2011-12 budgets. As depicted in Finance 2009, 2012-13 is the first of three years where Council will begin restoring a strong cash balance and retained earnings.

This positive outcome is a direct result of the strong financial discipline of Council and Management who continue to work hard to meet the needs of today, without compromising those of future generations. The 2012-13 budget allows Council to continue its level of service, while maintaining its cash balance and decreasing borrowings.

While the population growth and corresponding demand for services continues to test liquidity, the 2012-13 budget shows an improved liquidity ratio of 136%. The strengthening of this ratio is consistent with Finance 2009, but has been positively impacted by the early receipt of cash from the sale of land at Bakers Lane.

Rates and charges (rates, municipal charge and garbage charge) account for 47.80% of total revenue whilst Finance 2009 projected a comparative figure of 49.73%. According to Finance 2009, this percentage needs to increase to approximately 55% by 2014-15. This ratio is vital in ensuring Council is able to continue to deliver a broad range of services without over dependence on grants. Chart 1 shows how Council is addressing this concern.

**Chart 1**





The Municipal Association of Victoria's Rates Survey 2011-12 shows that Council has been able to achieve financial sustainability without a significant reliance on rates and charges. Despite steady rate increases, of the 71 responding councils, Golden Plains' average rates and charges per assessment was rated the 22<sup>nd</sup> lowest rating Council in Victoria.

The Rating Strategy implemented in 2009-10 ensures that the financial burden is shared equitably, while generating sufficient revenue to meet the increasing demands of future infrastructure and service needs of the Shire. The need for a sustained annual rate increase was first identified as part of Council's first Strategic Resource Plan (Finance 2005); as Council needed to decrease its reliance on grant funding, as this was unsustainable in the long term.

The current economic and financial environment presents many challenges for Council. Significant factors include:

- High population growth;
- Increased demand for new services;
- A history of significant dependence on grants, contributions and recoupments;
- Substantial challenges associated with provision and renewal of roads, paths, and community and recreation facilities;
- Supporting community based Committees of Management that currently manage the vast majority of community and recreation facilities on Council and Crown land;
- Although increasing, still a comparatively low rating revenue base. Rates and charges comprise 47.80% of total revenue, compared to a projected state average in 2011-12 of 59.52%;
- Managing the competing interests of rural and urban communities; and
- Maintaining the extensive road network of over 1,800 km.

Therefore Council must remain focused on its adopted strategies to provide the foundations on which to plan positively for the future.

Further highlights of this budget include Council's investment in activities and initiatives such as:

- Delivery of a range of human support services that maintain or enhance the wellbeing and quality of life of Golden Plains' residents;
- Implementation of Council's Municipal Early Years Plan, which focuses on all areas that impact on the health and wellbeing of children from the ages of birth to ten years;
- Further capital improvements to the Bannockburn Recreation Centre, including a new soccer pitch;
- Main Street Developments in Teesdale and Rokewood;
- A further upgrade to the Woody Yaloak Equestrian Centre in Smythesdale;
- Further capital improvements to the Bannockburn Cultural Centre;
- Further upgrades to community halls within the shire;
- Continuing commitment to assist in the maintenance of major recreation facilities;
- Improved skate park in Bannockburn;
- Initial work on the storm water project in Smythesdale; and
- Strategic investment in economic development to facilitate the growth of the local economy, particularly in township development and rural based industries.

## KEY FINANCIAL OUTCOMES

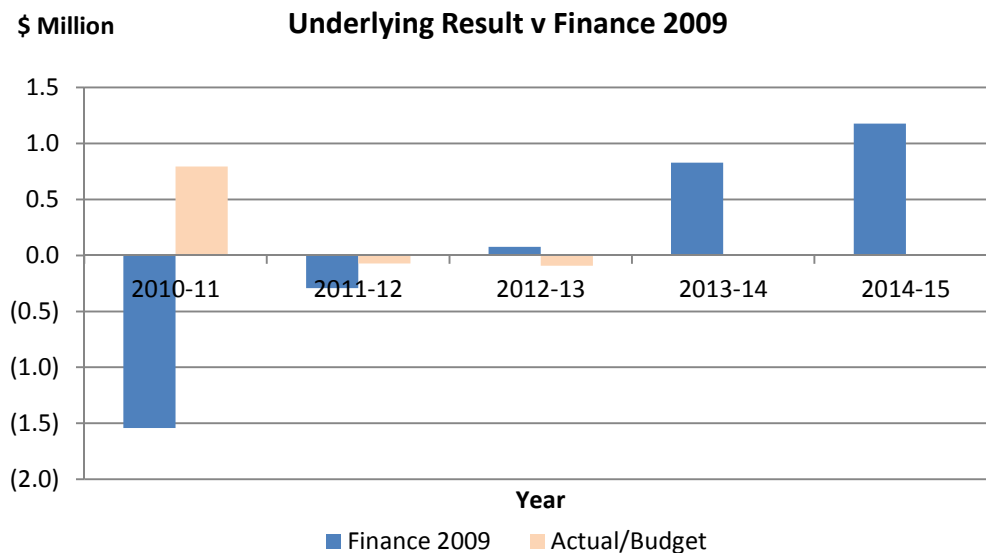
The 2012-13 budget shows a total surplus of \$3.93m.

### Underlying Result

The underlying deficit of \$91k, removes the effects on the budget of one-off items (non-operating), such as capital grants, gifted or revalued assets and sale of land.

Ideally Council would budget to deliver a balanced underlying result. Chart 2 demonstrates Council's 'Underlying' performance to date against that projected in Finance 2009.

Chart 2



### Operating Revenue

The following key points relate to the budgeted operating revenue of \$27.7m.

- Operating revenue has increased by \$2.2m to \$27.7m
- Rates and charges have increased by \$1.7m to \$15.2m.
- Operating grants and subsidies have increased by \$265k to \$9.0m.
- Rates and charges account for 54.99% of operating revenue (47.80% of total revenue), which is an improvement on previous budgets.

### Operating Expenditure

The following key points relate to the budgeted expenditure from operating activities of \$27.8m.

- Operating expenditure has increased by \$2.2m to \$27.8m.
- Contracts and materials have increased by \$1.1m to \$9.3m, reflecting movements in programs and major works.
- Employee costs are budgeted to increase by \$922k to \$12.96m. This increase allows for the annual EB increment and new staff positions. Council has kept new staff to be funded by rates at 5.0 EFT, which is consistent with the annual average of 5 positions contained in Finance 2009. Golden Plains staffing levels remain low when compared to other Councils.
- Depreciation expense will increase by \$286k to \$4.9m.
- Debt servicing will decrease by \$47k to \$370k.

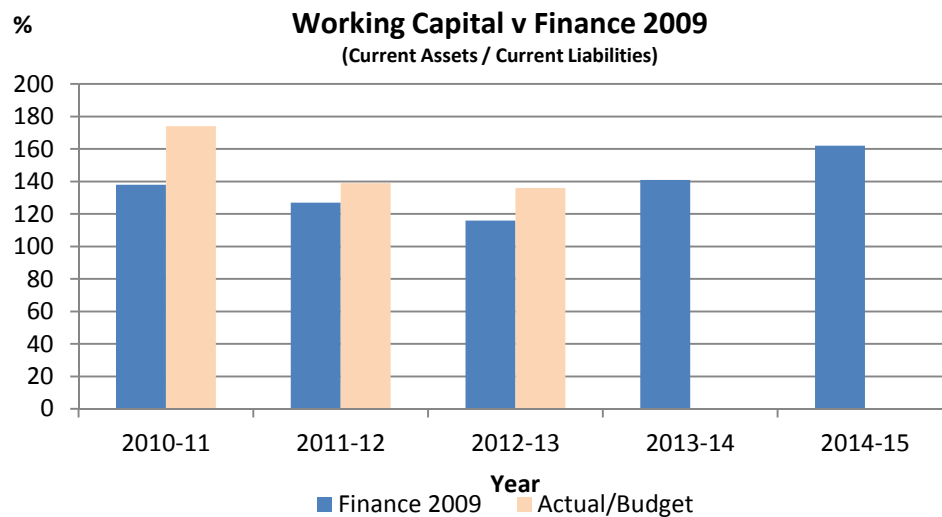
### Financial Position

The key points to note are:

- Council's net worth will increase by \$3.9m to \$193m. The vast bulk of assets are infrastructure assets (\$144m).
- \$150k will be borrowed in 2012-13 to help fund the capital program, as planned in finance 2009.
- Working capital is in surplus \$1.7m. Current assets will be 1.36 times current liabilities at the end of the financial year. As shown in Chart 3, this is consistent with Finance 2009.
- The balance of cash will increase slightly by \$261k to \$4.3m.



Chart 3



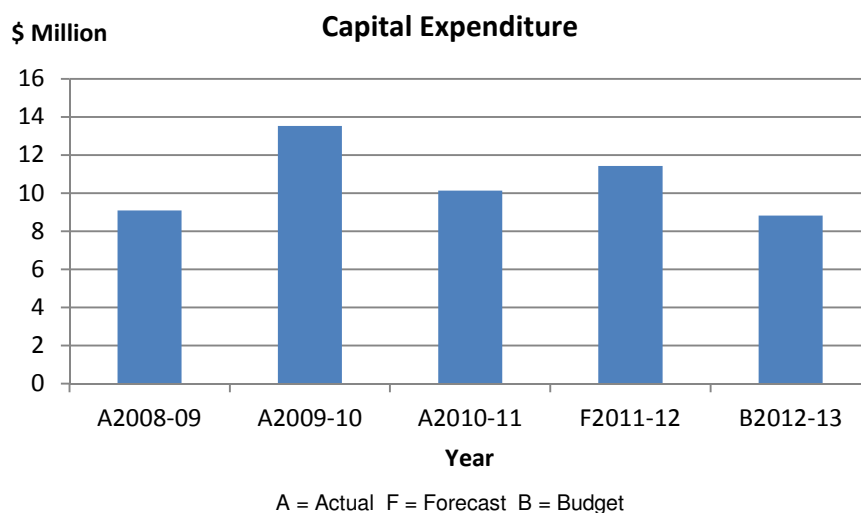
### Capital Works

The key points to note are:

- The capital works program for 2012-13 is \$8.83m.
- The program is divided between capital renewal (50%), capital upgrade and expansion (15%) and new assets (35%).
- The funding is from external sources such as grants and asset sales (51%), borrowings (2%) and the balance (47%) is from rates, fees and cash reserves.
- Following is a summary of the major items of capital expenditure funded in the budget:
  - Woody Yaloak Equestrian Centre Upgrade - \$660k
  - Hall upgrades - \$400k;
  - Soccer Pitch at Bannockburn Recreation Centre - \$462k;
  - Teesdale streetscape - \$410k
  - Rokewood streetscape - \$210k
  - Plant and machinery replacements - \$1.9m;
  - Local roads resealing - \$800k;
  - Roads to Recovery - \$998k; and
  - Country Roads and Bridges Initiative - \$1.0m.

Chart 4 shows Council's level of capital expenditure over recent years.

Chart 4



**KEY FINANCIAL INDICATORS AND TRENDS**

The key financial indicators disclosed in the budget reflect Council's ongoing commitment to sound financial management. The majority of indicators for this budget are at a satisfactory level. As depicted in Finance 2009, 2012-13 is the first of three 'recovery' years. This recovery has been achieved by adhering to Council's long term strategy of decreasing its reliance on grant revenue and increasing the level of rates and charges. Council's revenue from rates and charges is budgeted to be 47.8%, this is forecast to reach approximately 55% in 2014-15.

**CONCLUSION**

After preparing and implementing two challenging budgets in 2010-11 and 2011-12, the 2012-13 budget shows a more positive outlook for Council's financial sustainability.

This improved budget position is consistent with Finance 2009 and is evidence of Council's financial discipline. However, it is still critical that the strategies identified in Council's long term financial plans continue to be implemented to ensure ongoing sustainability and to deliver services in a cost effective manner.

The strategies and long-term financial plans adopted by Council underpin the preparation of the 2012-13 budget. It is also framed by the Shire's unique demographics, increased demand for new services, low rating base, extensive local road network of 1,800 kilometres, and the competing interests between rural and urban communities. It is also important to note that a key ingredient in delivering budgeted outcomes continues to be the hard work of the Shire's many volunteers.

The budget decisions made by Council today will impact not only on the next 12 months, but will set the scene for Council's continued long-term viability and strategic direction. Continuing to manage in a steady and decisive manner will set Golden Plains Shire Council up to deliver on its aspirations to work towards a more healthy, vibrant and sustainable future. This is the key to creating and delivering greater value for our communities over the longer term.

I believe we have a clear direction and the capacity to make Golden Plains Shire a great regional municipality where opportunities for residents, businesses and investors continue to grow.

I look forward to working with the Council, staff and community in the coming year to implement its many programs and initiatives and recommend the 2012-13 budget to the Golden Plains Shire Council and community.

**Rod Nicholls**

CHIEF EXECUTIVE OFFICER

### 1.3 BUDGET PREPARATION

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The preparation of the budget begins with officers preparing the operating and capital components of the annual budget during January, February and March. A draft budget is then prepared and delivered to Councillors in late March. A full day workshop between officers and Council is then conducted to make any alterations to the draft budget. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in late April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

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:

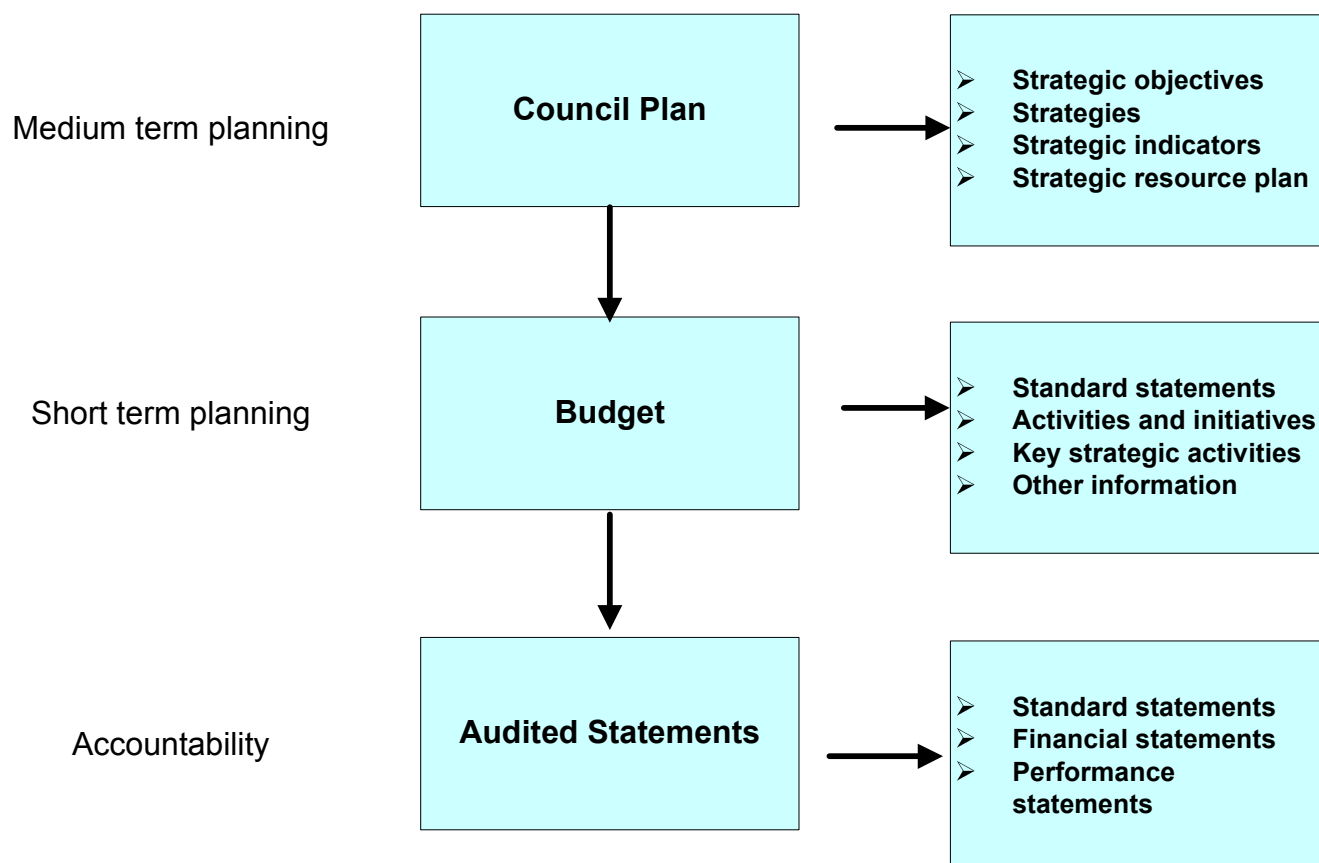
Budget Process	Timing
1. Officers prepare operating and capital budgets	January – March
2. Council receives draft budget for review	March
3. Council workshop conducted to review draft budget	April
4. Proposed budget submitted to Council for 'in principle' approval	April
5. Public notice advising intention to adopt budget	April
6. Budget available for public inspection and comment	April
7. Submissions period closes (28 days)	May
8. Submissions considered by Council	June
9. Budget and submissions presented to Council for adoption	June
10. Copy of adopted budget submitted to the Minister	August

### 1.4 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 (10 year Financial Plan), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

#### Strategic planning framework

Council's Strategic Resource Plan, incorporated in the Council Plan summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The following diagram depicts the strategic planning framework of Council.



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

## 1.5 BUDGET INFLUENCES & PRINCIPLES

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

### SHIRE PROFILE

Golden Plains Shire comprises 2,705 square kilometres between two of Victoria's largest regional cities, Geelong and Ballarat, and is within one hour of Melbourne.

With approximately 19,057 residents across 56 communities and 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria, with population growth of around 2.43% per annum. Significantly, the Shire has a higher proportion of young people within its population than the State and National average.

New residents, including many young families, have taken advantage of the proximity to services and employment opportunities available in Ballarat and Geelong. Despite rapid growth in the north west and south east of Golden Plains, the Shire's rural base and natural environment dominate the landscape.

While the Shire has a strong tradition of wool and grain growing, intensive animal farming, particularly poultry and pigs, is increasing. Wine making is also an important sector, with the Moorabool Valley being home to a well established and growing wine industry. In addition, an increase in mixed farming systems as a result of climate change is resulting in a steady transition to increased grain production.

Natural beauty is also a feature of Golden Plains. Rolling green hills, sweeping canola fields, rugged bush landscapes and rocky plains span the Shire from its historic gold mining towns in the north to the river valleys in its

south. The Ballarat Skipton Rail Trail, Enfield State Forest, Brisbane Ranges and Steiglitz Historic Park are popular attractions within an emerging day trip tourism market.

## OUR VISION

Golden Plains Shire offers a lifestyle and opportunities that foster social, economic and environmental wellbeing.

In partnership with the community we will provide strong leadership, encourage sustainable development and ensure quality services, to continue to improve the quality of life of residents.

## OUR MISSION

- We engage in long term financial planning and management to ensure sustainability of the municipality.
- We encourage, welcome and recognise the need to respond to the significant forecast population growth and the challenges it creates.
- We maintain and enhance the diversity and uniqueness of our communities, while encouraging and managing population growth and economic development.
- We maintain and develop a quality road system and secure adequate resources for the future.
- We aim for citizens to have fair access to recreation facilities, education, employment and human support services, particularly youth and the aged.
- We accept individual diversity and we welcome and encourage participation in civic and community affairs.
- We market our municipality through open and effective communication.
- We respect the environment, our cultural significance and our heritage.
- We support and pursue the orderly and proper planning of land use and development based on strategic considerations as identified in the Municipal Strategic Statement.
- We support agricultural industry, sustainable practices and the right to farm.
- We provide municipal leadership that reflects local needs within a competitive and changing environment while considering government priorities.
- We foster successful relationships and collaborative arrangements with other levels of government, agencies, non government organisations and the private sector.

## OUR VALUES

- |                           |   |
|---------------------------|---|
| • Integrity in Leadership | We will strive to lead the community with integrity, reason and accountability whilst acknowledging Council's statutory obligations.  |
| • Equity & Access         | We will treat our community, residents and ratepayers equitably by being fair in our decision making and ensure that we are approachable by the community.  |
| • Commitment              | We are committed to excellence in management, and teamwork comprising the community, Council and staff.   |
| • Community               | We recognise the uniqueness of our individual communities, and will seek to work in partnership with them to enhance their sense of community spirit. We recognise the efforts and value the contributions of our volunteers. |
| • Innovation              | We are open to new ideas and will grasp opportunities with a vision to succeed.   |

In preparing the budget, it has been necessary to consider a number of internal and external influences that are likely to significantly impact on the services delivered by Council during the budget period. Accordingly, it has been necessary to make some assumptions about the internal and external environment within which Council operates. The following section outlines the main assumptions made.

## External Factors

### *Local Government Cost Index*

- The Budget has been framed taking into account the LG cost index and other known increases. The LG Cost Index is considered more appropriate than the Consumer Price Index (CPI) as the CPI is reflective of household consumption, whereas the LG Cost Index reflects the costs Council incurs in delivering services and infrastructure to the community.

**Carbon Tax**

- The federal carbon tax will be introduced on 1 July 2012. At the time of preparing this budget the impact on Council's operations remains unclear. Council has allowed for some increased costs of electricity and plant and machinery operations.

**Garbage Disposal**

- In recent years the cost of disposing of household waste has increased significantly. This is expected to continue in 2012-13. These increased costs have resulted from landfill closures, increased cartage and disposal costs and increased compliance costs for landfill operators. Due to City of Greater Geelong closing the Corio landfill, Council is now disposing of roadside collection waste at Naroghid.

**Interest Rates**

- Fixed interest rates on new long-term borrowings are assumed to be 8.50% per annum.
- Variable interest rates on any long-term borrowings are assumed to be 7.42% per annum on average.
- Interest rates for investments are assumed to be between 4.0% and 6.0% per annum.

**Population Growth**

- Future population growth is estimated to be 1.96% per annum.

**Rate and Charges**

- Total rates and charges of \$15.2m includes rates, municipal charge and garbage charge, including supplementary rates.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to remain at 10.5% per annum. The rate can be reviewed at any stage during the year by the Attorney-General and this will be the rate that Council uses in accordance with the Local Government Act 1989.
- Garbage collection has increased by 6% (net of landfill levy) due to the increased cost of disposing of household waste.
- 4.0% of rates and charges raised in 2012-13 have been budgeted to remain outstanding at 30 June 2013.

**Grants**

- The general purpose grant from the Victoria Grants Commission is assumed to grow at the rate of 4.0%.
- Operating grants have increase by 3.05%.
- Capital grants have increased by 8.36% to \$2.7m, primarily due to the budgeted increase in funding under the Local Government Infrastructure Program.
- Further detail on grant revenue is provided in Note 2 on page 47.

**User Fees**

- Some statutory fees and charges will increase and the level of income from these fees is assumed to increase by 2.5% as a result of growth in the level of activity.
- Most of Council's non-statutory fees and charges will increase by 9.5% in accordance with the Strategic Resource Plan.

**Payables**

- Trade creditors are based on total capital expenditure, expenditure on contracts and materials and a portion of employee costs such as superannuation. The normal payment cycle is 30 days.

**Receivables**

- The balance of Other Debtors is based on collecting 96% of contributions, recoupments, fees and charges raised during the year.

**Economy**

- Economic conditions are expected to remain stable during the budget period. Local Government plays a key role in the implementation of state and federal government economic development programs which impact on the level of capital works expenditure of Council.

## Internal Factors

- Wage costs are expected to grow by 7.66% (EBA 4%, new staff 2% and band level and other increases 1.66%).
- Transactions occurring in the 2011-12 year will have an impact on the 2012-13 budget. These include such items as closing cash balance, capital purchases and borrowings. These will impact opening cash balance, depreciation and interest respectively.
- The councillor and mayoral allowances are set in accordance with the Local Government Act 1989. The allowance thresholds set in December 2011 will remain in force until a review is conducted at Council's Special Meeting in November 2012.

Allowance	Annualised Thresholds as at November 2011
Councillor	\$19,022
Mayoral	\$57,063

The mayor is also provided with a motor vehicle to conduct mayoral duties.

## Budget Principles

The budget also takes into account the following principles:

- The underlying result should be in accordance with Council's Strategic Resource Plan, to ensure long-term sustainability.
- All strategies contained within the Council Plan for the 2012-13 year should be funded in the budget.
- Rates and charges should be levied in accordance with Council's Rating Strategy.
- Spending and rating policies should be consistent with a reasonable degree of stability in the level of the rates burden.
- Council should have regard to the effect on future generations of decisions made.
- Staffing levels should be in accordance with Council's Strategic Resource Plan.
- Only one-off capital projects can be funded from any retained earnings balance.
- Debt finance can be used where appropriate but Council's total borrowings should not exceed 60% of total rates and charges.
- Cash reserves should be maintained at appropriate levels.
- Long-term assets should be managed to maximise community benefit.
- Existing fees and charges should be increased in line with Council's Strategic Resource Plan or market forces.
- New revenue sources should be identified wherever possible.
- New initiatives or new employee proposals should be justified through a business case.
- Council recognises that government grants are a crucial element of financial sustainability.
- Council's budget should take into account all of Council's other strategic plans.
- Financial risks faced by Council should be managed having regard to economic circumstances.

## Legislative Requirements

Under the Local Government Act 1989 (the Act), Council is required to implement the principles of sound financial management. The principles of sound financial management are that a Council must:

- Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- Ensure that decisions are made and actions are taken having regard to their financial effects on future generations; and
- Ensure full, accurate and timely disclosure of financial information relating to Council.

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 Local Government (Finance and Reporting) Regulations 2004 (the Regulations) which support the Act.

The 2012-13 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 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 Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It 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.

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 (Section 5.1), Rating Strategy (Section 5.2) and other strategies as detailed in Activities and Initiatives (Section 3).

## 2 BUDGETED STANDARD STATEMENTS

In the Standard Statements, the projected 2011-12 figures are a forecast of the final results for 2011-12 as at 29 February 2012.

### 2.1 BUDGETED STANDARD INCOME STATEMENT

	Note*	Projected 2011-12 \$	Budget 2012-13 \$	Budget 2012-13 %
<b>Operating Revenue</b>				
Rates and Charges	1	13,541,207	15,222,681	54.99
Grants and Subsidies	2	8,709,957	8,975,461	32.42
Contributions and Recoupments	3	835,996	751,865	2.71
User Fees	4	2,058,683	2,279,911	8.24
Other Revenue	5	330,500	450,500	1.63
Net Gain on Disposals	12	4,500	4,500	0.01
<b>Total Operating Revenue</b>		<b>25,480,843</b>	<b>27,684,918</b>	<b>100.00</b>
<b>Operating Expenditure</b>				
Contracts and Materials	6	(8,221,607)	(9,283,838)	33.43
Employee Costs	7	(12,038,170)	(12,960,174)	46.66
Depreciation	8	(4,641,726)	(4,928,010)	17.74
Debt Servicing	9	(416,202)	(369,604)	1.33
Other Expenses	10	(235,161)	(234,188)	0.84
Bad Debts	11	(250)	(400)	0.00
<b>Total Operating Expenditure</b>		<b>(25,553,116)</b>	<b>(27,776,214)</b>	<b>100.00</b>
<b>Underlying Deficit from Operations</b>		<b>(72,273)</b>	<b>(91,296)</b>	<b>100.00</b>
<b>Capital and One Off Items</b>				
Capital Grants	2	2,492,114	2,700,500	
Capital Contributions	3	78,500	210,000	
One-off expenditure funded by Capital Grants	6	(459,250)	(110,000)	
Assets Gifted to Council	3	550,000	550,000	
Expenditure relating to Prior Year	6	(1,189,499)	(25,154)	
Net Gain on Land Sales	12	2,530,513	698,953	
<b>Surplus</b>		<b>3,930,105</b>	<b>3,933,003</b>	

\* Notes are included in Section 4, beginning on page 46

## 2.2 BUDGETED STANDARD BALANCE SHEET

	Note*	Projected 2011-12 \$	Budget 2012-13 \$
<b>Current Assets</b>			
Cash Assets		4,032,367	4,293,384
Receivables		1,470,851	1,696,948
Inventories - Consumables		25,000	25,000
Land Held for Re-sale		498,319	322,272
Other Current Assets		60,000	60,000
<b>Total Current Assets</b>	<b>13</b>	<b>6,086,537</b>	<b>6,397,604</b>
<b>Non-Current Assets</b>			
Land		14,862,738	14,862,738
Buildings		25,491,027	26,266,948
Furniture and Equipment		1,138,675	1,080,233
Plant and Machinery		4,573,503	4,566,737
Infrastructure		142,230,945	143,949,795
Other Structures		3,869,460	5,025,452
Investment in Associate		290,166	290,166
Land Under Roads		69,416	69,416
Gravel Pit Rehabilitation		70,000	65,000
<b>Total Non-Current Assets</b>	<b>14</b>	<b>192,595,930</b>	<b>196,176,485</b>
<b>Total Assets</b>		<b>198,682,467</b>	<b>202,574,089</b>
<b>Current Liabilities</b>			
Payables		1,700,000	1,905,000
Interest-Bearing Liabilities		439,635	479,651
Employee Benefits		1,900,618	2,026,016
Trust Funds		250,000	200,000
Provision for Rehabilitation of Gravel Pit		15,000	15,000
Defined Benefit Super Liability		84,176	84,176
<b>Total Current Liabilities</b>	<b>15</b>	<b>4,389,429</b>	<b>4,709,843</b>
<b>Non-Current Liabilities</b>			
Interest-Bearing Liabilities		5,000,533	4,666,015
Employee Benefits		245,182	310,965
Provision for Rehabilitation of Gravel Pit		76,662	67,779
Defined Benefit Super Liability		252,529	168,352
<b>Total Non-Current Liabilities</b>	<b>16</b>	<b>5,574,906</b>	<b>5,213,111</b>
<b>Total Liabilities</b>		<b>9,964,335</b>	<b>9,922,954</b>
<b>Net Assets</b>		<b>188,718,132</b>	<b>192,651,135</b>
<b>Equity</b>			
Accumulated Surplus		188,718,132	192,651,135
<b>Total Equity</b>	<b>17</b>	<b>188,718,132</b>	<b>192,651,135</b>

\* Notes are included in Section 4, beginning on page 46

## 2.3 BUDGETED STANDARD CASH FLOW STATEMENT

	Note*	Projected 2011-12 \$	Budget 2012-13 \$
<b>Cash Flows from Operating Activities</b>			
Receipts from Ratepayers		14,003,143	14,636,584
Grants		11,893,857	12,326,249
Interest Received		337,483	444,500
User Fees		2,104,973	2,323,330
Contributions and Recoupments		1,137,633	1,097,476
Payments to Employees		(12,519,680)	(12,777,522)
Payments to Suppliers		(10,612,631)	(10,592,819)
Net GST Refunded		451,503	629,390
<b>Net Cash Inflow from Operating Activities</b>	<b>18</b>	<b>6,796,281</b>	<b>8,087,188</b>
<b>Cash Flows from Investing Activities</b>			
Payment for Land and Buildings		(1,319,287)	(1,498,000)
Payment for Infrastructure Assets		(5,955,230)	(3,699,400)
Payment for Plant and Machinery		(2,116,021)	(1,901,000)
Payment for Furniture and Equipment		(1,007,089)	(321,415)
Payment for Other Structures		(1,104,007)	(1,471,750)
Payment for Development Costs of Land Sold		(107,181)	-
Proceeds from Sale of Land		3,283,884	900,000
Proceeds from Sale of Assets		961,500	879,500
<b>Net Cash Outflow from Investing Activities</b>	<b>19</b>	<b>(7,363,431)</b>	<b>(7,112,065)</b>
<b>Cash Flows from Financing Activities</b>			
Interest Paid		(444,903)	(369,604)
Repayment of Borrowings		(1,659,292)	(444,502)
Proceeds from Loan		500,000	150,000
Trust Funds		(77,056)	(50,000)
<b>Net Cash Outflow from Financing Activities</b>	<b>20</b>	<b>(1,681,251)</b>	<b>(714,106)</b>
<b>Net Increase/(Decrease) in Cash Held</b>		<b>(2,248,401)</b>	<b>261,017</b>
Cash at start of year		6,280,768	4,032,367
<b>Cash at end of year</b>		<b>4,032,367</b>	<b>4,293,384</b>

\* Notes are included in Section 4, beginning on page 46

## 2.4 BUDGETED STANDARD CAPITAL WORKS STATEMENT

Asset Description	Note*	Projected	Budget
		2011-12	2012-13
		\$	\$
Land and Buildings		1,392,487	1,473,000
Furniture and Equipment		1,020,596	296,415
Infrastructure		5,799,650	3,699,400
Other Structures		1,122,839	1,456,750
Plant and Machinery		2,085,082	1,908,000
<b>Total Capital Works</b>		<b>11,420,654</b>	<b>8,833,565</b>
<b>Types of Capital Works:</b>			
Renewal	<b>21</b>	6,058,575	4,415,155
Upgrade	<b>22</b>	1,360,220	1,300,560
Expansion	<b>23</b>	-	25,000
New Assets	<b>24</b>	4,001,859	3,092,850
<b>Total Capital Works</b>		<b>11,420,654</b>	<b>8,833,565</b>

\* Notes are included in Section 4, beginning on page 46

### 3 ACTIVITIES & INITIATIVES

<b>Key Strategic Activity:</b>	<b>CITIZEN &amp; CUSTOMER SERVICE</b>
<b>Strategic Objective:</b>	<b>To foster a culture across the organisation which addresses the needs of the community through communication and the provision of excellent customer service.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for customer service.</b>
<b>Performance Target:</b>	<b>Greater than 72%</b>

#### Program 100: Communications & Marketing

**Program Description:** A focused and concerted effort to link people, information and service offerings in a way that is clear, concise, consistent and tailored to the needs of Council's audiences and communities. This includes the planning and delivery of Council's customer service model, external communications and public relations, consultation, corporate marketing, internal communications, e-communications and corporate identity.

**Expenditure:** \$524,018

#### Council Plan Strategies for 2012-13:

- Implement Customer Service Strategy
- Improve community satisfaction rating
- Regularly consult with our communities
- Implement Communications and Marketing Strategy

#### Activities and Initiatives:

Implementation of Council's Communications and Marketing Strategy, focused on meeting demand for tailored and targeted actions aligned to the requirements and expectations of shire residents, businesses and internal stakeholders. This includes the following:

- External Communications & Public Relations;
- Consultation;
- Corporate Marketing;
- Internal Communication;
- E-Communications; and
- Corporate Identity.

Actions in the Communications and Marketing Strategy 2010 to 2014 are funded within the boundaries presented by Finance 2009. This will occur in one of several ways, either from resources within the Communications and Marketing department or those of the Business Unit specifically responsible for the activity in question.

*Effective communication is an essential ingredient in the delivery of good local government.*

Implementation of the adopted Marketing & Communications Strategy ensures that Council has in place a range of processes and tools that provide for effective communication across the Shire, enhancing its ability to achieve the strategic objectives specified in the Council Plan and Council's Vision for its communities.

**Program 101: Customer Service Centres**

**Program Description:** Operation of customer service centres to provide bases from which Council can deliver services.

**Expenditure:** \$350,596

**Council Plan Strategies for 2012-13:**

- Implement Customer Service Strategy
- Improve community satisfaction rating
- Regularly consult with our communities
- Implement volunteer support programs
- Implement Community Engagement Strategy

**Activities & Initiatives:**

- Management of professionally focused Customer Service Centres at key office locations in accordance with the service delivery model
- Management of the Customer Request System to ensure it meets the needs of the community
- Respond to customers in 15 working days or less
- Provide customer contact training for staff
- Implement the Customer Service Strategy Actions: Community Event Mobile Customer Service Project
- Seek improvement in our community satisfaction rating through improved communication and tracking of customer requests

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing efficient and effective services to Shire residents, ratepayers and the general public.



<b>Key Strategic Activity:</b>	<b>CIVIC LEADERSHIP</b>
<b>Strategic Objective:</b>	<b>To enhance Council's decision-making capacity by strengthening the governance and advocacy of Council.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for representing the community's interests on key local issues.</b>
<b>Performance Target:</b>	<b>Greater than 65%</b>

#### **Program 110: Governance**

**Program Description:** Governance is the process of decision making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2012-13 financial year.

**Expenditure:** \$699,902

#### **Council Plan Actions for 2012-13:**

- Implement Emergency Management Plan
- Implement Municipal Fire Management Plan
- Implement Council's obligations within the Bushfires Royal Commission's recommendations
- Implement Neighbourhood Safer Places Plans
- Implement Risk Management Strategy
- Regularly lobby Members of Parliament and senior bureaucrats on key local and strategic issues
- Secure representation on national, state, regional and local Government bodies
- Participate in relevant regional and state planning
- Continue to work in the interests of a cohesive Council and maintain a good working relationship among Councillors, officers and the community
- Promote opportunities for Councillor professional development
- Facilitate and support community celebrations of important national events and days
- Consider community plan priorities when conducting Council planning activities and community grant allocation
- Advocate for natural gas infrastructure
- Advocate for public health and wellbeing
- Advocate for an emergency services precinct in the Bannockburn township

#### **Activities & Initiatives:**

- Management support to Council - managerial and secretarial support to the Mayor
- Councillors' allowances, expenses, training, professional development and induction
- Research and development, inter-organisational liaison and communication
- Lobbying of politicians and key players in the Local Government industry
- Advocacy on behalf of the community on key Government issues
- Memberships include MAV, Timber Towns, Geelong Chamber of Commerce, Committee for Geelong, G21 and Committee for Ballarat
- Community Recognition Awards Program
- Arrange at least one civic function for the purpose of promoting community interaction and awareness.
- Promote role of MAV to regional Councils

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by developing strong regional partnerships, a clear plan for the areas of advocacy that Council will pursue and providing support and training to Councillors to assist in strengthening the governance role of Council.

**Program 111: Elections**

**Program Description:** Maintenance of voters' rolls in readiness for 2012 election.

**Expenditure:** \$125,830

**Council Plan Actions for 2012-13:** Nil

**Activities & Initiatives:**

- Maintenance of voters' rolls
- Public awareness program to increase enrolment
- Provision of resources for the general election process

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring maintenance of accurate voters' rolls and by ensuring that democratic and legislative processes are followed in the conduct of general elections.

**Program 112: Meetings**

**Program Description:** Conduct Council meetings, committee meetings, workshops, retreats and other meetings of Council with management.

**Expenditure:** \$99,186

**Council Plan Actions for 2012-13:** Nil

**Activities & Initiatives:**

- Prepare for, and conduct, Council meetings, committee meetings, workshops, retreats and other meetings of Council with Management
- Provision of sound advice to aid the Council Plan and Strategic Resource Plan processes
- Accurate recording of Council decisions and ensuring that matters are actioned promptly following meetings
- Provision of refreshments and meals to participants and guests at meetings

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that meeting venues are well-prepared and comfortable for conducting Council meetings and workshops and to assist in the accurate recording of Council decisions.

**Program 113: Strategic & Service Planning**

**Program Description:** Maintenance of an integrated approach to strategic planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs.

**Expenditure:** \$914,644

**Council Plan Actions for 2012-13:**

- Regularly lobby Members of Parliament and senior bureaucrats on key local and strategic issues
- Secure representation on national, state, regional and local government bodies
- Continue to work in the interests of a cohesive Council and maintain a good working relationship among Councillors, officers and the community
- Participate in relevant regional and state planning
- Consider community plan priorities when conducting Council planning activities and community grant allocation
- Advocate for public health and wellbeing

**Activities & Initiatives:**

- Ongoing and systematic analysis of the organisation's activities and strategic direction
- Maintain a framework for formal planning and decision making for resource allocation
- Maintain and measure organisational performance

- Promote organisational and cultural change to meet customer service needs
- Maintain an integrated approach to corporate planning, financial planning, budget preparation and monitoring and resource allocation

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing senior management with a basis to regularly lobby members of parliament and senior bureaucrats on key local and strategic issues and to advocate and participate in regional planning initiatives.

#### **Program 114: Emergency Management Plan/SES**

**Program Description:** Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation, training of emergency management staff and maintenance assistance for the Bannockburn State Emergency Services Unit.

**Expenditure:** \$287,073

#### **Council Plan Strategies for 2012-13**

- Implement Emergency Management Plan
- Implement Municipal Fire Management Plan
- Implement Council's obligations within Bushfires Royal Commission's recommendations
- Implement Neighbourhood Safer Places Plans
- Advocate for an emergency services precinct in the Bannockburn township

#### **Activities & Initiatives:**

- Review and maintain the Municipal Emergency Management Plan
- Emergency Management training for staff
- Hosting of emergency management meetings and exercises
- Maintenance assistance for Bannockburn SES unit (Account No.11406)
- Advocate for a review of emergency services in the Shire

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by assisting in the implementation of the Shire's Emergency Management Plan, Municipal Fire Prevention Plan and the advocacy for a review of emergency services in the Shire.

#### **Program 115: Risk Management and OH&S**

**Program Description:** Monitor and manage Council's risks in relation to business, employment, infrastructure, property and ongoing business operations.

**Expenditure:** \$232,393

#### **Council Plan Strategies for 2012-13**

- Implement Risk Management Strategy

#### **Activities & Initiatives:**

- Implement Council's Risk Management Strategy Action
  - Review bin storage at Bannockburn Customer Service Centre
  - Implement OH & S Enforceable Undertaking

<b>Key Strategic Activity:</b>	<b>ECONOMIC DEVELOPMENT</b>
<b>Strategic Objective:</b>	<b>To facilitate the growth of the local economy, particularly in township development and rural based industries.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for economic development.</b>
<b>Performance Target:</b>	<b>Greater than 61%</b>

#### **Program 200: Economic Development**

**Program Description:** Job creation, industry development and investment attraction initiatives to promote economic activity within the Shire for improved quality of life of residents.

**Expenditure:** **\$812,002**

#### **Council Plan Strategies for 2012-13:**

- Develop new Economic Development Strategy
- Assess and plan for impact of growth of neighbouring municipalities on Golden Plains Shire
- Implement Council decisions with respect to the South East Land Use Planning Review
- Implement the recommendations of the Small Town Sewerage Study
- Implement recommendations of the G21 Secure Water Study
- Investigate opportunities for industrial development in the north west of the Shire
- Advocate for alternative water supplies for economic development
- Advocate for improved potable water supply
- Advocate to State Government on water re-use issues
- Advocate for improved energy infrastructure
- Advocate for improved telecommunications
- Advocate for distributed energy infrastructure to reduce greenhouse emissions

#### **Activities & Initiatives:**

Council's Economic Development Unit plays a lead role in facilitating and stimulating economic activity and growth. This area of responsibility is underpinned by Council's Economic Development Strategy, which focuses effort in four core areas:

- Securing water for economic development
- Industry cluster development and project implementation
- Tourism planning and development
- Land supply for economic development

Responding to a strong rural industry base and tight economic linkages to the major regional centres of Geelong and Ballarat, the Economic Development Unit links closely with regional economic development initiatives to address shared challenges and opportunities presented by changes in climate, the economy, industry structures and the workforce. In doing so, the Unit focuses on planning and implementation of priority local and regional economic development projects to shape the future economic wellbeing of our communities. In 2012-13 these initiative include:

- Participation in the G21 Water Taskforce to implement G21 Secure Water study recommendations
- Active participation in the Committee for Ballarat's Water Taskforce
- Ongoing development of industry cluster groups and implementation of their respective project plans
- Facilitate implementation of tourism infrastructure and marketing projects
- Active participation in Central Highlands Region and G21 Regional Strategic Planning Initiatives
- Participation in the G21 Economic Development Executive Group to secure regional growth and development
- Participation in G21 Region Agribusiness Forum project planning and implementation
- Ongoing implementation of the successful Golden Plains Farmers' Market

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by influencing labour, land, capital and technological resources in the shire underpinning the growth of economic output and employment, leading to the growth of local businesses and improved material living standards.

<b>Key Strategic Activity:</b>	<b>ENVIRONMENT &amp; LAND USE PLANNING</b>
<b>Strategic Objective:</b>	<b>Encourage and facilitate sustainable land use and development and protect and enhance the natural environment.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for town planning policy and approvals.</b>
<b>Performance Target:</b>	<b>Greater than 61%</b>

#### **Program 300: Land Use Planning**

**Program Description:** To provide for fair, orderly, economic and sustainable use and development of land within the Shire.

**Expenditure:** **\$1,198,654**

#### **Council Plan Strategies for 2012-13:**

- Advocate for the implementation of the Central Highlands Sustainable Water Strategy to return flows to the Moorabool River
- Implement Environment Strategy
- Implement Urban Design Framework plans
- Implement Residential Land Supply Plan
- Review the Municipal Strategic Statement
- Implement Heritage Study
- Participate in the State Government's Peri Urban project
- Participate in the G21 Regional Growth Plan

#### **Activities & Initiatives:**

- To undertake all strategic and statutory land use planning functions
- Provide customers with advice on planning scheme requirements
- Prepare and assess planning scheme amendments and consider planning permit applications
- Review the Municipal Strategic Statement as required by the Planning and Environment Act 1987
- Implement the Rural Land Use Strategy (2008)
- Implement the South East Land Use Planning Review (2007)
- Promote the Heritage Advisor Service
- Implement the Bruces Creek Masterplan
- Represent Council at Panel Hearings and at VCAT
- Undertake planning scheme enforcement and compliance checks when and where necessary
- Process subdivisions and planning certificates
- Implement the revised Meredith and Lethbridge Structure Plans
- Complete the Gheringhap Structure Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that the future use and development of land will occur in a coordinated and sustainable manner.

#### **Program 301: Statutory Building Control**

**Program Description:** To provide statutory building services to the Golden Plains Shire community.

**Expenditure:** **\$218,085**

**Council Plan Strategies for 2012-13:** Nil

#### **Activities & Initiatives:**

- To carry out Council's statutory building requirements

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that all statutory building services are undertaken in accordance with statutory requirements.

**Program 302: Private Building Control**

**Program Description:** Provision of non-statutory building services, including building inspections and issuing of permits.

**Expenditure:** \$172,391

**Council Plan Strategies for 2012-13:** Nil

**Activities & Initiatives:**

- To provide an informed, fast and efficient service to customers in relation to building permits and inspections. \$35k building fees are likely to be waived on community building projects (as per previous year)

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that building permits and inspections meet statutory requirements.

**Program 303: Fire Protection**

**Program Description:** To identify potential fire hazards and to minimise the risks in the event of bushfire.

**Expenditure:** \$264,949

**Council Plan Strategies for 2012-13:**

- Implement Municipal Fire Management Plan

**Activities & Initiatives:**

- To protect life, property and community assets from bushfire
- Maintenance of fire access roads
- Implement Municipal Fire Management Plan, including issuing of fire prevention notices
- Continued participation in the Integrated Municipal Fire Management Planning process

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that the Municipal Fire Management Plan is implemented.

**Program 304: Environmental Management**

**Program Description:** To protect and enhance the natural environment.

**Expenditure:** \$444,822

**Council Plan Strategies for 2012-13:**

- Implement Environment Strategy
- Advocate for the implementation of the Central Highlands Sustainable Water Strategy to return flows to the Moorabool River
- Review Greenhouse Action Plan

**Activities & Initiatives:**

- Assist Landcare projects and provide Council's share of possible grants
- Control pest plants and animals on Council land
- Develop programs to implement Environment Strategies
- Gorse control in Woody Yaloak catchment
- Seek prioritised grants identified in the Environment Strategy
- Develop Shire responses on Government Environment and Land Use Strategies including native vegetation, catchments, biodiversity, river health, etc.
- Continue to seek clarification around responsibility for roadside weeds with the State Government & MAV

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing a framework in which environmental strategies can be implemented.

**Program 305: Community Protection**

**Program Description:** Educate the community about local laws and animal control and enforce Council's local laws.

**Expenditure:** \$569,784

**Council Plan Strategies for 2012-13:** Nil

**Activities & Initiatives:**

- Enforce and educate in relation to local laws and animal control
- Includes printing and postage of animal registration notices

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by developing, reviewing and implementing strategies to improve community safety.

**Program 306: Public Health**

**Program Description:** To protect and enhance the health of the public and the environment.

**Expenditure:** \$438,559

**Council Plan Strategies for 2012-13:** Nil

**Activities & Initiatives:**

- Education and enforcement of Food Safety and Environmental Health
- Issue permits for installation and use of septic tanks
- Develop policies for subdivision and development based on recommendations of the Small Town Effluent Study
- Implementation of the Municipal Domestic Waste Water Management Plan
- Approximately \$10k of fees are likely to be waived for community organisations
- Work with community to improve environmental and public health

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by issuing permits as required by legislation and developing sustainable policies that will enhance the natural environment.



<b>Key Strategic Activity:</b>	<b>Financial Management</b>
<b>Strategic Objective:</b>	<b>To ensure the efficient and effective allocation of resources through sound financial planning and management that secures the long-term financial viability of the municipality.</b>
<b>Performance Measure:</b>	<b>Auditor-General's Report: Local Government: Results of the 2011-12 audits.</b>
<b>Performance Target:</b>	<b>A low risk rating in five of the six indicators.</b>

#### **Program 400: General Revenue**

**Program Description:** Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest and accounting for subdivisions handed to Council

**Expenditure:** **\$1,840**

#### **Council Plan Actions for 2012-13:**

- Implement Finance 2009
- Support peak bodies to advocate for an equitable share of state and federal taxes
- Review Rating (Revenue) Strategy
- Implement 10 year financial plan
- Acquire property within the municipality for future development
- Monitor and respond to the financial impact on Council of the price of carbon

#### **Activities & Initiatives:**

- Victoria Grants Commission allocation includes Local Roads Component
- Invest surplus funds to maximise return and minimise risk
- Implement Year 4 of Council's rating strategy
- Interest on late and outstanding rate payments at 10.5% p.a.
- Lobby Government for extra resources for a developing municipality
- Lobby Federal Government in relation to cost shifting report and direct funding to Local Government
- Taking control of any land handed back to Council within any subdivision

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by having a strong rating policy, ensuring that Council's excess funds are soundly invested, and attracting a fair share of the Federal Government's allocation of general purpose grants.

#### **Program 401: Property & Rating**

**Program Description:** Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.

**Expenditure:** **\$661,688**

#### **Council Plan Strategies for 2012-13:**

- Implement Finance 2009
- Review Rating (Revenue) Strategy

#### **Activities & Initiatives:**

- Implement Year 4 of Council's rating strategy
- Maintenance of property and valuation records, including supplementary valuations
- Posting of rate notices and quarterly reminder notices
- Collection of rates and charges by BPAY, direct debit, and Australia Post Billpay
- Processing of pensioner and farm rate applications
- Pensioner rate concession.
- Valuation objections administration
- Issue of Land Information Certificates

- Exceptional Circumstances rate subsidy claims
- Property Information Project (data matching)
- Review Rating (Revenue) Strategy

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by maintaining a fair and equitable rating system in accordance with Council's Rating Strategy.

#### **Program 402: Statutory Reporting & Budgeting**

**Program Description:** Preparation of Council's annual budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.

**Expenditure:** \$394,739

**Council Plan Actions for 2012-13:** Nil

#### **Activities & Initiatives:**

- Preparation and auditing of financial statements
- Implement Council's Strategic Resource Plan
- Preparation of annual budget including a capital works budget
- Maintenance of an activity based costing system for allocating overheads
- Completion of Victoria Grants Commission return, Fringe Benefits Tax return and other financial returns
- Comparative budget reports for Council and senior management to aid financial management
- Implement internal audit program

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that Council's budgets and financial reports are relevant, timely, accurate and transparent.

#### **Program 403: Procurement and Contract Management**

**Program Description:** Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimised procurement risk. Develop, maintain, monitor and update Council's contract management and contractor management policies, systems and processes.

**Expenditure:** \$214,628

**Council Plan Strategies for 2012-13:** Nil

#### **Activities & Initiatives:**

- Develop organisational procurement capacity
- Ensure procurement activities support the delivery of Council's strategic objectives
- Develop, monitor and update Golden Plains' contracting and procurement systems and processes so staff have access to information and advice which is effective, meets probity standards and complies with relevant legislation, regulation and best practice
- Facilitate expenditure reviews to identify opportunities to add value through improved procurement
- Best Value Program development and implementation
- Tender and specification development
- Contract and project management
- Legal advice on contracts

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring best value services through efficient and transparent procurement processes and effective management of Council contractors.

#### **Program 404: Records Management**

**Program Description:** Effective and efficient recording, maintenance, archival and disposal of Council documents.

**Expenditure:** \$239,842

**Council Plan Strategies for 2012-13:** Nil**Activities & Initiatives:**

- Implement Records Management Strategy Actions: Vital Public Records Scanning
- Maintenance and storage of historical records and memorabilia for access by Golden Plains Shire residents and researchers at the Geelong Heritage Centre

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that Council's records are managed in accordance with Council policy and State Government legislation.

**Program 406: Borrowings**

**Program Description:** Effective management of Council borrowings.

**Expenditure:** \$369,838

**Council Plan Actions for 2012-13:** Nil

**Activities & Initiatives:****Loan Number 1 - Finance Shire Office Extension**

- Council has a fixed interest rate loan with Westpac Banking Corporation
- The loan period is from December 2005 to November 2015
- The interest rate is 6.09%

**Loan Number 2 – Bannockburn Family Services Centre**

- Council has a fixed interest rate loan with Westpac Banking Corporation
- The loan period is from December 2005 to November 2015
- The interest rate is 6.09%

**Loan Number 3 – Rokewood Recreation Reserve**

- Council has a fixed interest rate loan with Westpac Banking Corporation
- The loan period is from December 2005 to November 2015
- The interest rate is 6.09%

**Loan Number 4 – Ross Creek Multi-Purpose Facility**

- Council has a fixed interest rate loan with Westpac Banking Corporation
- The loan period is from December 2005 to November 2015
- The interest rate is 6.09%

**Loan Number 5 – Bannockburn Recreation Precinct Development Part A**

- Council has a variable interest rate loan with Bendigo and Adelaide Bank Limited
- The loan period is from October 2009 to September 2034
- The budgeted average annual interest rate is 7.42%

**Loan Number 6 – Bannockburn Cultural Centre**

- Council has a fixed interest rate loan with Bendigo and Adelaide Bank Limited
- The loan period is from March 2010 to April 2020
- The interest rate is 8.08%

**Loan Number 7 – Bannockburn Recreation Precinct Development Part B**

- Council has a fixed interest rate loan with Bendigo and Adelaide Bank Limited
- The loan period is from March 2010 to April 2020
- The interest rate is 8.08%

**Loan Number 8 – Bannockburn Recreation Precinct Development Part C**

- Council has a fixed interest rate loan with Commonwealth Bank of Australia
- The loan period is from July 2011 to July 2012
- Council has budgeted to refinance this loan in July 2012 through to 2035
- The current annual interest rate is 6.23%
- The budgeted average annual interest rate is 6.30%

**Loan Number 9 – Bannockburn Recreation Precinct Development Part D**

- Council has a fixed interest rate loan with National Australia Bank
- The loan period is from December 2010 to November 2020
- The interest rate is 7.74%

**Loan Number 10 – Parkers Road Bridge, Linton Town Precinct and Meredith Visitor Centre.**

- Council has a fixed interest rate loan with National Australia Bank
- The loan period is from December 2011 to November 2021
- The interest rate is 6.65%

**Loan Number 11 – Woody Yaloak Equestrian Centre**

- Council has budgeted for a fixed interest rate loan to assist in delivering the capital program
- The lender is yet to be determined
- The loan period is expected to be from December 2012 to November 2022
- The budgeted interest rate is 8.50%.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that Council borrowings are financially sustainable, competitive and comply with the requirements of the Local Government Act 1989 and the Australian Loan Council.

Refer to page 66 for further details of Council's borrowing program.

**Program 408: Plant Replacement**

**Program Description:** Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.

**Expenditure:** \$103,911

**Council Plan Strategies for 2012-13:** Nil

**Activities & Initiatives:**

Plant Replacement in accordance with plant replacement schedule

	Purchase	Trade in	Account No.
Transit 2 Tonne Truck (P245)	43,000	15,000	8086
Isuzu Flocon (P333)	260,000	35,000	8087
Kubota Mower (P361)	27,000	8,000	8088
Kubota Mower (P409)	27,000	8,000	8089
<b>Total</b>	<b>357,000</b>	<b>66,000</b>	
<b>Net Changeover:</b>	<b>291,000</b>		

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by ensuring that plant is replaced at the optimum time and in accordance with the approved plant replacement schedule.

<b>Key Strategic Activity:</b>	<b>Human Support Services</b>
<b>Strategic Objective:</b>	<b>Provide a range of sustainable human support services that maintain or enhance the well-being and quality of life of Golden Plains' residents.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for health and human services</b>
<b>Performance Target:</b>	<b>Greater than 76%</b>

#### **Program 500: Maternal & Child Health**

**Program Description:** Enhance the health and development of children and families through providing high quality maternal and child health services.

**Expenditure:** \$480,983

#### **Council Plan Strategies for 2012-13:**

- Implement Municipal Public Health and Wellbeing Plan
- Implement Early Years Plan
- Implement Early Years Infrastructure Plan
- Implement Health Promotion Action Plan
- Advocate for future health and community services needs and facilitation of partnerships

#### **Activities & Initiatives:**

- Provide Maternal and Child Health Services across the Shire
- Provide enhanced home visiting services for families who are isolated or "at risk"
- Provide information, advice and services for families to support early childhood development
- Plan and coordinate new parents groups across the Shire
- Provide a referral service to other medical, specialists and allied health practitioners
- Includes the operation of 2 motor vehicles
- Provide support and advice to local Playgroups, including the 'Playgroup Plus' health promotion program.
- Undertake actions specified for Year 3 of Council's Municipal Early Years Plan
- Implement relevant actions from Council's Access and Inclusion Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by enhancing the health and development of children and families.

#### **Program 501: Children's Services**

**Program Description:** Improve the health and wellbeing of families through increasing access to a range of quality universal and specialist children and family services.

**Expenditure:** \$1,682,845

#### **Council Plan Strategies for 2012-13:**

- Implement Municipal Public Health and Wellbeing Plan
- Implement Early Years Plan
- Implement Early Years Infrastructure Plan
- Support co-location of schools with other community facilities
- Facilitate the development of a network of community health centres
- Facilitate development of child care options
- Advocate for future health and community services needs and facilitation of partnerships
- Advocate for the urgent need for secondary education provision within the Shire
- Advocate for post compulsory education and support service delivery into the Shire

## Activities & Initiatives:

- Manage the planning and delivery of Council's Kindergarten, Long Day Care, Family Day Care and Occasional Child Care services
- Manage the effective operation of the Bannockburn Family Services Centre
- Work with service providers, kindergartens and community houses to ensure the development of accessible early childhood services across the Shire
- Support co-location of schools with other community facilities
- Implement relevant actions from Council's Municipal Public Health Plan
- Work with local preschool Committees of Management to further develop the Cluster Management Model for kindergartens in Golden Plains Shire
- Undertake actions specified for year 3 of Council's Municipal Early Years Plan
- Implement relevant actions from Council's Access and Inclusion Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships, developing coordinated and integrated children and family services at community centres and increasing access to a range of quality universal and specialist children and family services.

### Program 502: Aged & Disability Services

**Program Description:** Improving the health and wellbeing of older people and people with disabilities by increasing access to a range of services that enable older people to live independently in the community and facilitating the development of inclusive and accessible communities.

**Expenditure:** \$1,743,528

### Council Plan Strategies for 2012-13:

- Implement Municipal Public Health and Wellbeing Plan
- Implement Access and Inclusion Plan
- Monitor and advocate for public transport needs in the Shire
- Advocate for future health and community services needs and facilitation of partnerships

## Activities & Initiatives:

- Manage the planning and delivery of Council's Home and Community Care Services across the Shire including Home Care, Personal Care, Respite Care, Home Maintenance, Delivered Meals and Planned Activity Groups
- Manage the planning and delivery of Disability Respite Care Services
- Enhance the service planning and delivery relationships with district nursing, community health and disability service providers in Ballarat and Geelong
- Maintain continuous improvement of the Home and Community Care program in accordance with the Community Care Common Standards quality review process.
- Investigate the formation of a Golden Plains Shire Aged Services Advisory Committee
- Develop Memorandums of Understanding with Senior Citizens Groups across the Shire
- Support the development of Senior Citizens Groups across the Shire
- Support the Access and Inclusion Committee
- Implement relevant actions from Council's Municipal Public Health Plan
- Implement relevant actions from Council's Access and Inclusion Plan
- Develop and implement relevant actions from Council's Aged Services Strategy
- Implement relevant actions from HACC Assessment Action Plan
- Implement actions as identified within the Active Service Model (ASM) Implementation Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships, increasing access to a range of services that enable older people and people with disabilities to live independently in the community and facilitating the development of inclusive and accessible communities.

### Program 503: Community Transport

**Program Description:** Increasing access to a range of services through providing a flexible, responsive and complementary community transport service.

**Expenditure:** \$192,997

#### Council Plan Strategies for 2012-13:

- Implement Municipal Public Health and Wellbeing Plan
- Implement 'Golden Connections' Community Transport Plan
- Advocate for future health and community services needs and facilitation of partnerships
- Implement Access and Inclusion Plan

#### Activities & Initiatives:

- Provide a volunteer based, affordable community transport program that enables transport of disadvantaged residents to access a range of services and activities.
- Implement relevant actions from the Municipal Public Health Plan
- Implement relevant actions from Council's Access and Inclusion Plan
- Contribute to the development of the Aged Services Strategy
- Review and update Council's Golden Connections' Community Transport Plan
- To improve provision and extend the catchment of community transport services in Golden Plains Shire's surrounding communities

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships and increasing access to a range of services through providing a flexible, responsive and complementary community transport services.

### Program 504: Community Centres

**Program Description:** Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities.

**Expenditure:** \$859,682

#### Council Plan Strategies for 2012-13:

- Implement Municipal Public Health and Wellbeing Plan
- Facilitate the development of a network of community health centres
- Advocate for future health and community services needs and facilitation of partnerships

#### Activities & Initiatives:

- Manage and coordinate the Smythesdale Business Health and Community Hub and develop the range of community health programs and services
- Manage and coordinate the Bannockburn Cultural Centre.
- Manage and coordinate the Golden Plains Northern Community Centre and develop the range of community health programs and services
- Manage and coordinate the Bannockburn Family Services Centre and develop the range of community health programs and services
- Enhance the service planning and delivery relationships with community health service providers in Ballarat and Geelong
- Undertake emergency relief and recovery services as necessary
- Implement relevant actions from Council's Access and Inclusion Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships and facilitating the development of a range of integrated services from community hubs in the north, centre and south of the Shire.



### Program 505: Health Promotion

**Program Description:** Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire.

**Expenditure:** \$514,348

#### Council Plan Strategies for 2012-13:

- Implement Municipal Public Health and Wellbeing Plan
- Implement Early Years Plan
- Implement Health Promotion Action Plan
- Monitor and advocate for public transport needs in the Shire
- Facilitate the development of a network of community health centres
- Facilitate the Golden Plains Health Planning Network
- Advocate for future health and community services needs and facilitation of partnerships

#### Activities & Initiatives:

- Regularly host meetings of the Golden Plains Health Planning Forum
- Manage the planning, delivery, implementation and evaluation of the Council's Health Promotion Plan and Program
- Facilitate the development of the range of community health programs and services
- Enhance the service planning and delivery relationships with community health service providers in Ballarat and Geelong
- Further develop the Council's service planning relationship with the Department of Human Services and Department of Health
- Undertake emergency relief and recovery services as necessary
- Implement relevant actions from Council's Access and Inclusion Plan
- Undertake relevant actions from Council's Municipal Public Health Plan
- Contribute to the development of the Aged Services Strategy
- Undertake relevant actions from Council's Municipal Early Years Plan

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships and facilitating the development of integrated services that improve the health and wellbeing of people living in Golden Plains Shire.

### Program 506: Kindergartens

**Program Description:** Cluster management groups five local kindergarten services together. This relieves pressure felt by parents in running a kindergarten program and provides a stable employment model for staff.

**Expenditure:** \$646,869

#### Council Plan Strategies for 2012-13:

- Implement Municipal Public Health and Wellbeing Plan
- Implement Early Years Plan
- Implement Early Years Infrastructure Plan

#### Activities & Initiatives:

- Support co-location of schools with other community facilities
- Work with local preschool parent Committees to further develop the Cluster Management Model for kindergartens in Golden Plains Shire
- Investigate the establishment of a Childrens' Services Advisory Committee
- Implement Council's Municipal Early Years Plan
- Facilitate development of child care options in Golden Plains Shire
- Implement relevant actions from Council's Access and Inclusions Plan
- Implement relevant actions from Council's Municipal Public Health Plan
- In partnership with local preschool parent committees, manage the planning and delivery of Council's Kindergarten services in Bannockburn, Teesdale, Inverleigh, Meredith and Rokewood

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by increasing sustainability for kindergarten services in the Shire, reducing management pressures on volunteer committees of management, enhancing staff employment and conditions, strengthening linkages between early childhood services, sustaining parent involvement and recognising and accommodating local needs and local communities.

#### **Program 507: Transport Connections**

**Program Description:** Investigating and where appropriate developing, seeking funding or advocating on the transport needs of residents and communities in Golden Plains Shire.

**Expenditure:** \$102,293

#### **Council Plan Strategies for 2012-13:**

- Monitor and advocate for public transport needs in the Shire

#### **Activities & Initiatives:**

- Develop planning and service delivery partnerships with community and other transport providers
- To work with local communities and other strategic partners to improve transport services across the Shire
- To make better use of available transport resources
- To increase community awareness and use of transport services
- To increase the range and frequency of public transport in Golden Plains Shire
- To increase participation in walking, cycling and related activities
- To improve paths and trails infrastructure network across Golden Plains Shire

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by building service planning and delivery partnerships and increasing access to a range of services through providing a flexible, responsive and complementary community transport services.

**Key Strategic Activity: Recreation & Community Development**

**Strategic Objective:** To facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities and to continue to enhance our townships through Town Place Plans.

**Performance Measure:** Community satisfaction rating for recreation facilities.

**Performance Target:** Greater than 69%

**Program 600: Community Development**

**Program Description:** Supporting and strengthening local communities through the development of Community Plans and Council's community grants program.

**Expenditure:** \$577,180

**Council Plan Actions for 2012-13:**

- Implement Community Development Strategy.
- Implement Community Grants program.

**Activities & Initiatives:**

- Facilitate the development of Community Plans in small towns across the Shire.
- Assist local towns and communities in identifying needs and issues.
- Support communities to initiate priority projects identified in Community Plans.
- Support the skill development of Community Coordinators.
- Develop systems to improve communication between Council and Community Coordinators.
- Manage the Council's Community Grants Program.
- Provide seed funding for the implementation of local projects identified in community plans.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by supporting and strengthening local communities through the development and implementation of Council's Community Development and Community Grants programs.

**Program 601: Libraries**

**Program Description:** Providing a library service to residents of Golden Plains Shire.

**Expenditure:** \$521,213

**Council Plan Actions for 2012-13:**

- Implement Golden Plains Shire's aspects of the Geelong Regional Library Plan.

**Activities & Initiatives:**

- Participate in the management of the Geelong Regional Library Corporation.
- Support the development of a sustainable mobile library service across the Shire.
- Support the development of a static library in Bannockburn.
- Support the development of opportunities to provide multiple means of service delivery to rural communities.
- Work in partnership with the Geelong Regional Library Corporation in the development of new libraries according to identified priorities and funding opportunities.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing library services to residents of Golden Plains Shire.

### Program 602: Arts & Culture

**Program Description:** Facilitating the development of community arts and cultural development projects in collaboration with local artists and communities.

**Expenditure:** \$160,983

#### Council Plan Actions for 2012-13:

- Implement Arts and Culture Strategy.

#### Activities & Initiatives:

- Seek funding to develop community arts projects.
- Utilise community arts as a vehicle in promoting community health.
- Seek community arts funding as a vehicle for promoting youth development.
- Support the development of arts groups and initiatives in the Shire.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by facilitating the development of community arts and cultural development projects in collaboration with local artists and communities.

### Program 603: Youth Development

**Program Description:** Working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire.

**Expenditure:** \$402,010

#### Council Plan Actions for 2012-13:

- Implement Youth Development Strategy.

#### Activities & Initiatives:

- Advocate for, and resource partnerships that facilitate a coordinated approach to Shire and regional youth services planning and development.
- Promote positive youth development and life long learning.
- Support the development of youth oriented recreation and community facilities.
- Work with young people to plan and implement the FReeZA program.
- Maintain active involvement in the Ballarat and Geelong Local Learning Employment Networks.
- Manage the "3331" youth health community impact project in partnership with service providers and funding bodies.
- Engage young people in decision making and local projects through the youth engagement program – Youth Voice.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by facilitating the development of young people as community leaders, building service planning and delivery partnerships and facilitating the development of a range of integrated services that meet the needs of young people living in Golden Plains Shire.

### Program 604: Recreation Planning

**Program Description:** Working with local communities and committees of management to develop a range of recreation facilities and activities.

**Expenditure:** \$701,762

#### Council Plan Actions for 2012-13:

- Implement the recommendations of Open Space Plan, including Paths and Trails Strategy.
- Implement Town Place Plans.
- Implement the Bannockburn Community & Recreation Infrastructure Development Plan.
- Implement Recreation Strategy.
- Develop Northern Equestrian Centre as a state centre.
- Implement the Sustainable Futures for Recreation Facilities Study

#### Activities & Initiatives:

- Identify priority recreation planning projects for 2012-13.
- Work with relevant Committees of Management / advisory groups to ensure effective management of new or upgraded facilities.
- Support the implementation of the Council's Project Monitoring System.
- Support the development of community based Committees of Management.
- Implement a range of programs to increase participation and maximise use of recreation centres.
- Support Council's Marketing and Promotions officer to ensure the successful promotion and official opening of facilities.
- Seek other funding sources for recreation projects.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by working with local communities and Committees of Management to develop a range of recreation facilities and activities.

### Program 605: Recreation Construction

**Program Description:** Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds (note: Projects identified on this page are located on land that is not owned or controlled by Council. Construction of assets on Council owned or controlled land is included in the capital works program).

**Expenditure:** \$213,111

#### Council Plan Strategies for 2012-13:

- Implement the recommendations of Open Space Plan, including Paths and Trails Strategy.
- Implement the Bannockburn Community & Recreation Infrastructure Development Plan.
- Develop Northern Equestrian Centre as a state centre.
- Implement Town Place Plans.

#### Activities & Initiatives:

Construct recreation and community facilities where Council successfully applies for funding support including:

- Sport & Recreation Community Facilities Minor Projects
- Small Town Development Fund Projects
- Linton Town Precinct Development

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by constructing community facilities across the Shire including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds.

**Program 606: Recreation Infrastructure Maintenance**

**Program Description:** Undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council.

**Expenditure:** \$1,668,681

**Council Plan Strategies for 2012-13:**

- Implement the recommendations of Open Space Plan, including Paths and Trails Strategy
- Implement Recreation Strategy

**Activities & Initiatives:****Maintenance**

General maintenance of all Council owned and supported buildings and facilities (Byron Street Occasional Care Centre, Linton Library, Bannockburn Lockup, etc) excluding Shire offices and Kindergartens

Public Halls – 20

Sports Pavilions and Club Rooms – 40

Stadiums – Bannockburn (2), Smythesdale, Haddon, Linton

**Reserves**

Mowing of all recreation reserves within municipality (61 reserves), except for Meredith and Lethbridge, to standardise services to a higher level. Includes mowing of grass areas of Lethbridge Lake, Bannockburn retention basins and Dalcruin Drive reserve. Meredith and Lethbridge Committee's of Management receive cash grants.

Provision of utilities to reserves

Maintenance of 2 bores used for fire fighting and stock watering at Wallinduc and Warrambine. Maintenance of 6 irrigation bores at Meredith, Ross Creek, Cape Clear, Haddon; Napoleons and Smythesdale.

Maintenance of 14 oval irrigation systems at Bannockburn (2); Inverleigh (2); Haddon, Smythesdale, Linton, Ross Creek, Meredith, Napoleons, Lethbridge, Teesdale, Rokewood and Shelford.

**Playgrounds & Skate Parks**

Ongoing monthly inspections and maintenance of 31 playgrounds; 4 BMX tracks and 11 skate parks

Maintain soft fall to all playgrounds (sand and bark chips)

Does include replacement of non-compliant equipment

**Walking Tracks/Trails**

Maintenance of bicycle and walking paths/trails not on road reserves or located in recreation reserves. Includes spraying for weeds once per year, pothole patching bitumen paths and re-sheeting and grading of gravel paths. Paths on Road Reserves are maintained under account No. 72402 – Contract and Materials – Footpaths

**Sports Ovals**

Weekly mowing of playing surface (17 ovals) during Spring, fortnightly for balance of year. Fortnightly mowing of surrounds during spring, monthly mow and whipper snipping for balance of year

Includes fertilising, top dressing, aeration and weed control

Greater standard of maintenance required by Inverleigh, Bannockburn (2 ovals) and Smythesdale

Tennis Courts – 74

**Other Facilities**

Other building maintenance – Maintenance of other Council owned buildings, e.g. Linton Library

Major Repairs – Non-Capital repair works on Council owned buildings and facilities including continuation of public toilet refurbishment program

Maintenance of art pieces

**Lakes Areas**

Maintenance of lake area at Lethbridge, including water quality monitoring and maintenance of structures associated with the lake

**Equestrian Centre Maintenance**

Equestrian Centres – Woody Yaloak and Leighdale (Teesdale). Includes \$5k per centre for additional occasional mowing

### River Area Maintenance

Maintenance of river area at Inverleigh (Leigh River), Smythesdale (Woody Yaloak River) and Bannockburn (Bruces Creek) for which Council is Committee of Management  
Weed spraying and minor emergency maintenance items

### Public Toilet Cleaning, Maintenance and Repairs

Cleaning of Public Toilets - Cleaning including "Sharps" collection and disposal in line with current Council policy.  
Cleaning – Inverleigh (additional clean on long weekends/holidays).  
Maintenance of 24 public toilets  
Major Repairs to Public Toilets

### Ballarat – Skipton Rail Trail

Maintenance of Ballarat-Skipton Rail Trail including minor bridge repairs is funded under account no. 72404 – Rail Trail Maintenance

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council.

## Program 607: Major Projects

**Program Description:** Planning and development of major projects, including halls, recreation reserves and pavilions and sporting facilities (Capital type projects identified on this page are located on land that is not owned or controlled by Council. Construction of non-current assets on Council owned or controlled land is included in the capital works program). Major land development projects undertaken by Council are also included in this program.

**Expenditure:** **\$350,283**

### Council Plan Strategies for 2012-13:

- Implement the Bannockburn Community & Recreation Infrastructure Development Plan
- Implement Recreation Strategy
- Implement Economic Development Strategy

### Activities & Initiatives:

- Sale of Bakers Lane Stage 3
- Project planning for Bakers Lane Stage 4
- Continuous improvement of 'Best Practice' project planning and delivery
- Major project risk management, governance and reporting

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by constructing major community facilities across the Shire.

<b>Key Strategic Activity:</b>	<b>Roads &amp; Streets Infrastructure</b>
<b>Strategic Objective:</b>	<b>To maintain and enhance the road network at a level that adequately satisfies transportation needs.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for local roads.</b>
<b>Performance Target:</b>	<b>Greater than 48%</b>

#### **Program 700: Sealed Roads Routine Maintenance**

**Program Description:** Routine maintenance of the sealed local road network.

**Expenditure:** \$1,272,393

#### **Council Plan Strategies for 2012-13:**

- Implement the Road Strategy

#### **Activities & Initiatives:**

- Deliver the routine pavement maintenance for the sealed road network

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by preserving the sealed road component of Council's local road network.

#### **Program 701: Local Roads Resealing**

**Program Description:** Bituminous resealing of Council's local sealed road network.

**Expenditure:** \$1,235,369

#### **Council Plan Strategies for 2012-13:**

- Implement the Road Strategy

#### **Activities & Initiatives:**

- Deliver the resealing program as per the Resealing Schedule
- Intervention level of 5.15 on Moloney System
- To regularly reseal Council's network of sealed roads on a 17 year cycle

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by undertaking periodic maintenance (resealing) of Council's local sealed road network in accordance with Council's Road Strategy.

#### **Program 702: Local Roads Rehabilitation**

**Program Description:** Rehabilitation of the pavement of Council's local sealed road network.

**Expenditure:** \$951,652

#### **Council Plan Strategies for 2012-13:**

- Implement the Road Strategy

#### **Activities & Initiatives:**

- Major Patching \$296k

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by maintaining Council's local sealed road network.



**Program 703: Local Roads Improvements**

**Program Description:** Creating improvements to Council's local road network.

**Expenditure:** \$163,013

**Council Plan Strategies for 2012-13:**

- Implement the Road Strategy
- Advocate for the State Government to adopt the Midland, Glenelg and Hamilton Highway Strategies
- Advocate for overtaking lanes on the Hamilton Highway and the Midland Highway
- Advocate for overtaking lanes on the Colac-Ballarat Road
- Advocate for safe turning lanes on highways and main roads and develop a priority list
- Advocate for the Midland Highway duplication between Geelong and Bannockburn
- Advocate for the Glenelg Highway duplication between Ballarat and Smythesdale
- Advocate for continuation of the Regional TIRES (Timber Impacted Roads Evaluation Study) funding program
- Participate in regional roads groups
- Advocate for continuation of the Roads to Market program
- Support the development of Ballarat's southern bypass
- Advocate for increased VicRoads expenditure on maintenance of the main road network
- Complete the feasibility study for the proposed Bannockburn truck bypass route
- Advocate for the transport related recommendations within the Transition to Grain report

**Activities & Initiatives:**

- Deliver local road improvement projects approved by Council
- Examine truck route around Bannockburn
- Examine customer satisfaction survey for rating of roads (Arterial and Local Roads)
- Roads to Recovery Funding \$999k

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by construction of, and extensions to, Council's local road network.

**Program 704: Gravel Roads Routine Maintenance**

**Program Description:** Routine maintenance of Council's local gravel road network.

**Expenditure:** \$579,791

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

**Activities & Initiatives:**

- Maintenance grading of gravel roads
- Culvert reconstruction on replacement

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by preserving the gravel road component of Council's local road network.

**Program 705: Gravel Re-sheeting**

**Program Description:** Gravel re-sheeting works on Council's local gravel road network.

**Expenditure:** \$350,175

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

## Activities & Initiatives:

- To regularly re-sheet Council's network of 761km of gravel roads on a 13 year cycle

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by undertaking periodic maintenance (gravel re-sheeting) of Council's local gravel road network in accordance with Council's Road Strategy.

### Program 706: Bridge Maintenance

**Program Description:** Maintenance of Council's bridges and major culverts.

**Expenditure:** \$387,085

#### Council Plan Strategies for 2012-13:

- Implement Road Strategy
- Implement bridge replacement program

## Activities & Initiatives:

- Bridge maintenance and repairs as per the adopted program

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by preserving Council's bridges and major culverts through routine and periodic maintenance in accordance with Council's Road Strategy.

### Program 707: Tree Clearing

**Program Description:** Tree clearing works on Council's local road network.

**Expenditure:** \$336,169

#### Council Plan Strategies for 2012-13:

- Implement Road Strategy

## Activities & Initiatives:

- Maintain Avenue of Honour cypress trees in Meredith and Inverleigh in accordance with Council policy
- Rural Roads – bus routes
- Tree clearing on rural roads
- Tree clearing in townships
- General clearing of other sealed roads included in local roads maintenance
- Trim trees for road safety and road clearance purposes
- Removal of vegetation from area between edge of running lane and table drain invert to restore integrity of road formation

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by undertaking tree clearing works on Council's local road network.

### Program 709: Gravel Pits

**Program Description:** Operation and rehabilitation of Council's gravel pits.

**Expenditure:** \$82,102

#### Council Plan Strategies for 2012-13:

- Implement Road Strategy

### Activities & Initiatives:

- To continue a program to restore gravel pits where Council utilised the resource.
- To provide a reinstatement levy on all gravel removed from current pits to fund progressive and final costs of current gravel pit rehabilitation works. A portion of the income from gravel sales (\$0.80c per m3) to be transferred to Retained Earnings (Gravel Pit Rehabilitation)
- Allows further rehabilitation of Sago Hill site including ripping, contouring and tree planting to eastern portion of site
- Bunker Hill Pit investigations

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by sound management and operation of Council's gravel pits.

### Program 710: Asset Management

**Program Description:** Management of Council's road and bridge assets.

**Expenditure:** \$155,727

### Council Plan Strategies for 2012-13:

- Implement Road Strategy
- Implement Asset Management Improvement Strategy

### Activities & Initiatives:

- Maintenance of asset system – roads, bridges, drainage, buildings, footpaths
- Implement the MAV STEP Asset Management program
- MAV STEP Membership
- Supervision of subdivision works
- Provision of traffic counting
- Transfer building asset information to new software

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by effective asset management.

### Program 717: Drainage Maintenance Townships & Rural

**Program Description:** Maintenance of Council's drainage assets.

**Expenditure:** \$358,746

### Council Plan Strategies for 2012-13:

- Implement Road Strategy

### Activities & Initiatives:

- Maintenance of drainage systems including open drains, kerb and channel, culverts and the underground drainage system, including two days hire of drain cleaner
- Removal of vegetation from area between edge of running lane and table drain invert to restore integrity of road formation is covered in Tree Clearing

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by effectively managing Council's drainage assets.

**Program 718: Private Works**

**Program Description:** Provision of private works services for residents, other Councils and developers.

**Expenditure:** \$82,609

**Council Plan Strategies for 2012-13:** Nil

**Activities & Initiatives:**

- Private works construction for residents, ratepayers and developers. These works range from casual plant hire, quotations for small works driveway crossings, to tendering for large subdivisions

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by competitive delivery of private works services.

**Program 719: Line-marking, Guideposts & Signs**

**Program Description:** Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network.

**Expenditure:** \$216,570

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

**Activities & Initiatives:**

- Maintenance of existing road markings, signs and guideposts including replacement of superseded signs.
- Allowance for replacement of signs and guideposts
- Re-stripping of 340 km centre line plus Statcon markings plus 12 rail crossings (centreline repainting based on a 24 month cycle) plus school crossings
- Continue program to install street blade signs
- Maintenance and replacement of existing guideposts

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by the efficient delivery of the line-marking, signs and guideposts maintenance program.

**Program 720: Street Lighting**

**Program Description:** Provision of street lighting across the Shire's local road network.

**Expenditure:** \$85,530

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

**Activities & Initiatives:**

- Electricity costs for overhead street lighting
- Allow for new streetlights for residents' requests

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by maintaining existing street lights and providing new street lights on Council's local road network.

**Program 721: Townships Maintenance**

**Program Description:** Provision of street beautification works including grass cutting in townships in accordance with Council policy.

**Expenditure:** \$669,475

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

**Activities & Initiatives:**

- Ongoing support for existing Town Place plans with tree planting
- Maintaining the level of service of previous years using 5 full time employees
- Grass cutting of township roadsides. Includes passive recreation reserves, parks and immediate surrounds as per adopted Council areas (excludes firebreaks on local roads)
- Maximum fortnightly mow of defined areas during peak growing season

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by the efficient delivery of street beautification works and grass cutting services in townships in accordance with Council Policy.

**Program 723: Bus Shelters**

**Program Description:** Provision and maintenance of bus shelters across the Shire.

**Expenditure:** \$7,648

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy

**Activities & Initiatives:**

- Install new, and relocate existing, bus shelters serving public transport users, particularly school children. Allow for four new shelters based on Department of Infrastructure requirements for eight children to use bus stop. Department of Infrastructure grant \$1,000 incl. GST per bus stop. Department of Infrastructure grant for relocation of existing shelters as required is \$600 incl. GST per relocated bus shelter
- Minor repairs to existing shelters including painting of up to two shelters

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing new bus shelters in accordance with Department of Infrastructure policy, and maintaining existing bus shelters.

**Program 724: Paths & Trails**

**Program Description:** Maintenance of Council's network of footpaths.

**Expenditure:** \$156,616

**Council Plan Strategies for 2012-13:**

- Implement Road Strategy
- Implement the recommendations of Open Space Plan, including the Paths and Trails Strategy

**Activities & Initiatives:**

- Maintain all footpaths and joint-use paths located on road reserves with constructed roads. Includes grinding of existing concrete paths to remove lips and re-sheeting and grading of gravel paths
- Maintenance of Ballarat – Skipton Rail Trail including minor bridge repairs

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by undertaking general maintenance of all Council owned and controlled paths and trails and supporting communities that undertake these activities on behalf of Council.

<b>Key Strategic Activity:</b>	<b>Waste Management</b>
<b>Strategic Objective:</b>	<b>Continue to provide the current satisfactory garbage bin and recycling bin collection and disposal service.</b>
<b>Performance Measure:</b>	<b>Community satisfaction rating for waste management.</b>
<b>Performance Target:</b>	<b>Greater than 73%</b>

#### **Program 800: Garbage Collection**

**Program Description:** Collection of domestic garbage and recyclables and disposal of garbage across the Shire.

**Expenditure:** **\$1,565,787**

#### **Council Plan Strategies for 2012-13:**

- Implement Waste Management Strategy
- Investigate alternate waste disposal systems to divert waste water to re-use schemes
- Review, assess and evaluate the range of options for waste collection services

#### **Activities & Initiatives:**

- Weekly kerbside collection of garbage bins
- Fortnightly kerbside collection of recycling bins
- Includes disposal cost for garbage bins tipped at Smythesdale landfill
- Includes disposal cost for garbage bins tipped at Naroghid landfill
- Recycling collections to be delivered to the recycling facility in Geelong
- Garbage and recycling collection charge to be \$204
- State Government Landfill levy charge to be \$25. The purpose of this charge is to meet the cost of the State Government Landfill levy, which has been designed to decrease the level of refuse being disposed in landfill and increase the use of recycling facilities.
- Manage the operations of the Events Trailer, for waste collection and disposal for Community Events.

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by providing effective waste management services in accordance with Council's Waste Management Strategy.

#### **Program 801: Municipal Landfills**

**Program Description:** Management and operation of Council's landfill sites.

**Expenditure:** **\$119,374**

#### **Council Plan Strategies for 2012-13:**

- Implement Waste Management Strategy
- Advocate for local projects funded by the State Landfill Levy
- Close and rehabilitate Teesdale landfill
- Reconvene the Smythesdale Regional Landfill Monitoring Committee
- Monitor the Smythesdale Landfill for compliance with planning permit and licences

#### **Activities & Initiatives:**

- Operation of Rokewood landfill site
- Rehabilitate the Teesdale Landfill
- Land rental for Meredith landfill site
- Continue rehabilitation of Meredith landfill sites

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by effective management of Council's landfill sites in accordance with Council's Waste Management Strategy.

**Program 802: Litter Control**

**Program Description:** Controlling litter across the Shire.

**Expenditure:** \$53,446

**Council Plan Strategies for 2012-13:**

- Implement Waste Management Strategy

**Activities & Initiatives:**

- Collection of existing street and reserve rubbish bins weekly
- Collection of existing street and reserve recycle bins fortnightly

These activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan by controlling litter throughout the Shire in accordance with Council's Waste Management Strategy.

## 4 BUDGET ANALYSIS

### 4.1 ANALYSIS OF OPERATING BUDGET

This section of the budget analyses the various components of income and expenditure expected during the year.

#### Operating Revenue

##### Note 1: Rates and Charges (\$1.68m increase)

Council must raise revenue each year sufficient for the purpose of good governance, administration, maintenance of physical infrastructure and provision of appropriate goods and services for the community.

The Rating Strategy adopted in 2009 addressed certain anomalies and rising costs issues and incorporates:

- A municipal charge on all properties;
- No discount for farms of 2 to 40 hectares;
- 90% differential rate for farms over 40 hectares and intensive farms;
- General rate applicable to non-farm, non-developable land in the Farm Zone;
- Non Farm Vacant Land rate of 200% of the general rate;
- Business rate of 100% of the general rate;
- Growth area differential rate on properties covered by the Bannockburn Urban Design Framework, Township Structure Plans, Township Zones, Low Density Residential Zones and Rural Living Zones as identified in the Golden Plains Planning Scheme; and
- General rate applicable to all other properties.

Council's Strategic Resource Plan provides for annual increases in ad valorem rates of 9.95% and a fixed Municipal Charge (2011-14).

The 2012-13 budget reflects an ad valorem rate increase of 9.95%.

The annual garbage charge is calculated on a full cost recovery basis. Due to a number of external factors this has increased by 9.09%.

This increase has been partially offset by a 13.8% reduction in the State Landfill Levy charge. This reduction is a result of Council disposing of waste at the Naroghid landfill, since Corio was closed on 1 January 2012. As Naroghid is a rural landfill, it attracts a lesser levy.

These changes, together with supplementary rate revenue derived from a growth in the rate base, will generate \$15.22m (\$13.54m 2011-12).

Further detailed information concerning Rates and Charges can be found in Section 6, Appendices.



**Note 2: Grants and Subsidies (\$474k increase)**

The budget provides for \$9.0m in operating grants and \$2.7m in capital grants, representing an increase of \$474k from last year.

Operating grants have increased by \$266k, or 3.05% and comprise 32.42% of operating revenue.

The budget allows for a Victoria Grants Commission allocation of \$5.1m, which is \$202k or a 4% increase on Councils allocation in 2011-12. A complete listing of total budgeted grants and subsidies is shown below.

<b>Operating</b>	<b>\$</b>
Victoria Grants Commission	5,061,421
Home & Community Care	1,013,136
Roads to Recovery	998,900
Kindergarten Cluster	518,278
Health Promotion	346,000
Roadside Weed Control	155,000
Library Services	147,560
M & C Health	144,918
Economic Development	120,000
Transport Connections	92,673
Community Health Nurse	69,150
Youth Projects	61,450
Family Day Care	57,773
Regional Health Planning	50,320
MAV Emergency Management	50,000
Child Care	27,225
School Crossing Supervision	20,807
Emergency Services	12,850
Regional Victoria Living Expo	10,000
Bus Shelters	6,000
Tobacco Reform	5,000
Arts Project	5,000
Fire Access Road	2,000
<b>Operating Total</b>	<b>8,975,461</b>
<b>Capital</b>	<b>\$</b>
Country Roads & Bridges Program	1,000,000
Local Government Infrastructure Program	788,000
Community Project (RDV)	300,000
Woody Yaloak Equestrian Project	300,000
World Game - Bannockburn Soccer Pitch	100,000
Bannockburn Skate Park	100,000
Country Football & Netball Program	50,000
Bannockburn Heavy Vehicle Bypass Study	40,000
NW Industrial Land & Equestrian Study	22,500
<b>Capital Total</b>	<b>2,700,500</b>
<b>Grand Total</b>	<b>11,675,961</b>

Operating grants are those grants considered by management to be an ongoing funding source, where capital grants are one-off funding opportunities received to deliver a project or capital item.

**Note 3: Contributions & Recoupments (\$47k increase)**

The budget provides for \$752k operating contributions and \$760k capital contributions, representing an increase of \$47k from last year. Operating contributions have decreased by \$84k, or 10% and comprise 2.71% of total operating revenue.

Below is a comprehensive list of total contributions and recoupments contained in the budget.

<b>Operating</b>	<b>\$</b>
Family Day Care	130,000
Motor Vehicle Recoupments	114,200
Kindergarten Cluster	110,005
Gravel Sales	100,000
Private Works	100,000
Legal Costs Recouped	92,000
Recycling Contribution	45,000
Sale of Big Bins	20,000
Revaluation Contribution - SRO	16,000
Farmers Market	7,000
Other	4,160
Recoups Telephone & Photocopying	3,500
Standpipe Water Sales	3,000
Insurance Contributions	2,900
Valuation Fee Recoupment	2,000
Stock Recoupments	1,100
Arts Projects	1,000
<b>Operating Total</b>	<b>751,865</b>
<b>Capital</b>	<b>\$</b>
Subdivisional Assets Handed to Council	550,000
Developers' Community Contributions	180,000
Developers' Recreation Lands Contributions	30,000
<b>Capital Total</b>	<b>760,000</b>
<b>Grand Total</b>	<b>1,511,865</b>

**Note 4: User Fees (\$221k increase)**

User fees represent 8.24% of total operating revenue and can be classified into statutory (set by the Government) and non-statutory (set by Council).

A comprehensive list of total fees and charges contained in the budget is provided below.

User Fees	\$
Child Care Fees	1,023,796
Planning & Building Fees	296,000
Home & Community Care Fees	248,250
Animal Registration Charges	165,000
Gravel Cartage Levy	87,000
Septic Tank Fees	84,000
Bannockburn Family Services Centre Fees	55,065
Subdivision Supervision Fees	50,000
Community Bus Hire Charges	50,900
Rents & Leases	37,100
Farmers Market Fees	30,000
Animal Fees & Fines	30,000
Smythesdale Business Hub Fees	27,600
Food & Health Fees	25,800
Land Information Certificate Fees	16,000
Northern Community Centre Fees	13,500
Drainage Information Fees	11,000
Fire Hazard Eradication Fees	10,000
Bannockburn Cultural Centre Fees	10,000
Tip Fees	5,000
Other	2,200
Local Laws Infringement Fines	1,700
<b>Grand Total</b>	<b>2,279,911</b>

**Note 5: Other Revenue (\$120k increase)**

Other revenue includes interest on investments and interest on rates and charges. Interest on investments has been based on short term deposit rates ranging from 4.0% to 6.0%. The budget of \$451k comprises only 1.63% of total operating revenue. Interest on rates and charges is budgeted to be \$150k.

**Operating Expenditure****Note 6: Contracts and Materials (\$451k decrease)**

Contracts and materials include the purchase of consumables, payments to contractors for the provision of services, utility costs and one-off operating costs of a capital nature.

Total contracts and materials consist of \$9.3m in operating expenditure and \$135k in one-off expenditure.

The budget for contracts and materials has generally been based on 2011-12 levels. The decrease of \$451k primarily results from the fact that, in 2011-12, there was \$1.2m in expenditure required to complete projects from the prior year. The 2012-13 budget generally assumes there will be no projects that require funding from the previous year.

**Note 7: Employee Costs (\$922k increase)**

Employee benefits include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, WorkCover premiums, long service leave and fringe benefits tax.

Employee costs are budgeted to increase by \$922k, or 7.66%, to \$12.96m. This increase relates to the following key factors:

- Annual Enterprise Bargaining Agreement (EBA) of 4%;
- Increase in staff numbers accounting for 2% (5 EFT funded by rates and charges);
- Increments within bands on satisfactory performance reviews of 1%;
- Increase in Fringe Benefits Tax 0.5%

It should be emphasised that this Council has a significantly lower staff ratio than comparable Councils. This is a reflection of the efficient direction provided by Councillors and Management, together with the contribution by many volunteers.

**Note 8: Depreciation (\$286k increase)**

Depreciation is the systematic allocation of the capital cost of a long-term asset over its useful life. It is an accounting measure that attempts to capture the deterioration or usage of Council's long-term assets over a financial year. Long-term assets include buildings, plant and machinery, furniture and equipment, infrastructure and other structures. The increase of \$286k for 2012-13 is due to a combination of increases in buildings (\$136k increase) and other structures (\$150k increase). The increases are predominantly the result of the annualised effect of capital expenditure in 2011-12.

**Depreciation**

<b>Class of Asset</b>	<b>\$</b>
Buildings	697,079
Furniture and Equipment	354,857
Plant and Machinery	1,039,766
Infrastructure* (see below)	2,530,550
Other Structures	300,758
Gravel Pit Rehabilitation	5,000
<b>Total Depreciation Expense</b>	<b>4,928,010</b>
<b>*Infrastructure Depreciation</b>	
<b>Comprises</b>	
Sealed Pavements	630,687
Unsealed Pavements	325,480
Sealed Surfaces	1,191,518
Bridges & Major Culverts	254,735
Underground Drainage	38,724
Footpaths	89,406
<b>Total Infrastructure Depreciation</b>	<b>2,530,550</b>

**Note 9: Debt Servicing (\$47k decrease)**

Debt servicing is the interest paid on Council borrowings. The ratio of debt servicing as a percentage of total revenue indicates that only 1.16% of total revenue is required to service debt. The decrease of \$47k results from the retirement of debt in 2011-12.

**Note 10: Other Expenses (\$1k decrease)**

Other expenses consist of Councillor Allowances and both internal and external audit fees. The decrease of \$1k is a combination of an increase in Councillors Allowance and a decrease in internal audit fees.

**Note 11: Bad Debts**

Debts are written off after Council has exhausted all reasonable avenues to recoup amounts owing. These are generally small amounts relating to service fees.

**Note 12: Net Gain on Disposal of Property, Plant and Equipment (\$1.83m decrease)**

Proceeds from the sale of assets, less their written down value is disclosed as a net figure in the Income Statement under operating revenue and capital and one-off items. The details of the net result are detailed in the table below.

In 2004-05 Council embarked on a major project involving the development of land in Teesdale known as Bakers Lane. This is a residential development consisting of four stages that will take place over a number of years. The budget allows for the sale of five blocks of stage three to generate a profit of \$699k.

<b>Proceeds From Sale of Assets</b>	<b>\$</b>
Land	900,000
Furniture and Equipment	4,500
Plant and Machinery	66,000
Motor Vehicles	809,000
<b>Total Proceeds from Sale of Assets</b>	<b>1,779,500</b>
<b>Written Down Value of Assets Sold</b>	
Land	201,047
Furniture and Equipment	-
Plant and Machinery	66,000
Motor Vehicles	809,000
<b>Total Written Down Value of Assets Sold</b>	<b>1,076,047</b>
<b>Net Gain on Disposal</b>	<b>703,453</b>

## 4.2 ANALYSIS OF BUDGETED STANDARD BALANCE SHEET

This section of the budget analyses the expected financial position of Council at the end of the 2012-13 financial year.

### Note 13: Current assets (\$311k increase)

- Cash assets will increase by \$261k. This is a result of operations and timing between payments and receipts.
- Receivables will increase by \$226k, which is consistent with the level of activity and budgeted receipts.
- Land held for resale will decrease by \$176k due to the last five blocks at Bakers Lane, Teesdale being sold in 2012-13.

### Note 14: Non-current assets (\$3.58m increase)

- The increase in non-current assets is the net result of the capital works program (\$8.83m), less depreciation expense (\$4.93m) and disposal of assets (\$875k) plus the receipt of gifted assets (\$550k).

### Note 15: Current liabilities (\$320k increase)

- Current liabilities represent obligations Council must pay within the next year.
- The current liability for interest-bearing liabilities as at 30 June 2013 will increase by \$40k.
- The current liability for employee benefits as at 30 June 2013 represents Council's liability to pay employees annual leave and long service leave. The liability will increase by \$125k as a result of the Enterprise Bargaining Agreement, other pay rises and new staff.

### Note 16: Non-current liabilities (\$362k decrease)

- Non-current liabilities represent obligations Council must pay beyond the next year.
- Interest bearing loans and borrowings decrease by \$335k which is the net result of new borrowings and repayments of loans taken out in prior years.
- Gravel pit rehabilitation provision decreases by \$9k in line with anticipated works.
- Defined Benefit Superannuation liability decreases \$84k in line with the scheduled repayment plan. Refer to section 4.8 for further details.

### Note 17: Equity (\$3.93m increase)

Total equity of \$193m will always equal net assets and is made up of the following components:

- Committed Reserves that Council wishes to separately identify as being set aside to meet specific or statutory purpose in the future. These reserves are derived from items such as Developer Contributions, Drainage Levies and Unexpended Projects;
- Discretionary reserves are to fund the long term viability of Council. The decisions about future use of any available funds has been reflected in Council's Strategic resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. The funding of the replacement of long term infrastructure assets generally comes from discretionary reserves; which is a component of the accumulated surplus. This is the value of all net assets less Reserves that have accumulated over time.

The total Equity is represented by:

Equity	\$
Discretionary reserves	1,057,042
Committed reserves	630,719
Non-current assets less non-current liabilities	190,963,374
<b>Total Equity</b>	<b>192,651,135</b>

### 4.3 ANALYSIS OF BUDGETED STANDARD CASH FLOW STATEMENT

This section of the budget analyses the expected cash flows from the operating, investing and financing activities of Council.

The cash balance at year end is budgeted to increase by \$261k to \$4.29m. This increase is a result of operations and timing between payments and receipts. Details of the different categories are summarised below.

**Note 18: Operating activities (\$8.09m cash inflow)**

Operating activities refer to the cash generated or used in the normal service delivery functions of Council and include:

- Receipts from ratepayers of \$14.64m;
- Grants and subsidies of \$12.33m to fund operating expenses and capital works;
- User Fees of \$2.32m; and
- Contributions and recoupments of \$1.10m

**Note 19: Investing activities (\$7.11m cash outflow)**

Investing activities refer to cash used in the purchase, enhancement or creation of property, plant and equipment and infrastructure. These activities also include the sale of non-current assets.

**Note 20: Financing activities (\$714k cash outflow)**

Financing activities refer to borrowings used in the financing of capital projects and movements in funds held in trust. This includes the receipt of new borrowings undertaken during the year (\$150k), as well as the repayment of the principal component of borrowings (\$445k), interest expenditure (\$370k) and reduction in trust funds (\$27k).

## 4.4 ANALYSIS OF CAPITAL WORKS BUDGET

### Introduction

Council's capital works program is broadly categorised into four groups: capital expansion, capital renewal, capital upgrade and new assets.

Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs because it increases Council's asset base.

Capital renewal expenditure reinstates existing assets to original condition. It may reduce future operating and maintenance expenditure if completed at the optimum time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and increases operating and maintenance expenditure in the future because of the increase in the Council's asset base.

New assets are assets that did not previously exist prior to 1 July 2012. New assets will result in increased operating costs, maintenance costs and capital renewal in the future.

The following is a commentary on the major capital works and how they are funded in 2012-13

### Note 21: Capital Renewal (\$4.42m expenditure)

#### Buildings (\$390k expenditure)

Woody Yaloak Equestrian Centre \$330k  
Major Recreation Facilities \$60k

#### Furniture and Equipment (\$159k expenditure)

Computer hardware and software are updated on a rolling 3 year cycle to ensure that Council takes advantage of productivity gains made possible through the use of new technology.

#### Plant and Machinery (\$1.91m expenditure)

This expenditure of \$1.91m is in line with Council's plant and machinery replacement schedule. The major items of plant to be changed are two mowers, a 2 tonne truck, a community bus, a flocon and Council's fleet of motor vehicles.

#### Infrastructure (\$1.83m expenditure)

- The Reseal Program is budgeted for \$800k; the following page contains detailed information about the planned program for the year.
- The renewal component of the Roads to Recovery funding program of \$599k is continuing and includes general local road improvements as identified by Council. Other local road improvements totalling \$159k will be funded from Council's operational funds.
- Gravel re-sheeting on local roads will be funded to an amount of \$230k in line with the most recent independent road assessment report (Peter Moloney report).
- Periodic footpath maintenance is \$35k.

#### Other Structures (\$130k expenditure)

- Resurfacing of Tennis Courts to cost \$90k.
- Refurbishing of Playgrounds to cost \$40k.



## RESEAL PROGRAM

Item No	Road or Street Name	Locality	From Street Name or Desc	To Street Name or Desc	Length m	Width m	Area m2	Budget \$
1	Cressy Shelford Road	Shelford	Change	change	479	6.2	2,970	15,359
2	Cressy Shelford Road	Barunah Park	Wingeel	change	1,484	6.3	9,349	48,353
3	Cressy Shelford Road	Barunah Park	change	start joint works	1,121	6.3	7,062	36,526
4	Cressy Shelford Road	Wingeel	change	change	3,011	6.1	18,367	94,992
5	Cressy Shelford Road	Barunah Park	Change	change	662	6.2	4,104	21,227
6	Wingeel Road	Wingeel	railway line	change	1,620	3.7	5,994	31,000
7	Meredith Shelford Road	Bamgamie	Change	change	790	3.7	2,923	15,118
8	Meredith Shelford Road	Bamgamie	change	change	1,295	3.7	4,792	24,781
9	Meredith Shelford Road	Bamgamie	Change	change	1,518	3.7	5,617	29,049
10	Meredith Shelford Road	Bamgamie	change	change	672	3.7	2,486	12,859
11	Meredith Shelford Road	Bamgamie	change	change	1,000	3.7	3,700	19,136
12	Tall Tree Road	Bamgamie	change	Meredith Shelford	2,150	3.9	8,385	43,366
13	Gilletts Road	Rokewood	change	Boyles	1,438	3.6	5,177	26,774
14	Gilletts Road	Rokewood	Boyles	Pitfield Cressy	1,375	3.8	5,225	27,023
15	Mt Mercer Dereel Road	Dereel	change	change	1,356	5.6	7,594	39,273
16	Mt Mercer Dereel Road	Mount Mercer	Tippets	Faggs	1,790	4.0	7,160	37,030
17	McPhersons Road	Dereel	Everett	Rokewood Junction	1,485	3.6	5,346	27,648
18	Derwent Jacks Road	Cape Clear	Lismore Scarsdale	change	196	3.7	725	3,751
19	Derwent Jacks Road	Cape Clear	Change	change	1,480	3.7	5,476	28,321
20	Derwent Jacks Road	Cape Clear	Change	change	359	3.7	1,328	6,870
21	Derwent Jacks Road	Cape Clear	change	change	1,249	3.7	4,621	23,900
22	Cape Clear Rokewood Road	Cape Clear	change	change	1,700	6.7	11,390	58,907
23	Post Office Road	Ross Creek	change	State Forest	1,930	3.8	7,334	37,931
24	Vermont Road	Smythesdale	change	end	1,865	3.9	7,274	37,618
25	Blackberry Lane	Haddon	change	change	455	6.4	2,912	15,060
26	Harvey Road	Bannockburn	change	change	370	5.7	2,109	10,908
27	Pitfield Cressy Road	Werneth	change	Werneth	1,385	3.8	5,263	27,220
	Total						154,683	800,000

**Note 22: Capital Upgrade (\$1.30m expenditure)****Buildings (\$480k expenditure)**

- Woody Yaloak Equestrian Upgrade \$330k.
- Country Football & Netball Program \$150k.

**Infrastructure (\$820k expenditure)**

- The upgrade component of the Roads to Recovery funding program of \$400k is continuing and includes general local road improvements as identified by Council. Other local road improvements totalling \$106k will be funded from Council's operational funds.
- Country Roads and Bridges Initiative \$300k.
- Open Space Implementation \$15k.

**FINAL SEAL PROGRAM** (Final seals on Roads to Recovery Projects are included in Roads to Recovery Budget.)

Item No	Road or Street Name	Locality	From Street Name or Desc	To Street Name or Desc	Length m	Width m	Area m2	Budget \$
1	Parkinsons Rd	Napoleons	Hampsons	change	1,400	7	9,800	40,296
2	Robertsons Rd	Lethbridge	Goggin	Perdisat	1,410	7	9,870	40,584
3	School Lane	Cambrian Hill	Colac Ballarat	Heinz	1,030	7	7,210	29,646
4	Goggin Rd	Lethbridge	Robertson	Brady	608	7	4,256	17,500
5	Barker St	Teesdale	Sutherland	Tolson	259	7	1,813	7,455
6	Fuller Road	Inverleigh	Cemetery	Days	810	7	5,670	23,314
7	Kopkes Road	Haddon	Sago Hill	Rail Trail	800	7	5,600	23,026
8	Butterworth Rd	Nintingbool	Glenelg	Page	1,326	7	9,282	38,166
9	Woodland Dve	Newtown	Browns	Corio Dam	1,780	7	12,460	51,233
	<b>Total</b>						<b>65,961</b>	<b>271,220</b>

**Note 23: Capital Expansion (\$25k expenditure)****Infrastructure**

- Open Space Implementation \$5k
- Disability Action Plan \$20k

**Note 24: New Assets (\$3.09m expenditure)****Buildings (\$583k expenditure)**

- Bannockburn Cultural Centre Signage \$15k.
- Bannockburn Cultural Centre (Stage 2) \$168k.
- Regional Development Victoria Community Project \$400k.

**Furniture and Equipment (\$138k expenditure)**

- Computer Software \$38k.
- Library Stock (Books) \$100k.

**Infrastructure (\$1.05m expenditure)**

- Country Roads & Bridges Initiative \$700k.
- Open Space Implementation \$125k.
- Stormwater Drainage Project, Smythesdale \$198k.
- Fire Access Road \$5k.
- Northern Community Centre Carpark \$18k.

**Other Structures (\$1.33m expenditure)**

- World Game – Bannockburn Soccer Pitch \$463k.
- Teesdale Streetscape (Stage 2) \$410k.
- Rokewood Streetscape (Stage 2) \$210k.
- Bannockburn Skate Park \$200k.
- Tourism Masterplan \$44k.

**Movements in Non-Current Assets**

	Land \$	Buildings \$	Other Structures \$	Furn and Equip \$	Plant \$	Gravel Pit \$	Infrastructure \$	Land Under Roads \$	Invest in Assoc \$	Total \$
Balance 1 July 2012 (Projected Budget)	14,862,738	25,491,027	3,869,460	1,138,675	4,573,503	70,000	142,230,945	69,416	290,166	192,595,930
Additions	-	1,473,000	1,456,750	296,415	1,908,000	-	3,699,400	-	-	8,833,565
Gifted Assets	-	-	-	-	-	-	550,000	-	-	550,000
WDV of Disposals	-	-	-	-	(875,000)	-	-	-	-	(875,000)
Depreciation	-	(697,079)	(300,758)	(354,857)	(1,039,766)	(5,000)	(2,530,550)	-	-	(4,928,010)
<b>Balance 30 June 2013</b>	<b>14,862,738</b>	<b>26,266,948</b>	<b>5,025,452</b>	<b>1,080,233</b>	<b>4,566,737</b>	<b>65,000</b>	<b>143,949,795</b>	<b>69,416</b>	<b>290,166</b>	<b>196,176,485</b>

## Capital Expenditure Funding Sources

	\$	%
<b>External Sources</b>		
Grants	3,638,900	41
Proceeds from Sale of Non-Current Assets	879,500	10
Borrowings	150,000	2
<b>Sub Total</b>	<b>4,668,400</b>	<b>53</b>
<b>Internal Sources</b>		
Surplus from Operations	3,676,665	42
Cash Reserves	488,500	5
<b>Sub Total</b>	<b>4,165,165</b>	<b>47</b>
<b>Total Funding Sources</b>	<b>8,833,565</b>	<b>100</b>

### Grants

In order for Council to deliver its capital works program, it relies on funding received from State and Federal Governments. Following is a list of all grants included in the budget. Some, but not all, of these grants have been confirmed by funding agencies.

<b>Grants For Capital Works</b>	<b>\$</b>
Country Roads & Bridges	1,000,000
Roads to Recovery	998,900
Teesdale Streetscape (Stage 2)	410,000
Woody Yaloak Equestrian Upgrade	300,000
Regional Development Victoria Community Project	300,000
Rokewood Streetscape (Stage 2)	210,000
Bannockburn Cultural Centre (Stage 2)	168,000
World Game - Bannockburn Soccer Pitch	100,000
Bannockburn Skate Park	100,000
Country Football & Netball Program	50,000
Fire Access Track	2,000
<b>Total Grants</b>	<b>3,638,900</b>

### Proceeds from the Sale of Non-Current Assets

Proceeds from the sale of non-current assets totals \$880k and includes the trade-in of motor vehicles and plant items. Refer to the following page for more detailed information.

### Cash Reserves (Retained Earnings)

In 2012-13 Council will fund \$489k of its capital works program from cash reserves as follows:

<b>Cash Reserves</b>	<b>\$</b>
Isuzu Flocon (P333)	225,000
Smythesdale Storm Water Project	197,500
Transit 2 Tonne Truck (P245)	28,000
Kubota Mower (P361)	19,000
Kubota Mower (P409)	19,000
<b>Total Cash Reserves</b>	<b>488,500</b>

## Capital Expenditure Funding Sources – Detailed Information

			Funding Source				
Asset Description	G/L #	Total \$	Grants \$	Borrowings \$	Asset Sales \$	Cash Reserves \$	General Revenue \$
<b>Buildings</b>							
Woody Yaloak Equestrian Upgrade	4029	660,000	300,000	150,000	-	-	210,000
Disability Action Plan	6059	20,000	-	-	-	-	20,000
B'burn Community Centre Signage	6083	15,000	-	-	-	-	15,000
B'burn Community Centre (Stage 2)	6084	168,000	168,000	-	-	-	-
Country Football & Netball Program	6085	150,000	50,000	-	-	-	100,000
RDV Project	6088	400,000	300,000	-	-	-	100,000
Major Rec Facilities Renewal	6089	60,000	-	-	-	-	60,000
<b>Total Buildings</b>		<b>1,473,000</b>	<b>818,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>505,000</b>
<b>Furniture and Equipment</b>							
Councillors' Computers	7000	5,000	-	-	-	-	5,000
Computer Hardware	7006	153,815	-	-	4,500	-	149,315
Computer Software	7007	37,600	-	-	-	-	37,600
Library Books	7046	100,000	-	-	-	-	100,000
<b>Total Furniture and Equipment</b>		<b>296,415</b>	<b>-</b>	<b>-</b>	<b>4,500</b>	<b>-</b>	<b>291,915</b>
<b>Plant and Machinery</b>							
Mayor's Vehicle	8000	37,000	-	-	18,000	-	19,000
Vehicle Purchase - Community Protection(2)	8003	76,000	-	-	38,000	-	38,000
Vehicle Purchase - Maternal & Child Health	8008	28,000	-	-	16,000	-	12,000
Bus Changeover - Community Transport	8012	60,000	-	-	15,000	-	45,000
Vehicle Purchases (18)	8013	1,012,000	-	-	538,000	-	474,000
Ute Purchases (11)	8014	236,000	-	-	129,000	-	107,000
Vehicle Purchase - Aged & Disability Services	8015	34,000	-	-	18,000	-	16,000
Vehicle Purchase - Health Promotion	8016	34,000	-	-	18,000	-	16,000
Vehicle Purchase - Environmental Health	8026	34,000	-	-	19,000	-	15,000
Transit 2 tonne Truck (P245)	8086	43,000	-	-	15,000	28,000	-
Isuzu Flocon (P333)	8087	260,000	-	-	35,000	225,000	-
Kubota Mower (P361)	8088	27,000	-	-	8,000	19,000	-
Kubota Mower (P409)	8089	27,000	-	-	8,000	19,000	-
<b>Total Plant and Mach.</b>		<b>1,908,000</b>	<b>-</b>	<b>-</b>	<b>875,000</b>	<b>291,000</b>	<b>742,000</b>

			Funding Source				
Asset Description	G/L #	Total \$	Grants \$	Borrowings \$	Asset Sales \$	Cash Reserves \$	General Revenue \$
<b>Infrastructure</b>							
Local Roads Resealing	9001	800,000	-	-	-	-	800,000
Local Roads Improvements (Roads to Recovery)	9007	998,900	998,900	-	-	-	-
Local Roads Improvements	9008	265,000	-	-	-	-	265,000
Gravel Resheeting - Local Roads	9009	230,000	-	-	-	-	230,000
Country Roads & Bridges Initiative	9019	1,000,000	1,000,000	-	-	-	-
Open Space Implementation	9025	150,000	-	-	-	-	150,000
Storm Water Drainage Project - Smythesdale	9026	197,500	-	-	-	197,500	-
Fire Access Track	9037	5,000	2,000	-	-	-	3,000
Periodic Footpath Maintenance	9043	35,000	-	-	-	-	35,000
NCC Car Park	6087	18,000	-	-	-	-	18,000
<b>Total Infrastructure</b>		<b>3,699,400</b>	<b>2,000,900</b>	<b>-</b>	<b>-</b>	<b>197,500</b>	<b>1,501,000</b>
<b>Other Structures</b>							
Refurbishment of Playgrounds	4021	40,000	-	-	-	-	40,000
Refurbishment of Tennis Courts	4022	90,000	-	-	-	-	90,000
World Game - Bannockburn Soccer Pitch	4045	462,750	100,000	-	-	-	362,750
Teesdale Streetscape (Stage 2)	4046	410,000	410,000	-	-	-	-
Rokewood Streetscape (Stage 2)	4047	210,000	210,000	-	-	-	-
Bannockburn Skate Park	4048	200,000	100,000	-	-	-	100,000
Tourism Masterplan	4051	44,000	-	-	-	-	44,000
<b>Total Other Structures</b>		<b>1,456,750</b>	<b>820,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>636,750</b>
<b>Grand Total</b>		<b>8,833,565</b>	<b>3,638,900</b>	<b>150,000</b>	<b>879,500</b>	<b>488,500</b>	<b>3,676,665</b>

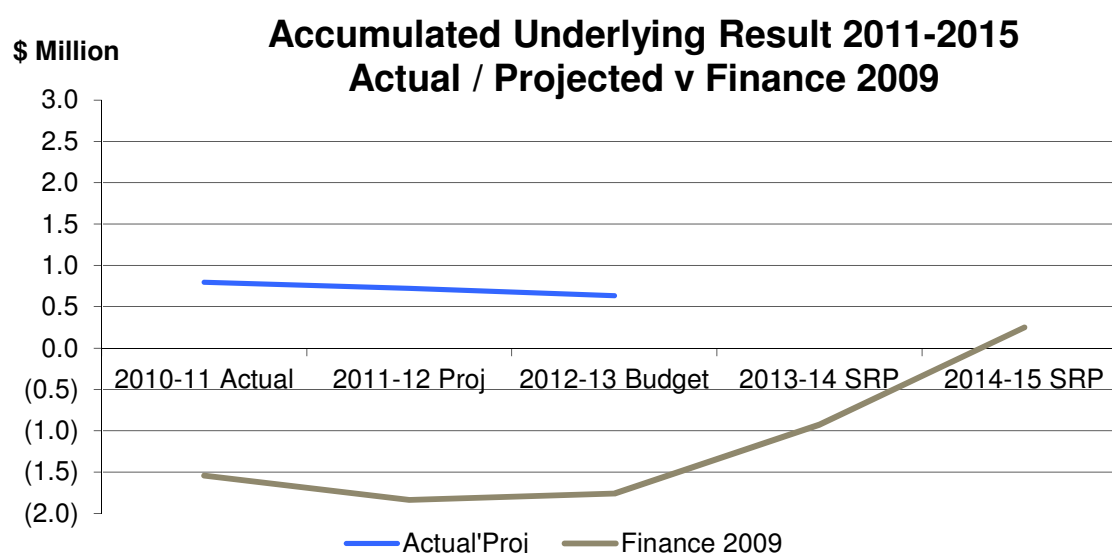
## 4.5 ANALYSIS OF UNDERLYING RESULT

Council's budgeted surplus for 2012-13 is \$3.93m; however this 'headline' figure can be misleading. The 'underlying' result is a \$91k deficit. The underlying result is calculated by removing the effect of one-off items, such as grants, infrastructure handed to Council, capital expenditure on Crown Land Reserves, asset adjustments, unexpended projects rolled forward from one year to the next, and profits made from asset sales. The underlying result more accurately represents the true financial performance of Council in a 'normal' year.

The basic reason Council has an underlying result for 2012-13 of \$91k deficit is that the underlying revenue from rates, charges and fees does not adequately fund the underlying operating expenses.

Calculation of Underlying Result	\$
Operating Surplus	3,933,003
Less One-off Capital Grants	(2,700,500)
Less Capital Contributions	(210,000)
Add Back One-Off Operating Expenditure Funded by Capital Grants, Capital Contributions & Retained Earnings	110,000
Add Back Projects Rolled Forward from Prior Year	176,924
Less Projects Rolled Forward into Next Year	(151,770)
Less Land Sales	(900,000)
Add Back Cost of Land Sold	201,047
Less Subdivisional Assets Handed to Council	(550,000)
<b>Underlying Operating Result</b>	<b>(91,296)</b>

While the deficit in underlying result is not desirable, the following chart shows that the accumulated underlying result remains positive when compared to that projected in Finance 2009.



## UNDERLYING RESULT BY PROGRAM

Program	Budget 2012-13 \$	Adjustments \$	Underlying Result \$
100 Communications & Marketing	(505,607)	-	(505,607)
101 Customer Service Centres	(333,356)	-	(333,356)
110 Governance	(661,102)	-	(661,102)
111 Elections	(121,928)	-	(121,928)
112 Meetings	(99,138)	-	(99,138)
113 Strategic & Service Planning	(830,186)	-	(830,186)
114 Emergency Mgt Plan & SES	(207,147)	-	(207,147)
115 Risk Management And O H & S	(222,344)	-	(222,344)
200 Economic Development	(584,988)	7,500	(577,488)
300 Land Use Planning	(755,902)	(210,000)	(965,902)
301 Statutory Building Control	(181,332)	-	(181,332)
302 Private Building Control	(75,974)	-	(75,974)
303 Fire Protection	(239,952)	-	(239,952)
304 Environmental Management	(272,139)	-	(272,139)
305 Community Protection	(302,151)	-	(302,151)
306 Public Health	(290,655)	-	(290,655)
400 General Revenue	19,626,246	(550,000)	19,076,246
401 Property & Rating	(531,000)	-	(531,000)
402 Statutory Reporting & Budgeting	(362,223)	-	(362,223)
403 Procurement & Contract Management	(200,271)	-	(200,271)
404 Records Management	(233,126)	-	(233,126)
406 Borrowings	(369,838)	-	(369,838)
408 Plant Replacement	(37,883)	-	(37,883)
500 Maternal & Child Health	(306,874)	-	(306,874)
501 Childrens Services`	(435,488)	-	(435,488)
502 Aged & Disability Services	(436,858)	-	(436,858)
503 Community Transport	(123,308)	-	(123,308)
504 Community Centres	(741,954)	-	(741,954)
505 Health Promotion	(25,154)	25,154	-
506 Kindergartens	-	-	-
507 Transport Connections	(7,197)	-	(7,197)
600 Community Development	(550,543)	-	(550,543)
601 Libraries	(371,057)	-	(371,057)
602 Arts & Culture	(144,147)	-	(144,147)
603 Youth Development	(317,490)	-	(317,490)
604 Recreation Planning	(647,685)	-	(647,685)
605 Recreation Construction	351,634	(550,000)	(198,366)
606 Recreation Infrastructure Maintenance	(1,642,635)	-	(1,642,635)
607 Major Projects	1,637,765	(1,786,953)	(149,188)
700 Sealed Rd Routine Maintenance	(1,135,363)	-	(1,135,363)



<b>Program</b>	<b>Budget 2012-13 \$</b>	<b>Adjustments \$</b>	<b>Underlying Result \$</b>
701 Local Roads Resealing	(1,231,463)	-	(1,231,463)
702 Local Roads Rehabilitation	(950,343)	-	(950,343)
703 Local Roads Improvements	1,881,107	(960,000)	921,107
704 Gravel Roads Routine Maintenance	(553,719)	-	(553,719)
705 Gravel Resheeting	(348,866)	-	(348,866)
706 Bridge Maintenance	(381,999)	-	(381,999)
707 Tree Clearing	(336,163)	-	(336,163)
709 Gravel Pits	17,906	-	17,906
710 Asset Management	(101,788)	-	(101,788)
717 Drainage Maintenance Townships & Rural	(343,189)	-	(343,189)
718 Private Works	17,683	-	17,683
719 Linemarking, Guideposts & Sign	(211,297)	-	(211,297)
720 Street Lighting	(85,530)	-	(85,530)
721 Townships Maintenance	(633,217)	-	(633,217)
723 Bus Shelters	(1,648)	-	(1,648)
724 Paths & Trails	(154,741)	-	(154,741)
800 Garbage Collection	199,947	-	199,947
801 Municipal Tips	(110,480)	-	(110,480)
802 Litter Control	(50,851)	-	(50,851)
<b>Total</b>	<b>3,933,003</b>	<b>(4,024,299)</b>	<b>(91,296)</b>

## 4.6 ANALYSIS OF RETAINED EARNINGS

Retained earnings is the working capital of the Council; in other words, current assets less current liabilities. It comprises the accumulated surpluses and deficits from prior accounting periods.

Retained earnings are comprised of discretionary funds and committed funds. Committed funds include amounts set aside for long service leave, physical/social infrastructure development (developer contributions), drainage works and unexpended projects. As a matter of good financial management, Council only uses discretionary retained earnings to fund one-off capital community partnership projects. Retained earnings are not used to fund operational expenditure.

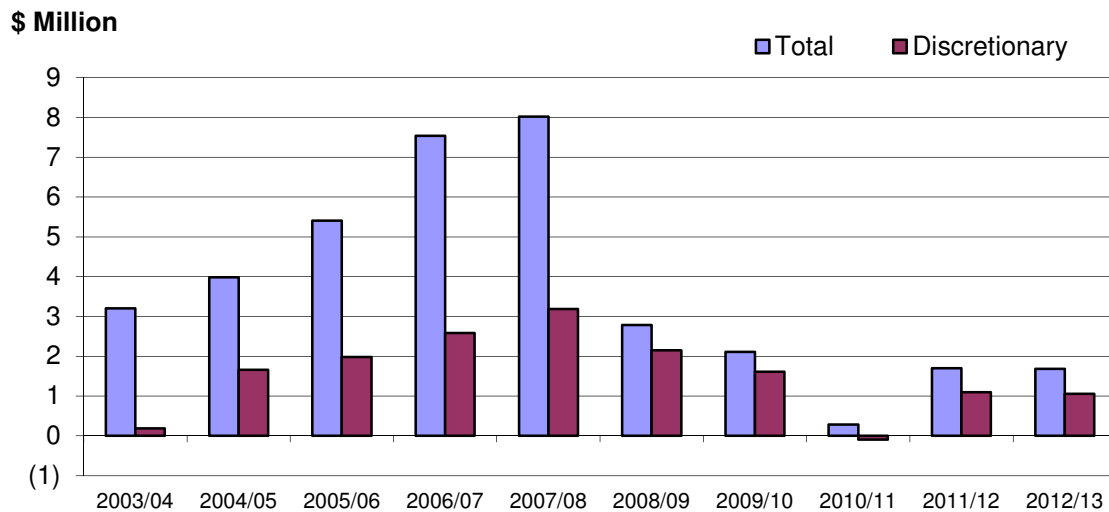
While not actually meeting the criteria of committed funds, management has taken the step to separately identify the funds generated from the sale of Bakers Lane, Stage 3 within the discretionary total. This shows that without the development and sale of this land, Council's discretionary balance would be in deficit by \$977k.

As at 30 June 2013, Council will have discretionary funds available of \$1.06m and \$631k in committed funds.

### Retained Earnings and Equity of the Council

	Projected Balance 1-Jul-12 \$	Net Movements \$	Projected Balance 30-Jun-13 \$
<b>Discretionary</b>			
General Appropriations	(380,385)	(596,816)	(977,201)
Bakers Lane Contribution	1,478,729	555,514	2,034,243
<b>Sub-total Discretionary</b>	<b>1,098,344</b>	<b>(41,302)</b>	<b>1,057,042</b>
<b>Committed</b>			
Recreational Lands	-	-	-
Profit Equalisation	100,000	-	100,000
Developer Contributions	61,595	6,389	67,984
Employee Entitlements (non-current)	245,182	65,783	310,965
Unexpended Projects	176,924	(25,154)	151,770
Drainage Levy	15,063	(15,063)	-
<b>Sub-total Committed</b>	<b>598,764</b>	<b>31,955</b>	<b>630,719</b>
<b>Total Retained Earnings</b>	<b>1,697,108</b>	<b>(9,347)</b>	<b>1,687,761</b>
Non-Current Assets & Liabilities	187,021,024	3,942,350	190,963,374
<b>Total Equity</b>	<b>188,718,132</b>	<b>3,933,003</b>	<b>192,651,135</b>

## RETAINED EARNINGS 2004-2013

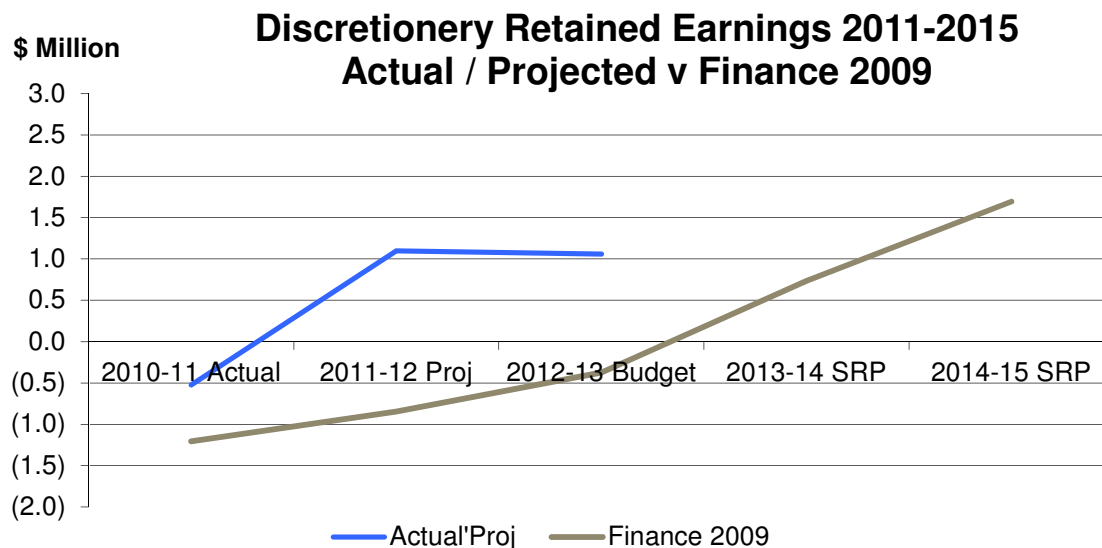


### Discretionary Retained Earnings

In 2012-13, discretionary retained earnings will decrease by \$41k.

The decisions about future use of any discretionary funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. The funding of the replacement of long term infrastructure assets would generally come from any balance in discretionary reserves.

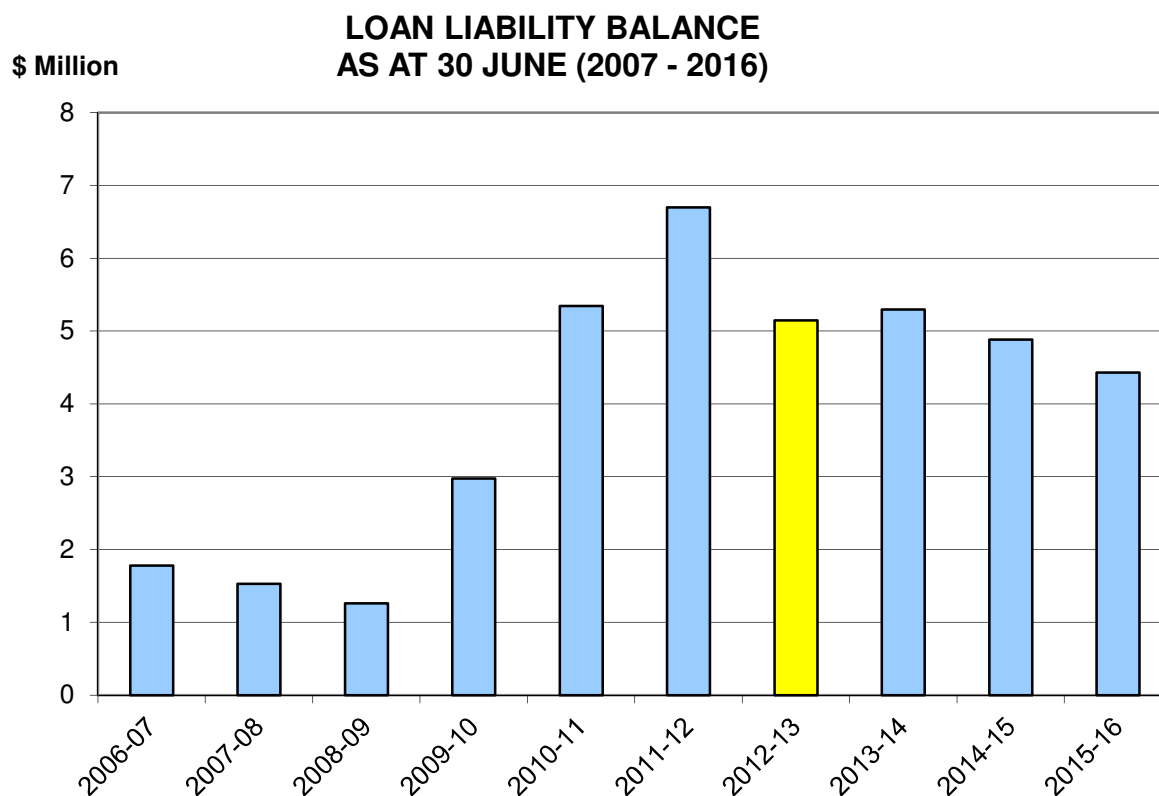
While there is a small decrease budgeted, the following chart shows that the discretionary retained earnings balance remains positive when compared to that projected in Finance 2009.



## 4.7 BORROWINGS

The budgeted loan liability of \$5.15m at 30 June 2013 represents 34% of rates and charges, which is down from 40% in 2011-12. These borrowings remain consistent with sound financial management principles. Borrowings allow Council to spread the financing cost of new facilities over a number of years, thereby eliminating the burden on ratepayers in any one year.

A new loan of \$150k has been budgeted to assist the funding of the capital program. These funds will be utilised to deliver the upgrade of the Woody Yaloak Equestrian Centre.



Below is a schedule of Council's borrowings

	<b>Loan 1</b>	<b>Loan 2</b>	<b>Loan 3</b>	<b>Loan 4</b>	<b>Loan 5</b>	<b>Loan 6</b>
	<b>Office Extension</b>	<b>B'burn Family Services Centre</b>	<b>Rokewood Recreation Reserve</b>	<b>Ross Creek Multi Purpose Facility</b>	<b>B'Burn Rec Precinct Development</b>	<b>Bannockburn Cultural Centre</b>
Lender	Westpac	Westpac	Westpac	Westpac	Bendigo	Bendigo
Draw-down date	Nov-05	Nov-05	Nov-05	Nov-05	Oct-09	Mar-10
Loan term	10 years	10 years	10 years	10 years	25 years	10 years
Interest rate	6.09%	6.09%	6.09%	6.09%	Variable	8.15%
Opening Balance	\$215,709	\$344,727	\$69,965	\$96,873	\$942,691	\$342,803
New loans	-	-	-	-	-	-
Debt redemption	(\$59,482)	(\$95,058)	(\$19,294)	(\$26,713)	(\$22,978)	(\$37,822)
<b>Closing Balance</b>	<b>\$156,227</b>	<b>\$249,669</b>	<b>\$50,671</b>	<b>\$70,160</b>	<b>\$919,713</b>	<b>\$304,981</b>

	<b>Loan 7</b>	<b>Loan 8</b>	<b>Loan 9</b>	<b>Loan 10</b>	<b>Loan 11</b>
	<b>B'Burn Rec Precinct Development</b>	<b>B'Burn Rec Precinct Development</b>	<b>B'Burn Rec Precinct Development</b>	<b>Parkers Road Bridge, etc</b>	<b>Woody Yaloak Equestrian Centre</b>
Lender	Bendigo	CBA	NAB	NAB	TBA
Draw-down date	Mar-10	Jul-10	Dec-10	Dec-11	Dec-12
Loan term	10 years	25 years	10 years	10 years	10 years
Interest rate	8.15%	Variable	8.15%	6.65%	8.50%
Opening Balance	\$423,213	\$1,895,707	\$626,184	\$482,296	-
New loans	-	-	-	-	\$150,000
Debt redemption	(\$35,055)	(\$51,500)	(\$53,965)	(\$37,768)	(\$4,867)
<b>Closing Balance</b>	<b>\$388,158</b>	<b>\$1,844,207</b>	<b>\$572,219</b>	<b>\$444,528</b>	<b>\$145,133</b>

Opening balance of borrowings 1 July 2012	\$5,440,168
New Borrowings 2012-13	\$150,000
Less Repayments 2012-13	(\$444,502)
Closing balance 30 June 2013	\$5,145,666

## 4.8 IMPACT OF 2011-12 YEAR ON 2012-13 BUDGET

This section of the budget analyses any major financial outcomes from the 2011-12 year that will impact on the 2012-13 budget either favourably or unfavourably. The 2011-12 projected Balance Sheet becomes the starting point for the 2012-13 financial year, therefore this Statement holds the key to analysing the impact of last year's operations on the new budget.

### Current Assets

#### Cash

Council will commence the year with \$6.09m in current assets, of which \$4.03m is cash.

### Non Current Assets

In 2011-12 Council is budgeting to spend \$11.42m in capital expenditure. This will result in additional depreciation expense in 2012-13. Likewise, in 2012-13 Council is budgeting to spend \$8.83m in capital expenditure, which will result in additional depreciation in future years.

These depreciation amounts have been accounted for in the budget accordingly.

### Liabilities

#### Interest-Bearing Liabilities

In 2011-12 Council is budgeting to borrow a total of \$500k and repay \$1.66m, this includes the early repayment of Bakers Lane loan of \$597k. The net affect is a reduction of interest expense in 2012-13.

All interest expense has been accounted for in the budget accordingly.

#### Defined Benefit Superannuation Liability

In February 2011 Council was advised of the outcome of an Actuarial Investigation into the Local Authorities Superannuation Fund Defined Benefit Plan. This is an industry wide defined benefit fund that current and past employees of Council are members of and Council has a legal obligation to meet any 'Calls' made on the fund. The fund was closed to new members in 1993.

The outcome of the investigation resulted in Council having to contribute an amount of \$420,881 over a five year period. The remaining liability appears in the balance sheet of the budget with a split of \$84,176 in current and \$168,352 in non-current liabilities.

A cash payment of \$84,176 has been included in the budget.

A further actuarial review was carried out on 31 December 2011 and Vision have advised that as a result of the review, a further call is expected to be made on Councils to fund the superannuation liability shortfall. The results of the 31 December 2011 review are not expected to be available until May 2012, with any call payable by 1 July 2013. Due to the actual amount of any call being unknown at the time of preparing the budget, management has made the decision not to include an amount in the budget until the appropriate time.

## 4.9 KEY FINANCIAL MEASURES & TARGETS

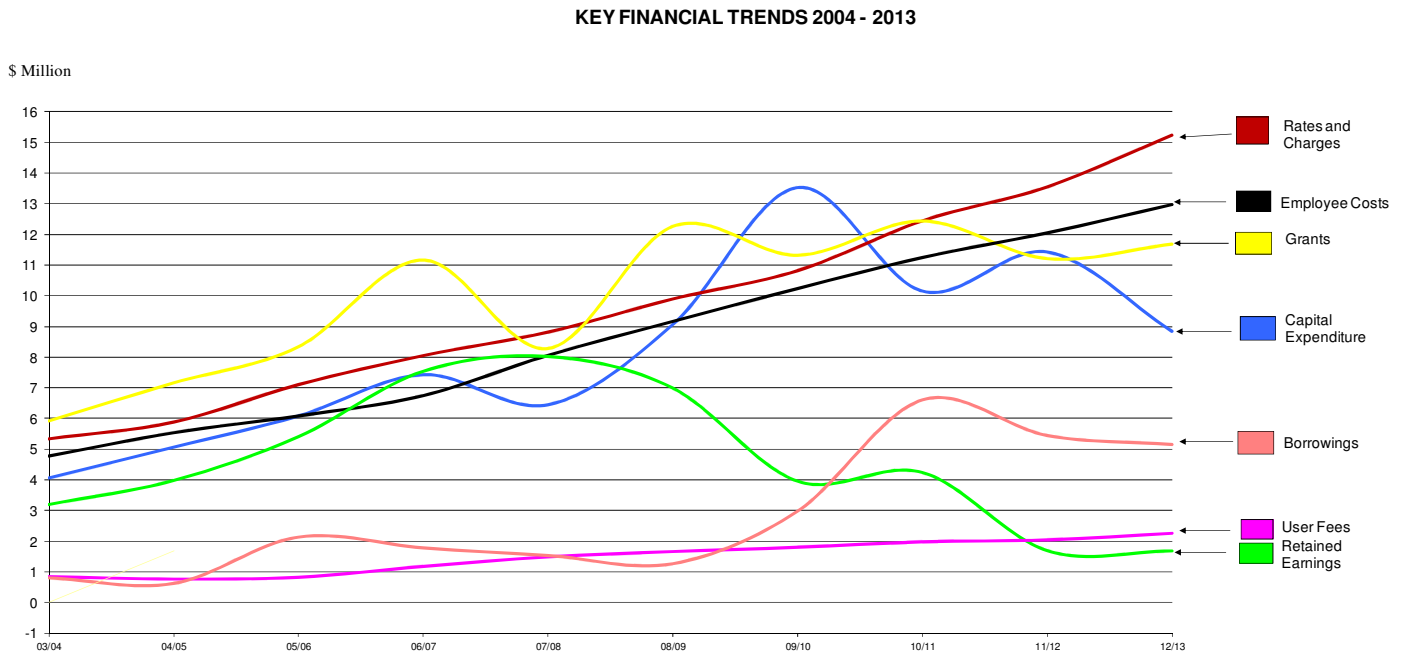
Measure	Formula	Target		
		Actual 2010-11	Projected 2011-12	Budget 2012-13
1. Surplus	Total revenue less total expenditure	\$3.35m	\$3.93m	\$3.93m
2. Underlying Result	Operating revenue less operating expenditure	\$795k	(\$72k)	(\$91k)
3. Self Financing	Net operating cash flows as a percentage of operating revenue	32%	27%	29%
4. Investment Gap	Capital expenditure as a percentage of depreciation	246%	246%	179%
5. Liquidity	Ratio of current assets to current liabilities	174%	139%	136%
6. Indebtedness	Non-current liabilities as a percentage of own-source revenue <sup>1</sup>	34%	28%	26%
7. Dependence on Rate Income	Rates and charges <sup>2</sup> revenue as a percentage of total revenue <sup>3</sup>	42%	43%	48%
8. Rating Level	Average rates and charges per capita	676	734	792
9. Rating Level	Average rates and charges per residential assessment	1,201	1,268	1,433
10. Staffing level	Staff EFT per 1,000 residents	8.34	8.73	8.81

<sup>1</sup> Own Source Revenue consists of total revenue less total grants.

<sup>2</sup> Rates and Charges consists of general rates, municipal charge, garbage charge and state landfill levy charge (including supplementary assessments)

<sup>3</sup> Total Revenue consists of operating revenue, capital grants, capital contributions, gifted assets and profit on sale of assets.

## 4.10 KEY FINANCIAL TRENDS 2004-2013



### Analysis of Trends

There are a number of interesting trends that are reflected in the above graph.

#### Capital Expenditure / Grants

Council's capital expenditure is closely correlated with grant revenue. This reflects Council's success in attracting non-recurrent grants to help fund capital expenditure.

#### Capital Expenditure / Retained Earnings

It can be seen that as the capital works program increases the need arises to utilise retained earnings as a funding source to match grant funding. This is also demonstrated by the fact that the retained earnings balance in 2012-13 has remained steady with a decrease in the capital program.

#### Rates and Charges / Grants

Council first identified the need to reduce its reliance on grant revenue and improve its rates and charges in Finance 2005. The above graph demonstrates the result of this decision. Revenue from rates and charges are now at a more 'financially sustainable' level.

#### Rates and Charges / Employee Costs

The substantial growth in service delivery demands in recent years coupled with the need to broaden Council's rate base is reflected in the steady incline shown on the graph.

#### User Fees

User Fees have steadily increased in line with Council's Strategic Resource Plan.

#### Retained Earning / Borrowings

As retained earnings have been utilised over recent years to deliver various capital projects, borrowings have increased to fund the major capital works projects being delivered. The graph shows that the pressure on borrowings and retained earnings has eased a little in 2012-13, given a reduced capital budget.



## 5 LONG-TERM STRATEGIES

### 5.1 STRATEGIC RESOURCE PLAN (SRP)

Council's Strategic Resource Plan is an integral component of the Council Plan. It establishes the financial targets necessary for Council to fund its strategies over a five year period. As stated in the budget overview, the budget has been framed within the parameters established in Council's Strategic Resource Plan.

In the Strategic Resource Plan, Council is mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Local Government Act:

- Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- Ensure that decisions are made and actions are taken having regard to their financial effects on future generations;
- Ensure full, accurate and timely disclosure of financial information relating to the Council.

The key financial objectives which underpin the Strategic Resource Plan are:

- Ensure long-term financial sustainability;
- Deliver services in a cost-effective and efficient manner;
- Ensure operating revenues are sustainable and consider community-wide and individual benefits (rates versus user charges and adherence to Council's Rating Strategy);
- Use debt finance where appropriate and within responsible limits;
- Maintain cash reserves and operating surpluses at appropriate levels;
- Identify and quantify long-term liabilities;
- Meet social equity objectives through specific programs;
- Manage the Shire's capital assets to maximise long-term community benefit;
- Recognise that funding from State and Federal Government is a crucial element of financial sustainability;
- Manage Council's retained earnings prudently.

Departing from Council's Strategic Resource Plan would send the wrong message to stakeholders including governments, ratepayers and future Councils. Council needs to adhere to the Strategic Resource Plan to ensure the long-term financial health of the organisation. The Strategic Resource Plan places Council on a sound financial footing into the foreseeable future.

The following table illustrates the budgets compliance with, or departure from the Strategic Resource Plan, Finance 2009.

Indicator	Measure	SRP	Budget 2012-13	Comments
Surplus	Total revenue less total expenditure	\$2,917k	\$3,933k	Headline result as per accounting standards. Underlying result is a better measure
Underlying surplus	Operating revenue less operating expenditure	\$77k	(\$91k)	Small negative result. \$168k less than SRP.
Cash Balance	Closing Balance	\$3.8m	\$4.3m	
Rate Determination	Increase/(decrease) in Councils working capital	(\$319k)	(\$9k)	
Retained earnings	Discretionary component	(\$375k)	\$1,057k	Includes contribution from Bakers Lane development
Liquidity	Working Capital Ratio	118%	136%	Budgeted to return to a healthy balance in 2013-14 (141%).
Staffing	EFT per 1,000 residents	8.37	8.81	
Capital Expenditure		\$11.2m	\$8.8m	
Rates	Total rates and charges as a proportion of total revenue <sup>4</sup> .	49.73%	47.80%	State Average in 2011-12 was 59.52%
Rates	Average rates and charges <sup>5</sup> per capita	\$774.60	\$792.47	Includes Rates, Municipal Charge, Garbage and State Landfill Levy charges.
Rate increase	% increase (ad valorem)	9.95%	9.95%	Calculated on Ad Valorem rates only. No change to municipal charge
Debt	Debt servicing as a percentage of total revenue	1.26%	1.16%	.
Investment gap	Capital expenditure as a percentage of depreciation	216%	179%	Lower than SRP, primarily due to Office Ext included in SRP.

<sup>4</sup> Total Revenue consists of operating revenue, capital grants, capital contributions, gifted assets and profit on sale of assets.

<sup>5</sup> Rates and Charges consists of general rates, municipal charge, garbage charge and state landfill levy charge (including Supplementary assessments)

## 5.2 RATING STRATEGY

### Purpose of a Rating Strategy

Golden Plains Shire has traditionally been one of the lowest rating councils in Victoria. In recognition of the significant population growth and associated increased demand for services and infrastructure, Council adopted its most recent Rating Strategy in 2009. This budget has provision for a review of this strategy.

Council's Current Rating Strategy includes the following components:

**General Rates:** General rates are calculated by multiplying the "rate in the dollar" by the property's capital improved value.

**Growth Differentials:** Growth differentials are applied to properties in defined geographic growth areas. Growth differentials are calculated in the same manner as general rates but the rate in the dollar is slightly higher. The growth differential rates generate about \$375k in additional revenue (\$52 per growth area property). This revenue partially funds Council's strategic planning function.

**Municipal Charge:** The municipal charge is levied to cover the unavoidable expenses of Council administration. These include the costs associated with Council meetings, statutory activities, local laws enforcement, the management of Council owned facilities etc.

The municipal charge is a flat charge, irrespective of the valuation of a property. For lower valued properties, it means that the total rates as a percentage of the property's CIV is higher when compared to higher valued properties. Its function is to ensure that low valued properties pay a fair share of the total rates burden. If Council did not apply a municipal charge the general rate would rise and the rates on higher valued properties would increase substantially. This would be contrary to Council's responsibility to provide a fair and equitable system of rating.

When comparing the rates and charges in Golden Plains Shire with those of other Councils, the municipal charge should be included in the calculation. There is a misconception in the community that when the municipal charge is taken into account Golden Plains is a high rating council. That is not the case. The 2011-12 Victorian Local Government Rates Survey shows that Council has the 22nd lowest rates and charges per assessment in Victoria.

## 5.3 OTHER STRATEGIES AND PLANS

In addition to the Council Plan and Strategic Resource Plan, the budget is shaped by Community Plans and numerous other Council plans and strategies as detailed below:

### COMMUNITY DEVELOPMENT

- Community Development Strategy
- Recreation Strategy
- Open Space Strategy
- Paths & Trails Strategy
- Bannockburn Community Infrastructure Development Plan
- Youth Development Plan
- Sustainable Futures for Recreational Facilities

### HUMAN SERVICES

- Municipal Early Years Plan
- Municipal Public Health Plan – Healthy People, Healthy Places
- Healthy Ageing Strategy Action Plan
- Access and Inclusion Plan
- Health Promotion Action Plan
- Golden Connections Community Transport Plan
- Early Years Infrastructure Plan

### CORPORATE SERVICES

- Annual Budget
- Rating Strategy
- Strategic Resource Plan
- Information Technology Strategy
- Internal Audit Plan
- Ten Year Plan

### ORGANISATIONAL DEVELOPMENT

- Organisation Development Strategy
- Risk Management Strategy
- Organisation Performance Framework
- Customer Services Strategy
- Recruitment and Retention Strategy
- Records Management Strategy

### EXECUTIVE PROJECTS

- Council Plan
- Drought Strategy
- Economic Development Strategy
- Securing Water for Industry Plan
- Tourism Master Plan
- Communications Strategy

### ENVIRONMENT & LAND USE PLANNING

- Municipal Strategic Statement
- Environment Strategy
- Urban Design Frameworks – Bannockburn; Smythesdale; Inverleigh; Rokewood, Corindhap, Dereel; Batesford
- Town Place Plans
- Roadside Weed Management Plan
- Municipal Fire Management Plan
- Small Town Sewerage Study
- Domestic Waste Water Management Plan
- Domestic Animal Management Plan

- Investigating Intensive Agriculture
- Heritage Study (Stage 2)

**ENVIRONMENT & LAND USE PLANNING (cont.)**

- Rural Land Use Strategy
- South East Land Use Study
- Bannockburn Town Centre Investment Strategy
- Bruces Creek Master Plan, Bannockburn
- Residential Land Supply Review
- Sustainable Water Use Plan
- Municipal Emergency Management Plan
- Neighbourhood Safer Places Plans

**WORKS & WASTE MANAGEMENT**

- Road Strategy
- Stormwater Management Plan
- Waste Management Strategy
- Asset Management Improvement Strategy

## 6 APPENDICES

### 6.1 RATES & CHARGES STATUTORY

	2011-12 Budget \$	2012-13 Budget \$	Change \$	Change %
<b>Rate Revenue</b>				
Residential Improved	1,113,500	1,226,748	113,248	10.17
Residential Improved (Growth Area)	4,741,171	5,715,525	974,354	20.55
Business, Industrial & Commercial	40,060	37,605	(2,455)	(6.13)
Business, Industrial & Commercial (Growth Area)	144,428	138,826	(5,602)	(3.88)
Farm Land	2,813,017	2,784,926	(28,091)	(1.00)
Farm Land (Growth Area)	125,656	148,120	22,464	17.88
Non Farm Vacant Land	150,961	167,112	16,151	10.70
Non Farm Vacant land (Growth Area)	917,181	1,167,630	250,449	27.31
Vacant land Non-Developable*	125,548	133,984	8,436	6.72
Vacant Land Non-Developable (Growth Area)**	12,748	14,232	1,484	11.64
Municipal Charge	1,819,000	1,871,800	52,800	2.90
<b>Total Rates to be Raised</b>	<b>12,003,270</b>	<b>13,406,507</b>	<b>1,403,237</b>	<b>11.69</b>
<b>Number of Assessments</b>				
Residential Improved	1,152	1,167	15	1.30
Residential Improved (Growth Area)	5,106	5,316	210	4.11
Business, Industrial & Commercial	43	42	(1)	(2.33)
Business, Industrial & Commercial (Growth Area)	135	146	11	8.15
Farm Land	1,263	1,261	(2)	(0.16)
Farm Land (Growth Area)	92	89	(3)	(3.26)
Non Farm Vacant Land	163	163	-	0.00
Non Farm Vacant land (Growth Area)	1,307	1,264	(43)	(3.29)
Vacant Land Non-Developable*	337	331	(6)	(1.78)
Vacant Land Non-Developable (Growth Area)**	30	31	1	3.33
<b>Total Rateable Properties</b>	<b>9,628</b>	<b>9,810</b>	<b>182</b>	<b>1.89</b>
<b>The Basis of Valuation</b>				
Residential Improved	348,077,500	373,769,000	-	7.38
Residential Improved (Growth Area)	1,402,289,000	1,647,669,000	-	17.50
Business, Industrial & Commercial	12,522,565	11,457,581	-	(8.50)
Business, Industrial & Commercial (Growth Area)	42,717,295	40,020,610	-	(6.31)
Farm Land	977,047,500	942,798,500	-	(3.51)
Farm Land (Growth Area)	41,044,000	47,157,000	-	14.89
Non Farm Vacant Land	23,595,000	25,458,000	-	7.90
Non Farm Vacant land (Growth Area)	139,395,500	172,940,500	-	24.06
Vacant land Non-Developable*	39,246,000	40,822,500	-	4.02
Vacant Land Non-Developable (Growth Area)**	3,770,000	4,102,500	-	8.82
<b>Total Valuation of Rateable Properties</b>	<b>3,029,704,360</b>	<b>3,306,195,191</b>		<b>9.13</b>

	2011-12 Budget cents	2012-13 Budget cents	Change cents	Change %
<b>Proposed Cents in the \$</b>				
Residential Improved	0.3199	0.3282	0.0083	2.60
Residential Improved (Growth Area)	0.3381	0.3469	0.0088	2.60
Business, Industrial & Commercial	0.3199	0.3282	0.0083	2.60
Business, Industrial & Commercial (Growth Area)	0.3381	0.3469	0.0088	2.60
Farm Land	0.2879	0.2954	0.0075	2.60
Farm Land (Growth Area)	0.3061	0.3141	0.0080	2.61
Non Farm Vacant Land	0.6398	0.6564	0.0166	2.60
Non Farm Vacant land (Growth Area)	0.6580	0.6752	0.0172	2.61
Vacant land Non-Developable*	0.3199	0.3282	0.0083	2.60
Vacant Land Non-Developable (Growth Area)**	0.3381	0.3469	0.0088	2.61
<b>Estimated Service Charges</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
<b>Service Charges</b>				
Garbage Charge - Domestic	1,296,284	1,510,416	214,132	16.52
State Landfill Levy Charge	201,028	185,100	(15,928)	(7.92)
<b>Proposed Service Charge</b>				
Garbage & Recycling Charge (per tenement)	187	204	17	9.09
State Landfill Levy Charge (per tenement)	29	25	(4)	(13.79)

## Declaration of Rates & Charges

### Recommendation

#### 1. Amount Intended to be Raised

An amount of \$15,102,023 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which Council intends to raise by general rates, the municipal charge and the annual service charges (described later in this resolution), which amount is calculated as follows:

General Rates	\$11,534,707
Municipal Charge	\$1,871,800
Annual Service (Garbage) Charge	\$1,510,416
Annual Service (State Landfill Levy) Charge	\$185,100

#### 2. General Rates

- 2.1. A general rate be declared in respect of the 2012-13 Financial Year.
- 2.2. It be further declared that the general rate be raised by the application of differential rates.
- 2.3. A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

##### 2.3.1. Residential Improved

Any land which:

- 2.3.1.1. is used primarily for residential purposes; and
- 2.3.1.2. does not have the characteristics of Residential Improved (Growth Area).

##### 2.3.2. Residential Improved (Growth Area)

Any land which:

- 2.3.2.1. is used primarily for residential purposes;
- 2.3.2.2. is located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution; and
- 2.3.2.3. is designated as such in Council's rating database.

##### 2.3.3. Business, Industrial & Commercial

Any land which:

- 2.3.3.1. is used primarily for commercial or industrial (including extractive industry) purposes; and
- 2.3.3.2. does not have the characteristics of Business, Industrial & Commercial (Growth Area).

##### 2.3.4. Business, Industrial & Commercial (Growth Area)

Any land which:

- 2.3.4.1. is used primarily for commercial or industrial (including extractive industry) purposes;
- 2.3.4.2. is located within any of the areas bounded by the continuous and unbroken lines and the plans is attached to this resolution; and
- 2.3.4.3. designated as such in Council's rating database.

##### 2.3.5. Farm Land

Any land which:

- 2.3.5.1. is not less than 40 hectares in area; and
- 2.3.5.2. is used primarily for grazing, dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- 2.3.5.3. is used by a business:
  - 2.3.5.3.1. that has a significant and substantial commercial purpose or character; and
  - 2.3.5.3.2. that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.5.3.3. that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Or

Any land which:

- 2.3.5.4. is not less than 2 hectares in area and not more than 40 hectares in area; and



- 2.3.5.5. is intensively farmed; and
- 2.3.5.6. is used by a business:
  - 2.3.5.6.1. that has a significant and substantial commercial purpose or character; and
  - 2.3.5.6.2. that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.5.6.3. that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

#### 2.3.6. Farm Land (Growth Area)

- 2.3.6.1. is not less than 40 hectares in area; and
- 2.3.6.2. is used primarily for grazing, dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- 2.3.6.3. is used by a business:
  - 2.3.6.3.1. that has a significant and substantial commercial purpose or character; and
  - 2.3.6.3.2. that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.6.3.3. that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating. and
- 2.3.6.4. located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution; and
- 2.3.6.5. designated as such in Council's rating database.

Or

Any land which:

- 2.3.6.6. is not less than 2 hectares in area and not more than 40 hectares in area; and
- 2.3.6.7. is intensively farmed; and
- 2.3.6.8. is used by a business-
  - 2.3.6.8.1. that has a significant and substantial commercial purpose or character; and
  - 2.3.6.8.2. that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.6.8.3. that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating. and
- 2.3.6.9. located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution; and
- 2.3.6.10. designated as such in Council's rating database

#### 2.3.7. Non Farm Vacant Land

Any land which:

- 2.3.7.1. is not used primarily for residential, commercial or industrial (including extractive industry) purposes; and
- 2.3.7.2. does not have the characteristics of Farm Land, Farm Land (Growth Area), Non Farm Vacant Land (Growth Area), Vacant Land Non Developable or Vacant Non Developable Land (Growth Area)

#### 2.3.8. Non Farm Vacant Land (Growth Area)

Any land which:

- 2.3.8.1. is not used primarily for residential, commercial or industrial (including extractive industry) purposes; and
- 2.3.8.2. does not have the characteristics of Farm Land, Farm Land (Growth Area), Vacant Land Non Developable or Vacant Non Developable Land (Growth Area); and
- 2.3.8.3. is located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution; and
- 2.3.8.4. designated as such in Council's rating database.

#### 2.3.9. Vacant Land Non Developable

Any land which:

- 2.3.9.1. is located in the Farming Zone (as zoned within the Golden Plains Planning Scheme); and
- 2.3.9.2. does not have the characteristics of Farm Land or Farm Land (Growth Area), and
- 2.3.9.3. cannot be not used for residential, commercial or industrial (including extractive industry)

purposes due to the constraints of the Golden Plains Planning Scheme.

2.3.10. Vacant Land Non Developable (Growth Area)

Any land which:

- 2.3.10.1. is located in the Farming Zone (as zoned within the Golden Plains Planning Scheme); and
- 2.3.10.2. does not have the characteristics of Farm Land or Farm Land (Growth Area); and
- 2.3.10.3. cannot be not used for residential, commercial or industrial (including extractive industry) purposes due to the constraints of the Golden Plains Planning Scheme; and
- 2.3.10.4. is located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution; and
- 2.3.10.5. designated as such in Council's rating database.

- 2.4. Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in paragraph 2.3 of this resolution) by the relevant cents in the dollar indicated in the following table:

Category	Cents in the dollar on CIV
Residential Improved	0.3282 cents in the dollar of Capital Improved Value
Residential Improved (Growth Area)	0.3469 cents in the dollar of Capital Improved Value
Business, Industrial & Commercial	0.3282 cents in the dollar of Capital Improved Value
Business, Industrial & Commercial (Growth Area)	0.3469 cents in the dollar of Capital Improved Value
Farm Land	0.2954 cents in the dollar of Capital Improved Value
Farm Land (Growth Area)	0.3141 cents in the dollar of Capital Improved Value
Non Farm Vacant Land	0.6564 cents in the dollar of Capital Improved Value
Non Farm Vacant Land (Growth Area)	0.6752 cents in the dollar of Capital Improved Value
Vacant Land Non Developable	0.3282 cents in the dollar of Capital Improved Value
Vacant Land Non Developable (Growth Area)	0.3469 cents in the dollar of Capital Improved Value

- 2.5. It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that

- 2.5.1. the respective objectives of each differential rate be those specified in the Schedule to this resolution;
- 2.5.2. the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this resolution;
- 2.5.3. the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this resolution; and
- 2.5.4. the relevant
  - 2.5.4.1. uses of;
  - 2.5.4.2. geographical locations of;
  - 2.5.4.3. planning scheme zonings of; and
  - 2.5.4.4. types of buildings on;
 the respective types or classes of land be those identified in the Schedule to this resolution.

### 3. Municipal Charge

- 3.1. A municipal charge be declared in respect of the 2012-13 Financial Year.
- 3.2. The municipal charge be declared for the purpose of covering some of the costs of Council.
- 3.3. The municipal charge be in the sum of \$200 for each rateable land (or part) in respect of which a municipal charge may be levied.
- 3.4. It be confirmed that the municipal charge is declared in respect of all rateable land within the municipal district in respect of which a municipal charge may be levied.

**4. Annual Service (Garbage) Charge**

- 4.1. An annual service charge be declared in respect of the 2012-13 Financial Year.
- 4.2. The annual service charge be declared for the collection and disposal of refuse (including recyclables).
- 4.3. The annual service charge be:
  - 4.3.1.in the sum of \$204 for each rateable land (or part) in respect of which the annual service charge may be levied; and
  - 4.3.2.based on ownership of any land used primarily for residential purposes within the area designated for waste collection in the plan, which are the criteria for the annual service charge so declared.

**5. Annual Service (State Landfill Levy) Charge**

- 5.1. An annual service charge be declared in respect of the 2012-13 Financial Year.
- 5.2. The annual service charge be declared to meet the cost of the State Governments Landfill Levy imposed in relation to the disposal of refuse.
- 5.3. The annual service charge be:
  - 5.3.1.in the sum of \$25 for each rateable land (or part) in respect of which the annual service charge may be levied; and
  - 5.3.2.based on ownership of any land used primarily for residential purposes within the area designated for waste collection in the plan, which are the criteria for the annual service charge so declared.

**6. Consequential**

- 6.1. It be recorded that Council requires any person to pay interest on any amount of rates and charges to which:
  - 6.1.1.that person is liable to pay; and
  - 6.1.2.have not been paid by the date specified for their payment
- 6.2. The Chief Executive officer be authorised to levy and recover the general rates, municipal charge and annual service charge in accordance with the Local Government Act 1989.
- 6.3. The Chief Executive officer be authorised to make so much of Council's rating database available as is reasonably necessary to enable any person to ascertain the designation of any land located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution.

## **SCHEDULE**

### **Residential Improved**

#### **Objective:**

To encourage commerce and industry, and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

#### **Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

#### **Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### **Geographic Location:**

Wherever located within the municipal district.

#### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

#### **Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.

**Residential Improved (Growth Area)****Objective:**

To enable more resources to be devoted to strategic planning of Residential Improved (Growth Area) (including planning for the infrastructure and community needs of those residing on Residential Improved (Growth Area)), and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.

**Business, Industrial & Commercial****Objective:**

To encourage commerce and industry, and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.

**Business, Industrial & Commercial (Growth Area)****Objective:**

To enable more resources to be devoted to strategic planning of Business, Industrial & Commercial (Growth Area) (including planning for the infrastructure and community needs of those operating businesses on Business, Industrial & Commercial (Growth Area)), to encourage commerce and industry and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.

**Farm Land****Objective:**

To encourage farming activity, and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.



**Farm Land (Growth Area)****Objective:**

To enable more resources to be devoted to strategic planning of Farm Land (Growth Area) (including planning for the infrastructure and community needs of those operating farms or residing on Farm Land (Growth Area)), to encourage farming activity and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011-12 Financial Year.

**Non Farm Vacant Land****Objective:**

To enable more resources to be devoted to strategic planning of Non Farm Vacant Land (including planning for the infrastructure and community needs of those who may come to occupy Non Farm Vacant Land), to encourage development of that land and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Non Farm Vacant Land (Growth Area)****Objective:**

To enable more resources to be devoted to strategic planning of Non Farm Vacant Land (Growth Area) (including planning for the infrastructure and community needs of those who may come to occupy Non Farm Vacant Land (Growth Area), to encourage development of that land and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Vacant Land Non Developable****Objective:**

To enable more resources to be devoted to strategic planning of Non Farm Vacant Land (including planning for the infrastructure and community needs of those who may come to occupy Non Farm Vacant Land), to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Vacant Land Non Developable (Growth Area)****Objective:**

To enable more resources to be devoted to strategic planning of Vacant Land Non Developable (Growth Area) (including planning for the infrastructure and community needs of those who may come to occupy Vacant Land Non Developable (Growth Area), to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure;
- Development and provision of health and community services; and
- Provision of general support services.

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

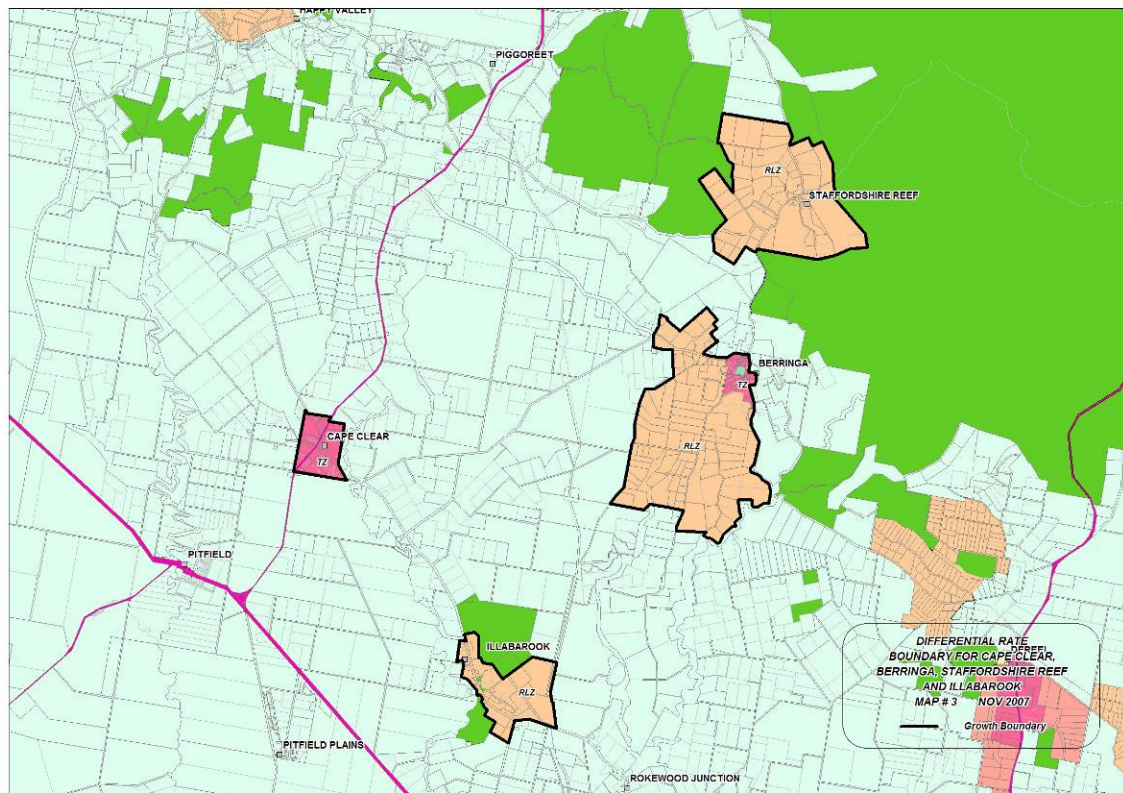
Map of Bannockburn showing differential rate boundaries for November 2007. The map includes various colored zones: green for 'FZ (Future R12)', pink for 'R12', yellow for 'R1Z', and red for 'LDRZ'. A thick magenta line represents the 'Differential Rate Boundary'. A black line indicates the 'Growth Boundary'. Numerous streets are labeled, including Stevenson Road, Waverley Drive, and Kelly Road. A legend in the bottom right corner explains the symbols and provides the map title: 'DIFFERENTIAL RATE BOUNDARY FOR BANNOCKBURN MAP # 1 NOV 2007'.

The map displays the following features:

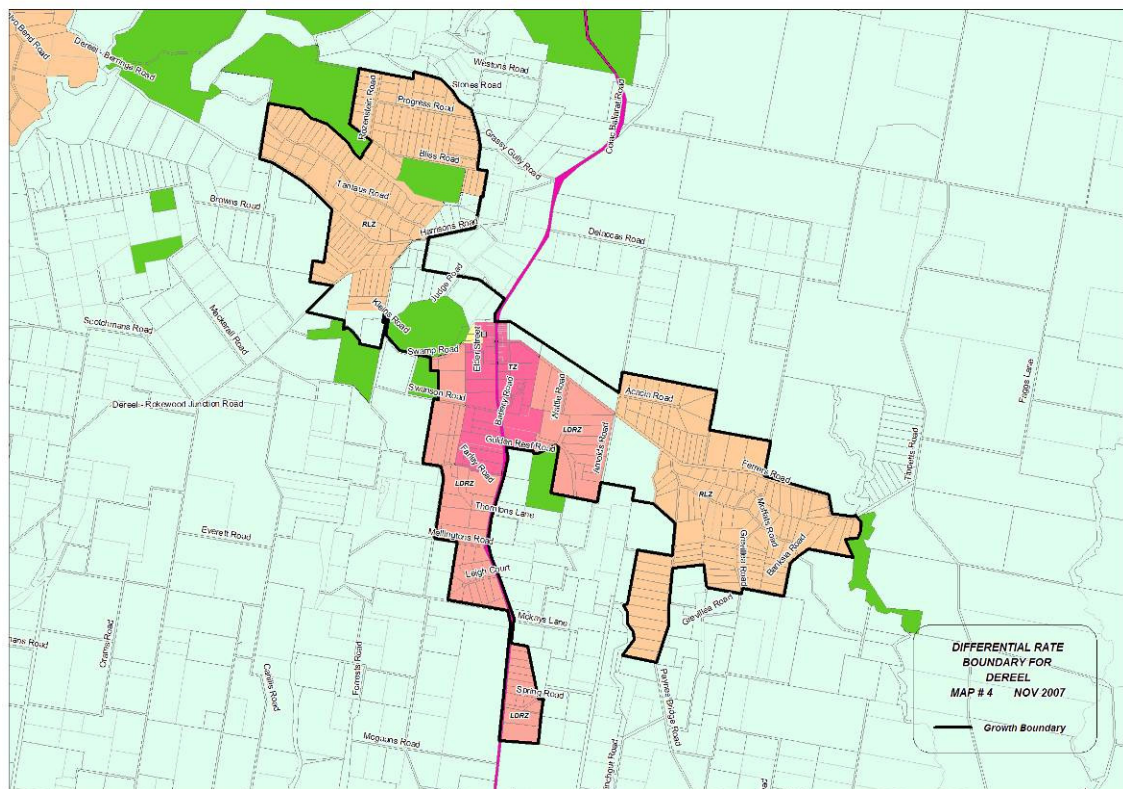
- Color-coded Zones:**
  - LDRZ (Red):** A large central area including streets like Ballymore Road, Ballymore Court, Daruna Way, Galloway Place, Yockellane Close, Cullinan Road, Glenageary Lane, Melndon Avenue, and Honey Lane.
  - FZ (White):** An area to the north and east of the LDRZ zone.
  - Growth Boundary (Yellow):** An area to the south and east of the LDRZ zone.
- Major Roads:**
  - Midland Highway
  - Freshford-Glenageary Road
  - Ballymore Road
  - Ballymore Court
  - Daruna Way
  - Galloway Place
  - Yockellane Close
  - Cullinan Road
  - Glenageary Lane
  - Melndon Avenue
  - Honey Lane
  - Doyle Road
- Other Labels:**
  - Sutton Road
  - Glenageary-Sutton Road
  - Brook Road
  - Brookly Road
  - BATESFORD
- Legend:**
  - Growth Boundary:** Indicated by a thick green line.
- Title:** DIFFERENTIAL RATE BOUNDARY FOR BATESFORD MAP # 2 NOV 2007



## Berringa, Cape Clear, Staffordshire Reef & Illabarook Differential Rate Area

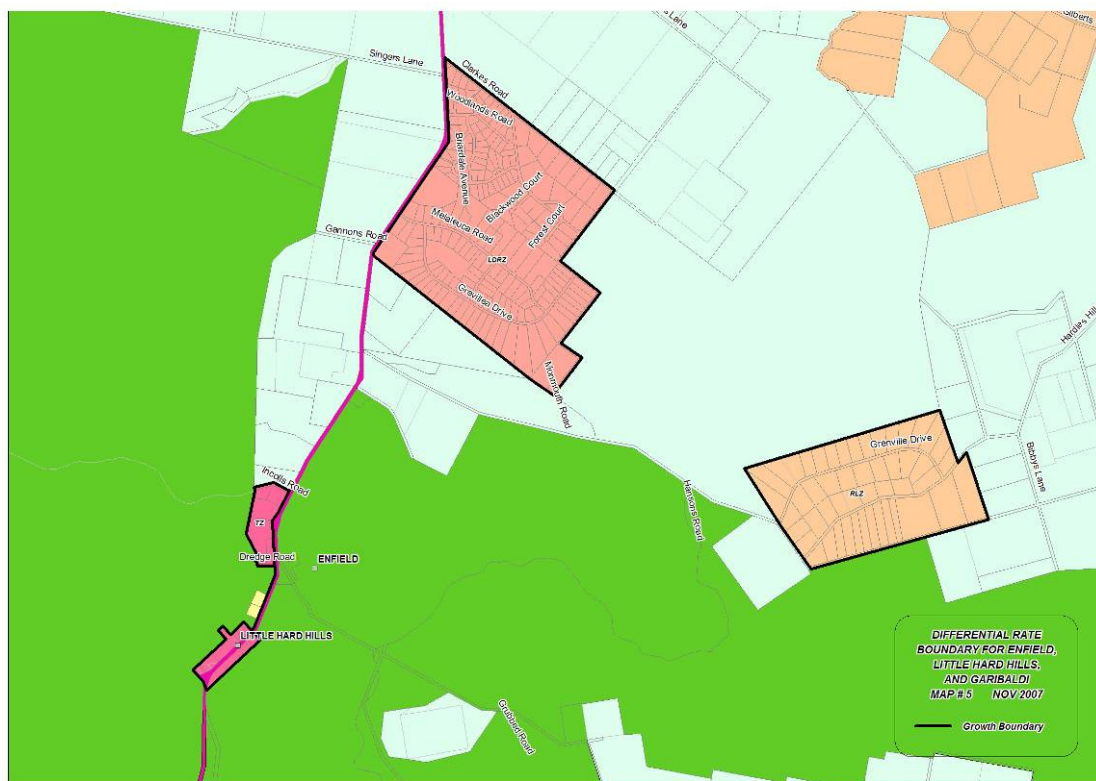


## Dereel Differential Rate Area

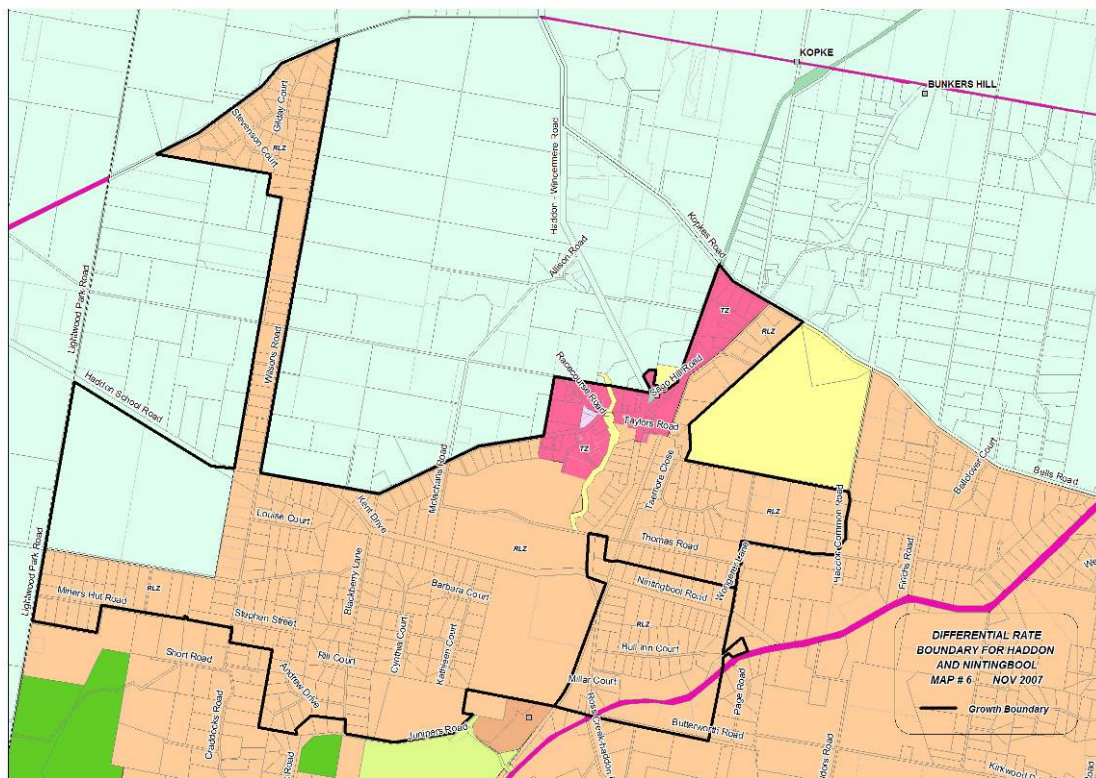




## Enfield, Little Hard Hills & Garibaldi Differential Rate Area

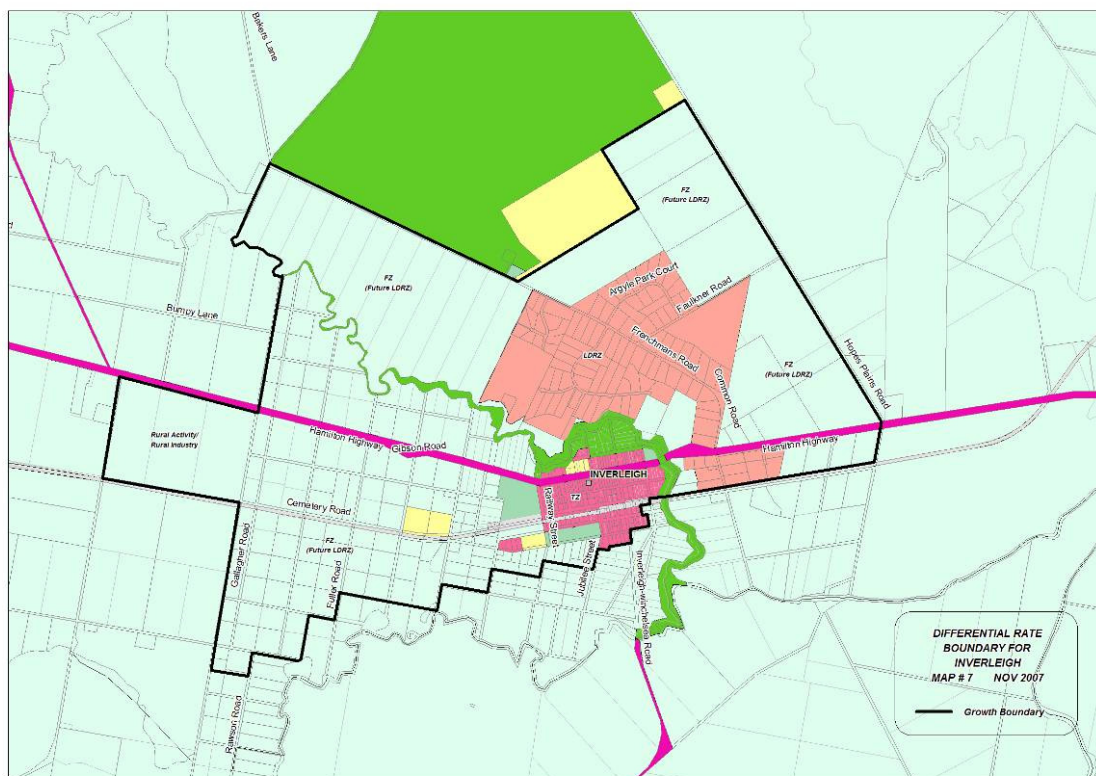


## Haddon & Nintingbool Differential Rate Area

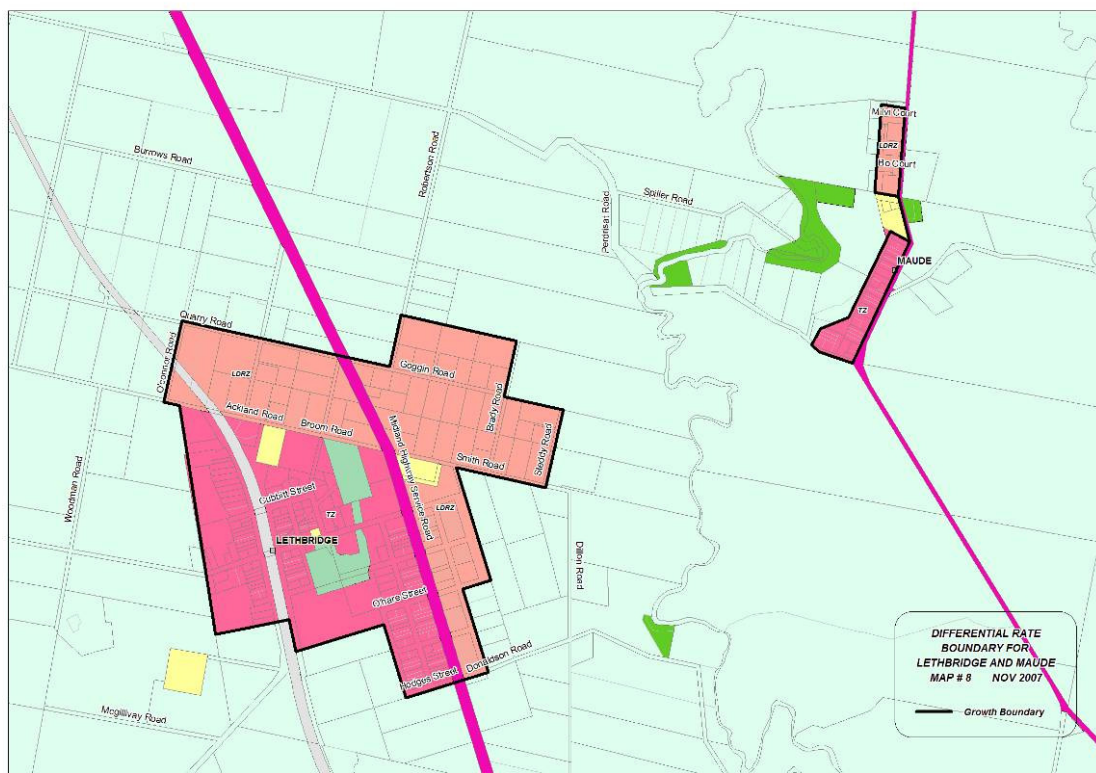




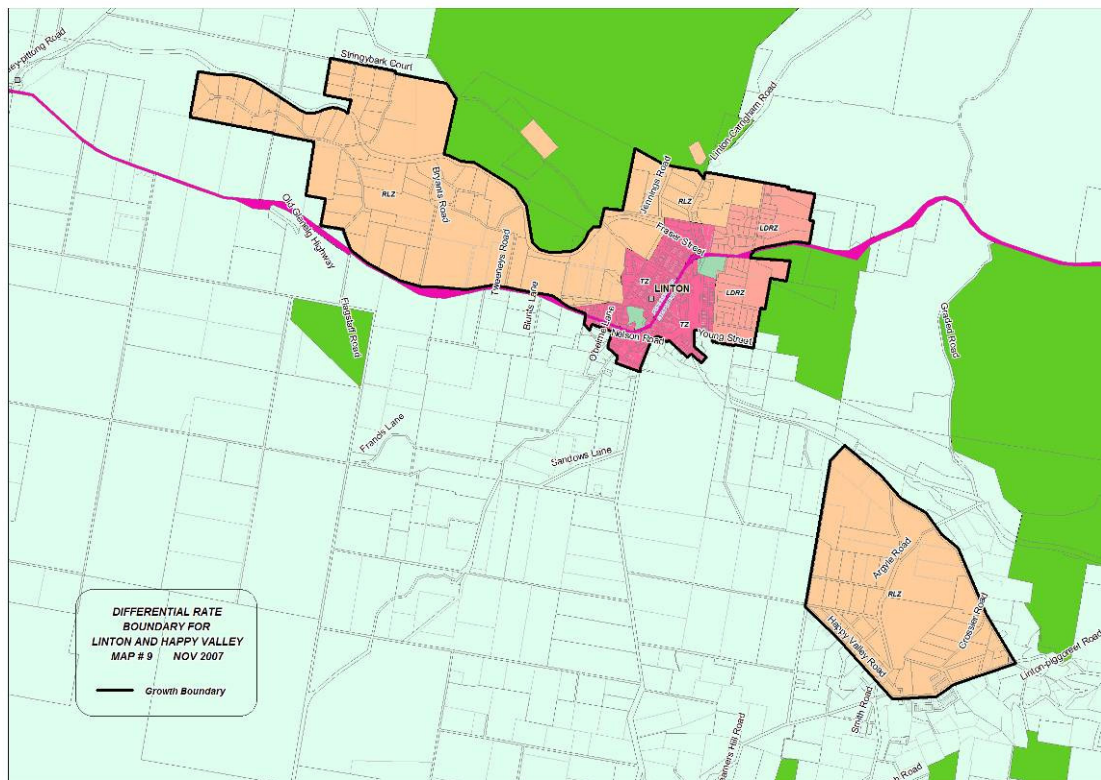
## Inverleigh Differential Rate Area



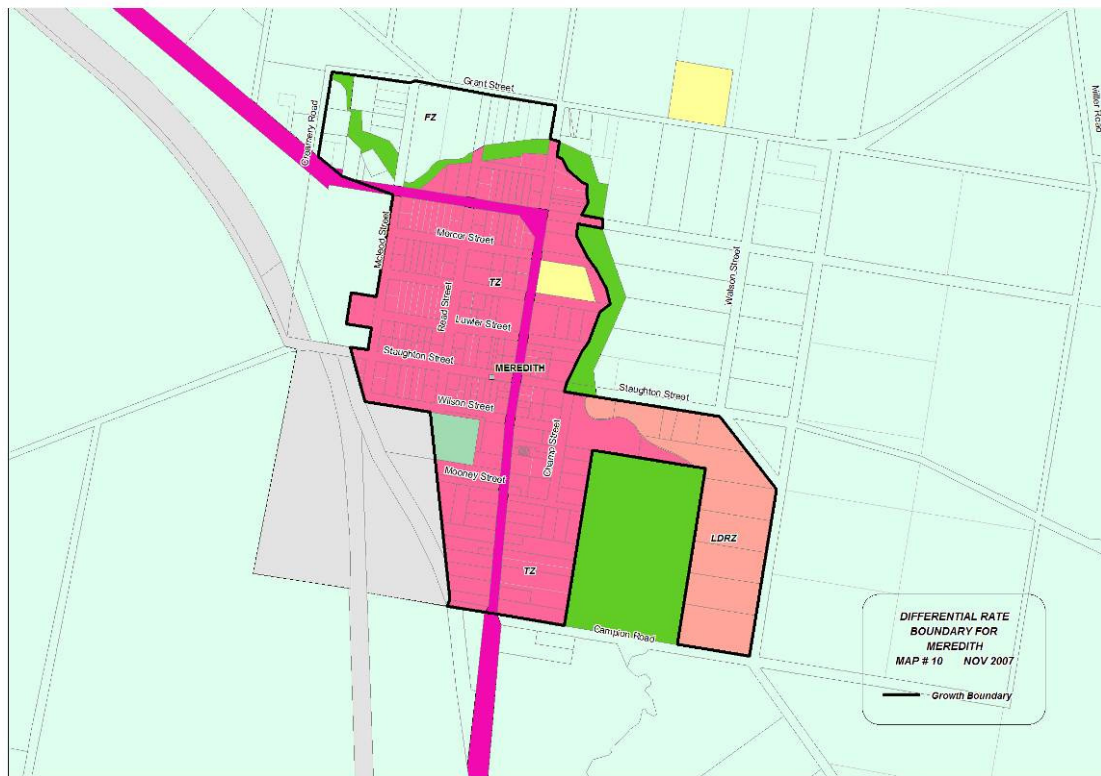
## Lethbridge &amp; Maude Differential Rate Area



## Linton & Happy Valley Differential Rate Area

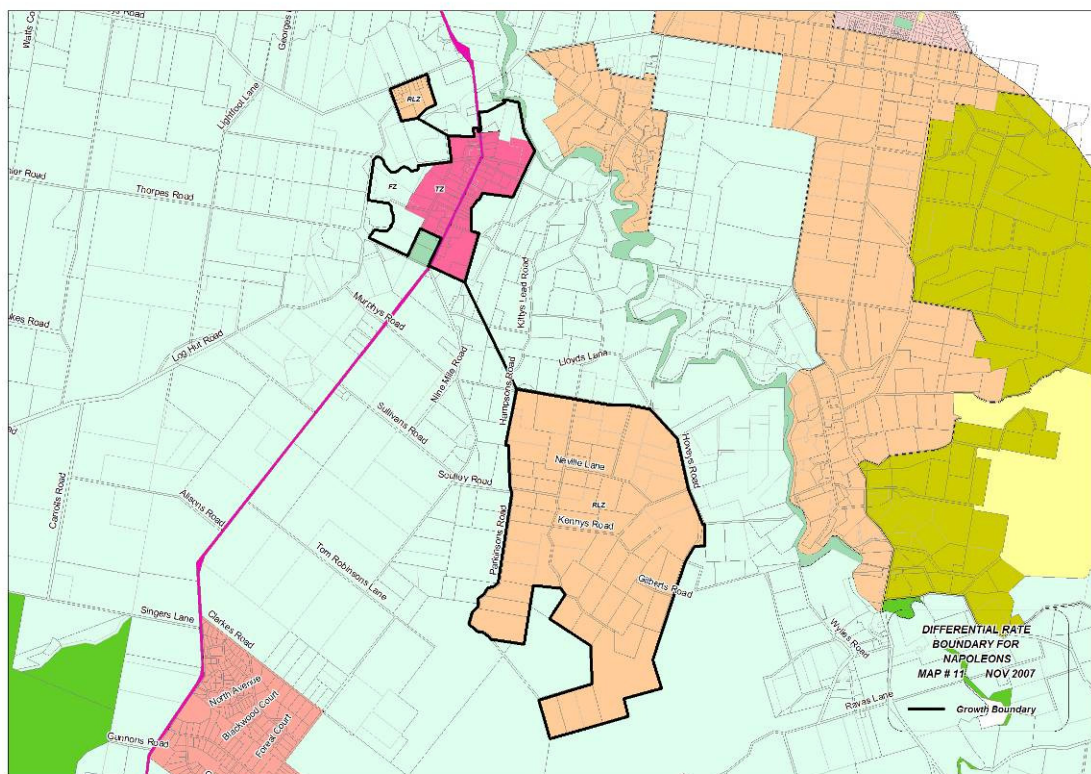


## Meredith Differential Rate Area

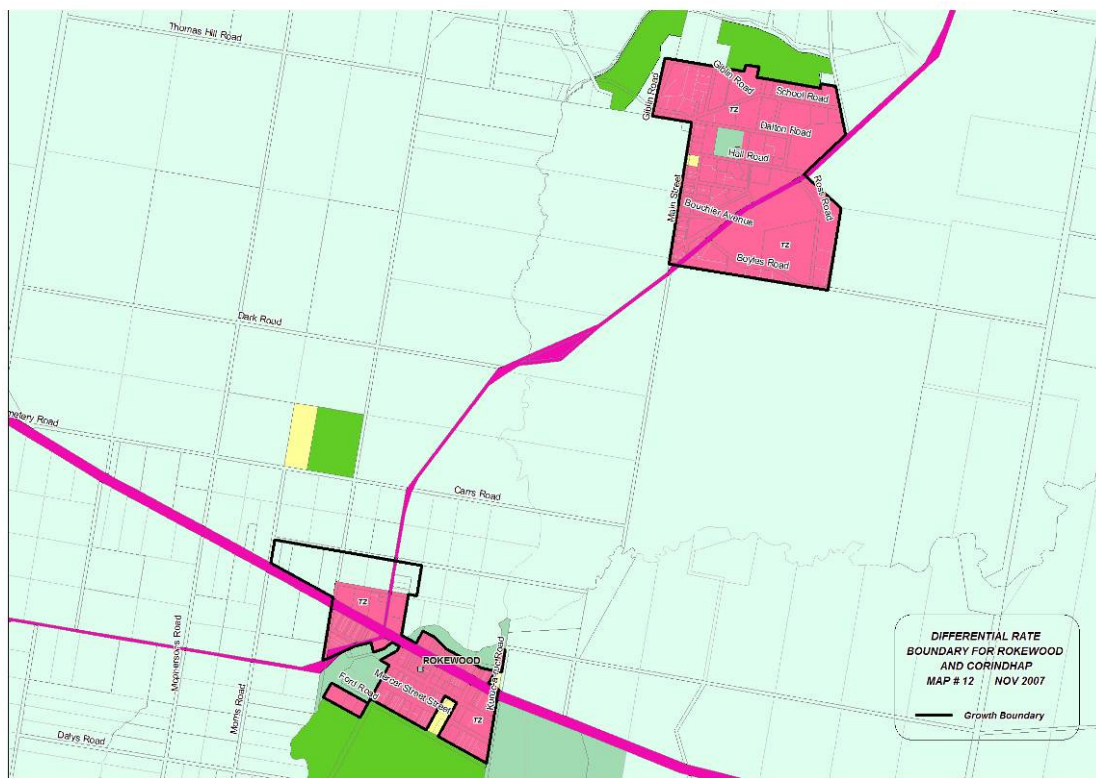




## Napoleons Differential Rate Area



## Rokewood & Corindhap Differential Rate Area



Map showing the differential rate boundary for Ross Creek and Cambrian Hill. The map includes various roads and land parcels, with a legend indicating the growth boundary. The title block reads: DIFFERENTIAL RATE BOUNDARY FOR ROSS CREEK AND CAMBRIAN HILL MAP # 13 NOV 2007.

**DIFFERENTIAL RATE  
BOUNDARY FOR  
SCARSDALE  
MAP #14 NOV 2007**

— Growth Boundary



DIFFERENTIAL RATE  
BOUNDARY FOR  
SMYTHES CREEK  
MAP # 16 NOV 2007

— Growth Boundary

Map of Teesdale showing differential rate boundaries for November 2007. The map includes a legend indicating the differential rate boundary and the growth boundary. The map is labeled with various streets and areas, including Eagle Court, Toolimopah Road, Wills Street, and others. The map is dated November 2007 and is labeled as Map # 18.



## 6.2 FEES & CHARGES

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
		<b>Note 1:</b> Fees shown in red are set by Statute and are subject to change. These fees were current as at 8/3/12 <b>Note 2:</b> Fees marked with * are subject to director's discretion in cases of financial hardship.		
		<b>Animal Impounding</b>		
1	30582	Dogs & Cats – First offence	Taxable	85.00+Cost
2	30582	Dogs & Cats – Second & subsequent offences	Taxable	138.00+Cost
3	30582	Pound Fees – Sheep	Taxable	6.00+Cost
4	30582	Pound Fees – Cattle	Taxable	27.00+Cost
5	30582	Trespass Sheep (Tillage Land)	Taxable	27.00+Cost
6	30582	Trespass Sheep (Non Tillage Land)	Taxable	13.00+Cost
7	30582	Trespass Goat (Tillage Land)	Taxable	55.00+Cost
8	30582	Trespass Goat (Non Tillage Land)	Taxable	28.00+Cost
9	30582	Trespass Pig (Tillage Land)	Taxable	58.00+Cost
10	30582	Trespass Pig (Non Tillage Land)	Taxable	28.00+Cost
11	30582	Trespass Cattle (Non Tillage Land)	Taxable	28.00+Cost
12	30582	Stallion, Bull, Ram, Boar (add to Trespass)	Taxable	138.00+Cost
13	30582	Sustenance per Dog	Taxable	9.00+Cost
14	30582	Sustenance per Sheep	Taxable	2.75+Cost
15	30582	Sustenance per Pig	Taxable	14.00+Cost
16	30582	Sustenance per Goat	Taxable	14.00+Cost
17	30582	Sustenance per Cattle	Taxable	28.00+Cost
		<b>Animal Offences</b>		
18	30580	Failure to apply to register or renew the registration of a dog or cat over the age of 3 months.	Not Taxable	239.00
19	30580	Registered dog or cat found outside the owner's premises not wearing identification tag.	Not Taxable	60.00
20	30580	Unregistered dog or cat wearing Council identification tag.	Not Taxable	60.00
21	30580	Person other than owner removing, altering or defacing identification tag.	Not Taxable	60.00
22	30580	Dog or cat on private property after notice served.	Not Taxable	60.00
23	30580	Dog at large or not securely confined to owner's premises during daytime.	Not Taxable	179.00
24	30580	Dog at large or not securely confined to owner's premises during night time.	Not Taxable	239.00
25	30580	Cat at large or not securely confined to owner's premises in restricted municipal district.	Not Taxable	60.00
26	30580	Contravening Council Order relating to presence of dogs and cats in public places.	Not Taxable	119.00
27	30580	Greyhound outside owner's premises not adequately muzzled or not controlled by chain, cord or leash.	Not Taxable	179.00
28	30580	Dog or cat creating a nuisance.	Not Taxable	60.00
29	30580	Not complying with order to abate nuisance.	Not Taxable	179.00

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
		<b>Animal Offences (cont'd)</b>		
30	30580	Failure to comply with requirement to muzzle or effectively control a menacing dog.	Not Taxable	239.00
31	30580	Conducting a domestic animal business that does not comply with the relevant Code of Practice.	Not Taxable	239.00
32	30580	Failure to provide declaration whether dog is a restricted breed	Not Taxable	239.00
33	30580	Proprietor of domestic animal business selling or giving away dog or cat not implanted with prescribed identification device	Not Taxable	239.00
34	30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of dog going missing	Not Taxable	119.00
35	30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of change in custody or ownership	Not Taxable	119.00
36	30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of change to the owner's address	Not Taxable	119.00
37	30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of change to the place where the dog is kept	Not Taxable	119.00
38	30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	239.00
39	30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of a change to the owner's address	Not Taxable	239.00
40	30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of a change to the place where the dog is kept	Not Taxable	239.00
41	30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of a change in ownership of the dog	Not Taxable	239.00
42	30580	Failure to ensure that a dangerous dog is properly confined on owner's residential premises	Not Taxable	239.00
43	30580	Failure to ensure that a dangerous dog is properly confined on owner's non-residential premises	Not Taxable	239.00
44	30580	Failure of the owner of a menacing dog to notify the Council within 24 hours that the dog is missing	Not Taxable	239.00
45	30580	Failure of the owner of a menacing dog to notify the Council within 24 hours of a change to the owner's address	Not Taxable	239.00
46	30580	Failure of the owner of a menacing dog to notify the Council within 24 hours of a change to the place where the dog is kept	Not Taxable	239.00
47	30580	Failure of the owner of a menacing dog to notify the Council within 24 hours of a change in ownership of the dog	Not Taxable	239.00
48	30580	Keeping a restricted breed dog not acquired before 3 November 2005	Not Taxable	179.00
49	30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	239.00
50	30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of a change to the owner's address	Not Taxable	239.00
51	30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of a change to the place where the dog is kept	Not Taxable	239.00
52	30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of a change in ownership of the dog	Not Taxable	239.00
53	30580	Failure to ensure that a restricted breed dog is properly confined on the owner's premises	Not Taxable	119.00
54	30580	Selling a pet shop animal other than in the course of conducting domestic animal business from a registered premises or a private residence or an approval under the Wildlife Act 1975	Not Taxable	239.00
		<b>Animal Registrations (dogs and cats)</b>		
55	30578	Standard registration	Not Taxable	104.00
56	30578	Discounted registration	Not Taxable	35.00



Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
		<b>Animal Registration (dogs and cats) (cont'd)</b>		
57	30578	Domestic animal businesses - Licence to operate breeding establishment	Taxable	151.00
58	n/a	Replacement tags	Not Taxable	Nil
59	n/a	Animal Register inspection fees	Not Taxable	Nil
		<b>Animal Traps</b>		
60	30584	Hire of animal traps and other animal control devices	Taxable	19.00
		<b>Building Permits</b>		
		<b>Government Levy</b>		
61	845	Building permit per \$1,000	Not Taxable	1.28 /\$1,000
		<u>Note: Applicable to all works over \$10,000</u>		
		<b>Building Permit Fees</b>		
		<b>Registered Builder</b>		
		<b>Assessment and/or certification</b>		
62	30270	– Dwelling works assessment (x floor area)+ Insp	Taxable	5.50/m2
63	30270	– Verandah, Shed works assessment (x floor area)+ Insp	Taxable	3.30/m2
64	30270	– Minimum Assessment + Insp	Taxable	274 min
65	30270	– Inspection (within the Shire)	Taxable	137.00
		<b>Owner Builder</b>		
		<b>Assessment and/or certification</b>		
66	30270	– Dwelling works assessment (x floor area)+ Insp	Taxable	5.50/m2
67	30270	– Verandah, Shed works assessment (x floor area)+ Insp	Taxable	4.50/m2
68	30270	– Minimum Assessment + Insp	Taxable	274 min
69	30270	– Inspection (within the Shire)	Taxable	137.00
70	30270	<b>Swimming pools (new) + Inspections</b>		
		– Above ground	Taxable	345.00
		– Inground	Taxable	526.00
71	30270	Class 2,3,5,6,7,8 and 9 including inspections	Taxable	4 times the sum of: (contract value divided by 2,000) plus (square root of contract value).
72	30270	– Minimum Assessment	Taxable	821.00
73	30270	Structural design assessment		POA
74	30270	Any inspection for Registered Building Surveyor	Taxable	274.00
75	30270	Inspections for Expired Permits	Taxable	548.00
		<b>Application for occupancy permits for places of public entertainment</b>		
76	30270	Less than 500 occupants	Taxable	411.00
77	30270	500 to 1,000 occupants	Taxable	657.00
78	30270	1,000 to 5,000 occupants	Taxable	1,314.00
79	30271	Over 5,000 occupants	Taxable	2,190.00
80	30270	Amendment of an occupancy permit for a place of public entertainment	Taxable	411.00
81	30170	Building information certificate	Not Taxable	40.40
82	30270	Inspection re-erect building	Taxable	356 + travel

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
<b>Building Permits (cont'd)</b>				
83	30178	Demolition consent	Not Taxable	55.55
84	30270	Extension of permit/application for 1 year	Taxable	219.00
85	30271	Extension of permit/application for 2 years	Taxable	438.00
86	30174	Lodgement fees for building work	Not Taxable	33.30
87	30178	Provision of documents	Not Taxable	88.00
88	71774	Legal Point of Discharge Determination	Not Taxable	55.55
89	2210	Guarantees and bonds for re-erection of a building	Not Taxable	5,000.00
90	30270	Consultancy fees	Taxable	263/hr
91	30178	Consent of Council (siting, flooding & movements)	Not Taxable	222.30
92	30178	Comments of Council as a Reporting Authority	Not Taxable	285.00
<b>Childcare</b>				
93	50195	Daily	Not Taxable	91.00
94	50195	Half Day	Not Taxable	49.00
95	50195	Weekly	Not Taxable	402.00
96	50195	4 Days	Not Taxable	340.00
<b>Community Bus</b>				
97	50378/80	Community groups	Taxable	2.00/km
98	50378/80	Private hire	Taxable	2.65/km
<b>Community Transport*</b>				
99	50380/84	Community Transport - one way short trip	Taxable	9.85
100	50380/84	Community Transport Short Trip	Taxable	18.00
101	50380/84	Community Transport Long Trip	Taxable	42.20
102	50380/85	Community Transport - 1.5 hours plus trip	Taxable	49.00 to 66.00
103	50380/84	Community Transport Shared Trip (within region) *Fees subject to Directors' discretion	Taxable	7.50
<b>Competitive Tendering</b>				
104	40370	Specification documents	Taxable	257.00
105	10172	Disabled Parking Permits	Not Taxable	9.00
106	40082	Dishonoured Cheques	Taxable	43 + Bank Fees
<b>Elections</b>				
107	2210	Candidate deposits	Not Taxable	250.00
108	11170	Failure to vote fines (Penalty units may change on 1 July 2010)	Not Taxable	60.00

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
109	5017003	<b>Family Day Care Administration Levy</b>		
		Administration Levy	Taxable	0.35/hr
		<b>Family Day Care Recommended Fees</b>		
110	N/A	Core Hours	Not Taxable	7.70/hr
111	N/A	Non Core Hours	Not Taxable	11.60/hr
		CARE GIVERS MAY SET OWN FEES		
		<b>Farmers' Market</b>		
112	20082	Unpowered Site	Taxable	55.00
113	20082	Powered Site	Taxable	71.50
		<b>Fire Prevention Notices</b>		
114	30376	Fire Hazard Removal	Taxable	138.00 + costs
115	30376	Failure to comply with Fire Notice	Not Taxable	239.00
		<b>Freedom of Information Requests</b>		
116	90170	FOI Application Fee	Non Taxable	24.40
117	90170	FOI Search Fee	Non Taxable	20.00/hr
118	90170	FOI Supervision Charge	Non Taxable	5.00/ qtr hr
119	90170	FOI Photocopy Charge (Black & White)	Non Taxable	0.20 per A4 page
120	90170	Providing access in another form (not copied)	Non Taxable	All costs incurred
121	90170	Charge for listening to or viewing a tape	Non Taxable	All costs incurred
122	90170	Charge for making a written transcript of a tape	Non Taxable	All costs incurred
		<b>Food Premises &amp; Environmental Health</b>		
123	30670	New Premises	Not Taxable	50% surcharge on appropriate renewal fee
124	30670	Temporary Registration	Not Taxable	71.00
125	30670	Transfer of Registration Inspection Report	Not Taxable	142.00
126	30670	Transfer of Registration	Not Taxable	142.00
127	30670	General Inspection Fee - New/Alteration	Not Taxable	110.00
128	30670	Request for Water/Food Analysis (eg drinking water)	Not Taxable	110.00
		<b>Renewal of Registration</b>		
129	30670	Food Premises Class 1	Not Taxable	448.00
130	30670	Food Premises Class 2 - General	Not Taxable	390.00
131	30670	Food Premises Class 2 - Large/Manufacturing (eg > 10 staff)	Not Taxable	538.00
132	30670	Food Premises Class 3 - General Low Risk	Not Taxable	299.00
133	30670	Food Premises Class 3 - Clubs	Not Taxable	90.00

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
<b>Food Premises &amp; Environmental Health (cont'd)</b>				
134	30670	Food Premises Class 3 - Wineries	Not Taxable	239.00
135	30670	Food Premises Class 4	Not Taxable	-
136	30670	Health Act Fee	Not Taxable	219.00
137	30674	Septic Tank Installation Permit	Not Taxable	460.00
138	30674	Septic Tank Alteration Permit	Not Taxable	219.00
139	30670	Prescribed Accommodation	Not Taxable	219.00
140	30670	Health Premises Registration - Renewal	Not Taxable	233.00
141	30670	Health Premises Registration - New	Not Taxable	350.00
<b>Garbage Collection &amp; Bins</b>				
142	80070	Residential Garbage Inc Recycling	Not Taxable	204.00
143	80070	Second Service Garbage Collection	Taxable	222.40
144	80071	Residential State Landfill Levy	Not Taxable	25.00
145	80072	Commercial Garbage Inc Recycling (Cost Recovery)	Taxable	224.40
146	80073	Commercial State Landfill Levy	Taxable	27.50
147	80074	Sale of Big Bins	Taxable	123.00
148	50280/94	<b>HACC – Planned Activity Group*</b>	Not Taxable	10.00/day
<b>HACC - Community Aged Care Packages HACC Brokerage Fees</b>				
149	50290	Home Care	Not Taxable	41.80/hr
150	50290	Home Care - After Hours	Not Taxable	50.60/hr
151	50290	Home Care - Public Holidays	Not Taxable	63.25/hr
152	50290	Personal Care	Not Taxable	43.85/hr
153	50290	Personal Care - After Hours	Not Taxable	50.60/hr
154	50290	Personal Care - Public Holidays & Weekend	Not Taxable	63.25/hr
155	50290	Respite Care	Not Taxable	43.85/hr
156	50290	Respite Care - After Hours	Not Taxable	50.60/hr
157	50290	Respite Care - Public Holidays & Weekend	Not Taxable	63.25/hr
158	50290	Home Maintenance	Not Taxable	52.50/hr
159	50290	Meals on Wheels	Not Taxable	10.70/hr
<b>HACC - General Home Care*</b>				
160	50271	Low Fee	Not Taxable	6.30/hr
161	50271	Medium Fee	Not Taxable	13.50/hr
162	50271	High Fee	Not Taxable	41.80/hr
163	50271	Travel with Client	Not Taxable	0.65/hr
164	50271	Couple	Not Taxable	6.80/hr
<b>HACC – Respite*</b>				
165	50278	Low Fee	Not Taxable	4.00/hr
166	50278	Medium Fee	Not Taxable	7.60/hr
167	50278	High Fee	Not Taxable	43.85/hr
<b>HACC Property Maintenance – Indoor*</b>				
168	50274	Low Fee	Not Taxable	12.65/hr

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
		<b>HACC Property Maintenance – Indoor* (cont'd)</b>		
169	50274	Medium Fee	Not Taxable	17.00/hr
170	50274	High Fee	Not Taxable	52.50/hr
171	50274	<b>HACC Property Maintenance - Outdoor*</b>	Not Taxable	14.70/hr
172	50273	<b>Property Maintenance Materials Reimbursement</b>	Not Taxable	Full Cost
		<b>HACC – Personal Care*</b>		
173	50276	Low Fee	Not Taxable	4.10/hr
174	50276	Medium Fee	Not Taxable	8.10/hr
175	50276	High Fee	Not Taxable	43.84/hr
		<b>Delivered Meals*</b>		
176	50285	Main Course	Not Taxable	6.50/hr
177	50285	Dessert	Not Taxable	2.80/hr
		* Fees subject to Director's discretion in cases of financial hardship		
		<b>Library Service</b>		
178	N/A	User pays services provided by Geelong Regional Library Corporation	Refer to Geelong Regional Library for fees & charges.	
		<b>Local Laws</b>		
179	30570	Copies of any local laws	Taxable	13.00
180	30570	Abandoned vehicle removal	Taxable	At cost
181	30570	Street entertainment applications (busking & street parties)	Not Taxable	Nil
182	30570	Community events permit fees	Not Taxable	Nil
183	30570	Charity bins	Not Taxable	Nil
184	30570	Street furniture permits	Not Taxable	151.00
185	30570	A-board permits	Not Taxable	151.00
186	30570	Dog permits	Not Taxable	151.00
187	30570	Hoarding permits (erection of hoardings/advertisements)	Not Taxable	151.00
188	30588	Transport Act 1983 Temporary Residence Permits	Not Taxable	151.00
		<b>Maps</b>		
189	91170	Fee per A4 plan	Taxable	14.00
190	91170	Fee (large projects)	Taxable	84.00
		<b>Northern Community Centre - Commercial</b>		
		The following room hire fees exclude permanent tenant fees		
191	50486	Grenville Room Hire	Taxable	34.00/hr
192	50486	Leigh Room Hire	Taxable	15.00/hr
193	50486	Consulting Room	Taxable	9.00/hr

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
<b>Northern Community Centre - Not For Profit/Community</b>				
The following room hire fees exclude permanent tenant fees				
194	50486	Grenville Room Hire	Taxable	12.00/hr
195	50486	Leigh Room Hire	Taxable	9.00/hr
196	50486	Children's Play Room Hire	Taxable	12.00/hr
197	50486	Consulting Room	Taxable	6.00/hr
<b>Smythesdale Business, Health &amp; Community Hub - Commercial</b>				
The following room hire fees exclude permanent tenant fees				
Community Health Fees - Commercial				
198	50470	Multi Purpose Room	Taxable	34.00/hr
199	50470	Board Room	Taxable	15.00/hr
200	50470	Consulting Rooms	Taxable	9.00/hr
<b>Smythesdale Business, Health &amp; Community Hub - Not For Profit/Community</b>				
The following room hire fees exclude permanent tenant fees				
Community Health Fees - Not For Profit/Community				
201	50470	Multi Purpose Room	Taxable	12.00/hr
202	50470	Board Room	Taxable	12.00/hr
203	50470	Consulting Rooms	Taxable	6.00/hr
<b>Bannockburn Family Services Centre - Commercial</b>				
The following room hire fees exclude fees for users with MOU's				
204	50487	Multi Purpose Room - Casual	Taxable	21.00/hr
205	50487	Multi Purpose Room - Permanent	Taxable	14.00/hr
206	50487	Consulting Rooms - Casual	Taxable	21.00/hr
207	50487	Consulting Rooms - Permanent	Taxable	14.00/hr
<b>Bannockburn Family Services Centre - Not For Profit /Community</b>				
The following room hire fees exclude fees for users with MOU's				
208	50487	Multi Purpose Room - Casual	Taxable	11.00/hr
209	50487	Multi Purpose Room - Permanent	Taxable	7.00/hr
210	50487	Consulting Rooms - Casual	Taxable	11.00/hr
211	50487	Consulting Rooms - Permanent	Taxable	7.00/hr
<b>Photocopying</b>				
212	91170	Single sided A4 – Community Groups	Taxable	0.25
213	91170	Double sided A4 – Community Groups	Taxable	0.35
214	91170	Single sided A3 – Community Groups	Taxable	0.35
215	91170	Double sided A3 – Community Groups	Taxable	0.45
216	91170	Single sided A4 – Private	Taxable	0.45
217	91170	Double sided A4 – Private	Taxable	0.80

Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
218	91170	Single sided A3 – Private	Taxable	0.80
		<b>Photocopying (cont'd)</b>		
219	91170	Double sided A3 – Private	Taxable	1.00
		<b>Planning</b>		
		<b>Planning Permits to Develop Land for :</b>		
220	30072	Use Only Permit	Not Taxable	502.00
221	30072	Permit for Dwelling (single) \$10,000 - \$100,000	Not Taxable	239.00
222	30072	Permit for Dwelling (single) > \$100,001	Not Taxable	490.00
		<b>Development (other than single dwelling per lot):</b>		
223	30072	\$0 - \$10,000	Not Taxable	102.00
224	30072	\$10,000 - \$250,000	Not Taxable	604.00
225	30072	\$250,000 - \$500,000	Not Taxable	707.00
226	30072	\$500,000 - \$1,000,000	Not Taxable	815.00
227	30072	\$1,000,000 - \$7,000,000	Not Taxable	1,153.00
228	30072	\$7,000,000 - \$10,000,000	Not Taxable	4,837.00
229	30072	\$10,000,000 - \$50,000,000	Not Taxable	8,064.00
230	30072	\$50,000,000	Not Taxable	16,130.00
		<b>Subdivision/Restrictions/Easements (Permit):</b>		
231	30072	To subdivide existing building	Not Taxable	386.00
232	30072	To subdivide land into two lots	Not Taxable	386.00
233	30072	Realignment (lots) or consolidation (two or more lots)	Not Taxable	386.00
234	30072	Subdivide Land (3 or more lots)	Not Taxable	781.00
235	30072	Remove restriction (special circumstances)	Not Taxable	249.00
236	30072	Create, vary or remove restriction	Not Taxable	541.00
237	30072	Create, vary or remove easement	Not Taxable	404.00
		<b>Subdivision Certification (Subdivision Act 1988):</b>		
238	30074	Certification of Subdivision Plan	Not Taxable	100 + \$20/lot
239	30074	Recertification of Subdivision Plan	Not Taxable	100.00
240	30074	Procedural (exempt, consolidation, etc)	Not Taxable	100.00
		<b>Development &amp; Public Open Space Contributions:</b>		
241	30079	Public Open Space Contributions	Not Taxable	5% of value
242	30080	Development Community Contribution - other than Bannockburn	Not Taxable	500 per new lot
243	30080	Development Community Contribution - Bannockburn	Not Taxable	2,765 per new lot
244	71880	Preparation of Engineering Plans by Council	Not Taxable	3.5% of value
245	71880	Plan checking by Council of consultants engineering plans	Not Taxable	0.75% of value
246	71880	Council Supervision of Construction	Not Taxable	2.5% of value
		<b>General Planning Fees:</b>		
247	30072	Extension of Time (Permit)	Taxable	164.00
248	30072	Amend permit application after notice	Not Taxable	102.00
249	30072	Amend permit amendment application after notice	Not Taxable	102.00
250	30075	Certificate of Compliance	Not Taxable	147.00



Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
251	30075	<b>Satisfaction Matters</b>	Not Taxable	102.00
		<b>Planning(cont'd)</b>		
252	30075	Written Planning Enquiry Response Fee	Taxable	60.00/hr min \$20.00
253	30075	Archive Planning File Recovery	Taxable	27.00
254	30075	Title Search Fee (per property)	Taxable	Cost + \$27.00
255	30070	<b>Planning Certificate - Standard Time</b>	Not Taxable	18.20
256	30070	24 hr Fast Track Certificate	Taxable	Not offered
		<b>Planning Scheme Amendments:</b>		
257	30078	Stage 1 Fee - Request for amendments for planning scheme	Not Taxable	798.00
258	30078	Stage 2 Fee - for considering submissions to an amendment of charge and referral to a panel	Not Taxable	798.00
259	30078	Stage 3 Fee - Adopting amendment and submitting for approval	Not Taxable	524.00
		<b>Planning Permit Amendment Fees:</b>		
260	30072	Class 1 - change the use for which the land may be used	Not Taxable	502.00
261	30072	Class 2 - change preamble, conditions, or any other change not specified	Not Taxable	502.00
262	30072	Class 3 - Single dwelling between \$10,000 - \$100,000 (additional value)	Not Taxable	239.00
263	30072	Class 4 - Single dwelling above \$100,000 (additional value)	Not Taxable	490.00
264	30072	Class 5 - Additional development below \$10,000 (across the board)	Not Taxable	102.00
265	30072	Class 6 - Additional development between \$10,000 to \$250,000	Not Taxable	604.00
266	30072	Class 7 - Additional development between \$250,000 to \$500,000	Not Taxable	707.00
267	30072	Class 8 - Additional development greater than \$500,000	Not Taxable	815.00
268	30072	Class 9 - Subdivision changes	Not Taxable	386.00
		<b>Council Prepared Advertising:</b>		
269	30073	Preparing & posting of advertising letters (per letter)	Taxable	4.00
270	30073	Provision of Advertising Sign only (per sign)	Taxable	13.00
271	30073	Erection of Site Notice sign (1 only, inc. cost of sign)	Taxable	200.00
272	30073	Additional signs (for each additional sign required, inc. cost of sign)	Taxable	25.00
273	30073	Arrange notice in newspapers (per each newspaper notice)	Taxable	Cost + \$40.00
		<b>Private Works</b>		
274	70870	Building over easement assessment	Not Taxable	118.00
275	71880	Supervision of private works	Not Taxable	POA
276	71870	Design works	Taxable	POA
		<b>Property Information</b>		
277	40174	<b>Land information certificates</b>	Not Taxable	25.00
278	40174	LIC Urgent Supply (1 working day)	Taxable	72.00
279	40176	Ownership details (fencing inquiry only)	Not Taxable	Nil
280	40176	Forwarding of correspondence to ratepayer	Taxable	22.00



Fee #	G/L	Description	GST	2012-13 Fee Incl. GST \$
281	40176	Rate search	Not Taxable	43.00
282	40172	Admin charge – sale of land – unpaid rates	Taxable	646.00
		<b>Property Information (cont'd)</b>		
283	40176	Sale of Road Numbers (per digit)	Taxable	1.30
		<b>Rent &amp; Leases</b>		
284	30498	Grazing/Occupation	Taxable	150.00
285	40084	Kindergartens	Taxable	11.00
286	40084	Bowling Clubs	Taxable	11.00
287	40084	Golf Courses	Taxable	11.00
288	40084	Vacant Land	Taxable	POA
289	40084	Mobile Phone Tower Sites (Council land)	Taxable	POA
		<b>Road Opening Charges</b>		
290	70072	Vehicle crossing permits (where footpath exists)	Taxable	112.00
291	70072	Permit/Inspection fees	Taxable	112.00
292	70072	Reinstatement costs (where carried out by Council)	Not Taxable	At cost
293	2210	Security bond (major jobs)	Not Taxable	POA
		<b>Road Closures</b>		
294	n/a	Temporary street closures applications	Not Taxable	Nil
		<b>Road Maintenance Levies</b>		
295	70070	Gravel Cartage Levy	Taxable	Rates as per legal agreement + CPI increases.
		<b>Roadside Grazing Permits</b>		
296	n/a		Not taxable	Nil
		<b>Standpipe Water</b>		
297	30374	Per 5,000 Litres - Drought periods	Not Taxable	13.00
298	30374	Per 5,000 Litres - Other times	Not Taxable	26.00
		<b>Tips</b>		
299	80172	Bulk rate per cubic metre (inc trailers, utes, etc)	Taxable	30.00/m3
300	80172	Car boot load	Taxable	15.00
301	80172	Tyres	Taxable	10.00
302	80172	Tyres with Rims	Taxable	12.00
303	80172	Truck Tyres	Taxable	40.00
304	80172	Tractor Tyres	Taxable	50.00
305	80172	Car Bodies	Taxable	75.00
306	80172	Green Waste	Taxable	20.00/m3

## 6.3 COMMUNITY GRANTS

Organisation	Project	Project Cost \$	Requested Funding \$	Recommended Funding \$
Advance Meredith Association	Highway Tree Guard Project	2,320	1,160	1,160
Back to Steiglitz Association	Equipment for Back to Steiglitz Activities	3,380	1,880	780
Ballarat Environment Network	Meredith Police Paddocks Pathway and Revegetation	18,950	9,475	5,000
Ballarat Field & Game Inc (Haddon Gun Club)	Replace Safety Fence	10,000	5,000	3,840
Bannockburn & District Bowls Club	Replace Weather Shelters & Installation of Artificial Grass Surrounds	20,428	5,000	5,000
Bannockburn Golf Club	Machinery Purchase - Purchase a 1.8m aerovator	4,620	2,310	2,310
Berringa Community Coordinator Committee	Historical Information Displays for Berringa, Staffordshire Reef and Italian Gully	19,846	9,466	4,834
Dereel Soldiers Memorial Hall Committee	Dereel Discoes	8,600	4,300	4,300
Garibaldi Hall Inc	Conduct an Open Garden Day event for local people at Garibaldi Hall	10,480	5,200	1,800
Golden Plains Hockey Development Group	Golden Plains Hockey Development Program	5,635	2,955	2,822
Haddon Kindergarten	Parent Access to Kindergarten - New Entry	21,208	5,000	5,000
Happy Valley Restoration Group	Solar Power and Hot Water Installation	8,000	4,000	3,595
Inverleigh Bowls Club	Bowls/Netball Pavilion Upgrade	11,158	5,911	5,000
Inverleigh Kindergarten	Upgrade of playground and expanding vegetable garden beds	10,533	5,000	5,000
Linton & District Historical Society	Preserving Linton's Historical Archives	3,508	1,754	1,754
Linton and District Bowling Club	Installation of Disabled Toilet	14,700	9,700	5,000
Linton Recreation Reserve CoM	Storeroom Racks, Shelves and Secure Cupboard Storage	6,819	3,409	3,409
Mannibadar Community Planning Committee	Fencing for Mannibadar Hall	6,700	2,600	2,600
Maude Recreation Reserve Committee Inc	Visitor Seating Upgrade	7,470	3,735	3,735
Meredith & District Memorial Hall	Hall Rejuvenation Project - Repairs to interior lining boards and interior re-paint	14,040	5,000	5,000
Meredith Community Centre Inc	Painting and Cladding the Toilet Block	6,751	3,375	3,375

Organisation	Project	Project Cost	Requested Funding	Recommended Funding
		\$	\$	\$
Meredith History Interest Group	"Who Lived in my House" - Research, map, and document all housing blocks, houses and business within the township of Meredith	5,005	2,500	2,500
Murgheboluc Reserve CoM	Public Hall Restoration	3,671	1,835	1,785
Napoleons Memorial Hall	Improvements to the Napoleons Hall	4,907	2,500	2,096
Napoleons Recreation Reserve	Drainage Project	6,600	3,300	3,000
Rokewood Corindhap Football Netball Club Inc	Sports Change Facilities Upgrade	22,546	5,000	5,000
Rokewood Golf Club Inc	Fairway Renovation	8,030	4,015	4,015
Rokewood Kindergarten Inc	Storage and Work Area Upgrades	8,443	4,222	4,222
Rokewood Recreation Reserve CoM	Lighting of Oval	5,000	2,500	2,500
Shelford Public Hall Committee	Shelford Public Hall Refurbishment	4,746	2,350	650
Smythesdale and District Pony Club	Purchase Show Jumping Poles and Games Equipment Upgrade	8,379	4,178	4,177
Smythesdale Cemetery Trust	Cemetery Toilet Facility	10,452	5,000	5,000
Smythesdale Progress Association	Toilet Block Improvements	3,857	1,937	1,928
Smythesdale Sporting Club Inc, Cricket	New cricket pitch surface	2,070	1,035	1,185
Teesdale Mechanics Institute	Teesdale Community Hall Purchase of Equipment and Painting	2,519	1,259	1,259
Teesdale Preschool Inc	Organisation and Storage of Resources	2,522	1,261	1,250
The Dales Landcare Group	Woody Yaloak River Community Project - Picnic Area and Walking Trails	8,206	4,105	3,393
Victoria Park Recreation CoM	Maintenance to Social Pavilion	7,956	3,903	3,903
Woody Yaloak Athletic Club	Storage Shed Facility	8,068	5,000	4,034
Woody Yaloak Equestrian Centre	Security Lighting and Blinds for Function Room	10,078	5,039	3,015
Woody Yaloak Recreation Facility Smythesdale	Back Fence Upgrade	5,472	1,368	1,368
Youth Voice Committee	Youth Voice Movie Night for young people of Golden Plains Shire	2,010	1,005	1,005
<b>TOTAL</b>		<b>355,683</b>	<b>159,542</b>	<b>132,599</b>

## 6.4 BUDGET REQUESTS

Request From	Description	Request Amount	Funding Recommendation
Nil			

## 6.5 INCOME STATEMENT BY KEY STRATEGIC ACTIVITY & PROGRAM

### OPERATING BUDGET 2012-13 KEY STRATEGIC ACTIVITY SUMMARY

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Citizen &amp; Customer Service</b>				
	Expenditure	(639,909)	(738,658)	(874,613)
	Income	15,285	20,312	35,651
	NET	<b>(624,624)</b>	<b>(718,346)</b>	<b>(838,962)</b>
<b>Civic Leadership</b>				
	Expenditure	(3,275,574)	(2,591,187)	(2,359,027)
	Income	1,713,614	484,342	217,183
	NET	<b>(1,561,959)</b>	<b>(2,106,845)</b>	<b>(2,141,844)</b>
<b>Economic Development</b>				
	Expenditure	(385,580)	(700,221)	(812,002)
	Income	84,804	334,360	227,014
	NET	<b>(300,776)</b>	<b>(365,861)</b>	<b>(584,988)</b>
<b>Environment &amp; Land Use Plan</b>				
	Expenditure	(2,781,910)	(3,346,794)	(3,307,244)
	Income	1,203,890	900,313	1,189,139
	NET	<b>(1,578,020)</b>	<b>(2,446,481)</b>	<b>(2,118,105)</b>
<b>Financial Management</b>				
	Expenditure	(2,305,599)	(1,947,061)	(1,986,486)
	Income	17,204,745	18,149,359	19,878,391
	NET	<b>14,899,146</b>	<b>16,202,298</b>	<b>17,891,905</b>
<b>Human Support Services</b>				
	Expenditure	(5,423,504)	(6,177,375)	(6,223,543)
	Income	3,828,963	3,956,194	4,146,712
	NET	<b>(1,594,541)</b>	<b>(2,221,181)</b>	<b>(2,076,831)</b>
<b>Recreation &amp; Community Development</b>				
	Expenditure	(4,084,778)	(5,114,058)	(4,595,223)
	Income	2,340,547	4,868,803	2,911,065
	NET	<b>(1,744,231)</b>	<b>(245,255)</b>	<b>(1,684,158)</b>
<b>Roads &amp; Streets Infrastructure</b>				
	Expenditure	(6,257,049)	(6,797,749)	(7,090,669)
	Income	1,913,409	2,565,941	2,538,040
	NET	<b>(4,343,640)</b>	<b>(4,231,808)</b>	<b>(4,552,629)</b>
<b>Waste Management</b>				
	Expenditure	(1,310,067)	(1,501,128)	(1,738,608)
	Income	1,504,039	1,564,712	1,777,223
	NET	<b>193,972</b>	<b>63,584</b>	<b>38,615</b>
<b>Unit Total</b>				
	Total Expenditure	<b>(26,463,970)</b>	<b>(28,914,231)</b>	<b>(28,987,415)</b>
	Total Income	<b>29,809,297</b>	<b>32,844,336</b>	<b>32,920,418</b>
<b>Total Surplus</b>		<b>3,345,327</b>	<b>3,930,105</b>	<b>3,933,003</b>

## CITIZEN &amp; CUSTOMER SERVICE

Activity	Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Communication &amp; Marketing</b>			
Expenditure	(297,935)	(396,648)	(524,018)
Income	8,415	7,408	18,411
<b>NET</b>	<b>(289,521)</b>	<b>(389,240)</b>	<b>(505,607)</b>
<b>Customer Service Centres</b>			
Expenditure	(341,974)	(342,010)	(350,596)
Income	6,870	12,904	17,240
<b>NET</b>	<b>(335,104)</b>	<b>(329,106)</b>	<b>(333,356)</b>
<b>Key Result Area Total</b>			
Total Expenditure	(639,909)	(738,658)	(874,613)
Total Income	15,285	20,312	35,651
<b>Citizen &amp; Customer Service Total</b>	<b>(624,624)</b>	<b>(718,346)</b>	<b>(838,962)</b>

## CIVIC LEADERSHIP

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Governance</b>	<b>Expenditure</b>	(632,143)	(780,104)	(699,902)
	<b>Income</b>	27,224	39,343	38,800
	<b>NET</b>	<b>(604,919)</b>	<b>(740,761)</b>	<b>(661,102)</b>
<b>Elections</b>	<b>Expenditure</b>	(23,595)	(18,858)	(125,830)
	<b>Income</b>	1,281	2,527	3,902
	<b>NET</b>	<b>(22,314)</b>	<b>(16,331)</b>	<b>(121,928)</b>
<b>Meetings</b>	<b>Expenditure</b>	(94,620)	(101,932)	(99,186)
	<b>Income</b>	59	51	48
	<b>NET</b>	<b>(94,561)</b>	<b>(101,881)</b>	<b>(99,138)</b>
<b>Strategic &amp; Service Planning</b>	<b>Expenditure</b>	(852,662)	(861,352)	(914,644)
	<b>Income</b>	80,257	82,224	84,458
	<b>NET</b>	<b>(772,405)</b>	<b>(779,128)</b>	<b>(830,186)</b>
<b>Emergency Management Plan &amp; SES</b>	<b>Expenditure</b>	(1,509,783)	(659,033)	(287,073)
	<b>Income</b>	1,596,594	350,955	79,926
	<b>NET</b>	<b>86,811</b>	<b>(308,078)</b>	<b>(207,147)</b>
<b>Risk Management and OH &amp; S</b>	<b>Expenditure</b>	(162,771)	(169,908)	(232,393)
	<b>Income</b>	8,200	9,242	10,049
	<b>NET</b>	<b>(154,571)</b>	<b>(160,666)</b>	<b>(222,344)</b>
<b>Key Result Area Total</b>				
<b>Total Expenditure</b>		(3,275,574)	(2,591,187)	(2,359,027)
<b>Total Income</b>		1,713,615	484,342	217,183
<b>Civic Leadership Total</b>		<b>(1,561,959)</b>	<b>(2,106,845)</b>	<b>(2,141,844)</b>

## ECONOMIC DEVELOPMENT

Activity	Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Economic Development</b>			
<b>Expenditure</b>	(385,580)	(700,221)	(812,002)
<b>Income</b>	84,804	334,360	227,014
<b>NET</b>	<b>(300,776)</b>	<b>(365,861)</b>	<b>(584,988)</b>
<b>Key Result Area Total</b>			
<b>Total Expenditure</b>	(385,580)	(700,221)	(812,002)
<b>Total Income</b>	84,804	334,360	227,014
<b>Economic Development Total</b>	<b>(300,776)</b>	<b>(365,861)</b>	<b>(584,988)</b>



## ENVIRONMENT &amp; LAND USE PLANNING

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Land Use Planning</b>				
	Expenditure	(1,106,987)	(1,416,768)	(1,198,654)
	Income	644,857	304,090	442,752
	NET	<b>(462,131)</b>	<b>(1,112,678)</b>	<b>(755,902)</b>
<b>Statutory Building Control</b>				
	Expenditure	(237,567)	(256,156)	(218,085)
	Income	48,204	26,705	36,753
	NET	<b>(189,364)</b>	<b>(229,451)</b>	<b>(181,332)</b>
<b>Private Building Control</b>				
	Expenditure	(110,986)	(143,583)	(172,391)
	Income	81,986	86,353	96,417
	NET	<b>(29,001)</b>	<b>(57,230)</b>	<b>(75,974)</b>
<b>Fire Protection</b>				
	Expenditure	(217,071)	(267,870)	(264,949)
	Income	25,254	22,680	24,997
	NET	<b>(191,816)</b>	<b>(245,190)</b>	<b>(239,952)</b>
<b>Environmental Management</b>				
	Expenditure	(292,341)	(356,693)	(444,822)
	Income	19,104	95,702	172,683
	NET	<b>(273,237)</b>	<b>(260,991)</b>	<b>(272,139)</b>
<b>Community Protection</b>				
	Expenditure	(471,886)	(503,069)	(569,784)
	Income	251,854	236,603	267,633
	NET	<b>(220,032)</b>	<b>(266,466)</b>	<b>(302,151)</b>
<b>Public Health</b>				
	Expenditure	(345,072)	(402,655)	(438,559)
	Income	132,633	128,180	147,904
	NET	<b>(212,439)</b>	<b>(274,475)</b>	<b>(290,655)</b>
<b>Key Result Area Total</b>				
	Total Expenditure	(2,781,910)	(3,346,794)	(3,307,244)
	Total Income	1,203,892	900,313	1,189,139
<b>Environment &amp; Land Use Planning Total</b>		<b>(1,578,020)</b>	<b>(2,446,481)</b>	<b>(2,118,105)</b>

## FINANCIAL MANAGEMENT

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>General Revenue</b>				
	<b>Expenditure</b>	(1,282)	(1,874)	(1,840)
	<b>Income</b>	16,849,919	17,806,317	19,628,086
	<b>NET</b>	<b>16,848,637</b>	<b>17,804,443</b>	<b>19,626,246</b>
<b>Property &amp; Rating</b>				
	<b>Expenditure</b>	(622,206)	(671,034)	(661,688)
	<b>Income</b>	130,646	197,140	130,688
	<b>NET</b>	<b>(491,560)</b>	<b>(473,894)</b>	<b>(531,000)</b>
<b>Statutory Reporting &amp; Budgeting</b>				
	<b>Expenditure</b>	(781,833)	(383,283)	(394,739)
	<b>Income</b>	24,277	31,659	32,516
	<b>NET</b>	<b>(757,556)</b>	<b>(351,624)</b>	<b>(362,223)</b>
<b>Procurement &amp; Contract Management</b>				
	<b>Expenditure</b>	(97,276)	(103,790)	(214,628)
	<b>Income</b>	8,922	13,899	14,357
	<b>NET</b>	<b>(88,354)</b>	<b>(89,891)</b>	<b>(200,271)</b>
<b>Records Management</b>				
	<b>Expenditure</b>	(224,773)	(238,536)	(239,842)
	<b>Income</b>	5,379	5,315	6,716
	<b>NET</b>	<b>(219,395)</b>	<b>(233,221)</b>	<b>(233,126)</b>
<b>Borrowings</b>				
	<b>Expenditure</b>	(384,512)	(416,482)	(369,838)
	<b>NET</b>	<b>(384,512)</b>	<b>(416,482)</b>	<b>(369,838)</b>
<b>Plant Replacement</b>				
	<b>Expenditure</b>	(193,718)	(132,062)	(103,911)
	<b>Income</b>	185,604	95,029	66,028
	<b>NET</b>	<b>(8,114)</b>	<b>(37,033)</b>	<b>(37,883)</b>
<b>Key Result Area Total</b>				
	<b>Total Expenditure</b>	(2,305,600)	(1,947,061)	(1,986,486)
	<b>Total Income</b>	17,204,747	18,149,359	19,878,391
<b>Financial Management Total</b>		<b>14,899,146</b>	<b>16,202,298</b>	<b>17,891,905</b>

## HUMAN SUPPORT SERVICES

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Maternal &amp; Child Health</b>				
	Expenditure	(413,344)	(447,366)	(480,983)
	Income	143,311	193,776	174,109
	NET	<b>(270,033)</b>	<b>(253,590)</b>	<b>(306,874)</b>
<b>Childrens Services'</b>				
	Expenditure	(1,524,281)	(1,688,782)	(1,682,845)
	Income	1,103,406	1,206,017	1,247,357
	NET	<b>(420,875)</b>	<b>(482,765)</b>	<b>(435,488)</b>
<b>Aged &amp; Disability Services</b>				
	Expenditure	(1,587,998)	(1,932,751)	(1,743,528)
	Income	1,230,743	1,212,071	1,306,670
	NET	<b>(357,255)</b>	<b>(720,680)</b>	<b>(436,858)</b>
<b>Community Transport</b>				
	Expenditure	(359,678)	(199,403)	(192,997)
	Income	195,071	75,768	69,689
	NET	<b>(164,606)</b>	<b>(123,635)</b>	<b>(123,308)</b>
<b>Community Centres</b>				
	Expenditure	(521,084)	(606,724)	(859,682)
	Income	75,425	86,026	117,728
	NET	<b>(445,659)</b>	<b>(520,698)</b>	<b>(741,954)</b>
<b>Health Promotion</b>				
	Expenditure	(409,411)	(528,869)	(514,348)
	Income	480,031	470,877	489,194
	NET	<b>70,620</b>	<b>(57,992)</b>	<b>(25,154)</b>
<b>Kindergartens</b>				
	Expenditure	(607,708)	(612,468)	(646,869)
	Income	600,975	612,549	646,869
	NET	<b>(6,734)</b>	<b>81</b>	<b>-</b>
<b>Transport Connections</b>				
	Expenditure	-	(161,012)	(102,293)
	Income	-	99,110	95,096
	NET	<b>-</b>	<b>(61,902)</b>	<b>(7,197)</b>
<b>Key Result Area Total</b>				
	Total Expenditure	(5,423,504)	(6,177,375)	(6,223,543)
	Total Income	3,828,962	3,956,194	4,146,712
<b>Human Support Services Total</b>		<b>(1,594,542)</b>	<b>(2,221,181)</b>	<b>(2,076,831)</b>

## RECREATION &amp; COMMUNITY DEVELOPMENT

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Community Development</b>				
	<b>Expenditure</b>	(542,141)	(552,880)	(577,180)
	<b>Income</b>	47,822	27,165	26,637
	<b>NET</b>	<b>(494,319)</b>	<b>(525,715)</b>	<b>(550,543)</b>
<b>Libraries</b>				
	<b>Expenditure</b>	(279,306)	(461,915)	(521,213)
	<b>Income</b>	145,798	145,740	150,156
	<b>NET</b>	<b>(133,508)</b>	<b>(316,175)</b>	<b>(371,057)</b>
<b>Arts &amp; Culture</b>				
	<b>Expenditure</b>	(172,117)	(310,365)	(160,983)
	<b>Income</b>	104,590	42,980	16,836
	<b>NET</b>	<b>(67,527)</b>	<b>(267,385)</b>	<b>(144,147)</b>
<b>Youth Development</b>				
	<b>Expenditure</b>	(376,311)	(428,772)	(402,010)
	<b>Income</b>	92,730	94,298	84,520
	<b>NET</b>	<b>(283,581)</b>	<b>(334,474)</b>	<b>(317,490)</b>
<b>Recreation Planning</b>				
	<b>Expenditure</b>	(537,086)	(874,864)	(701,762)
	<b>Income</b>	31,328	67,941	54,077
	<b>NET</b>	<b>(505,759)</b>	<b>(806,923)</b>	<b>(647,685)</b>
<b>Recreation Construction</b>				
	<b>Expenditure</b>	(903,583)	(284,254)	(213,111)
	<b>Income</b>	908,793	1,139,065	564,745
	<b>NET</b>	<b>5,210</b>	<b>854,811</b>	<b>351,634</b>
<b>Recreation Infrastructure Maintenance</b>				
	<b>Expenditure</b>	(1,273,107)	(1,447,637)	(1,668,681)
	<b>Income</b>	23,643	26,634	26,046
	<b>NET</b>	<b>(1,249,464)</b>	<b>(1,421,003)</b>	<b>(1,642,635)</b>
<b>Major Projects</b>				
	<b>Expenditure</b>	(1,126)	(753,371)	(350,283)
	<b>Income</b>	985,843	3,324,980	1,988,048
	<b>NET</b>	<b>984,716</b>	<b>2,571,609</b>	<b>1,637,765</b>
<b>Key Result Area Total</b>				
	<b>Total Expenditure</b>	(4,084,777)	(5,114,058)	(4,595,223)
	<b>Total Income</b>	2,340,547	4,868,803	2,911,065
<b>Rec. &amp; Community Development Total</b>		<b>(1,744,231)</b>	<b>(245,255)</b>	<b>(1,684,158)</b>

## ROADS &amp; STREETS INFRASTRUCTURE

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Sealed Road Routine Maintenance</b>				
Expenditure		(1,011,511)	(1,175,324)	(1,272,393)
Income		134,145	149,706	137,030
NET		<b>(877,366)</b>	<b>(1,025,618)</b>	<b>(1,135,363)</b>
<b>Local Roads Resealing</b>				
Expenditure		(1,043,423)	(1,152,302)	(1,235,369)
Income		2,553	3,799	3,906
NET		<b>(1,040,871)</b>	<b>(1,148,503)</b>	<b>(1,231,463)</b>
<b>Local Roads Rehabilitation</b>				
Expenditure		(883,082)	(933,798)	(951,652)
Income		1,285	1,275	1,309
NET		<b>(881,797)</b>	<b>(932,523)</b>	<b>(950,343)</b>
<b>Local Roads Improvements</b>				
Expenditure		(55,235)	(65,290)	(163,013)
Income		1,379,203	2,038,971	2,044,120
NET		<b>1,323,968</b>	<b>1,973,681</b>	<b>1,881,107</b>
<b>Gravel Roads Routine Maintenance</b>				
Expenditure		(511,399)	(557,762)	(579,791)
Income		13,241	38,822	26,072
NET		<b>(498,158)</b>	<b>(518,940)</b>	<b>(553,719)</b>
<b>Gravel Resheeting</b>				
Expenditure		(333,192)	(369,028)	(350,175)
Income		1,281	1,275	1,309
NET		<b>(331,912)</b>	<b>(367,753)</b>	<b>(348,866)</b>
<b>Bridge Maintenance</b>				
Expenditure		(365,937)	(365,689)	(387,085)
Income		7,529	4,951	5,086
NET		<b>(358,409)</b>	<b>(360,738)</b>	<b>(381,999)</b>
<b>Tree Clearing</b>				
Expenditure		(291,410)	(318,263)	(336,169)
Income		828	803	6
NET		<b>(290,582)</b>	<b>(317,460)</b>	<b>(336,163)</b>
<b>Gravel Pits</b>				
Expenditure		(123,380)	(85,175)	(82,102)
Income		136,000	101,012	100,008
NET		<b>12,620</b>	<b>15,837</b>	<b>17,906</b>

## ROADS &amp; STREETS INFRASTRUCTURE (cont.)

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Asset Management</b>				
	<b>Expenditure</b>	(141,816)	(140,574)	(155,727)
	<b>Income</b>	93,199	30,339	53,939
	<b>NET</b>	<b>(48,617)</b>	<b>(110,235)</b>	<b>(101,788)</b>
<b>Drainage Maintenance Townships &amp; Rural</b>				
	<b>Expenditure</b>	(279,095)	(362,921)	(358,746)
	<b>Income</b>	16,313	22,070	15,557
	<b>NET</b>	<b>(262,782)</b>	<b>(340,851)</b>	<b>(343,189)</b>
<b>Private Works</b>				
	<b>Expenditure</b>	(45,226)	(81,456)	(82,609)
	<b>Income</b>	56,370	101,588	100,292
	<b>NET</b>	<b>11,144</b>	<b>20,132</b>	<b>17,683</b>
<b>Linemarking, Guideposts &amp; Signs</b>				
	<b>Expenditure</b>	(218,424)	(215,753)	(216,570)
	<b>Income</b>	7,128	7,335	5,273
	<b>NET</b>	<b>(211,295)</b>	<b>(208,418)</b>	<b>(211,297)</b>
<b>Street Lighting</b>				
	<b>Expenditure</b>	(79,677)	(67,448)	(85,530)
	<b>Total</b>	<b>(79,677)</b>	<b>(67,448)</b>	<b>(85,530)</b>
<b>Townships Maintenance</b>				
	<b>Expenditure</b>	(733,963)	(679,601)	(669,475)
	<b>Income</b>	35,183	52,769	36,258
	<b>NET</b>	<b>(698,780)</b>	<b>(626,832)</b>	<b>(633,217)</b>
<b>Bus Shelters</b>				
	<b>Expenditure</b>	(3,588)	(12,732)	(7,648)
	<b>Income</b>	-	7,000	6,000
	<b>NET</b>	<b>(3,588)</b>	<b>(5,732)</b>	<b>(1,648)</b>
<b>Paths &amp; Trails</b>				
	<b>Expenditure</b>	(136,690)	(214,633)	(156,616)
	<b>Income</b>	29,151	4,226	1,875
	<b>NET</b>	<b>(107,540)</b>	<b>(210,407)</b>	<b>(154,741)</b>
<b>Key Result Area Total</b>				
	<b>Total Expenditure</b>	(6,257,048)	(6,797,749)	(7,090,669)
	<b>Total Income</b>	1,913,409	2,565,941	2,538,040
<b>Roads &amp; Streets Infrastructure Total</b>		<b>(4,343,640)</b>	<b>(4,231,808)</b>	<b>(4,552,629)</b>

## WASTE MANAGEMENT

Activity		Actual Result 2010-11 \$	Projected Result 2011-12 \$	Budget 2012-13 \$
<b>Garbage Collection</b>				
	<b>Expenditure</b>	(1,164,017)	(1,346,297)	(1,565,787)
	<b>Income</b>	1,473,875	1,555,394	1,765,734
	<b>NET</b>	<b>309,859</b>	<b>209,097</b>	<b>199,947</b>
<b>Municipal Tips</b>				
	<b>Expenditure</b>	(97,513)	(108,270)	(119,374)
	<b>Income</b>	28,254	6,791	8,894
	<b>NET</b>	<b>(69,259)</b>	<b>(101,479)</b>	<b>(110,480)</b>
<b>Litter Control</b>				
	<b>Expenditure</b>	(48,537)	(46,561)	(53,446)
	<b>Income</b>	1,910	2,527	2,595
	<b>NET</b>	<b>(46,627)</b>	<b>(44,034)</b>	<b>(50,851)</b>
<b>Key Result Area Total</b>				
	<b>Total Expenditure</b>	(1,310,067)	(1,501,128)	(1,738,608)
	<b>Total Income</b>	1,504,039	1,564,712	1,777,223
<b>Waste Management Total</b>		<b>193,972</b>	<b>63,584</b>	<b>38,615</b>

## Note:

The above statements differ from the Standard Income Statement in that the proceeds from the sale of assets and the written down value of those assets are separately disclosed within income and expenditure respectively, in line with activity based costing. The Standard Income Statement nets these items off to disclose only the net gain on disposal. Refer to Note 12 for further detail.

## ABBREVIATIONS

Abbreviation	Description
BCC	Ballarat City Council
BMX	Bicycle Motor Cross
CBA	Commonwealth Bank of Australia
CIV	Capital Improved Value
CPI	Consumer Price Index
CSC	Customer Service Centre
EA	Equestrian Australia
EBA	Enterprise Bargaining Agreement
EFT	Equivalent Full Time staff numbers
FOI	Freedom of Information
G21	Geelong Region Alliance
GST	Goods and Services Tax
HACC	Home and Community Care
hrs	Hours
incl	Including
k	Thousand
km	Kilometre
LG	Local Government
LIC	Land Information Certificate
m	Million
M&CH	Maternal and Child Health
MAV	Municipal Association of Victoria
MK	Mark
MOU	Memorandum of Understanding
NAB	National Australia Bank
NCC	Northern Community Centre
OH&S	Occupational Health and Safety
P'ment	Pavement
PA	Per annum
POA	Price on Application
RDV	Regional Development Victoria (State Government)
RSL	Returned Services League
SES	State Emergency Service
SRO	State Revenue Office
SRP	Strategic Resource Plan.
TBA	To Be Advised
VCAT	Victorian Civil and Administrative Tribunal
VGC	Victoria Grants Commission
WDV	Written Down Value



## GLOSSARY

	Definition
Ad Valorem Rates	Rates based on the valuation of a property as opposed to a flat charge.
Capital Expenditure	The purchase or construction of assets that are expected to have a life of more than 1 year.
Capital Grants	Grants that are paid to fund projects of a capital nature, including capital expenditure on Council owned land and operating expenditure of a capital nature on Crown land.
Cash	Includes cash on hand and highly liquid investments.
Contracts & Materials	Includes payments to third parties for goods received and services rendered.
Contributions & Recoupments	Includes income for works performed by Council on behalf of third parties, contributions from community groups towards the construction or upgrade of community assets, contributions either in cash or in kind from developers, and minor recoups of some operating expenditure.
Council Plan	An annual plan containing Council's strategic objectives, strategic indicators and business plan strategies for the next 4 years.
CPI	Consumer Price Index, being a measure of the movement of prices in the economy over time.
Current Assets	Assets that are expected to be consumed or converted into cash within 1 year such as stock on hand, debtors, cash and investments.
Current Liabilities	Amounts owed to third parties by the Council that are expected to be settled within 1 year, such as trust funds, sundry creditors, and annual leave accrued.
Debt Servicing	The interest expense of borrowings.
Depreciation	The systematic allocation of the net cost of a long-term asset over its useful life. Depreciation is an annual operating expense; therefore it is the process of expensing long-term costs.
Employee Costs	Wages and salaries paid to employees plus labour on-costs such as superannuation, WorkCover premium, annual leave, long service leave and Fringe Benefits Tax.
Grants	Includes granted assets (usually cash) received from third parties such as Government Departments towards the cost of programs and capital expenditure.
MAV	Municipal Association of Victoria – the main industry body representing Victorian Councils.
Non-Current Assets	Assets with a useful life of more than 1 year, such as land, buildings, plant and machinery, furniture and equipment, and infrastructure.
Non-Current Liabilities	Amounts owed to third parties by the Council that are not expected to be settled within 1 year, such as long-term loans.
Operating Expenditure	Expenditure on contracts and materials, employee costs, depreciation and debt servicing.
Operating Revenue	Income received from rates and charges, grants and subsidies, contributions and recoupments, user fees, interest on investments and net gain/(loss) on disposal.
Overheads	Includes postage, vehicle operating costs, telephone, information technology, accounts payable, accounts receivable, depot operating costs, furniture and equipment, cleaning, lighting, heating, printing and stationery, office building maintenance, word processing, and insurance.
Own Source Revenue	Revenue, plus profit on sales, less grants.
Rate-in-the-dollar	The ad-valorem rates on an individual property divided by the total valuation of the property.
Rates and Charges	Rates and Charges consists of general rates, municipal charge, garbage charge and State Landfill Levy charge (including Supplementary assessments)
Retained Earnings	The accumulated surpluses from prior accounting periods represented by working capital or net current assets (current assets less current liabilities).
Strategic Resource Plan	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for a four-year period. This document forms part of the Council Plan.
Supplementary	Rates levied on properties during the year as a result of new building works, land

	Definition
Rates	subdivisions, or land consolidations.
"The Act"	Unless otherwise stated, the Local Government Act 1989.
Total Revenue	Operating revenue, capital and one off revenue, gifted assets and profit on sale.
Underlying Result from Operations	The annual operating surplus or deficit in a 'normal' year. It excludes major 'one-off' items that distort the true financial performance of the Council.
VGC	Victoria Grants Commission – a body charged with the allocation of federal untied grants to Victorian Councils.
WDV of Assets Sold	The Written Down Value of an asset is an operating expense. It represents the undepreciated net cost of a long-term asset at the time it is sold. In the case of land sales, it represents the cost of land sold.
Working Capital	A measure of short-term liquidity represented by current assets less current liabilities.