



# **BUDGET 2015-16**

**Adopted  
23 June 2015**



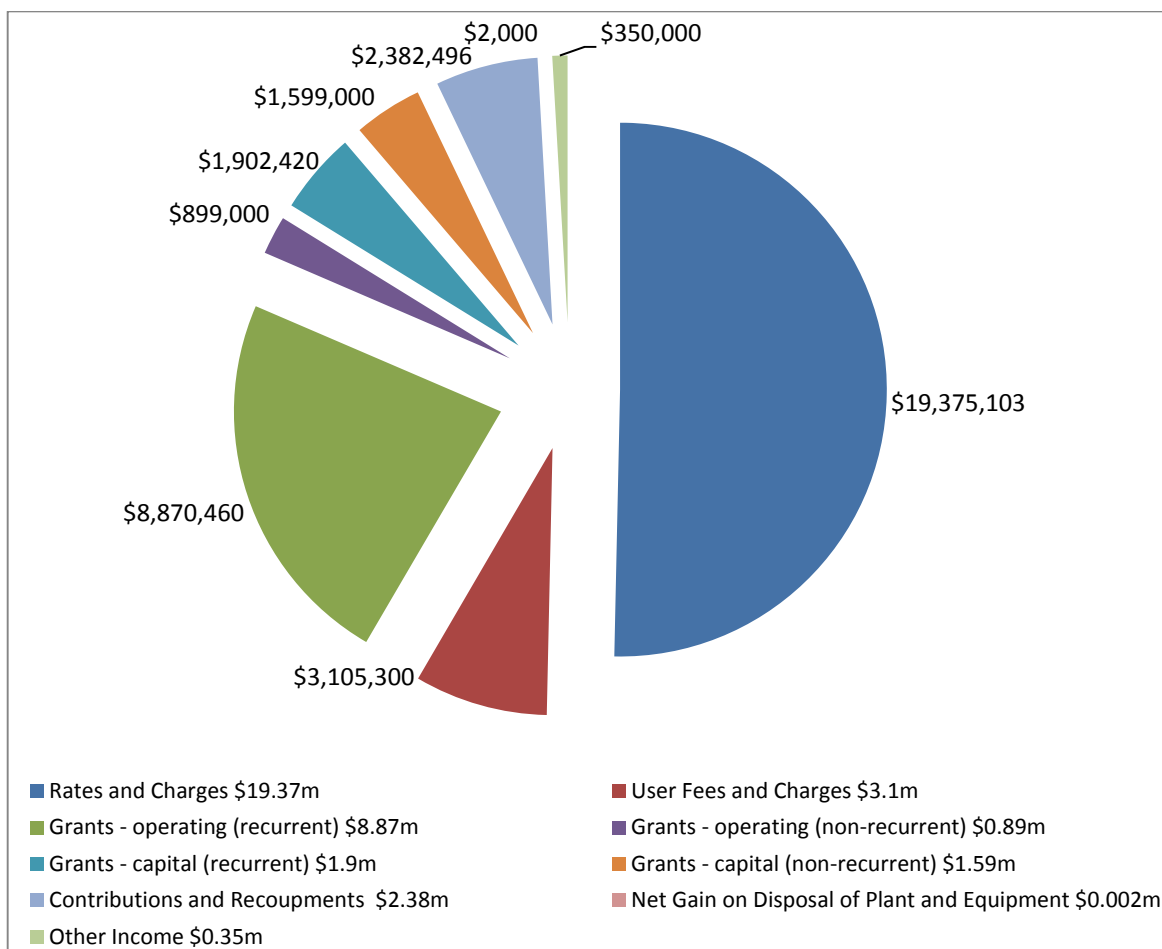
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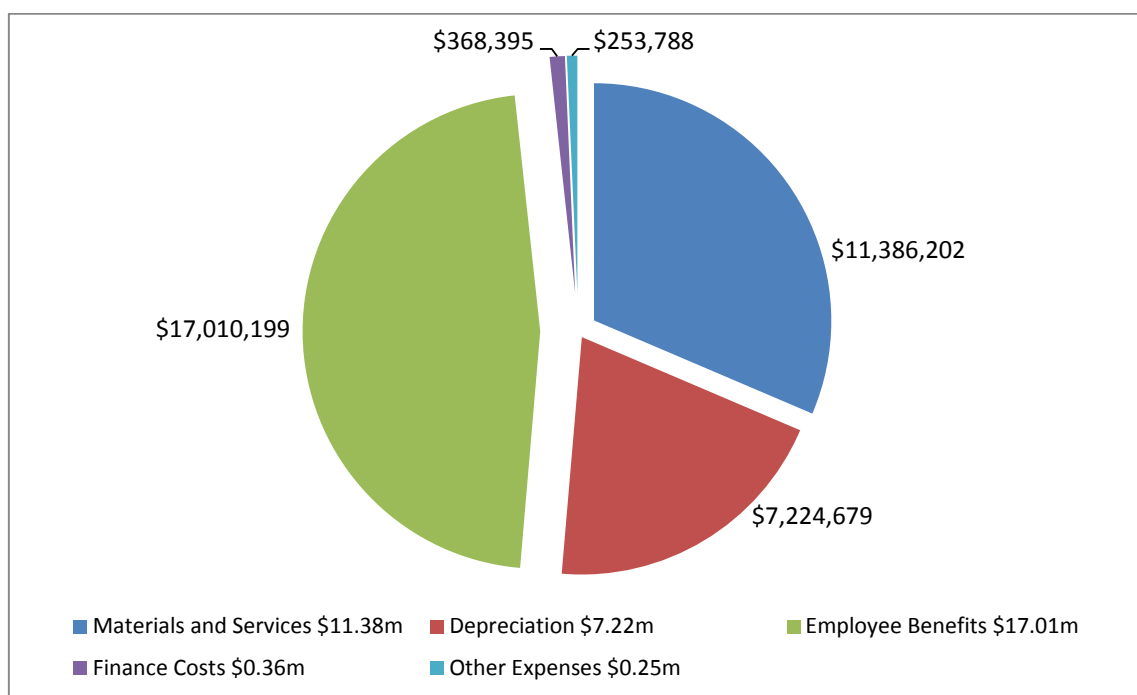
This budget has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2015-16" a best practice guide for reporting local government budgets in Victoria.

## Council's 2015-16 Budget at a Glance

### How Council's Revenue is Generated



### Where Council will Spend the Money



# 1 OVERVIEW

## 1.1 MAYOR'S INTRODUCTION

Dear Residents

The Golden Plains Shire budget for 2015-16 represents a genuine 'tightening of the belt' while continuing to provide key infrastructure and services for our growing communities.

Council delivers many programs and services including family, aged and disability services, maintaining over 1,800 kilometres of road network, developing community access and connectedness through linking paths and trails and also maintaining an excellent standard of recreation facilities and public spaces. Land use and environmental planning safeguard the character of our Shire and preserve land for agriculture. Economic Development provides support for investment and business growth.

Prudent financial planning for the short, mid and long term ensures that Council revenue is managed to support the strengthening of our local communities, the growth of our economy and the protection of our natural environment.

Council acknowledges that our strong population growth over the past decade will continue into the future but through careful planning believes that it can meet the demands of future infrastructure and community servicing without compromising the current level of service.

Councillors examine the budget in depth each year and are always considerate of the impact rate rises have on rate payers. This year councillors identified areas to limit the increase of revenue to 5.26%. This budget supports the vibrant and connected communities that make Golden Plains a great place to live but delivers on financial constraint.

Council will continue to expect and lobby for State and Federal Government funds to support our region. However, the reliability of State and Federal Government grants is not certain. The discontinuation of the State funded Country Roads and Bridges Program and the 'freezing' of Federal Assistance Grants will have a significant impact on Council's ability to afford vital community infrastructure. During 2015-16 the State Government will also respond to the Essential Services Commission enquiry into 'a fairer rates system'. This has the potential to further deplete Council's future resources to deliver infrastructure and programs for the community.

**Cr Des Phelan**  
MAYOR

## 1.2 CHIEF EXECUTIVE OFFICER'S SUMMARY

The budget, with total expenditure of \$36.2m and a capital program totalling \$9.4m, will deliver a broad range of services, programs and infrastructure projects.

In order to meet an acceptable financial position, it was necessary to reduce expenditure by \$2.2m below that which officers believe is required to meet levels of community demand and adequately maintain infrastructure. At the Budget Workshop, Councillors decided to further reduce the level of rate revenue to achieve an average rate increase per assessment of 5.26%.

The budgeted programs include:

- \$14.4m allocated to the construction and maintenance of road and street infrastructure;
- \$8.9m to human support services, including children, aged, disability and maternity support;
- \$8.3m to support and develop our recreation and community spaces and groups;
- \$3.6m to managing Council's environmental and land use planning responsibilities
- \$598k to support economic development and tourism; and
- \$313k to support Council's emergency management responsibilities.

The budget implements the strategies Council is proposing in the Council Plan 2013-2017 and Strategic Resource Plan.

The rate increases over recent years have been necessitated by the persistent growth and demand for increased service levels by the community, which also results in increased maintenance costs of new buildings and infrastructure.

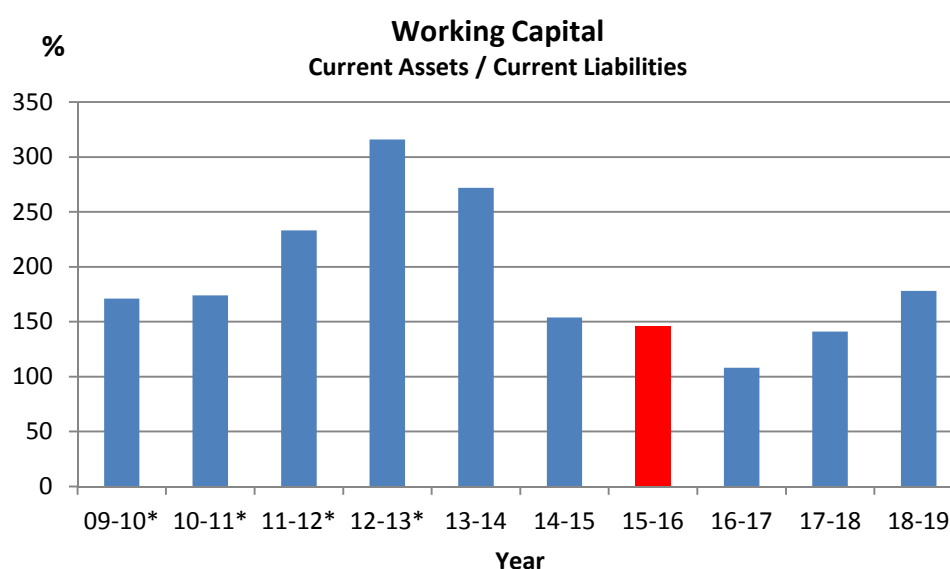
In 2015-16 the overall average rate increase per assessment is budgeted to be 5.26%. This increase reflects:

1. an increase in the ad valorem rate in the dollar of 7.59%;
2. no change in the Municipal Charge of \$225;
3. a 8.68% (\$19) decrease in the Garbage Charge to \$200; and
4. a 22.58% (\$7) increase in the State Landfill Levy Charge to \$38.

This rate increase compares favourably to previous years of 6.8% (2014-15), 6.92% (2013-14) and 8.64% (2012-13).

The 2015-16 budget reflects the challenges Council continues to face in maintaining a sustainable financial position. As shown in Chart 1, Council's liquidity (working capital), while currently at an acceptable level (2014-15 forecast 154%), will continue to be placed under pressure as a result of the high growth in population and the corresponding demand for services. The 2015-16 budget shows a slight decline in liquidity (146%).

**Chart 1**



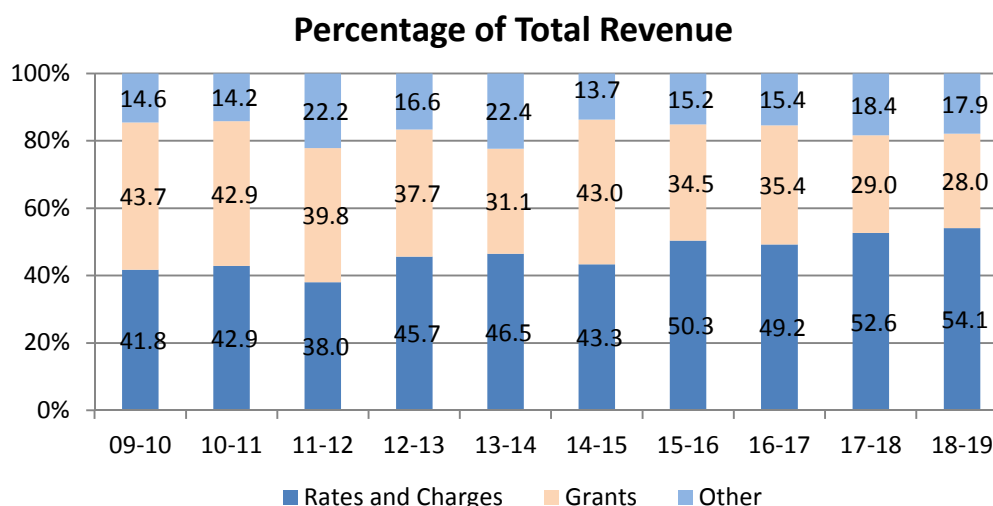
\*includes 50% of Federal Assistance Grants received in advance

As depicted in Chart 1 Council's working capital (liquidity) has decreased significantly over recent years and will continue to be placed under pressure in 2016-17 when working capital is predicted to reduce to 108%. Council's cash position reflects a similar trend.

Given the direction these indicators are heading, it is critical that Council begins to demonstrate the financial discipline it has displayed in the past in implementing the strategies contained within the 2013-2017 Council Plan and SRP which budget for working capital to return to 178% in 2018-19.

Chart 2 shows Rates and charges (rates, municipal charge and garbage charges) account for 50.3% of total revenue, compared to the state average of 61% in 2014-15. This ratio is vitally important in ensuring Council is able to continue to deliver a broad range of services without over dependence on grants.

**Chart 2**



The Municipal Association of Victoria's Rates Survey 2014-15 shows that Council has been able to achieve short term financial sustainability despite its over dependence on grants. Even with steady rate increases, of the 72 responding councils, Golden Plains' average rates and charges per assessment was rated the 36<sup>th</sup> lowest rating Council in Victoria, from a base of the lowest rating Council in 2004.

The existing rating strategy ensures that the financial burden is shared equitably, whilst 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 is unsustainable in the long term.

While the requirement to reduce Council's reliance on grant funding remains, the exposure in relation to long term financial sustainability concerns has been significantly reduced. This is clearly demonstrated by Chart 2 which shows Grant income is expected to be only 28% of total revenue in 2018-19 compared to 43.7% in 2009-10.

In preparing the budget, Council is reminded of the long term financial planning principles which include:

- Ensuring long term financial sustainability;
- Delivering services in a cost effective and efficient manner;
- Ensuring operating revenues are sustainable and consider community wide and individual benefits (rates versus user charges);
- Using debt finance where appropriate;
- Maintaining cash reserves and operating surpluses at appropriate levels;
- Identifying and quantifying long term liabilities;
- Meeting social equity objectives through specific programs;
- Managing the Shire's capital assets to maximise long term community benefit;
- Recognising that funding from State and Federal Government is a crucial element of financial sustainability; and
- Ensuring there is an underlying surplus.

The strategies adopted in the Council Plan and reflected in this budget meet these requirements.

Furthermore, Section 136 of the Act requires Council to implement the principles of sound financial management.

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 the Council.

The Victorian Auditor General's Report on Local Government Results for 2013-14 rated Council's financial sustainability as low risk in all six categories being assessed (underlying result, liquidity, indebtedness, self-financing, capital replacement and renewal gap).

As has been the case for many years, Golden Plains faces many challenges:

- **High population growth.**  
Golden Plains Shire is ranked as one of the fastest growing areas in Victoria with a current growth rate of 3.5%, compared to the state average of 1.6%. Leading this growth is Bannockburn at 7.2%, Smythesdale at 11.9%, Inverleigh at 4.9%, and Teesdale at 7.4%.
- **Substantial challenges associated with provision and renewal of roads, paths, and community and recreation facilities.**  
In February 2014, VAGO tabled a report in parliament highlighting its concerns over this exact challenge that councils face in meeting the growing demand of asset maintenance and renewal. The Auditor-General, Mr John Doyle, states in the report:

*'They also have legislative obligations to manage financial risks prudently and to ensure that their asset management decisions take into account economic circumstances and their financial effects on future generations. This is especially important in the current economic climate and in an environment where reliance on sources of revenue such as government grants cannot be assured.'*

- **Increased demand for new services.**  
Golden Plains Shire has one of the highest proportions of 0-4 year olds in Victoria with 7.0%, compared to the state figure of 6.4%. 5-9 year olds comprise 8.1% of Golden Plains' population but only 6.4% of Victoria. In the 10-14 age range Golden Plains has 8.4% compared to Victoria with 6.1%. Young people make up almost one third of the population and this places pressure on Council to deliver services from day care, kindergartens and play groups to play grounds, pathways, recreation reserves, skate parks and youth support activities.

Our ageing population is also outstripping the state average with the 60-64 age group in Golden Plains Shire making up 6.6% of the population while in Victoria it is only 5.4%. Council provides home and community care, meals on wheels and other services but as the population grows demand will also continue to grow. Demand will also grow in the provision of infrastructure to meet the needs of an ageing population, and as with the needs of young people the need for increased services and infrastructure is spread across the Shire's 56 communities and 16 townships.

- **Although increasing, still a comparatively low rating revenue base.**  
Rates and charges comprise 50.3% of total revenue, compared to a projected state average in 2014-15 of 61%;
- **A history of significant dependence on grants, contributions and recoupments.**  
This has had the effect of reducing the level of funds required from rate revenue to build community infrastructure and provide programs and services. For example, planned community infrastructure capital projects in 2015-16 total \$4.7m, with an anticipated grant income of \$3.5m, leaving Council a lesser contribution of \$1.2m. Many grant funds are competitive and by definition are granted, not provided automatically.
- **Supporting community based Committees of Management that currently manage the vast majority of community and recreation facilities on Council and Crown land.**  
Council currently has 21 Section 86 Committees of Management that require staffing support to assist with facility hire, managing volunteers, strategic and financial planning, compliance with governance regulations in respect to meetings, minutes, annual returns and financial statements. This structure is currently being reviewed to ensure it remains the most efficient method for managing these facilities.
- **Managing the competing interests of rural and urban communities.**



- **Managing the expectations of new residents who have relocated from highly urbanised Council to a semi-rural Council.**
- **Maintaining the extensive road network of over 1,800km.**  
Golden Plains Shire was formed originally as an agricultural municipality with a number of small settlements across 2,705 square kilometres of rural land. While it remains predominantly rural and agricultural, rapid growth over the past 10 years has created a more urban character in parts of the Shire.

In 1994 the Shire's population was approximately 13,000 with 75% of rates income from rural areas. Now the population is approximately 20,000 and 75% of rates income is from townships. Council must maintain a high level of service to its rural areas but is now also facing far greater demand for infrastructure in residential areas such as footpaths, curb and channel, drainage, and sealed roads.

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, this includes:
  - Completion of the construction of a Meredith Early Years Hub;
  - Completion of the upgrade to Rokewood Kindergarten; and
  - Completion of the extension to the Bannockburn Early Learning Centre.
- Commencing the development of a Civic precinct in Bannockburn, being the Bannockburn Civic Heart;
- Construction of a soccer pavilion at the Bannockburn soccer pitch;
- Replacement of the Pitfield – Cressy road bridge;
- An increased investment in the upgrade and maintenance of recreation and community facilities;
- Continuing commitment to assist in the maintenance of major recreation facilities; 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*

#### **Adjusted Underlying Surplus**

Each year Council's aim is to deliver a balanced adjusted underlying result. The regulations prescribe the method for calculating the 'Adjusted Underlying Result'. The purpose for calculating the Adjusted Underlying Result is to remove the effect on the budget of one-off revenue items that may otherwise overstate Council's 'normal' performance. Under the regulations the 2015-16 deficit of \$522k is calculated as follows:

<b>Total Comprehensive Result</b>	<b>\$2,242,016</b>
Non-recurrent grants used to fund capital expenditure	(\$1,599,000)
Non-monetary asset contributions	(\$1,000,000)
Other contributions to fund capital expenditure	(\$165,000)
<b>Adjusted Underlying Deficit</b>	<b>(\$521,984)</b>

#### **Revenue**

The following key points relate to the budgeted revenue of \$38.5m which has decreased by \$3.2m.

- Rates and charges have increased by \$1.3m to \$19.4m.
- Operating grants have decreased by \$3.8m to \$9.8m. This is primarily due to the Food Production Precinct grants of \$5.1m that were received in 2014-15 and only \$834k in 2015-16.
- Federal Assistance Grants are budgeted to remain at 2014-15 levels as per the Federal Government's decision to freeze the value of these for a three year period.
- Rates and charges account for 50.3% of revenue. This is still well below the budgeted 2014-15 state average of 61%.

- Contributions and recoupments of \$2.4m include \$203k relating to revenue from the Wind Farm at Mt Mercer and \$38k from the special charge relating to the road infrastructure in High Street, Bannockburn.
- User fees and charges have increased by \$132k to \$3.1m.
- Other income has decreased by \$101k as a direct result of a statutory change to the method by which interest on outstanding rates is calculated.

## Expenditure

The following key points relate to the budgeted expenditure of \$36.2m which has decreased by \$4.9m.

- Materials and services have decreased by \$6.5m to \$11.4m, primarily due to the Food Production Precinct project of \$5.1m that was funded in 2014-15 and only \$834k in 2015-16.
- Employee costs allow for the annual EB increment and new staff positions as per the SRP. It also includes the increase in child care labour costs resulting from the extension to the Bannockburn Children Services Centre. These costs are offset by increased user fees. It is worth noting that Golden Plains Shire is 36 employees below the rural shires average, based on population.
- Depreciation expense will increase by \$213k to \$7.2m.
- Finance costs will decrease by \$76k to \$369k as a direct result of utilising the Local Government Funding Vehicle.

## Balance Sheet

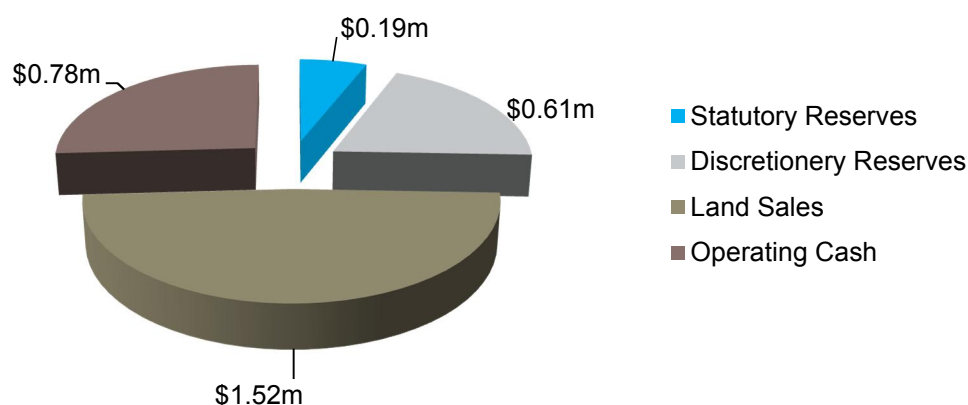
The key points to note are:

- Council's net worth will increase by \$2.2m to \$415m. The bulk of assets are infrastructure assets (\$347m).
- \$150k will be borrowed in 2015-16 to partly fund Council's contribution to the Bannockburn Soccer Pavilion.
- The MAV Local Government Funding Vehicle will be utilised to fund new borrowings.
- Working capital is in surplus \$2.18m. Current assets will be 1.45 times current liabilities at the end of the financial year, down by 1.54 in 2014-15.
- Noncurrent assets will include an investment totalling \$849k relating to the sinking fund established to repay the LGFV bond when it matures in November 2019.
- The retained earnings balance at 30 June 2016 is budgeted to be \$2.18m, of which \$1.38m will be classified as discretionary. This retained earnings balance includes the proceeds from the sale of the Bakers Lane Teesdale, Stage 3 (\$1.35m) and the surplus from the sale of the Warrambine Hall (\$171k).

## Cash Flow

- The balance of cash will decrease by \$857k to \$3.1m.
- Under the regulations \$2.3m of this balance will be classified as unrestricted, with the remaining \$802k being restricted within statutory and discretionary reserves.
- As depicted in chart 2, the closing cash balance will be sufficient to cover all of Council's commitments and have a cash surplus from operations of \$810k.

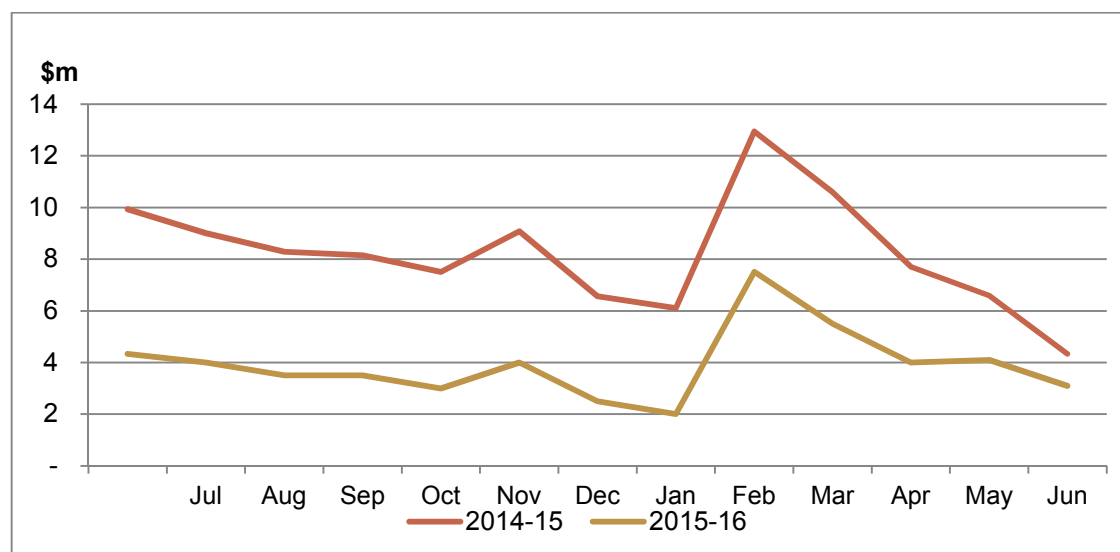
**Chart 2: Closing Cash Balance (\$3.1m)**



- An \$8.5m cash inflow generated from operating activities will be applied to capital expenditure (\$9.4m).

- As shown in Chart 3, the cash flow trend for 2015-16 is expected to be similar to 2014-15 and previous years.

Chart 3

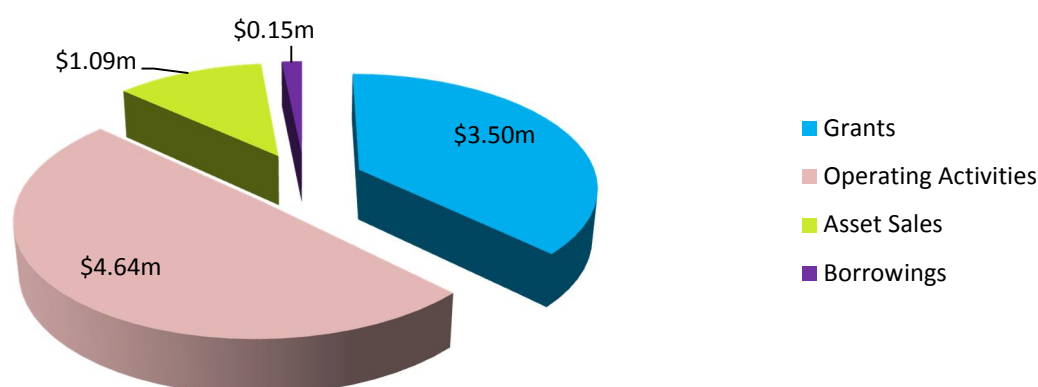


### Capital Works

The key points to note are:

- The capital works program for 2015-16 is \$9.4m, a decrease of \$5.7m compared to the 2014-15 forecast of \$15.1m.
- The program is divided between capital renewal (54%), new assets (24%) and capital upgrade and expansion (22%).
- The capital works budget is funded from a mix of external and internal sources. Chart 4 below demonstrates that 37% is funded by grants, 49% by operations, 12% by asset sales and 2% from borrowings.

Chart 4: Capital Works Funding Sources (\$9.4m)



Following is a summary of the major items of capital expenditure funded in the budget:

- Plant and machinery replacements – a replacement cost of \$2.2m, of which \$1.1m is the net cost to Council after asset sales.
- Roads to Recovery – \$1.9m (refer to Attachment 3 for further detail)
- Bannockburn Civic Heart - \$1.15m.
- Local roads resealing – \$850k.
- Bannockburn Soccer Pavilion - \$650k
- Pitfield-Cressy Road Bridge Replacement - \$600k
- Smythesdale major sports oval works - \$220k

## Financial Performance Indicators & Trends

The Financial Performance Indicators disclosed in the budget reflect Council's ongoing commitment to sound financial management. While many of the indicators for 2015-16 are unfavourable when compared to the 2014-15 forecast results they are still considered to be at sustainable levels.

The indicators Council considers critical are outlined in Table 1 below and show that the 2015-16 results are declining when compared to best practice and Council's preferred targets. As mentioned earlier, it is critical that the strategies included within the 2013-2017 Council Plan and SRP are adhered to, in order to achieve the financial outcomes detailed in the plan.

Council's strong financial performance during recent periods 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 50.3%. As previously stated, the state average in 2014-15 was 61%.

Table 1 compares some key indicators to best practice and GPS targets.

**Table 1**

Indicator	Budget 2015-16	Best Practice	GPS Target	Traffic Light Position
Surplus <sup>1</sup>	\$2,242k	>\$0	>\$5,000k	
Adjusted Underlying Result <sup>2</sup>	(\$522k)	>\$0	>\$0	
Working Capital (%) <sup>3</sup>	146%	>100%	>180%	
Discretionary Retained Earnings <sup>4</sup>	\$1,378k	>\$1,000k	>\$2,000k	
Borrowings (% of Rates and Charges) <sup>5</sup>	39.1%	<60%	<30%	
Cash Balance <sup>6</sup>	\$3,133k	>\$0	>\$5,000k	
Rate Determination <sup>7</sup>	(\$368k)	>\$0	>\$0	

Indicators that meet both Best Practice and GPS Target are given a 'Green' light, one of the two targets 'Amber' and neither target a 'Red' light.

## CONCLUSION

Although the 2015-16 budget will see many financial performance indicators decrease for a second consecutive year, it is considered that Council's financial position remains in a sustainable position provided the future direction described in the Council Plan and SRP is followed.

Council's financial discipline over recent years has allowed it to implement the strategies and deliver the services detailed within its Council Plan, during a challenging period, without placing its financial sustainability at risk.

The strategies and long-term financial plans adopted by Council underpin the preparation of the 2015-16 budget. It is also framed by the Shire's unique demographics, increased demand for new services, growing rating base, extensive local road network of 1,800 kilometres and the competing interests between rural and urban

<sup>1</sup> Surplus – The net result of total revenue and expenditure, including non-cash items such as depreciation.

<sup>2</sup> Adjusted Underlying Result – Surplus less non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure. These items have the potential to incorrectly inflate the operating surplus.

<sup>3</sup> Working Capital – This is a measure of Council's ability to meet its short term commitments.

<sup>4</sup> Discretionary Retained Earnings – The component of total equity that is not committed (includes proceeds from sale of land at Bakers Lane and VGC received in advance).

<sup>5</sup> Borrowings – Balance of total interest bearing loans and liabilities as a percentage of rates and charges (including garbage charges). The prudent limit is considered to be 60%.

<sup>6</sup> Cash Balance – The total cash and cash equivalents.

<sup>7</sup> Rate Determination – This calculation demonstrates Council's ability to fund its capital program from operations. A deficit means retained earnings will be depleted further.

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.

Council has 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 the community in the coming year to implement its many programs and initiatives and recommend the 2015-16 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. These are prepared based on the actions included in the Council Plan. A draft budget is then prepared and delivered to Councillors in late March. At least one 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 30 June. The key dates for the budget process are summarised below:

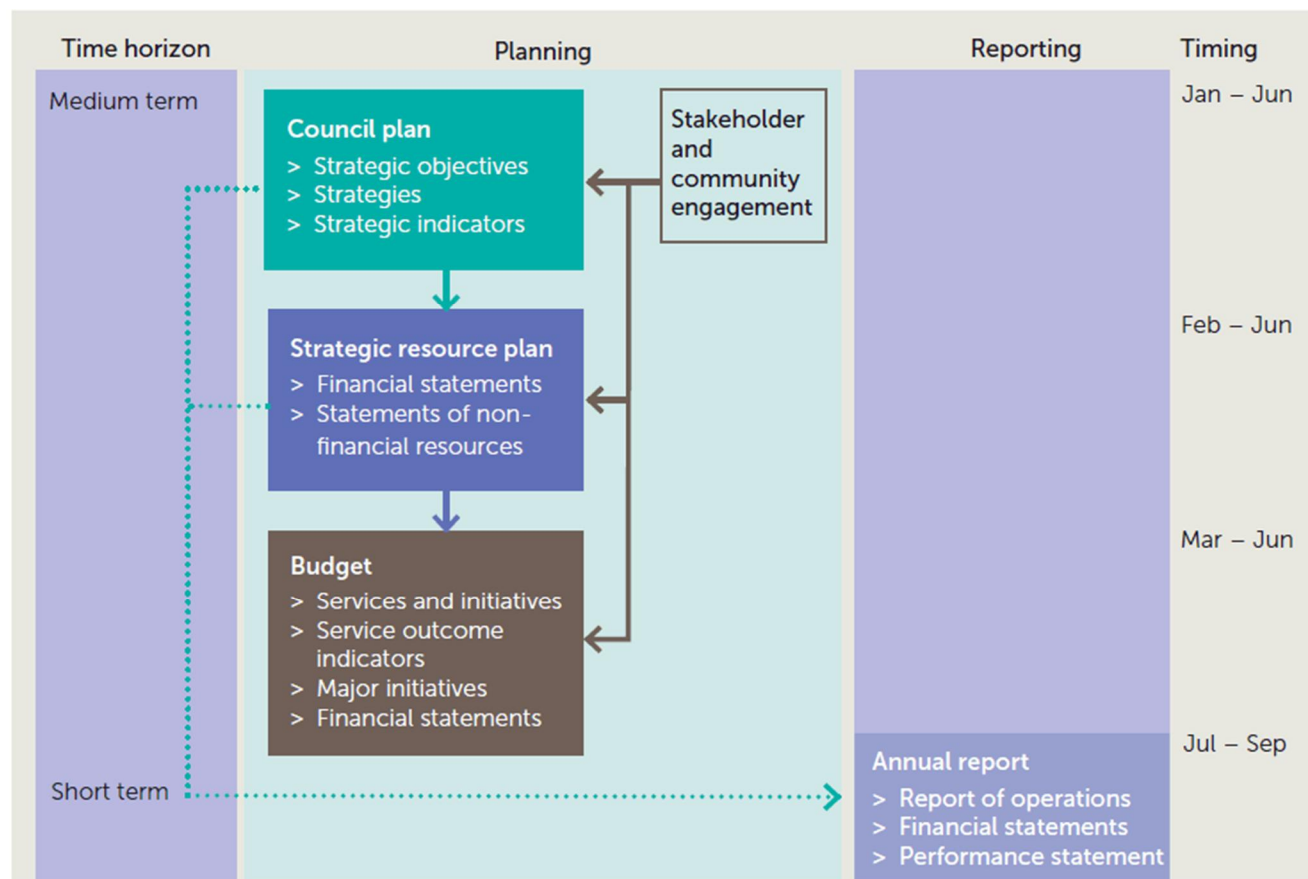
Budget Process	Timing
1. Officers prepare operating and capital budgets	January – February
2. Council receives draft budget for review	March
3. Council workshop/s conducted to review draft budget	April
4. Draft budget submitted to Council for 'in principle' approval	April
5. Public notice advising intention to adopt budget	April
6. Proposed Budget available for public inspection and comment	April
7. Submissions period closes (28 days)	June
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	June

## 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 and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

### Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram on page 15 depicts the planning and accountability framework that applies to local government in Victoria.



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

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

## 1.5 BUDGET INFLUENCES AND 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 is the place to enjoy life as it should be.

In recent years, the region has experienced significant population growth as people discover the benefits of living in a semi-rural setting with plenty of space. With an estimated 20,151 (ERP 2013) residents across 56 communities and 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria, with population growth of around 3.5% per annum.

New residents, including many young families, continue to be attracted by the diverse range of lifestyle choices and our welcoming communities make it a place where you can enjoy a better quality of life.

Golden Plains Shire comprises 2,705 square kilometres between two of Victoria's largest regional cities, Geelong and Ballarat. The region's close proximity to services available in neighbouring regional cities and convenient commuting distance to Melbourne and the surf coast, adds to its appeal as a place to call home.

Business is booming and growth continues to create attractive investment opportunities and new jobs. While the Shire has a strong tradition of producing wool and grain, intensive animal farming of poultry and pigs is increasing.

Golden Plains is conveniently located close to markets and welcomes investment and sustainable development. Strong population and economic growth make Golden Plains an attractive place to invest. As a popular destination for family fun, food and wine connoisseurs and for those seeking adventure in the great outdoors, Golden Plains also has it all for the perfect day trip experience.

Golden Plains has become renowned across Australia and internationally for its produce that can be experienced at local eateries, cellar doors and the Golden Plains Farmers' Market. The winemakers of the Moorabool Valley have continued the passion of the early settlers, incorporated skills from around the world and nurtured their vineyards to produce some of Australia's most sought after and awarded cool climate wines.

Despite rapid growth in the North West and South East of Golden Plains, the Shire's rural base and natural environment dominate the landscape. The stunning natural beauty of the region still remains visible and accessible, as do remnant townships and structures from the rich gold mining history. The region also has a vibrant arts and culture scene, including iconic music festivals, which all make Golden Plains an attractive tourism destination.

We encourage you to visit Golden Plains and taste, see and explore all it has to offer. Who knows? Perhaps you'll decide to stay.

## 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 and 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**

### ***Fire Services Property Levy Act 2012***

- Council will continue to collect the Fire Services Property Levy (FSPL), on behalf of the State Government, that was introduced on 1 July 2013. Hence, Council does not recognise any revenue and this levy is not included in any rating calculation or comparisons

### ***Local Authorities Superannuation Fund Defined Benefit Plan (LASF DB Plan)***

- The LASF DB Plan 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.

In February 2011 and again in July 2012 Council was advised of the outcome of an Actuarial Investigation into the fund. The outcome of the investigations resulted in Council having to contribute amounts of \$420,881 and \$1,758,927 to the fund. This fund is managed by Vision Super and is exposed to fluctuations in the market. No 'call' is expected in the short term and no provision been made in 2015-16.

### ***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.

### ***Price on Carbon***

- The carbon price repeal legislation received Royal Assent on 17 July 2014, effective from 1 July 2014. Councils are expected to account for carbon price refunds received and unused carbon price revenue collected in a transparent way. However, Council had not experienced any direct impact from the impost and the indirect impact was difficult to quantify.

### ***Household Waste Disposal***

- In recent years Council cost of disposing of household waste has increased significantly. This is expected to continue in 2015-16. These increased costs have resulted from landfill closures, increased cartage and disposal costs, increased volume per household and increased compliance costs for landfill operators.

### ***Interest Rates***

- Fixed interest rates on new long-term borrowings are assumed to be 4.42% per annum.
- Interest rates for investments are assumed to be between 2.0% and 3.0% per annum.

### ***Population Growth***

- Future population growth from 2014 to 2031 is estimated to be 3.5% per annum.

### ***Rates and Charges***

- Total rates and charges of \$19.4m include rates, municipal charge, garbage charge and landfill levy service charge, including supplementary rates.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to be 11.5% 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.
- 7.44% of rates and charges raised in 2015-16 have been budgeted to remain outstanding at 30 June 2016.
- The Victorian State Government has announced that local government rates will be capped from 2016-17. Depending on the level at which rates are capped, Council may need to undertake a review of services that are provided to the community with the aim of reducing the level of rate payer subsidy for services undertaken by Local Government on behalf of the State and Federal Government.

**Grants**

- The general purpose grant from the Victoria Grants Commission is assumed to reduce by 1% in 2015-16
- Operating grants, excluding the Food Production Project grant in 2014-15, have increased by 6% to \$9m.
- Capital grants have decreased by 19% to \$3.5m.
- Further detail on grant revenue is provided in Note 2 on page 40.

**User Fees and Charges**

- Some statutory fees and charges will increase and the level of income from these fees is generally 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 2.5% in accordance with the Strategic Resource Plan.

**Payables**

- Trade creditors are based on total capital expenditure, expenditure on Materials and Services 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 91% of contributions, recoupments, grants, 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****Employee Benefits**

- Wage costs are expected to grow by 10% (EBA 3.7%, increase in EFT 6% and band level and other increases 0.3%). Of the 6% EFT, 4% is largely attributable to a full twelve months of an increase in service delivery at the Bannockburn Family Services Centre. These costs are offset by an increase in fees income and not funded by rate revenue.

**Impact of 2014-15 year on 2015-16 Budget**

- The 2014-15 forecast Balance Sheet becomes the starting point for the 2015-16 financial year; therefore this Statement holds the key to analysing the impact of last year's operations on the new budget.
- The 2014-15 forecast as at 28 February 2015 remains consistent with the original budget and any known material variance has been allowed for in the forecast. However, any subsequent movement to the forecast before 30 June 2015 will impact the opening Balance Sheet for 2015-16.
- Transactions occurring in the 2014-15 year will have an impact on the 2015-16 budget. These include such items as closing cash balance, capital purchases and borrowings. These will impact opening cash balance, depreciation and interest respectively.

**Councillor and Mayoral Allowances**

- The Councillor and Mayoral allowances are set in accordance with the Local Government Act 1989. The base allowance set in December 2014 will remain in force until any change is gazetted by the Minister (usually in November each year).

Allowance	Annualised Thresholds From 1 July 2015
Councillor	\$20,578
Mayoral	\$61,732

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 financial result should be consistent with Council's Long Term Financial Plan, to ensure long-term sustainability.
- All strategies contained within the Council Plan for the 2015-16 year should be funded in the budget.
- Rates and charges are 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 should 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 (Planning and Reporting) Regulations 2014 (the Regulations) which support the Act.

The 2015-16 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. The budget also includes a Statement of Human Resources.

These statements have been prepared for the year ended 30 June 2016 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 and other strategies as detailed in Services, Initiatives and Service Performance Indicators (Section 3).

## 2 STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources.

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

### 2.1 COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2019

	Note	Forecast 2014-15 \$	Budget 2015-16 \$	Strategic Resource Plan Projections		
				2016-17 \$	2017-18 \$	2018-19 \$
<b>Operating Revenue</b>						
Rates and Charges	1	18,108,427	<b>19,375,103</b>	20,852,875	22,413,476	23,712,505
Grants - operating (recurrent)	2	8,243,470	<b>8,870,460</b>	8,992,295	9,236,626	9,459,041
Grants - operating (non-recurrent)	2	5,397,508	<b>899,000</b>	2,112,000	65,000	65,000
Grants - capital (recurrent)	2	1,990,833	<b>1,902,420</b>	950,210	950,210	950,210
Grants - capital (non-recurrent)	2	2,319,971	<b>1,599,000</b>	2,925,000	2,075,000	1,775,000
Contributions and Recoupments	3	2,282,544	<b>2,382,496</b>	2,344,899	2,587,652	2,403,397
User Fees and Charges	4	2,973,391	<b>3,105,300</b>	3,185,647	3,315,286	3,397,948
Other Income	5	451,000	<b>350,000</b>	350,000	350,000	350,000
Net Gain/(Loss) on Disposal of Property, Infrastructure,	12	2,000	<b>2,000</b>	656,682	1,576,037	1,707,374
<b>Total Operating Revenue</b>		<b>41,769,144</b>	<b>38,485,779</b>	<b>42,369,608</b>	<b>42,569,287</b>	<b>43,820,475</b>
<b>Operating Expenditure</b>						
Materials and Services	6	(17,952,201)	<b>(11,386,202)</b>	(13,031,419)	(11,266,234)	(11,720,670)
Employee costs	7	(15,470,476)	<b>(17,010,199)</b>	(17,412,956)	(18,446,826)	(19,487,851)
Depreciation and amortisation	8	(7,011,001)	<b>(7,224,679)</b>	(7,393,114)	(7,597,751)	(7,715,806)
Borrowing Costs	9	(443,551)	<b>(368,395)</b>	(415,140)	(665,816)	(668,030)
Other Expenses	10	(248,196)	<b>(253,788)</b>	(260,217)	(266,654)	(273,339)
Bad & Doubtful Debts	11	-	<b>(500)</b>	(515)	(528)	(541)
<b>Total Operating Expenditure</b>		<b>(41,125,425)</b>	<b>(36,243,763)</b>	<b>(38,513,361)</b>	<b>(38,243,809)</b>	<b>(39,866,237)</b>
<b>Surplus / (Deficit) from Operations</b>		<b>643,719</b>	<b>2,242,016</b>	<b>3,856,247</b>	<b>4,325,478</b>	<b>3,954,238</b>
<b>Other comprehensive income</b>		-	-	-	-	-
<b>Total comprehensive result</b>		<b>643,719</b>	<b>2,242,016</b>	<b>3,856,247</b>	<b>4,325,478</b>	<b>3,954,238</b>

\* Notes are included in Section 4, beginning on page 39

## 2.2 BALANCE SHEET

For the four years ending 30 June 2019

	Note	Forecast 2014-15 \$	Budget 2015-16 \$	Strategic Resource Plan Projections		
				2016-17 \$	2017-18 \$	2018-19 \$
<b>Current Assets</b>						
Cash and cash equivalents		3,990,467	<b>3,133,907</b>	1,622,093	3,464,475	5,559,433
Trade and Other Receivables		2,886,724	<b>3,423,000</b>	3,537,920	3,681,495	3,801,005
Inventories - Consumables		18,000	<b>18,700</b>	18,700	18,700	18,700
Land Held for Re-sale		322,272	<b>322,272</b>	268,560	139,651	-
Other Assets		30,000	<b>42,000</b>	42,000	42,000	42,000
<b>Total Current Assets</b>	13	<b>7,247,463</b>	<b>6,939,879</b>	<b>5,489,273</b>	<b>7,346,321</b>	<b>9,421,138</b>
<b>Non-Current Assets</b>						
Investment in Associate		830,100	<b>830,100</b>	830,100	830,100	830,100
Land		23,194,606	<b>23,194,606</b>	24,194,606	25,194,606	26,194,606
Buildings		33,819,063	<b>33,032,778</b>	35,568,300	42,927,800	45,072,100
Furniture & Equipment		547,525	<b>503,752</b>	298,265	732,807	434,144
Plant & Machinery		4,824,474	<b>4,917,342</b>	7,700,340	9,703,210	12,064,300
Infrastructure		346,286,994	<b>346,847,454</b>	345,854,899	343,743,344	341,364,961
Other Structures		7,425,416	<b>9,579,591</b>	10,245,632	9,733,608	9,205,392
Work in Progress		-	<b>95,000</b>	95,000	95,000	95,000
Land Under Roads		587,911	<b>587,911</b>	587,911	587,911	587,911
Gravel Pit Rehabilitation		55,001	<b>49,987</b>	34,987	19,987	12,987
Sinking Fund Investment		339,413	<b>848,532</b>	1,697,651	2,546,770	1,000
<b>Total Non-Current Assets</b>	14	<b>417,910,503</b>	<b>420,487,053</b>	<b>427,107,691</b>	<b>436,115,143</b>	<b>435,862,501</b>
<b>TOTAL ASSETS</b>		<b>425,157,966</b>	<b>427,426,932</b>	<b>432,596,964</b>	<b>443,461,464</b>	<b>445,283,639</b>
<b>Current Liabilities</b>						
Trade and Other Payables		1,935,000	<b>1,737,000</b>	1,737,000	1,737,000	1,737,000
Trust Funds and Deposits		140,000	<b>155,000</b>	155,000	155,000	155,000
Employee Benefits		2,300,000	<b>2,613,751</b>	2,693,751	2,773,751	2,853,751
Interest-Bearing Liabilities		309,281	<b>238,770</b>	462,207	507,672	510,721
Provision for Rehabilitation of Gravel Pit		15,000	<b>15,000</b>	15,000	15,000	7,799
<b>Total Current Liabilities</b>	15	<b>4,699,281</b>	<b>4,759,521</b>	<b>5,062,958</b>	<b>5,188,423</b>	<b>5,264,271</b>
<b>Non-Current Liabilities</b>						
Employee Benefits		437,974	<b>508,454</b>	508,454	508,454	508,454
Interest-Bearing Liabilities		7,430,064	<b>7,341,294</b>	8,366,642	14,795,199	12,595,067
Provision for Rehabilitation of Gravel Pit		77,081	<b>62,081</b>	47,081	32,081	24,302
<b>Total Non-Current Liabilities</b>	16	<b>7,945,119</b>	<b>7,911,829</b>	<b>8,922,177</b>	<b>15,335,734</b>	<b>13,127,823</b>
<b>TOTAL LIABILITIES</b>		<b>12,644,400</b>	<b>12,671,350</b>	<b>13,985,135</b>	<b>20,524,157</b>	<b>18,392,094</b>
<b>NET ASSETS</b>		<b>412,513,566</b>	<b>414,755,582</b>	<b>418,611,829</b>	<b>422,937,307</b>	<b>426,891,545</b>
<b>Equity</b>						
Accumulated Surplus		412,513,566	<b>414,755,582</b>	418,611,829	422,937,307	426,891,545
Reserves						
<b>TOTAL EQUITY</b>	17	<b>412,513,566</b>	<b>414,755,582</b>	<b>418,611,829</b>	<b>422,937,307</b>	<b>426,891,545</b>

\* Notes are included in Section 4, beginning on page 39

## 2.3 STATEMENT OF CHANGES IN EQUITY

For the year ending 30 June 2016

	Note	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
Balance at beginning of the financial year		412,513,566	164,636,932	247,159,072	717,562
Surplus/(deficit) for the year		2,242,016	2,242,016	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(40,000)	-	40,000
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>	<b>17</b>	<b>414,755,582</b>	<b>166,838,948</b>	<b>247,159,072</b>	<b>757,562</b>

For the year ending 30 June 2017

	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
Balance at beginning of the financial year	414,755,582	166,838,948	247,159,072	757,562
Surplus/(deficit) for the year	3,856,247	3,856,247	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>418,611,829</b>	<b>170,695,195</b>	<b>247,159,072</b>	<b>757,562</b>

For the year ending 30 June 2018

	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
Balance at beginning of the financial year	418,611,829	170,695,195	247,159,072	757,562
Surplus/(deficit) for the year	4,325,478	4,325,478	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>422,937,307</b>	<b>175,020,673</b>	<b>247,159,072</b>	<b>757,562</b>

For the year ending 30 June 2019

	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
Balance at beginning of the financial year	422,937,307	175,020,673	247,159,072	757,562
Surplus/(deficit) for the year	3,954,238	3,954,238	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>426,891,545</b>	<b>178,974,911</b>	<b>247,159,072</b>	<b>757,562</b>

\*Notes are included in Section 4, beginning on page 39

## 2.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2019

	Note	Forecast 2014-15 \$	Budget 2015-16 \$	Strategic Resource Plan Projections		
				2016-17 \$	2017-18 \$	2018-19 \$
<b>Cash Inflow from Operating Activities</b>						
<b>(Inclusive of GST where applicable)</b>						
Receipts from Ratepayers		18,064,442	<b>19,211,826</b>	20,852,000	22,413,000	23,712,000
Grants		18,455,656	<b>13,198,402</b>	14,979,000	12,326,000	12,249,000
Interest Received		479,013	<b>385,950</b>	350,000	350,000	350,000
User Fees		3,030,770	<b>3,158,316</b>	3,185,647	3,315,286	3,397,948
Contributions - monetary		2,043,351	<b>1,542,888</b>	971,748	1,209,352	1,019,750
Employees cost		(15,934,909)	<b>(16,536,168)</b>	(17,412,956)	(18,446,826)	(19,487,851)
Material & services		(19,605,109)	<b>(13,063,598)</b>	(12,784,419)	(11,266,234)	(11,720,670)
Net GST Refunded/(Payment)		1,180,975	<b>(557,728)</b>	(79,017)	177,680	203,529
<b>Net Cash provided by/(used in) Operating Activities</b>	18	<b>7,714,189</b>	<b>8,455,345</b>	<b>10,062,003</b>	<b>10,078,258</b>	<b>9,723,706</b>
<b>Cash Outflow from Investing Activities</b>						
<b>(Net of GST)</b>						
Payment for Land & Buildings		(4,454,962)	<b>(140,000)</b>	(3,480,000)	(8,330,000)	(3,130,000)
Payment for Infrastructure Assets		(5,865,756)	<b>(4,239,420)</b>	(4,868,000)	(3,863,000)	(3,658,779)
Payment for Plant & Machinery		(2,350,728)	<b>(2,175,240)</b>	(3,055,000)	(2,283,000)	(2,645,000)
Payment for Furniture & Equipment		(303,554)	<b>(223,350)</b>	(227,000)	(879,000)	(153,000)
Payment for Other Structures		(2,093,137)	<b>(2,602,000)</b>	(1,680,000)	(530,000)	(530,000)
Proceeds from Sale of Land		-	-	656,682	1,576,037	1,707,374
Proceeds from Sale of Assets		866,000	<b>1,089,900</b>	1,114,000	1,114,000	1,100,000
<b>Net Cash provided by/(used in) Investing Activities</b>	19	<b>(14,202,137)</b>	<b>(8,290,110)</b>	<b>(11,539,318)</b>	<b>(13,194,963)</b>	<b>(7,309,405)</b>
<b>Cash Inflow from Financing Activities</b>						
Finance Costs		(486,675)	<b>(368,395)</b>	(415,140)	(665,816)	(668,030)
Repayment of Borrowings		(433,499)	<b>(809,281)</b>	(76,263)	(446,296)	(2,317,401)
Proceeds from Borrowings		1,797,200	<b>650,000</b>	1,306,023	6,920,318	120,318
LGFV Sinking Fund		(339,413)	<b>(509,119)</b>	(849,119)	(849,119)	2,545,770
Trust Funds		7,149	<b>15,000</b>	-	-	-
<b>Net Cash provided by/(used in) Financing Activities</b>	20	<b>544,762</b>	<b>(1,021,795)</b>	<b>(34,499)</b>	<b>4,959,087</b>	<b>(319,343)</b>
<b>Net Increase/(Decrease) in cash and cash equivalents</b>		<b>(5,943,186)</b>	<b>(856,560)</b>	<b>(1,511,814)</b>	<b>1,842,382</b>	<b>2,094,958</b>
Cash and cash equivalents at the beginning of the financial year		9,933,653	<b>3,990,467</b>	3,133,907	1,622,093	3,464,475
<b>Cash and cash equivalents at the end of the financial year</b>		<b>3,990,467</b>	<b>3,133,907</b>	<b>1,622,093</b>	<b>3,464,475</b>	<b>5,559,433</b>

\* Notes are included in Section 4, beginning on page 39

## 2.5 STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2019

	Note	Forecast 2014-15	Budget 2015-16	Strategic Resource Plan Projections		
		\$	\$	2016-17 \$	2017-18 \$	2018-19 \$
<b>Property</b>						
Land		-	-	-	-	-
Land improvements		-	-	-	-	-
<b>Total land</b>		-	-	-	-	-
Buildings		3,302,875	<b>140,000</b>	3,480,000	8,330,000	3,130,000
Heritage buildings		-	-	-	-	-
Building improvements		852,337	-	-	-	-
Leasehold improvements		-	-	-	-	-
<b>Total buildings</b>		4,155,212	<b>140,000</b>	3,480,000	8,330,000	3,130,000
<b>Total property</b>	21	4,155,212	<b>140,000</b>	3,480,000	8,330,000	3,130,000
<b>Plant and equipment</b>						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		2,357,000	<b>2,175,240</b>	3,055,000	2,283,000	2,645,000
Fixtures, fittings and furniture		144,957	<b>22,000</b>	10,000	10,000	10,000
Computers and telecommunications		158,500	<b>201,350</b>	217,000	869,000	143,000
Library books		-	-	-	-	-
<b>Total plant and equipment</b>	21	2,660,457	<b>2,398,590</b>	3,282,000	3,162,000	2,798,000
<b>Infrastructure</b>						
Roads		5,493,967	<b>3,235,420</b>	4,252,000	3,244,000	3,036,000
Bridges		150,000	<b>780,000</b>	150,000	153,000	156,000
Footpaths and cycleways		35,000	<b>27,000</b>	31,000	31,000	31,000
Drainage		-	<b>45,000</b>	33,000	33,000	33,000
Recreational, leisure and community facilities		1,480,018	<b>2,467,000</b>	1,680,000	530,000	530,000
Waste management		-	-	150,000	150,000	150,000
Parks, open space and streetscapes		997,446	<b>180,000</b>	250,000	250,000	250,000
Off street car parks		95,000	<b>100,000</b>	-	-	-
Other infrastructure		7,000	<b>7,000</b>	2,000	2,000	2,000
<b>Total infrastructure</b>	21	8,258,431	<b>6,841,420</b>	6,548,000	4,393,000	4,188,000
<b>Total capital works expenditure</b>	21	15,074,100	<b>9,380,010</b>	13,310,000	15,885,000	10,116,000
<b>Represented by:</b>						
Asset renewal expenditure	22	6,856,606	<b>5,084,500</b>	5,670,500	4,864,500	5,167,500
Asset upgrade expenditure	23	2,561,452	<b>2,081,210</b>	1,391,000	1,391,000	1,391,000
Asset expansion expenditure	24	105,790	<b>50,000</b>	-	-	-
New asset expenditure	25	5,550,252	<b>2,214,300</b>	6,248,500	9,629,500	3,557,500
<b>Total capital works expenditure</b>		15,074,100	<b>9,380,010</b>	13,310,000	15,885,000	10,116,000

\* Notes are included in Section 4, beginning on page 39



## 2.6 STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2019

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2014-15	2015-16	2016-17	2017-18	2018-19
		\$	\$	\$	\$	\$
<b>Staff expenditure</b>						
Employee costs - operating		15,470,476	<b>17,010,199</b>	17,413,000	18,447,000	19,488,000
Employee costs - capital		-	-	-	-	-
<b>Total staff expenditure</b>	<b>7</b>	15,470,476	<b>17,010,199</b>	17,413,000	18,447,000	19,488,000
		FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees		189	<b>204</b>	207	210	212
<b>Total staff numbers</b>	<b>7</b>	189	<b>204</b>	207	210	212

\* Notes are included in Section 4, beginning on page 39

### 3 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the budget for the 2015-16 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators.

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

#### Strategic Objective 1: CITIZEN AND CUSTOMER SERVICE

To achieve the strategic objective of citizen and customer service Council will ensure that it fosters a culture across the organisation which addresses the needs of the community through communication and the provision of excellent customer service.

##### Services

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Communications and Marketing	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.	665 <u>(23)</u> <b>643</b>
Customer Services Centres	Operation of customer service centres to provide bases from which Council can deliver services.	397 <u>(10)</u> <b>387</b>

##### 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.
- Implement the Customer Service Strategy Action plan
- Provide high quality point of contact customer service at Customer Service Centres, by telephone and manage requests effectively.

#### Strategic Objective 2: CIVIC LEADERSHIP

To achieve the strategic objective of civic leadership Council will work to enhance its decision-making capacity by strengthening the governance and advocacy of Council.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Governance	<b>Governance</b> 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 2015-16 financial year.	930 <u>(71)</u> <b>859</b>
Elections	Maintenance of voters' rolls in readiness for 2016 election.	20 <u>(2)</u> <b>18</b>

Meetings	Conduct Council meetings, committee meetings, workshops, retreats and other meetings of Council with management.	95 (0) <b>95</b>
Strategic and Service Planning	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.	988 (103) <b>885</b>
Emergency Management Plan/SES	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.	312 (151) <b>161</b>
Risk Management and OH & S	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations	296 (10) <b>286</b>

### Initiatives:

- Provide management support to Council - managerial and secretarial support to the Mayor
- Provision of Councillor's allowances, expenses, training, professional development and induction
- Lobbying of politicians and key players in the Local Government industry
- Advocacy on behalf of the community on key Government issues
- Arrange civic functions for the purpose of promoting community interaction and awareness.
- Maintain independent members on the Audit and Risk Committee
- Maintenance of voters' rolls
- 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
- Ongoing and systematic analysis of the organisation's activities and strategic direction
- Maintain a framework for formal planning and decision making for resource allocation
- Measure and improve organisational performance
- Promote organisational and cultural change to meet customer service needs
- Review and maintain the Municipal Emergency Management Plan
- Ensure Council implements all of its Emergency Management responsibilities.
- Maintenance assistance for Bannockburn SES unit
- Advocate for a review of emergency services in the Shire
- Advocate for continued funding under the Municipal Emergency Resourcing Program
- Implement Council's Risk Management Strategy Action Plan and Occupational Health and Safety Plan

### Service Performance Outcome Indicators

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

**Strategic Objective 3: ECONOMIC DEVELOPMENT**

To achieve the strategic objective of economic development Council will facilitate the growth of the local economy, particularly in township development and rural based industries.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Economic Development	Job creation, industry development and investment attraction initiatives to promote <b>economic development</b> and activity within the Shire for improved quality of life of residents.	593 (111) <b>482</b>

**Initiatives:**

- Implement 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 2015-16 these initiatives include:
  - Facilitation of business and investment enquiries leading to local and regional economic development and jobs growth
  - Development and leadership of Council's tourism marketing and product development strategy 'TASTE. SEE. EXPLORE. Visit Golden Plains' and associated multi award winning digital media platforms at [www.visitgoldenplains.com.au](http://www.visitgoldenplains.com.au)
  - Lead the development and implementation of Council's 'Infrastructure to expand Intensive Agriculture for Food Production and Economic Development' project
  - Lead the development of the Gheringhap Employment Precinct, stimulating jobs growth

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x100

**Strategic Objective 4: ENVIRONMENT AND LAND USE PLANNING**

To achieve the strategic objective of environment and land use planning Council will encourage and facilitate sustainable land use and development and protect and enhance the natural environment.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Land Use Planning	To provide for fair, orderly, economic and sustainable use and development of land within the Shire and to undertake all strategic and <b>statutory land use planning</b> functions.	1,321 (407) <b>914</b>

Building Control	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents. To provide complementary statutory and non-statutory building services to facilitate compliant building activity throughout the Golden Plains Shire.	457 (91) <b>366</b>
Fire Protection	To identify potential fire hazards and to minimise the risks in the event of bushfire.	304 (41) <b>263</b>
Environmental Management	To protect and enhance the natural environment.	443 (51) <b>392</b>
Community Protection	Educate the community about local laws and <b>animal control</b> and enforce Council's local laws.	564 (315) <b>249</b>
Public Health	To protect and enhance the health of the public and the environment via education and enforcement of <b>Food Safety</b> and Environmental Health.	470 (179) <b>291</b>

### Initiatives:

- Implement the Rural Land Use Strategy (2008)
- Promote Council's Heritage Advisor Service
- Implement the Bruces Creek Masterplan
- Undertake planning scheme enforcement and compliance checks when and where necessary
- Develop and implement town structure plans and urban review framework
- Implement the revised Meredith and Lethbridge Structure Plans
- Implement the Gheringhap Structure Plan
- Implement the Napoleons Structure Plan review
- To commence the process of developing a comprehensive settlement strategy for the north of Golden Plains Shire
- To explore opportunities for the identification of new employment land within the Shire
- To develop and implement a comprehensive program of Essential Safety Measures audit and inspections
- To develop and implement a targeted inspection program for Swimming Pool compliance
- Maintenance of fire access roads
- Assist in the implementation of the Municipal Fire Management Plan, including issuing of fire prevention notices
- Continued participation in the Integrated Municipal Fire Management Planning process
- Control pest plants and animals on Council land
- Develop Shire responses on Government Environment and Land Use Strategies, including native vegetation, catchments, biodiversity, river health, etc.
- Participate in the development and implementation of the Climate Resilient Communities of the Southwest Program
- Enforce and educate in relation to local laws and animal control
- Undertake a program incorporating targeted compliance, education and awareness for all tobacco retailers within Golden Plains Shire
- Development and implementation of a new Domestic Waste Water Management Plan

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT  (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	[Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT] x100

Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications  (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

**Strategic Objective 5: FINANCIAL MANAGEMENT**

To achieve the strategic objective of financial management Council will ensure the efficient and effective allocation of resources through sound financial planning and management that secures the long term financial viability of the municipality.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
General revenue	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	2 (23,961) <b>(23,959)</b>
Property and Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties	873 (474) <b>399</b>
Statutory Reporting and Budgeting	Preparation of Council's annual budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements	396 (21) <b>375</b>
Procurement and Contract Management	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council	355 (11) <b>344</b>
Records Management	Effective and efficient recording, maintenance, archival and disposal of Council documents.	257 (6) <b>251</b>
Borrowings	Effective management of Council borrowings.	369 (0) <b>369</b>
Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	198 (159) <b>39</b>

**Initiatives:**

- Implement Council's Strategic Resource Plan
- Implement Council's Rating Strategy
- Invest surplus funds to maximise return and minimise risk
- Lobby Government for extra resources for a developing municipality
- Lobby Federal Government in relation to cost shifting report and direct funding to Local Government
- Maintain accurate property and valuation records, including supplementary valuations
- Preparation and auditing of financial statements
- Preparation of annual budget including a capital works budget
- Implement internal audit program

- Develop, monitor and update Golden Plains' 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
- Provide support for contract and project management
- Implement Records Management Strategy Actions: Records Archive Storage
- Maintenance and storage of historical records and memorabilia for access by Golden Plains Shire residents and researchers at the Geelong Heritage Centre
- Evaluate and Implement the most efficient method of financing Council's operations in order to achieve Best Value outcomes (refer to page 62 for loan details)
- Manage Council's plant replacement schedule (refer to page 54 for details of plant replacement).

#### Strategic Objective 6: HUMAN SUPPORT SERVICES

To achieve the strategic objective of human support services Council will provide a range of sustainable support services that maintain or enhance the well-being and quality of life of Golden Plains' residents.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Maternal and Child Health	Enhance the health and development of children and families by providing high quality <b>Maternal and Child Health Services</b> across the Shire.	696 (246) <b>450</b>
Children Services	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services including kindergarten and child care.	646 (233) <b>413</b>
Aged and Disability	Improving the health and wellbeing of older people and people with disabilities by providing 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.  Manage the planning and delivery of Council's <b>Home and Community Care Services</b> across the Shire including Home Care, Personal Care, Respite Care, Home Maintenance, Delivered Meals and Planned Activity Groups	2,069 (1,400) <b>669</b>
Community Transport	Providing access to a range of services by providing a flexible, responsive community transport service.	214 (37) <b>177</b>
Community Centres	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities.	1,024 (141) <b>883</b>
Kindergartens	Cluster management of five local kindergarten services. This relieves pressure felt by parents in running a kindergarten program and provides a stable employment model for staff.	764 (753) <b>11</b>
Bannockburn Children Services	Management of the integrated children services centre at Bannockburn, incorporating long day care and kindergarten facilities.	2,857 (2,730) <b>127</b>

#### Major Initiative:

- Establishment of services at the Meredith Early Learning Centre, incorporating kindergarten, community house, maternal and child health, community meeting space and consulting rooms

#### Initiatives:

- Provide enhanced Maternal and Child Health home visiting services for families who are isolated or "at risk"
- Provide support and advice to local Playgroups, including the 'Playgroup Plus' health promotion program.
- Undertake actions specified in Council's Municipal Early Years Plan
- Implement relevant actions from Council's Access and Inclusion Plan



- Manage the planning and delivery of Council's Kindergarten, Long Day Care, Family Day Care and Occasional Child Care services
- Implement relevant actions from Council's Municipal Public Health and Wellbeing Plan
- 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.
- Develop and implement relevant actions from Council's Ageing Well in Golden Plains strategy
- Provide a volunteer based, affordable community transport program that enables transport of disadvantaged residents to access a range of services and activities.
- Manage and coordinate the Smythesdale Business Health and Community Hub and develop the range of community health programs and services
- Manage and coordinate the Northern Community Centre and develop the range of community health programs and services
- Undertake emergency relief and recovery services as necessary
- In partnership with local preschool parent committees, manage the planning and delivery of Council's Kindergarten services in Bannockburn, Teesdale, Inverleigh, Meredith and Rokewood
- Provide a range of Home and Community Care Services to older residents and people with disabilities to enable them to remain in their own homes.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits (Percentage of children attending the MCH key ages and stages visits)	[Number of actual MCH visits / Number of expected MCH visits] x100
		Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	[Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children] x100
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100

### Strategic Objective 7: RECREATION AND COMMUNITY DEVELOPMENT

To achieve the strategic objective of recreation and community development Council will:

1. facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities; and
2. identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.



Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Community Development	Supporting and strengthening local communities through the development of Community Plans and Council's community grants program.	794 (29) <b>765</b>
Health Promotion	Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire.	507 (534) (27)
Libraries	Providing a <b>library</b> service to residents of Golden Plains Shire.	483 (3) <b>480</b>
Arts and Culture	Facilitating the development of community arts and cultural development projects in collaboration with local artists and communities.	223 (28) <b>195</b>
Youth Development	Working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire.	410 (72) <b>338</b>
Recreation Planning	Working with local communities and committees of management to develop a range of recreation facilities and activities.	680 (47) <b>633</b>
Recreation Construction	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).	254 (317) (63)
Recreation Infrastructure maintenance	Undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council.	2,652 (26) <b>2,626</b>
Major Projects	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.	952 (1,844) (892)
Volunteers	Developing procedures and processes that support volunteers to best service their communities through capacity building, new programs, recruitment and retention and achieving best practice in volunteer management.	43 (0) <b>43</b>

### Major Initiatives:

- The 2015-16 budget includes the construction of stage 1 of the Bannockburn Civic Heart project. This project is completely dependent on State and Federal funding and if successful will see construction of a new multi-purpose community building (following removal of existing playgroup building), new sealed car park, destination adventure playground, water play space, BBQ area, new public toilets and connecting paths and landscaping.
- Council will develop a Community Engagement Strategy to inform all units within Council. Council will improve engagement practices through staff training, better planning for key consultations and develop systems, processes and policies to support effective community engagement with the community.

### Initiatives:

- Facilitate the development of Community Plans in small towns across the Shire
- Assist and support a range of service providers to deliver a range of activities and services that are based at The Well, Northern Community Centre and Bannockburn Cultural Centre to enhance the health and wellbeing of the local community.

- Increase communities' independence and participation in Community Planning through training for Community Coordinators, the development of a Handbook and marketing.
- Provide seed funding for the implementation of local projects identified in community plans
- Develop systems to improve communication between Council and Community Coordinators
- Establish an online community portal to increase community participation and capacity
- Manage the Council's Community Grants Program
- Provide events and programs that support positive youth development for young people in Golden Plains Shire e.g. Skate Competitions, Art Mentoring program, young leaders program, National Youth Week.
- Support young people and parents to successfully transition from primary to high school through the school transition programs and secondary schools expo
- Create opportunities for young people to participate and contribute to community life, via training for community groups, IVAN and partnering with schools VCAL programs
- Advocate youth service providers to service Golden Plains Shire
- Deliver the annual Arts Trail Event
- Promote arts and culture events to residents via websites, online, newsletters and gazettes
- Maintenance of Golden Plains Public Art
- Create opportunities to promote local artists and their work
- Support the development of arts groups and initiatives in the Shire
- Work with local communities to identify community health needs and gaps in programs and services in the Shire and work with local agencies to increase service provision.
- Implement health promotion and community development initiatives across the Shire within the aged care, disability, youth and family and children services sectors.
- Deliver Integrated Health Promotion plan in line with service agreement with Department of Health & Human Services.
- Facilitate the formation of a 'Food Network Group' identify priorities & implement an action plan to improve food access across the Shire.
- 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
- Conduct review of the 2013-2016 Access & Inclusion plan and facilitate development of new plan.
- Undertake relevant actions from Council's Municipal Public Health and Wellbeing Plan
- Contribute to the development of Council's Ageing Well in Golden Plains Strategy
- Undertake relevant actions from Council's Municipal Early Years Plan
- Contribute to the planning of the building and service delivery extension to 'The Well'
- Coordination of the effective day to day management and operations at 'The Well', Northern Community Centre and Bannockburn Cultural Centre.
- Assist and support a range of service providers to deliver a range of activities and services that are based at The Well, Northern Community Centre and Bannockburn Cultural Centre to enhance the health and wellbeing of the local community.
- Promote and market the community centres programs, opportunities and facilities in line with Council's Marketing and Communications Strategy.
- Participate in the management of the Geelong Regional Library Corporation
- Support the development of a sustainable mobile library service across the Shire
- Support the continued development of the 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
- Identify priority recreation planning projects for 2015-16
- Work with relevant Committees of Management/Advisory Groups/Incorporated Associations to ensure effective management of community facilities
- Support the development of community based Committees of Management/Incorporated Associations
- 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 funding sources for recreation projects
- Construct recreation and community facilities where Council successfully applies for funding
- Maintain the following community assets at a safe level;
  - Council community buildings (65)

- Reserves (61)
- Playgrounds (33)
- Skate parks (11)
- BMX tracks (4)
- Walking tracks and trails (Including the Ballarat-Skipton rail trail)
- Sports Ovals (17)
- Tennis Courts (74)
- Art pieces
- Lake and urban water body areas
- Equestrian Centres
- Public Toilets
- Develop volunteer policies, procedures, newsletters and promotion material to encourage recruitment and retention of volunteers
- Coordinate volunteer training calendar to assist with capacity building of volunteers across Council
- Coordinate volunteer recognition and awards to acknowledge Council's volunteers and achieve efficiencies across Council
- Develop pilot programs aimed at increasing the range of opportunities for volunteering in the Shire.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100

### Strategic Objective 8: ROADS AND STREETS INFRASTRUCTURE

To achieve the strategic objective of roads and streets infrastructure Council will maintain and enhance the road network at a level that adequately satisfies transportation needs.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Sealed Roads Routine Maintenance	Routine maintenance of the sealed local <b>road</b> network.	1,316 (171) <b>1,145</b>
Local Roads Resealing	Bituminous resealing of Council's local sealed road network.	1,779 (8) <b>1,771</b>
Local Roads Rehabilitation	Local Roads Rehabilitation	1,670 (5) <b>1,666</b>
Local Roads Improvements	Creating improvements to Council's local road network.	60 (2,207) <b>(2,147)</b>
Gravel Roads Routine Maintenance	Routine maintenance of Council's local gravel road network.	675 (21) <b>654</b>
Gravel Re-sheeting	Gravel re-sheeting works on Council's local gravel road network.	1,089 (3) <b>1,086</b>
Bridge Maintenance	Maintenance of Council's bridges and major culverts.	527 (5) <b>522</b>

Tree Clearing	Tree clearing works on Council's local road network, to ensure community safety.	347 (0) <b>347</b>
Gravel Pits	Operation and rehabilitation of Council operated gravel pits.	194 (200) <b>(6)</b>
Asset Management	Management of Council's road and bridge assets.	352 (73) <b>279</b>
Drainage Maintenance	Maintenance of Council's township and rural drainage assets.	344 (18) <b>326</b>
Private Works	Provision of private works services for residents, other Councils and developers.	88 (102) <b>(14)</b>
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network.	244 (4) <b>240</b>
Street Lighting	Provision of street lighting across Council's local road network.	122 (0) <b>122</b>
Township Maintenance	Provision of street beautification works including grass cutting in townships in accordance with Council policy.	675 (36) <b>639</b>
Bus Shelters	Provision and maintenance of bus shelters across the Shire.	13 (0) <b>13</b>
Paths and Trails	Maintenance of Council's network of footpaths.	181 (3) <b>178</b>

### Initiatives:

- Deliver routine pavement maintenance for the sealed road network
- Deliver the resealing program as per the Resealing Schedule
- Maintain an intervention level of 7.5 on Moloney Asset Management System
- To regularly reseal Council's network of sealed roads on a 17 year cycle
- Implement Major Patching program
- Deliver local road improvement projects approved by Council
- Deliver the Roads to Recovery Funding Program of \$989k.
- Maintenance grading of gravel roads
- Re-sheet Councils network of 720km of gravel roads on a 13 year cycle
- Bridge and culvert reconstruction, replacement or maintenance as per the adopted program
- Maintain Avenue of Honour cypress trees in Meredith and Inverleigh in accordance with Council policy
- Maintain tree clearing along roadside and within townships to ensure community safety.
- Continue a program to restore gravel pits where Council utilised the resource.
- Maintenance of asset systems to ensure accurate records of roads, bridges, drainage, buildings, footpaths, etc. are maintained.
- Monitor and rehabilitate Council land that is being, or has been, utilised as landfill sites.
- Supervision of subdivision works
- Maintenance of drainage systems including open drains, kerb and channel, culverts and the underground drainage system
- Private works construction for residents, ratepayers and developers.
- Maintenance of existing road markings, signs and guideposts including replacement of superseded signs.
- Re-stripping of 350 km centre line plus Statcon markings (centreline repainting based on a 24 month cycle) plus 12 rail crossings plus school crossings

- Installation of approved new streetlights.
- Ongoing support for existing Town Place plans with tree planting
- Grass cutting of township roadsides. Includes passive recreation reserves, parks and immediate surrounds as per adopted Council areas (excludes firebreaks on local roads)
- Install new and relocate existing bus shelters serving public transport users, particularly school children.
- Minor repairs to existing shelters including painting of up to two shelters
- 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

## Service Performance Outcome Indicators

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

### Strategic Objective 9: WASTE MANAGEMENT

To achieve the strategic objective of waste management Council will continue to provide a satisfactory garbage bin and recycling bin collection and disposal service.

Service Area	Description of Services provided	Expenditure /(Revenue) Net Cost \$'000
Garbage Collections	<b>Collection of domestic garbage and recyclables</b> and disposal of garbage across the Shire	1,939 (2,065) <b>(125)</b>
Municipal Landfills	Management and operation of Council's landfill sites	78 (14) <b>64</b>
Litter Control	Controlling litter across the Shire.	62 (3) <b>59</b>

### Major Initiative:

- In 2015-16 Council will implement new household waste collection services that are highly focused on sustainability and recycling. With the ever increasing environmental and economic costs of disposing household waste in landfill, Council has taken a strong position in changing this by implementing a new collection process that will see a 240L recycling bin collected weekly instead of fortnightly and a 240L bin for rubbish destined for landfill collected fortnightly instead of weekly.

### Initiatives:

- Fortnightly kerbside collection of garbage bins
- Weekly kerbside collection of recycling bins
- Recycling collections to be delivered to the recycling facility in Geelong
- Review Waste Management Strategy
- Advocate for local projects funded by Sustainability Victoria
- Monitor the Smythesdale Landfill for compliance with planning scheme and EPA licenses
- Participate in the Regional Waste Management Group

- Collection of existing street and reserve rubbish bins
- Implementing the distribution of recycling bins in public places and reserves
- Investigate opportunities for transfer stations within the Shire

### Service Performance Outcome Indicators

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

### Performance Statement

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

## 4 BUDGET ANALYSIS

### 4.1 ANALYSIS OF COMPREHENSIVE INCOME STATEMENT

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

#### Income

##### Note 1: Rates and Charges (\$1.27m increase)

Council must raise income 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 latest Rating Strategy adopted in 2013 addresses certain anomalies and rising costs issues and incorporates:

- A municipal charge of \$225 on all properties;
- 90% differential rate for farms over 40 hectares and intensive farms;
- No discount for farms of 2 to 40 hectares (unless intensive farm);
- 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 average increases per assessment of between 6% and 6.5%

In 2015-16, the total average increase per assessment of 5.26% includes:

- an increase in property values according to the latest valuation;
- an increase in the ad valorem rate in the dollar of 7.59%;
- no change in the Municipal Charge;
- a \$19 (8.68%) decrease in the Garbage Charge to \$200; and
- a \$7 (22.58%) increase in the State Landfill Levy Charge to \$38.

These changes, together with supplementary rate revenue derived from a growth in the rate base, will generate \$19.4m (\$18.11m 2014-15).

Further detailed information concerning Rates and Charges can be found in Section 5.3 Rating Information and Section 6, Appendices.

##### Note 2: Grants (\$4.68m decrease)

The budget provides for \$9.77m in operating grants and \$3.5m in capital grants, representing a decrease of \$4.68m from 2014-15 forecast.

Operating grants have decreased by \$3.87m, or 28.4% and comprise 25.4% of income. Capital grants have decreased by \$0.81m, or 18.8% and comprise 9.1% of income.

The budget allows for a Victoria Grants Commission allocation of \$5.1m, which is \$64k or a 1.23% decrease on Councils allocation in 2014-15. A complete listing of total budgeted grants is shown below.

**OPERATING GRANT FUNDING TYPES AND SOURCE**

Recurrent - Commonwealth Government	\$
Youth Projects	40,000
Victoria Grants Commission	5,149,622
Recurrent - State Government	
Home and Community Care	1,077,779
Bannockburn Child Care	1,081,887
Kindergarten Cluster	510,155
Health Promotion	420,000
Maternal and Child Health	192,500
MAV Emergency Management	120,000
Community Health Nurse	73,000
Family Day Care	59,217
Fire Services Levy Officer	38,200
Roadside Weed Control	37,600
School Crossing Supervision	21,000
Youth Projects	14,750
Emergency Services	13,250
Tobacco Reform	11,500
Regional Vic Living Expo	10,000
<b>Total Recurrent Grants</b>	<b>8,870,460</b>
Non-Recurrent - State Government	
Food Security Project	834,000
Economic Development	35,000
VicHealth Walk to School Project	10,000
Arts Project	15,000
Heritage Study	5,000
<b>Total Non-Recurrent Grants</b>	<b>899,000</b>
<b>TOTAL OPERATING GRANT FUNDING</b>	<b>9,769,460</b>

**CAPITAL GRANT FUNDING TYPES AND SOURCE**

Recurrent - Commonwealth Government	\$
Roads to Recovery	1,900,420
Recurrent - State Government	
Fire Access Road	2,000
<b>Total Recurrent Grants</b>	<b>1,902,420</b>
Non-Recurrent - Commonwealth Government	
Civic Heart	500,000
Non-Recurrent - State Government	
Dereel Skate Park Upgrade	66,000
Woody Yaloak BMX Upgrade	33,000
Bannockburn Soccer Pavilion	100,000
SRV Sport Facility Upgrade (CFNP)	100,000
Civic Heart (State)	500,000
Pitfield-Cressy Road Bridge Replacement	300,000
<b>Total Non-Recurrent Grants</b>	<b>1,599,000</b>
<b>TOTAL CAPITAL GRANT FUNDING</b>	<b>3,501,420</b>

Operating grants are those grants utilised to deliver ongoing services and programs, where Capital grants are utilised to deliver Capital projects.

Non-recurrent grant means a grant obtained on the condition that it is expended in a specified manner and is not expected to be received again during the period covered by Council's Strategic Resource Plan.



**Note 3: Contributions and Recoupments (\$100k increase)**

The budget provides for \$1.2m operating contributions and \$1.2m capital contributions, representing an increase of \$100k from 2014-15 forecast. Contributions comprise 6.2% of total income.

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

<b>Operating</b>	<b>\$</b>
Gravel Sales	200,000
Wind Farm Income	203,000
Family Day Care	161,890
Kindergarten Cluster	10,506
Motor Vehicle Contributions	112,500
Private Works	100,000
HACC Project Officer Contribution - DH	67,290
Legal Costs Recouped	80,000
Recycling Contribution	53,565
Sale of Bins	52,826
Revaluation Contribution - SRO	84,000
Standpipe Water Sales	8,500
Bannockburn Child Care	29,953
Special Charge Income	37,966
Recoups Telephone and Photocopying	3,500
Other	4,500
Arts Trail Project	4,500
Valuation Fee Recoupment	2,000
Stock Call Out Recoupments	1,000
<b>Operating Total</b>	<b>1,217,496</b>
<b>Capital</b>	<b>\$</b>
Subdivisional Assets Handed to Council	1,000,000
Developer's Community Contributions	130,000
Developers' Recreation Lands Contributions	35,000
<b>Capital Total</b>	<b>1,165,000</b>
<b>Total Contributions and Recoupments</b>	<b>2,382,496</b>

**Note 4: User Fees and Charges (\$132k increase)**

User fees and charges represent 8.1% of total income and can be classified into statutory (set by the Government) and non-statutory (set by Council). A detailed listing of individual fees and charges is contained in section 6.2 on page 95.

Details of total fees and charges contained in the budget are provided below.

<b>Statutory</b>	<b>\$</b>
Planning and Building Fees	159,500
Land Information Certificate Fees	38,600
Subdivision Supervision Fees	20,000
Drainage Information Fees	15,000
Animal Fees and Fines	12,000
Other Fees and Fines	350
<b>Statutory Total</b>	<b>245,450</b>
<b>User</b>	<b>\$</b>
Bannockburn Child Care	1,606,260
Kindergarten Cluster	231,770
Home and Community Care Fees	196,983
Animal Registration Charges	200,000
Septic Tank Fees	80,000
Subdivision Supervision Fees	70,000
Bannockburn Family Services Centre Fees	41,487
Food and Health Fees	58,500
Farmers Market Fees	40,000
Community Bus Hire Charges	18,500
Planning and Building Fees	22,000
Gravel Cartage Levy	120,000
Bannockburn Cultural Centre Fees	37,000
Meredith Community Hub	5,000
Rents and Leases	30,000
Smythesdale Business Hub Fees	33,000
Fire Hazard Eradication Fees	18,000
Northern Community Centre Fees	14,600
Community Protection Fees	15,000
Road Opening Permit Fees	10,000
Tip Fees	7,500
Animal Fees and Fines	1,600
Local Laws Infringement Fines	750
Other	1,900
<b>User Total</b>	<b>2,859,850</b>
<b>Total User Fees and Charges</b>	<b>3,105,300</b>

**Note 5: Other Income (\$101k decrease)**

Other income includes interest on investments and interest on rates and charges. Interest on investments has been based on short term deposit rates ranging from 2% to 3%. The budget of \$350k comprises only 1% of total income. Interest on rates and charges is budgeted to be \$150k.

## Expenditure

### Note 6: Materials and Services (\$6.57m decrease)

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

Operating materials and services are budgeted to decrease by \$6.57m, or 36.57% to \$11.39m.

The budget for materials and services has generally been based on 2014-15 levels. The total decrease of \$6.57m primarily resulted due to reduction in Food Production Project contribution from \$6.29m to \$834k in 2015-16.

<b>Materials and Services</b>	<b>\$</b>
General Maintenance	1,866,422
Garbage Operations	1,878,901
Projects and Services	1,531,235
Vehicle and Machinery	1,052,000
Contractors and Consultants	985,896
Food Production Project	834,000
Building Maintenance	519,484
IT Operations	412,062
Other	386,925
Utilities	376,545
Training	292,163
Telecommunications	278,700
Printing and Stationery	226,614
Insurance	197,900
Community Grants Program	145,000
Gravel Pit Operations	137,550
Cleaning	112,905
Debt Collection and Legal Fees	83,500
Advertising	65,900
Election	2,500
<b>Total Materials and Services</b>	<b>11,386,202</b>

### Street Lighting 2015-16

Materials and Services include the following new street lighting projects totalling \$30k.

<b>Priority</b>	<b>Township</b>	<b>Location</b>	<b>Comments</b>	<b>Powercor quotation or estimated Cost \$</b>
<b>1</b>	Maude	Steiglitz Road & Perdrisat Road	High traffic Arterial Road (solar)	<b>12,000</b>
<b>2</b>	Meredith	Steiglitz Road & Champ Street	Link Road & Township	<b>3,000</b>
<b>3</b>	Rokewood	Hesse Rural Health Service	High traffic Arterial Road & Township (solar)	<b>6,000</b>
<b>4</b>	Smythesdale	Ireland Street & Heales Street	Community Hub & Township	<b>3,000</b>
<b>5</b>	Smythesdale	Brooke Street Hotel Car Park	High traffic Arterial Road & Township & Car Park	<b>3,000</b>
<b>6</b>	Bannockburn	End of Elrae Court	Urban	<b>3,000</b>
<b>Total</b>				<b>30,000</b>

**Note 7: Employee Costs (\$1.54m 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 benefits are budgeted to increase by \$1.54m, or 9.95%, to \$17m. This increase primarily relates to the following key factors:

- Additional positions required as a result of regulatory and service level increases at Bannockburn Children Services 4.60%. These are funded by User Fees.
- Increase in staff numbers funded by Rates 1.41%;
- Annual Enterprise Agreement 3.70%;
- Other Increases including Band Level movements 0.24%

Description	FTE	\$	% Increase
<b>2014-15 Forecast - Employee Benefits</b>	<b>188.8</b>	<b>15,470,476</b>	
New positions - <i>Funded by User Fees - Bannockburn Children Services</i>	12.0	711,278	4.60%
- <i>Funded by Rates</i>	2.8	218,399	1.41%
EA increase		572,408	3.70%
Other		37,638	0.24%
<b>Total Increase</b>	<b>14.8</b>	<b>1,539,723</b>	<b>9.95%</b>
<b>2015-16 Budget - Employee Benefits</b>	<b>203.6</b>	<b>17,010,199</b>	

Department	Budget 2015-16 \$	Comprises		
		Permanent Full Time \$	Permanent Part Time \$	Casual \$
Community Services	7,079,264	3,031,564	3,278,672	769,028
Corporate Services	2,883,604	2,576,203	307,401	-
Executive	714,211	622,404	91,807	-
Governance	684,851	630,060	54,791	-
Assets and Amenity	5,648,269	5,316,231	332,038	-
<b>Total</b>	<b>17,010,199</b>	<b>12,176,462</b>	<b>4,064,709</b>	<b>769,028</b>

Department	Budget FTE 2015-16	Comprises		
		Permanent Full Time	Permanent Part Time	Casual
Community Services	90.9	33.5	46.1	11.3
Corporate Services	32.7	28.0	4.7	-
Executive	8.2	7.0	1.2	-
Governance	4.8	4.0	0.8	-
Assets and Amenity	67.0	62.1	4.9	-
<b>Total</b>	<b>203.6</b>	<b>134.6</b>	<b>57.67</b>	<b>11.3</b>

**Note 8: Depreciation and Amortisation (\$214k 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

<b>Depreciation by Class of Asset</b>	<b>\$</b>
Buildings	926,285
Furniture and Equipment	267,123
Plant and Machinery	994,472
Infrastructure* (see below)	4,633,960
Other Structures	397,825
Gravel Pit Rehabilitation	5,014
<b>Total Depreciation Expense</b>	<b>7,224,679</b>
<b>*Infrastructure Depreciation Comprises</b>	
Sealed Pavements	1,332,831
Unsealed Pavements	1,062,540
Sealed Surfaces	1,712,749
Bridges and Major Culverts	376,751
Underground Drainage	40,709
Footpaths	108,380
<b>Total Infrastructure Depreciation</b>	<b>4,633,960</b>

**Note 9: Borrowing Costs (\$75k decrease)**

Finance Costs relate to the interest paid on Council borrowings. The ratio of finance costs as a percentage of income indicates that only 1% of income is required to service debt. The decrease of \$75k is the result of forecasted interest rate on borrowings in 2014-15 lower than expected, set off against new borrowings cost in 2015-16.

**Note 10: Other Expenses (\$6k increase)**

Other expenses consist of Councillor Allowances and both internal and external audit fees. The increase of \$6k is a combination of an increase in Councillor's Allowance and external Audit Fees.

**Note 11: Bad and Doubtful debt**

Allocation of bad and doubtful debt \$500 is related to Bannockburn Children Services.

**Note 12: Net Gain on Disposal of Property, Plant and Equipment (no change)**

Proceeds from the sale of assets, less their written down value, is disclosed as a net figure in the Income Statement. The details of the net result are detailed in the table below.

<b>Proceeds From Sale of Assets</b>	<b>\$</b>
Furniture and Equipment	2,000
Plant and Machinery	159,000
Motor Vehicles	928,900
<b>Total Proceeds from Sale of Assets</b>	<b>1,089,900</b>
<b>Written Down Value of Assets Sold</b>	
Furniture and Equipment	0
Plant and Machinery	159,000
Motor Vehicles	928,900
<b>Total Written Down Value of Assets Sold</b>	<b>1,087,900</b>
<b>Net Gain on Disposal</b>	<b>2,000</b>

**Adjusted Underlying Result**

Council's budgeted surplus for 2015-16 is \$2.24m; however this 'headline' figure can be misleading. The 'adjusted underlying result' of \$522k deficit more accurately represents the true financial performance of Council in a 'normal' year.

The new regulations now prescribe the method for calculating the 'Adjusted Underlying Result'. Per the following table, it removes any non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and other contributions to fund capital expenditure from the total comprehensive result.

	<b>\$</b>
<b>Total Comprehensive Result</b>	<b>2,242,016</b>
Non-recurrent grants used to fund capital expenditure	(1,599,000)
Non-monetary asset contributions	(1,000,000)
Other contributions to fund capital expenditure	(165,000)
<b>Adjusted Underlying Deficit</b>	<b>(521,984)</b>

## 4.2 ANALYSIS OF BALANCE SHEET

This section of the budget analyses the expected financial position of Council at the end of the 2015-16 financial year.

### **Note 13: Current assets (\$308k decrease)**

- Cash assets will decrease by \$857k. This decrease reflects the increase in receivables
- Receivables will increase by \$536k
- Land held for resale relates to the remaining undeveloped land at Bakers Lane, Teesdale.

### **Note 14: Non-current assets (\$2.58m increase)**

- The increase in non-current assets primarily relates to the net result of the capital works program \$9.38m, less depreciation expense \$7.22m and disposal of assets \$1.0m plus the receipt of gifted assets \$1.0m.
- An increase in the sinking fund investment by \$509k to meet LGFV obligations. In November 2014, Council borrowed a total of \$6.2m via the Local Government Funding Vehicle (LGFV). These borrowings are funded by a five year interest only Bond. As Council has a history of borrowing under a 'principal and interest' structure and this is considered the most appropriate method of borrowing, an investment account has been established to hold funds equivalent to the principle amounts that would have otherwise been repaid. This will ensure there are sufficient funds to repay/refinance the Bond when it matures

### **Note 15: Current liabilities (\$60k increase)**

- Current liabilities represent obligations Council must pay within the next year.
- The current liability for interest-bearing liabilities as at 30 June 2016 will decrease by \$71k.
- The current liability for employee benefits as at 30 June 2016 represents Council's liability to pay employees annual leave and long service leave. The liability will increase by \$314k as a result of the Enterprise Bargaining Agreement, other pay rises and new staff.

### **Note 16: Non-current liabilities (\$33k decrease )**

- Non-current liabilities represent obligations Council must pay beyond the next year.
- The non current liability for employment benefits increased by \$71k. This represents the Council's provision for long service leave (non-current).
- Interest bearing liabilities decrease by \$89k which is the net result of new borrowings and repayments of loans taken out in prior years.
- Gravel pit rehabilitation provision decreases by \$15k in line with anticipated works.

## 4.3 ANALYSIS OF STATEMENT OF CHANGES IN EQUITY

### Note 17: Equity (\$2.24m increase)

Total equity of \$415m 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, specific levies and Unexpended Projects;
- Discretionary reserves are to fund the long term viability of Council. The decisions about future use of any available funds is 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 funds; 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	1,378,171
Committed reserves	802,187
Non-current assets less non-current liabilities	412,575,224
<b>Total Equity</b>	<b>414,755,582</b>

### 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) and specific levies. 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.

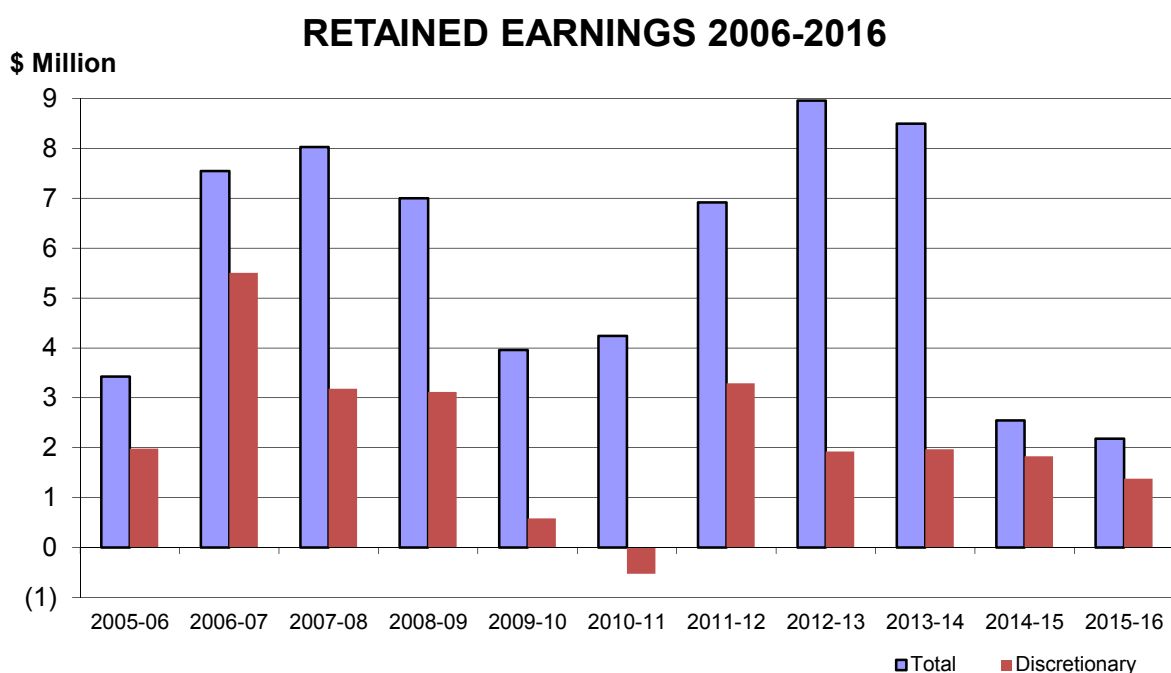
The balance of discretionary retained earnings identifies the funds generated from the sale of Bakers Lane, Stage 3. This shows that without this item, Council's discretionary balance would be in deficit by \$147K.

As at 30 June 2016, Council will have discretionary funds available of \$1.4m and \$802k in committed funds.



	Forecast Balance 1-Jul-15 \$	Net Movements \$	Final Balance 30-Jun-16 \$
<b>Discretionary</b>			
General Appropriations	331,529	(478,304)	(146,775)
Bakers Lane	1,524,946	-	1,524,946
<b>Sub-total Discretionary</b>	<b>1,856,475</b>	<b>(478,304)</b>	<b>1,378,171</b>
<b>Committed</b>			
Recreational Lands	-	-	-
Profit Equalisation	100,000	-	100,000
Developer Contributions	149,626	40,000	189,626
Employee Entitlements (non-current)	437,974	70,480	508,454
Quarry Levy	4,107	-	4,107
<b>Sub-total Committed</b>	<b>691,707</b>	<b>110,480</b>	<b>802,187</b>
<b>Total Retained Earnings</b>	<b>2,548,182</b>	<b>(453,389)</b>	<b>2,180,358</b>
Non-Current Assets and Liabilities	409,965,384	2,609,840	412,575,224
<b>TOTAL EQUITY</b>	<b>412,513,566</b>	<b>2,242,016</b>	<b>414,755,582</b>

The following graph demonstrates the movement in retained earnings since 2005 and the level of discretionary funds.



## 4.4 ANALYSIS OF STATEMENT OF CASH FLOWS

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 decrease by \$857k to \$3.1m.

### Note 18: Operating activities (\$8.46m 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 \$19.21m;
- Grants of \$13.2m to fund operating expenses and capital works;
- User Fees and charges of \$3.16m;
- Contributions and recoupments of \$1.54m;
- Payments to employees \$16.54m; and
- Payments to suppliers \$13.06m

Reconciliation of Surplus to Net Cash Inflow from Operations	\$
Surplus for Period	2,242,016
Depreciation	7,224,679
Net Gain on Disposals	(2,000)
Subdivisions - Roads Handed to Council	(1,000,000)
Borrowing Costs	368,395
Decrease/(Increase) in Receivables	(548,975)
Increase/(Decrease) in Creditors and Provisions	171,230
Net Cash Inflow from Operations	8,455,345

### Note 19: Investing activities (\$8.29m 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 (\$1.02k cash outflow)

Financing activities generally refer to borrowings used in the financing of capital projects and movements in funds held in trust.

The net outflow of \$1.02k includes the receipt of new borrowings undertaken during the year \$150k, as well as the repayment of the principal component of borrowings \$309k, interest expenditure \$368k and payment to LGFV sinking fund of \$509k.

## Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2016 it will have cash and cash equivalents of \$3.1m, which has been restricted as shown in the following table.

	Forecast 2014-15 \$	Budget 2015-16 \$
<b>Total Cash and Cash Equivalents</b>	<b>3,990,467</b>	<b>3,133,907</b>
Restricted cash and investments		
-Statutory Reserves	149,626	189,626
-Discretionary Reserves	567,936	612,561
<b>Unrestricted Cash and Cash Equivalents</b>	<b>3,272,905</b>	<b>2,331,720</b>

### Statutory Reserves (\$190k)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2015-16 year \$165k is budgeted to be transferred to and \$125k from Statutory Reserves.

### Discretionary Reserves (\$613k)

These funds are shown as discretionary reserves, although not restricted by a statutory requirement, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2015-16 year \$120k is budgeted to be transferred to and from Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

### Unrestricted Cash and Cash Equivalents (\$2.33m)

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

## 4.5 ANALYSIS OF STATEMENT OF CAPITAL WORKS

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 2014. 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 2015-16.

## Note 21: Capital Expenditure Funding Sources

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grant \$	Contribution \$	Council Cash \$	Borrowings \$
<b>BUILDINGS</b>									
06088 RDV Project - The Well Extension	30,000	30,000	-	-	-	-	-	30,000	-
06089 Major Rec Facilities Renewal	60,000	-	60,000	-	-	-	-	60,000	-
09059 Depot Infrastructure Upgrade	50,000	50,000	-	-	-	-	-	50,000	-
<b>TOTAL BUILDINGS</b>	<b>140,000</b>	<b>80,000</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>140,000</b>	
<b>FURNITURE &amp; EQUIPMENT</b>									
04063 Cricket Pitch Covers	22,000	22,000	-	-	-	-	-	22,000	-
07006 Computer Hardware	146,350	17,800	102,550	26,000	-	-	-	146,350	-
07007 Computer Software	55,000	55,000	-	-	-	-	-	55,000	-
<b>TOTAL FURNITURE &amp; EQUIPMENT</b>	<b>223,350</b>	<b>94,800</b>	<b>102,550</b>	<b>26,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>223,350</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
04064 Bannockburn Storm Water Drainage Improv.	45,000	22,500	22,500	-	-	-	-	45,000	-
09001 Local Roads Resealing	850,000	-	850,000	-	-	-	-	850,000	-
09007 Local Roads Improvements(Roads to Recovery)	1,900,420	-	950,210	950,210	-	1,900,420	-	-	-
09008 Local Roads Improvements	280,000	-	140,000	140,000	-	-	-	280,000	-
09009 Gravel Resheeting - Local Roads	205,000	-	205,000	-	-	-	-	205,000	-
09025 Open Space Implementation	150,000	150,000	-	-	-	-	-	150,000	-
09037 Fire Access Track	2,000	-	2,000	-	-	2,000	-	-	-
09043 Periodic Footpath Maintenance	27,000	-	27,000	-	-	-	-	27,000	-
09044 Periodic Bridge Rehabilitation	150,000	-	150,000	-	-	-	-	150,000	-
09060 Pitfield-Cressy Road Bridge Replacement	600,000	-	-	600,000	-	300,000	-	300,000	-
09061 Meredith-Steiglitz Road Bridge (Coopers Bridge)	30,000	-	-	30,000	-	-	-	30,000	-
<b>TOTAL INFRASTRUCTURE</b>	<b>4,239,420</b>	<b>172,500</b>	<b>2,346,710</b>	<b>1,720,210</b>	<b>-</b>	<b>2,202,420</b>	<b>-</b>	<b>2,037,000</b>	<b>-</b>

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grant \$	Contribution \$	Council Cash \$	Borrowings \$
<b>OTHER STRUCTURES</b>									
04003 Woody Yaloak BMX Upgrade	50,000	-	-	50,000	-	33,000	-	17,000	-
04006 Dereel Skate Park Upgrade	100,000	-	-	100,000	-	66,000	-	34,000	-
04009 Open Space Strategy Implementation	30,000	30,000	-	-	-	-	-	30,000	-
04021 Refurbishment of Playgrounds	50,000	-	50,000	-	-	-	-	50,000	-
04022 Resurfacing of Tennis Courts	190,000	-	190,000	-	-	-	-	190,000	-
04024 Fencing	5,000	5,000	-	-	-	-	-	5,000	-
04026 Bannockburn Soccer Pavilion	650,000	650,000	-	-	-	100,000	-	400,000	150,000
04038 Bannockburn Public Toilet Sewerage Connect.	22,000	22,000	-	-	-	-	-	22,000	-
04071 Bannockburn Civic Heart	1,150,000	1,150,000	-	-	-	1,000,000	-	150,000	-
04078 Russell Street, Meredith Car Park Upgrade	50,000	-	-	50,000	-	-	-	50,000	-
04081 Scarsdale Public Toilet - Septic Installation	25,000	-	-	25,000	-	-	-	25,000	-
04082 Telemetry of Sports Ovals	10,000	10,000	-	-	-	-	-	10,000	-
04083 Smythesdale Major Sports Oval Works CFNP)	220,000	-	110,000	110,000	-	100,000	-	120,000	-
06016 Woody Yaloak EC Car Park Expansion	50,000	-	-	-	50,000	-	-	50,000	-
<b>TOTAL OTHER STRUCTURES</b>	<b>2,602,000</b>	<b>1,867,000</b>	<b>350,000</b>	<b>335,000</b>	<b>50,000</b>	<b>1,299,000</b>	<b>-</b>	<b>1,153,000</b>	<b>150,000</b>

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grant \$	Contribution \$	Council Cash \$	Borrowings \$
<b>PLANT &amp; MACHINERY</b>									
08000 Vehicle Purchase - Mayor	40,750	-	40,750	-	-	-	-	40,750	-
08001 Car Changeover - Building Control	37,000	-	37,000	-	-	-	-	37,000	-
08003 Vehicle Purchase - Community Protection	78,000	-	78,000	-	-	-	-	78,000	-
08008 Vehicle Purchase - Maternal & Child Health	56,000	-	56,000	-	-	-	-	56,000	-
08012 Bus Changeover - Community Transport	50,000	-	50,000	-	-	-	-	50,000	-
08013 Vehicle Purchases (18)	944,840	-	944,840	-	-	-	-	944,840	-
08014 Ute Purchases (11)	189,800	-	189,800	-	-	-	-	189,800	-
08015 Vehicle Purchase-Aged & Disability Services	90,350	-	90,350	-	-	-	-	90,350	-
08016 Health Promotion Vehicle	35,350	-	35,350	-	-	-	-	35,350	-
08024 Case 521D 4WD Loader (P316)	190,000	-	190,000	-	-	-	-	190,000	-
08025 Billy Goat Walk Behind Vacuum	4,800	-	4,800	-	-	-	-	4,800	-
08026 Vehicle Purchase - Environmental Health	35,350	-	35,350	-	-	-	-	35,350	-
08031 John Deere Mower (P360)	39,000	-	39,000	-	-	-	-	39,000	-
08032 Kubota ZD21Mower (P361)	27,000	-	27,000	-	-	-	-	27,000	-
08033 Kubota ZD 21 Mower (P409)	27,000	-	27,000	-	-	-	-	27,000	-
08039 Hino Truck UD - Tipper (P352)	190,000	-	190,000	-	-	-	-	190,000	-
08054 Isuzu Crane Truck (P337)	130,000	-	130,000	-	-	-	-	130,000	-
08056 Ryan Tracaire Aerator (P355)	10,000	-	10,000	-	-	-	-	10,000	-
<b>TOTAL PLANT &amp; MACHINERY</b>	<b>2,175,240</b>	<b>-</b>	<b>2,175,240</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,175,240</b>	<b>-</b>
<b>TOTAL</b>	<b>9,380,010</b>	<b>2,214,300</b>	<b>5,034,500</b>	<b>2,081,210</b>	<b>50,000</b>	<b>3,501,420</b>	<b>-</b>	<b>5,728,590</b>	<b>150,000</b>

**Note 22: Capital Renewal (\$5.03m expenditure)****Buildings (\$60k expenditure)**

- Major Recreation Facilities \$60k

**Furniture and Equipment (\$102k 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 (\$2.18m expenditure)**

This expenditure of \$2.18m is generally in line with Council's plant and machinery replacement schedule. The major items of plant to be changed are a loader, a tipper, a crane truck, and three mowers.

**Infrastructure (\$2.35m expenditure)**

- The Reseal Program is budgeted for \$850k; the following page contains detailed information about the planned program for the year.
- Bannockburn storm water drainage improvements are \$23k.
- The renewal component of the Roads to Recovery funding program of \$950k is continuing and includes general local road improvements as identified by Council (refer to page 56 for full program details). Other local road improvements totalling \$140k will be funded from Council's operational funds.
- Gravel re-sheeting on local roads will be funded to an amount of \$205k in line with the most recent independent road assessment report (Peter Moloney report).
- Periodic bridge rehabilitation to be funded is \$150k.
- Periodic footpath maintenance is \$27k.

**Other Structures (\$350k expenditure)**

- Resurfacing of Tennis Courts to cost \$190k.
- Smythesdale Major Sports Oval works \$110k.
- Refurbishing of Playgrounds to cost \$50k.

**Reseal Program**

Capital Renewal includes the following road reseal projects totalling \$850k.

No	Road Name	Locality	From Description	To Description	Length (m)	Width (m)	Area (m <sup>2</sup> )	Budget (\$)
1	Parker Road	Russells Bridge	Change	Change	240	6.2	1488	7,070
2	Victor Street	Bannockburn	McPhillips Road	Milton St	282	5.6	1579	7,503
3	Lowndes Road	Bannockburn	Change	Change	184	5.6	1030	4,896
4	Cullinan Road	Batesford	Blackall Road	Yorkshire Cl	610	6.2	3782	17,969
5	Gilday Court	Haddon	Greenbank Crt	End	350	3.8	1330	16,981
6	Stevenson Court	Haddon	Greenbank Court	End	450	3.8	1710	18,124
7	Common Road	Inverleigh	Change	Change	353	6.8	2400	11,405
8	Wisharts Road	Inverleigh	Barwon Park Rd	End of Seal	1500	3.8	5700	27,081
9	Park Street	Inverleigh	Railway Street	Inverleigh-Winch	681	5.3	3609	17,148
10	Midland Hwy Service Road	Lethbridge	Smith Road	Change	175	6.2	1085	5,155
11	Jennings Road	Linton	Gascoignes Lane	End	292	4.1	1197	5,688
12	Denison Street	Linton	Brooke Street	Gillespie Street	485	3.6	1746	8,295
13	Meredith-Shelford Road	Meredith	Change	Lower Plains Road	1655	6.2	10261	48,751
14	Meredith-Shelford Rd	Meredith	Green Tent Rd	Change	3005	4	12020	57,108
15	Boundary Road	Meredith	Midland Hwy	End of Seal	3510	3.9	13689	65,038
16	Bamganie Road	Meredith	Change	Coopers Road	422	3.8	1604	7,619
17	Coopers Road	Meredith	Bamganie Road	End of Seal	1140	3.9	4446	21,123
18	Buninyong-Mt Mercer Road	Mt Mercer	Change	Change	425	6.8	2890	13,731
19	Buninyong-Mt Mercer Road	Mt Mercer	Change	Change	858	6.2	5320	25,274
20	Gumley Road	Mt Mercer	Dereel-Mt Mercer Rd	Rices Road	1856	3.8	7053	33,509
21	Chepstowe-Pittong Rd	Pittong	Change	Shire Boundary	1353	3.7	5006	23,785
22	Heads Road	Scarsdale	Pitfield-Scarsdale Road	End	430	3.6	1548	7,355
23	Browns Road	Scarsdale	Change	Sticklands Road	245	3.8	931	4,423
24	Kirks Road	Smythes Creek	Hendersons Road	Seabstopol-Smythesdale Rd	2155	4	8620	40,955
25	Bruce Street	Teesdale	Pyke Street	Shelford-Bannockburn Rd	127	4	508	2,414
26	Pyke Street	Teesdale	Bruce Street	Mercer Terrace	220	3.6	792	3,763
27	Mercer Terrace	Teesdale	Shelford-Bannockburn Rd	Pyke Street	125	3.7	463	2,197
28	Shaws Road	Teesdale	Squires Road	River Drive	255	4.8	1224	5,815
29	Tolson Street	Teesdale	Russell Street	Stones Road	290	3	870	4,133
30	Cressy-Shelford Rd	Shelford	Change	Mt Gow Road	1945	6.5	12643	50,000
31	Thompson Road (Final Seal)	Maude	Change	Change	800	8	6400	30,407
32	Quarry Road (Final Seal)	Lethbridge	O'Connor Road	End of Seal	689	6.2	4272	20,296
33	Laird Rd (Final Seal)	Lethbridge	Clarks Road	Tall Tree Road	1275	7	8925	42,404
34	Dann Road (Final Seal)	Bannockburn	Clyde Road	Lowndes Road	1005	7	7035	33,424
35	Meredith-Mt Mercer Road (Final Seal)	Meredith	Change	Bamganie Road	1251	7	8757	41,606
36	Tall Tree Road (Final Seal)	Lethbridge	Chook Farm	End of Seal	1980	7	13860	65,851
37	Hendersons Road (Final Seal)	Smythes Creek	Change	Change	143	6.2	887	4,212
38	Linton-Mannibadar Road (Final Seal)	Linton	Change	Jones Road	1428	7	9996	47,492
<b>Total</b>							<b>176,676</b>	<b>850,000</b>



**Roads to Recovery**

Capital Renewal includes 50% of the following road projects totalling \$950k.

Priority	Road Name	Locality	From Change	To Change	Distance	Seal Width	Description	Hierarchy	Condition	Traffic Control	Estimated Cost \$	Category	Comment
1	Camerons Rd	Meredith	0	1,605	1,605		Meredith-Mt Mercer to Woodbourne	Access		151	420,000	Rural Gravel	Meets Road Strategy criteria
2	Thomson St	Shelford	0	150	150		Bannockburn-Shelford to Depot Entrance	Access		62	50,000	Township Gravel	Regular complaints re dust heavy traffic
3	Meredith-Mt Mercer Rd		7,694	10,050	2,356	3.8	Bamganie Rd to seal change	Link		221	575,000	Narrow Seal	High maintenance costs High traffic Music Festival
4	McPhillips Rd	Bannockburn					Design for Widening	Access		N/A	40,000	Design	Design for future proposed upgrade works
5	Meredith-Shelford Rd		4,610	5,630	1,020	3.7	End wide seal to Change	Collector		144	255,000	Narrow Seal	High maintenance costs High traffic High heavy vehicle access
6	Wingeel Road	Wingeel					Various Sections	Access		87	80,420	Crest & Curve	Dangerous crests and curves
7	Spratlings Rd	Ross Creek	3,422	5,320	1,898		Post Office Rd to Nicholls Rd	Access	8.21	40	480,000	Renewal	Very poor condition
<b>Total</b>											<b>1,900,420</b>		

**Note 23: Capital Upgrade (\$2.08m expenditure)****Furniture and Equipment (\$26k expenditure)**

- Computer Hardware \$26k.

**Infrastructure (\$1.72k expenditure)**

- The upgrade component of the Roads to Recovery funding program of \$950k is continuing and includes general local road improvements as identified by Council. Other local road improvements totalling \$140k will be funded from Council's operational funds.
- Pitfield-Cressy road bridge replacement \$600k.
- Meredith-Steiglitz road bridge (Coopers Bridge) \$30k.

**Other Structures (\$335k expenditure)**

- Woody Yaloak BMX Upgrade \$50k.
- Dereel Skate Park Upgrade \$100k.
- Russell Street, Meredith Car Park Upgrade \$50k.
- Scarsdale Public Toilet - Septic Installation \$25k.
- Smythesdale Major Sports Oval Works (CFNP) \$110k.

**Note 24: Capital Expansion (\$50k expenditure)****Other Structures (\$50k expenditure)**

- Woody Yaloak Equestrian Centre Car Park Expansion \$50k

**Note 25: New Assets (\$2.21m expenditure)****Buildings (\$80k expenditure)**

- RDV Project – The Well Extension \$30k.
- Depot Infrastructure Upgrade \$50k.

**Furniture and Equipment (\$95k expenditure)**

- Computer Hardware and Software \$73k.
- Cricket Pitch covers \$22k.

**Infrastructure (\$173k expenditure)**

- Open Space improvement \$150k.
- Bannockburn Storm Water Drainage Improvements \$23k

**OPEN SPACE IMPROVEMENT**

New Assets includes the following Open Space Improvement projects totalling \$150k.

Priority	Township	Location	Length	Description	Budget
1	Maude	<b>Steiglitz Road, Stage 2</b> (Maude Recreation Reserve to Milvi Court)	410m	1.5m wide gravel along west of Hwy connecting residential centre to Rec Reserve	<b>25,000</b>
2	Bannockburn	<b>Moore Street</b> (Pope Street to Milton Street)	200m	1.5m concrete path completing link. High demand path	<b>30,000</b>
3	Napoleons	<b>Colac-Ballararat Road</b> (Irish Lane to Scotchmans Lead Rd)	630m	1.5m wide asphalt path along west side of Hwy connecting residents to School	<b>75,000</b>
4	Inverleigh	<b>Inverleigh Winchelsea Road</b> (Park St to McCallum Rd)	120m	1.5m wide concrete path along west side of Hwy connecting residents to town centre	<b>20,000</b>
<b>Total</b>					<b>150,000</b>

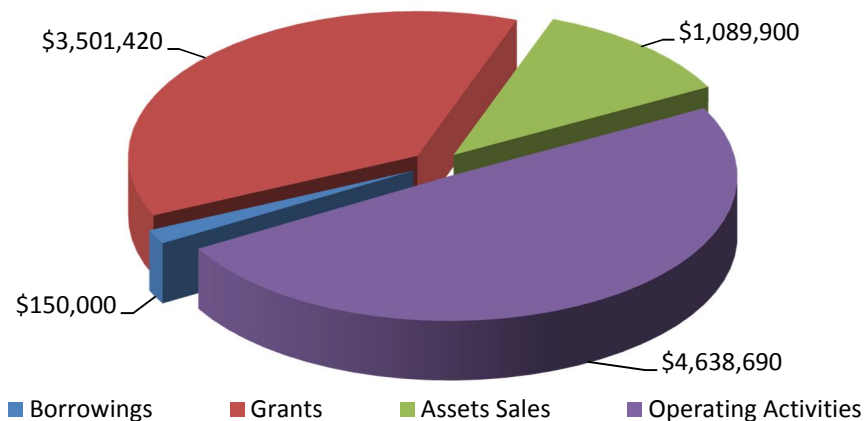
**Other Structures (\$1.87m expenditure)**

- Bannockburn Soccer Pavilion \$650k.
- Bannockburn Civic Heart \$1.15m.
- Open Space Strategy Implementation \$30k.
- Shared Fencing \$5k.
- Bannockburn Public Toilet Sewerage Connection \$22k.
- Telemetry of Sports Ovals \$10k.

## Movements in Non-Current Assets

	Land \$	Buildings \$	Other Structure \$	Furn and Equip \$	Plant \$	Gravel Pit \$	Infrastructure \$	Land Under Roads \$	Invest. In Assoc \$	Total \$
Balance 1 July 2015 (Projected budget)	23,194,606	33,819,063	7,425,416	547,525	4,824,474	55,001	346,286,994	587,911	830,100	417,571,090
Additions	-	140,000	2,552,000	223,350	2,175,240	-	4,289,420	-	-	9,380,010
Handed to Council	-	-	-	-	-	-	1,000,000	-	-	1,000,000
WDV of Disposals	-	-	-	-	(1,087,900)	-	-	-	-	(1,087,900)
Depreciation	-	(926,285)	(397,825)	(267,123)	(994,472)	(5,014)	(4,633,960)	-	-	(7,224,679)
										-
<b>Balance 30 June 2016</b>	<b>23,194,606</b>	<b>33,032,778</b>	<b>9,579,591</b>	<b>503,752</b>	<b>4,917,342</b>	<b>49,987</b>	<b>346,942,454</b>	<b>587,911</b>	<b>830,100</b>	<b>419,638,521</b>

## Capital Expenditure Funding Sources



### Borrowings

Council's Strategic Resource Plan provides for annual borrowings of \$150k for community facilities. These borrowings will assist in the construction of the Bannockburn Soccer Pavilion.

### 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>
Roads to Recovery	1,900,420
Civic Heart	500,000
Civic Heart (State)	500,000
Pitfield-Cressy Road Bridge Replacement	300,000
Bannockburn Soccer Pavilion	100,000
Smythesdale Major Sports Oval Works (CFNP)	100,000
Dereel Skate Park Upgrade	66,000
Woody Yaloak BMX Upgrade	33,000
Fire Access Road	2,000
<b>Total Grants</b>	<b>3,501,420</b>

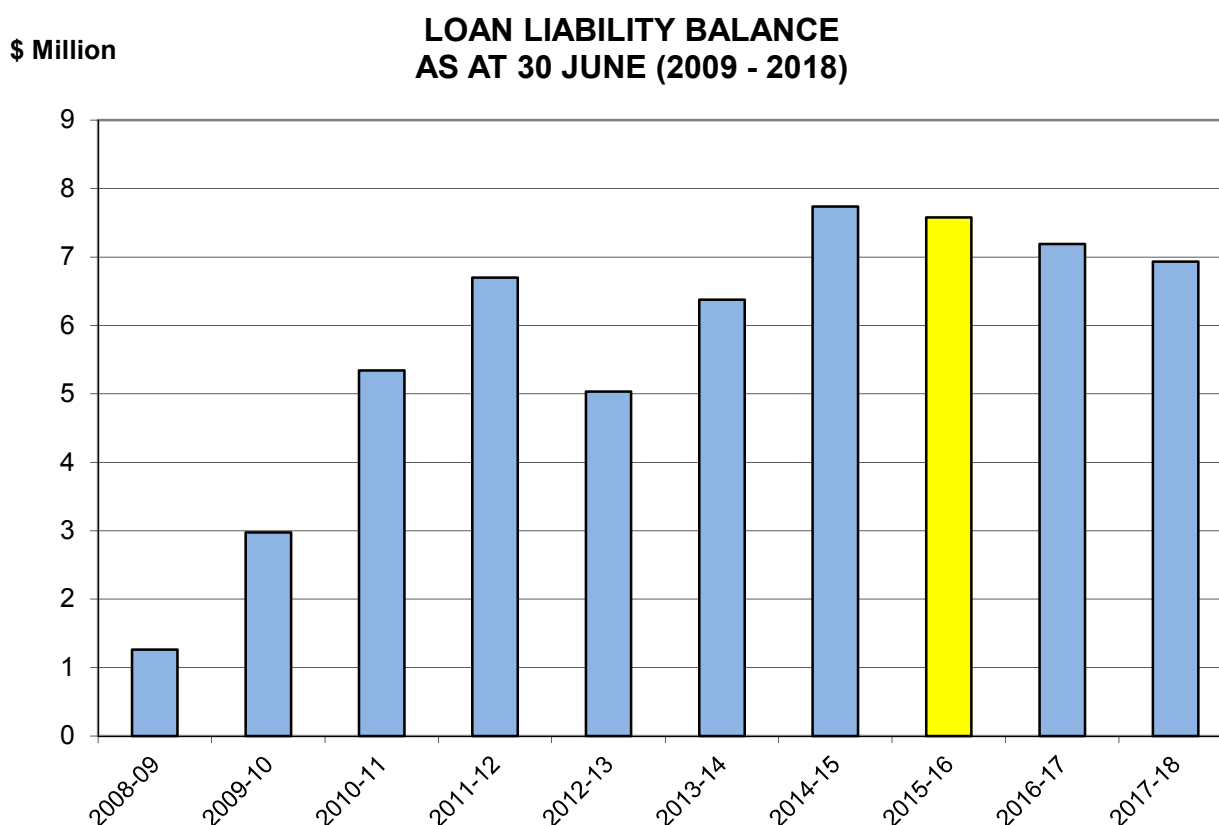
### Proceeds from the Sale of Non-Current Assets

Proceeds from the sale of non-current assets totals \$1.09m and includes the trade-in of motor vehicles and plant items.

## 4.6 BORROWINGS

The budgeted loan liability of \$7.58m at 30 June 2016 represents 39.12% of rates and charges, which is a decrease from 42.74% in 2014-15. 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.

The new loan of \$150k proposed for 2015-16 relates to the Bannockburn Soccer Pavilion.



## Borrowing Schedule

	<b>Loan 1 Office Extension</b>	<b>Loan 2 B'burn Family Services Centre</b>	<b>Loan 3 Rokewood Recreation Reserve</b>	<b>Loan 4 Ross Creek Multi Purpose Facility</b>	<b>Loan 5 Bannockburn Cultural Centre</b>	<b>Loan 6 B'Burn Rec Precinct Development</b>
Lender	Westpac	Westpac	Westpac	Westpac	Bendigo	Bendigo
Draw-down date	Nov-05	Nov-05	Nov-05	Nov-05	Mar-10	Mar-10
Loan term	10 years	10 years	10 years	10 years	10 years	10 years
Interest rate	6.09%	6.09%	6.09%	6.09%	8.08%	8.08%
Opening Balance	\$25,848	\$41,308	\$8,384	\$11,608	\$237,766	\$290,602
New loans	-	-	-	-	-	-
Debt redemption	(\$25,848)	(\$41,308)	(\$8,384)	(\$11,608)	(\$41,844)	(\$51,141)
<b>Closing Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,922</b>	<b>\$239,461</b>

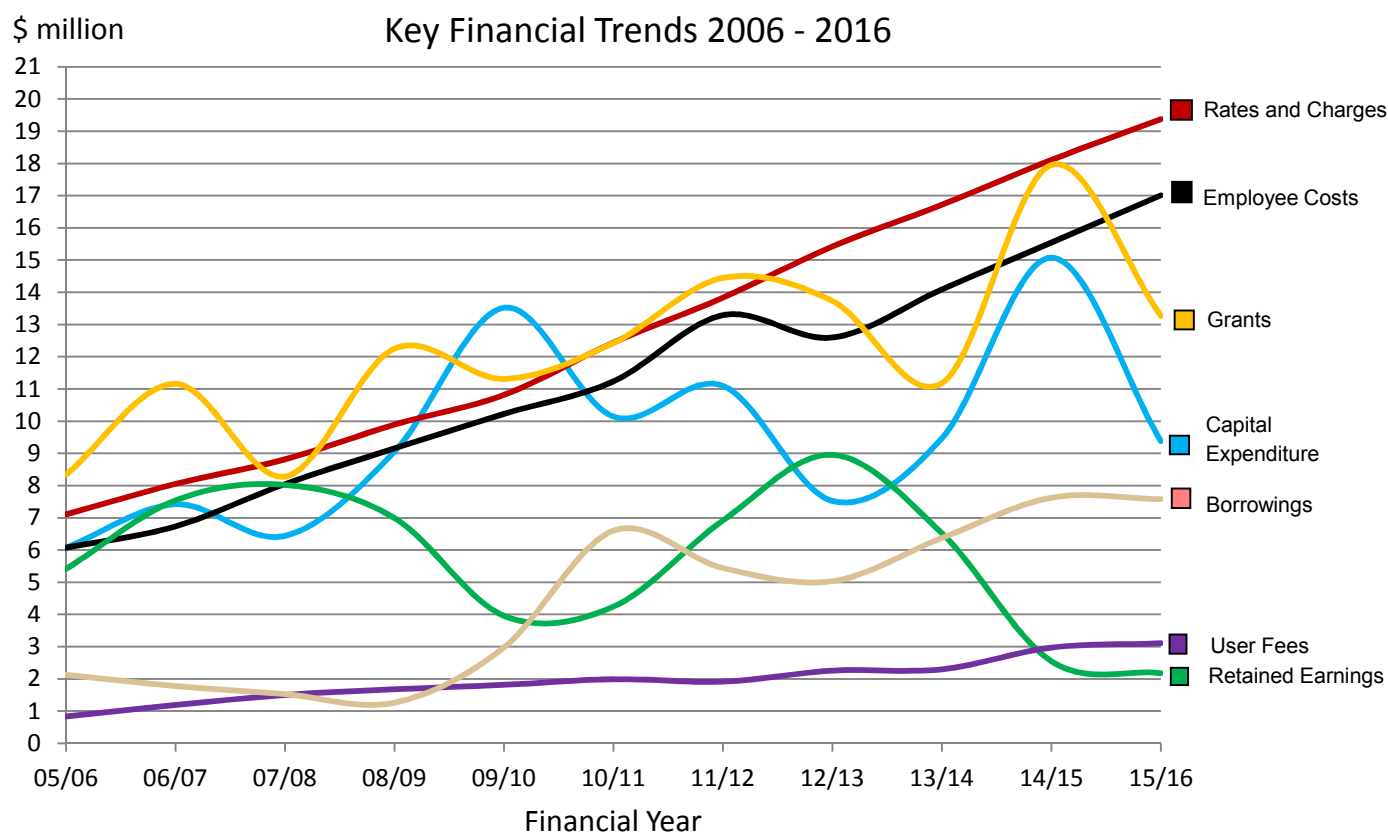
	<b>Loan 7 B'Burn Rec Precinct Development</b>	<b>Loan 8 B'Burn Rec Precinct Development</b>	<b>Loan 9 Parkers Road Bridge, etc</b>	<b>Loan 10 Woody Yaloak Eques</b>	<b>Loan 11 LASF DB Plan Contribution</b>	<b>Loan 12 Haddon Rec Upgrade</b>
Lender	LGFV	NAB	NAB	ANZ	LGFV	LGFV
Draw-down date	Jul-10	Dec-10	Dec-11	Dec-12	Jul-13	Dec-13
Loan term	25 years	10 years	10 years	10 years	10 years	10 years
Interest rate	4.24%	7.74%	6.65%	5.99%	4.24%	4.24%
Opening Balance	\$2,479,000	\$450,159	\$361,170	\$112,500	\$1,560,000	\$134,000
New loans	-	-	-	-	-	-
Debt redemption	-	(\$68,241)	(\$45,907)	(\$15,000)	-	-
<b>Closing Balance</b>	<b>\$2,479,000</b>	<b>\$381,918</b>	<b>\$315,263</b>	<b>\$97,500</b>	<b>\$1,560,000</b>	<b>\$134,000</b>

	<b>Loan 13 GP Food Production Precinct</b>	<b>Loan 14 Somerset Estate &amp; The Well</b>	<b>Loan 15 Bannockburn Civic Heart</b>
Lender	LGFV	LGFV	TBA
Draw-down date	Jul-14	Dec-14	Dec-15
Loan term	10 years	10 years	10 years
Interest rate	4.24%	4.24%	4.42%
Opening Balance	\$1,230,000	\$797,000	\$0
New loans	-	-	150,000
Debt redemption	-	-	-
<b>Closing Balance</b>	<b>\$1,230,000</b>	<b>\$797,000</b>	<b>\$150,000</b>

\*LGFV – The Local Government Funding Vehicle is a project the MAV has undertaken on behalf of all Victorian Councils. It is expected to provide significant savings to the sector by raising funds via the Bond market.

	<b>2014-15 \$</b>	<b>2015-16 \$</b>
Total Amount Borrowed as at 30 June of the Prior Year	6,375,680	7,739,345
Total Amount to be Borrowed	2,027,000	150,000
Total Amount projected to be redeemed	(\$663,335)	(\$309,281)
<b>Total Amount Proposed to be Borrowed as at 30 June</b>	<b>7,739,345</b>	<b>7,580,064</b>

## 4.7 KEY FINANCIAL TRENDS 2006-2016



### Analysis of Trends

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

#### Capital Expenditure / Grants

Historically, Council's capital expenditure is closely correlated with grant revenue, although 14-15 forecast shows a divergence due to the \$5.1m grant relating to an operating contribution for the Food Production Precinct Project.

#### 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, given the level of growth in grants has generally reduced (excluding the \$5.1m grant relating to the Food Production Precinct in 14-15).

#### 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.

#### Retained Earnings / 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.

## 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 four year period. As stated in the budget overview, the budget has been framed within the parameters established in Council's Strategic Resource Plan.

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

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

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 incomes 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.



## 5.2 FINANCIAL PERFORMANCE INDICATORS

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

Indicator	Measure	Note	Forecast 2014-15	Budget 2015-16	SRP Projections			Trend +/-
					2016-17	2017-18	2018-19	
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-7.0%	-1.5%	-0.6%	2.8%	2.5%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	154.2%	145.8%	108.0%	142.0%	179.0%	+
Unrestricted cash	Unrestricted cash / current liabilities		70.2%	49.0%	15.4%	50.0%	56.4%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	42.7%	39.1%	42.3%	60.0%	55.3%	-
Loans and borrowings	Interest and principal repayments / rate revenue		5.1%	3.5%	2.4%	5.0%	12.6%	-
Indebtedness	Non-current liabilities / own source revenue		34.8%	32.9%	34.0%	52.7%	43.2%	-
Asset renewal	Asset renewal expenditure / depreciation	4	97.8%	69.7%	76.7%	64.0%	67.0%	o
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	47.1%	54.2%	54.5%	57.0%	58.0%	+
Rates effort	Rate revenue / property values (CIV)		0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,991	\$3,442	\$3,628	\$3,459	\$3,645	-
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%	100.0%	o
Revenue level	Residential rate revenue / No. of residential assessments		\$1,615	\$1,712	\$1,802	\$1,900	\$1,978	+
Workforce turnover	No. of resignations & terminations / average no. of staff		13.0%	13.0%	13.0%	13.0%	13.0%	o

Key to Forecast Trend:

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

## NOTES TO INDICATORS

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period of the plan.

**2 Working Capital** – The proportion of current liabilities represented by current assets. Although, working capital is forecast to decrease slightly in 2015-16 and in subsequent years of the plan, the balance remains strong.

**3 Debt compared to rates** - Trend indicates Council's is increasing its level of debt against its annual rate revenue. These borrowings primarily relate to the funding of the new office accommodation and Bannockburn soccer pavilion. Borrowing for these projects enables council to spread the cost of these projects over future generations of ratepayers.

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

**5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become less reliant on government funding and increase its sustainability by increasing its levels of own sourced income.

## 5.3 NON-FINANCIAL RESOURCES

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements for the 2015-16 year is shown below and further detail is included in Note 7 of this budget.

Indicator	Forecast	Budget	Strategic Resource Plan Projections		
	2014-15	2015-16	2016-17	2017-18	2018-19
<b>Employee Costs ('000)</b>					
- Operating	15,470	<b>17,010</b>	17,413	18,447	19,488
- Capital	-	-	-	-	-
Total	15,470	<b>17,010</b>	17,413	18,447	19,488
<b>Employee Numbers (FTE)</b>	<b>189</b>	<b>204</b>	<b>207</b>	<b>210</b>	<b>212</b>

## 5.4 RATING INFORMATION

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations.

### Rating context

Rates and charges are an important source of revenue, accounting for approximately 50% of income received by Council annually. Planning for future rate increases is therefore an important component of the Strategic Resource Planning process.

In 2005, it was identified that Council's low level of rate income was becoming unsustainable and that Council had to make a conscious decision to improve its financial position. To ensure this action did not have a detrimental impact on Council services it was important to increase the unsustainably low rate base and to decrease Council's reliance on government funding.

Golden Plains Shire also faced, and continues to face, the following challenges:

- 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 50.34% of income, compared to a projected state average in 2014-15 of 60%;
- Managing the competing interests of rural and urban communities; and
- Maintaining the extensive road network of over 1,800 km.

The following table demonstrates the effort Council has made in recent years to improve its rate base to a more sustainable level.

#### Average Rates and Charges per assessment

Year	Average Rates and Charges / Assessment	Ranking - Lowest Rating Victorian Councils	Percentage Increase	Rates / Total Revenue	
				Budget	Victoria Councils Average
2003-04	\$ 584	1	9.40%	29%	44%
2009-10	\$ 1,150	9	7.69%	39%	55%
*2010-11	\$ 1,306	14	13.57%	48%	58%
2011-12	\$ 1,402	24	7.36%	51%	58%
2012-13	\$ 1,523	22	8.64%	46%	60%
2013-14	\$ 1,629	33	6.92%	48%	64%
2014-15	\$ 1,740	36	6.80%	45%	60%
2015-16	\$ 1,828	36 <sup>#</sup>	5.26%	50%	60% <sup>#</sup>

<sup>#</sup> Estimates

\* Introduction of the State Landfill Levy service charge.

Having said this, the level of required rates and charges are considered in context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Golden Plains community. Golden Plains Shire Council still remains very successful in obtaining government funding to minimise the burden on its ratepayers, while remaining a progressive and developing shire.

#### Rating structure

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

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

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

Council makes two further distinctions within the property value component of rates based on the purpose for which the property is used and whether it is located within a defined geographic growth area.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises ten differential rates. These are defined in detail in Appendix 6.1, however a brief summary is as follows:

**Residential** – Base rate (cents per dollar of Capital Improved Value, CIV);

**Business** - 100% of residential rate;

**Farm** – 90% of residential rate;

**Vacant Land** – 200% of residential rate; and

**Non Developable Vacant Land** – 100% of residential rate.

A slightly higher 'growth' rate is applied to each of these five classifications for properties located within a defined growth area, making ten in total. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Council also levies a municipal charge, a garbage collection charge and a State Landfill Levy service charge as allowed under the Act. A brief explanation of each rating component is provided on the following page.

**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. This revenue partially funds Council's strategic planning function.

**Municipal Charge:** The municipal charge is used to collect a portion of revenue not linked to property value, but paid equally by all ratepayers. The charge is applied pursuant to s.159 of the Local Government Act and is intended to cover some of the administrative costs of Council.

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.

**Garbage Charge:** The garbage charge is levied on a cost recovery basis to cover the kerbside collection of household waste and recycling.

**State Landfill Levy Service Charge:** The State Landfill Levy Service Charge is levied on a cost recovery basis to cover the additional charge per tonne of garbage disposed in landfill. This per tonne charge was introduced in 2010-11 by the Victorian Government to fund its waste management strategy.

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 2012-13 Victorian Local Government Rates Survey shows that Council has the 36th lowest rates and charges per assessment in Victoria.

Detailed analysis of the rates to be determined for the 2015-16 year is contained in Appendix 6 'Rates and Charges Statutory Disclosures'.

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

### **Fire Services Property Levy**

From 1 July 2013 a new fire levy was introduced and applies to all private property owners – including persons and organisations that do not currently pay council rates, such as churches, charities, private schools and RSL's. Council properties will also be subject to the fire levy. Under the Fire Services Property Levy Act 2012, introduced as a result of recommendations by the Victorian Bushfires Royal Commission (VBRC), the Fire Services Property Levy (FSPL) is collected by Council on behalf of the State government, to fund the operations of the MFB and CFA, hence Council does not recognise any income and this levy is not included in any rating calculation or comparison.

However, it is important to note that this charge will appear on annual and quarterly rate notices.

## 5.5 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
- Open Space Strategy
- Arts and Culture Strategy
- Bannockburn Community Infrastructure Development Plan
- Recreation Strategy
- Paths and Trails Strategy
- Youth Development Strategy

### HUMAN SERVICES

- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Ageing Well
- Access and Inclusion Plan
- Early Years Infrastructure Plan

### CORPORATE SERVICES

- Annual Budget
- Ten Year Plan
- Internal Audit Plan
- Municipal Emergency Management Plan
- Rating Strategy
- ICT Strategic Plan
- GIS Strategy
- Procurement Strategy

### ORGANISATIONAL DEVELOPMENT

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

### EXECUTIVE UNIT

- Economic Development Strategy
- Communications and Marketing Strategy
- Tourism Master Plan

### DEVELOPMENT

- Municipal Strategic Statement
- Bannockburn Town Centre Investment Strategy
- Domestic Animal Management Plan
- Heritage Study (Stage 2)
- South East Land Use Planning Review
- Bruces Creek Master Plan, Bannockburn
- Urban Design Frameworks – Bannockburn; Smythesdale; Inverleigh; Rokewood, Corindhap, Dereel; Batesford
- Environment Strategy
- Town Place Plans
- Municipal Fire Management Plan
- Rural Land Use Strategy
- Residential Land Supply Plan

### WORKS

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

## 6 APPENDICES

### 6.1 RATES AND CHARGES STATUTORY DISCLOSURES

	2014-15 Budget	2015-16 Budget	Change	Change
Rates & Charges Revenue	\$	\$	\$	%
Residential Improved	1,370,800	1,512,920	142,121	10.37
Residential Improved (Growth Area)	7,310,073	8,073,379	763,306	10.44
Business, Industrial & Commercial	31,384	33,379	1,995	6.36
Business, Industrial & Commercial (Growth Area)	192,082	225,601	33,519	17.45
Farm Land	3,068,069	3,315,059	246,990	8.05
Farm Land (Growth Area)	161,011	160,824	(187)	(0.12)
Non Farm Vacant Land	274,211	284,842	10,632	3.88
Non Farm Vacant land (Growth Area)	1,296,307	1,307,502	11,195	0.86
Vacant land Non-Developable	110,873	116,054	5,181	4.67
Vacant Land Non-Developable (Growth Area)	15,454	16,374	919	5.95
Municipal Charge	2,198,700	2,249,550	50,850	2.31
Garbage Charge - Domestic	1,678,854	1,634,400	(44,454)	(2.65)
State Landfill Levy Charge	237,646	310,536	72,890	30.67
<b>Total Rates &amp; Charges to be Raised</b>	<b>17,945,464</b>	<b>19,240,420</b>	<b>1,294,956</b>	<b>7.22</b>
<b>Number of Assessments</b>				
Residential Improved	1,166	1,185	19	1.63
Residential Improved (Growth Area)	5,829	5,959	130	2.23
Business, Industrial & Commercial	30	32	2	6.67
Business, Industrial & Commercial (Growth Area)	171	172	1	0.58
Farm Land	1,285	1,298	13	1.01
Farm Land (Growth Area)	83	78	(5)	(6.02)
Non Farm Vacant Land	229	231	2	0.87
Non Farm Vacant land (Growth Area)	1,217	1,286	69	5.67
Vacant Land Non-Developable	265	259	(6)	(2.26)
Vacant Land Non-Developable (Growth Area)	29	30	1	3.45
<b>Total Rateable Properties</b>	<b>10,304</b>	<b>10,530</b>	<b>226</b>	<b>2.19</b>
<b>The Basis of Valuation</b>				
Residential Improved	400,146,000	410,483,500	10,337,500	2.58
Residential Improved (Growth Area)	2,018,981,500	2,072,531,500	53,550,000	2.65
Business, Industrial & Commercial	9,161,290	9,056,290	(105,000)	(1.15)
Business, Industrial & Commercial (Growth Area)	53,051,500	57,914,500	4,863,000	9.17
Farm Land	995,101,000	999,375,000	4,274,000	0.43
Farm Land (Growth Area)	49,112,500	45,596,500	(3,516,000)	(7.16)
Non Farm Vacant Land	40,022,000	38,641,500	(1,380,500)	(3.45)
Non Farm Vacant land (Growth Area)	183,975,570	172,476,500	(11,499,070)	(6.25)
Vacant land Non-Developable	32,364,500	31,487,500	(877,000)	(2.71)
Vacant Land Non-Developable (Growth Area)	4,268,000	4,203,000	(65,000)	(1.52)
<b>Total Valuation of Rateable Properties</b>	<b>3,786,183,860</b>	<b>3,841,765,790</b>	<b>55,581,930</b>	<b>1.47</b>

	2014-15 Budget	2015-16 Budget	Change	Change
<b>Cents in the \$</b>				
Residential Improved	0.3426	0.3686	0.0260	7.59
Residential Improved (Growth Area)	0.3621	0.3895	0.0275	7.59
Business, Industrial & Commercial	0.3426	0.3686	0.0260	7.59
Business, Industrial & Commercial (Growth Area)	0.3621	0.3895	0.0275	7.59
Farm Land	0.3083	0.3317	0.0234	7.59
Farm Land (Growth Area)	0.3278	0.3527	0.0249	7.59
Non Farm Vacant Land	0.6851	0.7371	0.0520	7.59
Non Farm Vacant land (Growth Area)	0.7046	0.7581	0.0535	7.59
Vacant Land Non-Developable	0.3426	0.3686	0.0260	7.59
Vacant Land Non-Developable (Growth Area)	0.3621	0.3896	0.0275	7.59
<b>Charges Per Tenement</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>%</b>
Municipal Charge	225	225	-	-
Annual Service (Garbage) Charge	219	200	(19)	(8.68)
Annual Service (State Landfill Levy) Charge	31	38	7	22.58

## Declaration of Rates and Charges

### Recommendation

#### 1. Amount Intended to be Raised

An amount of \$19,240,420 (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	\$15,045,934
Municipal Charge	\$2,249,550
Annual Service (Garbage) Charge	\$1,634,400
Annual Service (State Landfill Levy) Charge	\$310,536

#### 2. General Rates

- 2.1. A general rate be declared in respect of the 2015-16 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 and 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 and Commercial (Growth Area).

#### 2.3.4. Business, Industrial and 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. is 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 that:
  - 2.3.5.3.1. has a significant and substantial commercial purpose or character; and
  - 2.3.5.3.2. seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.5.3.3. 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 that:
  - 2.3.5.6.1. has a significant and substantial commercial purpose or character; and
  - 2.3.5.6.2. seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.5.6.3. 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 that:
  - 2.3.6.3.1. has a significant and substantial commercial purpose or character; and
  - 2.3.6.3.2. seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.6.3.3. 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. is 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. is 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 that:
  - 2.3.6.8.1. has a significant and substantial commercial purpose or character; and
  - 2.3.6.8.2. seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
  - 2.3.6.8.3. 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. is 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. is 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. is 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 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 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. is 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	0.3686 cents in the dollar of Capital Improved Value
Residential Improved (Growth Area)	0.3895 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial	0.3686 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial (Growth Area)	0.3895 cents in the dollar of Capital Improved Value
Farm Land	0.3317 cents in the dollar of Capital Improved Value
Farm Land (Growth Area)	0.3527 cents in the dollar of Capital Improved Value
Non Farm Vacant Land	0.7371 cents in the dollar of Capital Improved Value
Non Farm Vacant Land (Growth Area)	0.7581 cents in the dollar of Capital Improved Value
Vacant Land Non Developable	0.3686 cents in the dollar of Capital Improved Value
Vacant Land Non Developable (Growth Area)	0.3896 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 2015-16 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 \$225 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 2015-16 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 \$200 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 2015-16 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 \$38 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 2015-16 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 2015-16 Financial Year.

**Business, Industrial and 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 2015-16 Financial Year.

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

To enable more resources to be devoted to strategic planning of Business, Industrial and Commercial (Growth Area) (including planning for the infrastructure and community needs of those operating businesses on Business, Industrial and 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 2015-16 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 2015-16 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 2015-16 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.

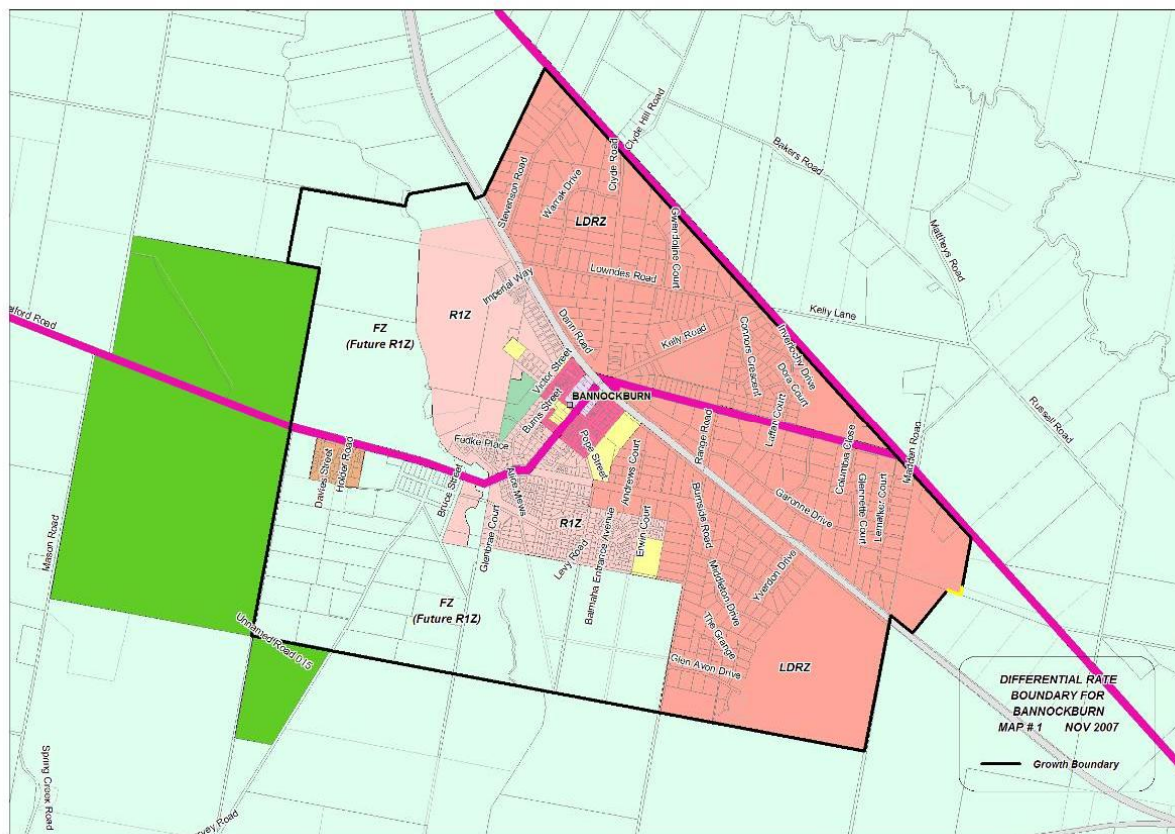
**Use of Land:**

Any use permitted under the relevant Planning Scheme.

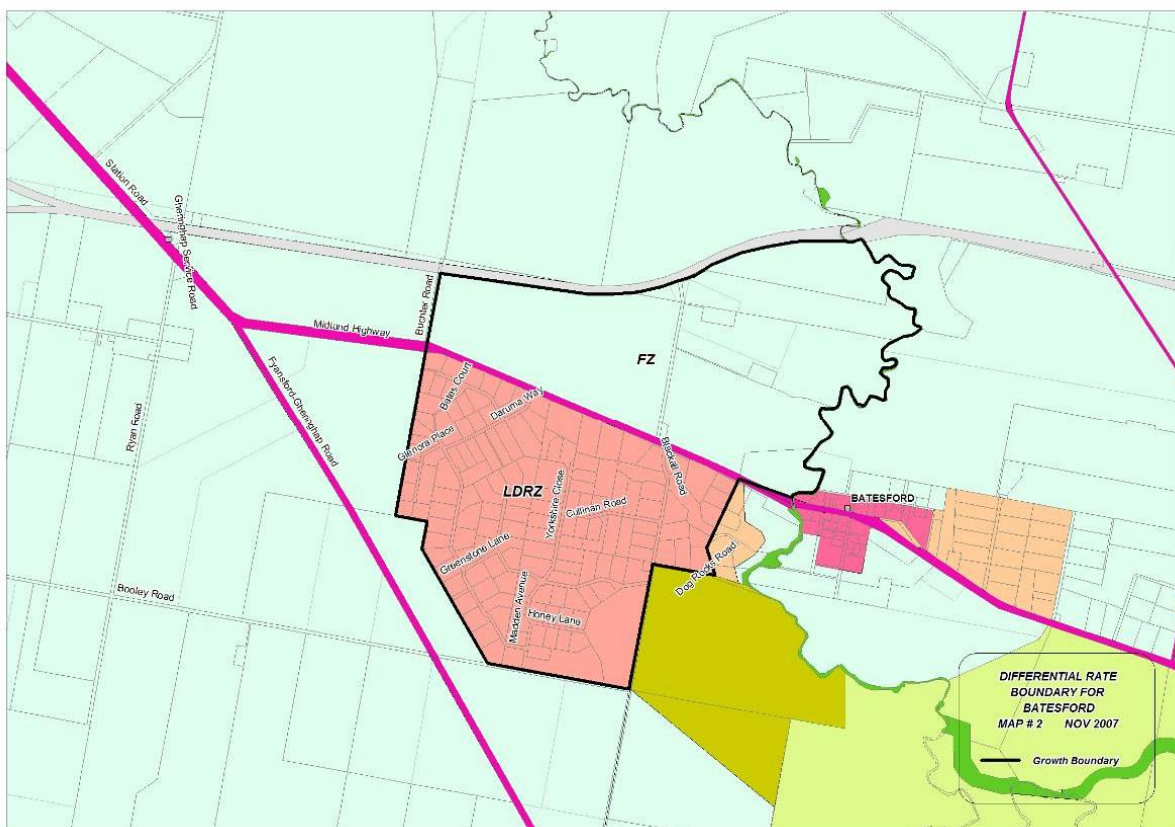
**Planning Scheme Zoning:**

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

## Bannockburn Differential Rate Area

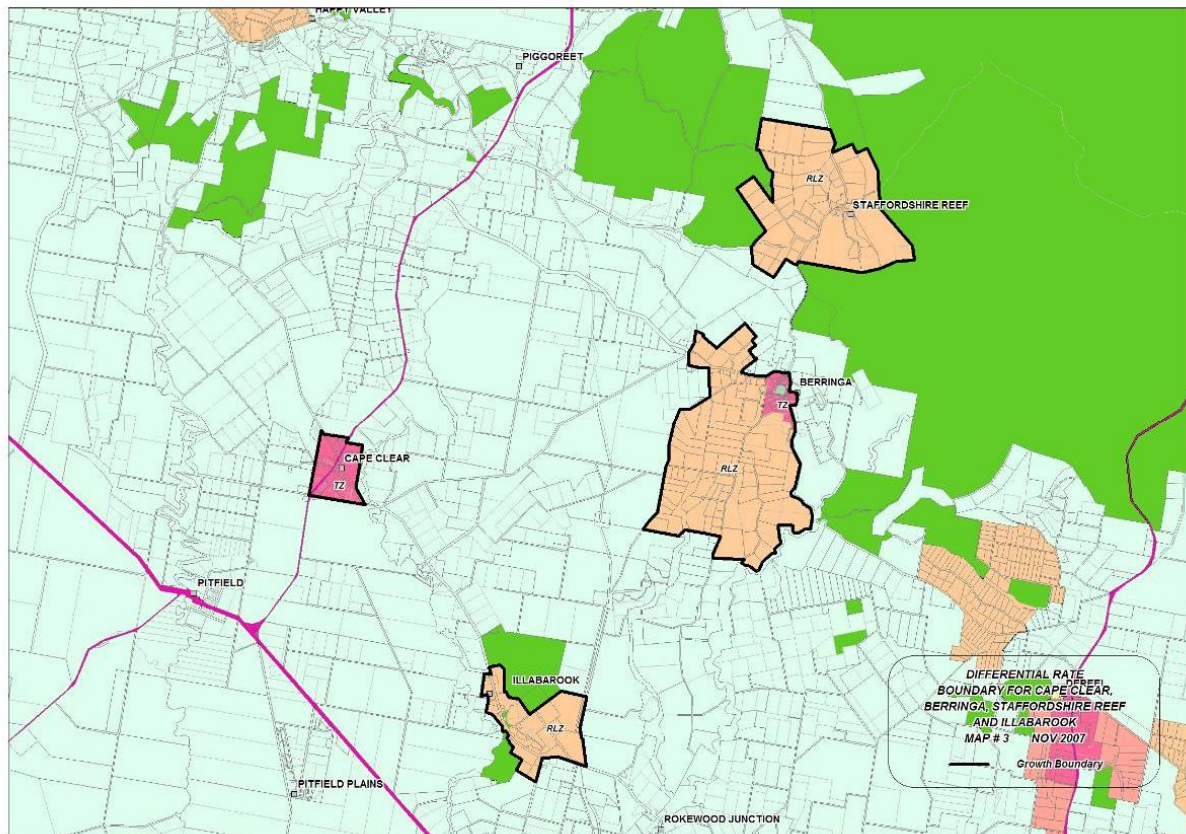


## Batesford Differential Rate Area

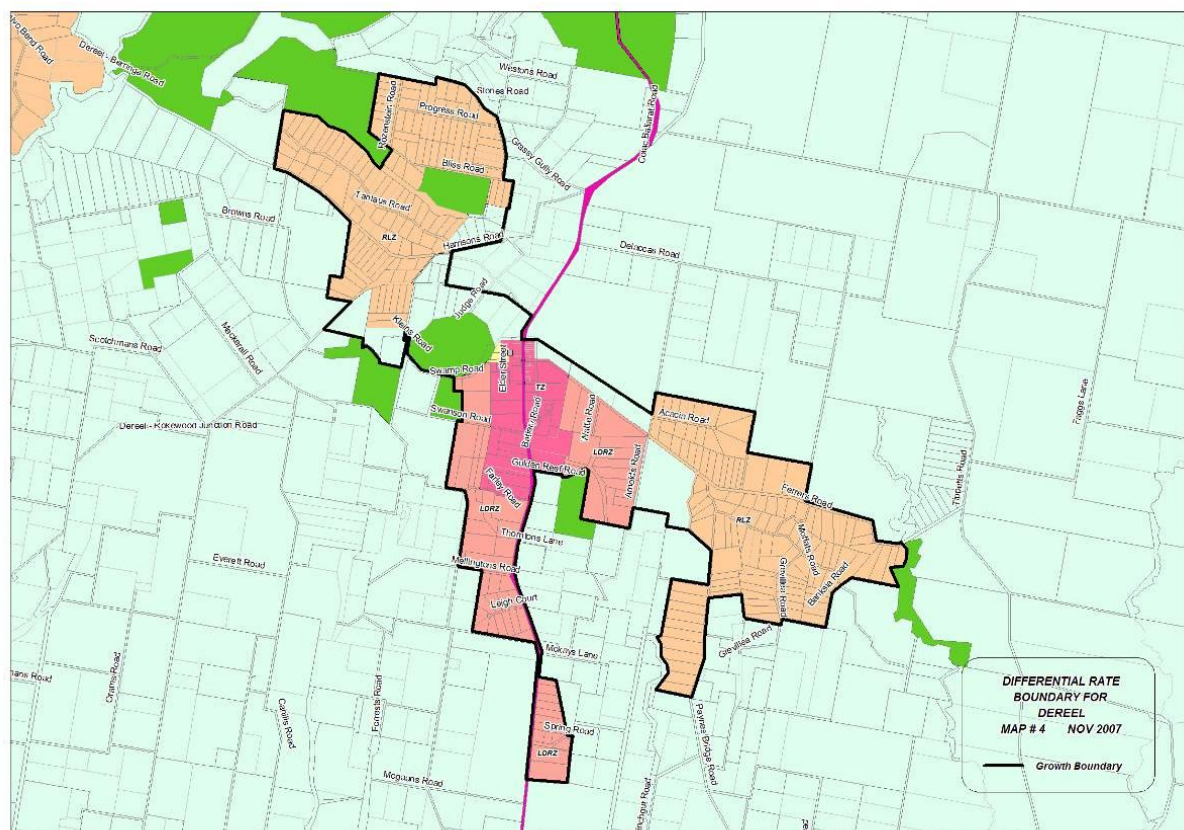




### Berringa, Cape Clear, StaffordShire Reef and Illabarook Differential Rate Area

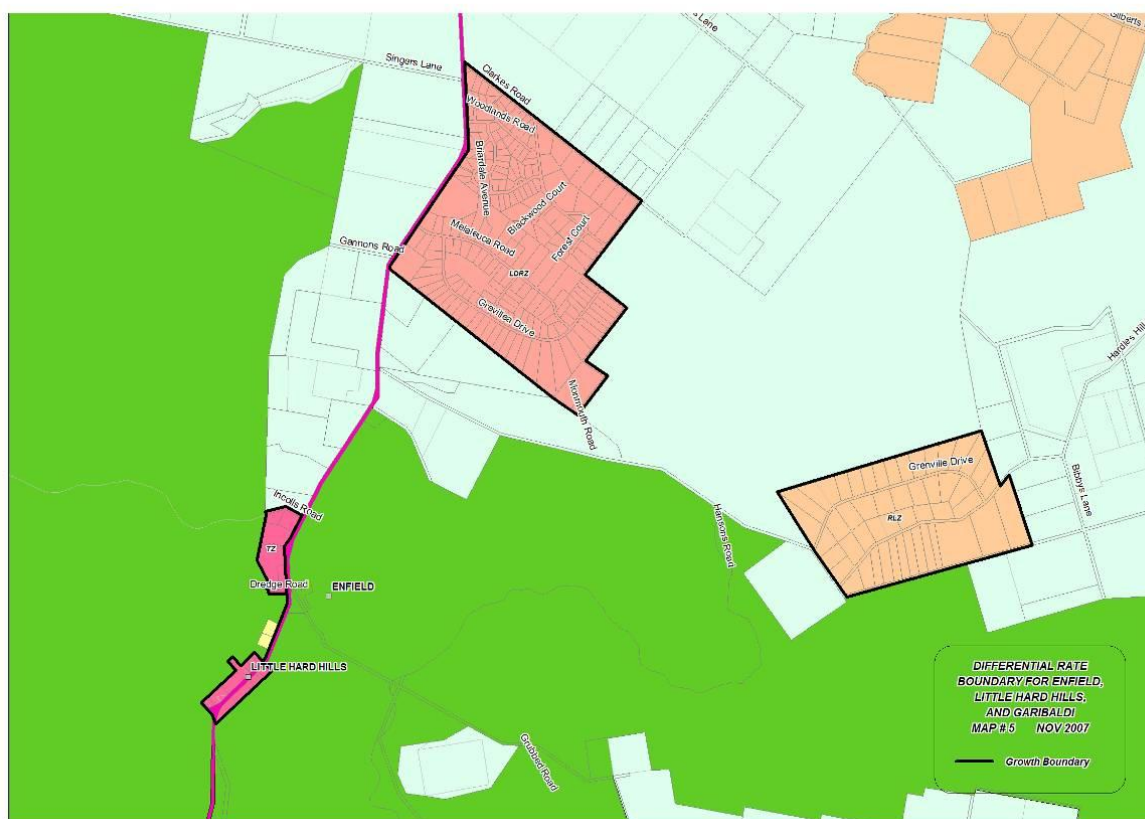


### Dereel Differential Rate Area

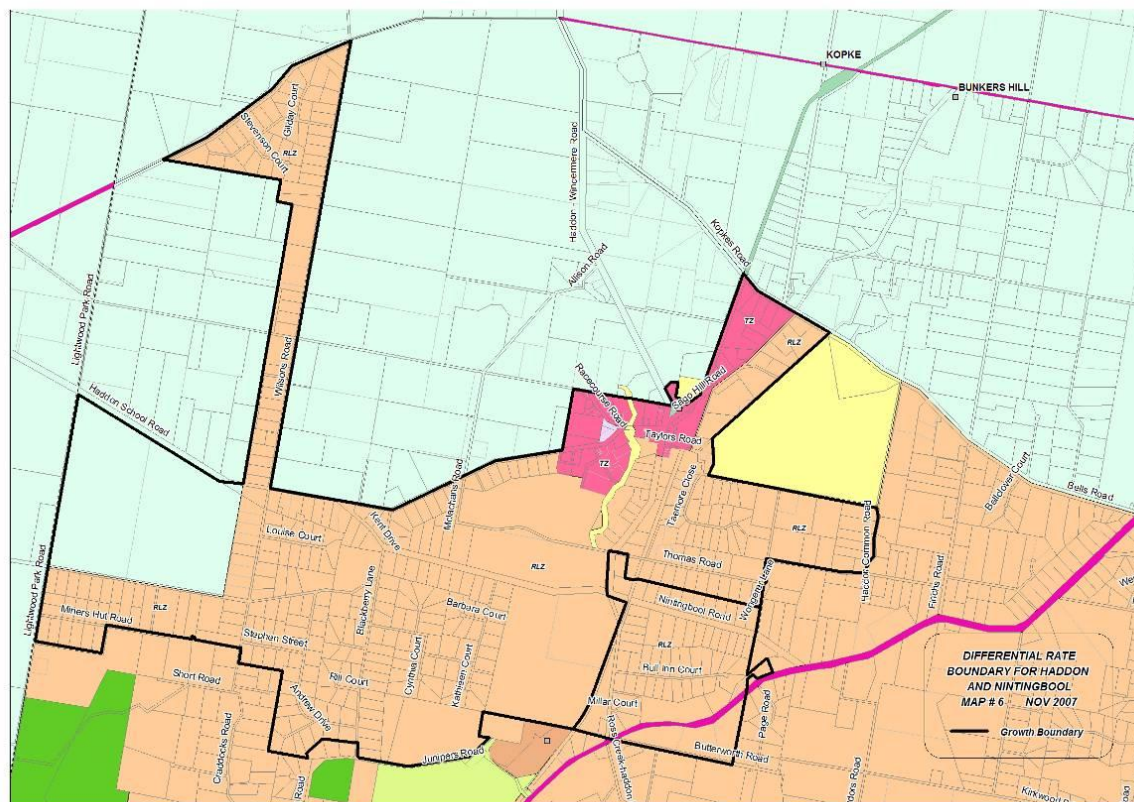




### Enfield, Little Hard Hills and Garibaldi Differential Rate Area

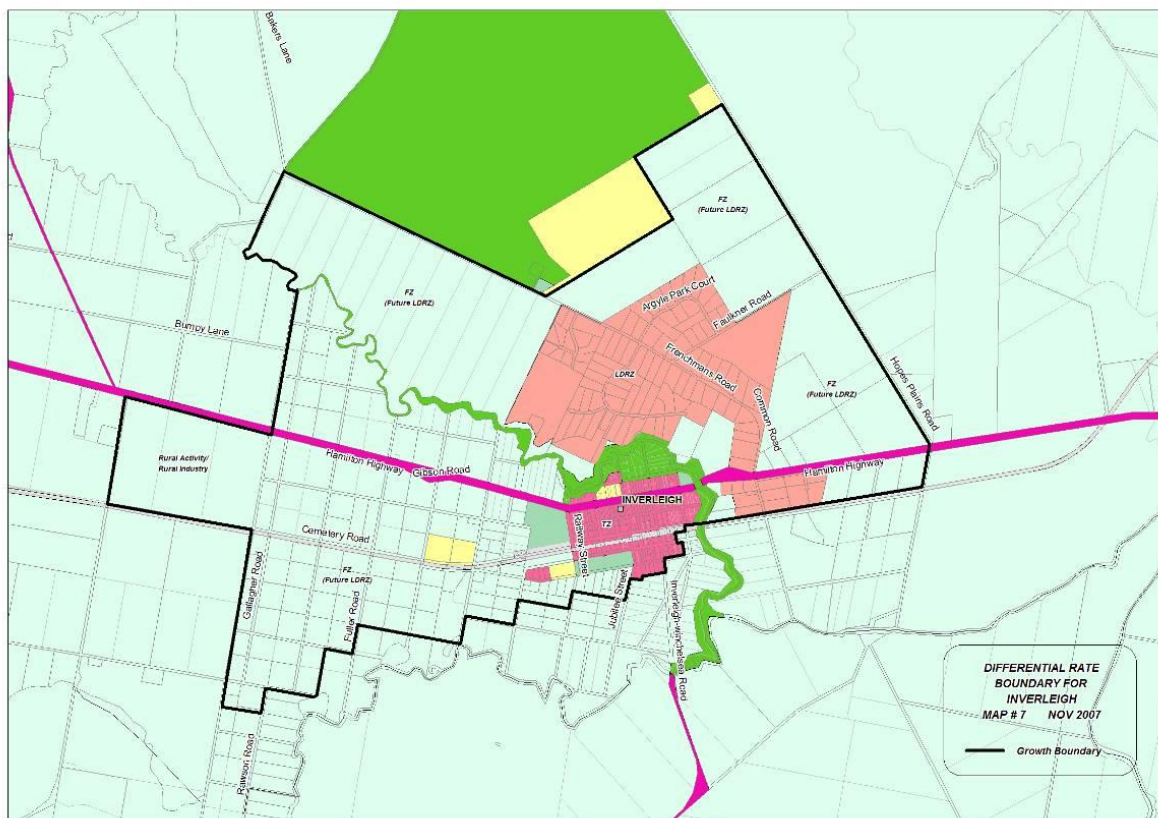


### Haddon and Nintingbool Differential Rate Area

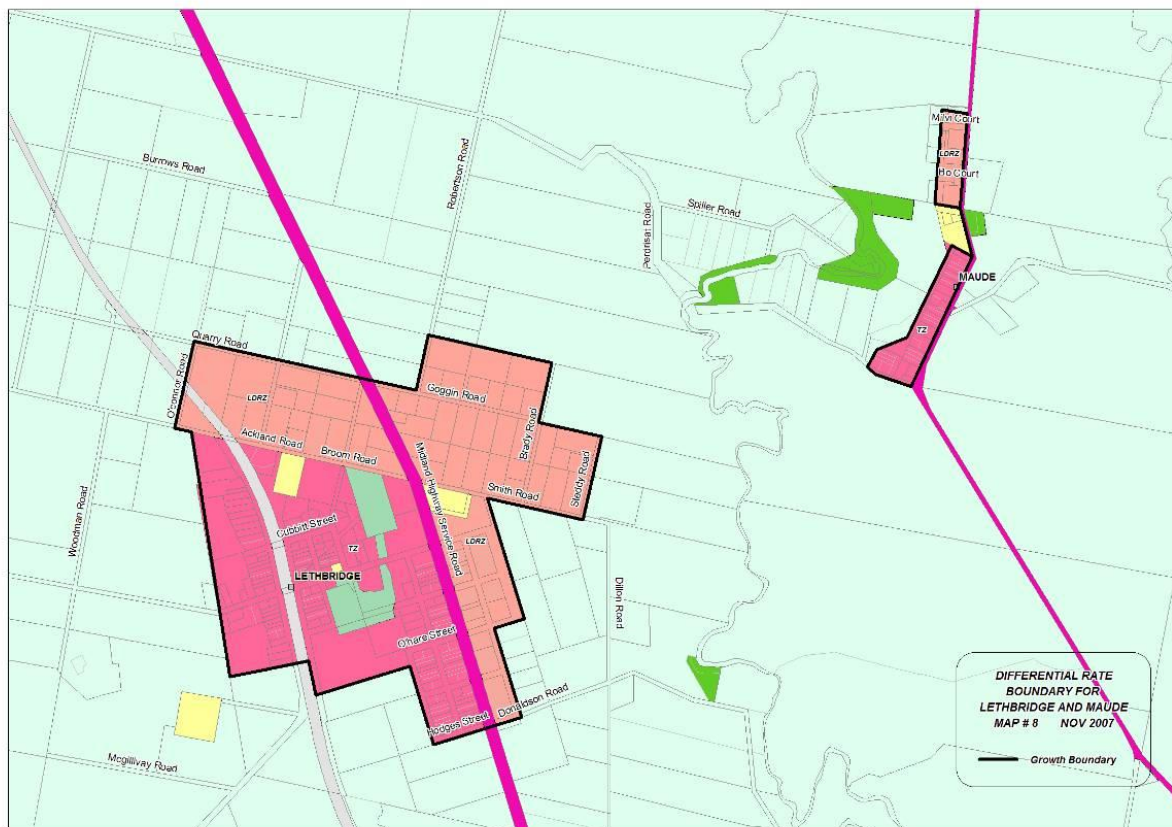




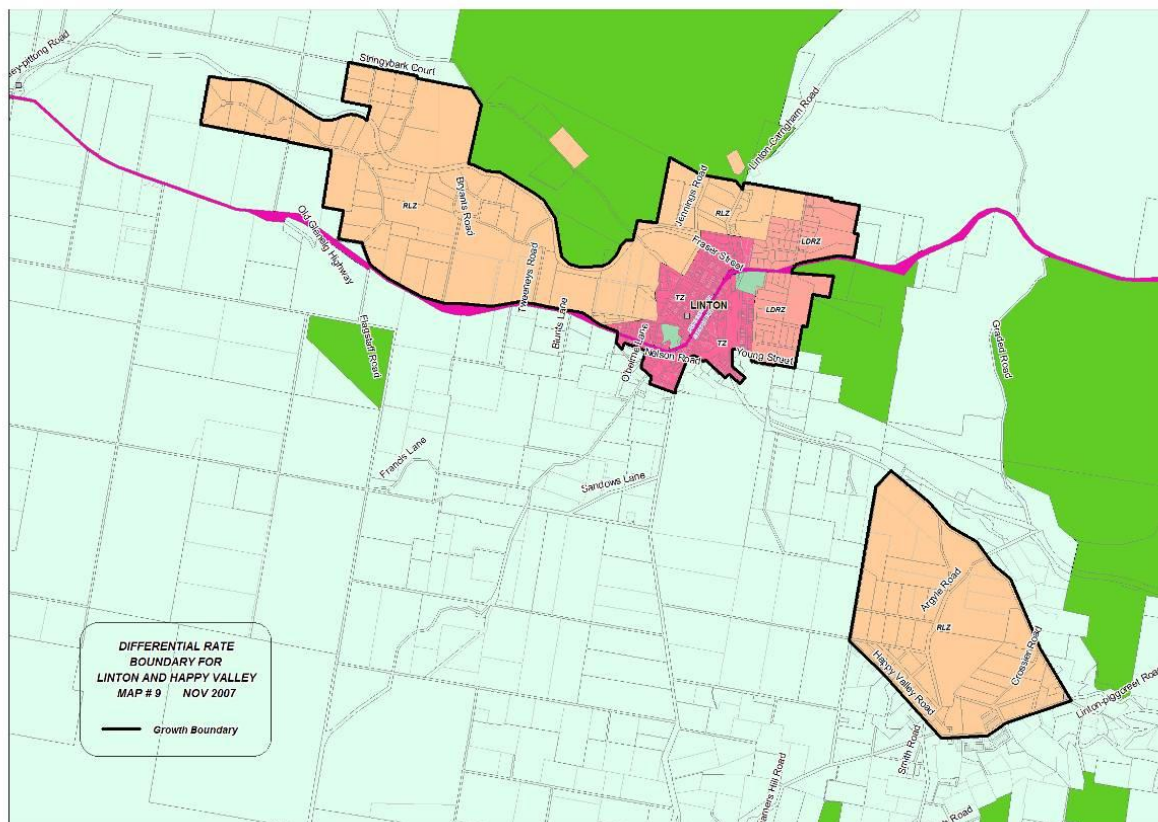
## Inverleigh Differential Rate Area



## Lethbridge and Maude Differential Rate Area



## Linton and Happy Valley Differential Rate Area



## Meredith Differential Rate Area





Thomas Hill Road

Dirk Road

Cam's Road

Warry Road

McIntosh's Road

Daly's Road

Morris Road

ROKEWOOD

Foot Road

Moral Street

Boyle's Road

Boothby Avenue

Hill Road

Darton Road

School Road

Boyle's Road

T2

T2

T2

T2

Growth Boundary

DIFFERENTIAL RATE BOUNDARY FOR ROKEWOOD AND CORINDHAP  
MAP # 12 NOV 2007



**DIFFERENTIAL RATE  
BOUNDARY FOR ROSS CREEK  
AND CAMBRIAN HILL  
MAP # 13 NOV 2007**

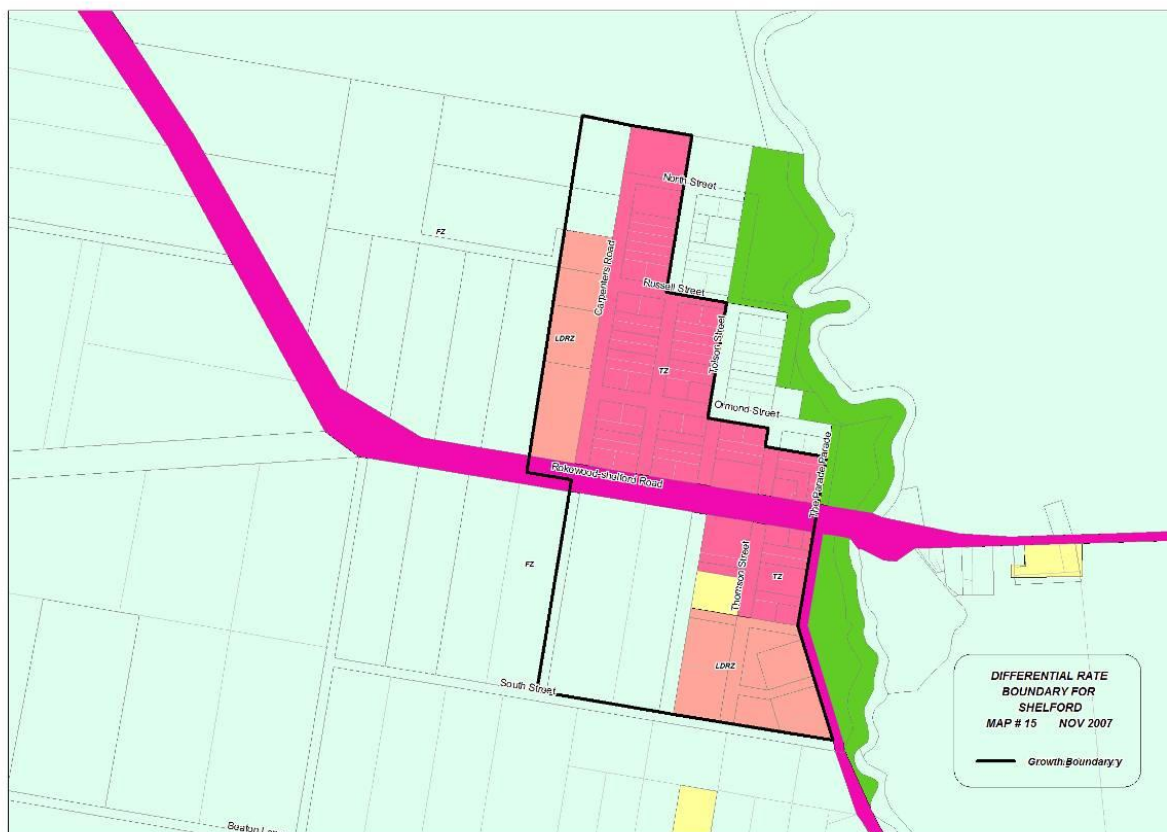
— Growth Boundary

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

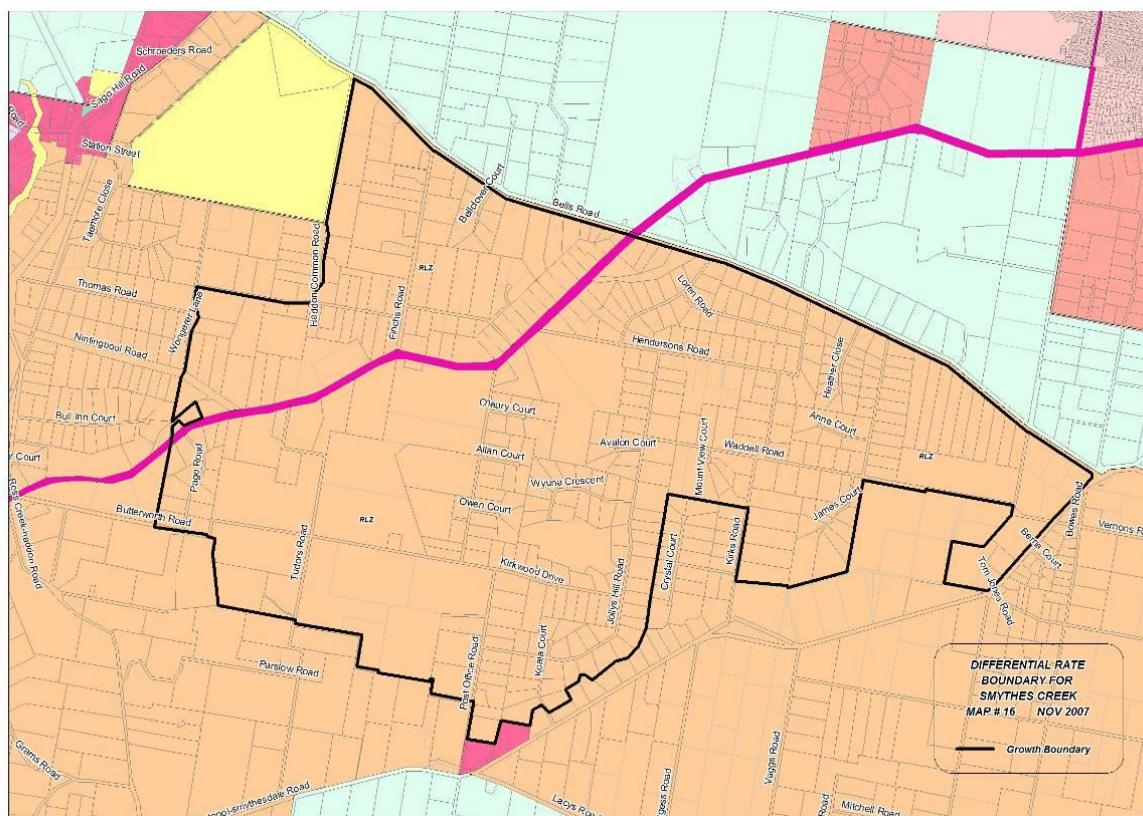
— Growth Boundary



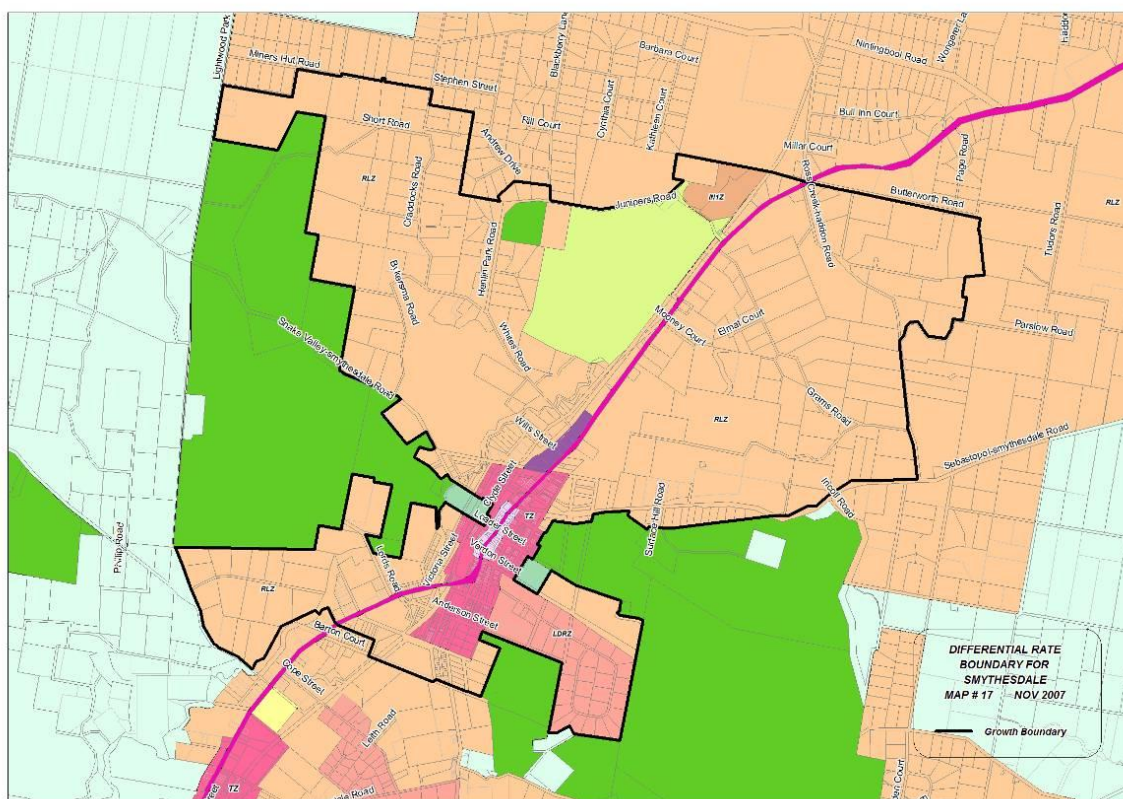
## Shelford Differential Rate Area



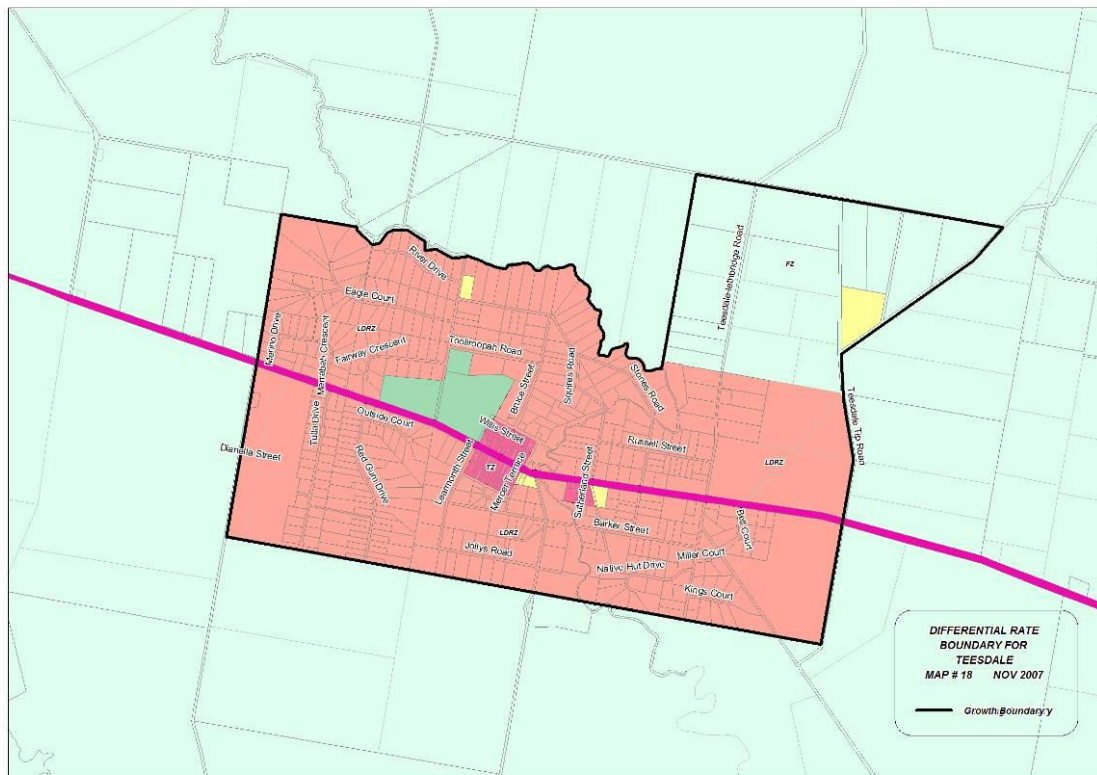
## Smythes Creek Differential Rate Area



## Smythesdale Differential Rate Area



## Teesdale Differential Rate Area





## 6.2 FEES AND CHARGES

G/L	Description	GST	2015-16 Suggested 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 07-Apr-15		
	<b>Note 2:</b> Fees marked with * are subject to director's discretion in cases of financial hardship.		
	<b>Note 3:</b> Fees marked with ** are effective from 01-Jan-16 to 31-Dec-16		
	<b>Animal Impounding</b>		
30582	Pound Fees – Sheep	Not Taxable	\$7 + Cost
30582	Pound Fees – Cattle	Not Taxable	\$32 + Cost
30582	Trespass Sheep (Tillage Land)	Not Taxable	\$32 + Cost
30582	Trespass Sheep (Non Tillage Land)	Not Taxable	\$14 + Cost
30582	Trespass Goat (Tillage Land)	Not Taxable	\$62 + Cost
30582	Trespass Goat (Non Tillage Land)	Not Taxable	\$33 + Cost
30582	Trespass Pig (Tillage Land)	Not Taxable	\$62 + Cost
30582	Trespass Pig (Non Tillage Land)	Not Taxable	\$33 + Cost
30582	Trespass Cattle (Non Tillage Land)	Not Taxable	\$33 + Cost
30582	Stallion, Bull, Ram, Boar (add to Trespass)	Not Taxable	\$158 + Cost
30582	Sustenance per Sheep	Not Taxable	\$3 + Cost
30582	Sustenance per Pig	Not Taxable	\$15 + Cost
30582	Sustenance per Goat	Not Taxable	\$15 + Cost
30582	Sustenance per Cattle	Not Taxable	\$33 + Cost
	<b>Animal Offences</b>		
30580	Failure to apply to register or renew the registration of a dog or cat over the age of 3 months.	Not Taxable	\$303
30580	Registered dog or cat found outside the owner's premises not wearing identification tag.	Not Taxable	\$76
30580	Unregistered dog or cat wearing Council identification tag.	Not Taxable	\$76
30580	Person other than owner removing, altering or defacing identification tag.	Not Taxable	\$76
30580	Dog or cat on private property after notice served.	Not Taxable	\$76
30580	Dog at large or not securely confined to owner's premises during daytime.	Not Taxable	\$228
30580	Dog at large or not securely confined to owner's premises during night time.	Not Taxable	\$303
30580	Cat at large or not securely confined to owner's premises in restricted municipal district.	Not Taxable	\$76
30580	Contravening Council Order relating to presence of dogs and cats in public places.	Not Taxable	\$149
30580	Greyhound outside owner's premises not adequately muzzled or not controlled by chain, cord or leash.	Not Taxable	\$228
30580	Dog or cat creating a nuisance.	Not Taxable	\$76
30580	Not complying with order to abate nuisance.	Not Taxable	\$228
30580	Failure to comply with requirement to muzzle or effectively control a menacing dog.	Not Taxable	\$303

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Animal Offences (cont.)</b>		
30580	Conducting a domestic animal business that does not comply with the relevant Code of Practice.	Not Taxable	\$303
30580	Failure to provide declaration whether dog is a restricted breed	Not Taxable	\$303
30580	Proprietor of domestic animal business selling or giving away dog or cat not implanted with prescribed identification device	Not Taxable	\$303
30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of dog going missing	Not Taxable	\$149
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	\$149
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	\$149
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	\$149
30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	\$303
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	\$303
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	\$303
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	\$303
30580	Failure to ensure that a dangerous dog is properly confined on owner's residential premises	Not Taxable	\$303
30580	Failure to ensure that a dangerous dog is properly confined on owner's non-residential premises	Not Taxable	\$303
30580	Failure of the owner of a menacing dog to notify the Council within 24 hours that the dog is missing	Not Taxable	\$303
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	\$303
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	\$303
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	\$303
30580	Keeping a restricted breed dog not acquired before 3 November 2005	Not Taxable	\$220
30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	\$303
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	\$303
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	\$303
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	\$303
30580	Failure to ensure that a restricted breed dog is properly confined on the owner's premises	Not Taxable	\$149
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	\$303



G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Animal Registrations (dogs and cats)</b>		
30578	Standard registration	Not Taxable	\$120
30578	Discounted registration	Not Taxable	\$41
30578	Domestic animal businesses - Licence to operate breeding establishment	Not Taxable	\$173
n/a	Replacement tags	Not Taxable	No Charge
n/a	Animal Register inspection fees	Not Taxable	No Charge
	<b>Animal Traps</b>		
2210	Security Deposit on animal traps (refundable)	Not Taxable	\$52
	<b>Building Permits</b>		
	<b>Government Levy</b>		
845	Building permit per \$1,000	Not Taxable	\$1.28/\$1,000
	Note: Applicable to all works over \$10,000		
	<b>New Dwellings and Additions, Alterations - Classification 1a</b>		
	<b>Registered Builder</b>		
30172	Up to \$50,000	Not Taxable	\$1,570
30172	\$50,000 to \$100,000	Not Taxable	\$2,060
30172	\$100,001 to \$250,000	Not Taxable	\$2,580
30172	\$250,001 to \$500,000	Not Taxable	\$3,320
30172	\$500,000 +	Not Taxable	
	<b>Owner Builder</b>		
30172	Up to \$50,000	Not Taxable	\$1,810
30172	\$50,000 to \$100,000	Not Taxable	\$2,330
30172	\$100,001 to \$250,000	Not Taxable	\$2,880
30172	\$250,001 to \$500,000	Not Taxable	\$3,935
30172	\$500,000 +	Not Taxable	
	<b>Sheds</b>		
	<b>Farm / Agricultural Sheds (Property Located in Rural Zone)</b>		
30172	0 > 120 m2	Not Taxable	\$1,045
30172	> 120 m2	Not Taxable	\$1,445
	<b>Domestic Zone</b>		
30172	0 > 120 m2	Not Taxable	\$1,045
30172	120 - 250 m2	Not Taxable	\$1,445
30172	> 250 m2	Not Taxable	POA
	<b>Other Building Works</b>		
30172	Verandahs, Pergolas, Carports, Masts etc	Not Taxable	\$1,045
30172	Fences (incl. pool barriers, retaining walls)	Not Taxable	\$660
30172	Re-Stump	Not Taxable	\$1,045

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Building Permits (cont.)</b>		
30172	Re-Clad	Not Taxable	\$870
30172	Conc. Swim Pools	Not Taxable	\$1,130
30172	Fibreglass Swim Pools	Not Taxable	\$1,045
30172	Swimming Pool Barrier Inspection and Report	Not Taxable	\$300
	<b>Additional Inspections</b>		
30172	Inspection - Council issued permit is current - Residential	Not Taxable	\$205
30172	Inspection - Council issued permit is current - Commercial	Not Taxable	\$305
30172	Inspection - Council issued permit has lapsed	Not Taxable	\$510
	<b>Unit Developments</b>		
30172	2 Units	Not Taxable	\$2,950
30172	3 Units	Not Taxable	\$4,060
30172	4 Units +	Not Taxable	\$1,230 per unit
	<b>House Relocation -Re-erection (Pre Used Buildings)</b>		
30172	Minimum Fee	Not Taxable	\$2,255
2210	Security Deposit as per Building Regulations 2006 Reg 323	Not Taxable	\$5,000
	<b>Commercial &amp; Industrial (Classifications 2 - 9)</b>		
30172	Floor area < 300m2	Not Taxable	\$2,255
30172	Floor area 300m2 - 500m2	Not Taxable	\$2,665
30172	Floor area > 500m2	Not Taxable	Min \$4,715 Max POA
	<b>Change of Use</b>		
30172	Minimum Fee	Not Taxable	Min \$1,535 Max POA
	<b>Temporary Structures and Special Use Occupancy Permits</b>		
30172	Place of Public Entertainment	Not Taxable	\$1,522
30172	Marquees and Seating Stands	Not Taxable	\$340
	<b>Demolition</b>		
30172	BCA Classes 1 & 10	Not Taxable	\$1,435
30172	BCA Classes 2 - 9	Not Taxable	POA
	<b>Other Fees</b>		
	<b>Building Certificate</b>		
30170	Request for Building Information	Not Taxable	\$48.60
30170	Request for Property Information	Not Taxable	\$48.60
30170	Request for Inspection History	Not Taxable	\$97.20
	<b>Variation to Existing Building Permit</b>		
30172	Request to vary an existing Building permit (additional levies and inspection fees may also be required)	Not Taxable	\$200
	<b>Copy of Plans/Permit</b>		
30172	Request for a copy of Plans	Not Taxable	\$155
30172	Request for copy of Building or Occupancy Permit	Not Taxable	\$100
	<b>Extension of Time to Complete Current Building Permit</b>		
30172	All Classes (One year extension max, includes one inspection)	Not Taxable	Original fee x 30%

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Building Permits (cont.)</b>		
	<b>Council Lodgement Fee</b>		
30174	Domestic and Commercial work \$5,000 or more	Not Taxable	\$36.40
30172	Title Search	Not Taxable	\$32.00
	<b>Matters requiring Council Report</b>		
30178	Demolition Consent	Not Taxable	\$60.90
30178	Assessment of Illegal Building Work (Discretion by MBS may be used in special circumstances)	Not Taxable	Permit Fee + 200%
30178	Modification Comments Class 1	Not Taxable	\$255
30178	Modification Comments Classes 2-9	Not Taxable	\$510
30178	<b>Matters requiring Council Consent &amp; Report</b>		
30178	Siting Matters Regulation No's 408-431	Not Taxable	\$244
30178	Non Siting Matters Various Regulations	Not Taxable	\$244
30178	Variation to a Consent	Not Taxable	\$185
30178	Council Comments (Built Without Council Consent/Report)	Not Taxable	\$520
71774	Legal Point of Discharge Determination	Not Taxable	\$60.90
	<b>Childcare</b>		
50195	Daily	Not Taxable	\$101
50195	Half Day	Not Taxable	\$55
50195	Weekly	Not Taxable	\$448
50195	4 Days	Not Taxable	\$380
	<b>Community Bus</b>		
50378/80	Community groups	Taxable	\$2.30/km
50378/80	Private hire	Taxable	\$3.10/km
	<b>Community Transport*</b>		
50380/84	Community Transport - one way short trip	Taxable	\$12
50380/84	Community Transport Short Trip	Taxable	\$22
50380/84	Community Transport Long Trip	Taxable	\$52
50380/85	Community Transport - 1.5 hours plus trip	Taxable	\$56 - \$76
50380/84	Community Transport Shared Trip (within region)	Taxable	\$8.10
	*Fees subject to Directors' discretion		
10172	<b>Disabled Parking Permits</b>	Not Taxable	\$9.20
40082	<b>Dishonoured Cheques</b>	Not Taxable	\$45 + Bank Fees
	<b>Elections</b>		
2210	Candidate deposits	Not Taxable	\$250
11170	Failure to vote fines (Penalty units may change on 1 July)	Not Taxable	\$74

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Family Day Care Administration Levy</b>		
5017003	Administration Levy	Taxable	\$0.41/hr
	<b>Family Day Care Recommended Fees</b>		
N/A	Core Hours	Not Taxable	\$8.40/hr
N/A	Non Core Hours	Not Taxable	\$12.60/hr
	CARE GIVERS MAY SET OWN FEES		
	<b>Farmers' Market</b>		
20082	Unpowered Site	Taxable	\$56
20082	Powered Site	Taxable	\$73
20082	Community Group	Taxable	\$28
	<b>Fire Prevention Notices</b>		
30376	Fire Hazard Removal	Taxable	\$160 + Costs
30376	Failure to comply with Fire Notice	Not Taxable	\$1,408.00
	<b>Freedom of Information Requests</b>		
91171	FOI Application Fee	Not Taxable	\$26.50
91171	FOI Search Fee	Not Taxable	\$19.90
91171	FOI Supervision Charge	Not Taxable	\$4.98
91171	FOI Photocopy Charge (Black & White)	Not Taxable	\$0.20 per A4 page
91171	Providing access in another form (not copied)	Not Taxable	All costs incurred
91171	Charge for listening to or viewing a tape	Not Taxable	All costs incurred
91171	Charge for making a written transcript of a tape	Not Taxable	All costs incurred
	<b>Food Premises and Environmental Health</b>		
30670	New Premises	Not Taxable	50% surcharge on appropriate renewal fee
30670	Temporary Registration	Not Taxable	\$82
30670	Transfer of Registration	Not Taxable	\$250
30670	General Inspection Fee - New/Alteration	Not Taxable	\$133
	<b>Renewal of Registration</b>		
30670	Food Premises Class 1	Not Taxable	\$514
30670	Food Premises Class 2 - General	Not Taxable	\$451
30670	Food Premises Class 2 - Large/Manufacturing (eg > 10 staff)	Not Taxable	\$620
30670	Food Premises Class 3 - General Low Risk	Not Taxable	\$349
30670	Food Premises Class 3 - Clubs	Not Taxable	\$105

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Food Premises and Environmental Health (cont.)</b>		
30670	Food Premises Class 3 - Wineries	Not Taxable	\$277
30670	Food Premises Class 4	Not Taxable	No Charge
30674	Septic Tank Installation Permit	Not Taxable	\$530
30674	Septic Tank Alteration Permit	Not Taxable	\$255
30670	Prescribed Accommodation	Not Taxable	\$255
30670	Health Premises Registration - Renewal	Not Taxable	\$272
30670	Health Premises Registration	Not Taxable	\$405
30674	Septic Tank Assessment - New	Not Taxable	\$160
30674	Extension of Time to Septic Permit - New	Not Taxable	\$130
30674	Archive Health File Recovery - New	Not Taxable	\$32
	<b>Garbage Collection and Bins</b>		
80070	Residential Garbage Including Recycling	Not Taxable	\$200
80070	Second Service Garbage Collection	Not Taxable	\$137
80070	Second Service Recycling Collection	Not Taxable	\$55
80070	Residential State Landfill Levy	Not Taxable	\$38
80070	Commercial Garbage Including Recycling (Cost Recovery)	Not Taxable	\$200
80070	Commercial State Landfill Levy	Not Taxable	\$38
80070	Purchase of 240L Bins	Taxable	\$80
50280/94	<b>HACC - Planned Activity Groups*</b>	Not Taxable	\$10.50
	<b>HACC - Community Aged Care Packages</b>		
	HACC Brokerage Fees		
50290	Home Care	Not Taxable	\$48/hr
50290	Home Care - After Hours	Not Taxable	\$57/hr
50290	Home Care - Public Holidays	Not Taxable	\$74/hr
50290	Personal Care	Not Taxable	\$50/hr
50290	Personal Care - After Hours	Not Taxable	\$57/hr
50290	Personal Care - Public Holidays & Weekend	Not Taxable	\$74/hr
50290	Respite Care	Not Taxable	\$50/hr
50290	Respite Care - After Hours	Not Taxable	\$57/hr
50290	Respite Care - Public Holidays & Weekend	Not Taxable	\$74/hr
50290	Home Maintenance	Not Taxable	\$60/hr
50290	Meals on Wheels	Not Taxable	\$12/hr
	<b>HACC - Delivered Meals*</b>		
50285	Main Course	Not Taxable	\$7.40
50285	Dessert	Not Taxable	\$3.20

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>HACC - General Home Care*</b>		
50271	Low Fee	Not Taxable	\$7.40/hr
50271	Medium Fee	Not Taxable	\$15.80/hr
50271	High Fee	Not Taxable	\$48.40/hr
50271	Travel with Client	Not Taxable	\$0.72/km
50271	Couple	Not Taxable	\$7.40/hr
	<b>HACC - Personal Care*</b>		
50276	Low Fee	Not Taxable	\$4.70/hr
50276	Medium Fee	Not Taxable	\$9.40/hr
50276	High Fee	Not Taxable	\$50.40/hr
	<b>HACC - Property Maintenance - Indoor*</b>		
50274	Low Fee	Not Taxable	\$14.60/hr
50274	Medium Fee	Not Taxable	\$19.50/hr
50274	High Fee	Not Taxable	\$60.50/hr
50274	<b>HACC - Property Maintenance - Outdoor*</b>	Not Taxable	\$16.90/hr
50273	<b>HACC - Property Maintenance Materials Reimbursement</b>	Not Taxable	Full Cost Recovery
	<b>HACC - Respite*</b>		
50278	Low Fee	Not Taxable	\$4.70/hr
50278	Medium Fee	Not Taxable	\$8.90/hr
50278	High Fee	Not Taxable	\$50.40/hr
	<b>Insurance</b>		
20082	Farmers Market Stall	Taxable	\$43
60086	Hall Hire	Taxable	\$31
	<b>Library Service</b>		
N/A	User pays services provided by Geelong Regional Library Corporation		Refer to Geelong Regional Library for fees & charges.
	<b>Local Laws</b>		
30570	Copies of any local laws	Not Taxable	\$14.70
30570	Abandoned vehicle removal	Not Taxable	At cost
30570	Street entertainment applications (busking & street parties)	Not Taxable	No Charge
30570	Community events permit fees	Not Taxable	No Charge
30570	Charity bins	Not Taxable	No Charge
30570	Street furniture permits	Not Taxable	\$173

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Local Laws (cont.)</b>		
30570	Roadside signage permits	Not Taxable	\$173
30570	Animal keeping permits	Not Taxable	\$173
30570	Hoarding permits (erection of hoardings/advertisements) Transport Act 1983	Not Taxable	\$173
30570	Camping Permit	Not Taxable	\$173
	<b>Maps</b>		
91170	Fee per A4 plan	Taxable	\$16.50
91170	Fee (large projects)	Taxable	\$96.00
	<b>Photocopying</b>		
91170	Single sided A4 – Community Groups	Taxable	\$0.30
91170	Double sided A4 – Community Groups	Taxable	\$0.40
91170	Single sided A3 – Community Groups	Taxable	\$0.40
91170	Double sided A3 – Community Groups	Taxable	\$0.50
91170	Single sided A4 – Private	Taxable	\$0.50
91170	Double sided A4 – Private	Taxable	\$1.05
91170	Single sided A3 – Private	Taxable	\$1.05
91170	Double sided A3 – Private	Taxable	\$1.15
	<b>Planning</b>		
	<b>Planning Permits to Develop Land for :</b>		
30072	Use Only Permit	Not Taxable	\$502
30072	Permit for Dwelling (single) \$10,000 - \$100,000	Not Taxable	\$239
30072	Permit for Dwelling (single) > \$100,001	Not Taxable	\$490
	<b>Development (other than single dwelling per lot):</b>		
30072	\$0 - \$10,000	Not Taxable	\$102
30072	\$10,000 - \$250,000	Not Taxable	\$604
30072	\$250,000 - \$500,000	Not Taxable	\$707
30072	\$500,000 - \$1,000,000	Not Taxable	\$815
30072	\$1,000,000 - \$7,000,000	Not Taxable	\$1,153
30072	\$7,000,000 - \$10,000,000	Not Taxable	\$4,837
30072	\$10,000,000 - \$50,000,000	Not Taxable	\$8,064
30072	\$50,000,000	Not Taxable	\$16,130
	<b>Subdivision/Restrictions/Easements (Permit):</b>		
30072	To subdivide existing building	Not Taxable	\$386
30072	To subdivide land into two lots	Not Taxable	\$386
30072	Realignment (lots) or consolidation (two or more lots)	Not Taxable	\$386
30072	Subdivide Land (3 or more lots)	Not Taxable	\$781
30072	Remove restriction (special circumstances)	Not Taxable	\$249
30072	Create, vary or remove restriction	Not Taxable	\$541
30072	Create, vary or remove easement	Not Taxable	\$404

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Planning (cont.)</b>		
	<b>Subdivision Certification (Subdivision Act 1988):</b>		
30074	Certification of Subdivision Plan	Not Taxable	\$100 + \$20/lot
30074	Recertification of Subdivision Plan	Not Taxable	\$100
30074	Procedural (exempt, consolidation, etc)	Not Taxable	\$100
	<b>Development &amp; Public Open Space Contributions:</b>		
30079	Public Open Space Contributions	Not Taxable	5% of value
30080	Development Community Contribution - other than Bannockburn	Not Taxable	\$500 per new lot
30080	Development Community Contribution - Bannockburn	Not Taxable	\$2,765 per new lot
71880	Preparation of Engineering Plans by Council	Taxable	3.5% of value
71880	Plan checking by Council of consultants engineering plans	Not Taxable	0.75% of value
71880	Council Supervision of Construction	Not Taxable	2.5% of value
	<b>General Planning Fees:</b>		
30072	Extension of Time (Permit)	Not Taxable	\$188
30072	Amend permit application after notice	Not Taxable	\$102
30072	Amend permit amendment application after notice	Not Taxable	\$102
30075	Certificate of Compliance	Not Taxable	\$147
30075	Satisfaction Matters	Not Taxable	\$102
30075	Written Planning Enquiry Response Fee	Taxable	\$70/hr min
30075	Archive Planning File Recovery	Not Taxable	\$32.00
30075	Title Search Fee (per property)	Not Taxable	Cost + \$32.00
	<b>Planning Scheme Amendments:</b>		
30078	Stage 1 Fee - Request for amendments for planning scheme	Not Taxable	\$798
30078	Stage 2 Fee - for considering submissions to an amendment of charge and referral to a panel	Not Taxable	\$798
30078	Stage 3 Fee - Adopting amendment and submitting for approval	Not Taxable	\$524
	<b>Planning Permit Amendment Fees:</b>		
30072	Class 1 - change use for which the land may be used	Not Taxable	\$502
30072	Class 2 - change preamble, conditions, or any other change not specified	Not Taxable	\$502
30072	Class 3 - Single dwelling between \$10,000 - \$100,000 (additional value)	Not Taxable	\$239
30072	Class 4 - Single dwelling above \$100,000 (additional value)	Not Taxable	\$490
30072	Class 5 - Additional development below \$10,000 (across the board)	Not Taxable	\$102
30072	Class 6 - Additional development between \$10,000 to \$250,000	Not Taxable	\$604
30072	Class 7 - Additional development between \$250,000 to \$500,000	Not Taxable	\$707
30072	Class 8 - Additional development greater than \$500,000	Not Taxable	\$815
30072	Class 9 - Subdivision changes	Not Taxable	\$386



G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Planning (cont.)</b>		
	<b>Council Prepared Advertising:</b>		
30073	Preparing & posting of advertising letters (per letter)	Taxable	\$4.70
30073	Provision of Advertising Sign only (per sign)	Taxable	\$14.70
30073	Erection of Site Notice sign (1 only, inc. cost of sign)	Taxable	\$231.00
30073	Additional signs (for each additional sign required, inc. cost of sign)	Taxable	\$28.70
30073	Arrange notice in newspapers (per each newspaper notice)	Taxable	Cost + \$46.00
	<b>Private Works</b>		
71880	Supervision of private works	Taxable	POA
71870	Design works	Taxable	POA
	<b>Property Information</b>		
40174	Land information certificates	Not Taxable	\$20.00
40174	LIC Urgent Supply (1 working day)	Taxable	\$85.00
40176	Ownership details (fencing inquiry only)	Not Taxable	Nil
40176	Forwarding of correspondence to ratepayer	Taxable	\$25.00
40176	Rate search	Not Taxable	\$49.00/hr
40172	Admin charge – sale of land – unpaid rates	Taxable	\$746.00
40176	Sale of Road Numbers (per digit)	Taxable	\$1.55
	<b>Rent and Leases</b>		
30498	Grazing/Occupation	Taxable	\$173.00
40084	Kindergartens	Taxable	\$11.00
40084	Bowling Clubs	Taxable	\$11.00
40084	Golf Courses	Taxable	\$11.00
40084	Vacant Land	Taxable	POA
40084	Mobile Phone Tower Sites (Council land)	Taxable	POA
	<b>Road Closures</b>		
N/A	Temporary street closures applications	Not Taxable	Nil
	<b>Road Maintenance Levies</b>		
70070	Gravel Cartage Levy	Taxable	Rates as per legal agreement + CPI increases.
	<b>Consent to Work in a Road Reserve Charges</b>		
70072	Vehicle crossing permits (where footpath exists)	Taxable	\$65.00
70072	Permit/Inspection fees	Taxable	\$65.00
70072	Reinstatement costs (where carried out by Council)	Not Taxable	At cost
2210	Security bond (major jobs)	Not Taxable	POA

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
N/A	<b>Roadside Grazing Permits</b>	Not taxable	Nil
	<b>Room Hire</b>		
	<b>Bannockburn Cultural Centre - Barwon Room, Youth Room, Grenville Room, Bannockburn Room, Leigh Room, Moorabool Room **</b>		
	<b>Community Groups</b>		
50471	Hourly Rate - Casual	Taxable	\$10.25
50471	Hourly Rate - Regular	Taxable	\$9.25
	<b>Community Benefit</b>		
50471	Hourly Rate - Casual	Taxable	\$15.40
50471	Hourly Rate - Regular	Taxable	\$13.85
	<b>Private/Commercial</b>		
50471	Hourly Rate - Casual	Taxable	\$25.65
50471	Hourly Rate - Regular	Taxable	\$23.10
	<b>Bannockburn Cultural Centre - Combined Hire of Leigh and Moorabool Rooms **</b>		
	<b>Community Groups</b>		
50471	Hourly Rate - Casual	Taxable	\$12.30
50471	Hourly Rate - Regular	Taxable	\$11.10
	<b>Community Benefit</b>		
50471	Hourly Rate - Casual	Taxable	\$18.45
50471	Hourly Rate - Regular	Taxable	\$16.60
	<b>Private/Commercial</b>		
50471	Hourly Rate - Casual	Taxable	\$30.75
50471	Hourly Rate - Regular	Taxable	\$27.70
	<b>Bannockburn Cultural Centre - Hall and Kitchen **</b>		
	<b>Community Groups</b>		
50471	Hourly Rate - Casual	Taxable	\$20.50
50471	Hourly Rate - Regular	Taxable	\$18.45
50471	Full Day - Casual	Taxable	\$123.00
50471	Full Day - Regular	Taxable	\$110.70
	<b>Commercial Benefit</b>		
50471	Hourly Rate - Casual	Taxable	\$30.75
50471	Hourly Rate - Regular	Taxable	\$27.70
50471	Full Day - Casual	Taxable	\$184.50
50471	Full Day - Regular	Taxable	\$166.20
	<b>Private/Commercial</b>		
50471	Hourly Rate - Casual	Taxable	\$51.25
50471	Hourly Rate - Regular	Taxable	\$46.15
50471	Full Day - Casual	Taxable	\$307.50
50471	Full Day - Regular	Taxable	\$276.75

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Room Hire (cont.)</b>		
	<b>Bannockburn Cultural Centre - Hall **</b>		
	<b>Community Groups</b>		
50471	Hourly Rate - Casual	Taxable	\$15.40
50471	Hourly Rate - Regular	Taxable	\$13.85
50471	Full Day - Casual	Taxable	\$92.25
50471	Full Day - Regular	Taxable	\$83.00
	<b>Commercial Benefit</b>		
50471	Hourly Rate - Casual	Taxable	\$23.05
50471	Hourly Rate - Regular	Taxable	\$20.75
50471	Full Day - Casual	Taxable	\$138.30
50471	Full Day - Regular	Taxable	\$124.50
	<b>Private/Commercial</b>		
50471	Hourly Rate - Casual	Taxable	\$38.45
50471	Hourly Rate - Regular	Taxable	\$34.60
50471	Full Day - Casual	Taxable	\$230.70
50471	Full Day - Regular	Taxable	\$207.65
	<b>Bannockburn Cultural Centre - Kitchen **</b>		
	<b>Community Groups</b>		
50471	Hourly Rate - Casual	Taxable	\$5.15
50471	Hourly Rate - Regular	Taxable	\$4.60
50471	Full Day - Casual	Taxable	\$30.75
50471	Full Day - Regular	Taxable	\$27.70
	<b>Commercial Benefit</b>		
50471	Hourly Rate - Casual	Taxable	\$7.70
50471	Hourly Rate - Regular	Taxable	\$6.90
50471	Full Day - Casual	Taxable	\$46.20
50471	Full Day - Regular	Taxable	\$41.50
	<b>Private/Commercial</b>		
50471	Hourly Rate - Casual	Taxable	\$12.80
50471	Hourly Rate - Regular	Taxable	\$11.50
50471	Full Day - Casual	Taxable	\$76.80
50471	Full Day - Regular	Taxable	\$69.20
	<b>Bond - Hall Hire **</b>		
2210	Security Bond (private functions)	Not Taxable	\$500.00
	<b>Bannockburn Family Services Centre - Consulting Rooms **</b>		
	The following room hire fees exclude fees for users with MOU's		
	<b>Community Groups</b>		
50487	Hourly Rate - Casual	Taxable	\$8.20
50487	Hourly Rate - Permanent	Taxable	\$7.40
	<b>Community Benefit</b>		
50487	Hourly Rate - Casual	Taxable	\$12.30

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Room Hire (cont.)</b>		
50487	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Private/Commercial</b>		
50487	Hourly Rate - Casual	Taxable	\$20.50
50487	Hourly Rate - Permanent	Taxable	\$18.45
	<b>Bannockburn Family Services Centre - Multi Purpose Room **</b>		
	The following room hire fees exclude fees for users with MOU's		
	<b>Community Groups</b>		
50487	Hourly Rate - Casual	Taxable	\$12.30
50487	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Community Benefit</b>		
50487	Hourly Rate - Casual	Taxable	\$18.45
50487	Hourly Rate - Permanent	Taxable	\$16.60
	<b>Private/Commercial</b>		
50487	Hourly Rate - Casual	Taxable	\$30.75
50487	Hourly Rate - Permanent	Taxable	\$27.70
	<b>Northern Community Centre - Consulting Rooms **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50486	Hourly Rate - Casual	Taxable	\$8.20
50486	Hourly Rate - Permanent	Taxable	\$7.40
	<b>Community Benefit</b>		
50486	Hourly Rate - Casual	Taxable	\$12.30
50486	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Private/Commercial</b>		
50486	Hourly Rate - Casual	Taxable	\$20.50
50486	Hourly Rate - Permanent	Taxable	\$18.45
	<b>Northern Community Centre - Leigh Room **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50486	Hourly Rate - Casual	Taxable	\$10.25
50486	Hourly Rate - Permanent	Taxable	\$9.25
	<b>Community Benefit</b>		
50486	Hourly Rate - Casual	Taxable	\$15.40
50486	Hourly Rate - Permanent	Taxable	\$13.85
	<b>Private/Commercial</b>		
50486	Hourly Rate - Casual	Taxable	\$25.65
50486	Hourly Rate - Permanent	Taxable	\$23.10
	<b>Northern Community Centre - Grenville Room and Children's Room **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50486	Hourly Rate - Casual	Taxable	\$12.30

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Room Hire (cont.)</b>		
50486	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Community Benefit</b>		
50486	Hourly Rate - Casual	Taxable	\$18.45
50486	Hourly Rate - Permanent	Taxable	\$16.60
	<b>Private/Commercial</b>		
50486	Hourly Rate - Casual	Taxable	\$30.75
50486	Hourly Rate - Permanent	Taxable	\$27.70
	<b>Smythesdale Business, Health and Community Hub - Consulting Rooms **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50489	Hourly Rate - Casual	Taxable	\$8.20
50489	Hourly Rate - Permanent	Taxable	\$7.40
	<b>Community Benefit</b>		
50489	Hourly Rate - Casual	Taxable	\$12.30
50489	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Private/Commercial</b>		
50489	Hourly Rate - Casual	Taxable	\$20.50
50489	Hourly Rate - Permanent	Taxable	\$18.45
	<b>Smythesdale Business, Health and Community Hub - Board Room **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50489	Hourly Rate - Casual	Taxable	\$10.25
50489	Hourly Rate - Permanent	Taxable	\$9.25
	<b>Community Benefit</b>		
50489	Hourly Rate - Casual	Taxable	\$15.40
50489	Hourly Rate - Permanent	Taxable	\$13.85
	<b>Private/Commercial</b>		
50489	Hourly Rate - Casual	Taxable	\$25.65
50489	Hourly Rate - Permanent	Taxable	\$23.10
	<b>Smythesdale Business, Health and Community Hub - Multi Purpose Room **</b>		
	The following room hire fees exclude permanent tenant fees		
	<b>Community Groups</b>		
50489	Hourly Rate - Casual	Taxable	\$12.30
50489	Hourly Rate - Permanent	Taxable	\$11.10
	<b>Community Benefit</b>		
50489	Hourly Rate - Casual	Taxable	\$18.45
50489	Hourly Rate - Permanent	Taxable	\$16.60
	<b>Private/Commercial</b>		
50489	Hourly Rate - Casual	Taxable	\$30.75
50489	Hourly Rate - Permanent	Taxable	\$27.70

G/L	Description	GST	2015-16 Suggested Fee Incl. GST \$
	<b>Standpipe Water</b>		
30374	Per 5,000 Litres	Not Taxable	\$21.50
	<b>Tips</b>		
80172	Bulk rate per cubic metre (inc trailers, utes, etc)	Taxable	\$36.90 m3
80172	Car boot load	Taxable	\$18.00
80172	Tyres	Taxable	\$12.00
80172	Tyres with Rims	Taxable	\$14.00
80172	Truck Tyres	Taxable	\$46.00
80172	Tractor Tyres	Taxable	\$56.00
80172	Car Bodies	Taxable	\$87.00
80172	Green Waste	Taxable	\$23.00/m3

## 6.3 COMMUNITY GRANTS

Details to be inserted after Council workshop

Applicant Name	Project Title	Total Project Cost	Requested Funding	Approved Funding
Advance Meredith Association Inc.	Highway Tree Guard Project Stage 5	4,520	2,960	2,260
Bannockburn & District Bowls Club	Installation of Solar Power	7,800	3,900	3,900
Bannockburn & District Lions Club	Artificial Grass at Bannockburn Lions Park	15,480	5,000	5,000
Bannockburn Cricket Club	Cricket Pitch Resurfacing	7,000	3,500	3,500
Bannockburn Football and Netball Club	Victoria Park Safety Netting Stage 1	14,000	8,000	5,000
Bannockburn Golf Club	Adherence of OHS Regulations 2007	2,738	1,238	619
Bannockburn Kindergarten	Equipment for Outdoor Play	3,965	1,983	1,983
Bannockburn Scouts	Equipment for New Ventura Group	4,500	2,250	2,250
Batesford Fyansford Stonehaven Landcare Group	BFS Landcare Group Promotional Brochure	1,560	780	780
Berringa Community Committee Inc.	Replacement of Front Water Tank	1,654	1,114	827
Clarksdale Sanctuary	Clarksdale Birdtracks	7,843	2,213	2,213
Golden Plains Hockey Club Inc.	Club Expansion, Development and Safety Improvements	4,680	2,160	1,279
Golden Plains Soccer Club	GPSC Facilities Enhancement	9,744	4,872	4,872
Haddon Badminton Club	Trophy / Display Cabinet	5,172	2,586	2,586
Inverleigh Bowls Club	Sunsmart Shading to North Verandah of Club Rooms, Acoustics to Clubroom Dining Room, Aluminium Outdoor Seating	15,000	7,500	5,000
Inverleigh Golf Club	Increasing Undercover Area to Host 2016 Men's Victorian Sand Green Championships	15,280	5,000	5,000
Inverleigh Kindergarten and Occasional Care	Storage Upgrade	8,262	4,131	4,131
Inverleigh Public Hall CoM	Window Treatments	2,930	1,465	1,465
Leighdale Pony Club	All the Pretty Ponies	10,302	5,000	5,000
Lethbridge Community Coordinators/ Lethbridge Town Hall Committee	Love Our Hall!	8,230	5,140	4,150
Lethbridge Recreation Reserve Committee of Management	Kitchen and Ancillary Upgrade	15,000	5,000	5,000
Lethbridge Tennis Club	Lethbridge Tennis Lights Stage 1	18,009	5,000	5,000
Linton and District Bowling Club	Interior Refurbishment of Club House	4,000	2,000	2,000

Applicant Name	Project Title	Total Project Cost	Requested Funding	Approved Funding
Linton and District Historical Society	Restoration of Nelson's Undertakers Building - Stage 3	6,217	2,825	2,825
Linton and District Progress Association Inc.	'What's On' Linton Community Notice Board	7,312	3,655	3,656
Linton Recreation Reserve CoM	Upgrade of Kitchen Appliances	11,126	5,000	5,000
Mannibadar Hall Committee	Heating and Cooling for the Meeting Room	3,290	1,640	1,645
Meredith Angling Club	Stage 3 Refurbishment of RSL Hall Meredith	10,150	5,000	5,000
Meredith Golf Club Inc.	Purchase of New Ride On Mower	6,842	3,421	3,421
Meredith Kindergarten Inc.	Community Hub Community Garden	4,588	2,294	2,294
Napoleons & District Historical Society (Black Lead Church)	Repainting of Meeting Room Exterior	7,700	3,850	3,850
Rokewood Recreation Reserves Committee of Management	Rokewood Lagoon - New Safety Gate, Decking on Pier and Replace Shelter Roof	6,222	3,111	3,055
Ross Creek Landcare Group	Interpretive Signs in Ross Creek Nature Reserve	3,000	1,500	1,800
Ross Creek Rec Reserve Committee	Tables and Blinds	2,200	1,350	1,100
Ross Creek Tennis Club Inc.	Keeping The Ball In Play	3,475	1,700	413
Shelford Progress Association Inc.	Shelford Extends the Network of Community Marquees	2,560	1,280	1,280
Smythesdale Public Gardens Committee/Smythesdale Progress Association	The Ship Tree	10,998	5,000	5,000
Teesdale Grassy Woodlands Committee	Teesdale Grassy Woodlands Interpretive Sign Display	9,000	4,500	4,500
Teesdale Recreation Reserve	Sports Storage at Don Wallace Reserve	16,000	8,000	5,000
Woody Yaloak Catchment Group	Partners in Roadside Weed Management	10,950	5,000	5,000
Woody Yaloak Equestrian Association (Friends of Woody)	Cross Country Flags	6,122	3,000	3,000
Woody Yaloak Equestrian Centre	Sand for Large Arena	10,000	5,000	5,000
Woody Yaloak Recreation Facility	Kitchen Upgrade	9,810	4,905	4,905
YMCA - Geelong	Activation Bannockburn - Virtual Y Health Station	4,649	2,325	2,325
<b>Total</b>		<b>339,880</b>	<b>157,148</b>	<b>143,884</b>



## 6.4 INCOME STATEMENT BY KEY STRATEGIC ACTIVITY AND PROGRAM

### OPERATING BUDGET 2015-16 KEY STRATEGIC ACTIVITY SUMMARY

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Citizen and Customer Service	Expenditure	(966,514)	(986,799)	(1,062,060)
	Income	31,331	28,815	32,713
	NET	(935,183)	(957,984)	(1,029,347)
Civic Leadership	Expenditure	(2,591,482)	(2,736,334)	(2,641,522)
	Income	145,707	559,716	337,537
	NET	(2,445,775)	(2,176,618)	(2,303,985)
Economic Development	Expenditure	(1,589,925)	(761,786)	(592,903)
	Income	1,080,756	273,997	111,157
	NET	(509,169)	(487,789)	(481,746)
Environment and Land Use Plan	Expenditure	(3,127,969)	(3,802,385)	(3,558,913)
	Income	1,486,914	1,066,366	1,084,044
	NET	(1,641,055)	(2,736,019)	(2,474,869)
Financial Management	Expenditure	(2,110,613)	(2,409,692)	(2,449,880)
	Income	21,234,926	22,926,407	24,632,592
	NET	19,124,313	20,516,715	22,182,712
Human Support Services	Expenditure	(6,514,353)	(7,335,908)	(8,270,072)
	Income	4,183,866	4,713,806	5,538,104
	NET	(2,330,487)	(2,622,102)	(2,731,968)
Recreation and Community Development	Expenditure	(5,685,744)	(12,579,361)	(7,000,020)
	Income	3,150,213	8,299,386	2,900,456
	NET	(2,535,531)	(4,279,975)	(4,099,564)
Roads and Streets Infrastructure	Expenditure	(7,848,424)	(9,362,135)	(9,678,307)
	Income	3,773,199	2,741,735	2,857,568
	NET	(4,075,225)	(6,620,400)	(6,820,739)
Waste management	Expenditure	(1,792,772)	(2,046,847)	(2,080,480)
	Income	1,891,155	2,054,740	2,082,002
	NET	98,383	7,893	1,522
Unit Total	Total Expenditure	(32,227,795)	(42,021,248)	(37,334,157)
	Total Income	36,978,067	42,664,967	39,576,173
Total Surplus		4,750,272	643,719	2,242,016

## CITIZEN AND CUSTOMER SERVICE

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Communications and Marketing	Expenditure	(573,028)	(597,486)	(665,420)
	Income	20,989	20,054	22,900
	<b>NET</b>	<b>(552,039)</b>	<b>(577,432)</b>	<b>(642,520)</b>
Customer Service Centres	Expenditure	(393,486)	(389,313)	(396,640)
	Income	10,342	8,761	9,813
	<b>NET</b>	<b>(383,144)</b>	<b>(380,552)</b>	<b>(386,827)</b>
Key Result Area Total				
	Expenditure	(966,514)	(986,799)	(1,062,060)
	Income	31,331	28,815	32,713
Citizen and Customer Service Total		(935,183)	(957,984)	(1,029,347)

## CIVIC LEADERSHIP

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Governance				
	Expenditure	(843,375)	(920,455)	(929,733)
	Income	45,701	59,800	70,955
	NET	(797,674)	(860,655)	(858,778)
Elections				
	Expenditure	(18,332)	(19,423)	(19,941)
	Income	3,275	1,988	2,273
	NET	(15,057)	(17,435)	(17,668)
Meetings				
	Expenditure	(82,205)	(114,580)	(94,777)
	Income	311	34	25
	NET	(81,894)	(114,546)	(94,752)
Strategic and Service Planning				
	Expenditure	(899,898)	(958,620)	(988,254)
	Income	114,535	90,345	103,257
	NET	(785,363)	(868,275)	(884,997)
Emergency Management Plan and SES				
	Expenditure	(469,457)	(437,503)	(312,611)
	Income	(28,051)	398,919	151,168
	NET	(497,508)	(38,584)	(161,443)
Risk Management and OH&S				
	Expenditure	(278,215)	(285,753)	(296,206)
	Income	9,936	8,630	9,859
	NET	(268,279)	(277,123)	(286,347)
Key Result Area Total				
	Expenditure	(2,591,482)	(2,736,334)	(2,641,522)
	Income	145,707	559,716	337,537
Civic Leadership Total		(2,445,775)	(2,176,618)	(2,303,985)

**ECONOMIC DEVELOPMENT**

<b>Activity</b>	<b>Actual 2013-14 \$</b>	<b>Forecast 2014-15 \$</b>	<b>Budget 2015-16 \$</b>
<b>Economic Development</b>			
Expenditure	(1,589,925)	(761,786)	(592,903)
Income	1,080,756	273,997	111,157
<b>NET</b>	<b>(509,169)</b>	<b>(487,789)</b>	<b>(481,746)</b>
<b>Key Result Area Total</b>			
Expenditure	(1,589,925)	(761,786)	(592,903)
Income	1,080,756	273,997	111,157
<b>Economic Development Total</b>	<b>(509,169)</b>	<b>(487,789)</b>	<b>(481,746)</b>

## ENVIRONMENT AND LAND USE PLANNING

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Land Use Planning				
	Expenditure	(1,159,573)	(1,385,402)	(1,321,089)
	Income	710,921	407,776	406,970
	NET	(448,652)	(977,626)	(914,119)
Building Control				
	Expenditure	(388,860)	(477,704)	(457,591)
	Income	107,279	97,420	91,004
	NET	(281,581)	(380,284)	(366,587)
Fire Protection				
	Expenditure	(269,032)	(277,408)	(303,746)
	Income	42,295	36,337	40,882
	NET	(226,737)	(241,071)	(262,864)
Environmental Management				
	Expenditure	(334,739)	(525,644)	(442,736)
	Income	105,537	58,577	51,132
	NET	(229,202)	(467,067)	(391,604)
Community Protection				
	Expenditure	(578,074)	(612,152)	(563,657)
	Income	333,825	295,150	314,892
	NET	(244,249)	(317,002)	(248,765)
Public Health				
	Expenditure	(397,691)	(524,075)	(470,094)
	Income	187,057	171,106	179,164
	NET	(210,634)	(352,969)	(290,930)
Key Result Area Total				
	Expenditure	(3,127,969)	(3,802,385)	(3,558,913)
	Income	1,486,914	1,066,366	1,084,044
Environment and Land Use Plan Total		(1,641,055)	(2,736,019)	2,474,869

## FINANCIAL MANAGEMENT

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
General Revenue				
	Expenditure	(1,861)	(1,581)	(1,391)
	Income	20,296,890	22,383,961	23,960,725
	NET	20,295,029	22,382,380	23,959,334
Property and Rating				
	Expenditure	(847,236)	(781,879)	(872,672)
	Income	296,377	372,969	473,594
	NET	(550,859)	(408,910)	(399,078)
Statutory Reporting and Budgeting				
	Expenditure	(444,466)	(428,792)	(395,868)
	Income	34,573	35,535	21,167
	NET	(409,893)	(393,257)	(374,701)
Procurement and Contract Management				
	Expenditure	(209,332)	(331,339)	(355,783)
	Income	23,846	17,125	11,471
	NET	(185,486)	(314,214)	(344,312)
Records Management				
	Expenditure	(228,142)	(266,968)	(257,349)
	Income	7,927	5,799	6,618
	NET	(220,215)	(261,169)	(250,731)
Borrowings				
	Expenditure	(303,098)	(447,865)	(368,797))
	Income	-	-	-
	NET	(303,098)	(447,865)	(368,797)
Land Assets				
	Expenditure	-	-	-
	Income	536,870	-	-
	NET	536,870	-	-
Plant Replacement				
	Expenditure	(76,478)	(151,268)	(198,020)
	Income	38,443	111,018	159,017
	NET	(38,035)	(40,250)	(39,003)
Key Result Area Total				
	Expenditure	(2,110,613)	(2,409,692)	(2,449,880)
	Income	21,234,926	22,926,407	24,632,592
Financial Management Total		19,124,313	20,516,715	22,182,712

## HUMAN SUPPORT SERVICES

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Maternal and Child Health	Expenditure	(509,274)	(613,770)	(695,758)
	Income	183,991	227,678	245,525
	NET	(325,283)	(386,092)	(450,233)
Childrens Services	Expenditure	(2,172,962)	(2,747,296)	(646,278)
	Income	1,605,623	2,238,608	232,764
	NET	(567,339)	(508,688)	(413,514)
Aged and Disability Services	Expenditure	(1,944,195)	(2,083,836)	(2,069,092)
	Income	1,478,281	1,415,538	1,399,564
	NET	(465,914)	(668,298)	(669,528)
Community Transport	Expenditure	(196,672)	(242,810)	(213,917)
	Income	26,763	57,406	36,801
	NET	(169,909)	(185,404)	(177,116)
Community Centres	Expenditure	(925,035)	(1,007,201)	(1,024,783)
	Income	132,628	134,436	141,376
	NET	(792,407)	(872,765)	(883,407)
Kindergartens	Expenditure	(766,215)	(640,995)	(763,589)
	Income	756,580	640,140	752,451
	NET	(9,635)	(855)	(11,138)
Bannockburn Childrens Services Centre	Expenditure	-	-	(2,856,655)
	Income	-	-	2,729,623
	NET	-	-	(127,032)
Key Result Area Total	Expenditure	(6,514,353)	(7,335,908)	(8,270,072)
	Income	4,183,866	4,713,806	5,538,104
Human Support Services Total		(2,330,487)	(2,622,102)	(2,731,968)

## RECREATION AND COMMUNITY DEVELOPMENT

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Community Development	Expenditure	(494,961)	(693,995)	(794,241)
	Income	30,264	30,131	29,311
	NET	<b>(464,697)</b>	<b>(663,864)</b>	<b>(764,930)</b>
Libraries	Expenditure	(546,747)	(620,324)	(482,967)
	Income	166,673	157,553	3,245
	NET	<b>(380,074)</b>	<b>(462,771)</b>	<b>(479,722)</b>
Arts and Culture	Expenditure	(163,585)	(232,735)	(223,322)
	Income	10,915	25,155	27,666
	NET	<b>(152,670)</b>	<b>(207,580)</b>	<b>(195,656)</b>
Youth Development	Expenditure	(399,774)	(543,628)	(410,552)
	Income	125,489	101,406	72,357
	NET	<b>(274,285)</b>	<b>(442,222)</b>	<b>(338,195)</b>
Recreation planning	Expenditure	(713,947)	(743,514)	(680,540)
	Income	94,092	44,547	47,458
	NET	<b>(619,855)</b>	<b>(698,967)</b>	<b>(633,082)</b>
Recreation Construction	Expenditure	(201,244)	(248,992)	(254,361)
	Income	472,711	293,854	316,906
	NET	<b>271,467</b>	<b>44,862</b>	<b>62,545</b>
Recreation Infrastructure Maintenance	Expenditure	(1,942,052)	(2,079,598)	(2,651,941)
	Income	43,421	17,165	25,661
	NET	<b>(1,898,631)</b>	<b>(2,062,433)</b>	<b>(2,626,280)</b>
Major Projects	Expenditure	(752,350)	(6,725,738)	(952,081)
	Income	1,735,821	7,202,590	1,843,736
	NET	<b>983,471</b>	<b>476,852</b>	<b>891,655</b>
Volunteers	Expenditure	-	-	(42,904)
	Income	-	-	-
	NET	-	-	<b>(42,904)</b>
Health Promotion	Expenditure	(471,084)	(690,837)	(507,111)
	Income	470,827	426,985	534,116
	NET	<b>(257)</b>	<b>(263,852)</b>	<b>27,005</b>
Key Result Area Total	Expenditure	<b>(5,685,744)</b>	<b>(12,579,361)</b>	<b>(7,000,020)</b>
	Income	<b>3,150,213</b>	<b>8,299,386</b>	<b>2,900,456</b>
Recreation and Community Development Total		<b>(2,535,531)</b>	<b>(4,279,975)</b>	<b>(4,099,564)</b>



## ROADS AND STREETS INFRASTRUCTURE

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Sealed Road Routine Maintenance	Expenditure	(1,379,758)	(1,288,879)	(1,316,163)
	Income	109,949	84,861	171,502
	NET	(1,269,809)	(1,204,018)	(1,144,661)
Local Roads Resealing	Expenditure	(1,329,491)	(1,695,831)	(1,779,346)
	Income	5,529	7,101	8,119
	NET	(1,323,962)	(1,688,730)	(1,771,227)
Local Roads Rehabilitation	Expenditure	(939,824)	(1,650,351)	(1,670,543)
	Income	1,412	4,259	4,870
	NET	(938,412)	(1,646,092)	(1,665,673)
Local Roads Improvements	Expenditure	(99,075)	(83,171)	(59,782)
	Income	2,760,803	2,081,631	2,206,917
	NET	2,661,728	1,998,460	2,147,135
Gravel Roads Routine Maintenance	Expenditure	(692,289)	(638,760)	(675,823)
	Income	26,962	27,037	21,344
	NET	(665,327)	(611,723)	(654,479)
Gravel Resheeting	Expenditure	(353,923)	(1,088,179)	(1,089,398)
	Income	1,403	2,842	3,247
	NET	(352,520)	(1,085,337)	(1,086,151)
Bridge Maintenance	Expenditure	(396,502)	(510,516)	(527,029)
	Income	5,317	6,084	5,158
	NET	(391,185)	(504,432)	(521,871)
Tree Clearing	Expenditure	(342,989)	(345,020)	(346,806)
	Income	29	8	3
	NET	(342,960)	(345,012)	(346,803)
Gravel Pits	Expenditure	(313,684)	(254,066)	(194,067)
	Income	497,844	200,005	200,005
	NET	184,160	(54,061)	5,938

## ROADS AND STREETS INFRASTRUCTURE (Cont.)

Activity		Actual 2013-14 \$	Forecast 2014-15 \$	Budget 2015-16 \$
Asset Management	Expenditure	(236,413)	(147,319)	(352,496)
	Income	108,823	62,910	73,371
	NET	(127,590)	(84,409)	(279,125)
Drainage Maintenance Townships and Rural	Expenditure	(305,439)	(366,228)	(344,107)
	Income	18,111	18,708	17,676
	NET	(287,328)	(347,520)	(326,431)
Private Works	Expenditure	(79,243)	(86,991)	(87,671)
	Income	92,827	101,651	101,815
	NET	13,584	14,660	14,144
Linemarking, Guideposts and Sign	Expenditure	(221,400)	(211,459)	(244,172)
	Income	5,597	4,633	3,827
	NET	(215,803)	(206,826)	(240,345)
Street Lighting	Expenditure	(118,739)	(116,715)	(122,008)
	Income	-	-	-
	NET	(118,739)	(116,715)	(122,008)
Townships Maintenance	Expenditure	(807,520)	(674,108)	(675,336)
	Income	38,363	40,338	36,467
	NET	(769,157)	(633,770)	(638,869)
Bus Shelters	Expenditure	(7,031)	(14,373)	(12,627)
	Income	-	6,818	-
	NET	(7,031)	(7,555)	(12,627)
Paths and Trails	Expenditure	(225,104)	(190,169)	(180,933)
	Income	100,230	92,849	3,247
	NET	(124,874)	(97,320)	(177,686)
Key Result Area Total				
	Expenditure	(7,848,424)	(9,362,135)	(9,678,307)
	Income	3,773,199	2,741,735	2,857,568
Roads and Streets Infrastructure Total		(4,075,225)	(6,620,400)	(6,820,739)

**WASTE MANAGEMENT**

<b>Activity</b>		<b>Actual 2013-14 \$</b>	<b>Forecast 2014-15 \$</b>	<b>Budget 2015-16 \$</b>
<b>Garbage Collection</b>	Expenditure	(1,636,818)	(1,887,268)	(1,939,640)
	Income	1,874,959	2,040,142	2,064,766
	<b>NET</b>	<b>238,141</b>	<b>152,874</b>	<b>125,126</b>
<b>Municipal Tips</b>	Expenditure	(94,786)	(103,898)	(78,561)
	Income	13,445	11,759	13,991
	<b>NET</b>	<b>(81,341)</b>	<b>(92,139)</b>	<b>(64,570)</b>
<b>Litter Control</b>	Expenditure	(61,168)	(55,681)	(62,279)
	Income	2,751	2,839	3,245
	<b>NET</b>	<b>(58,417)</b>	<b>(52,842)</b>	<b>(59,034)</b>
<b>Key Result Area Total</b>				
	<b>Expenditure</b>	<b>(1,792,772)</b>	<b>(2,046,847)</b>	<b>(2,080,480)</b>
	<b>Income</b>	<b>1,891,155</b>	<b>2,054,740</b>	<b>2,082,002</b>
<b>Waste Management Total</b>		<b>98,383</b>	<b>7,893</b>	<b>1,522</b>

Note:

The above statements differ from the Comprehensive 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 Comprehensive Income Statement nets these items off to disclose only the net gain on disposal. Refer to Note 12 for further detail.

## ABBREVIATIONS

Abbreviation	Description
ABN	Australian Business Number
ANZ	Australia and New Zealand Bank
Assoc	Association
B'burn	Bannockburn
BMX	Bicycle Motor Cross
CALD	Culturally and Linguistically Diverse
CFA	Country Fire Authority
CFNP	Country Football and Netball Program
CIV	Capital Improved Value
Cond.	Condition
cont.	Continued
CPI	Consumer Price Index
CSC	Customer Service Centre
DH	Department of Health
EBA	Enterprise Bargaining Agreement
EFT	Equivalent Full Time staff numbers
EPA	Environmental Protection Authority
Eques	Equestrian
Equip	Equipment
ERP	Estimated Resident Population
EST	Estimate
FOI	Freedom of Information
FTE	Full Time Equivalent
Furn	Furniture
G21	Geelong Region Alliance
GIS	Geographic Information System
GP	Golden Plains
GST	Goods and Services Tax
HACC	Home and Community Care
hr	Hour
ICT	Information Communication Technology
Improv.	Improvement
Incl.	Inclusive of
Invest.	Investment
IVAN	Golden Plains Shire Council Youth Van
k	Thousand
km	Kilometre
l	Litre
LASF DB Plan	Local Authorities Superannuation Fund Defined Benefit Plan
LG	Local Government
LGFV	Local Government Funding Vehicle

Abbreviation	Description
LIC	Land Information Certificate
m	Million
MAV	Municipal Association of Victoria
MBS	Municipal Building Surveyor
MCH	Maternal and Child Health
MFB	Metropolitan Fire Brigade
MOU	Memorandum of Understanding
N/A	Not applicable
NAB	National Australia Bank
OH&S	Occupational Health and Safety
p.a.	Per annum
POA	Price on Application
RDV	Regional Development Victoria (State Government)
Rec	Recreation
Reg	Regulation
RSL	Returned Services League
Sec	Section
SES	State Emergency Service
SRO	State Revenue Office
SRP	Strategic Resource Plan.
TAC	Transport Accident Commission
VCAL	Victorian Certificate of Applied Learning
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 and Materials	Includes payments to third parties for goods received and services rendered.
Contributions and 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.
LGFV	Local Government Funding Vehicle is a project the MAV has undertaken on behalf of all Victorian Councils. It is expected to provide significant savings to the sector by raising funds via the Bond market.
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 Materials and Services, employee costs, depreciation and debt servicing.
Income	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	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for

	Definition
Plan	a four-year period. This document forms part of the Council Plan.
Supplementary Rates	Rates levied on properties during the year as a result of new building works, land subdivisions, or land consolidations.
"The Act"	Unless otherwise stated, the Local Government Act 1989.
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.