



DRAFT BUDGET 2018-19

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NOT YET ADOPTED
24 April 2018**



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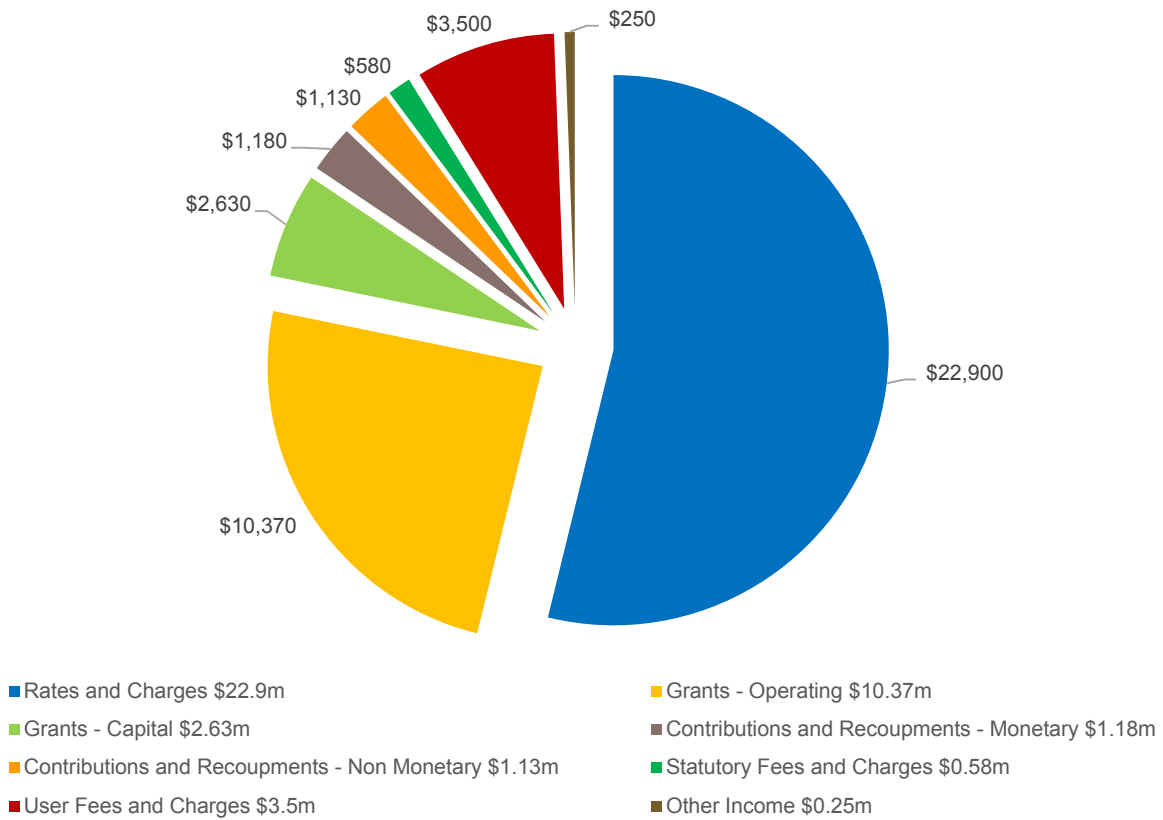
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This Budget has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2018-19" a best practice guide for reporting local government budgets in Victoria.

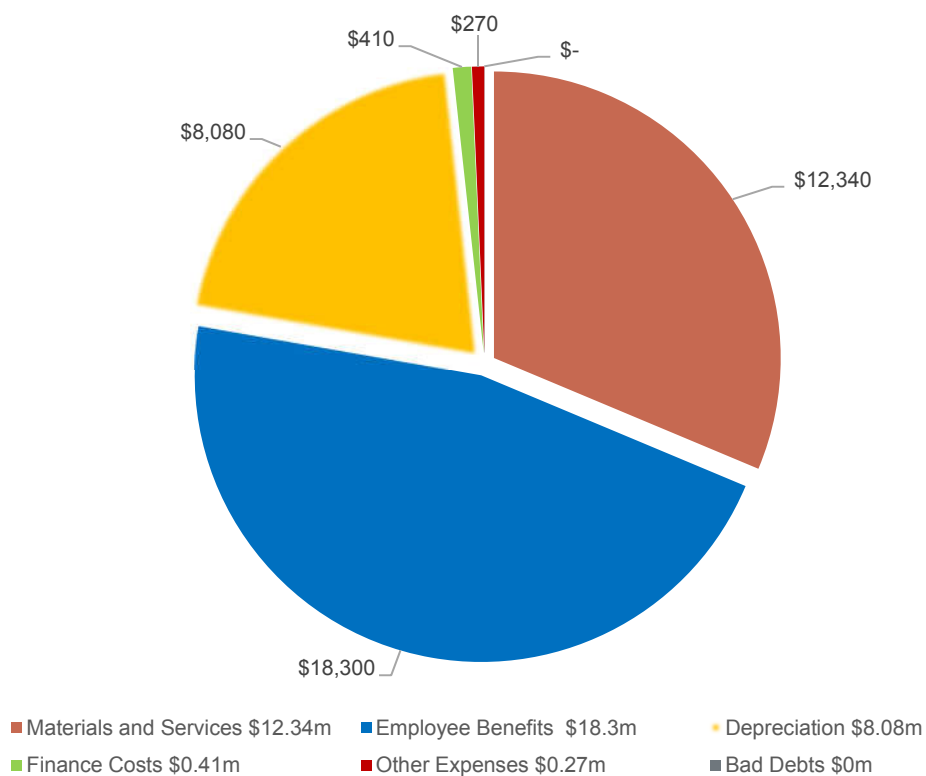
Council's 2018-19 Budget at a Glance

(Per Comprehensive Income Statement)

How Council's revenue is Generated (\$'000)



Where Council will Spend the Money (\$'000)



1 OVERVIEW

1.1 MAYOR'S INTRODUCTION

Dear Residents

I am pleased to present Council's 2018-19 Draft Budget to you. This Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, within the 2.25% rate increase mandated by the State Government.

I believe this Budget answers many of the questions, priorities and concerns raised by the community over the last few years. The draft Budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan, which can be found on our website.

Council's Draft 2018-19 Budget contains:

- An increased focus on road maintenance and asset renewal
- An increase in user fees in certain services to reduce or eliminate Council's spend on some services
- A significant increase in the waste charge due to the recycling situation, and
- A projected surplus of \$3.1m, however, it should be noted that the adjusted underlying result is a deficit of \$223k after removing capital grants and capital contributions.

The State-wide recycling crisis

The 'National Sword Policy' implemented by China's General Administration of Customs has severely disrupted recycling markets worldwide, including significant impacts on Victoria. Council officers and management have worked tirelessly with our suppliers and the State Government to ensure the impact on residents is as low as possible but the overall situation is not within Council's control.

We're committed to ensuring kerbside recycling collection continues across the municipality despite these recent issues, however as a result of the global and local situation, the Garbage Charge will increase by 31% to \$330 per year. We recognise and respect that this will concern some residents and want to reassure you that we are taking every possible action to minimise the effect on Golden Plains ratepayers and residents.

Highlights

- Almost \$40M (\$39.4M) spent on the delivery of services to the Golden Plains community
- \$15.1M investment in capital assets, including infrastructure, buildings, recreation, leisure and community facilities and plant machinery and equipment
- Delivery of the new Supported Playgroup program which is funded by the State Government
- Increased expenditure of \$750k allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths.

Staying sustainable

We are committed to your future; by focusing on the Strategic Objectives created in partnership with the community in the Council Plan, Council will continue to review the services it delivers to ensure they are sustainable into the future.

Cr Helena Kirby

Mayor – Golden Plains Shire Council

1.2 EXECUTIVE SUMMARY

Introduction

The 2018-19 Draft Budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the 2.25% rate increase mandated by the State Government.

The Budget projects a surplus of \$3.1m for 2018-19, however, it should be noted that the adjusted underlying result is a deficit of \$223k after removing capital grants and capital contributions.

Within the principles of the Council Plan, there have been some areas of increased focus for Council in the 2018-19 financial year. These include increased expenditure on gravel and sealed road maintenance and renewal, and an increase in revenue from certain user fees to reduce or eliminate Council's contribution to some services. Council will continue to review services to ensure they remain sustainable.

As the Mayor has mentioned in her introduction, the Annual Service (Garbage) charge will increase to \$330 as a result of the recent developments in the recycling industry. This is \$60 (or 22%) higher than it would have been otherwise.

Key things Council are funding

- Ongoing delivery of services to the Golden Plains community funded by a budget of \$39.4m. These services are summarised in Section 3 of the Budget.
- Continued investment in capital assets (\$15.1m). This includes infrastructure (\$6.2m), buildings (\$6.1m), plant, machinery and equipment (\$1.7m), recreation, leisure and community facilities (\$720k), computers and telecommunications (\$282k), car parks (\$50k), parks, open space and streetscapes (\$30k). The Statement of Capital Works can be found in Section 2 and further details on the capital works budget can be found in Section 4.5 of the Budget.

Strategic Objective 1: Promoting Healthy and Connected Communities

- Operating and maintaining six multi-use community centres across the Shire to provide spaces for communities to connect.
- Delivery of the new Supported Playgroup program which is funded by the State Government.
- New funding to meet the demands of maintaining the public art pieces across the Shire.

Strategic Objective 2: Enhancing Local Economies

- Ongoing focus on investment attraction, business support, tourism development, lobbying and advocacy and partnership.
- Promotion and delivery of the Golden Plains Farmers Market.

Strategic Objective 3: Maintaining Natural and Built Environments

- Increased expenditure of \$750k allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths. This is the largest increase for many years.
- Increased focus on Asset Management systems and processes to assist in planning and resource allocation.
- Implementation of the Northern Settlement Strategy.

Strategic Objective 4: Delivering Good Governance and Leadership

- Additional resources have been allocated to further improve Council's practices to ensure ongoing legislative compliance in the areas of Health and Safety and Child Safe Standards.
- Increased focus on Council's transparency and communication to ensure residents are kept informed.

The Rate Increase

As outlined above the Budget provides for an average annual rate increase of 2.25%. Table 1 provides a summary of the calculation, according to the formula prescribed by the State Government.

Table 1

Forecast Annualised Rate Revenue at 30 June 2018	\$19,328,461
Forecast Number of Assessments at 30 June 2018	11,021
Forecast Base Average Rate 2017-18 per assessment	\$1,753.78
Budget Rate Revenue 2018-19	\$19,763,201
Capped Average Rate 2018-19 per assessment	\$1,793.24
Average Capped Increase	2.25%

It is important to note that this is only an **average** increase and actual increases will vary depending on the relative value of individual properties. As required by legislation, the rate burden must be distributed based upon the value of a property which will result in higher valued properties increasing by more than 2.25% and lower valued properties increasing by less than 2.25%.

Major Initiatives

As per Section 127 of the Local Government Act, the following initiatives have been identified by Council as priorities to be undertaken during the 2018-19 financial year:

1. Construction of stage one of the Bannockburn Heart Precinct. Stage one will be a \$2.6m project to create a play space with water play elements, a new car park, public toilets, a BBQ area, shade and a paved plaza next to the Bannockburn Library and Cultural Centre. Relevant approvals, further community consultation and the appointment of architectural services were completed in 2017-18.
2. Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, this Budget allocates \$5m to begin the construction phase of the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. This follows an extensive community engagement and consultation process that was undertaken during 2017-18.

This building, the Golden Plains Community and Civic Centre, is one aspect of a broader Civic Precinct including the Bannockburn Family Services Centre, planned for the site in future. This will enable Council to deliver community services from this site for many years to come.

Council has made this decision for a number of reasons, including the need to provide more modern and welcoming public areas, improve efficiencies in our operations, and provide improved access and transparency around monthly Council meetings.

The existing Shire Hall and Customer Service Centre are over 120 and 40 years old respectively and present a number of building compliance and safety issues, resulting in increased spending on building maintenance. In addition, the customer service areas are outdated and do not provide privacy for residents to discuss sensitive issues such as planning matters.

The redeveloped facility will have an increased focus on the availability of dedicated community space within the central building.

3. Council will be further developing its current asset management practices and processes. This will include the procurement and implementation of new or improved asset management software, review of Council's road management plan, review of operational practices and procedures and increased funding, of \$750K, for maintenance and renewal of gravel and sealed local road.
4. Council will be participating in the MAV WorkCare initiative to further improve its focus on occupational health and safety. MAV WorkCare is a workers compensation self-insurance scheme for local government employers. The new scheme began on 1 November 2017 and will produce significant benefits for Council and their employees. These benefits include:
 - sustained and measurable improvements in workplace safety;
 - lower costs to Council's through reductions in the incidence of avoidable injuries;
 - effectively and appropriately managed claims; and

- optimal return to work initiatives and programs.

As part of the agreement with WorkSafe to enter into a self-insurance scheme, Council's OHS Management System will need to conform to the 108 National Audit Tool criteria. Member councils must achieve 100% conformity with these standards before February 2021.

Waste Management

As the Mayor has mentioned, the 'National Sword Policy' implemented by China's General Administration of Customs has severely disrupted recycling markets worldwide, including significant impacts on Victoria. Council officers and management have worked tirelessly with our suppliers and the State Government to ensure the impact on residents is as low as possible but the overall situation is not within Council's control.

We're committed to ensuring kerbside recycling collection continues across the municipality despite these recent issues, however as a result of the global and local situation, the Garbage Charge will increase by 31% to \$330 per year. We recognise and respect that this will concern some residents and want to reassure you that we are taking every possible action to minimise the effect on Golden Plains ratepayers and residents.

Financial Performance and Sustainability

The Financial Performance Indicators disclosed in the Budget reflect Council's ongoing commitment to sound financial management. The indicators Council considers critical in maintaining financial sustainability are outlined in Table 2 and show that the 2018-19 results are generally positive when compared to best practice and Council's preferred targets.

As mentioned earlier, it is critical that the strategies identified in the 2017-2021 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. Table 2 compares some key indicators to best practice and GPS targets.

Table 2

Indicator	Budget 2018-19	Best Practice	GPS Target	Traffic Light Position
Surplus ¹	\$3,145k	>\$0	>\$5,000k	Amber
Adjusted Underlying Result ²	(\$223k)	>\$0	>\$0	Red
Working Capital (%) ³	202%	>100%	>180%	Green
Discretionary Retained Earnings ⁴	\$7,525k	>\$1,000k	>\$2,000k	Green
Borrowings (% of Rates and Charges) ⁵	55.9%	<60%	<30%	Amber
Cash Balance ⁶	\$10,400k	>\$0	>\$5,000k	Green
Rate Determination ⁷	(\$449k)	>\$0	>\$0	Red

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.

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

² 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.

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

⁴ 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).

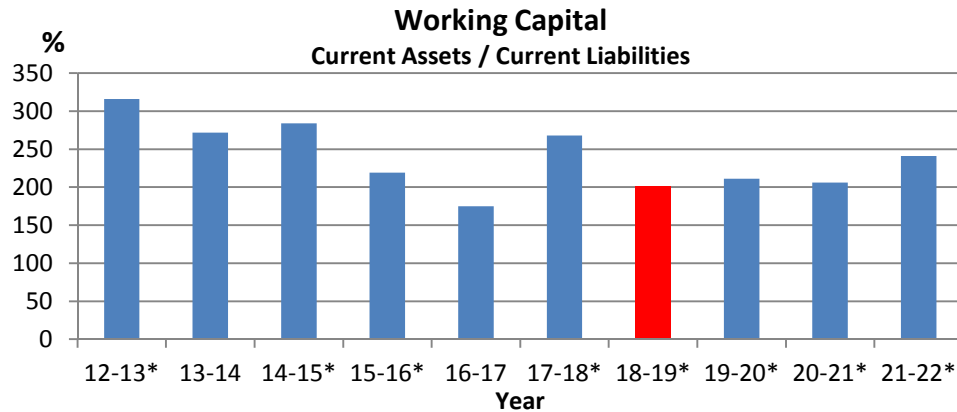
⁵ Borrowings – Balance of total interest bearing loans and liabilities as a percentage of rates and charges (including Garbage Charges). The prudent limit is considered to be 60%.

⁶ Cash Balance – The total cash and cash equivalents.

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

A key indicator of financial sustainability is Council's Working Capital balance. As Chart 1 demonstrates this balance has reduced slightly since the introduction of rate capping, but it has also been impacted by the varied timing of Federal Assistance Grant's. Council's liquidity (working capital), while currently at an acceptable level will continue to be placed under pressure as a result of the high growth in population and the corresponding demand for services and asset maintenance and renewal.

Chart 1



*includes 50% of Federal Assistance Grants received in advance

Council's Rating Strategy ensures that the financial burden is shared equitably amongst ratepayers, whilst generating sufficient revenue to meet the increasing demands of future infrastructure and service needs of the Shire. Further detail of Council's rating principles can be found in Section 5.4 and Appendix 6.1 of the Budget.

In preparing the Council Plan and Budget, Council considered 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 are reflected in the Budget and meet these requirements. This was more challenging than in the past given Council is now operating within an environment where revenue is restricted due to rate capping and Federal Assistance Grants have been frozen for the last three years, creating a permanent impact on Council's reserves.

Furthermore, Council has implemented the principles of sound financial management as required under Section 136 of the Act:

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

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 regional municipalities in Victoria with an annual growth rate of 2.7%. Leading this growth is Bannockburn at 8.5%, Inverleigh at 4.5%, Smythesdale at 4.0% and Teesdale at 3.1%.
- **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.'

This challenge is even greater for Golden Plains Shire Council which has a comparatively larger infrastructure network to maintain than other Victorian Municipalities and is further exacerbated with the introduction of rate capping. History shows that the cost of maintaining and constructing such assets greatly exceeds CPI and the rate cap.
- **Increased demand for new services.**
Golden Plains Shire has a higher than average proportion of young children. 6.6% of the population is aged 0-4 year olds in Victoria compared to the State figure of 6.3%. 5-9 year olds comprise 8.1% of Golden Plains' population but only 6.2% of Victoria. In the 10-14 age range Golden Plains has 8.1% compared to Victoria with 5.8%. Young people (aged 0-19 years) 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 60-69 age group in Golden Plains Shire making up 12.1% of the population while in Victoria it is only 10.3%. 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.**
Council's Rate Concentration (Rates, Municipal Charge and Garbage Charges compared to adjusted underlying revenue) is budgeted to be 58%, which is historically well behind similar large rural shires and the State average.
- **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 2018-19 total \$4.6m, with anticipated grant income of \$2.6m, leaving Council a lesser contribution of \$2m. Many grant funds are competitive and by definition are granted, not provided automatically.
- **Supporting community based entities and volunteers that currently manage the vast majority of community and recreation facilities on Council and Crown land.**
Council currently has many groups that require staffing support to assist with facility management.
- **Managing the competing interests of rural and urban communities.**
Council must balance the demands being placed on resources, from the rapidly growing urban areas, with those of our ever important rural sector. Over 70% of properties in Golden Plains Shire are now classified as residential.
- **Managing the expectations of new residents who have relocated from highly urbanised Councils to a semi-rural Council.**
New residents relocating from more urbanised localities need to understand that Golden Plains Shire will not necessarily deliver the same level of services in relation to community infrastructure, etc.
- **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 22,000 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;
- Increased effort in gravel and sealed road maintenance and renewal;
- Sustained investment in the 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

Council is confident the 2018-19 Budget meets the requirements of sound financial management, while delivering the strategies identified in the 2017-2021 Council Plan.

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 2018-19 deficit of \$223k is calculated as follows:

Table 3

	\$'000
Total Comprehensive Result	3,145
Non-recurrent grants used to fund capital expenditure	(2,043)
Non-monetary asset contributions	(1,125)
Other contributions to fund capital expenditure	(200)
Adjusted Underlying Deficit	(223)

Revenue

The following key points relate to the budgeted revenue of \$42.6m which has decreased by \$3m.

- Rates and charges total \$22.9m. According to the prescribed reporting requirements rates and charges now include special charge income and interest on rates. These were previously classified as a Contribution and Other Income respectively.
- Operating grants have decreased by \$325k to \$10.4m.
- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase by 5.9% from the 2017-18 forecast. This larger than expected increase has primarily resulted from a greater population increase than forecast.
- Capital grants have decreased by \$3.9m to \$2.6m. This is primarily the result of a reduced Roads to Recovery allocation and the level of capital funded project being reduced in 2018-19.
- Monetary Contributions of \$1.3m include \$214k from the Wind Farm at Mt Mercer.
- Non-Monetary Contributions of \$1.13m relate to the assets that are handed to Council after the maintenance period has expired on new subdivisions.
- Statutory fees and fines have increased by \$173k to \$585k, primarily due to the legislated increase in Statutory Fees.
- User fees have increased by \$654k, total \$3.5m. This increase primarily results from increased child care fees and an increase in the number of animal registrations.

- Other income has increased by \$20k due to an increase in interest on investments.

Expenditure

The following key points relate to the budgeted expenditure of \$39.4m which has increased by \$792k.

- Employee costs allow for an annual Enterprise Agreement (EA) increment of 1.5%
- Materials and services have increased by \$247k to \$12.3m.
- Depreciation expense will increase by \$361k to \$8.1m.
- Borrowing costs will increase by \$68k to \$414k.

Balance Sheet

The key points to note are:

- Council’s net worth will increase by \$3.1m to \$442m. Property, infrastructure, plant and equipment comprise 98% of Council’s total assets.
- \$5.15m will be borrowed in 2018-19 to:
 - commence construction of the Golden Plains Community and Civic Centre redevelopment (\$5.0m); and
 - assist in funding the replacement of the Haddon Stadium floor.
- The MAV Local Government Funding Vehicle (LGFV) will be utilised to fund new borrowings.
- Working capital is in surplus \$8.0m. Current assets will be 2.4 times current liabilities at the end of the financial year, up from 2.7 in 2017-18.
- Current assets include an investment totalling \$2.4m relating to the sinking fund established to repay the LGFV bond which is due in November 2019. A further \$785k will be invested to meet the next repayment expected in 2023.
- The retained earnings balance at 30 June 2019 is budgeted to be \$8.0m, of which \$7.5m will be classified as discretionary, however a significant portion is held for targeted purposes. The 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), both of which are targeted for future development opportunities chosen by Council. A further \$2.7m relates to the Federal Assistance Grant received in advance.

Cash Flow

- The cash balance is \$10.4m.
- Under the Regulations \$9.9m of this balance will be classified as unrestricted, with the remaining \$541k being restricted within statutory and discretionary reserves.
- The cash balance at 30 June 2019 is budgeted to include \$2.7m of Federal Assistance Grants received in advance.
- 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 \$8.4m.
- Cash inflow generated from operating activities will be applied to capital expenditure (\$15.1m).
- As shown in Chart 3, the cash flow trend for 2018-19 is expected to be similar to 2017-18 and previous years.

Chart 2: Closing Cash Balance (\$10.4m)

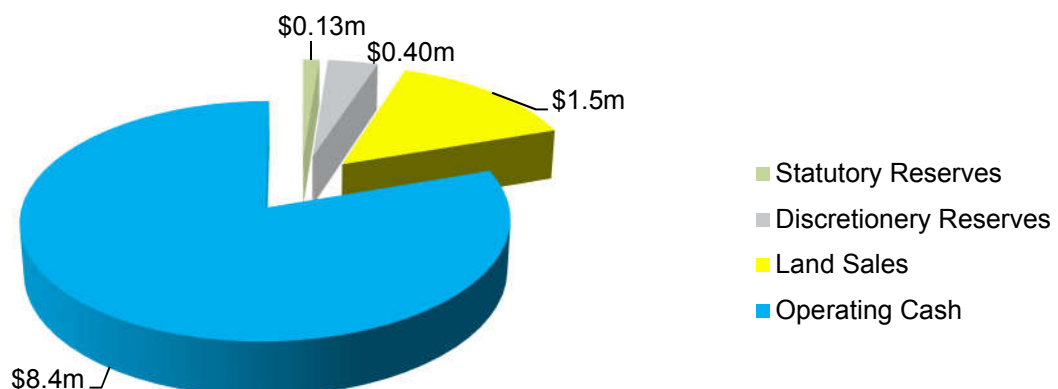
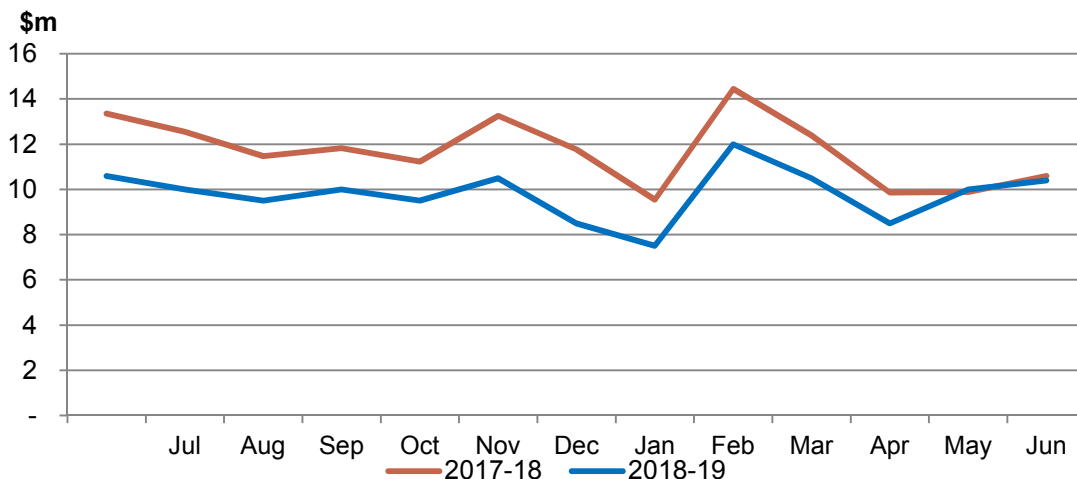


Chart 3

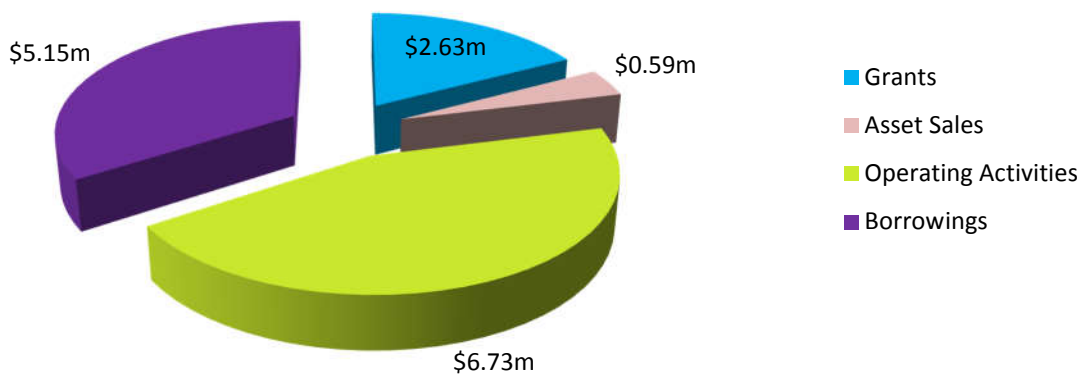


Capital Works

The key points to note are:

- The capital works program for 2018-19 totals \$15.1m, \$109k less than the 2017-18 forecast of \$15.2m.
- The program is divided between capital renewal (39%), capital upgrade (19%), capital expansion (34%) and new assets (8%).
- The capital works budget is funded from a mix of external and internal sources. Chart 4 below demonstrates that 17% is funded by grants, 4% by asset sales, 45% by operations and 34% from borrowings.

Chart 4: Capital Works Funding Sources (\$15.1m)



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

- Golden Plains Community and Civic Centre (Year 1) - \$5.0m
- Plant and machinery replacements – a replacement cost of \$1.7m, of which \$1.1m is the net cost to Council after asset sales.
- Roads to Recovery – \$585k
- Coopers Bridge replacement - \$1.75m
- Tall Tree Road Upgrade - \$1.42m
- Local roads resealing – \$853k.

CONCLUSION

The strategies and long-term financial plans adopted by Council must underpin the preparation of the 2018-19 Draft Budget. It is also impacted by the Shire's unique demographics, increased demand for new services, population growth, extensive local road network of 1,800 kilometres and the competing interests between rural and urban communities. It is also important to note that a key ingredient in delivering budgeted outcomes continues to be the hard work of the Shire's many volunteers.

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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.

Officers begin preparing the operating and capital components of the Annual Budget during the period December to February. These budgets are prepared based on the actions included in the Council Plan, which is developed and reviewed after undertaking detailed community engagement activities.

A Draft Budget is then prepared and delivered to Councillors in March. A 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:

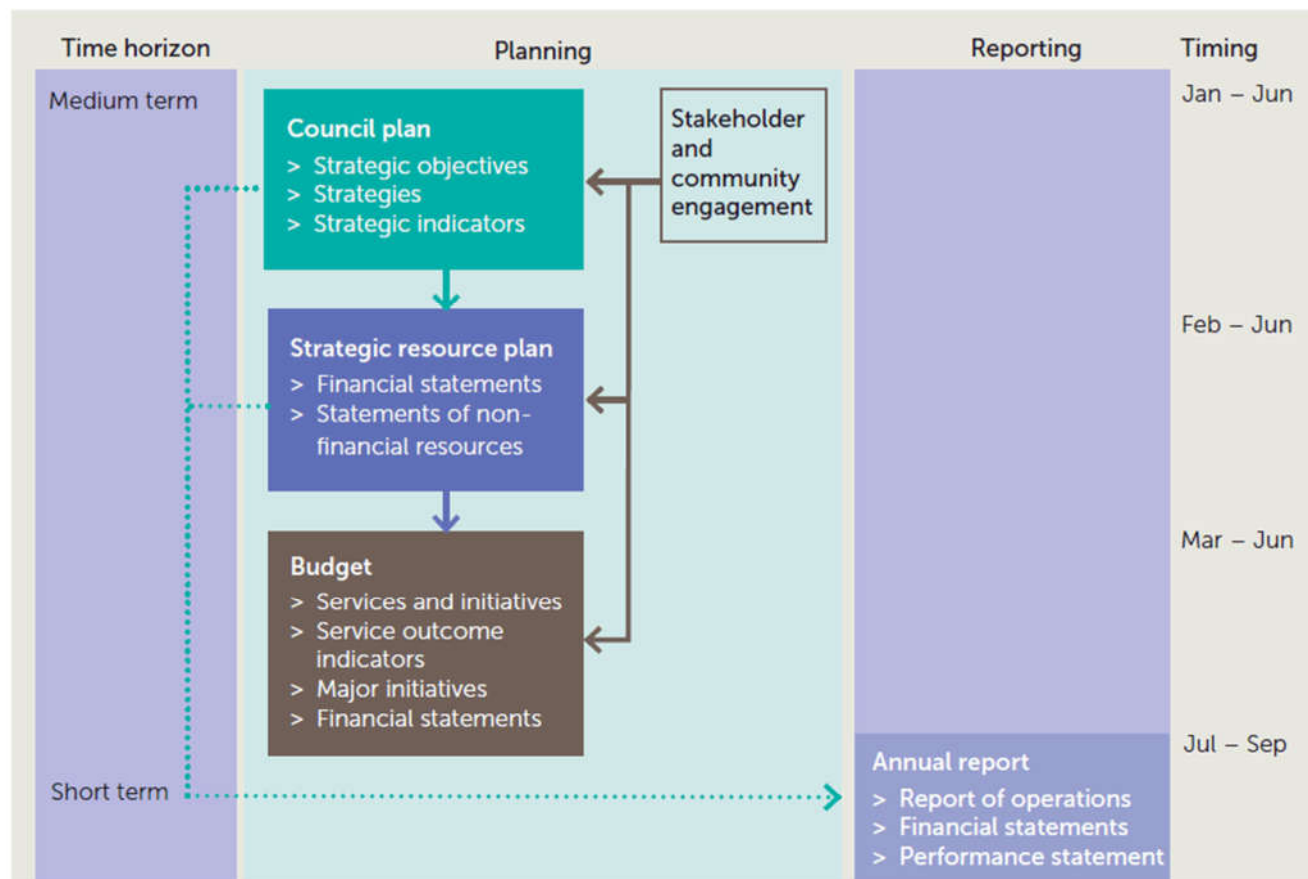
Budget Process	Timing
1. Community Engagement Activities	Ongoing
2. Analysis and consideration of Community Engagement activities	Dec - Jan
3. Officers prepare operating and capital budgets	Dec – Feb
4. Council receives Draft Budget for review	March
5. Council workshop/s conducted to review Draft Budget	March/April
6. Draft Budget submitted to Council for 'in principle' approval	April
7. Public notice advising intention to adopt Budget	April
8. Proposed Budget available for public inspection and comment	April
9. Submissions period closes (28 days)	May
10. Submissions considered by Council	June
11. Budget and submissions presented to Council for adoption	June
12. 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 following diagram 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 conjunction with the preparation 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 Shire is a rural municipality situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 22,000 people across 56 vibrant rural communities.

Renowned for its award-winning food and wine, iconic music festivals, goldfield heritage and friendly communities, Golden Plains Shire is an attractive destination both to visit and call home.

New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. As one of the fastest growing regions in Victoria, boasting rich biodiversity and a broad range of flora and fauna, Golden Plains Shire has much to offer.

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,700 businesses in farming, retail and home-based businesses. In agriculture, the region has a strong tradition in wool and grain production and is a leading producer of prime lambs. Intensive animal farming continues to increase and strengthen, with the production of goat dairy, beef, chicken and pork strong in Golden Plains, and marked growth in viticulture. Many of the producers and businesses of Golden Plains sell their produce at the monthly Council-run Golden Plains Farmers' Market, attracting visitors to the Shire from far and wide.

Golden Plains Shire is also one of the leading egg producers in Victoria, and is attracting new investment in free-range egg production in the Golden Plains Food Production Precinct—this is an area of land in the southern part of the Shire set to become one of Victoria’s premier areas for intensive agriculture.

Golden Plains Shire Council is renowned for engaging with its communities to build community spirit, plan for growth and future facilities and services. Residents continue to support their communities, with high levels of participation in community clubs, activities and volunteering.

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 10-20 years. They identified the need to plan and manage the competing interests of a growing population whilst maintaining the Shire’s highly valued rural character, meet community service and infrastructure needs and maintain and improve the Shire’s extensive road network.

Golden Plains offers relaxed country living, with the services and attractions of Melbourne, Geelong and Ballarat just a stone’s throw away. With an abundance of events, attractions and activities, as well many great local businesses and breathtaking views, Golden Plains a great place to live, invest, taste, see and explore.

Our Vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride.

Our Mission

We will achieve our vision through:

- Demonstrating good governance and involving the community in decision making
- working and advocating in partnership with our community to address social, economic and environmental challenges
- Promoting gender equality and equity and inclusion for all
- sustaining a focus on long term outcomes and delivering increased public value through good decision-making and wise spending
- building awareness and strategic alliances with government, regional groups and community.

Our Values

Honesty and Integrity

We will act ethically and honestly and work to continue to build the trust and confidence of the community

Leadership

We will demonstrate strong and collaborative community leadership

Accountability

We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions

Adaptability

We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience

Fairness

We will base our decision making on research, information and understanding of the needs and aspirations of the whole community and promote equitable access to the Shire’s services and public places.

External Factors

Local Government Amendment (Fair Go Rates) Act 2015

- Local Government Amendment (Fair Go Rates) Act 2015 received Royal Assent on 2 December 2015. The Minister for Local Government has made a determination that the cap will be set at 2.25% for the 2018-19 year.

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 the Actuarial review of the Plan identified it was under-funded and that a 'Call' was required. Golden Plains was required to contribute amounts of \$420,881 and \$1,758,927 respectively. This Plan is managed by Vision Super and is exposed to fluctuations in the market. No 'call' is expected in the short term and no provision has been made in 2018-19.

Local Government Costs

- The Budget has been framed taking into account the cost of delivering local government services. Research indicates that local government costs typically increase by around one per cent above the consumer price index (CPI). The CPI is a weighted basket of household goods and services. But, council services are quite different to household services, since a greater proportion of costs are directed towards providing infrastructure and social and community services.

These costs generally exceed other cost increases in the economy.

Household Waste Disposal

- In recent years the cost of disposing of household waste has increased significantly in Victoria. In 2015-16 Council introduced a new service to help combat these increases, however, above CPI increases are expected to continue into the future. These increased costs have resulted from landfill closures, increased cartage and disposal costs and increased compliance costs for landfill operators.
- The 'National Sword Policy' introduced by China has severely restricted the exportation of recycled materials from Australia. As has been widely discussed this has resulted in significant increases in the cost of disposing of recycled materials, resulting in an additional cost per household of \$60 p.a.

Interest Rates

- Fixed interest rates on new long-term borrowings are assumed to be 4.0% per annum.
- Interest rates for investments are assumed to be between 1.0% and 3.0% per annum.

Population Growth

- Future population growth from 2016 to 2031 is estimated to be 2.7% per annum.

Rates and Charges

- Total rates and charges of \$22.9m include Rates, Municipal Charge, Special Charges and Garbage Charge, including supplementary rates.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to be 10.0% 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.
- 7.28% of rates and charges raised in 2018-19 have been budgeted to remain outstanding at 30 June 2019.

Grants

- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase by 5.9% from the 2017-18 allocation.
- Operating grants have decreased by 3% to \$10.4m.

- Capital grants have decreased by 60% to \$2.6m. This is due to Council receiving a number of unusually large capital grants in 2017-18 that will not continue in 2018-19. These include Roads to Recovery and Black Spot funding.
- Further detail on grant revenue is provided in Note 4 and 5 on page 44 and 45.

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 93% 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 Costs

- The Victorian Wage Price index is forecast to be 2.40% in 2018-19. Council has negotiated a new Enterprise Agreement (EA) that will take effect from 1 July 2017.
- Total Employee costs are expected to increase by 0.6% (EA 1.5%, decrease in FTE 1.05)

Impact of 2017-18 year on 2018-19 Budget

- The 2017-18 forecast Balance Sheet becomes the starting point for the 2018-19 financial year; therefore this Statement holds the key to analysing the impact of last year's operations on the new Budget.
- The 2017-18 forecast as at 28 February 2018 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 2018 will impact the opening Balance Sheet for 2018-19.
- Transactions occurring in the 2017-18 year will have an impact on the 2018-19 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 2017 will remain in force until any change is gazetted by the Minister (usually in November each year).

Allowance	Annualised Thresholds From 1 July 2018
Councillor	\$22,052
Mayoral	\$66,154

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 2018-19 year should be funded in the Budget
- Rates and charges are levied in accordance with Council's Rating Strategy and in compliance with the Local Government Amendment (Fair Go Rates) Act 2015
- 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 as per Council's Borrowing Policy
- 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 2018-19 Draft Budget, which is included in this report, is for the year 1 July 2018 to 30 June 2019 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and 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 2019 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 2022

	Note	Forecast 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections		
				2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Operating Revenue						
Rates and Charges	1	21,315	22,903	23,713	24,544	25,431
Statutory fees and fines	2	412	585	599	615	630
User Fees	3	2,850	3,504	3,487	3,532	3,646
Grants - Operating	4	10,695	10,370	10,539	10,676	10,902
Grants - Capital	5	6,568	2,634	3,505	3,095	3,005
Contributions - monetary	6	2,480	1,179	1,169	1,183	1,198
Contributions - non-monetary	7	1,000	1,125	1,125	1,125	1,125
Net Gain/(Loss) on Disposal of Property, Infrastructure	8	2	2	0	657	1,576
Other Income	9	230	250	250	250	250
Total Income		45,552	42,552	44,388	45,676	47,764
Operating Expenditure						
Employee costs	10	(18,194)	(18,304)	(18,871)	(19,548)	(20,244)
Materials and Services	11	(12,094)	(12,341)	(12,640)	(12,950)	(13,262)
Bad & Doubtful Debts	12	(3)	(2)	(2)	(2)	(2)
Depreciation and amortisation	13	(7,719)	(8,079)	(8,250)	(8,396)	(8,523)
Borrowing Costs	14	(346)	(414)	(634)	(607)	(608)
Other Expenses	15	(258)	(266)	(272)	(279)	(286)
Total Expenses		(38,614)	(39,407)	(40,670)	(41,782)	(42,925)
Surplus / (Deficit) for the year		6,938	3,145	3,718	3,894	4,838
Other comprehensive income		-	-	-	-	-
Total comprehensive result		6,938	3,145	3,718	3,894	4,838

* Notes are included in Section 4, beginning on page 42

2.2 BALANCE SHEET

For the four years ending 30 June 2022	Note	Forecast 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections		
				2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Current Assets						
Cash and cash equivalents		10,591	10,400	8,751	8,481	10,651
Trade and Other Receivables		2,589	2,832	2,892	2,951	3,015
Inventories - Consumables		19	18	18	18	18
Non-current assets classified as held for sale		322	322	322	269	140
Other Assets		53	2,432	56	56	56
Total Current Assets	16	13,574	16,004	12,039	11,775	13,880
Non-Current Assets						
Investments in associates and joint		740	740	740	740	740
Other non-current financial assets		1,982	340	1,342	2,358	3,389
Property, infrastructure, plant and equipment		438,514	446,075	454,952	457,925	459,496
Total Non-Current Assets	17	441,236	447,155	457,034	461,022	463,625
TOTAL ASSETS		454,810	463,159	469,073	472,798	477,505
Current Liabilities						
Trade and Other Payables		1,554	1,717	1,717	1,717	1,717
Trust Funds and Deposits		202	236	236	236	236
Provisions		3,042	3,350	3,630	3,724	3,790
Interest bearing loans and borrowings		261	2,635	113	34	0
Total Current Liabilities	18	5,059	7,938	5,697	5,711	5,744
Non-Current Liabilities						
Provisions		2,809	2,619	2,518	2,218	1,905
Interest bearing loans and borrowings		7,646	10,161	14,698	14,814	14,964
Total Non-Current Liabilities	19	10,455	12,780	17,216	17,033	16,869
TOTAL LIABILITIES		15,514	20,718	22,913	22,744	22,613
NET ASSETS		439,296	442,441	446,159	450,054	454,892
Equity						
Accumulated Surplus		182,000	185,175	188,893	192,787	197,625
Reserves		257,296	257,266	257,266	257,266	257,266
TOTAL EQUITY	20	439,296	442,441	446,159	450,053	454,891

* Notes are included in Section 4, beginning on page 42

2.3 STATEMENT OF CHANGES IN EQUITY

For the year ending 30 June 2019	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		439,296	182,000	253,418	3,878
Surplus/(deficit) for the year		3,145	3,145	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	30	-	(30)
Transfers from other reserves		-	-	-	-
Balance at end of the financial year	20	442,441	185,175	253,418	3,848

For the year ending 30 June 2020	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		442,441	185,175	253,418	3,848
Surplus/(deficit) for the year		3,718	3,718	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		446,159	188,893	253,418	3,848

For the year ending 30 June 2021	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		446,159	188,893	253,418	3,848
Surplus/(deficit) for the year		3,894	3,894	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		450,053	192,787	253,418	3,848

For the year ending 30 June 2022	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		450,053	192,787	253,418	3,848
Surplus/(deficit) for the year		4,838	4,838	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		454,891	197,625	253,418	3,848

*Notes are included in Section 4, beginning on page 42

2.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2022

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Cash Flows From Operating Activities (Inclusive of GST where applicable)						
Rates and charges		21,316	22,706	23,713	24,544	25,431
Grants - Operating		10,695	10,369	10,544	10,721	10,907
Grants - Capital		6,999	3,498	3,500	3,050	3,000
Interest Received		230	221	250	250	250
Statutory fees and fines		412	585	599	615	630
User Fees		2,897	3,454	3,487	3,532	3,646
Contributions and Recoupments - monetary		2,581	814	1,169	1,183	1,198
Employee Costs		(18,304)	(18,287)	(18,871)	(19,548)	(20,244)
Materials and services		(15,078)	(13,781)	(11,163)	(14,403)	(14,713)
Net GST Refund (payment)		643	966	744	960	981
Net cash provided by/(used in) Operating Activities	21	12,391	10,545	13,973	10,903	11,086
Cash Flows From Investing Activities (Net of GST)						
Payments for property, infrastructure, plant and equipment		(15,206)	(15,096)	(16,873)	(10,682)	(9,413)
Proceeds from sale of property, infrastructure, plant and equipment		594	586	871	1,095	2,019
Other financial assets		-	-	-	-	-
Net cash provided by/(used in) Investing Activities	22	(14,612)	(14,510)	(16,002)	(9,587)	(7,394)
Cash Flows From Financing Activities						
Interest Paid		(346)	(414)	(634)	(607)	(608)
Repayment of Borrowings		(242)	(260)	(2,635)	(113)	(34)
Proceeds from Borrowings		650	5,150	4,650	150	150
LGFV Sinking Fund		(555)	(785)	(951)	(966)	(981)
Non-Current Investment		(50)	50	(50)	(50)	(50)
Trust Funds		(4)	34	0	0	0
Net cash provided by/(used in) Financing Activities	23	(547)	3,775	380	(1,586)	(1,522)
Net Increase/(Decrease) in Cash and cash						
Cash and cash equivalents at the beginning of the financial year		13,358	10,590	10,400	8,751	8,481
Cash and cash equivalents at the end of the financial year		10,590	10,400	8,751	8,481	10,651

* Notes are included in Section 4, beginning on page 42

2.5 STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2022

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Property						
Land		-	-	309	-	-
Land improvements		-	-	-	-	-
Total land		-	-	309	-	-
Buildings – specialised		4,494	5,631	7,701	948	1,978
Buildings – unspecialised		760	440	845	845	845
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
Total buildings		5,254	6,071	8,546	1,793	2,823
Total Property	24	5,254	6,071	8,855	1,793	2,823
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		2,221	1,674	2,926	1,397	1,202
Fixtures, fittings and furniture		97	-	20	20	20
Computers and telecommunications		142	282	157	251	167
Library books		-	-	-	-	-
Total plant and equipment	24	2,460	1,956	3,103	1,668	1,389
Infrastructure						
Roads		5,502	4,132	2,754	3,993	3,008
Bridges		550	1,750	473	1,496	521
Footpaths and cycleways		236	288	285	285	285
Drainage		-	-	33	33	33
Recreational, leisure and community facilities		998	720	1,190	1,250	1,190
Waste management		-	-	-	-	-
Parks, open space and streetscapes		85	130	115	115	115
Off street car parks		121	50	50	50	50
Other infrastructure		-	-	-	-	-
Total infrastructure	24	7,492	7,070	4,900	7,222	5,202
Total capital works expenditure	24	15,206	15,097	16,858	10,683	9,414
Represented by:						
New asset expenditure	25	6,380	1,262	2,918	1,270	2,609
Asset renewal expenditure	26	5,969	5,820	6,372	6,655	4,411
Asset upgrade expenditure	27	1,997	2,950	3,062	2,736	2,372
Asset expansion expenditure	28	860	5,065	4,521	21	21
Total capital works expenditure		15,206	15,097	16,873	10,682	9,414

* Notes are included in Section 4, beginning on page 42

2.6 STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2022

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Staff expenditure						
Employee costs – operating		18,194	18,304	18,871	19,548	20,244
Employee costs - capital		-	-	-	-	-
Total staff expenditure	10	18,194	18,304	18,871	19,548	20,244
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		206	205	207	209	211
Total staff numbers	10	206	205	207	209	211

* Notes are included in Section 4, beginning on page 42

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 2018-19 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.

Initiatives marked with an ‘ * ’ are wholly or partially funded.

Strategic Objective 1: Promoting Healthy and Connected Communities

To achieve the strategic objective of promoting healthy and connected communities Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Maternal and Child Health	<p>Enhance the health and development of children from birth until school age and their families by providing quality <u>Maternal and Child Health Services</u> across the shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Family Violence prevention programs* • Maternal and child health strategy implementation* • Provides support to every family with new born – municipality wide* • Healthy Families programs* • Community Playgroups* • Supported Playgroups* 	<p>607</p> <p><u>(256)</u></p> <p>351</p>
Children Services	<p>Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Development of Municipal early years plan and implementation • Early Years Management Kindergartens • Central Enrolment project • Project Management • Staff Training • Service Administration and facility reception 	<p>339</p> <p><u>(5)</u></p> <p>334</p>
Active Aged and Disability HACC for Younger People	<p>The <u>Home and Community Care</u> PYP aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community.</p> <p>People who are eligible include frail people under the age of 65, younger people with disabilities not eligible for the NDIS and carers.</p> <p>Services include home care, property maintenance, personal care, respite, planned activity group and delivered meals.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire.* • Maintain a dynamic continuous quality improvement action plan ensuing service provision is consumer-driven and responsive.* 	<p>368</p> <p><u>(409)</u></p> <p><u>(41)</u></p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Active Aged and Disability - Commonwealth Home Support Program	<p>The commonwealth Home support Program (CHSP) aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community. The program has a specific re-ablement focus and offers short-term case management for people experiencing complex health and social issues. To be eligible for the program, people must be over the age of 65 years.</p> <p>Services include domestic assistance, home maintenance, personal care, flexible respite, social support programs, delivered meals and home modifications.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire.* • Maintain a dynamic continues quality improvement action plan ensuring service provision is consumer-driven and responsive.* 	<p>1,461 <u>(1,036)</u> 425</p>
Community Transport	<p>Providing access to a range of services by providing a flexible, responsive community transport service for eligible residents.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Fee for service transport for isolated residents across the Shire. Volunteer drivers provide the service, Council provides the buses. 	<p>209 <u>(32)</u> 177</p>
Community Centres	<p>Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Bannockburn Family Service centre Operating and maintenance • Smythesdale Business HUB operating and maintenance • Bannockburn Cultural Centre operating and maintenance • Early years Managed Kindergarten maintenance • Northern Community Centre operating and maintenance • Bannockburn Recreational Centre Operating costs • Meredith Community Learning HUB Operational and maintenance expenses. 	<p>1,039 <u>(129)</u> 910</p>
Kindergartens	<p>Early Years Management of five funded kindergarten services and associated Early learning Facilities. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Integrated Service Bannockburn Children's Service at Bannockburn Family Services Centre.* • Inverleigh Kindergarten incl. Associated Service Inverleigh Occasional Care at Inverleigh Early learning Centre.* • Rokewood Kindergarten at Rokewood Kindergarten facility.* • Meredith Kindergarten at Meredith Community Learning HUB* • Teesdale Kindergarten at Teesdale Children's Centre.* 	<p>1,020 <u>(1,013)</u> 7</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Bannockburn Children Services	<p>Management and operation of the integrated children's service at Bannockburn, incorporating long day care and funded Kindergarten programs.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Management of childcare and funded Kindergarten programs operating from Bannockburn Family Services Centre. Including delivery of high quality education and care service.* 	<p>3,222 <u>(3,438)</u> (216)</p>
Family Day Care	<p>Management of Family Day Care Service with contracted Educators operating throughout the Shire. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Management of family day care educators including delivery of quality early years education and care service.* 	<p>316 <u>(263)</u> 53</p>
Community Development	<p>Supporting and strengthening local communities through the development of Community Plans and Council's community grants program.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Enhance leadership and other civic skills within communities so as to increase the capacity of communities to address local issues and challenges and to build vibrant, healthy places. • Assist in developing a sense of community spirit, pride, ownership and identity within communities. • Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects. • Facilitate community-connectedness and social inclusion to improve the health and wellbeing of communities. • Ensure Council's engagement practice is accessible and transparent • Create more opportunities for participation in engagement processes • Develop and promote a range of options for communities to participate in engagement processes • Reduce the barriers for wider community involvement • Ensure better representation from across the Shire 	<p>744 <u>(3)</u> 741</p>
Health Promotion	<p>Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Identify community health needs and gaps in services* • Work with local and regional agencies to increase service provision* • Implement health promotion initiatives across the Shire in the aged care, disability, youth, family and children service sectors* • Support the development and delivery of a range of health & wellbeing activities and services based at Council's community centres* • Plan, create and deliver natural and built environments that support access and inclusion for everyone • Provide and support program opportunities that increase community participation and involvement* • Provide, co-ordinate and advocate for a range of services that support people with a disability and their carers* • Ensure the community can access news and information and engage with Council through a range of inclusive communication approaches* 	<p>692 <u>(516)</u> 176</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Libraries	Providing a library service to residents of Golden Plains Shire. Initiatives: <ul style="list-style-type: none"> • Participate in the management of the Geelong Regional Library Corporation • Support the development of a sustainable mobile library service • Support the continued development of the static library in Bannockburn • Support the development of opportunities to provide multiple means of library service delivery to rural communities 	458 <u>(1)</u> 457
Arts and Culture	Facilitating the development of community arts and cultural development projects in collaboration with local artists and communities. Arts and cultural is central to the quality of life and wellbeing of residents in Golden Plains Shire. Initiatives: <ul style="list-style-type: none"> • Supporting arts activity across the Shire • Improving the cultural literacy and skills of community members • Working with artists, arts workers and arts businesses to strengthen innovation, viability and growth of creative industries • Working with artists to enhance the natural and built environment of Golden Plains Shire 	223 <u>(11)</u> 212
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. Initiatives: <ul style="list-style-type: none"> • increase the capacity and opportunities for GPS young people to participate in their community through decision making, collaboration and community based initiatives* • increase the skills, knowledge, confidence and leadership abilities of young people providing meaningful pathways into education, training and careers* • Increase the wellbeing, networks and connections of young people with their local community, businesses, services, families and friends* • Ensure young people have access to local events and activities* 	378 <u>(69)</u> 309
Recreation Planning	Working with local communities and committees of management to develop a range of recreation facilities and activities. Initiatives: <ul style="list-style-type: none"> • Identify the recreation services and facility needs of the Golden Plain's community. • Support the development of recreation services and facility provision in Golden Plains Shire • Coordinate the management and operations at The Well, Northern Community Centre and the Bannockburn Cultural Centre • Encourage and support local leadership in facility committees of management and sporting clubs • Increase the physical activity of residents and active participation in clubs and activities 	653 <u>(25)</u> 628
Recreation Construction	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds Initiatives: <ul style="list-style-type: none"> • Construction of the Bannockburn Heart • Allocation of funds to assist with the redevelopment of the Rokewood Recreation Reserve pavilion • Upgrade the Smythesdale Skate Park* 	251 <u>(207)</u> 44

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> Upgrade the netball courts at Victoria Park, Bannockburn* 	
Recreation Infrastructure maintenance	<p>Undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council. 40% of this budget relates to depreciation.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Maintenance of sports ovals, reserves, stadiums and pavilions Oval Watering Costs Maintenance of public halls Maintenance of playgrounds and skate parks Maintenance and cleaning of public amenities 	<p>2,946 (60) 2,886</p>
Volunteers	<p>Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Support the recruitment and retention of volunteers Assist with the skill development of volunteers Increase the range of volunteer opportunities in the Shire. 	<p>93 (0) 93</p>

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)	$\frac{\text{Number of children who attend the MCH service at least once (in the year)}}{\text{Number of children enrolled in the MCH service}} \times 100$
	Participation	Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	$\frac{\text{Number of Aboriginal children who attend the MCH service at least once (in the year)}}{\text{Number of Aboriginal children enrolled in the MCH service}} \times 100$
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	$\frac{\text{Number of people that received a HACC service}}{\text{Municipal target population for HACC services}} \times 100$
	Participation	Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	$\frac{\text{Number of CALD people who receive a HACC service}}{\text{Municipal target population in relation to CALD people for HACC services}} \times 100$
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	$\frac{\text{Number of active library members}}{\text{Municipal population}} \times 100$

Strategic Objective 2: Enhancing Local Economies

To achieve the strategic objective of enhancing local economies Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Economic Development	<p>Investment attraction Investment attraction activities will be attract new business investment and facilitate business growth through:</p> <ul style="list-style-type: none"> • Understanding the local economy, identifying opportunities, and gaps • Marketing our strengths and developing external relationships • Provide information, data and guidance to investors • Identifying suitable land for development • Facilitating the Investment Task Force to provide high level support to new investment • Developing strong internal and external relationships <p>Business Support Business support will take the form of support and nurture through:</p> <ul style="list-style-type: none"> • Business visits and relationship building • Problem solving • Facilitating linkages & referrals • Responding to business enquiries • Facilitating business networking events • Facilitating & auspicing links to grant programs • Business training and mentoring • Economic Development Quarterly newsletter • Buy local campaign <p>Tourism development To develop the visitor economy through:</p> <ul style="list-style-type: none"> • Supporting community and commercial events • Facilitating State Government grants • Implementing and supporting township Welcome Hubs • Developing the Moorabool Valley Food & Wine Trail • Supporting the Golden Plains Arts Trail • Promoting Golden Plains heritage • Supporting Lethbridge Airport • Supporting tourism development projects and infrastructure <p>Lobbying and Advocacy To engage Government in supporting local business and local infrastructure through:</p> <ul style="list-style-type: none"> • Identifying and communicating key priorities, issues, concerns and projects • Organising a calendar of meetings with relevant Ministers and members of parliament • Developing and regularly updating the Priority Projects booklet and issue specific Briefing Notes. • Writing submissions highlighting key issues for business and the community • Participating in G21 Regional Alliance delegations to State and Federal Ministers • Organising guest presenters to Council • Running corporate event announcements, openings and other official events 	521 (15) 506

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
	<ul style="list-style-type: none"> • Developing event-specific Briefing Notes • Liaising with Government agencies • Lobbying and working with utility and telecommunication providers to expand infrastructure and services <p>Partnership To work with business, government and community, key stakeholders and groups through:</p> <ul style="list-style-type: none"> • Active networking • Integrated cross departmental planning • Membership of regional influence groups • Collaborative project development <p>Initiatives:</p> <ul style="list-style-type: none"> • Economic Development Strategy implementation • REPLAN Economic Investment Modelling • Population profile and forecast service • Website maintenance – tourism • Regional Tourism membership 	
Golden Plains Farmers' Market	<p>The Golden Plains Farmers' Market provides a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and creates a vibrant community meeting place.</p> <p>The Golden Plains Farmers' Market's goals are to:</p> <ul style="list-style-type: none"> • Create business opportunities for local growers and producers and support food sovereignty in Golden Plains Shire and Victoria; • Raise the profile of Golden Plains and surrounding areas as a producer of a wide range of quality food and wine products; • Increase visitor numbers to Golden Plains; • Provide linkages with local retailers and other town centre activities; • Provide opportunities for community development activities and social connection. 	73 <u>(35)</u> 38

Strategic Objective 3: Maintaining Natural and Built Environments

To achieve the strategic objective of maintaining Natural and Built environments Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Major Projects	<p>Planning and development of major projects, including halls, recreation reserves and pavilions and sporting facilities Major land development projects undertaken by Council are also included in this program.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Planning for proposed future major projects • Monitoring of current major projects <p>Major Initiative: Construction of stage one of the Bannockburn Heart Precinct. Stage one will be a \$2.6m project to create a play space with water play elements, a new car park, public toilets, a BBQ area, shade and a paved plaza next to the Bannockburn Library and Cultural Centre. Relevant approvals, further community consultation and the appointment of architectural services were completed in 2017-18.</p>	<p>33 (4) 29</p>
Land Use Planning	<p>To provide for fair, orderly, economic and sustainable use and development of land within the Shire and to undertake all strategic and statutory land use planning functions.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Land Use Planning • Inverleigh Flood Study • Panel & VCAT Hearings • Major Planning Applications • Strategic Planning & Amendments • Heritage Adviser • Implement the Rural Land Use Strategy (2008) • Implement the Bruces Creek Masterplan • Undertake planning scheme enforcement and compliance checks when and where necessary • Develop and implement town structure plans and urban design frameworks • Conduct a review of the Inverleigh Structure Plan • Implement the revised Meredith and Lethbridge Structure Plans • Implement the Gheringhap Structure Plan • Implement the Napoleons Structure Plan review • To continue the development of a comprehensive settlement strategy for the north of Golden Plains Shire • To explore opportunities for the identification of new employment land within the Shire 	<p>1,309 (668) 641</p>
Building Control	<p>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 Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Building control • Essential Safety Measures program • Building compliance • Swimming pool safety program • To develop and implement a comprehensive program of Essential Safety Measures audit and inspections 	<p>400 (90) 310</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
	<ul style="list-style-type: none"> To implement a targeted inspection program for Swimming Pool compliance 	
Fire Protection	<p>To identify potential fire hazards and to minimise the risks in the event of bushfire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Protect the community against fire risk Eradication of fire hazards Fire access road maintenance Standpipe operations Standpipe & Drought Bore Maintenance 	<p>283 <u>(63)</u> 220</p>
Environmental Management	<p>To protect and enhance the natural environment.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Environmental Management Pest, plant & animal control Environmental Strategy implementation Roadside weed control* Develop Shire responses on Government Environment and Land Use Strategies, including native vegetation, catchments, biodiversity, river health, etc. 	<p>480 <u>(51)</u> 429</p>
Community Protection	<p>Educate the community about local laws and animal control and enforce Council's local laws.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Community protection School crossing supervision* Local laws Implement new Domestic Animal Management Plan Animal control Impounding expenses Registration, tags, forms & postage DPI animal registration fee 	<p>626 <u>(570)</u> 56</p>
Public Health	<p>To protect and enhance the health of the public and the environment via education and enforcement of Food Safety and Environmental Health.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Public Health Sampling Analysis – Public Health Domestic Waste Water Management Plan implementation Immunisation Undertake a program incorporating targeted compliance, education and awareness for all tobacco retailers within Golden Plains Shire* Undertake a range of food safety program actions 	<p>521 <u>(248)</u> 273</p>
Sealed Roads Routine Maintenance	<p>Routine maintenance of the sealed local road network.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Routine maintenance of 1,005 km of the Shire's sealed roads network 	<p>1,556 <u>(179)</u> 1,377</p>
Local Roads Resealing	<p>Bituminous resealing of Council's local sealed road network. 95% of this budget relates to depreciation.</p>	<p>2,192 <u>(3)</u> 2,189</p>
Local Roads Rehabilitation	<p>Local Roads Rehabilitation. 80% of this budget relates to depreciation.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> 17% of this budget is allocated to major patching of sealed roads 	<p>1,808 <u>(1)</u> 1,807</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Local Roads Improvements	Creating improvements to Council's local road network. Initiatives: <ul style="list-style-type: none"> • Deliver local road improvement projects approved by Council • Deliver the Roads to Recovery Funding Program of \$584k* • Upgrade to Tall Tree Road of \$1.4M* 	74 <u>(1,530)</u> (1,456)
Gravel Roads Routine Maintenance	Routine maintenance of Council's local gravel road network. Initiatives: <ul style="list-style-type: none"> • Maintenance of 738 km of Council Gravel road network • Dust suppressant 	1,025 <u>(8)</u> 1,017
Gravel Re-sheeting	Gravel re-sheeting works on Council's local gravel road network. 97% of this budget relates to depreciation.	1,162 <u>(1)</u> 1,161
Bridge Maintenance	Maintenance of Council's bridges and major culverts. 70% of this budget relates to depreciation. Initiatives: <ul style="list-style-type: none"> • Routine bridge maintenance 	710 <u>(802)</u> (92)
Tree Clearing	Tree clearing works on Council's local road network, to ensure community safety. Initiatives: <ul style="list-style-type: none"> • Tree clearing as per customer requests (400 per year) • Basic maintenance of Meredith & Inverleigh Avenues of Honour • Minimal roadside verge clearing 	449 <u>(3)</u> 446
Gravel Pits	Operation and rehabilitation of Council operated gravel pits. Initiatives: <ul style="list-style-type: none"> • Gravel procurement and sales • Continue a program to restore gravel pits where Council utilised the resource • Monitor and rehabilitate Council land that is being, or has been, utilised as landfill sites 	226 <u>(226)</u> (0)
Asset Management	Management of Council's road and bridge assets. Initiatives: <ul style="list-style-type: none"> • Maintenance of asset systems to ensure accurate records of roads, bridges, drainage, buildings, footpaths, etc. are maintained • Maintain an intervention level of 7.5 on Moloney Asset Management System • Road and Bridge asset revaluation and condition assessment Major Initiative: Council will be further developing its current asset management practices and processes. This will include the procurement and implementation of new or improved asset management software, review of Council's road management plan, review of operational practices and procedures and increased funding, of \$750K, for maintenance and renewal of gravel and sealed local road.	511 <u>(72)</u> 439
Drainage Maintenance	Maintenance of Council's township and rural drainage assets. 24% of this budget relates to depreciation. Initiatives: <ul style="list-style-type: none"> • Rural drainage maintenance (42% of budget) • Townships drainage maintenance (26% of budget) 	525 <u>(21)</u> 504

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Private Works	Provision of private works services for residents, other Councils and developers. Initiatives: <ul style="list-style-type: none"> • Undertake private works projects as required 	28 <u>(26)</u> 2
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network. Initiatives: <ul style="list-style-type: none"> • Sign & guidepost maintenance • 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 	255 <u>(3)</u> 252
Street Lighting	Provision of street lighting across Council's local road network. Initiatives: <ul style="list-style-type: none"> • Street light operations • Participate in Stage 1 of the G21 LED Street lighting program 	161 <u>(1)</u> 160
Township Maintenance	Provision of street beautification works including grass cutting in townships in accordance with Council policy. Initiatives: <ul style="list-style-type: none"> • Township mowing & maintenance • Tree planting in townships • Street furniture maintenance 	673 <u>(15)</u> 658
Bus Shelters	Provision and maintenance of bus shelters across the Shire. Initiatives: <ul style="list-style-type: none"> • Minor repairs to existing shelters including painting of up to two shelters 	12 <u>(0)</u> 12
Paths and Trails	Maintenance of Council's network of footpaths. 70% of this budget relates to depreciation. Initiatives: <ul style="list-style-type: none"> • Maintain Council paths and trails • Rail Trail maintenance • Maintenance of Ballarat – Skipton Rail Trail including minor bridge repairs 	252 <u>(101)</u> 151
Garbage Collections	Collection of domestic garbage and recyclables and disposal of garbage across the Shire. Initiatives: <ul style="list-style-type: none"> • Household garbage collection • Disposal of waste to landfill • Recycling collection & education • Review waste management strategy • Advocate for local projects funded by Sustainability Victoria • Participate in the regional waste and resource recovery group 	2,668 <u>(2,904)</u> (236)
Municipal Landfills	Rehabilitation and environmental monitoring of Council's landfill sites and operation of the Rokewood transfer station. Initiatives: <ul style="list-style-type: none"> • Rehabilitation and environmental monitoring of Council's landfill sites 	185 <u>(13)</u> 172
Litter Control	Control litter and illegal dumping across the Shire. Initiatives: <ul style="list-style-type: none"> • Litter control • Garbage collection from public spaces 	63 <u>(1)</u> 62

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> Improve process for reporting and investigation of litter and illegal dumping 	

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)	$\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \times 100$
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)	$\frac{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100$
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.
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)	$\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100$

Strategic Objective 4: Delivering Good Governance and Leadership

To achieve the strategic objective of delivering good governance and leadership Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Communications and Marketing	<p>Clear articulation of Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications.</p> <p>Facilitation of effective communication between Council, residents, community groups, businesses and media.</p> <p>Transformation to digital communications through website, social media and other digitised platforms.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Events, Communications and Marketing Strategy implementation • Website development • Social Media communications • Media monitoring • Regional Marketing programs • Golden Plains Gazette • Corporate events - openings and announcements • Festivals – Australia Day • Publications • Community First continuous improvement program 	<p>751 (9) 742</p>
Customer Services Centres	<p>Operation of customer service centres to provide bases from which Council can deliver services.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Undertake a community satisfaction survey • Implement customer service strategy action plan 	<p>473 (7) 466</p>
Governance	<p>Governance is the process of decision making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Mayoral & Councillor's allowances • Councillors travel, accommodation, meals & other expenses • Councillor communications • Councillor's conferences & professional development • Corporate Memberships • Civic ceremonies & memorabilia • Independent audit committee members • Lobbying of politicians and key players in the local government industry • Advocacy on behalf of the community on key government issues <p>Major Initiatives:</p> <p>MAV WorkCare initiative - Council will be participating in the MAV WorkCare initiative to further improve its focus on occupational health and safety. MAV WorkCare is a workers compensation self-insurance scheme for local government employers. The new scheme began on 1 November 2017 and will produce significant benefits for Council and their employees. These benefits include:</p> <ul style="list-style-type: none"> • sustained and measurable improvements in workplace safety; 	<p>754 (9) 745</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
	<ul style="list-style-type: none"> • lower costs to Council's through reductions in the incidence of avoidable injuries; • effectively and appropriately managed claims; and • optimal return to work initiatives and programs. <p>As part of the agreement with WorkSafe to enter into a self-insurance scheme, Council's OHS Management System will need to conform to the 108 National Audit Tool criteria. Member councils must achieve 100% conformity with these standards before February 2021.</p> <p>Golden Plains Community and Civic Centre - Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, this Budget allocates \$5m to begin the construction phase of the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. This follows an extensive community engagement and consultation process that was undertaken during 2017-18.</p> <p>This building, the Golden Plains Community and Civic Centre, is one aspect of a broader Civic Precinct including the Bannockburn Family Services Centre, planned for the site in future. This will enable Council to deliver community services from this site for many years to come.</p> <p>Council has made this decision for a number of reasons, including the need to provide more modern and welcoming public areas, improve efficiencies in our operations, and provide improved access and transparency around monthly Council meetings.</p> <p>The existing Shire Hall and Customer Service Centre are over 120 and 40 years old respectively and present a number of building compliance and safety issues, resulting in increased spending on building maintenance. In addition, the customer service areas are outdated and do not provide privacy for residents to discuss sensitive issues such as planning matters.</p> <p>The redeveloped facility will have an increased focus on the availability of dedicated community space within the central building.</p>	
Elections	<p>Maintenance of voters' rolls in readiness for 2020 election.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Maintenance of voters' rolls 	<p>18 <u>(1)</u> 17</p>
Meetings	<p>Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Prepare for, and conduct, Council meetings, committee meetings, workshops, retreats and other meetings of Council with Management 	<p>85 <u>(0)</u> 85</p>
Corporate Planning	<p>Maintenance of an integrated approach to corporate 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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • 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 	<p>865 <u>(37)</u> 828</p>

Service Area	Description of Services and Initiatives	Expenditure <u>/(Revenue)</u> Net Cost \$'000
Emergency Management Plan	<p>Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation and training of emergency management staff.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Maintenance of neighbourhood safer places* • Emergency management meetings* • Promote safer emergency practices by the community* • Emergency management materials • Contribution to Barwon flood warning management 	<p>313 <u>(126)</u> 187</p>
Risk Management and OH & S	<p>Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Implement MAV WorkCare OTTSMS Plan • Staff flu vaccinations • Implement council's Risk Management Strategy action plan and Occupational Health and Safety plan 	<p>309 <u>(5)</u> 304</p>
General revenue	<p>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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Lobby Government for extra resources for a developing municipality • Lobby Federal Government in relation to cost shifting and direct funding to Local Government 	<p>2 <u>(27,028)</u> (27,026)</p>
Property and Rating	<p>Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Supplementary valuations • Rate notice printing & postage • General revaluation 	<p>837 <u>(497)</u> 340</p>
Corporate Reporting and Budgeting	<p>Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Manage external and internal audit function • Preparation of the Annual Budget • Preparation of the Annual Report • Monthly management reporting • Co-ordinate asset revaluations as required 	<p>393 <u>(8)</u> 385</p>
Procurement and Contract Management	<p>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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Supplier relationship management • Develop procurement and contract management capacity within council • Ensure compliance with council's procurement policy • Co-ordination of tenders per council 	<p>390 <u>(7)</u> 383</p>
Records Management	<p>Effective and efficient recording, maintenance, archival and disposal of Council documents.</p> <p>Initiatives:</p>	<p>265 <u>(2)</u> 263</p>

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
	<ul style="list-style-type: none"> 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 	
Borrowings	Effective management of Council borrowings. Initiatives: <ul style="list-style-type: none"> Evaluate and Implement the most efficient method of financing Council's operations in order to achieve Best Value 	414 (0) 414
Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule. Initiatives: <ul style="list-style-type: none"> Replace/Procure key items of plant as identified in the capital program 	317 (274) 43

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

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 2018-19 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5.2) 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.

Adjusted Underlying Result

Council's budgeted surplus for 2018-19 is \$3.13m, however this 'headline' figure can be misleading. The 'adjusted underlying result' of \$223k deficit more accurately represents the true financial performance of Council in a 'normal' year.

The Regulations 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.

	\$'000
Total Comprehensive Result	3,145
Non-recurrent grants used to fund capital expenditure	(2,043)
Non-monetary asset contributions	(1,125)
Other contributions to fund capital expenditure	(200)
Adjusted Underlying Surplus	(223)

Income

Note 1: Rates and Charges (\$1,588k 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.

However, with the introduction of the State Governments Rate Capping legislation in 2015, councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year. The Minister has set the cap on General Rates and Municipal Charge at 2.25% for 2018-19. Other service charges (e.g. Garbage Charge) are to be calculated on a 'full cost recovery' basis.

The current Rating Strategy is based on the following rating principles:

- 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

In 2018-19, the average capped increase per assessment is 2.25%. The following table provides a summary of how this increase is calculated, according to the formula prescribed by the State Government.

Forecast Annualised Rate Revenue at 30 June 2018	\$19,328,461
Forecast Number of Assessments at 30 June 2018	11,021
Forecast Base Average Rate 2017-18 per assessment	\$1,753.78
Budget Rate Revenue 2018-19	\$19,763,201
Capped Average Rate 2018-19 per assessment	\$1,793.24
Average Capped Increase 2018-19	2.25%

The rates and charges, together with supplementary rate revenue derived from a growth in the rate base, will generate \$22.9m (\$21.3m 2017-18).

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

Note 2: Statutory Fees and Fines (\$173k increase)

Statutory fees and fines represent 1.38% of total income. A detailed listing of individual fees and fines is contained in section 6.2 on page 100.

Details of total fees and fines contained in the Budget follow.

Statutory Fees and Fines	\$'000
Planning and Building Fees	476
Animal Infringement Fines	50
Land Information Certificate Fees	24
Drainage Information Fees	19
Subdivision Supervision Fees	15
Other Fees and Fines	1
Total Statutory Fees and Fines	585

Note 3: User Fees (\$654k increase)

User fees represent 8.23% of total income. A detailed listing of individual fees is contained in section 6.2 on page 100.

Details of total fees contained in the Budget follow.

User Fees	\$'000
Bannockburn Child Care	1,782
Animal Registration Charges	400
Kindergarten Cluster	288
Home and Community Care Fees	272
Gravel Cartage Levy	150
Septic Tank Fees	139
Food and Health Fees	76
Subdivision Supervision Fees	70
Rents and Leases	50
Bannockburn Cultural Centre Fees	50
Fire Hazard Eradication Fees	40
Bannockburn Family Services Centre Fees	30
Farmers Market Fees	30
Smythesdale Business Hub Fees	25
Community Protection Fees	18
Other	30
Planning and Building Fees	17
Community Bus Hire Charges	13
Northern Community Centre Fees	13
Road Opening Permit Fees	12
User Fees Total	3,504

Note 4: Grant - Operating (\$325k decrease)

Operating grants comprise 24.37% of the total income. The Budget provides for \$10.37m in operating grants, representing a decrease of \$325k from 2017-18 forecast.

The Budget allows for a Victoria Grants Commission (VGC) allocation of \$5.6m, which represents a 5.9% increase from 2017-18. A complete listing of total budgeted grants is shown below.

Operating grants are those grants utilised to deliver ongoing services and programs.

Operating Grant Funding Types and Source	
Recurrent - Commonwealth Government	\$
General Purposes Grants (VGC)	3,547
Local Road Funding (VGC)	2,047
Commonwealth Home Support Program	902
Recurrent - State Government	
Children Services	1,913
Kindergarten	712
Health Promotion	461
Age & Disability Services	252
Maternal & Child Health	211
Emergency Management	120
Youth Development	65
Other	43
Environment Management	41
Community Protection	40
Public Health	18
Total Recurrent Grants	10,370
Total Operating Grant Funding	10,370

Note 5: Capital Grant (\$3.93m decrease)

The Budget provides for \$2.6m in capital grants representing a decrease of \$3.93m or 59.9% from 2017-18 forecast. Capital grants comprise 6.19% of the total income. 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.

Capital Grant Funding Types and Source	
Recurrent - Commonwealth Government	\$
Roads to Recovery	585
Recurrent - State Government	
Roads	7
Total Recurrent Grants	591
Non-Recurrent - Commonwealth Government	
Bridges	800
Non-Recurrent - State Government	
Roads	943
Recreation, Leisure and Community	200
Footpath	100
Total Non-Recurrent Grants	2,043
Total Capital Grant Funding	2,634

Note 6: Contributions - Monetary (\$1.3m decrease)

The Budget provides for \$1.18m monetary contributions, representing a decrease of \$1.3m from 2017-18 forecast. Monetary Contributions comprise 2.77% of total income.

Below is a list of monetary contributions contained in the Budget.

Monetary	\$'000
Gravel Sales	225
Wind Farm Income	214
Debt Collection Recoupment	170
Developer Community Contributions	100
Public Open Space Contributions	100
Motor Vehicle Recoupments	93
Access & Inclusion Projects	50
Family Day Care Administration & Carer Levy	47
Sale of Waste Bins	40
Telecommunications Towers Income	32
Contributions for Private Works	25
Panel Hearing Reimbursement	20
Standpipe Water Sales	12
Inverleigh Kindergarten Refurbishment	12
Other	40
Monetary Total	1,179

Note 7: Contributions - Non-Monetary (\$125k increase)

The Budget provides for \$1.125m non-monetary (assets) contributions, representing 2.64% of total income.

Contributions - Non-Monetary	\$'000
Subdivisional Assets Handed to Council	1,125
Total Contributions - Non-Monetary	1,125

Note 8: 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.

Proceeds From Sale of Assets	\$'000
Information Communications Technology	2
Plant and Machinery	274
Motor Vehicles	310
Total Proceeds from Sale of Assets	586
Written Down Value of Assets Sold	
Information Communications Technology	-
Plant and Machinery	274
Motor Vehicles	310
Total Written Down Value of Assets Sold	584
Net Gain on Disposal	2

Note 9: Other Income (\$20k increase)

Other income includes interest on investments. Interest on investments has been based on short term deposit rates ranging from 2% to 3%. The budget of \$250k comprises only 0.6% of total income.

Expenditure

Note 10: Employee Costs (\$110k increase)

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

Employee costs are budgeted to increase by \$110k, or 0.6%, to \$18.3m. This increase primarily relates to the annual Enterprise Agreement increase of 1.5% and reduction in positions.

Reconciliation from 2017-18 Budget

Description	FTE	\$'000	% Increase
2017-18 Budget - Employee Benefits	205.9	18,194	
Change in FTE	(1.05)	(134)	(0.7)
EA increase		273	1.5
Other		(29)	(0.2)
Total Increase / (Decrease)	(1.05)	110	0.6
2018-19 Budget – Employee Benefits	204.8	18,304	

Budget per Dept. and Type		Comprises		
Department	Budget 2018-19 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000	Casual \$'000
Community Services	7,724	3,544	3,648	532
Corporate Services	2,993	2,460	489	44
Executive	663	468	195	-
Governance	679	632	47	-
Assets and Amenity	6,247	5,657	590	-
Total	18,304	12,759	4,969	576

FTE per Dept. and Type		Comprises		
Department	Budget FTE 2018-19	Permanent Full Time	Permanent Part Time	Casual
Community Services	92.24	39.02	45.36	7.86
Corporate Services	31.80	24.26	6.91	0.63
Executive	7.47	5.25	2.22	-
Governance	4.63	4.00	0.63	-
Assets and Amenity	68.69	62.00	6.69	-
Total	204.83	134.53	61.81	8.49

Note 11: Materials and Services (\$247k increase)

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 increase by \$247k, or (2%) to \$12.34m.

Materials and Services	\$'000
Garbage Operations	2,519
Projects and Services	2,126
General Maintenance	1,398
Community Facility Projects	1,084
Vehicle and Machinery	823
Contractors and Consultants	763
IT Operations	729
Building Maintenance	546
Other *	375
Cleaning	317
Utilities	299
Training	295
Telecommunications	266
Printing and Stationery	240
Insurance	219
Debt Collection and Legal Fees	203
Advertising	98
Gravel Pit Operations	41
Total Materials and Services	12,341

*Other category contains the following corporate memberships

Organisation	\$'000
G21	44
MAV	23
Peri-Urban Regional Planning Officer	16
Central Highlands Mayor/CEO Forum	13
Regional Tourism	10
Committee for Ballarat	4
Total Corporate Memberships	112

Note 12: Bad and Doubtful debts

Allocation of bad and doubtful debts of \$2k relates to Age & Disability and Children Services.

Note 13: Depreciation and Amortisation (\$360k 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.

Depreciation by Class of Asset	\$
Buildings Specialised	857
Buildings Unspecialised	103
Buildings Heritage	56
Information Communications Technology	200
Furniture and Equipment	61
Plant and Machinery	805
Roads	4,657
Footpaths	170
Bridges	408
Drainage	126
Recreation, Leisure & Community	510
Parks, Open Spaces & Streetscapes	59
Car Parks	23
Gravel Pit Rehabilitation	44
Total Depreciation Expense	8,079

Note 14: Borrowing Costs (\$68k increase)

Finance Costs relate to the interest paid on Council borrowings. The ratio of finance costs as a percentage of income indicates that only 1.6% of income is required to service debt. The increase of \$68k is primarily the result of new borrowings required to fund new capital projects.

Note 15: Other Expenses (\$8k increase)

Increase in other expenses consist of increase in Audit Fees and Councillor Allowances.

4.2 ANALYSIS OF BALANCE SHEET

This section of the Budget analyses the expected financial position of Council at the end of the 2018-19 financial year.

Note 16: Current assets (\$2.43m increase)

- Cash assets will decrease by \$291k
- Receivables will increase by \$243k
- Other Assets will increase by \$2.38m which represents the current portion of cash held for debt repayment.
- Land held for resale relates to the remaining undeveloped land at Bakers Lane, Teesdale

Note 17: Non-current assets (\$5.92m increase)

- The increase in non-current assets is detailed in the table below, with the capital works program (\$15.1m), less depreciation and amortisation (\$8.1m) and disposal of assets (\$0.6m) plus the receipt of gifted assets (\$1.1m).
- The decrease in the non-current sinking fund Investment of \$1.6m is the net result of a reclassification of \$2.4m as a current asset, and an overall increase in the sinking fund investment by \$786k 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.

Movements in Non-Current Assets

Description	Balance 1 July 2018 \$'000	Additions \$'000	Handed to Council \$'000	WDV of Disposals \$'000	Depreciation \$'000	Balance 30 June 2019 \$'000
Land	23,432	-	-	-	-	23,432
Buildings Specialised	30,124	5,631	-	-	(856)	34,899
Buildings Unspecialised	3,458	440	-	-	(103)	3,795
Heritage Buildings	1,026	-	-	-	(56)	969
Parks, Open Spaces etc.	905	130	-	-	(59)	976
Recreation, Leisure & Community	6,310	720	-	-	(510)	6,520
Car Park	1,033	50	-	-	(23)	1,060
Furniture & Equip	238	-	-	-	(61)	176
Plant & Machinery	4,300	1,674	-	(584)	(805)	4,585
Roads	329,616	4,133	1,125	-	(4,658)	330,216
Bridges	17,862	1,750	-	-	(408)	19,204
Footpaths	11,677	288	-	-	(170)	11,795
Drainage	3,764	-	-	-	(126)	3,639
Information Communication Technology	315	282	-	-	(200)	396
Gravel Pit	122	-	-	-	(44)	78
Land Under Roads	4,332	-	2	-	-	4,334
Invest In Association	740	-	-	-	-	740
Sinking Fund	1,932	786	-	(2,376)	-	341
Non-Current Investment	50	-	-	(50)	-	-
Total	441,236	15,883	1,127	(3,010)	(8,080)	447,155

Note 18: Current liabilities (\$2.9m increase)

- Current liabilities represent obligations Council must pay within the next year
- The current liability for interest-bearing liabilities as at 30 June 2019 will increase by \$2.37m
- The provision for employee benefits as at 30 June 2019 represents Council's liability to pay employees annual leave and long service leave

Note 19: Non-current liabilities (\$2.3m increase)

- Non-current liabilities represent obligations Council must pay beyond the next year
- The non-current liability provision for employment benefits will decrease by \$30k. This represents the Council's provision for long service leave (non-current)
- Interest bearing liabilities increase by \$2.15m which is the net result of new borrowings and repayments of loans taken out in prior years
- Gravel pit rehabilitation provision decreases by \$60k in line with anticipated works

4.3 ANALYSIS OF STATEMENT OF CHANGES IN EQUITY

Note 20: Equity (\$3.15m increase)

Total equity of \$442m 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	\$'000
Discretionary reserves	7,525
Committed reserves	541
Non-current assets less non-current liabilities	434,375
Total Equity	442,441

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.

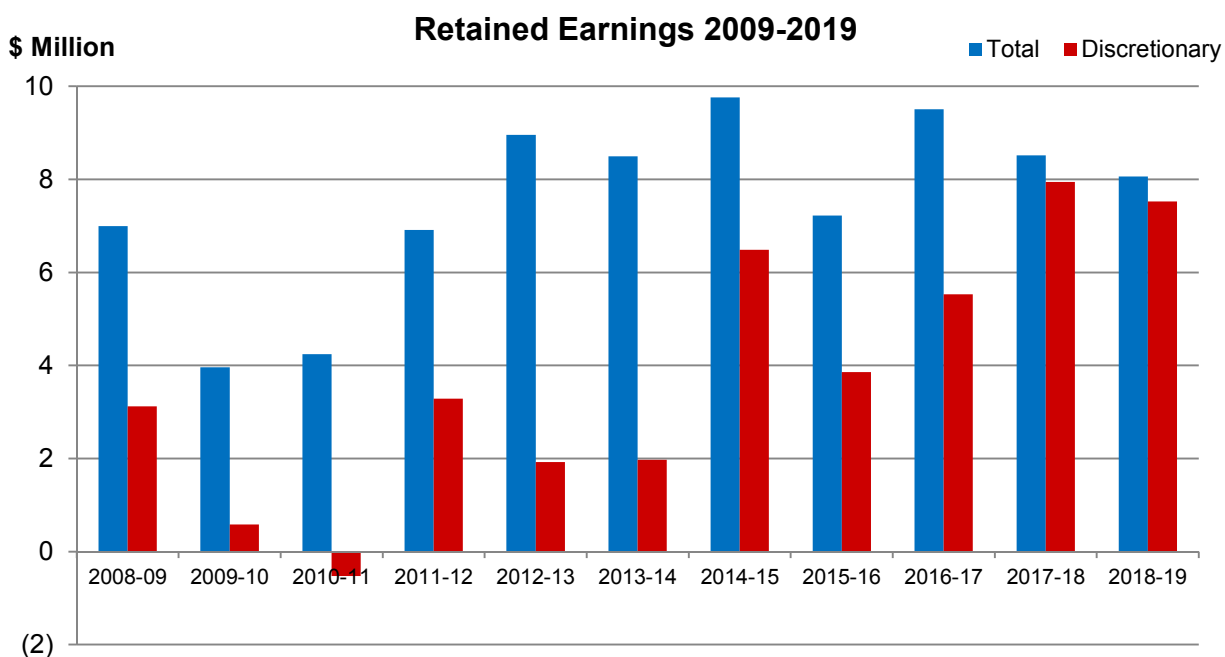
Retained earnings are comprised of discretionary funds and committed funds. Committed funds include amounts set aside for long service leave, physical/social infrastructure development (developer contributions) and specific levies. As a matter of good financial management, Council only uses discretionary 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 includes the funds generated from the sale of Bakers Lane, Stage 3 (\$1.5m).

As at 30 June 2019, Council will have discretionary funds available of \$7.5m and \$541k in committed funds.

	Opening Balance 1-Jul-18 \$'000	Net Movements \$'000	Closing Balance 30-Jun-19 \$'000
Discretionary			
General Appropriations	3,691	(411)	3,280
Bakers Lane	1,525	-	1,525
VGC Grant Received in Advance	2,700	-	2,700
Kindergarten Maintenance Fund	28	(8)	20
Sub-total Discretionary	7,944	(419)	7,525
Committed			
Recreational Lands^	-	-	-
Developer Contributions	137	-	137
Employee Entitlements (non-current)	434	(30)	404
Quarry Levy^	-	-	-
Sub-total Committed	571	(30)	541
Total Retained Earnings	8,515	(449)	8,066
Non-Current Assets and Liabilities	430,781	3,594	434,375
Total Equity	439,296	3,145	442,441

^All funds received in these reserves are budgeted to be 100% expended in the same year of receipt. The following graph demonstrates the movement in retained earnings since 2009 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 \$190k to \$10.4m.

Note 21: Operating activities (\$10.5m 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 \$22.71m
- Grants of \$13.87m to fund operating expenses and capital works
- Statutory Fees and fines \$585k
- User fees \$3.45m
- Contributions and recoupments of \$0.81m
- Employee Costs \$18.29m and
- Materials and services \$13.78m

Reconciliation of Surplus to Net Cash Inflow from Operations

	\$'000
Surplus for Period	3,145
Depreciation	8,080
Net Gain on Disposals	(2)
Subdivisions - Roads Handed to Council	(1,125)
Borrowing Costs	414
Decrease/(Increase) in Receivables	(244)
Increase/(Decrease) in Operating Creditors and Provisions	277
Net Cash Inflow from Operations	10,545

Note 22: Investing activities (\$14.5m 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 23: Financing activities (\$3.8m cash inflow)

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

The net inflow of \$3.8m includes the receipt of new borrowings undertaken during the year \$5.2m, as well as the repayment of the principal component of borrowings \$260k, interest expenditure \$414k and payment to LGFV sinking fund of \$785k.

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 2019 it will have cash and cash equivalents of \$10.4m, which has been restricted as shown in the following table.

	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Total Cash and Cash Equivalents	10,590	10,400
Restricted cash and investments		
-Statutory Reserves	137	137
-Discretionary Reserves	434	404
Unrestricted Cash and Cash Equivalents	10,019	9,859

Statutory Reserves (\$137k)

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 2018-19 year \$100k is budgeted to be transferred to and \$100k from Statutory Reserves.

Discretionary Reserves (\$404k)

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 2018-19 year \$30k is budgeted to be transferred 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 (\$9.9m)

It should be noted that \$1.5m of these funds relate to revenue generated from the sale of Bakers Lane, Stage 3 and \$2.7m relates to Federal Assistance Grant received in advance.

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: new assets, capital renewal, capital upgrade and capital expansion.

New assets are assets that did not previously exist prior to 1 July 2018. New assets will result in increased operating costs, maintenance costs and capital renewal in the future.

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.

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.

The following is a commentary on the major capital works and how they are funded in 2018-19.

Note 24: Capital Expenditure Funding Sources

Capital Works Area	Project Cost 2018-19 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Building Specialised									
Golden Plains Community & Civic Centre	5,000	-	-	-	5,000	-	-	-	5,000
Napoleons Public Toilet Refurbishment	30	-	30	-	-	-	-	30	-
Haddon Stadium Floor Replacement	250	-	250	-	-	-	-	100	150
Inverleigh Public Toilet Septic Upgrade	80	-	-	80	-	-	-	80	-
Teesdale Toilet Upgrade	220	-	-	220	-	-	-	220	-
Teesdale Kindergarten - Veranda	16	16	-	-	-	-	-	16	-
Disability Action Plan	20	-	-	-	20	-	-	20	-
BCS Kitchen - Exhaust Fan	16	-	16	-	-	-	-	16	-
Total Building Specialised	5,631	16	296	300	5,020	-	-	481	5,150
Building Unspecialised									
Linton Depot Refurbishment	60	-	60	-	-	-	-	60	-
Sago Hill Quarry Security	100	100	-	-	-	-	-	100	-
Underground Power Upgrade - The Heart	250	250	-	-	-	-	-	250	-
Shelford Depot Roof Refurbishment	30	-	30	-	-	-	-	30	-
Total Building Unspecialised	440	350	90	-	-	-	-	440	-
Plant Machinery and Equipment									
Community Protection Vehicles	80	-	80	-	-	-	-	80	-
Community Buses	65	-	65	-	-	-	-	65	-
Fleet Vehicles	370	-	370	-	-	-	-	370	-
Utes	114	-	114	-	-	-	-	114	-
Heavy Plant and Machinery	1,045	-	1,045	-	-	-	-	1,045	-
Total Plant Machinery and Equipment	1,674	77	1,597	-	-	-	-	1,674	-

Capital Works Area	Project Cost 2018-19 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Computers and telecommunications									
Computer Hardware	109	-	109	-	-	-	-	109	-
Computer Software	53	-	53	-	-	-	-	53	-
Asset Management Software System	120	120	-	-	-	-	-	120	-
Total Computers and telecommunications	282	120	162	-	-	-	-	282	-
Infrastructure									
Local Roads Resealing	853	-	853	-	-	-	-	853	-
Local Roads Improvements (Roads to Recovery)	585	-	380	205	-	585	-	-	-
Local Roads Improvements	280	-	-	280	-	-	-	280	-
Gravel Resheeting - Local Roads	300	-	300	-	-	-	-	300	-
Somerset Estate Road Infrastructure	450	450	-	-	-	-	-	450	-
Footpaths & Trails	250	250	-	-	-	100	-	150	-
Periodic Footpath Maintenance	30	-	30	-	-	-	-	30	-
Periodic Bridge Rehabilitation (Coopers Bridge)	1,750	-	1,750	-	-	800	-	950	-
Thompsons Road Maude Upgrade	250	-	225	25	-	-	-	250	-
Fire Access Track	8	-	8	-	-	7	-	1	-
Tall Tree Road Upgrade	1,415	-	-	1,415	-	943	-	472	-
Infrastructure Total	6,171	700	3,546	1,925	-	2,435	-	3,736	-
Car Park									
Bannockburn Soccer Car Park	50	-	-	50	-	-	-	50	-
Car Park Total	50	-	-	50	-	-	-	50	-
Parks, Open Spaces & Streetscapes									
Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-
Inverleigh Streetscape Upgrade	45	-	-	-	45	-	-	45	-
Bannockburn Streetscape Upgrade - Stage 1	-	-	-	-	-	-	-	-	-
Total Parks, Open Spaces & Streetscapes	30	-	40	45	45	-	-	130	-

Capital Works Area	Project Cost 2018-19 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Recreational, Leisure & Community									
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Sports Oval Irrigation Upgrades	30	-	-	30	-	-	-	30	-
Smythesdale Skate Park Upgrade (SRV Minor)	250	-	-	250	-	100	-	150	-
Bannockburn Vic Park Court Upgrade (CFNP)	350	-	-	350	-	100	-	250	-
Total Recreation, Leisure & Community	720	-	90	630	-	200	-	520	-
Total Capital Works Expenditure	15,097	1,263	5,820	2,950	5,065	2,635	-	7,313	5,150

Note 25: New Assets (\$1.26m expenditure)**Buildings (\$366k expenditure)**

- Sago Hill Quarry Security \$100k
- The Heart - Underground Power Upgrade \$250k
- Teesdale Kindergarten Verandah \$16k

Infrastructure (\$700k expenditure)

- Somerset Estate road infrastructure \$450k
- Footpaths and trails \$250k

Plant and Machinery (\$77k expenditure)

- Tow behind road broom \$35k
- Heavy Plant monitoring system \$12k
- Ride-On Mower \$30k

Information Communications Technology (\$120k expenditure)

- Asset Management Software System \$120k

Note 26: Capital Renewal (\$5.82m expenditure)**Buildings (\$386k expenditure)**

- Napoleons Public Toilet Refurbishment \$30k
- Haddon Stadium Floor Replacement \$250k
- BCS Kitchen - Exhaust Fan \$16k
- Linton Depot Refurbishment \$60k
- Shelford Depot Roof Refurbishment \$30k

Plant and Machinery (\$1.6m expenditure)

This expenditure of \$1.6m is consistent with Council's plant and machinery replacement schedule. The major items of plant to be changed are two Graders, three ride-on mowers, four trailers and a community bus.

Infrastructure (\$3.55m expenditure)

- The reseal program is budgeted for \$853k; the following page contains detailed information about the planned program for the year
- The renewal component of the Roads to Recovery funding program of \$380k is continuing and includes general local road improvements as identified by Council (refer to page 62 for full program details)
- Gravel re-sheeting on local roads will be funded to an amount of \$300k in line with the most recent independent road assessment report (Peter Moloney report)
- Periodic bridge rehabilitation (Coopers Bridge) to be funded is \$1.75m
- Periodic footpath maintenance is \$30k
- Thompsons Road Maude \$225k

Recreational, Leisure & Community (\$90k expenditure)

- Resurfacing of tennis courts to cost \$90k

Parks, Open Spaces & Streetscapes (\$40k expenditure)

- Refurbishment of playgrounds \$40k

Reseal Program

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

ID	Road Name	Datum	From Description	To Description	Length	Width	Area	Total \$'000
1062	Ballan-Meredith Road	Midland Hwy	Pave Change	Pave Change	1995	7	13965	70
579	Bassetts Road	Lismore Pittong Rd	Lismore Pittong Rd	Seal Change	1710	4.5	7695	44
690	Cahills Lane	Rokewood Skipton Rd	Rokewood Skipton Rd	Change	1014	5	5070	25
691			Change	Change	1139	5	5695	28
692			Rokewood Skipton Rd	Change	997	5	4985	25
386	Cunningham Street	Mercer St	Ormond St	Russell St	222	4.5	999	5
772	Devil's Kitchen Road	Linton Piggoreet	Linton Piggoreet	End	360	4	1440	7
2806	Frenchmans Road	Main St	Restart seal	Cahills Rd	450	5	2250	11
1816	Gilday Court	Greenbank Ct	Greenbank Ct	End	350	5	1750	9
2747	Gilletts Road	Greenbank Ct	3.31 Mill Rd	Change at bridge	553	5	2765	14
2745			Change	5.04 Boyles	1438	5	7190	36
2744			5.04 Boyles	Pitfield Cressy Rd	1375	5	6875	34
846	Gumley Road	Dereel Mt Mercer Rd	1.65 Rices Rd	Change	1831	5	9155	46
848	Gumley Road		Change	4.88 Grahams Rd	1263	5	6315	32
1854	Gumley Road (Primer Seal)		Wurrook Road	Rokewood Shelford Rd	8855	5	44275	221
904	Imries Lane	Rokewood Skipton Rd	Rokewood Skipton Rd	Sandy La	1850	5	9250	46
929	Lacys Road	Colac Ballarat Rd	Colac Ballarat Rd	Heinz	856	6.5	5564	28
2055	Meadows Road	McMillan St	Two Bridges Rd	Colac-Ballararat Road	1840	4.5	8280	41
3013	Meredith-Mt Mercer Road	Railway Crossing	Change	Change	870	7	6090	30
1077			Change	Change	940	7	6580	33
1210	Roberts	Lismore Scarsdale	Lismore Scarsdale	Change	690	4.5	3105	16
1211			Change	Willowvale Rd	1080	4.5	4860	24
1212			Willowvale Rd	Change	550	4.5	2475	12
1213			Change	Shire boundary	370	6	2220	11
Total								850

Roads to Recovery

Capital Renewal accounts for 35% of the \$585k program, totalling \$205k.

Priority	Road Name	Locality	From Chainage	To Chainage	Distance	Description	Hierarchy	Est Cost \$'000
1	Barwon Park Road	Inverleigh	0	2080	2080	Hamilton Hwy to Morgan Road	Collector	585
Total								585

Footpaths and Trails

New Assets includes the following Footpath and Trails projects totalling \$250k.

Priority	Township	Location	Length	Description	Budget \$'000
1	Batesford	Tolloora Way -(between Dog Rocks Road and proposed Batesford Playground)	190m	2m wide granitic sand path.	25
2	Linton	Sussex Street (between Gillespie Street and Clyde Street)	250m	Asphalt renewal project – east side.	65
3	Bannockburn	Clyde Road (between Lowndes Road and existing concrete footpath)	370m	1.5m wide granitic sand path – east side of Clyde Road.	20
4	Bannockburn	Burnside Road (stage 2, Yverdon Drive to Glen Avon Estate Entrance)	670m	1.5m wide concrete path – east side of Burnside Road.	140
Total					250

Note 27: Capital Upgrade (\$2.95m expenditure)**Buildings (\$300k expenditure)**

- Inverleigh Public Toilet Septic Upgrade \$80k
- Teesdale Toilet Upgrade \$220k

Car Park (\$50k expenditure)

- Bannockburn Soccer Car Park \$50k

Infrastructure (\$1.92m expenditure)

- The upgrade component of the Roads to Recovery funding program of \$205k is continuing and includes general local road improvements as identified by Council.
- Local road improvements totalling \$280k
- Upgrade of Thompsons Road Maude \$25k
- Upgrade of Tall Tree Road \$1.42m

Parks, Open Spaces & Streetscapes (\$45k expenditure)

- Open Space Implementation - sign posts, etc. \$45k

Recreational, Leisure & Community (\$630k expenditure)

- Sports Oval Irrigation Upgrades \$30k
- Smythesdale Skate Park Upgrade (SRV Minor) \$250k
- Bannockburn Vic Park Court upgrade \$350k

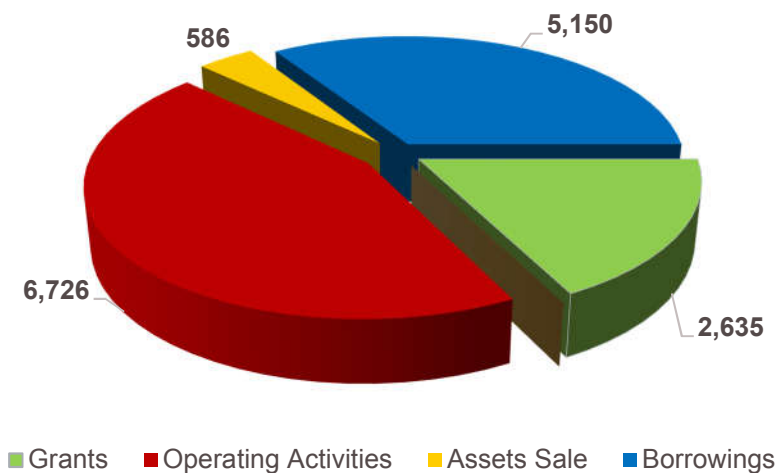
Note 28: Capital Expansion (\$5.07m expenditure)**Buildings (\$5.02m expenditure)**

- Golden Plains Community and Civic Centre \$5m
- Disability Action Plan \$20k

Parks, Open Spaces & Streetscapes (\$45k expenditure)

- Inverleigh Streetscape Upgrade \$45k

Capital Expenditure Funding Sources \$'000



Borrowings

Council's Strategic Resource Plan provides for annual borrowings of \$150k for community facilities. These borrowings will assist in the construction of the Haddon Stadium floor replacement. \$5.0m will also be borrowed to fund the commencement of the Golden Plains Community and Civic Centre redevelopment.

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.

Grants for Capital Works	\$'000
Tall Tree Road Upgrade	943
Coopers Bridge Replacement	800
Roads to Recovery	585
Smythesdale Regional Skate Park Upgrade	100
SRV - Minors - Bannockburn Victoria Park Court Upgrade	100
TAC Footpath	100
Fire Access Road	7
Total Grants	2,635

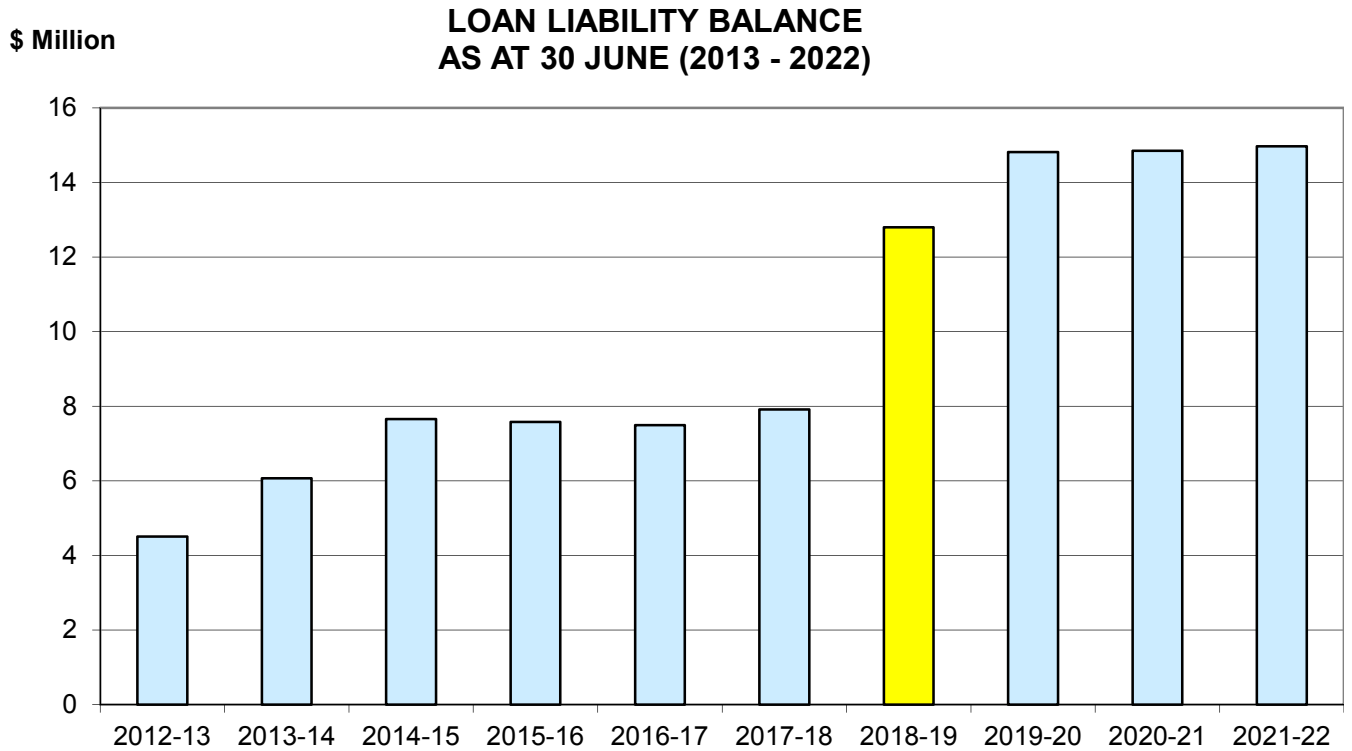
Proceeds from the Sale of Non-Current Assets

Proceeds from the sale of non-current assets totals \$586k and includes the trade-in of motor vehicles and plant items.

4.6 BORROWINGS

The budgeted loan liability of \$12.80m at 30 June 2019 represents 55.9% of rates and charges, which is an increase from 37.10% in 2017-18. 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 \$5,0m relates to the Golden Plains Community and Civic Centre development and \$150k relates to the Haddon Stadium Floor Replacement for 2018-19.



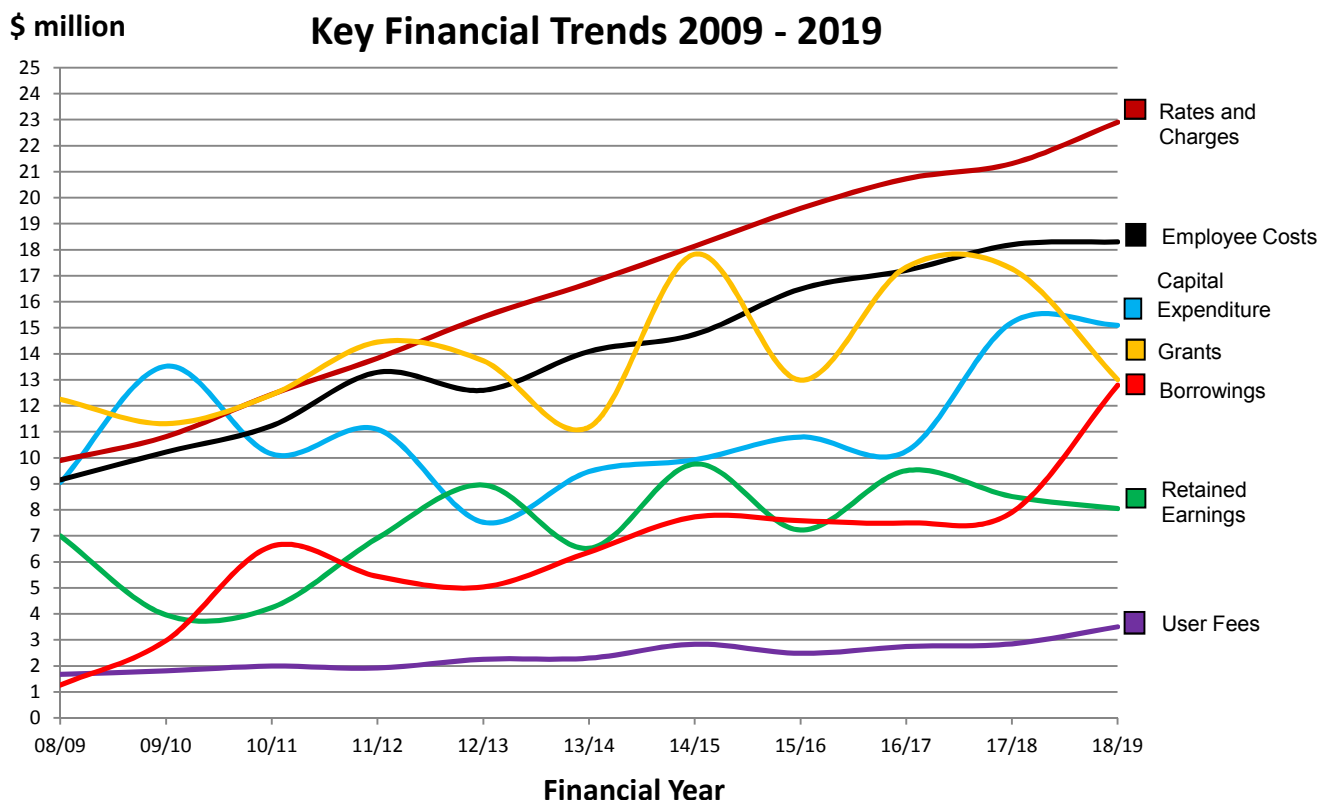
Borrowing Schedule

Loan No.	Loan Purpose	Lender	Draw-down	Loan Term	Interest Rate	Opening Balance	New Loans	Debt Redeemed	Closing Balance
				Years	%	\$'000	\$'000	\$'000	\$'000
1	Bannockburn Cultural Centre	Bendigo	Mar- 10	10	8.08	101	-	(53)	48
2	Bannockburn Rec Precinct Development	Bendigo	Mar-10	10	8.08	124	-	(66)	59
3	Bannockburn Rec Precinct Development	*LGFV	Jul-10	25	4.24	2,479	-	-	2,479
4	Bannockburn Rec Precinct Development	NAB	Dec-10	10	7.74	228	-	(86)	142
5	Parkers Road Bridge, etc.	NAB	Dec-11	10	6.65	214	-	(56)	158
6	Woody Yaloak Equestrian	ANZ	Dec-12	10	5.99	-	-	-	-
7	LASF DB Plan Contribution	*LGFV	Jul-13	10	4.24	1,560	-	-	1,560
8	Haddon Rec Upgrade	*LGFV	Dec-13	10	4.24	134	-	-	134
9	GP Food Production Precinct	*LGFV	Jul-14	10	4.24	1,230	-	-	1,230
10	Somerset Estate & The Well	*LGFV	Dec-14	10	4.24	797	-	-	797
11	Bannockburn Heart	*LGFV	Jun-16	10	3.97	150	-	-	150
12	Woody Yaloak Equestrian	*LGFV	Mar-17	10	4.00	90	-	-	90
13	Smythesdale Sports Oval	*LGFV	Mar-17	10	4.00	150	-	-	150
14	BSCS Redevelopment	*LGFV	Mar-18	10	4.00	500	-	-	500
15	Maude Rec Pavilion	*LGFV	Mar-18	10	4.00	150	-	-	150
16	GPS community & Civic Centre	*LGFV	Mar-19	30	4.00	-	5,000	-	5,000
17	Haddon Stadium	*LGFV	Mar-19	10	4.00	-	150	-	150
Total 2018-19						7,907	5,150	(261)	12,796

*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.

	2017-18 \$'000	2018-19 \$'000
Total amount borrowed as at 30 June of the prior year	7,499	7,907
Total amount to be borrowed	650	5,150
Total amount projected to be redeemed	(242)	(261)
Total amount proposed to be borrowed as at 30 June	7,907	12,796

4.7 KEY FINANCIAL TRENDS 2009-2019



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.

Rates and Charges / Grants

Council first identified the need to reduce its reliance on grant revenue and improve its rates and charges in 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.

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 2018-19 to 2021-2022 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 2017-18	Budget 2018-19	SRP Projections			Trend +o/-
					2019-20	2019-21	2021-22	
Efficiency								
Expenditure level	Total expenditure / No. of assessments		\$3,560	\$3,576	\$3,634	\$3,677	\$3,722	+
Revenue level	Residential rate revenue / No. of residential assessments		\$1,858	\$1,981	\$2,022	\$2,065	\$2,108	+
Workforce turnover	No. of resignations & terminations / Average no. of staff		13.0%	13.0%	13.0%	13.0%	13.0%	o
Liquidity								
Working Capital	Current assets / Current liabilities	1	268.3%	201.6%	211.4%	206.2%	241.7%	+
Unrestricted cash	Unrestricted cash / Current liabilities		199.0%	124.5%	142.9%	137.8%	174.8%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	2	37.1%	55.9%	62.5%	60.5%	58.8%	o
Loans and borrowings	Interest and principal repayments / Rate revenue		2.8%	2.9%	13.8%**	2.9%	2.5%	o
Indebtedness	Non-current liabilities / Own source revenue		39.3%	45.3%	59.3%	55.7%	51.9%	o
Asset renewal	Asset renewal expenditure / Depreciation	3	77.3%	72.0%	72.2%	79.3%	51.8%	o
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4	0.1%	-0.6%	-0.4%	1.1%	3.3%	+
Stability								
Rates concentration	Rate revenue / Adjusted underlying revenue	5	55.1%	58.5%	58.5%	58.1%	57.3%	o
Rates effort	Rate revenue / Property values (CIV)		0.5%	0.5%	0.5%	0.5%	0.6%	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

** 2019-20 is impacted by a \$2.38m repayment of debt financed through the MAV's Local Government Funding Vehicle.

NOTES TO INDICATORS

1 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at sustainable levels during the period of the Council Plan

2 Loans and Borrowings compared to rates – This ratio is forecast to increase in 2018-19 due to the first tranche of loans required to deliver the Golden Plains Community and Civic Centre. The second tranche will be undertaken in 2019-20. This ratio does not take into account the cash invested in Councils sinking fund to meet future loan obligations.

3 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.

4 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Current ratio, while still comparatively low, indicates that Council's reliance on government funding has diminished over recent years and this balance is expected to remain steady over the term of the Council Plan. It will be very difficult to improve this ratio within a rate capping environment.

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 resource requirements for the 2018-19 year is shown below and further detail is included in Note 7 of this Budget.

Indicator	Forecast	Budget 2018-19	SRP Projections		
	2017-18		2019-20	2020-21	2021-22
Employee Costs (\$'000)					
- Operating	18,194	18,304	18,871	19,548	20,244
- Capital	-	-	-	-	-
Total	18,194	18,304	18,871	19,548	20,244
Employee Numbers (FTE)	206	205	207	209	211

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. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

Rating context

Rates and charges are an important source of revenue, accounting for approximately 60% 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
- Council's Rate Concentration is budgeted to be 58.5%, which has historically been 5-6% less than similar large rural shires. The current rate capping framework will not enable Council to improve this indicator without applying for a variation.
- 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 residential assessment

Year	Average Residential Rate Revenue / Assessment \$	Percentage Increase %	Rate Concentration	
			Budget %	Victoria Councils Average %
2003-04	584	9.40	29	44
2012-13	1,402	7.36	51	58
2013-14	1,523	8.64	46	60
2014-15	1,629	6.92	48	64
2015-16	1,740	6.80	45	60
2016-17	1,801	3.50	55	64
2017-18	1,858	3.10	50	55
2018-19*	1,981	6.60	58	63

Note: Figures from 2015-16 onward, are calculated using the Local Government Performance Reporting data and relate to residential properties only.

*Includes the increased costs of managing household recycling, resulting from the impact of China's 'National Sword Policy'.

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.

Current Year Rates and Charges

The following table sets out historic and future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2018.

Year	General Rate and Municipal Charge Increase %	Garbage Charge %	Total Rates and Charges Raised
2015-16	6.23	(4.8)	19,435
2016-17	2.32	3.57	20,427
2017-18	2.00	2.2	21,315
2018-19	2.25	31.0	22,903
2019-20	2.00	2.5	23,713
2020-21	2.00	2.5	24,544
2021-22	2.00	2.5	25,431

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 and a garbage collection charge as allowed under the Act. A brief explanation of each rating component is provided below.

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 full cost recovery basis to cover the kerbside collection of household waste and recycling.

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.

Detailed analysis of the rates to be determined for the 2018-19 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.

General Revaluation of Properties

As required by the Local Government Act, a revaluation of all properties within the municipality was carried out during 2017-18 and will be applied from 1 July 2018 for the 2018-19 year. The outcome of the general revaluation resulted in a moderate increase in property valuations throughout the municipality. Overall, property valuations across the municipal district increased by 9.35%. The following tables demonstrates the average percentage increase for each property type. With recent State Legislation changes general revaluations will be conducted annually from 1 July 2018. Therefore, the next general revaluation will be conducted in 2018-19 and be applied from 1 July 2019.

Property Type	Average Value Increase 2018-19
Residential	11%
Farm	6%
Business, Industrial & Commercial	9%
Vacant Land	9%

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 (incorporating the Municipal Public Health and Wellbeing 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
- Access and Inclusion Plan
- Community Engagement Strategy
- Recreation Strategy
- Paths and Trails Strategy
- Youth Development Strategy
- Bannockburn Community Infrastructure Development Plan

HUMAN SERVICES

- Municipal Early Years Plan
- Ageing Well

CORPORATE SERVICES

- Annual Budget
- Internal Audit Plan
- Municipal Emergency Management Plan
- Rating Strategy
- ICT Strategy
- Procurement Strategy

PEOPLE AND CULTURE

- Organisational Development Strategy
- Customer Services Strategy
- Risk Management Strategy
- Records Management Strategy

EXECUTIVE UNIT

- Economic Development Strategy
- Events, Communications and Marketing Strategy
- Community First Business Improvement Strategy

DEVELOPMENT

- Municipal Strategic Statement
- Environment Strategy
- Golden Plains Food Production Precinct Concept Plan
- Roadside Weed Management Plan
- Bruces Creek Master Plan, Bannockburn
- Heritage Study
- Urban Design Frameworks – Bannockburn; Smythesdale; Inverleigh; Rokewood, Corindhap, Dereel; Batesford
- Domestic Animal Management Plan
- Rural Land Use Strategy
- Northern Settlement Strategy
- Municipal Fire Management Plan
- Domestic Waste Water Management Plan

WORKS

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

6 APPENDICES

6.1 RATES AND CHARGES STATUTORY DISCLOSURES

	2017-18 Budget	2018-19 Budget	Change	Change
Rates & Charges Revenue	\$	\$	\$	%
Residential Improved	1,707,543	1,802,305	94,762	5.55
Residential Improved (Growth Area)	9,408,666	10,057,205	648,539	6.89
Business, Industrial & Commercial	39,789	44,959	5,170	12.99
Business, Industrial & Commercial (Growth Area)	280,983	297,408	16,425	5.85
Farm Land	3,385,495	3,344,628	(40,867)	(1.21)
Farm Land (Growth Area)	158,360	147,828	(10,532)	(6.65)
Non Farm Vacant Land	324,429	291,083	(33,346)	(10.28)
Non Farm Vacant land (Growth Area)	1,227,112	1,288,625	61,513	5.01
Vacant land Non-Developable	103,390	109,163	5,773	5.58
Vacant Land Non-Developable (Growth Area)	18,246	17,947	(299)	(1.64)
Municipal Charge	2,320,650	2,362,050	41,400	1.78
Annual Service (Garbage) Charge	2,130,734	2,860,017	729,283	34.23
Supplementary Rates Income	75,000	85,000	10,000	13.33
Municipal Charge on Supplementary Rates	15,000	12,000	(3,000)	(20.00)
Special Charge Income	-	32,728	32,728	-
Interest on Rates	120,000	150,000	30,000	25.00
Total Rates & Charges to be Raised	21,315,397	22,902,946	1,587,549	7.45
Number of Assessments				
Residential Improved	1,229	1,249	20	1.63
Residential Improved (Growth Area)	6,452	6,602	150	2.32
Business, Industrial & Commercial	36	43	7	19.44
Business, Industrial & Commercial (Growth Area)	219	222	3	1.37
Farm Land	1,295	1,280	(15)	(1.16)
Farm Land (Growth Area)	75	73	(2)	(2.67)
Non Farm Vacant Land	250	234	(16)	(6.40)
Non Farm Vacant land (Growth Area)	1,026	1,046	20	1.95
Vacant Land Non-Developable	233	242	9	3.86
Vacant Land Non-Developable (Growth Area)	31	30	(1)	(3.23)
Total Rateable Properties	10,846	11,021	175	1.61

	2017-18 Budget	2018-19 Budget	Change	Change
The Basis of Valuation				
Residential Improved	459,104,334	517,643,246	58,538,912	12.75
Residential Improved (Growth Area)	2,393,503,187	2,733,037,285	339,534,098	14.19
Business, Industrial & Commercial	10,698,000	12,912,705	2,214,705	20.70
Business, Industrial & Commercial (Growth Area)	71,480,180	80,820,449	9,340,269	13.07
Farm Land	1,011,391,864	1,067,351,526	55,959,662	5.53
Farm Land (Growth Area)	44,496,707	44,371,347	(125,360)	(0.28)
Non Farm Vacant Land	43,614,402	41,801,276	(1,813,126)	(4.16)
Non Farm Vacant land (Growth Area)	160,402,363	179,934,912	19,532,549	12.18
Vacant land Non-Developable	27,798,406	31,352,885	3,554,479	12.79
Vacant Land Non-Developable (Growth Area)	4,641,582	4,877,000	235,418	5.07
Total Valuation of Rateable Properties	4,227,131,025	4,714,102,631	486,971,606	11.52

	2017-18 Budget	2018-19 Budget	Change	Change
Cents in the \$				
Residential Improved	0.3719	0.3482	(0.0237)	(6.38)
Residential Improved (Growth Area)	0.3931	0.3680	(0.0251)	(6.39)
Business, Industrial & Commercial	0.3719	0.3482	(0.0237)	(6.38)
Business, Industrial & Commercial (Growth Area)	0.3931	0.3680	(0.0251)	(6.39)
Farm Land	0.3347	0.3134	(0.0213)	(6.38)
Farm Land (Growth Area)	0.3559	0.3332	(0.0227)	(6.39)
Non Farm Vacant Land	0.7439	0.6964	(0.0475)	(6.39)
Non Farm Vacant land (Growth Area)	0.7650	0.7162	(0.0488)	(6.38)
Vacant Land Non-Developable	0.3719	0.3482	(0.0237)	(6.38)
Vacant Land Non-Developable (Growth Area)	0.3931	0.3680	(0.0251)	(6.39)
Charges Per Tenement	\$	\$	\$	%
Municipal Charge	225	225	-	-
Annual Service (Garbage) Charge	252	330	78.00	30.95

*The above rates in the dollar are indicative only as they are based on the rate book as at 31 January 2018. These rates in the dollar will be recalculated in July 2018 using the actual rate book as at 1 July 2018, in order to ensure compliance with the rate capping provisions of the Local Government Act. The rates in the dollar will not increase as a result of a recalculation.

Declaration of Rates and Charges

Recommendation

1. Amount Intended to be Raised

An amount of \$22,902,946 (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	\$17,401,151
Municipal Charge	\$2,362,050
Annual Service (Garbage) Charge	\$2,860,017
Supplementary Rates Income	\$85,000
Municipal Charge on Supplementary Rates	\$12,000
Special Charge Income	\$32,728
Interest on Rates	\$150,000

2. General Rates

- 2.1. A general rate be declared in respect of the 2018-19 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, or such lesser amount as required to achieve compliance with Part 8A – Rate caps of the Local Government Act 1989:

2.5.

Category	Cents in the dollar on CIV*
Residential Improved	0.3482 cents in the dollar of Capital Improved Value
Residential Improved (Growth Area)	0.3680 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial	0.3482 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial (Growth Area)	0.3680 cents in the dollar of Capital Improved Value
Farm Land	0.3134 cents in the dollar of Capital Improved Value
Farm Land (Growth Area)	0.3332 cents in the dollar of Capital Improved Value
Non Farm Vacant Land	0.6964 cents in the dollar of Capital Improved Value
Non Farm Vacant Land (Growth Area)	0.7162 cents in the dollar of Capital Improved Value
Vacant Land Non Developable	0.3482 cents in the dollar of Capital Improved Value
Vacant Land Non Developable (Growth Area)	0.3680 cents in the dollar of Capital Improved Value

*The above rates in the dollar are indicative only as they are based on the rate book as at 31 January 2018. These rates in the dollar will be recalculated in July 2018 using the actual rate book as at 1 July 2018, in order to ensure compliance with the rate capping provisions of the Local Government Act. The rates in the dollar will not increase as a result of a recalculation.

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

- 2.6.1. the respective objectives of each differential rate be those specified in the Schedule to this resolution;
- 2.6.2. the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this resolution;
- 2.6.3. 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
- 2.6.4. the relevant
- 2.6.4.1. uses of;
 - 2.6.4.2. geographical locations of;
 - 2.6.4.3. planning scheme zonings of; and
 - 2.6.4.4. 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 2018-19 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 2018-19 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 \$330 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. Consequential

- 5.1. It be recorded that Council requires any person to pay interest on any amount of rates and charges to which:
 - 5.1.1. that person is liable to pay; and
 - 5.1.2. have not been paid by the date specified for their payment
- 5.2. 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.
- 5.3. 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 2018-19 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 2018-19 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 2018-19 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 2018-19 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 2018-19 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 2018-19 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.

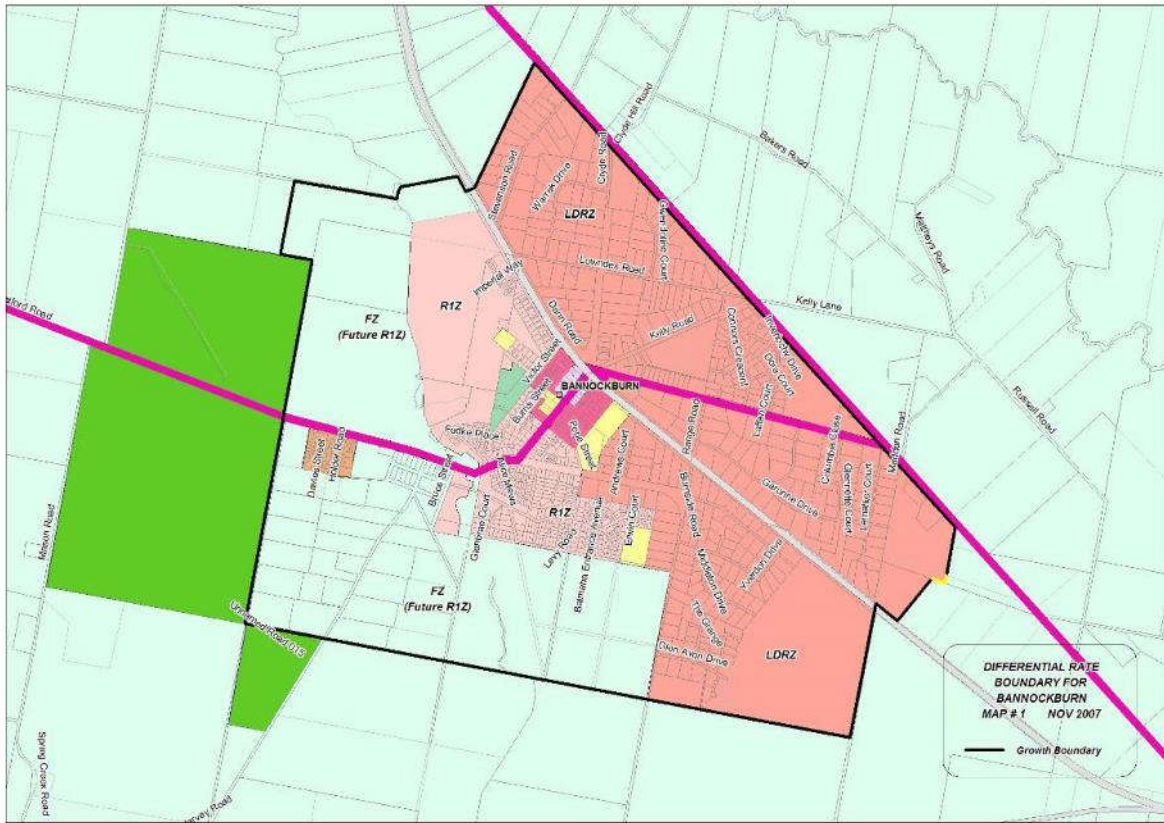
Use of Land:

Any use permitted under the relevant Planning Scheme.

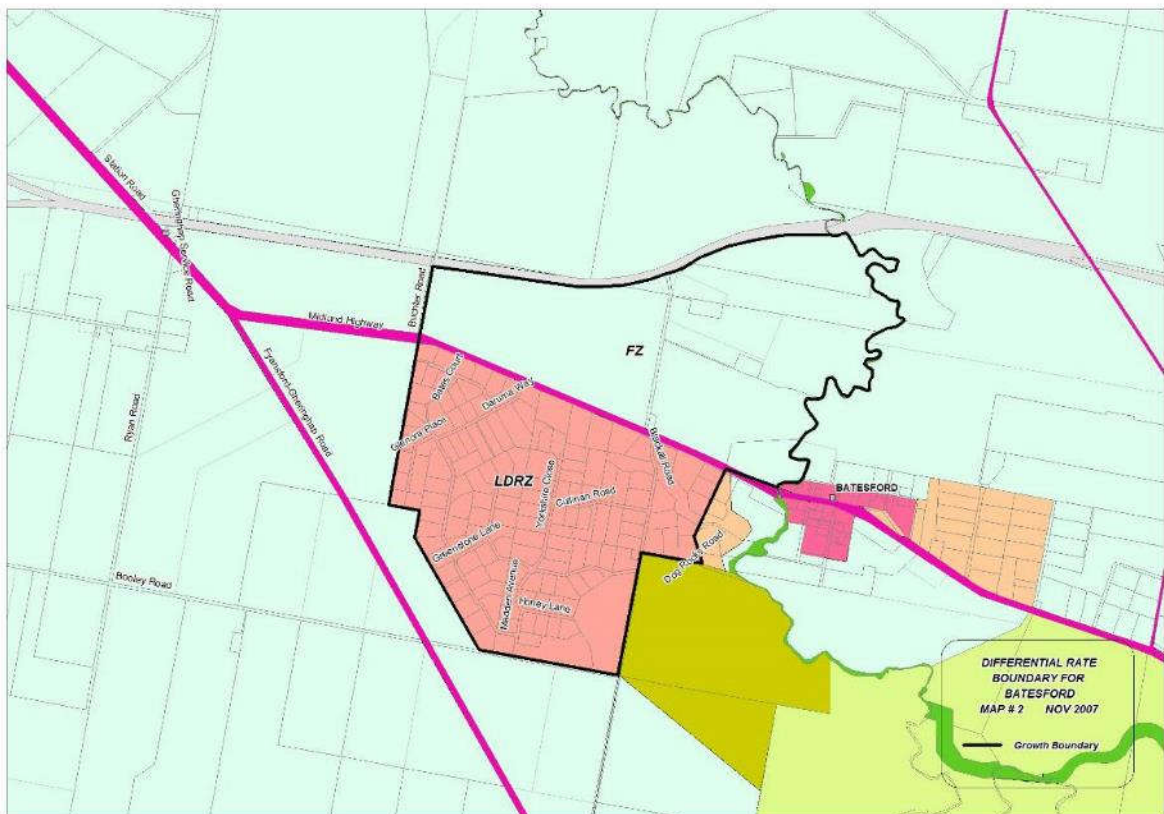
Planning Scheme Zoning:

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

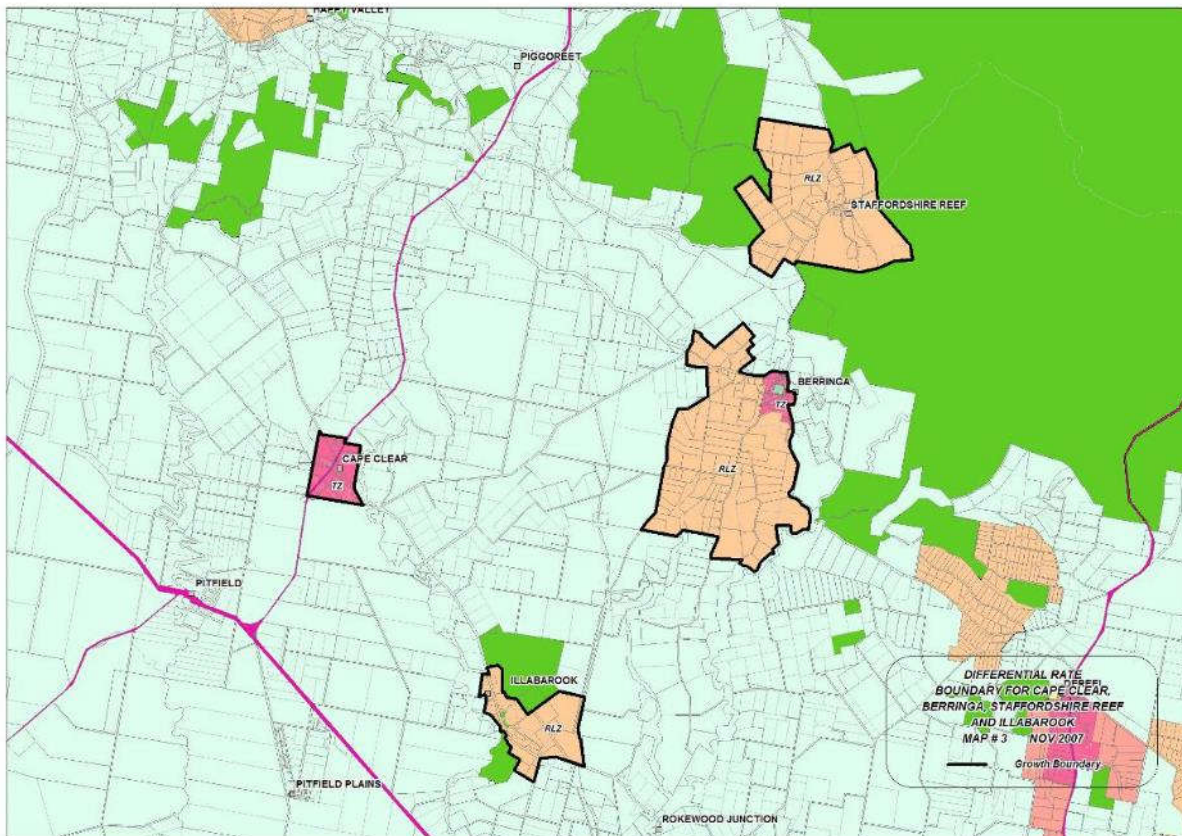
Bannockburn Differential Rate Area



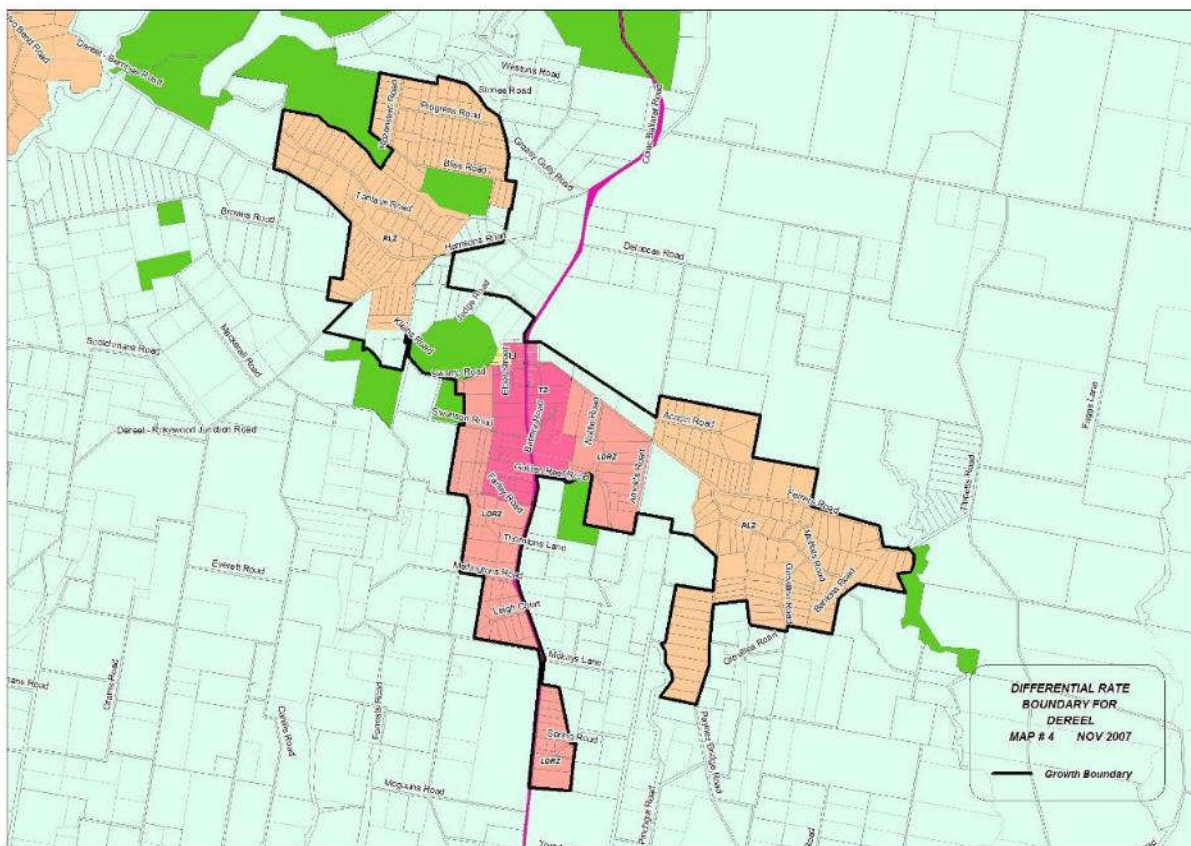
Batesford Differential Rate Area



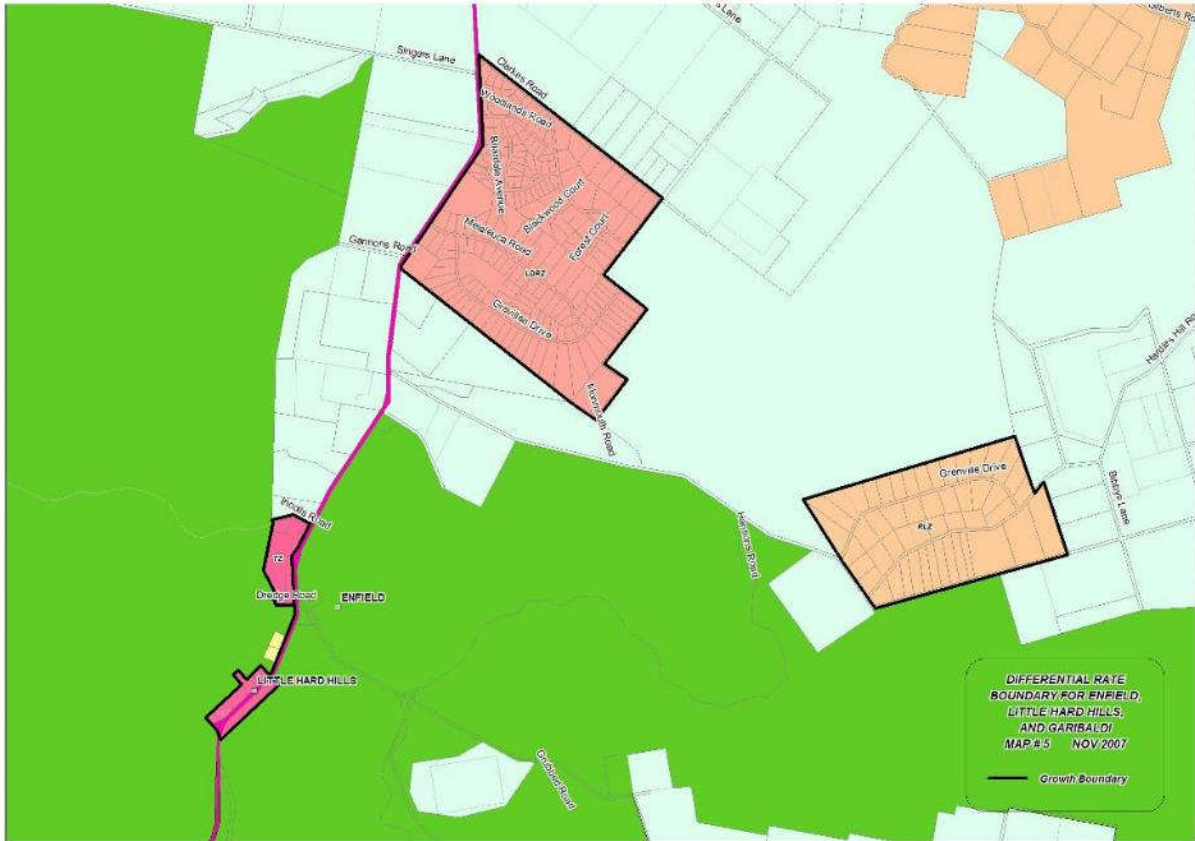
Berringa, Cape Clear, Staffordshire Reef and Illabarook Differential Rate Area



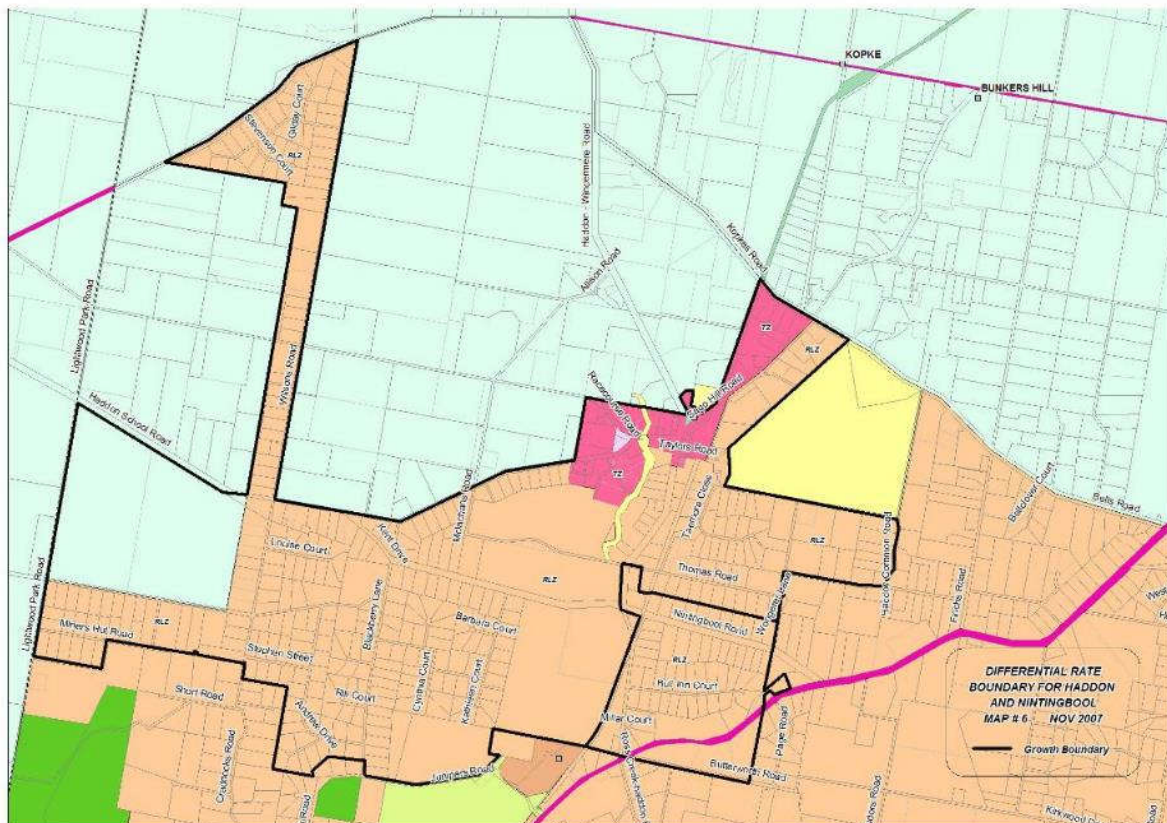
Dereel Differential Rate Area



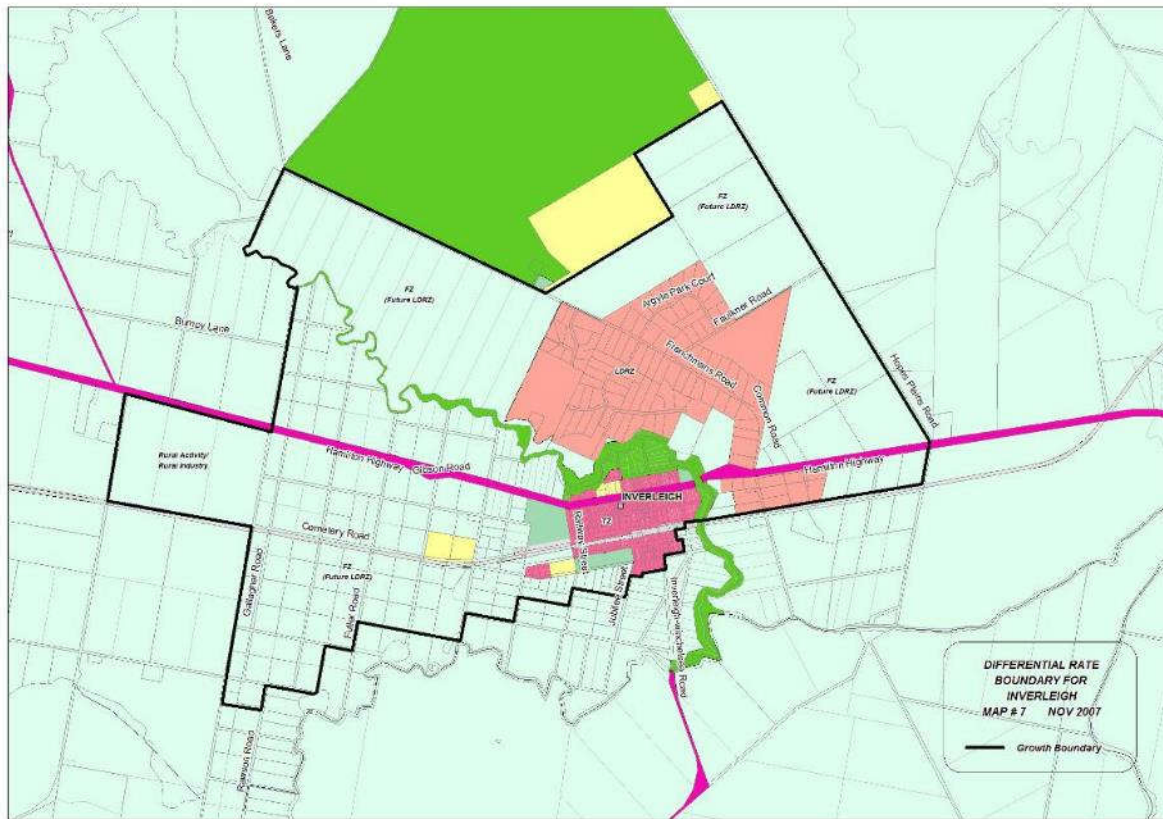
Enfield, Little Hard Hills and Garibaldi Differential Rate Area



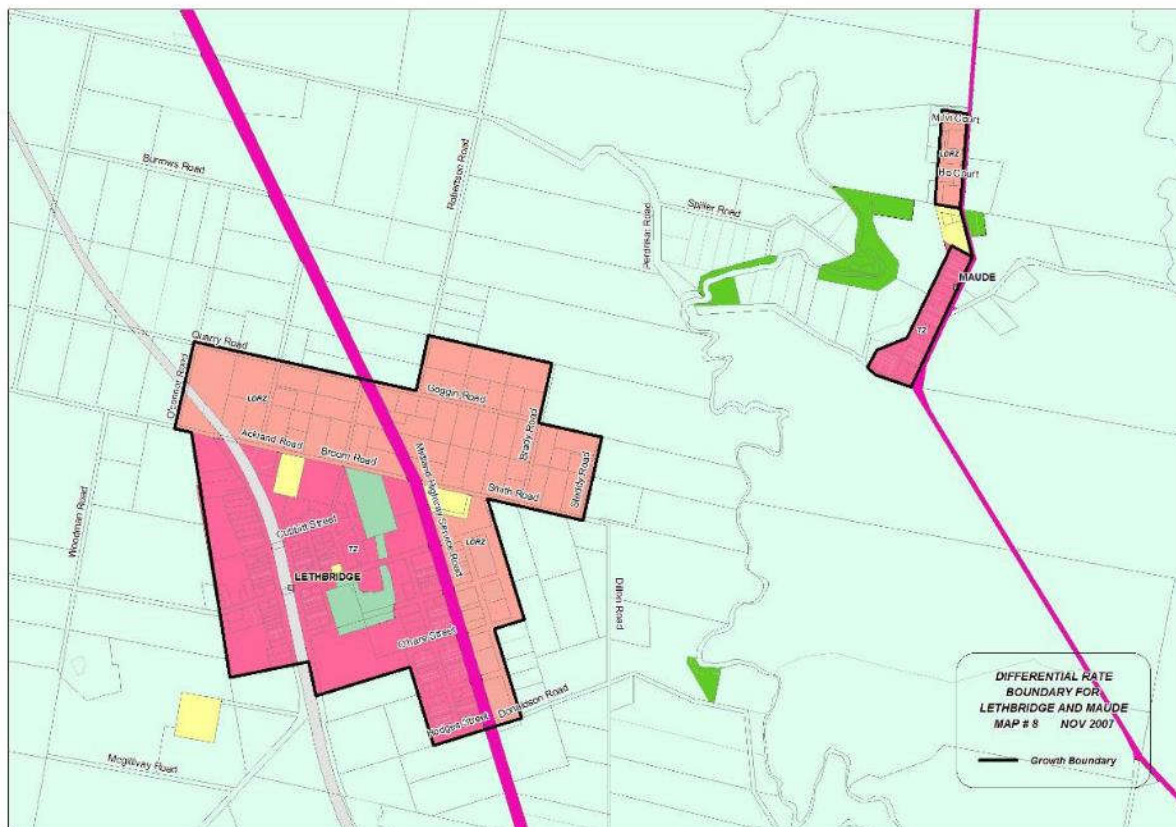
Haddon and Nintingbool Differential Rate Area



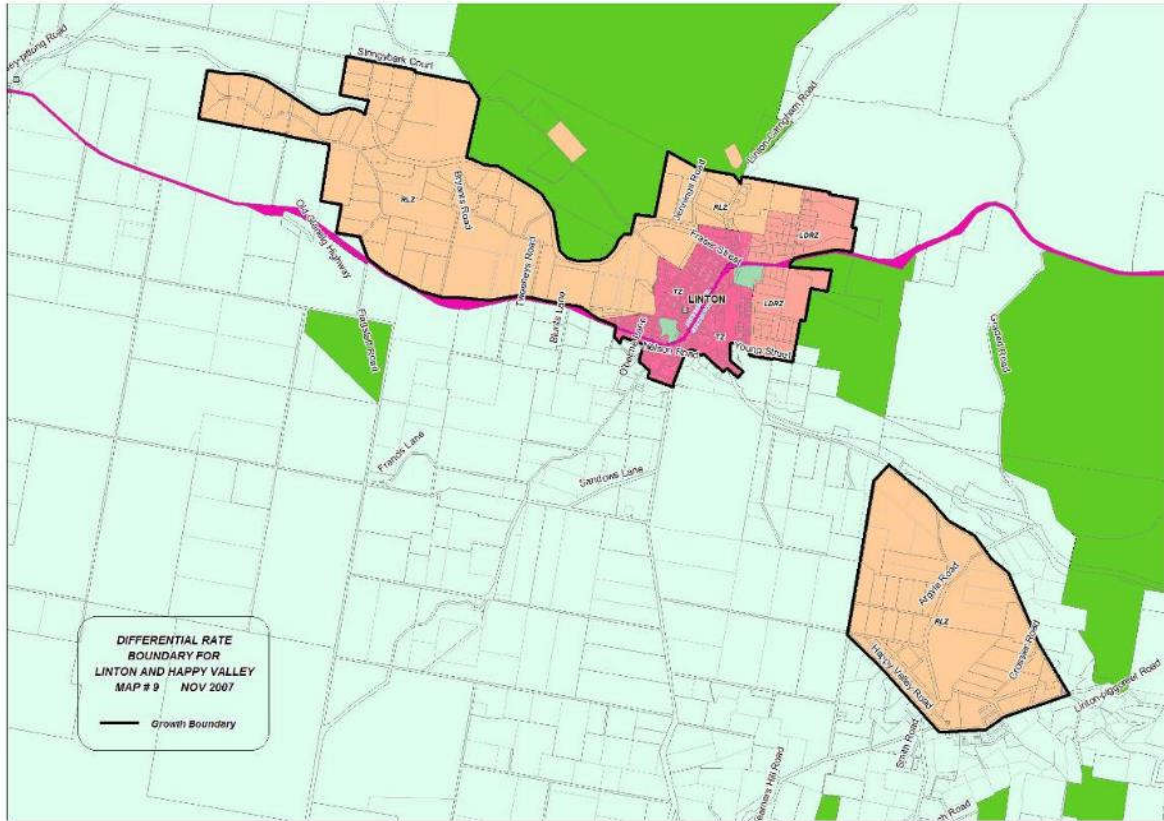
Inverleigh Differential Rate Area



Lethbridge and Maude Differential Rate Area



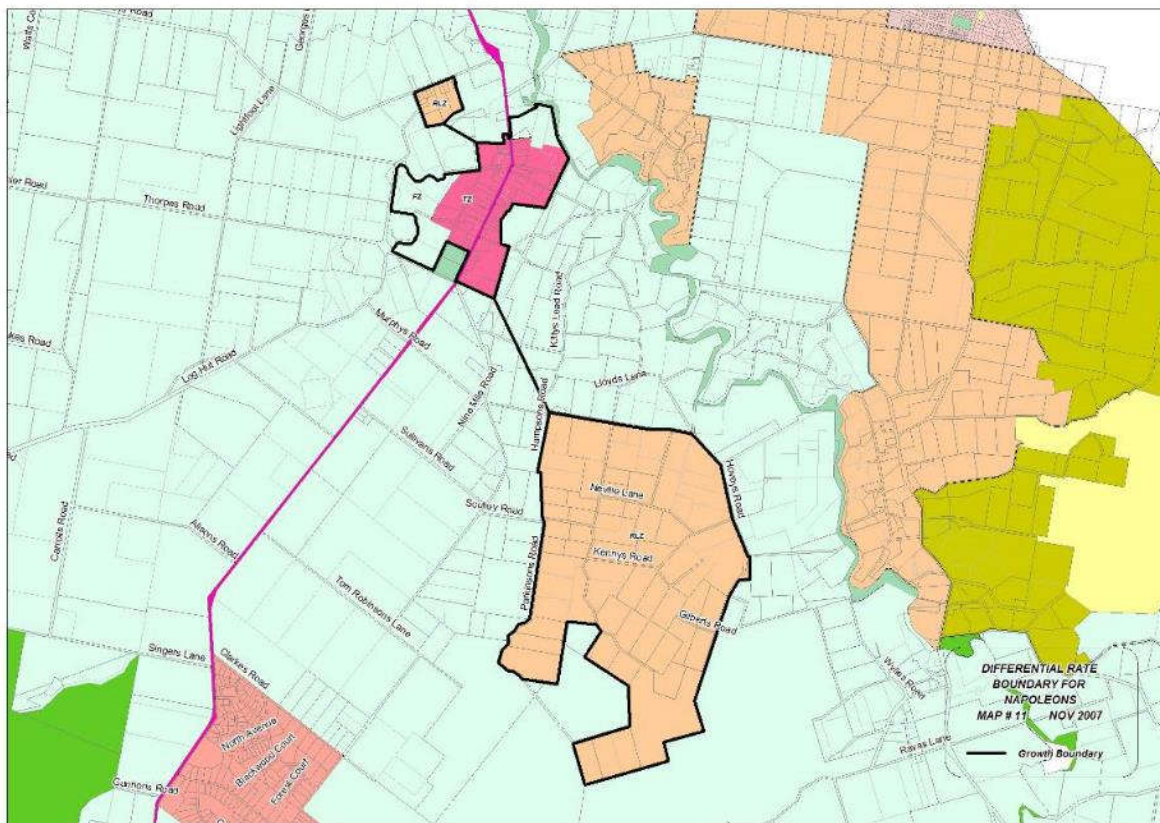
Linton and Happy Valley Differential Rate Area



Meredith Differential Rate Area



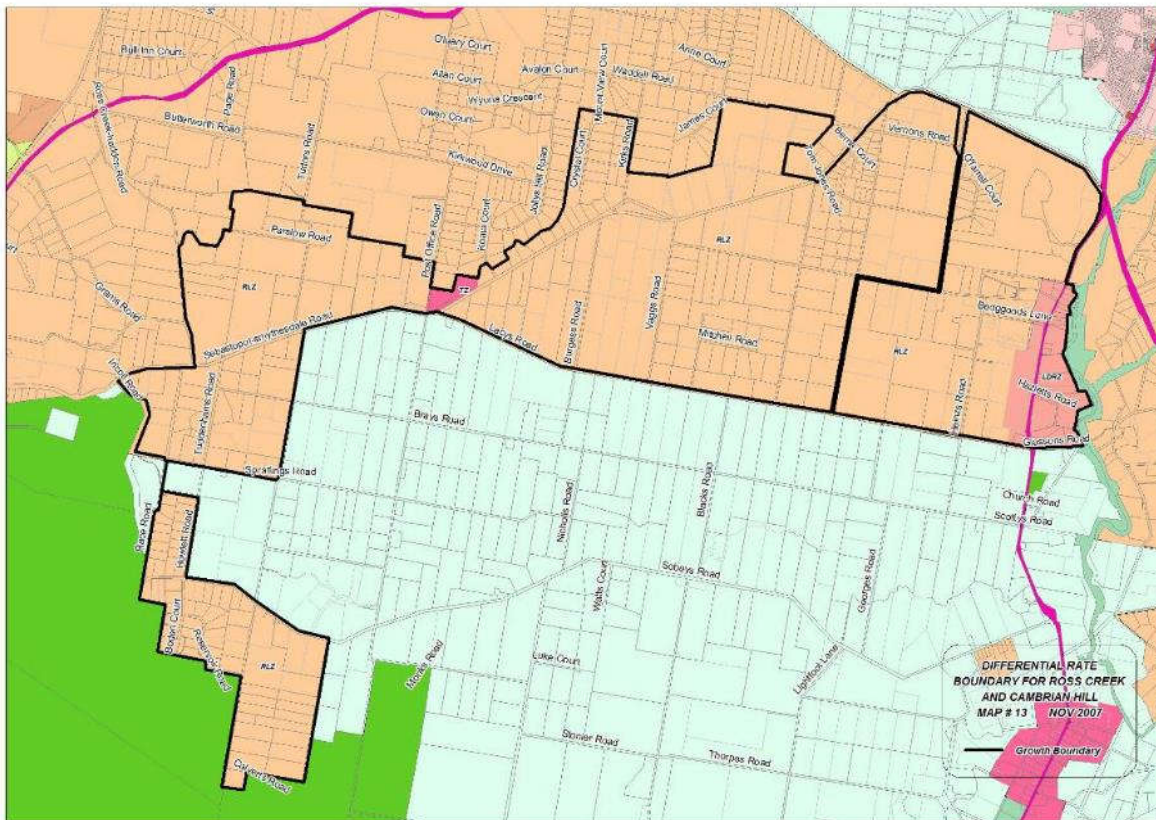
Napoleons Differential Rate Area



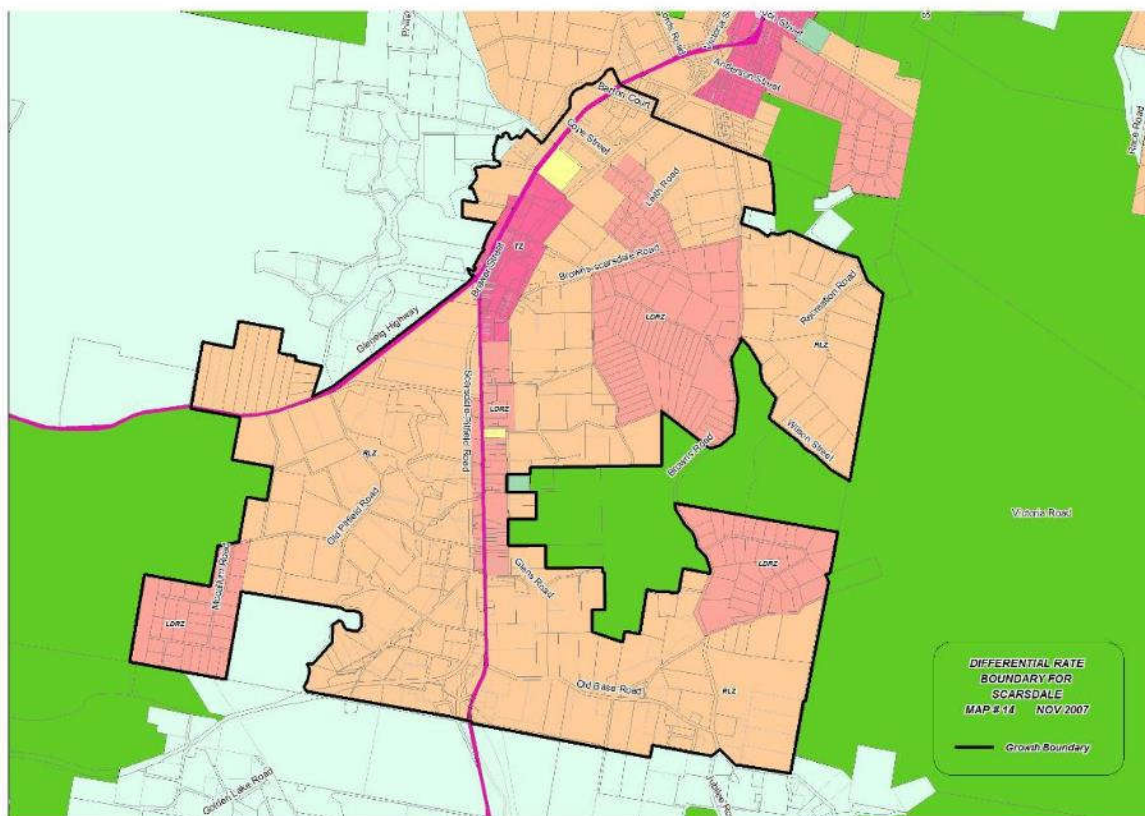
Rokewood and Corindhap Differential Rate Area



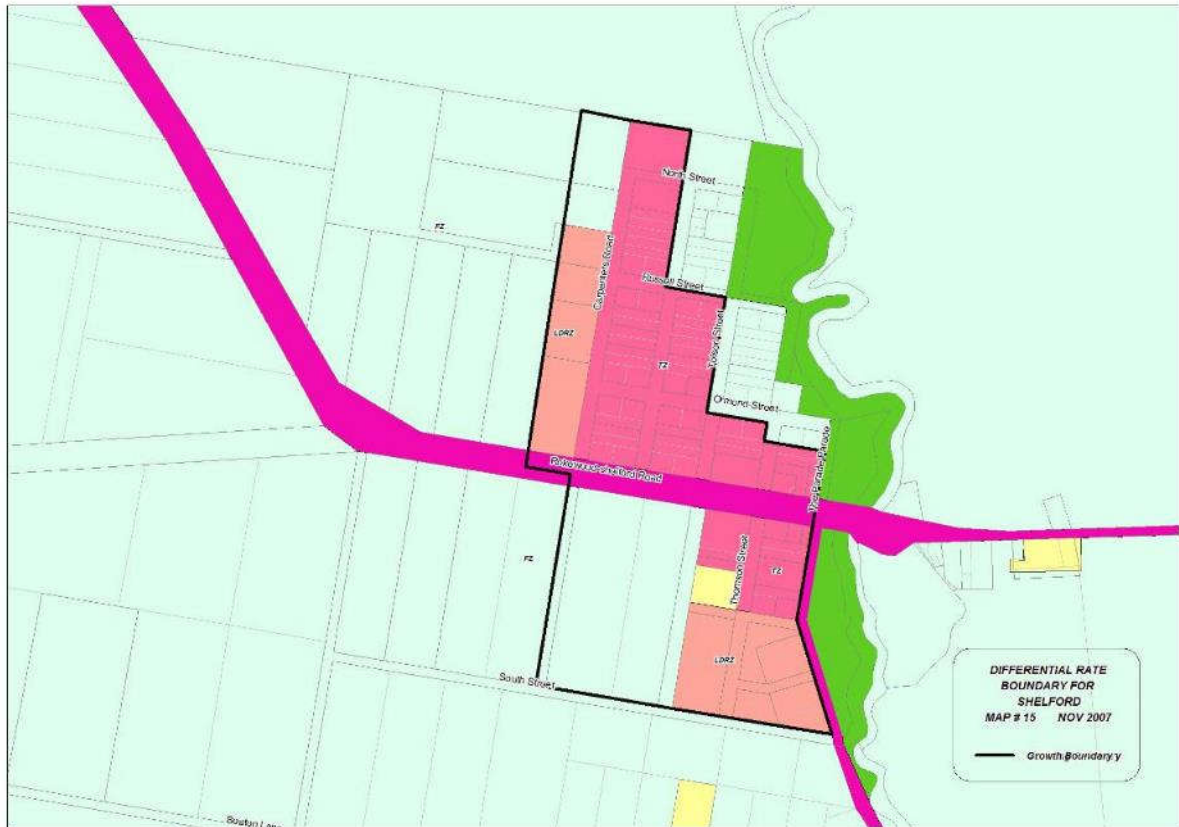
Ross Creek and Cambrian Hill Differential Rate Area



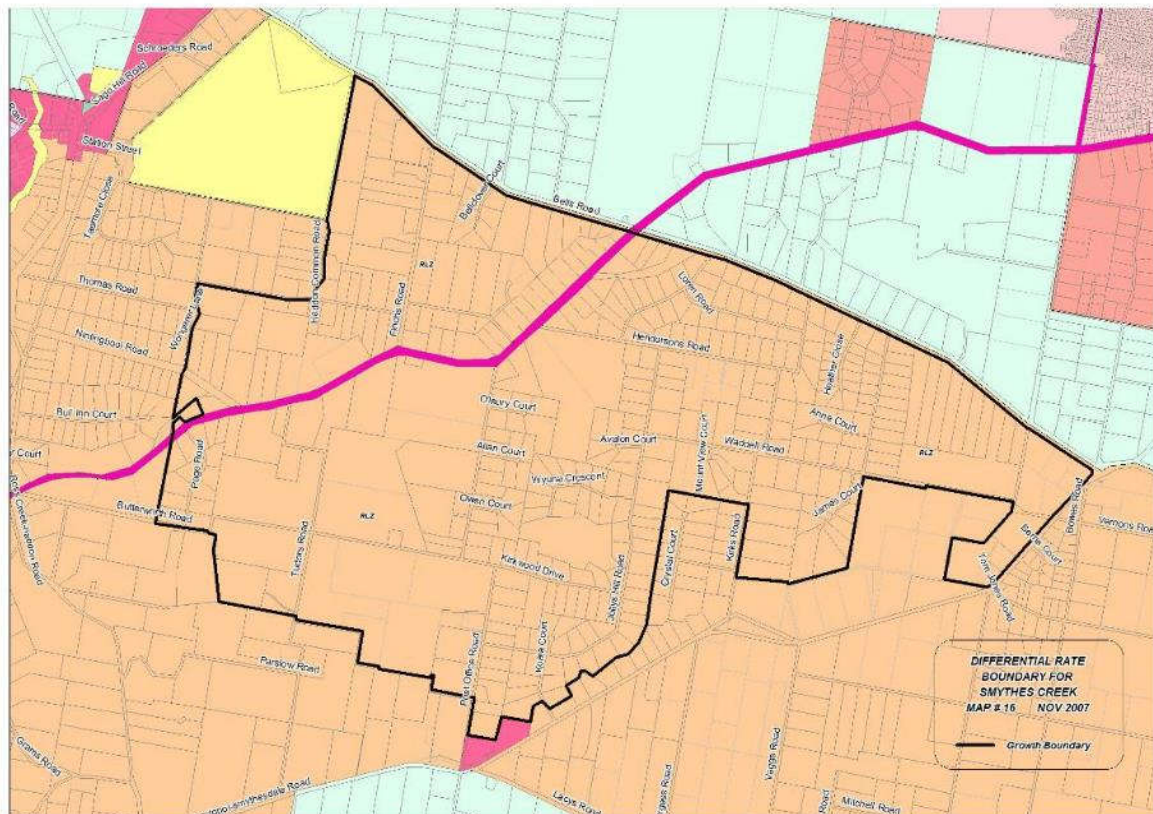
Scarsdale Differential Rate Area



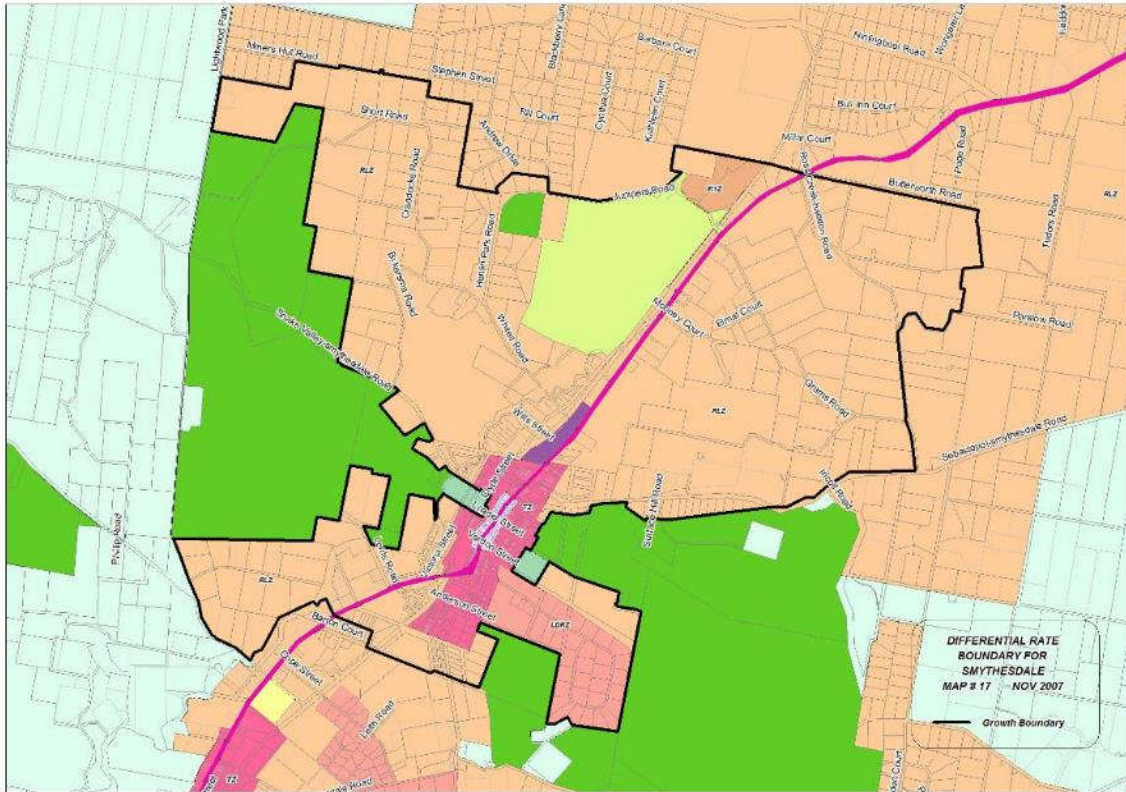
Shelford Differential Rate Area



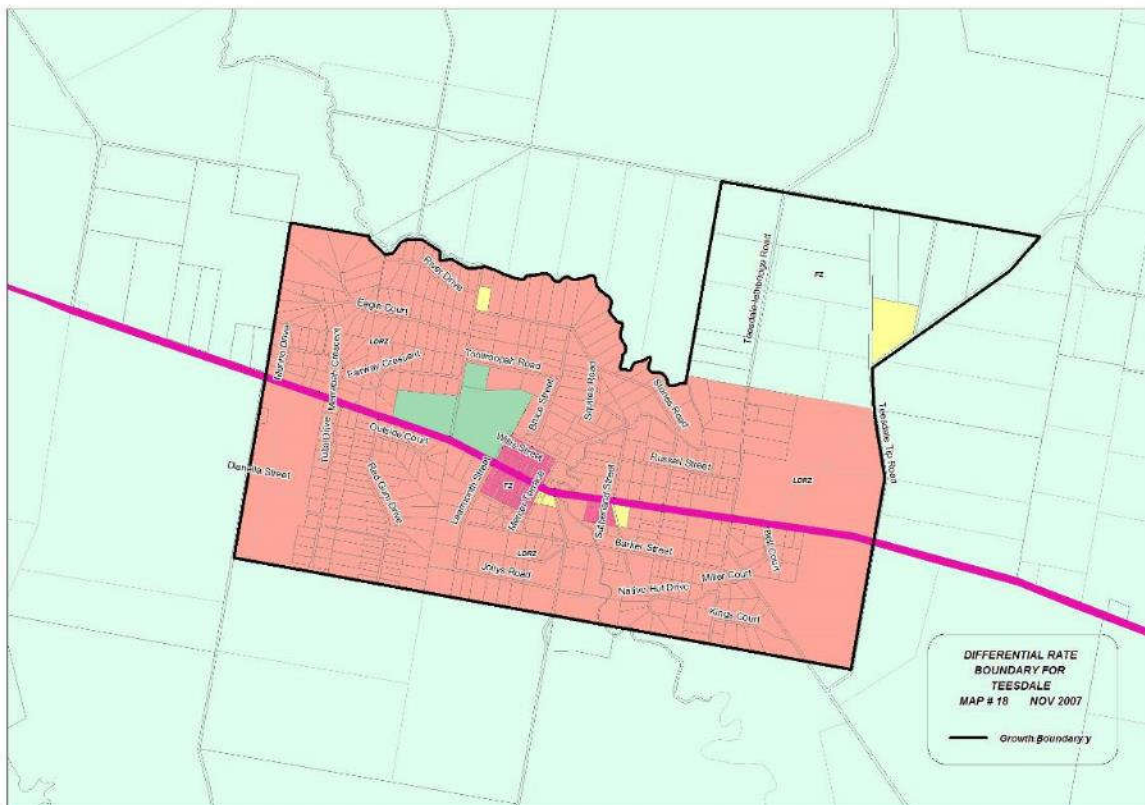
Smythes Creek Differential Rate Area



Smythesdale Differential Rate Area



Teesdale Differential Rate Area



6.2 FEES AND CHARGES

G/L	Description	GST	2018-19 Suggested Fee Incl. GST \$
	Note 1: Fees shown in red are set by Statute and are subject to change. These fees were current as at 31-Dec-18		
	Note 2: Fees marked with * are subject to director's discretion in cases of financial hardship.		
	Note 3: Fees marked with ** are effective from 1st Jan 2019 to 31st Dec 2019		
	Animal Impounding		
30582	Pound Fees – Sheep, Goat, Pig	Not Taxable	\$10 + Cost
30582	Pound Fees – Cattle, Horse	Not Taxable	\$40 + Cost
30582	Trespass Sheep (Tillage Land)	Not Taxable	\$40 + Cost
30582	Trespass Sheep (Non Tillage Land)	Not Taxable	\$20 + Cost
30582	Trespass Goat (Tillage Land)	Not Taxable	\$80 + Cost
30582	Trespass Goat (Non Tillage Land)	Not Taxable	\$40 + Cost
30582	Trespass Pig (Tillage Land)	Not Taxable	\$80 + Cost
30582	Trespass Pig (Non Tillage Land)	Not Taxable	\$40 + Cost
30582	Trespass Cattle and Horse (Non Tillage Land)	Not Taxable	\$40 + Cost
30582	Stallion, Bull, Ram, Boar (add to Trespass)	Not Taxable	\$200 + Cost
30582	Sustenance per Sheep	Not Taxable	\$10 + Cost
30582	Sustenance per Pig	Not Taxable	\$20 + Cost
30582	Sustenance per Goat	Not Taxable	\$20 + Cost
30582	Sustenance per Cattle	Not Taxable	\$40 + Cost
	Animal Offences		
30580	Failure to apply to register or renew the registration of a dog or cat over the age of 3 months.	Not Taxable	\$325
30580	Registered dog or cat found outside the owner's premises not wearing identification tag.	Not Taxable	\$81
30580	Unregistered dog or cat wearing Council identification tag.	Not Taxable	\$81
30580	Person other than owner removing, altering or defacing identification tag.	Not Taxable	\$81
30580	Dog or cat on private property after notice served.	Not Taxable	\$81
30580	Dog at large or not securely confined to owner's premises during daytime.	Not Taxable	\$244
30580	Dog at large or not securely confined to owner's premises during night time.	Not Taxable	\$325
30580	Cat at large or not securely confined to owner's premises in restricted municipal district.	Not Taxable	\$81
30580	Contravening Council Order relating to presence of dogs and cats in public places.	Not Taxable	\$163
30580	Greyhound outside owner's premises not adequately muzzled or not controlled by chain, cord or leash.	Not Taxable	\$244
30580	Dog or cat creating a nuisance.	Not Taxable	\$81
30580	Not complying with order to abate nuisance.	Not Taxable	\$244

Animal Offences (cont.)			
30580	Failure to comply with requirement to muzzle or effectively control a menacing dog.	Not Taxable	\$325
30580	Conducting a domestic animal business that does not comply with the relevant Code of Practice.	Not Taxable	\$325
30580	Failure to provide declaration whether dog is a restricted breed	Not Taxable	\$325
30580	Proprietor of domestic animal business selling or giving away dog or cat not implanted with prescribed identification device	Not Taxable	\$325
30580	Failure to notify Council re dog under investigation for an offence (Sec 29) within 24 hrs of dog going missing	Not Taxable	\$163
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	\$163
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	\$163
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	\$163
30580	Failure of the owner of a dangerous dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	\$325
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	\$325
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	\$325
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	\$325
30580	Failure to ensure that a dangerous dog is properly confined on owner's residential premises	Not Taxable	\$325
30580	Failure to ensure that a dangerous dog is properly confined on owner's non-residential premises	Not Taxable	\$325
30580	Failure of the owner of a menacing dog to notify the Council within 24 hours that the dog is missing	Not Taxable	\$325
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	\$325
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	\$325
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	\$325
30580	Keeping a restricted breed dog not acquired before 3 November 2005	Not Taxable	\$325
30580	Failure of the owner of a restricted breed dog to notify the Council within 24 hrs of the dog going missing	Not Taxable	\$325
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	\$325
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	\$325
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	\$325
30580	Failure to ensure that a restricted breed dog is properly confined on the owner's premises	Not Taxable	\$163
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	\$325
Animal Registrations (dogs and cats)			
30578	Standard registration - Dogs	Not Taxable	\$145

	Animal Registrations (dogs and cats) (cont.)		
30578	Discounted registration - Dogs	Not Taxable	\$45
30579	Standard registration - Cats	Not Taxable	\$130
30579	Discounted registration - Cats	Not Taxable	\$45
30578	Dog Registration - Dangerous / Restricted Breeds	Not Taxable	\$300
30578	Dog Registration - Menacing	Not Taxable	\$200
30578	Dog Registration - (Guard)	Not Taxable	\$175
30578	Domestic animal businesses - Licence to operate breeding establishment	Not Taxable	\$200
30578	Animal Registration transfer fee	Not Taxable	\$10
n/a	Replacement tags	Not Taxable	No Charge
n/a	Animal Register inspection fees	Not Taxable	No Charge
	Animal Traps		
2210	Security Deposit on animal traps (refundable)	Not Taxable	\$50
	Building Permits		
	Government Levy		
845	Building permit per \$1,000	Not Taxable	\$1.28/\$1,000
	<u>Note: Applicable to all works over \$10,000</u>		
	New Dwellings and Additions, Alterations - Classification 1a		
	Registered Builder		
30172	Up to \$50,000	Not Taxable	\$1,800
30172	\$50,000 to \$100,000	Not Taxable	\$2,500
30172	\$100,001 to \$250,000	Not Taxable	\$3,000
30172	\$250,001 to \$500,000	Not Taxable	\$3,600
30172	\$500,000 +	Not Taxable	
	Owner Builder		
30172	Up to \$50,000	Not Taxable	\$2,000
30172	\$50,000 to \$100,000	Not Taxable	\$2,600
30172	\$100,001 to \$250,000	Not Taxable	\$3,200
30172	\$250,001 to \$500,000	Not Taxable	\$4,500
30172	\$500,000 +	Not Taxable	
	Sheds		
	Farm / Agricultural Sheds (Property Located in Rural Zone)		
30172	0 > 120 m2	Not Taxable	\$1,200
30172	> 120 m2	Not Taxable	\$1,600
	Domestic Zone		
30172	0 > 120 m2	Not Taxable	\$1,200
30172	120 - 250 m2	Not Taxable	\$1,600
30172	> 250 m2	Not Taxable	POA

	Building Permits (cont.)		
	Other Building Works		
30172	Verandahs, Pergolas, Carports, Masts etc.	Not Taxable	\$1,200
30172	Fences (incl. pool barriers, retaining walls)	Not Taxable	\$750
30172	Re-Stump	Not Taxable	\$1,200
30172	Re-Clad	Not Taxable	\$1,000
30172	Conc. Swim Pools	Not Taxable	\$1,300
30172	Fibreglass Swim Pools	Not Taxable	\$1,200
30172	Swimming Pool Barrier Inspection and Report	Not Taxable	\$350
	Additional Inspections		
30172	Inspection - Council issued permit is current - Residential	Not Taxable	\$250
30172	Inspection - Council issued permit is current - Commercial	Not Taxable	\$350
30172	Inspection - Council issued permit has lapsed	Not Taxable	\$550
	Unit Developments		
30172	2 Units	Not Taxable	\$3,200
30172	3 Units	Not Taxable	\$4,500
30172	4 Units +	Not Taxable	\$1,500 per unit
	House Relocation -Re-erection (Pre Used Buildings)		
30172	Minimum Fee	Not Taxable	\$2,500
2210	Security Deposit as per Building Regulations 2006 Reg 323	Not Taxable	\$5,000.00
	Commercial & Industrial (Classifications 2 - 9)		
30172	Floor area < 300m2	Not Taxable	\$2,500
30172	Floor area 300m2 - 500m2	Not Taxable	\$3,000
30172	Floor area > 500m2	Not Taxable	Min \$5,079 Max POA
	Change of Use		
30172	Minimum Fee	Not Taxable	Min \$1,800 Max POA
	Temporary Structures and Special Use Occupancy Permits		
30172	Place of Public Entertainment	Not Taxable	\$2,000
30172	Marquees and Seating Stands	Not Taxable	\$400
	Demolition		
30172	BCA Classes 1 & 10	Not Taxable	\$1,600
30172	BCA Classes 2 - 9	Not Taxable	POA
	Other Fees		
	Building Certificate		
30170	Request for Building Information	Not Taxable	\$52.20
30170	Request for Property Information	Not Taxable	\$52.20

	Building Permits (cont.)		
30170	Request for Inspection History	Not Taxable	\$104.40
	Variation to Existing Building Permit		
30172	Request to vary an existing Building permit (additional levies and inspection fees may also be required)	Not Taxable	\$250
	Copy of Plans/Permit		
30172	Request for a copy of Plans	Not Taxable	\$180
30172	Request for copy of Building or Occupancy Permit	Not Taxable	\$120
	Extension of Time to Complete Current Building Permit		
30172	All Classes (One year extension max, includes one inspection)	Not Taxable	Original fee x 30%
	Council Lodgement Fee		
30174	Domestic and Commercial work \$5,000 or more	Not Taxable	\$39.10
30172	Title Search	Not Taxable	\$35
	Matters requiring Council Report		
30178	Demolition Consent	Not Taxable	\$65.40
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	\$272
30178	Modification Comments Classes 2-9	Not Taxable	\$548
	Matters requiring Council Consent & Report		
30178	Siting Matters Regulation No's 408-431	Not Taxable	\$262.10
30178	Non Siting Matters Various Regulations	Not Taxable	\$262.10
30178	Variation to a Consent	Not Taxable	\$200
30178	Council Comments (Built Without Council Consent/Report)	Not Taxable	\$559
71774	Legal Point of Discharge Determination	Not Taxable	\$65.40
	Childcare		
50195	Daily	Not Taxable	\$135
50195	Weekly	Not Taxable	\$635
	Community Bus		
50378/80	Community groups	Taxable	\$2.46/km
	Community Transport*		
50380/84	Community Transport - one way short trip	Taxable	\$12
50380/84	Community Transport Short Trip	Taxable	\$23
50380/84	Community Transport Long Trip	Taxable	\$54
50380/85	Community Transport - 1.5 hours plus trip	Taxable	\$58 - \$81
50380/84	Community Transport Shared Trip (within region)	Taxable	\$9
	*Fees subject to Directors' discretion		

10172	Disabled Parking Permits	Not Taxable	\$10
40082	Dishonoured Cheques	Not Taxable	\$48 + Bank Fees
	Elections		
2210	Candidate deposits	Not Taxable	\$250.00
11170	Failure to vote fines (Penalty units may change on 1 July)	Not Taxable	\$79.00
	Family Day Care Administration Levy		
5017003	Administration Levy	Taxable	\$1.90/hr
	Family Day Care Recommended Fees		
N/A	Core Hours	Not Taxable	\$8.80/hr
N/A	Non Core Hours	Not Taxable	\$13.20/hr
	CARE GIVERS MAY SET OWN FEES		
	Farmers' Market		
20082	Unpowered Site	Taxable	\$56
20082	Powered Site	Taxable	\$62
20082	Community Group	Taxable	\$28
	Fire Prevention Notices		
30376	Fire Hazard Removal	Taxable	\$267 + Costs
30376	Failure to comply with Fire Notice	Not Taxable	\$1,625.00
	Freedom of Information Requests		
91171	FOI Application Fee	Not Taxable	\$28.40
91171	FOI Search Fee	Not Taxable	\$21.30
91171	FOI Supervision Charge	Not Taxable	\$21.30
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
	Food Premises and Environmental Health		
30670	New Premises	Not Taxable	50% surcharge on appropriate renewal fee
30670	Temporary Registration	Not Taxable	\$250
30670	Temporary Registration - Community Groups	Not Taxable	No Charge
30670	Mobile Registration - Linked to Food Premises Class 2 or 3	Not Taxable	\$150
30670	Temporary Registration - Linked to Food Premises Class 2 or 3	Not Taxable	\$100

Food Premises and Environmental Health (cont.)			
30670	Transfer of Registration	Not Taxable	\$300
30670	General Inspection Fee - New/Alteration/Additional	Not Taxable	\$150
Renewal of Registration			
30670	Food Premises Class 1	Not Taxable	\$600
30670	Food Premises Class 2 - General	Not Taxable	\$550
30670	Food Premises Class 2 - Large/Manufacturing (eg > 10 staff)	Not Taxable	\$700
30670	Food Premises Class 2 - Community Groups	Not Taxable	\$150
30670	Food Premises Class 3 - General Low Risk	Not Taxable	\$380
30670	Food Premises Class 3 - Community Groups	Not Taxable	\$150
30670	Food Premises Class 3 - Wineries	Not Taxable	\$300
30670	Food Premises Class 4	Not Taxable	No Charge
30674	Septic Tank Installation Permit	Not Taxable	\$750
30674	Septic Tank Alteration Permit	Not Taxable	\$400
30670	Prescribed Accommodation	Not Taxable	\$350
30670	Health Premises Registration - Renewal	Not Taxable	\$380
30670	Health Premises Registration	Not Taxable	\$450
30674	Septic Tank Assessment - New	Not Taxable	\$200
30674	Extension of Time to Septic Permit - New	Not Taxable	\$150
30674	Archive Health File Recovery - New	Not Taxable	\$50
Garbage Collection and Bins			
80070	Residential Garbage Inc. Recycling	Not Taxable	\$330
80070	Second Service Garbage Collection	Not Taxable	\$162
80070	Second Service Recycling Collection	Not Taxable	\$162
80070	Commercial Garbage Inc. Recycling (Cost Recovery)	Not Taxable	\$330
80070	Purchase of 240L Bins	Taxable	\$92
50280/94	HACC - Planned Activity Groups*	Not Taxable	\$11
HACC - Community Aged Care Packages			
HACC Brokerage Fees			
50290	Home Care	Not Taxable	\$63.50/hr
50290	Home Care - After Hours	Not Taxable	\$74/hr
50290	Home Care - Public Holidays	Not Taxable	\$89/hr
50290	Personal Care	Not Taxable	\$65.60/hr
50290	Personal Care - After Hours	Not Taxable	\$74/hr
50290	Personal Care - Public Holidays & Weekend	Not Taxable	\$89/hr
50290	Respite Care	Not Taxable	\$65.60/hr
50290	Respite Care - After Hours	Not Taxable	\$74/hr
50290	Respite Care - Public Holidays & Weekend	Not Taxable	\$89/hr
50290	Home Maintenance	Not Taxable	\$77/hr
50290	Meals on Wheels	Not Taxable	\$12.60/hr

	HACC - Delivered Meals*		
50285	Main Course	Not Taxable	\$7.90
50285	Dessert	Not Taxable	\$3.45
50285	Combined main course and dessert	Not Taxable	\$9.25
	* Fees subject to Director's discretion in cases of financial hardship		
	HACC - General Home Care*		
50271	Low Fee	Not Taxable	\$7.80/hr
50271	Medium Fee	Not Taxable	\$16.60/hr
50271	High Fee	Not Taxable	\$50/hr
	HACC - Personal Care*		
50276	Low Fee	Not Taxable	\$5.00/hr
50276	Medium Fee	Not Taxable	\$10.00/hr
50276	High Fee	Not Taxable	\$54/hr
	HACC - Property Maintenance - Indoor*		
50274	Low Fee	Not Taxable	\$15.80/hr
50274	Medium Fee	Not Taxable	\$21.00/hr
50274	High Fee	Not Taxable	\$65.10/hr
50273	HACC - Property Maintenance Materials Reimbursement	Not Taxable	Full Cost Recovery
	HACC - Respite*		
50278	Low Fee	Not Taxable	\$5.00/hr
50278	Medium Fee	Not Taxable	\$9.50/hr
50278	High Fee	Not Taxable	\$54/hr
	Insurance		
20082	Farmers Market Stall	Taxable	\$46
60086	Hall Hire	Taxable	\$34
	Library Service		
N/A	User pays services provided by Geelong Regional Library Corporation		Refer to Geelong Regional Library for fees & charges.
	Local Laws		
30570	Copies of any local laws	Not Taxable	\$50
30570	Abandoned vehicle removal	Not Taxable	\$200.00
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

Local Laws (cont.)			
30570	Street furniture permits	Not Taxable	\$200
30570	Roadside signage permits	Not Taxable	\$200
30570	Placing bulk containers (Skip bins)	Not Taxable	\$50
30570	Animal keeping permits	Not Taxable	\$200
30570	Hoarding permits (erection of hoardings/advertisements) Transport Act 1983	Not Taxable	\$200
30570	Camping Permit (Freehold vacant land)	Not Taxable	\$200
30570	Roadside grazing	Not Taxable	\$200
30570	Camping scheduled area (Council Land L.L.) permit	Not Taxable	P.O.A
Maps			
91170	Fee per A4 plan	Taxable	\$18
91170	Fee (large projects)	Taxable	\$103
Photocopying			
91170	Single sided A4 – Community Groups	Taxable	\$0.30
91170	Double sided A4 – Community Groups	Taxable	\$0.45
91170	Single sided A3 – Community Groups	Taxable	\$0.40
91170	Double sided A3 – Community Groups	Taxable	\$0.60
91170	Single sided A4 – Private	Taxable	\$0.50
91170	Double sided A4 – Private	Taxable	\$0.90
91170	Single sided A3 – Private	Taxable	\$1.10
91170	Double sided A3 – Private	Taxable	\$2.05
Application for Planning Permit			
30072	Use Only Permit	Not Taxable	\$1,265
	To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		
30072	\$< - \$10,000	Not Taxable	\$192
30072	\$10,000 - \$100,000	Not Taxable	\$604
30072	\$100,000 - \$500,000	Not Taxable	\$1,237.10
30072	\$500,001 - \$1,000,000	Not Taxable	\$1,336.70
30072	\$1,000,001 - \$2,000,000	Not Taxable	\$1,436.20
	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:		
30072	\$< - \$100,000	Not Taxable	\$1,102.10
30072	\$100,001 - \$1,000,000	Not Taxable	\$1,486.00
30072	\$1,000,001 - \$5,000,000	Not Taxable	\$3,277.70
30072	\$5,000,001 - \$15,000,000	Not Taxable	\$8,354.30
30072	\$15,000,001 - \$50,000,000	Not Taxable	\$24,636.20
30072	\$> - \$50,000,000	Not Taxable	\$55,372.70
Subdivision/Restrictions/Easements (Planning Permit):			
30072	To subdivide existing building	Not Taxable	\$1,265.60
30072	To subdivide land into two lots	Not Taxable	\$1,265.60

Application for Planning Permit (cont.)			
30072	To effect a realignment of a common boundary between lots or to consolidate two or more lots	Not Taxable	\$1,265.60
30072	To subdivide land (per 100 lots created)	Not Taxable	\$1,265.60
	To:		
	a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or	Not Taxable	
	b) create or remove a right of way; or	Not Taxable	\$1,265.60
	c) create, vary or remove an easement other than a right of way; or	Not Taxable	
	d) to vary or remove a condition in the nature of an easement (other than a right of way) in a Crown grant	Not Taxable	
	A permit not otherwise provided for in Regulation	Not Taxable	\$1,265.60
Subdivision Certification (Subdivision Act 1988):			
30074	Subdivision Certification	Not Taxable	\$167.80
30074	Alteration of a plan under section 10 (2) of the Act	Not Taxable	\$106.70
30074	Amendment of certified plan under section 11(1) of the Act	Not Taxable	\$135.10
Development & Public Open Space Contributions:			
30079	Public Open Space Contributions	Not Taxable	5% of value
30080	Development Community Contribution - other than Bannockburn	Not Taxable	\$1,500 per new lot
30080	Development Community Contribution - Bannockburn	Not Taxable	\$4,500 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
Amend a Planning Permit			
30072	Amend a permit to change the use of the land allowed by the permit or allow a new use of land	Not Taxable	\$1,265.60
30072	Amendment to a permit (other than a permit to develop land for a single dwelling per lot or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot) to change the statement of what the permit allows or to change any or all conditions which apply to the permit.	Not Taxable	\$1,265.60
30072	Amend a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		
30072	\$< - \$10,000	Not Taxable	\$192.00
30072	\$10,000 - \$100,000	Not Taxable	\$604.40
30072	\$100,000 - \$500,000	Not Taxable	\$1,237.10
30072	\$500,001 - \$2,000,000	Not Taxable	\$1,336.70
30072	Amend a permit to develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:		
30072	\$< - \$100,000	Not Taxable	\$1,102.10

Application for Planning Permit (cont.)			
30072	\$100,001 - \$500,000	Not Taxable	\$1,486.00
30072	\$500,001 - \$50,000,000 +	Not Taxable	\$3,277.70
30072	Amend a permit to subdivide an existing building	Not Taxable	\$1,265.60
30072	Amend a permit to subdivide land into two lots	Not Taxable	\$1,265.60
30072	Amend a permit to effect a realignment of a common boundary between lots or to consolidate two or more lots	Not Taxable	\$1,265.60
30072	Amend a permit to subdivide land (per 100 lots created)	Not Taxable	\$1,265.60
30072	Amend a permit to: a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988: or b) create or remove a right of way; or c) create, vary or remove an easement other than a right of way; or d) to vary or remove a condition in the nature of an easement (other than a right of way) in a Crown grant	Not Taxable	\$1,265.60
30072	Amend a permit not otherwise provided for in Regulation	Not Taxable	\$1,265.60
General Fees:			
30072	Extension of Time (Permit)	Not Taxable	\$200
30072	Secondary Consent		\$193.00
30075	Certificate of Compliance	Not Taxable	\$312.80
30075	Satisfaction Matters	Not Taxable	\$312.80
30075	Written Planning Enquiry Response Fee	Taxable	\$80/hr min
30075	Archive Planning File Recovery	Not Taxable	\$50
30075	Title Search Fee (per property)	Not Taxable	Cost + \$40.00
Council Prepared Advertising:			
30073	Preparing & posting of advertising letters (per letter)	Taxable	\$10
30073	Registered Post (per letter)	Taxable	\$20
30073	Provision of Advertising Sign only (per sign)	Taxable	\$20
30073	Erection of Site Notice sign (1 only, inc. cost of sign)	Taxable	\$250
30073	Additional signs (for each additional sign required, inc. cost of sign)	Taxable	\$50.00
30073	Arrange notice in newspapers (per each newspaper notice)	Taxable	Cost + \$50
Planning Scheme Amendments:			
30078	Stage 1 For: a) considering a request to amend a planning scheme: and b) taking action required by Division 1 of Part 3 of the Planning and Environment Act 1987; and c) considering any submissions which do not seek a change to the amendment; and d) if applicable, abandoning the amendment.	Not Taxable	\$2,929.30

	Application for Planning Permit (cont.)		
	Stage 2 For:		
30078	a) considering		
30078	i) up to and including 10 submissions which seek a change to the amendment, and where necessary referring the submissions to a panel; or	Not Taxable	\$14,518.60
30078	ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Not Taxable	\$29,008.80
30078	iii) submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel: and	Not Taxable	\$38,778.00
30078	b) providing assistance to a panel in accordance with section 158 of the Act: and c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and d) considering the panel's report in accordance with section 27 of the Act; and; and e) after considering submission and the panel's report, abandoning the amendment.		
	Stage 3 For:		
30078	a) adopting the amendment or part of an amendment in accordance with section 29 of the Act; and b) submitting the amendment for approval in accordance with section 31 of the Act; and c) giving the notice of the approval of the amendment required by section 36(2) of the Act.	Not Taxable	\$462.20
	Stage 4 For:		
30078	a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act: and b) giving notice of approval of an amendment in accordance with section 36(1) of the Act.	Not Taxable	\$462.20
30072	Amend or end a section 173 agreement	Not Taxable	\$620.30
	Private Works		
71880	Supervision of private works	Taxable	POA
71870	Design works	Taxable	POA
	Property Information		
40174	Land information certificates	Not Taxable	\$25.90
40174	LIC Urgent Supply (1 working day)	Taxable	\$118
40176	Ownership details (fencing inquiry only)	Not Taxable	Nil
40176	Forwarding of correspondence to ratepayer	Taxable	\$36

	Property Information (cont.)		
40176	Rate search	Not Taxable	\$54.60/hr
40172	Admin charge – sale of land – unpaid rates	Taxable	\$805
40176	Sale of Road Numbers (per digit)	Taxable	\$2
	Rent and Leases		
30498	Grazing/Occupation	Taxable	\$186
40084	Council Properties - Multi-Use Community Purpose	Taxable	Nil
40084	Council Properties - Single-Use Community Purpose	Taxable	\$11
40084	Council Properties - Commercial Operations	Taxable	POA
40084	Crown Land (Managed on behalf of Councils)	Taxable	\$11
40084	Crown Land - Exclusive Community or Commercial use	Taxable	POA
	Road Closures		
N/A	Temporary street closures applications	Not Taxable	Nil
	Road Maintenance Levies		
70070	Gravel Cartage Levy	Taxable	Rates as per legal agreement + CPI increases.
	Consent to Work in a Road Reserve Charges		
70072	Vehicle crossing permits (where footpath exists)	Taxable	\$86.00
70072	Reinstatement costs (where carried out by Council)	Not Taxable	At cost
2210	Security bond (major jobs)	Not Taxable	POA
N/A	Roadside Grazing Permits	Not taxable	Nil
	Room Hire		
	Bannockburn Cultural Centre - Barwon Room, Youth Room, Grenville Room, Bannockburn Room, Leigh Room, Moorabool Room **		
	Community Groups		
50471	Hourly Rate - Casual	Taxable	\$11.10
50471	Hourly Rate - Regular	Taxable	\$9.90
	Bannockburn Cultural Centre - Barwon Room, Youth Room, Grenville Room, Bannockburn Room, Leigh Room, Moorabool Room ** (cont.)		
	Community Benefit		
50471	Hourly Rate - Casual	Taxable	\$16.60
50471	Hourly Rate - Regular	Taxable	\$15.00
	Private/Commercial		
50471	Hourly Rate - Casual	Taxable	\$27.70
50471	Hourly Rate - Regular	Taxable	\$24.90

	Room Hire (cont.)		
	Bannockburn Cultural Centre - Combined Hire of Leigh and Moorabool Rooms **		
	Community Groups		
50471	Hourly Rate - Casual	Taxable	\$13.20
50471	Hourly Rate - Regular	Taxable	\$12.00
	Community Benefit		
50471	Hourly Rate - Casual	Taxable	\$19.90
50471	Hourly Rate - Regular	Taxable	\$17.80
	Private/Commercial		
50471	Hourly Rate - Casual	Taxable	\$33.10
50471	Hourly Rate - Regular	Taxable	\$29.80
	Bannockburn Cultural Centre - Hall and Kitchen **		
	Community Groups		
50471	Hourly Rate - Casual	Taxable	\$22.00
50471	Hourly Rate - Regular	Taxable	\$19.90
50471	Full Day - Casual	Taxable	\$132.30
50471	Full Day - Regular	Taxable	\$119.20
	Community Benefit		
50471	Hourly Rate - Casual	Taxable	\$33.10
50471	Hourly Rate - Regular	Taxable	\$29.80
50471	Full Day - Casual	Taxable	\$198.60
50471	Full Day - Regular	Taxable	\$179.10
	Private/Commercial		
50471	Hourly Rate - Casual	Taxable	\$55.10
50471	Hourly Rate - Regular	Taxable	\$49.70
50471	Full Day - Casual	Taxable	\$331.10
50471	Full Day - Regular	Taxable	\$298.10
	Bannockburn Cultural Centre - Hall **		
	Community Groups		
50471	Hourly Rate - Casual	Taxable	\$16.60
50471	Hourly Rate - Regular	Taxable	\$15.00
50471	Full Day - Casual	Taxable	\$99.40
50471	Full Day - Regular	Taxable	\$89.40
	Community Benefit		
50471	Hourly Rate - Casual	Taxable	\$24.80
50471	Hourly Rate - Regular	Taxable	\$22.30
50471	Full Day - Casual	Taxable	\$148.90
50471	Full Day - Regular	Taxable	\$134.10
	Private/Commercial		
50471	Hourly Rate - Casual	Taxable	\$41.40
50471	Hourly Rate - Regular	Taxable	\$37.30
50471	Full Day - Casual	Taxable	\$248.50
50471	Full Day - Regular	Taxable	\$223.60

	Room Hire (cont.)		
	Bannockburn Cultural Centre - Kitchen **		
	Community Groups		
50471	Hourly Rate - Casual	Taxable	\$5.50
50471	Hourly Rate - Regular	Taxable	\$4.90
50471	Full Day - Casual	Taxable	\$33.10
50471	Full Day - Regular	Taxable	\$29.80
	Community Benefit		
50471	Hourly Rate - Casual	Taxable	\$8.30
50471	Hourly Rate - Regular	Taxable	\$7.50
50471	Full Day - Casual	Taxable	\$49.80
50471	Full Day - Regular	Taxable	\$44.70
	Private/Commercial		
50471	Hourly Rate - Casual	Taxable	\$13.70
50471	Hourly Rate - Regular	Taxable	\$12.40
50471	Full Day - Casual	Taxable	\$82.70
50471	Full Day - Regular	Taxable	\$74.50
	Bond - Hall Hire **		
2210	Security Bond (private functions)	Not Taxable	\$523.00
	Bannockburn Family Services Centre - Consulting Rooms **		
	The following room hire fees exclude fees for users with MOU's		
	Community Groups		
50487	Hourly Rate - Casual	Taxable	\$8.80
50487	Hourly Rate - Permanent	Taxable	\$8.00
	Community Benefit		
50487	Hourly Rate - Casual	Taxable	\$13.20
50487	Hourly Rate - Permanent	Taxable	\$12.00
	Private/Commercial		
50487	Hourly Rate - Casual	Taxable	\$22.00
50487	Hourly Rate - Permanent	Taxable	\$19.90
	Bannockburn Family Services Centre - Multi Purpose Room **		
	The following room hire fees exclude fees for users with MOU's		
	Community Groups		
50487	Hourly Rate - Casual	Taxable	\$13.20
50487	Hourly Rate - Permanent	Taxable	\$12.00
	Community Benefit		
50487	Hourly Rate - Casual	Taxable	\$19.90
50487	Hourly Rate - Permanent	Taxable	\$17.80
	Private/Commercial		
50487	Hourly Rate - Casual	Taxable	\$33.10
50487	Hourly Rate - Permanent	Taxable	\$29.80
	Meredith Community Learning HUB - Consulting Rooms**		
	The following room hire fees exclude fees for users with MOU's		

	Room Hire (cont.)		
	Meredith Community Learning HUB - Consulting Rooms** (cont.)		
	Community Groups		
50487	Hourly Rate - Casual	Taxable	\$8.80
50487	Hourly Rate - Permanent	Taxable	\$8.00
	Community Benefit		
50487	Hourly Rate - Casual	Taxable	\$13.20
50487	Hourly Rate - Permanent	Taxable	\$12.00
	Private/Commercial		
50487	Hourly Rate - Casual	Taxable	\$22.00
50487	Hourly Rate - Permanent	Taxable	\$19.90
	Northern Community Centre - Consulting Rooms **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50486	Hourly Rate - Casual	Taxable	\$8.80
50486	Hourly Rate - Permanent	Taxable	\$8.00
	Community Benefit		
50486	Hourly Rate - Casual	Taxable	\$13.20
50486	Hourly Rate - Permanent	Taxable	\$12.00
	Private/Commercial		
50486	Hourly Rate - Casual	Taxable	\$22.00
50486	Hourly Rate - Permanent	Taxable	\$19.90
	Northern Community Centre - Leigh Room **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50486	Hourly Rate - Casual	Taxable	\$11.10
50486	Hourly Rate - Permanent	Taxable	\$9.90
	Community Benefit		
50486	Hourly Rate - Casual	Taxable	\$16.60
50486	Hourly Rate - Permanent	Taxable	\$15.00
	Private/Commercial		
50486	Hourly Rate - Casual	Taxable	\$27.70
50486	Hourly Rate - Permanent	Taxable	\$24.90
	Northern Community Centre - Grenville Room and Children's Room **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50486	Hourly Rate - Casual	Taxable	\$13.20
50486	Hourly Rate - Permanent	Taxable	\$12.00
	Community Benefit		
50486	Hourly Rate - Casual	Taxable	\$19.90
50486	Hourly Rate - Permanent	Taxable	\$17.80
	Private/Commercial		
50486	Hourly Rate - Casual	Taxable	\$33.10
50486	Hourly Rate - Permanent	Taxable	\$29.80

	Room Hire (cont.)		
	Smythesdale Business, Health and Community Hub - Consulting Rooms **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50489	Hourly Rate - Casual	Taxable	\$8.80
50489	Hourly Rate - Permanent	Taxable	\$8.00
	Community Benefit		
50489	Hourly Rate - Casual	Taxable	\$13.20
50489	Hourly Rate - Permanent	Taxable	\$12.00
	Private/Commercial		
50489	Hourly Rate - Casual	Taxable	\$22.00
50489	Hourly Rate - Permanent	Taxable	\$19.90
	Smythesdale Business, Health and Community Hub - Board Room **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50489	Hourly Rate - Casual	Taxable	\$11.10
50489	Hourly Rate - Permanent	Taxable	\$9.90
	Community Benefit		
50489	Hourly Rate - Casual	Taxable	\$16.60
50489	Hourly Rate - Permanent	Taxable	\$15.00
	Private/Commercial		
50489	Hourly Rate - Casual	Taxable	\$27.70
50489	Hourly Rate - Permanent	Taxable	\$24.90
	Smythesdale Business, Health and Community Hub - Multi Purpose Room **		
	The following room hire fees exclude permanent tenant fees		
	Community Groups		
50489	Hourly Rate - Casual	Taxable	\$13.20
50489	Hourly Rate - Permanent	Taxable	\$12.00
	Community Benefit		
50489	Hourly Rate - Casual	Taxable	\$19.90
50489	Hourly Rate - Permanent	Taxable	\$17.80
	Private/Commercial		
50489	Hourly Rate - Casual	Taxable	\$33.10
50489	Hourly Rate - Permanent	Taxable	\$29.80
	Kindergartens + Occasional Care**		
50195	Bannockburn Kindergarten	Not Taxable	\$480
	Meredith Kindergarten		
50685-05	Funded Kindergarten Program	Not Taxable	\$400.00
50685-05	Pre Kindergarten Program	Not Taxable	\$250.00
	Teesdale Kindergarten		
50674-05	Funded Kindergarten Program	Not Taxable	\$400.00
50674-05	Pre Kindergarten Program	Not Taxable	\$250.00

	Room Hire (cont.)		
	Kindergartens + Occasional Care**		
	Rokewood Kindergarten		
50686-05	Funded Kindergarten Program	Not Taxable	\$400.00
50686-05	Pre Kindergarten Program	Not Taxable	\$250.00
	Inverleigh Kindergarten		
50683-05	Funded Kindergarten Program	Not Taxable	\$400.00
50683-05	Pre Kindergarten Program	Not Taxable	\$250.00
	Inverleigh Occasional Care		
50683-05	Occasional Care program	Not Taxable	\$441.00
	Kindergarten Registration		
TBC	Online Registration		\$30.00
	Standpipe Water		
30374	Per 5,000 Litres	Not Taxable	\$30.00
	Tips		
80172	Household waste per m3	Taxable	\$41.00
80172	Green and Timber waste per m3	Taxable	\$25.00
80172	Electronic items (per item)	Taxable	\$6.00
80172	Fridges, Freezers and Air-conditioners (per item)	Taxable	\$11.00
80172	Gas Cylinders and Fire Extinguishers	Taxable	\$6.00
80172	Mattress (per item)	Taxable	\$26.00
80172	Tyres - Car	Taxable	\$12.00
80172	Tyres -Light truck	Taxable	\$18.00
80172	Tyres -Truck	Taxable	\$48.00
80172	Tyres - Small Tractor <1m diameter	Taxable	\$105.00
80172	Tyres - Large Tractor 1 - 2m diameter	Taxable	\$155.00

6.3 INCOME STATEMENT BY KEY STRATEGIC ACTIVITY AND PROGRAM

OPERATING BUDGET 2018-19

KEY STRATEGIC ACTIVITY SUMMARY

Service Areas	Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Citizen and Customer Service			
Expenditure	(1,128)	(1,187)	(1,223)
Income	11	17	15
NET	(1,117)	(1,170)	(1,208)
Civic Leadership			
Expenditure	(2,604)	(2,495)	(2,342)
Income	218	207	177
NET	(2,386)	(2,287)	(2,165)
Economic Development			
Expenditure	(674)	(751)	(593)
Income	152	176	50
NET	(522)	(574)	(543)
Environment and Land Use Planning			
Expenditure	(3,374)	(3,823)	(3,621)
Income	1,403	1,405	1,690
NET	(1,971)	(2,419)	(1,931)
Financial Management			
Expenditure	(2,435)	(2,588)	(2,619)
Income	28,133	27,048	27,815
NET	25,698	24,460	25,196
Human Support Services			
Expenditure	(8,145)	(8,683)	(8,582)
Income	5,771	6,436	6,582
NET	(2,374)	(2,247)	(2,001)
Recreation and Community Development			
Expenditure	(5,784)	(6,772)	(6,471)
Income	1,283	4,083	895
NET	(4,501)	(2,689)	(5,576)
Roads and Streets Infrastructure			
Expenditure	(10,806)	(10,638)	(11,621)
Income	4,572	4,508	2,993
NET	(6,234)	(6,129)	(8,628)
Waste management			
Expenditure	(3,941)	(2,258)	(2,917)
Income	2,181	2,251	2,918
NET	1,760	(7)	1
Service Area Totals			
Total Expenditure	(38,890)	(39,194)	(39,990)
Total Income	43,722	46,132	43,135
Total Surplus	4,832	6,937	3,145

CITIZEN AND CUSTOMER SERVICE

Citizen & Customer Service		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Communications and Marketing				
	Expenditure	(708)	(732)	(751)
	Income	5	10	9
	NET	(703)	(722)	(742)
Customer Service Centres				
	Expenditure	(420)	(455)	(473)
	Income	5	7	7
	NET	(415)	(448)	(466)
Key Result Area Total				
	Expenditure	(1,127)	(1,187)	(1,223)
	Income	10	17	15
Citizen and Customer Service Total		(1,117)	(1,170)	(1,208)

CIVIC LEADERSHIP

Civic Leadership		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Governance				
	Expenditure	(810)	(808)	(754)
	Income	13	32	9
	NET	(797)	(776)	(745)
Elections				
	Expenditure	(164)	(32)	(18)
	Income	35	1	1
	NET	(129)	(30)	(17)
Meetings				
	Expenditure	(80)	(89)	(85)
	Income	-	-	-
	NET	(80)	(89)	(85)
Corporate Planning				
	Expenditure	(917)	(906)	(865)
	Income	24	42	37
	NET	(893)	(864)	(828)
Emergency Management Plan and SES				
	Expenditure	(312)	(359)	(313)
	Income	137	127	126
	NET	(175)	(233)	(187)
Risk Management and OH&S				
	Expenditure	(320)	(301)	(309)
	Income	3	5	5
	NET	(317)	(296)	(304)
Key Result Area Total				
	Expenditure	(2,603)	(2,495)	(2,342)
	Income	217	207	177
Civic Leadership Total		(2,386)	(2,287)	(2,165)

ECONOMIC DEVELOPMENT

Economic Development		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Economic Development				
	Expenditure	(615)	(697)	(521)
	Income	129	144	15
	NET	(486)	(553)	(506)
Farmers Market				
	Expenditure	(59)	(54)	(73)
	Income	23	32	35
	NET	(36)	(22)	(38)
Key Result Area Total				
	Expenditure	(674)	(751)	(593)
	Income	152	176	50
Economic Development Total		(522)	(574)	(543)

ENVIRONMENT AND LAND USE PLANNING

Environment & Land Use Planning		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Land Use Planning				
	Expenditure	(1,266)	(1,554)	(1,309)
	Income	662	610	668
	NET	(604)	(944)	(641)
Building Control				
	Expenditure	(376)	(406)	(400)
	Income	70	78	90
	NET	(306)	(328)	(310)
Fire Protection				
	Expenditure	(268)	(287)	(283)
	Income	63	64	63
	NET	(205)	(223)	(220)
Environmental Management				
	Expenditure	(436)	(473)	(480)
	Income	56	59	51
	NET	(380)	(414)	(429)
Community Protection				
	Expenditure	(581)	(607)	(626)
	Income	361	399	570
	NET	(220)	(208)	(56)
Public Health				
	Expenditure	(447)	(496)	(521)
	Income	189	195	248
	NET	(258)	(301)	(273)
Key Result Area Total				
	Expenditure	(3,374)	(3,823)	(3,621)
	Income	1,403	1,405	1,690
Environment and Land Use Plan Total		(1,971)	(2,419)	(1,931)

FINANCIAL MANAGEMENT

Finance Management		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
General Revenue				
	Expenditure	(3)	(2)	(2)
	Income	27,309	25,764	27,028
	NET	21,673	25,762	27,026
Property and Rating				
	Expenditure	(903)	(1,047)	(837)
	Income	667	1,163	497
	NET	(236)	(116)	(340)
Corporate Reporting and Budgeting				
	Expenditure	(395)	(383)	(393)
	Income	5	9	8
	NET	(390)	(374)	(385)
Procurement and Contract Management				
	Expenditure	(365)	(392)	(390)
	Income	5	9	7
	NET	(360)	(384)	(383)
Records Management				
	Expenditure	(276)	(278)	(265)
	Income	2	3	2
	NET	(274)	(275)	(263)
Borrowings				
	Expenditure	(350)	(341)	(414)
	Income	-	-	-
	NET	(350)	(341)	(414)
Plant Replacement				
	Expenditure	(144)	(139)	(317)
	Income	146	100	274
	NET	2	(39)	(43)
Key Result Area Total				
	Expenditure	(2,436)	(2,588)	(2,619)
	Income	28,134	27,048	27,815
Financial Management Total		25,698	24,460	25,196

HUMAN SUPPORT SERVICES

Human Support Services		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Maternal and Child Health				
	Expenditure	(623)	(643)	(607)
	Income	218	256	256
	NET	(405)	(387)	(351)
Childrens Services				
	Expenditure	(406)	(370)	(339)
	Income	3	6	5
	NET	(403)	(364)	(334)
HACC for Younger People				
	Expenditure	(802)	(591)	(368)
	Income	410	394	409
	NET	(392)	(197)	42
Commonwealth Home Support Program				
	Expenditure	(1,037)	(1,265)	(1,461)
	Income	1,006	1,061	1,036
	NET	(31)	(204)	(425)
Community Transport				
	Expenditure	(192)	(218)	(210)
	Income	14	20	32
	NET	(178)	(198)	(177)
Community Centres				
	Expenditure	(984)	(1,023)	(1,039)
	Income	121	154	129
	NET	(863)	(869)	(910)
Kindergartens				
	Expenditure	(892)	(1,010)	(1,020)
	Income	946	1,018	1,013
	NET	(54)	8	(7)
Bannockburn Childrens Services Centre				
	Expenditure	(2,994)	(3,256)	(3,222)
	Income	2,893	3,270	3,438
	NET	(101)	14	216
Family Day Care				
	Expenditure	(214)	(308)	(316)
	Income	159	257	263
	NET	(55)	(51)	(53)
Key Result Area Total				
	Expenditure	(8,144)	(8,683)	(8,582)
	Income	5,770	6,436	6,582
Human Support Services Total		(2,374)	(2,247)	(2,001)

RECREATION AND COMMUNITY DEVELOPMENT

Recreation & Community Development		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Community Development				
	Expenditure	(870)	(922)	(744)
	Income	40	67	3
	NET	(830)	(854)	(741)
Libraries				
	Expenditure	(469)	(455)	(458)
	Income	(52)	1	1
	NET	(521)	(453)	(457)
Arts and Culture				
	Expenditure	(155)	(207)	(223)
	Income	2	5	11
	NET	(153)	(202)	(212)
Youth Development				
	Expenditure	(375)	(390)	(378)
	Income	72	72	69
	NET	(303)	(318)	(309)
Recreation planning				
	Expenditure	(670)	(744)	(653)
	Income	40	33	25
	NET	(630)	(712)	(628)
Recreation Construction				
	Expenditure	(312)	(408)	(251)
	Income	328	1,494	207
	NET	16	1,086	(44)
Recreation Infrastructure Maintenance				
	Expenditure	(2,301)	(2,718)	(2,946)
	Income	50	54	60
	NET	(2,251)	(2,664)	(2,886)
Major Projects				
	Expenditure	(77)	(222)	(33)
	Income	286	1,804	4
	NET	208	1,582	(29)
Volunteers				
	Expenditure	(22)	(27)	(93)
	Income	1	-	-
	NET	(21)	(27)	(93)
Health Promotion				
	Expenditure	(532)	(680)	(692)
	Income	517	552	516
	NET	(15)	(127)	(176)
Key Result Area Total				
	Expenditure	(5,783)	(6,772)	(6,471)
	Income	1,283	4,083	895
Recreation and Community Development Total		(4,500)	(2,689)	(5,576)

ROADS AND STREETS INFRASTRUCTURE

Roads & Streets Infrastructure	Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Sealed Road Routine Maintenance			
Expenditure	(1,401)	(1,582)	(1,556)
Income	223	174	179
NET	(1,178)	(1,408)	(1,377)
Local Roads Resealing			
Expenditure	(1,936)	(2,015)	(2,192)
Income	2	4	3
NET	(1,934)	(2,011)	(2,189)
Local Roads Rehabilitation			
Expenditure	(2,124)	(1,681)	(1,808)
Income	1	1	1
NET	(2,123)	(1,679)	(1,807)
Local Roads Improvements			
Expenditure	(64)	(63)	(74)
Income	3,954	3,966	1,530
NET	3,890	3,903	1,456
Gravel Roads Routine Maintenance			
Expenditure	(863)	(888)	(1,025)
Income	26	14	8
NET	(837)	(874)	(1,017)
Gravel Resheeting			
Expenditure	(1,124)	(1,127)	(1,162)
Income	1	1	1
NET	(1,123)	(1,126)	(1,161)
Bridge Maintenance			
Expenditure	(496)	(538)	(710)
Income	5	3	802
NET	(491)	(535)	92
Tree Clearing			
Expenditure	(326)	(340)	(449)
Income	-	-	3
NET	(326)	(340)	(446)

Roads & Streets Infrastructure		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Gravel Pits				
	Expenditure	(248)	(215)	(226)
	Income	98	215	226
	NET	(150)	-	-
Asset Management				
	Expenditure	(435)	(318)	(511)
	Income	135	53	72
	NET	(300)	(265)	(439)
Drainage Maintenance Townships and Rural				
	Expenditure	(561)	(552)	(525)
	Income	40	22	21
	NET	(521)	(530)	(504)
Private Works				
	Expenditure	(20)	(26)	(28)
	Income	3	26	26
	NET	17	-	(2)
Linemarking, Guideposts and Sign				
	Expenditure	(216)	(236)	(255)
	Income	7	5	3
	NET	(209)	(231)	(252)
Street Lighting				
	Expenditure	(111)	(156)	(161)
	Income	-	-	1
	NET	(111)	(156)	(160)
Townships Maintenance				
	Expenditure	(647)	(658)	(673)
	Income	35	22	15
	NET	(612)	(636)	(658)
Bus Shelters				
	Expenditure	(22)	(12)	(12)
	Income	8	-	-
	NET	(14)	(12)	(12)
Paths and Trails				
	Expenditure	(211)	(231)	(252)
	Income	34	1	102
	NET	(177)	(230)	(151)
Key Result Area Total				
	Expenditure	(10,805)	(10,638)	(11,621)
	Income	4,572	4,508	2,993
Roads and Streets Infrastructure Total		(6,233)	(6,129)	(8,628)

WASTE MANAGEMENT

Waste Management		Actual 2016-17 \$'000	Forecast 2017-18 \$'000	Budget 2018-19 \$'000
Garbage Collection				
	Expenditure	(1,955)	(2,114)	(2,668)
	Income	2,165	2,237	2,904
	NET	210	122	236
Municipal Tips				
	Expenditure	(1,895)	(87)	(185)
	Income	16	14	13
	NET	(1,879)	(73)	(172)
Litter Control				
	Expenditure	(91)	(57)	(63)
	Income	1	1	1
	NET	(90)	(56)	(62)
Key Result Area Total				
	Expenditure	(3,941)	(2,258)	(2,917)
	Income	2,182	2,251	2,918
Waste Management Total		1,759	(7)	1

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
ANZ	Australia and New Zealand Bank
Assoc	Association
B'burn	Bannockburn
CALD	Culturally and Linguistically Diverse
CFA	Country Fire Authority
CIV	Capital Improved Value
cont.	Continued
CPI	Consumer Price Index
EB	Enterprise Bargaining
EFT	Equivalent Full Time staff numbers
EPA	Environmental Protection Authority
Eques	Equestrian
Equip	Equipment
ERP	Estimated Resident Population
ESC	Essential Services Commission
FAG	Federal Assistance Grants
FOI	Freedom of Information
FTE	Full Time Equivalent
Furn	Furniture
GIS	Geographic Information System
GP	Golden Plains
GST	Goods and Services Tax
HACC	Home and Community Care
hr	Hour
ICT	Information Communication Technology
Incl.	Inclusive of
IVAN	Golden Plains Shire Council Youth Van
k	Thousand
km	Kilometre
l	Litre
LASF DB Plan	Local Authorities Superannuation Fund Defined Benefit Plan
LGFV	Local Government Funding Vehicle
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

Abbreviation	Description
OH&S	Occupational Health and Safety
POA	Price on Application
Rec.	Recreation
Reg.	Regulation
RSL	Returned Services League
SES	State Emergency Service
SRO	State Revenue Office
SRP	Strategic Resource Plan.
VAGO	Victorian Auditor General's Office
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 Plan	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for a four-year period. This document forms part of the Council Plan.

	Definition
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.

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