



**ADOPTED BUDGET  
2017/2018**

## INDEX

<b>1</b>	<b>OVERVIEW .....</b>	<b>3</b>
1.1	Executive Summary .....	3
1.2	Budget Overview .....	9
1.3	Budget Influences .....	10
<b>2</b>	<b>BUDGET ACTIVITIES AND INITIATIVES .....</b>	<b>15</b>
2.1	Planning and Accountability Framework .....	15
2.2	Our Purpose .....	16
2.3	Strategic Objectives .....	16
<b>3.</b>	<b>SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS.....</b>	<b>17</b>
3.1	Strategic Theme 1: Community and Culture .....	18
3.2	Strategic Theme 2: Economy and Growth .....	22
3.3	Strategic Theme 3: Built and Natural Environment.....	23
3.4	Strategic Theme 4: Processes and Governance .....	25
3.5	Performance Statement .....	26
<b>4</b>	<b>BUDGET ANALYSIS .....</b>	<b>27</b>
4.1	Analysis of Budgeted Income Statement .....	27
4.2	Analysis of Budgeted Cash Position .....	31
4.3	Analysis of Budgeted Capital Expenditure .....	33
4.4	Analysis of Budgeted Balance Sheet .....	37
4.5	Impact of Current Year on 2017/2018.....	39
<b>5</b>	<b>STRATEGIC RESOURCE PLAN .....</b>	<b>41</b>
5.1	Plan Development.....	41
5.2	Rating Strategy .....	44
5.3	Borrowing Strategy.....	46
5.4	Infrastructure Strategy.....	47
<b>6</b>	<b>APPENDICES .....</b>	<b>51</b>

## 1 OVERVIEW

### 1.1 Executive Summary

Council has prepared a Budget for the 2017/18 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided within this summary about the rate increase, operating result, cash and investments, capital works, financial position and strategic objectives of the Council.

A high level Long Term Financial Plan for the years 2017/2018 to 2021/2022 (part of the Strategic Resource Plan) has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Financial Plan is financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan.

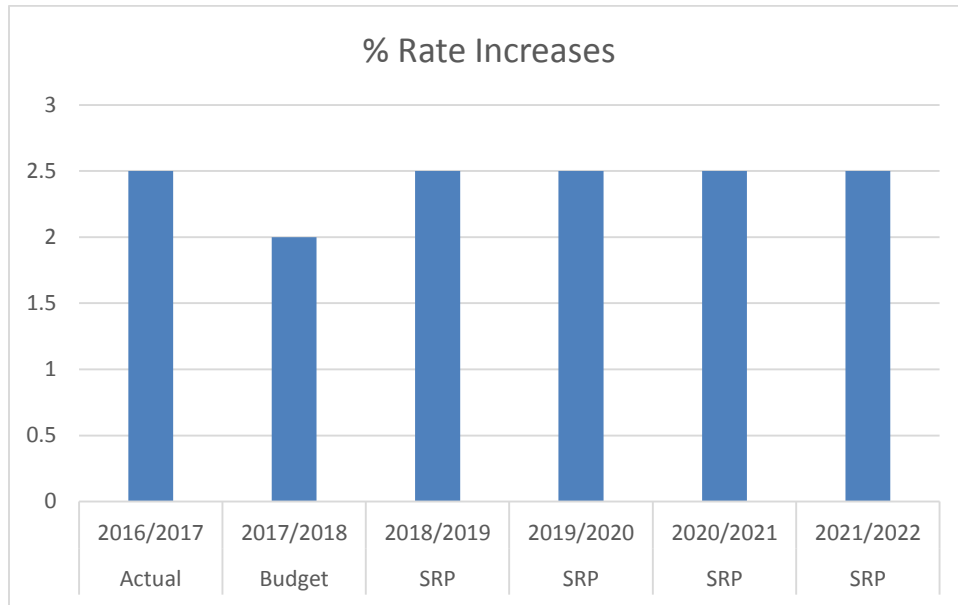
The 2017/2018 budget presented in this report has been developed through a rigorous process of consultation and review with Council and Council officers. It is Council's opinion that the budget is financially responsible and contributes to the achievement of all of the Council Plan strategic objectives and strategies likely to be included in the 2017 – 2021 Council Plan. It is also forward looking in that it fits within a longer term framework which seeks to enhance financial sustainability in the long term.

Demand for services has meant Council, more than ever, is looking to source additional external income. The need to attract investment to the municipality to boost household income, and in turn rate income, means Council is very active in the area of economic and community development.



**2016 Australia Day Celebrations at Station Domain Maryborough**

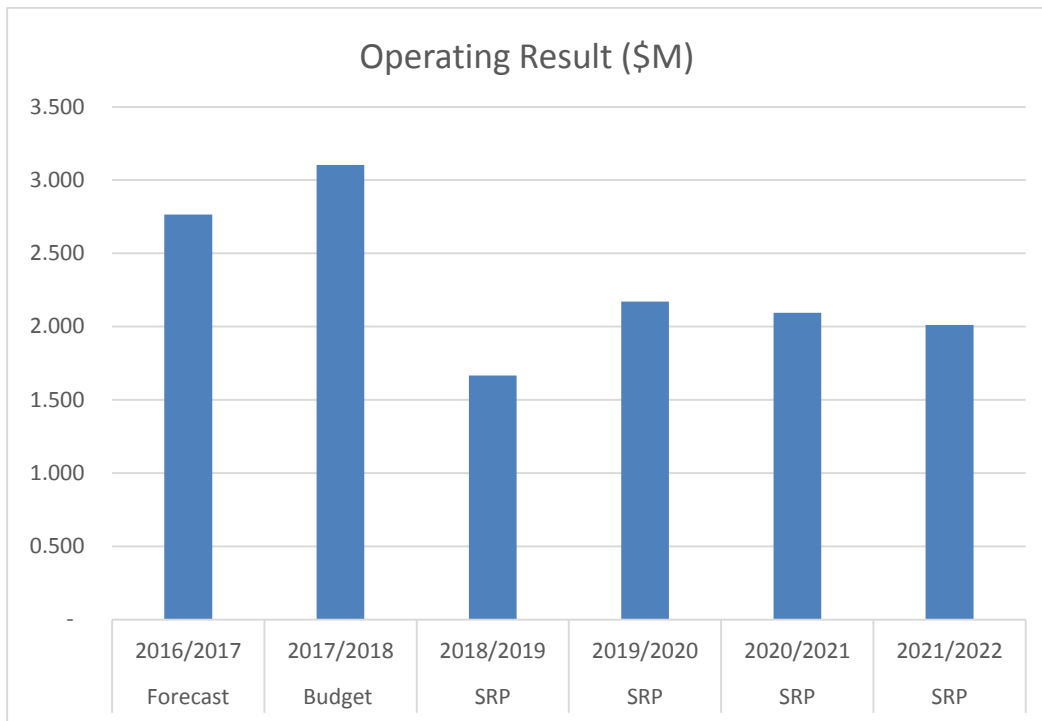
## Rates



In order to achieve Council's strategic objectives whilst maintaining service levels and a robust capital expenditure program, it is proposed that general rates increase by 2.0% for the 2017/2018 year, and garbage charges increase by 3%, raising total rates and charges of \$14.02 million. The general rate increase is lower than the level forecast in Council's Strategic Resource Plan adopted in the previous year of 2.5%, (the rate increase for the 2016/2017 year was 2.5%).

This reduction is due to the new Fair Go Rates System (FGRS) which has capped rate increases by Victorian Councils to the forecast movement of 2.0% in the Consumer Price Index (CPI). While Council has not elected to apply to the Essential Services Commission (ESC) for a variation, it has identified expenditure cuts and operational savings, and reviewed user fees and charges to reduce its rates increase from the planned 2.5% to the proposed 2.0% increase.

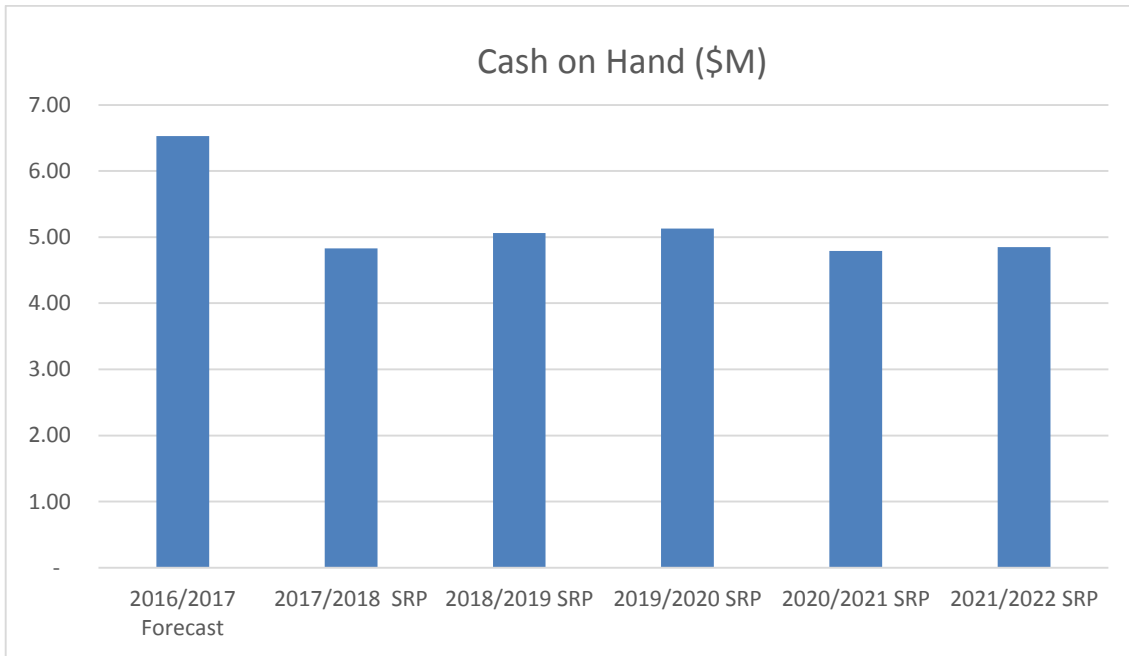
## Operating Result



The 2017/2018 Operating Budget forecasts an operating surplus of \$3,104,375, which is an increase of \$339,702 over the 2016/2017 forecast. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions, is an operating deficit of \$2,639,125.

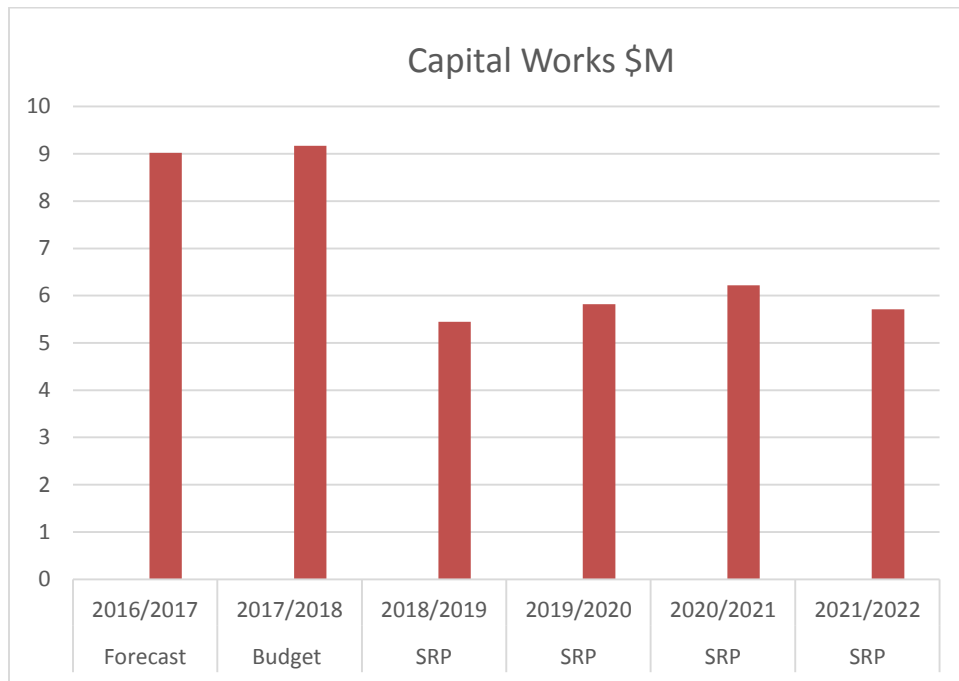
Council operations are expected to continue to be impacted by inflation, wages growth, government funding, increases in the levy payable upon disposal of waste and payment of Council's defined benefits superannuation call. As such, it will be necessary to achieve future revenue growth whilst containing costs in order to achieve a breakeven point.

### Cash and Investments



The Council's financial position will continue to maintain a consistent level of funds available for the ongoing provision of services as demanded by its residents. Cash and Investments are expected to decrease by \$1,699,955 during the year to \$4.828 million as at 30 June 2018. This is mainly due to the carried forward component of the 2016/2017 capital works program. The reduction in cash and investments is in line with Council's Strategic Resource Plan (Cash and Investments are forecast to be \$6.528 million as at 30 June 2017).

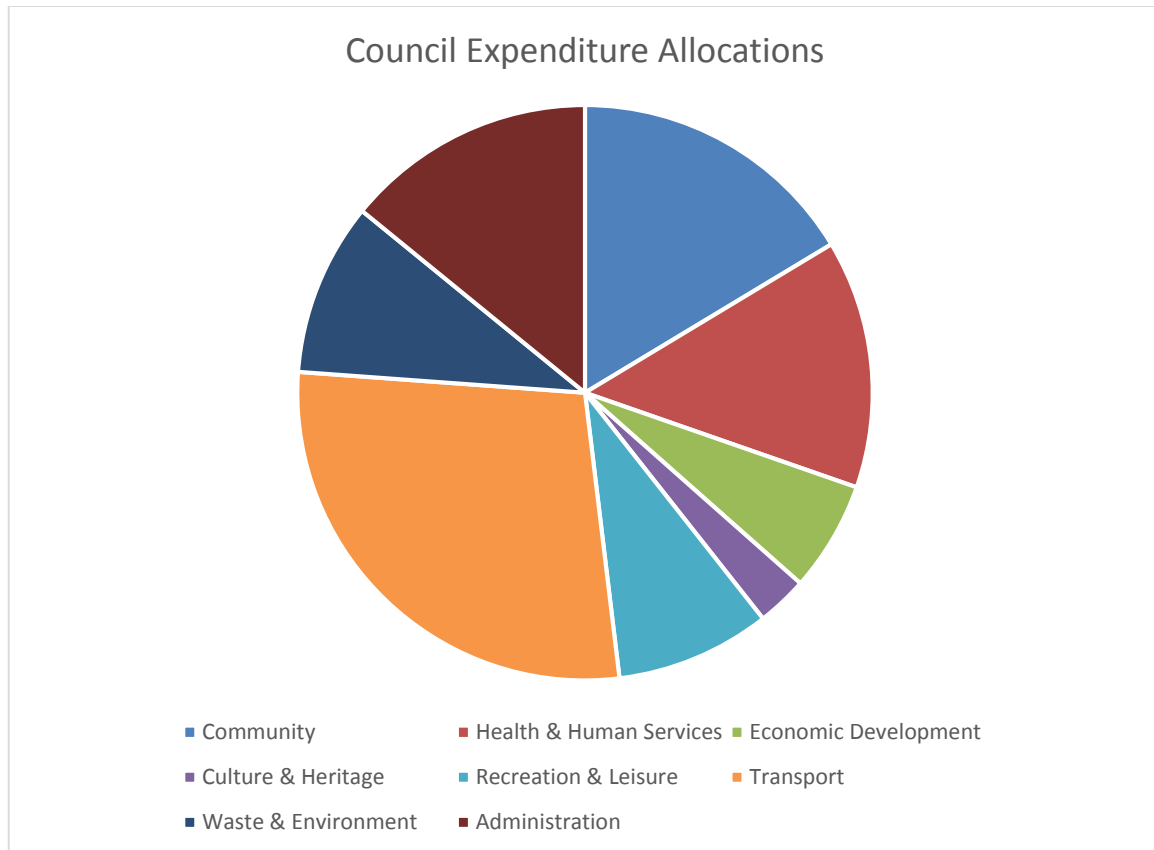
## Capital Works



Council has been able to continue to deliver existing service levels in circumstances where cost shifting to local government has continued to put pressure on all of Council's resources.

The total capital expenditure program for 2017/2018 is expected to be \$9.167 million. The \$9.167 million of capital funding required will be funded from external grants, contributions and Council's own sourced revenue. The capital expenditure program has been set and prioritised based on a rigorous process and is intentionally large to continue to close the gap between renewal and depreciation of assets. The program initially reduces after 2017/2018, then slightly increases.

## Council Expenditure Allocations



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

Whilst the 2017/2018 budget has been prepared on the basis of constraint, it is acknowledged that the Council still needs to fund new projects and maintain existing services. The challenge is to source additional funding to ensure Council meets the needs of its communities into the future.



## 1.2 Budget Overview

### 1.2.1 Strategic Planning Framework

The Annual Budget has been developed within an overall planning framework which guides the Council in identifying community needs and aspirations over the long term, converting these into medium (Council Plan) and short term (Annual Budget) objectives, initiatives and activities.

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

### 1.2.2 Basis for Budget Preparation

Council is required to prepare and adopt an annual budget for each financial year in accordance with the *Local Government Act 1989* (the Act), and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

The budget is required to include certain information about the rates and charges that Council intends to levy, as well as a range of other information required by the Regulations which support the Act.

The 2017/2018 budget which is included in this report is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. These financial projections are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on an annual basis. The preparation of the budget in this context begins with Officers preparing the operating and capital components of the annual budget during December.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council 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.

With the introduction of the State Government's 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.

If a Council wishes to seek a rate increase above the maximum allowable, it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine by 31 May whether the rate increase variation submission has been successful. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Minister's maximum rate increase and the Council's required rate increase.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption.

### 1.2.3 Annual Plan and Budget Process

The key dates for the annual plan and budget process are:

1.	Officers update Council's long term financial projections	Dec
2.	Officers prepare operating and capital budgets	Dec
3.	Councillors consider draft budgets at informal briefings	Feb/March
4.	Draft Budget submitted to Council for approval	March
5.	Public notice advertising intention to adopt budget	March/April
6.	Budget available for public inspection and comment	April/May
7.	Public submission process undertaken	April/May
	Submissions period closes (28 days)	June
8.	Submissions, together with budget, referred to Council	June
9.	Budget and submissions presented to Council for Adoption	June
10.	Copy of budget submitted to the Minister	June

### 1.3 Budget Influences

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

#### 1.3.1 Snapshot of Central Goldfields Shire Council

##### Physical Attributes

Situated in Central Victoria, and two hours' drive from Melbourne, Central Goldfields Shire is the heart of the Goldfields Region. It is within easy driving distance of the regional centres of Ballarat and Bendigo, and is serviced by train from Ballarat.

The Shire is a major getaway with entrances to and from the Pyrenees, Ballarat, Bendigo and Melbourne. The region is steeped in history, based on gold mining, forestry and agriculture, with historic buildings, access to forest walks and trails, and arts and culture contributing to a growth in tourism.

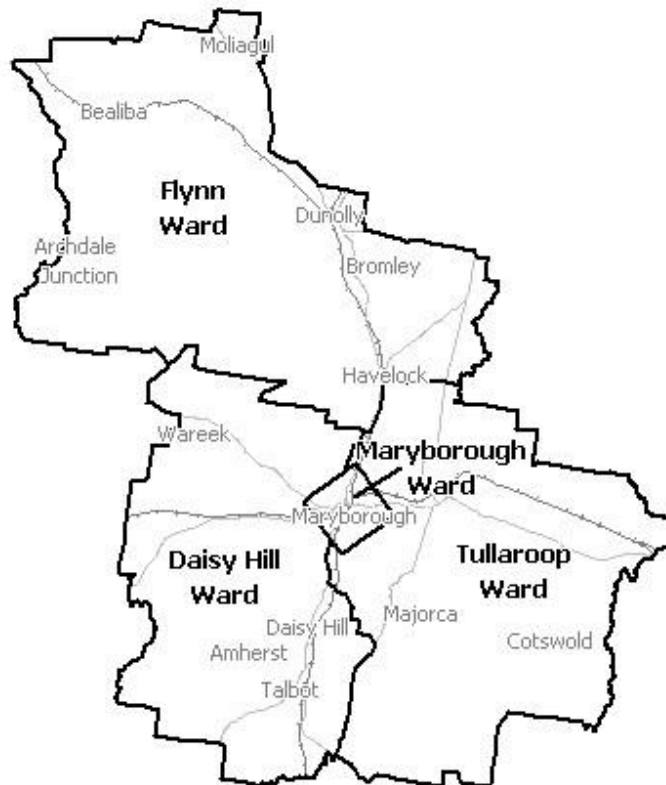
##### Population

Central Goldfields Shire has a resident population of approximately 13,000 with a current growth rate of .08% per annum. The Shire contains six towns and four settlements including Maryborough, the largest town, which accounts for 60% of the total population. The Shire contains a series of historic towns including Carisbrook, Talbot, Dunolly, Bealiba and Moliagul.

Other localities within the Shire are Adelaide Lead, Alma, Amherst, Archdale, Archdale Junction, Bet Bet, Betley, Bowenvale, Bromley, Bung Bong, Campbelltown, Caralulup, Cotswold, Craigie, Daisy Hill, Dunach, Dunluce, Eddington, Flagstaff, Glengower, Golden Point, Goldsborough, Havelock, Inkerman, Joyces Creek, Lillicur, Majorca, Moolort, Moonlight Flat, Mount Cameron, Mount Glasgow, Mount Hooghly, Natte Yallock, Red Lion, Rodborough, Simson, Stony Creek, Strathlea, Timor, Timor West and Wareek.

### Area

The Central Goldfields Shire Council has an area of 1542 square kilometres and is bordered by Mount Alexander, Loddon, Northern Grampians, Pyrenees and Hepburn Shire Councils. A map of the urban and rural aspects of the Shire is included below



### Business in Central Goldfields Shire

The Shire is at the heart of one of the most important historic gold mining districts in Victoria and has rich historic and natural attractions, traditional agriculture and a stable food and wine growing/promotion industry.

There is substantial agricultural activity within the Shire with sheep and cattle grazing and grain production at the forefront. Employment within the Shire is based on agriculture, the service sector (in particular health services), printing, food processing and growing retail and tourism industries.



**Simson Memorial Cairn**

### **1.3.2 External Influences**

In preparing the 2017/2018 budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0% (2016/2017: 2.5%).
- CPI for Victoria is forecast to be 2.0% for the 2017/18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18 (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- Council must negotiate a new Enterprise Bargaining Agreement during the 2016/17 year for commencement on 1 July 2017.
- Cost shifting occurs where Local Government provides a service to the community on behalf of State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost shifting including school crossing supervision, Library services and Home and Community Care. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the Community.

- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition, Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- Reduction in Victoria Grants Commission funding compared to prior years due to the "freezing" of indexation rates.
- Anticipated increases of 2.0% (or \$1.24 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.20 million. The levy has increased from \$9 per tonne in 2008/2009 to a forecast \$63.27 per tonne in 2017/2018 (703% increase in 9 years), therefore impacting Council's costs.
- Local economic conditions continue to impact residents, thereby reducing household income.
- Prevailing economic conditions which are expected to remain difficult during the budget period, impacting investment and borrowing interest rates.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012* to fund the operations of the CFA. A number of Council properties are also subject to the fire levy.

### 1.3.3 Internal Influences

As well as external influences, there are also a number of internal influences expected to have significant impact on the setting of the budget for 2017/2018. These include:

- Enterprise bargaining increases in salaries and wages.
- Increased costs associated with waste management.
- Large reliance on grant income.

### 1.3.4 Budget principles

In response to these influences, budget guidelines were prepared and distributed to all Council officers with budget responsibilities. These guidelines set out the key budget principles upon which the officers were to prepare their budgets, principles included:

- Where possible, ensure fees and charges are moving towards a user-pays principle, and increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified, where possible.
- Service levels to be maintained at 2016/17 levels, with the aim to use less resources with an emphasis on innovation and efficiency.

- Salaries and wages to be increased in line with Council's EBA.
- New initiatives which are not cost-neutral to be justified through a business case.
- Reduce overall borrowings.
- Construction and material costs to increase in line with the Engineering Construction Index.
- Ensure that any new staff positions support the objectives of the Council Plan.
- Real savings in expenditure and increases in revenue identified previously are to be preserved.

### 1.3.5 Long Term Strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2017/18 to 2021/2022 (section 5), Rating Information (section 5.2) and other long term strategies including Borrowings (section 5.3), and Infrastructure (section 5.4).

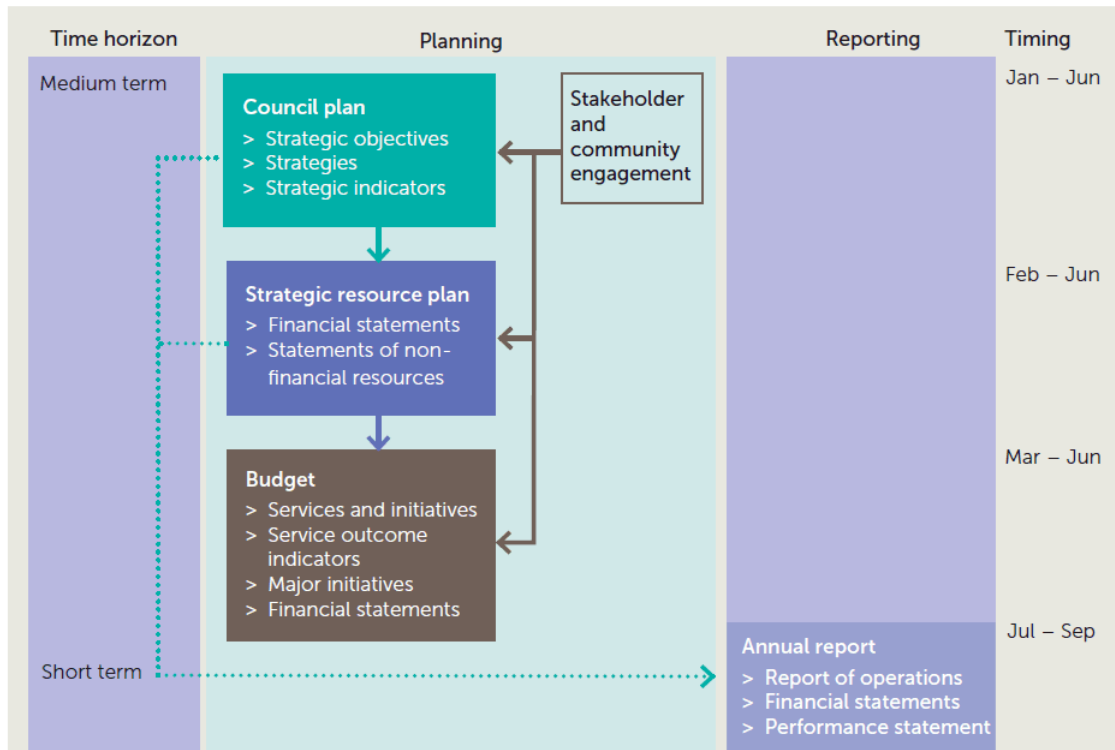


**Princes Park Rotunda**

## 2 BUDGET ACTIVITIES AND INITIATIVES

### 2.1 Planning and Accountability Framework

The Strategic Resource Plan, included in 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 then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

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



## 2.2 Our Purpose

### 2013-2017 Council Plan

#### Our vision - 'To be a community with choice'

Central Goldfields Shire Council adheres to Section 3C(1) of the Local Government Act 1989, which states that “The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions”.

#### Our Values

Three behaviours that support our Vision; are being Accountable, Progressive and Respectful.

##### Accountable:

- ❖ Responsible for our actions and results, and do what we say we will
- ❖ Act with integrity – deal with all people honestly, ethically and transparently

##### Progressive:

- ❖ Strive for constant improvement
- ❖ Find new and creative ways; focus on the future

##### Respectful:

- ❖ Listen actively and consider other viewpoints
- ❖ Embrace and respect diversity and inclusion

## 2.3 Strategic Objectives

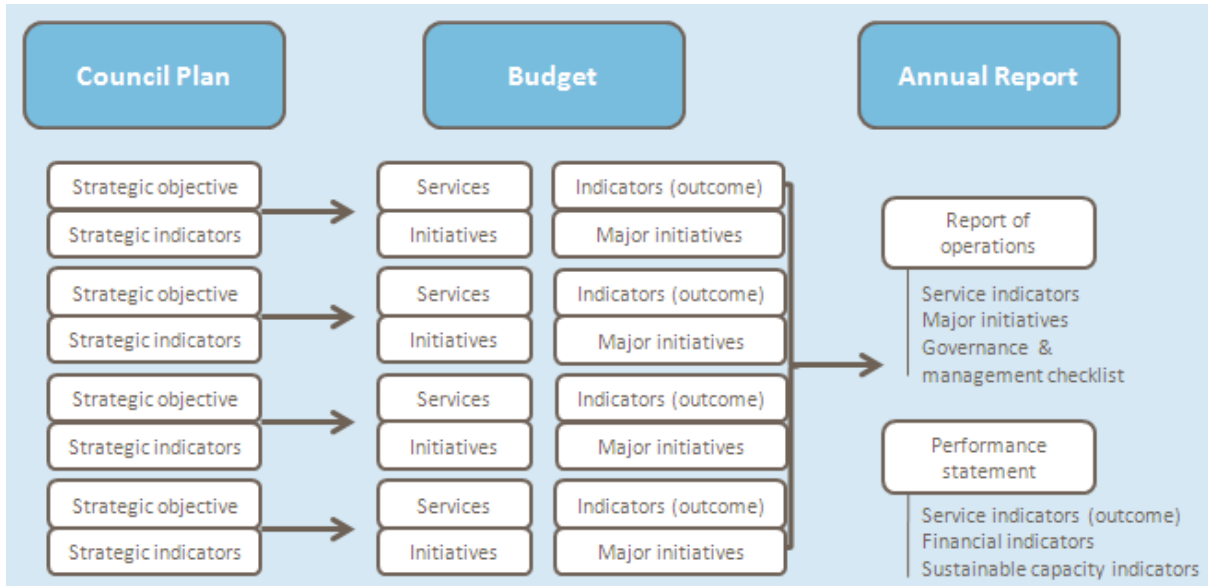
Council delivers services and initiatives that contribute to the achievement of one of the four strategic themes set out in the Council Plan for the years 2013-2017. The following table lists the four Strategic themes as described in the Council Plan.

Strategic Objective	Description
1. Community and Culture	Foster community connectedness and social capital, and services which improve people’s health and wellbeing.
2. Economy and Growth	Encourage and support economic activity, particularly that which facilitates employment in the community.
3. Built and Natural Environment	Value, conserve and enhance the rich built and natural heritage and environment.
4. Processes and Governance	Implement strong, clear and transparent corporate governance, strategies and actions.



### 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 2017/18 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. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



Source: Department of Environment, Land, Water and Planning

### 3.1 Strategic Theme 1: Community and Culture

Foster community connectedness and social capital, and services which improve people's health and wellbeing.

#### Services

Initiative	Description of initiative
Community development/Connectedness	Foster community resilience, connectedness and social capital.
Health and Wellbeing	Improve people's health and wellbeing throughout all life stages.
Community Safety	Foster a 'whole of community' approach to community safety.
Arts, Culture and Heritage	Increase community awareness/appreciation of arts, culture and heritage.
Recreation and Sport	Increase participation in physical activity.
Education and Learning	Increase education and learning participation and opportunities across the Shire.

#### Service Performance Outcome Indicators

##### Libraries

Indicator	Performance Measure	Computation
Utilisation	Library collection usage	Number of library collection item loans/Number of library collection items.
Resource standard	Standard of Library Collection	Number of library collection items purchased in the last 5 years/number of library collection items.
Service Cost	Cost of Library Service	Direct cost of library service/number of visits.
Participation	Active library members	Number of active library members/Municipal population.

### Aquatic Facilities

Indicator	Performance Measure	Computation
Service Standard	Health inspections of aquatic facilities	Number of Authorised Officer inspections/Number of Council aquatic facilities.
Service Standard	Reportable safety incidents at aquatic facilities	Number of WorkSafe reportable aquatic facility safety incidents.
Cost	Cost of indoor aquatic facilities	Direct cost of indoor aquatic facilities, less income received/Number of visits to indoor aquatic facilities.
Cost	Cost of outdoor aquatic facilities	Direct cost of outdoor aquatic facilities, less income received/Number of visits to outdoor aquatic facilities
Utilisation	Utilisation of aquatic facilities	Number of visits to aquatic facilities/Municipal population.

### Food safety

Indicator	Performance Measure	Computation
Timeliness	Time taken to action food complaints	Number of days between receipt and first response action for all food complaints/Number of food complaints.
Service standard	Food safety assessments	Number of registered class 1 and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> /Number of registered class 1 and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> .
Service cost	Cost of food safety service	Direct cost of food safety service/Number of food premises registered or given notice of operation in accordance with the <i>Food Act 1984</i> .
Health and safety	Critical and major non-compliance outcome notifications	Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance and major non-compliance notifications of food premises.

## Home and Community Care

Indicator	Performance Measure	Computation
Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	Number of people that receive a domestic, personal or respite care service/Municipal target population for domestic, personal or respite care services.
Participation	Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	Number of Culturally and Linguistically Diverse people that receive a domestic, personal or respite care service/Municipal target Culturally and Linguistically Diverse population for domestic, personal or respite care services.

## Maternal and Child Health

Indicator	Performance Measure	Computation
Participation	Participation in Maternal and Child Health key ages and stages visits	Number of actual Maternal and Child Health key ages and stages visits/Number of expected Maternal and Child Health key ages and stages visits.
Participation	Participation in Maternal and Child Health key ages and stages visits by Aboriginal children	Number of actual Maternal and Child Health key ages and stages visits by Aboriginal children/Number of expected Maternal and Child Health key ages and stages visits by Aboriginal children.

## Animal Management

Indicator	Performance Measure	Computation
Timeliness	Time taken to action animal management requests	Number of days between receipt and first response action for all animal management requests/Number of animal management requests.
Service Standard	Animals reclaimed	Number of animals reclaimed/Number of animals collected.
Service Cost	Cost of animal management service	Direct cost of the animal management service/Number of registered animals.
Health and Safety	Animal prosecutions proven in court	Number of successful animal management prosecutions.

### 3.2 Strategic Theme 2: Economy and Growth

Encourage and support economic activity, particularly that which facilitates employment in the community.

#### Services

Initiative	Description of initiative
Economic Activity	Support and facilitate activities which contribute to the municipality's economic prosperity.
Tourism and Events	Maintain and grow visitations and the local events stock.

#### Service Performance Outcome Indicators

##### Economic Development and Tourism

Indicator	Initiative	Measure
Participation	Economic activity	Review the Economic Development strategy.
Participation	Economic activity	Review Council's Population Growth strategy.
Participation	Tourism and events	Review the Central Goldfields Events Strategy.

### 3.3 Strategic Theme 3: Built and Natural Environment

Value, conserve and enhance the rich built and natural heritage and environment.

#### Services

Initiative	Description of initiative
Infrastructure, Assets and Facilities	Protect and enhance our existing amenities.
Natural Environment	Value, and, value-add to our natural environment.
Strategic Land Use	Achieve outcomes in planning and policy activities to create environments that support public wellbeing and economic success.

#### Service Performance Outcome Indicators

##### Statutory Planning

Indicator	Performance Measure	Computation
Timeliness	Time taken to decide planning applications	Median number of days between the receipt of planning application and a decision on the application.
Service standard	Planning applications decided within 60 days	Number of planning application decisions made within 60 days/Number of planning application decisions made.
Service cost	Cost of statutory planning service	Direct cost of the statutory planning service/Number of planning applications received.
Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/Number of VCAT Council decisions in relation to planning applications.

## Roads

Indicator	Performance Measure	Computation
Satisfaction	Sealed local road requests	Number of sealed local road requests/Kilometres of sealed local roads x 100
Condition	Sealed local roads below the intervention level	Number of kilometres of sealed local roads below the renewal intervention level/Kilometres of sealed local roads.
Service cost	Cost of sealed local road reconstruction	Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed.
Service cost	Cost of sealed local road resealing	Direct cost of sealed local road resealing/Square kilometres of sealed local roads resealed.
Service outcome	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

## Waste Collection

Indicator	Performance Measure	Computation
Satisfaction	Kerbside bin collection requests	Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households x 1,000.
Service standard	Kerbside collection bins missed	Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts x 10,000
Service cost	Cost of kerbside garbage bin collection service	Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins.
Service cost	Cost of kerbside recyclables bin collection service	Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins.
Waste diversion	Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins



### 3.4 Strategic Theme 4: Processes and Governance

Implement strong, clear and transparent corporate governance, strategies and actions.

#### Services

Initiative	Description of initiative
Organisational processes and systems	Demonstrate good governance and provide quality customer services.
Leadership and Governance	Provide strong leadership in representing the community.
Financial Sustainability	Deliver responsible financial management and business planning to ensure long term sustainability.

#### Service Performance Outcome Indicators

##### Governance

Indicator	Performance Measure	Computation
Transparency	Council decisions made at meetings closed to the public	Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors closed to the public/Number of council resolutions made at an ordinary or special meetings of council or at meetings of a special committee consisting only of councillors.
Consultation and engagement	Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with how council has performed on community consultation and engagement.
Attendance	Councillor attendance at Council meetings	The sum of the number of councillors who attended each ordinary and special council meeting/Number of ordinary and special council meetings multiplied by the number of councillors elected at the last council general election.
Service cost	Cost of governance	Direct cost of the governance service/Number of councillors elected at the last council general election.
Satisfaction	Satisfaction with council decisions	Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community.

### 3.5 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 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5.1.2) 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.



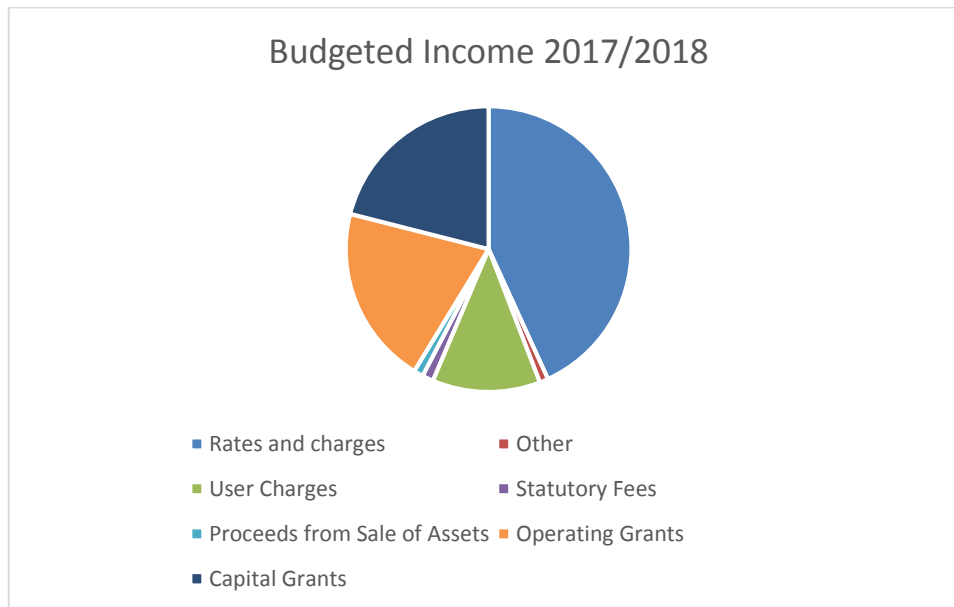
**Station Domain Playground**

## 4 BUDGET ANALYSIS

### 4.1 Analysis of Budgeted Income Statement

The budgeted Income Statement forecasts a surplus of \$3,104,375 (including non-cash items) for the year ending 30 June 2018.

<b>BUDGETED INCOME STATEMENT</b>		
<b>For the year ending 30 June 2018</b>		
	<b>Forecast</b>	<b>Budget</b>
	<b>16/17</b>	<b>17/18</b>
	<b>\$</b>	<b>\$</b>
<b>Revenues from Ordinary Activities</b>		
Rates and charges	13,570,056	14,020,027
Operating Grants (recurrent)	8,316,182	6,575,872
Capital Grants (recurrent)	1,252,600	1,085,000
Capital Grants (non-recurrent)	2,932,106	5,743,500
Interest	204,500	203,150
User Charges	4,017,820	3,968,922
Statutory Fees	408,493	409,290
Reimbursements & Contributions	234,698	115,386
Proceeds from Sale of Assets	760,600	348,800
<b>Total Revenues</b>	<b>31,697,056</b>	<b>32,469,949</b>
<b>Expenses from Ordinary Activities</b>		
Employee Costs	11,966,909	12,429,799
Materials and Servicables	2,070,080	2,150,153
Contract Providers	9,293,192	9,652,660
Bad Debts	25,300	26,300
Depreciation	4,571,431	4,571,431
Written Down Value of Assets Sold	776,130	361,240
Borrowing Costs	229,342	173,992
<b>Total Expenses</b>	<b>28,932,384</b>	<b>29,365,575</b>
<b>Net Surplus(Deficit) from Operations</b>	<b>2,764,673</b>	<b>3,104,375</b>
<b>Movements in Equity</b>		
Net increase(Decrease) in Asset		
Revaluation Reserves	-	-
<b>Total Changes in Equity</b>	<b>2,764,673</b>	<b>3,104,375</b>



#### 4.1.2 Rates and Charges

It is proposed that rates and charges income be increased to \$14,020,027. Page 44, section 5.2 includes the Rating Strategy which provides a more detailed analysis of rates and charges to be levied for 2017/2018.

#### 4.1.3 Operating Grants

Government grants received from State and Federal sources will decrease by \$1,740,310. This decrease occurs primarily due to the timing of Go Goldfields funding (\$1,332,000 forecast to be received for 2016/2017, as opposed to \$666,000 in 2017/2018). In addition, the completion, or reduced funding of a number of programs in 2017/2018 also contributes to the decrease, such as Weeds Control, Engage program, Child Aware, and the Long Day Care Professional Development Program.

#### 4.1.4 Capital Grants

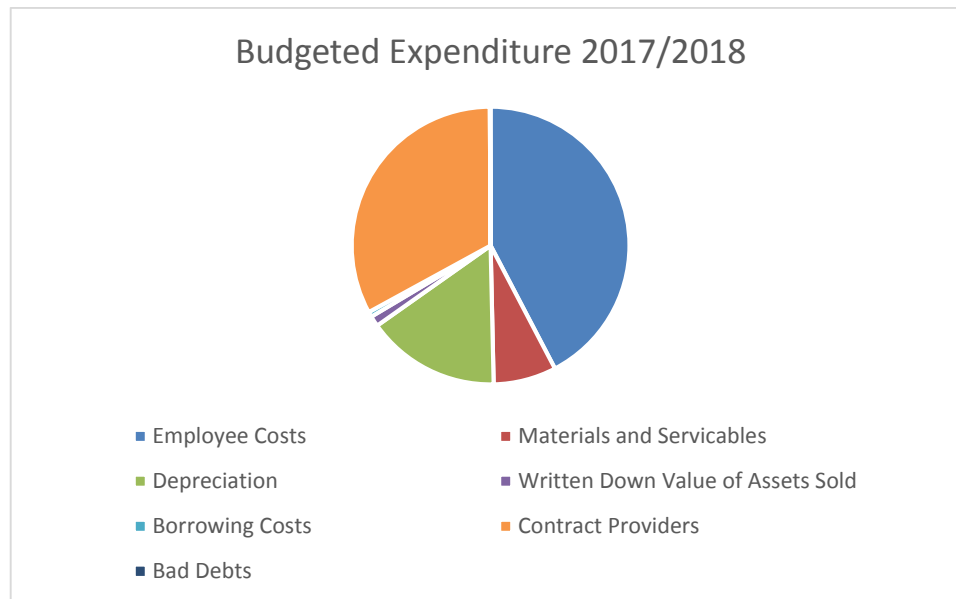
Capital grants are expected to increase overall by \$2,643,794 in 2017/2018. This is primarily due to \$1,043,500 in funding for the Carisbrook Drainage Mitigation Works, \$200,000 for the Dunolly Flood Mitigation works, \$400,000 in Local Roads to Market Funding, and \$3,000,000 in Natural Disaster Funding (\$2,237,522 forecast for the 2016/2017 year).

#### 4.1.5 Interest Revenue

Interest revenue includes interest on investments and rate and charges arrears. Interest revenue is expected to be consistent with 2017/2018.

#### 4.1.6 User Charges

User Charges includes \$1.565 million in plant hire charges, \$0.984 million worth of Children's Services user fees, and \$0.608 million worth of Home and Community Care (HACC) user fees.



#### 4.1.7 Employee Costs

Employee costs include all labour related expenses such as wages and salaries and oncosts such as superannuation and workcover. Employee costs are expected to increase by 3.8% or \$462,890 compared to 2016/2017.

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

Department	Budget 2017/18 \$	Comprises		
		Permanent Full Time \$	Permanent Part Time \$	Casual \$
Community	1,110,475	519,723	365,539	225,213
Health & Human Services	3,594,180	1,262,500	1,913,477	418,203
Economic Development	1,334,135	525,250	720,643	88,242
Culture & Heritage	389,109	178,490	169,566	41,053
Recreation & Leisure	1,094,815	1,011,710	43,359	39,746
Transport	2,227,000	1,888,569	151,085	187,346
Waste & Environment	620,565	405,157	144,506	70,902
Administration	2,059,520	1,207,608	658,695	193,217
<b>Total operating labour costs</b>	<b>12,429,799</b>	<b>6,999,007</b>	<b>4,166,870</b>	<b>1,263,923</b>
Capitalised labour costs	<b>732,170</b>			
<b>Total employee costs</b>	<b>13,161,969</b>			

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

Department	FTE	Comprises		Casual
		Permanent Full Time	Permanent Part Time	
Community	12.8	6.0	4.2	2.6
Health & Human Services	45.6	16.0	24.3	5.3
Economic Development	12.7	5.0	6.9	0.8
Culture & Heritage	4.4	2.0	1.9	0.5
Recreation & Leisure	15.2	14.0	0.6	0.6
Transport	29.5	25.0	2.0	2.5
Waste & Environment	9.2	6.0	2.1	1.1
Administration	18.8	11.0	6.0	1.8
<b>Total</b>	<b>148.0</b>	<b>85.0</b>	<b>48.0</b>	<b>15.0</b>

#### 4.1.8 Contract Providers

There is expected to be a slight increase in the services provided by contractors as a result of the anticipated completion of flood recovery works during 2017/2018.

#### 4.1.9 Depreciation

Depreciation is an accounting measure which relates to the allocation of the value of an asset over its useful life for Council's property, plant and equipment, and infrastructure assets such as roads and drainage.

#### 4.1.10 WDV of Assets Sold

The 2017/2018 forecast includes the anticipated written down (depreciated) value of plant and equipment sales, and land sales at the Tullaroop Road Estate (previously referred to as the Goldfields Export Cluster).

#### 4.2 Analysis of Budgeted Cash Position

<b>BUDGETED CASH FLOW STATEMENT</b>			
<b>For the year ending 30 June 2018</b>			
	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>
	<b>16/17</b>	<b>17/18</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>			
Receipts from customers	30,936,456	32,121,148	1,184,692
Payments to suppliers	(23,584,823)	(24,432,902)	(848,079)
<b>Net cash inflow (outflow) from operating activities</b>	<b>7,351,633</b>	<b>7,688,246</b>	<b>336,614</b>
<b>Cash flows from investing activities</b>			
Proceeds from sale of property, plant and equipment	760,600	348,800	(411,800)
Payments for property, plant and equipment	(9,017,773)	(9,167,538)	(149,765)
<b>Net cash inflow (outflow) from investing activities</b>	<b>(8,257,173)</b>	<b>(8,818,738)</b>	<b>(561,565)</b>
<b>Cashflows from financing activities</b>			
Proceeds from borrowings/financing	0	0	0
Repayment of borrowings	(1,064,652)	(569,463)	495,189
<b>Net cash inflow (outflow) from financing activities</b>	<b>(1,064,652)</b>	<b>(569,463)</b>	<b>495,189</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(1,970,193)</b>	<b>(1,699,955)</b>	<b>270,238</b>
Cash and cash equivalents at the beginning of the financial year	8,498,235	6,528,042	(1,970,193)
<b>Cash and cash equivalents at the end of the financial year</b>	<b>6,528,042</b>	<b>4,828,087</b>	<b>(1,699,954)</b>

This section of the budget report analyses the expected cash flows for the 2017/2018 year. The analysis is based on three main categories of cash flows. In summary these are:

- **Operating activities** - these activities refer to the cash generated or used in the normal service delivery functions of Council.
- **Investing activities** - these activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.
- **Financing activities** - these activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions and include repayment of borrowings.

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates each year.

The budgeted cash flow statement shows a net decrease in cash resources of \$1,699,955 for the year ending 30 June 2018. The forecast for cash assets is \$4.828 million as at 30 June 2018.

#### 4.2.1 Operating Activities

Net cash inflows from operating activities will be \$7.688 million in 2017/2018. The increase is a result of an increase in grant funding, when compared to the 2016/2017 year (primarily due to Natural Disaster funding, and Carisbrook Drainage Mitigation funding).

#### 4.2.2 Investing Activities

The 2017/2018 forecast includes the anticipated sale of land, plant and equipment. The 2017/2018 payments for property, plant and equipment includes some significant works including:

- Carisbrook Drainage Mitigation Works (\$2,239,000);
- Dunolly Flood Mitigation Works (\$300,000);
- Tullaroop Rd Chaplins Rd Intersection (\$600,000);
- Majorca Road Renewal Stage 2 Loch Street to Nelson St (\$550,000);
- Baringhup Rd Rehabilitation (\$250,000);
- Railway St/Gillies St Y Intersection (\$230,000); and
- Talbot Transfer Station Entry Road Seal (\$190,000).

#### 4.2.3 Financing Activities

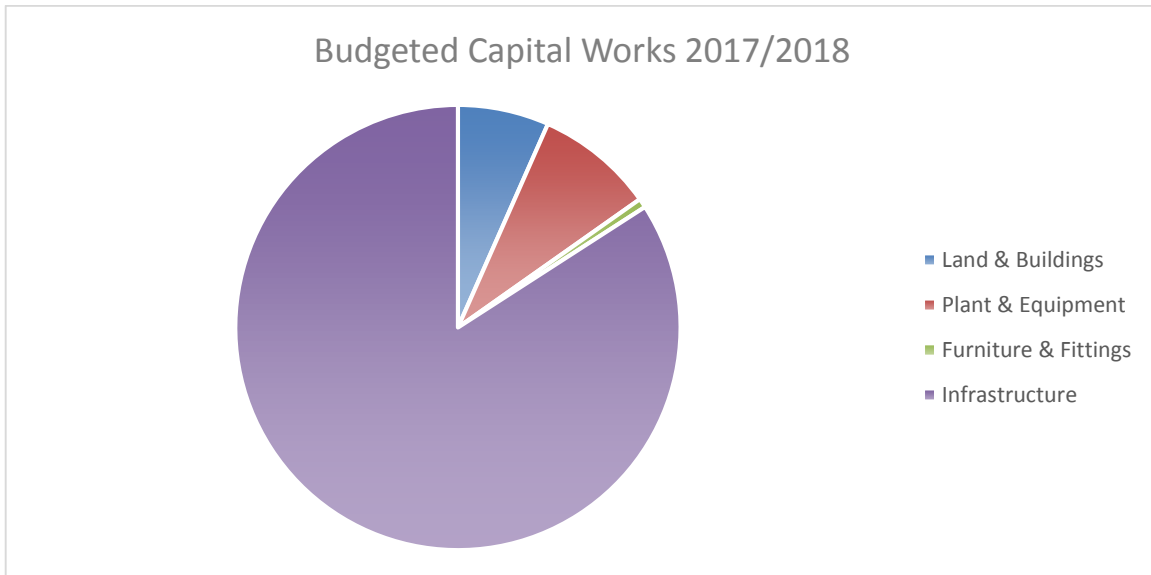
The net cash outflow in 2017/2018 of \$569,463 represents the repayment of fixed term loans.



### 4.3 Analysis of Budgeted Capital Expenditure

The 2017/2018 Budgeted Statement of Capital Works forecasts new capital works of \$9,167,538.

<b>BUDGETED CAPITAL WORKS STATEMENT</b>		
<b>For the year ending 30 June 2018</b>		
	<b>Forecast</b>	<b>Budget</b>
	<b>16/17</b>	<b>17/18</b>
	<b>\$</b>	<b>\$</b>
<b>Property</b>		
Land	81,000	92,000
Buildings	1,466,617	515,500
<b>Total Property</b>	<b>1,547,617</b>	<b>607,500</b>
<b>Plant and Equipment</b>		
Plant & Equipment	1,041,000	788,000
Furniture & Fittings	130,110	61,000
<b>Total Plant &amp; Equipment</b>	<b>1,171,110</b>	<b>849,000</b>
<b>Infrastructure</b>		
Roads	4,740,819	4,098,000
Kerb & Channel	35,390	128,000
Pathways	243,200	114,300
Bridges & Major Culverts	561,227	305,738
Drainage	660,000	2,990,000
Minor Culverts	43,410	60,000
Waste Water Assets	15,000	15,000
<b>Total Infrastructure</b>	<b>6,299,046</b>	<b>7,711,038</b>
<b>Total Capital Works Expenditure</b>	<b>9,017,773</b>	<b>9,167,538</b>
<b>Types of Capital Works</b>		
Renewal	4,277,553	3,996,238
Upgrade	2,555,836	3,828,000
New	2,184,384	1,343,300
Expansion	-	-
<b>Total Capital Works Expenditure</b>	<b>9,017,773</b>	<b>9,167,538</b>



#### **4.3.1 Land & Buildings**

Land & Buildings comprises buildings and building improvements including community facilities, and sports facilities.

For the 2017/18 year, \$0.607 million will be expended on buildings and buildings projects, which includes \$100,000 on Bin Roofs at the Transfer Stations, \$155,000 on a new Compost Roof at the Carisbrook Transfer Station and \$56,000 on the renewal of playgrounds.

#### **4.3.2 Plant & Equipment**

Plant & Equipment includes plant, machinery and equipment.

For the 2017/18 year, \$0.788 million will be expended on plant and equipment, with the most significant items being a new loader (\$150,000), two new tractors (total budget \$185,000) and a street sweeper (\$120,000).

#### **4.3.3 Furniture & Fittings**

Furniture and Fittings includes computers and telecommunications.

For the 2017/18 year, \$61,000 will be expended on furniture and fittings, including \$45,000 on Computer Network and Server Upgrades.

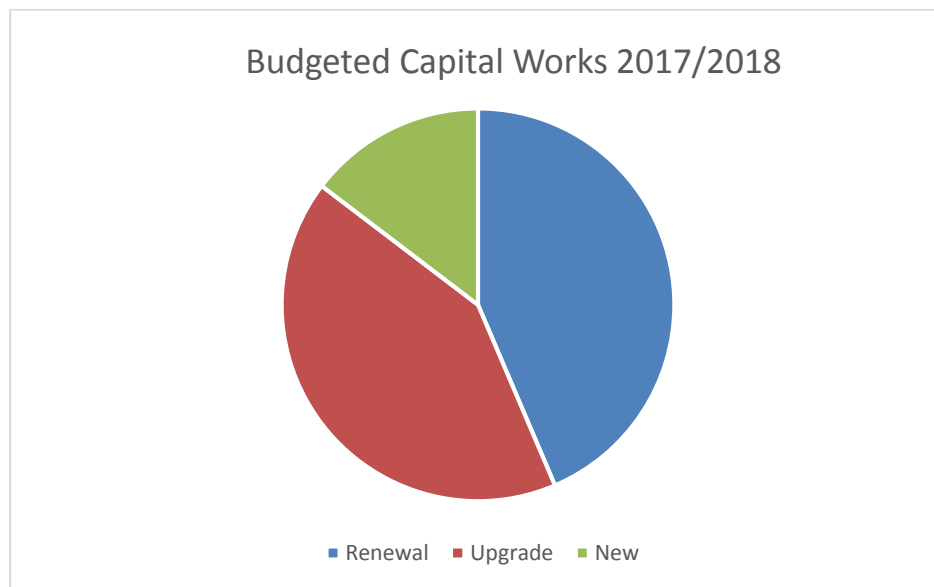
#### 4.3.4 Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off-street car parks and other structures.

For the 2017/18 year, \$7.711 million will be expended on road related projects (including sealed and unsealed roads, intersections, minor culverts and street furniture). The more significant projects include:

- Carisbrook Drainage Mitigation Works (\$2,239,000);
- Dunolly Flood Mitigation Works (\$300,000);
- Tullaroop Rd Chaplins Rd Intersection (\$600,000);
- Majorca Road Renewal Stage 2 Loch Street to Nelson St (\$550,000);
- Baringhup Rd Rehabilitation (\$250,000);
- Railway St/Gillies St Y Intersection (\$230,000);
- Talbot Transfer Station Entry Road Seal (\$190,000).

The spending proposed in the 2017/2018 Budget/Capital Works program is covered in more detail in Appendix C of this document.



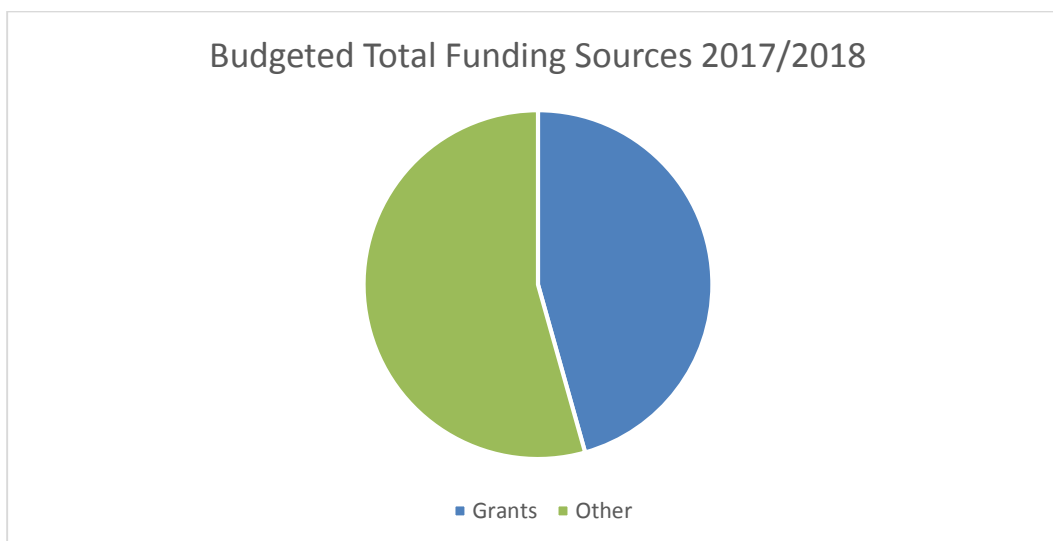
#### 4.3.5 Asset Renewal (\$3.996 million), New Assets (\$1.343 million) and Upgrade (\$3.828 million)

A distinction is also made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets, but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories which constitute expenditure on asset upgrades, include the Carisbrook Drainage Mitigation works \$2.239 million and Tullaroop Rd Chaplins Rd Intersection \$600,000, renewal asset expenditure includes Majorca Road Renewal Stage 2 Loch Street to Nelson St \$550,000, and the Seals Renewal program of \$590,000.

#### 4.3.6 Funding Sources

Sources of Funding	2016/2017 Forecast	2017/2018 Budget
Grants	4,174,706	6,828,500
Reserve Funds	0	0
Other Funds	4,843,067	2,339,038
<b>Total Funding Sources</b>	<b>9,017,773</b>	<b>9,167,538</b>



#### 4.3.7 Grants

Significant grants budgeted for in 2017/2018 include \$1,043,500 towards the Carisbrook Drainage Mitigation project, \$400,000 in Local Roads to Market Funding, and \$3,000,000 in Natural Disaster Funding

#### 4.3.8 Other Funds

Other funds includes Council's own sourced revenue, loans, proceeds on sale of assets, and also includes grant funding which may have been received in advance (ie. paid to Council during previous financial years such as Putting Locals First funding, the Local Government Infrastructure program and Country Roads & Bridges Funding).

#### 4.4 Analysis of Budgeted Balance Sheet

This section of the budget shows the impact of the 2017/2018 budget on Council's assets, liabilities and equity between 2016/2017 and 2017/2018. The Budgeted Balance Sheet shows net assets of \$287,710,361 as at 30 June 2018 which is an increase of \$3,104,375 over 2016/2017.

<b>BUDGETED BALANCE SHEET</b>			
<b>As at 30 June 2018</b>			
	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>
	<b>30 June</b>	<b>30 June</b>	
	<b>2017</b>	<b>2018</b>	
<b>Current Assets</b>			
Cash	6,528,042	4,828,087	(1,699,955)
Receivables	1,850,183	1,850,183	0
Other	497,542	497,542	0
Non-current assets classified as held for sale	1,073,940	1,073,940	0
<b>Total Current Assets</b>	<b>9,949,707</b>	<b>8,249,752</b>	<b>(1,699,954)</b>
<b>Current Liabilities</b>			
Payables	3,314,387	3,314,387	0
Interest Bearing Liabilities	569,463	1,357,553	788,089
Provisions	2,646,744	2,646,744	0
<b>Total Current Liabilities</b>	<b>6,530,594</b>	<b>7,318,684</b>	<b>788,089</b>
<b>Net Current Assets</b>	<b>3,419,113</b>	<b>931,067</b>	<b>(2,488,044)</b>
<b>Non-Current Assets</b>			
Fixed Assets	285,770,154	290,005,022	4,234,868
Library Bookstock	300,018	300,018	0
<b>Total Non-Current Assets</b>	<b>286,070,172</b>	<b>290,305,040</b>	<b>4,234,868</b>
<b>Non-Current Liabilities</b>			
Interest Bearing Liabilities	4,460,115	3,102,563	(1,357,553)
Provisions	345,420	345,420	0
Other Liabilities	77,761	77,761	0
<b>Total Non-Current Liabilities</b>	<b>4,883,296</b>	<b>3,525,744</b>	<b>(1,357,553)</b>
<b>NET ASSETS</b>	<b>284,605,987</b>	<b>287,710,361</b>	<b>3,104,375</b>
<b>Equity</b>			
Accumulated Surplus	116,844,275	119,848,649	3,004,375
Reserves	167,761,712	167,861,712	100,000
<b>TOTAL EQUITY</b>	<b>284,605,987</b>	<b>287,710,361</b>	<b>3,104,375</b>

#### 4.4.1 Current Assets

The \$1,699,955 decrease in current assets is due to a decrease in cash as a result of capital works. In future years the rate and other debtor balances are not expected to change significantly and will remain at acceptable levels, given the projected increase in rates annually.

#### 4.4.2 Current Liabilities

Council does not expect a significant change in current liabilities (that is, obligations council must pay within the next year). The increase in current liabilities is due to the repayment of Council's fixed term loans.

#### 4.4.3 Non-Current Assets

The increase in non-current assets is as a result of expenditure on the capital works program less the annual depreciation charge and WDV of asset disposals.

#### 4.4.4 Non-Current Liabilities

The decrease in non-current liabilities (that is, obligations council must pay beyond the next year) results from the budgeted repayment of Council's fixed term loans.

#### 4.4.5 Equity

The equity (or net assets) figures at 30 June 2018 is consistent with the level at 30 June 2017.



**Talbot Farmers' Market**

#### 4.5 Impact of Current Year on 2017/2018

This section outlines the forecast result for 2016/2017 compared to the 2016/2017 budget to assess any impacts on the 2017/2018 Budget.

##### 4.5.1 Operating Performance

The forecast operating performance for the year ending 30 June 2017 is a surplus of \$2,764,673 compared to a budgeted surplus of \$3,759,759 for the year ending 30 June 2017.

<b>Operating</b>	<b>2016/2017 Forecast</b>	<b>2016/2017 Budget</b>
Total Income	31,697,056	29,746,058
Total Expenditure	28,932,384	26,166,299
<b>Operating Surplus (Deficit)</b>	<b>2,764,673</b>	<b>3,579,759</b>

The forecast operating surplus is lower than the budgeted surplus for 2016/2017 due to additional expenditure as a result of flood recovery activities.

##### 4.5.2 Cash Performance

The forecast cash result for 2016/2017 is expected to produce a variance to the original budget of \$3,092,197 (Original Budget 2016/2017 \$3,435,845, Forecast 2016/2017 \$6,528,042).

<b>Cash Flows</b>	<b>2016/2017 Budget</b>	<b>2016/2017 Forecast</b>
Operating Activities	8,150,520	7,351,633
Investing Activities	(9,329,200)	(8,257,173)
Financing Activities	(1,023,843)	(1,064,652)
<b>Net Increase/(Decrease) In Cash Held</b>	<b>(2,202,523)</b>	<b>(1,970,193)</b>

The forecast net decrease in cash held is consistent with the budgeted net decrease in cash held for 2016/2017.



### 4.5.3 Capital Works

Total Capital Works for 2016/2017 are expected to be \$9,017,773 compared to an original budget of \$9,893,800, with the slight decrease in projected works being due a number of projects being carried forward to the 2017/18 budget.



**Recently installed Flying Fox as part of the Princes Park Enhancement Project**



## 5 STRATEGIC RESOURCE PLAN

### 5.1 Plan Development

The Act requires a Strategic Resource Plan (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.

Council has prepared a Strategic Resource Plan for the five years 2017/18 to 2021/22 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 five years.

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

- Maintain existing service levels
- Achieve a breakeven operating result within five years
- Achieve a balanced budget on a cash basis.

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

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

The SRP is updated annually through a rigorous process of analysis to achieve these key financial objectives.

The following table summaries the key financial indicators for the next five years as set out in the Long Term Financial Plan for years 2017/2018 to 2021/2022.

Indicator	Budget		Strategic Resource Plan		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Operating surplus/(deficit)	3,104	1,667	2,170	2,094	2,012
Cash from operations	7,688	6,250	6,752	6,678	6,593
Cash increase/(decrease)	(1,699)	232	72	(341)	59
Cash and investments	4,828	5,059	5,131	4,790	4,849
Borrowings outstanding	4,460	3,103	2,039	1,000	0
Depreciation	4,571	4,571	4,571	4,571	4,571
Capital expenditure	9,167	5,446	5,817	6,220	5,714
Working capital	931	1,456	1,553	1,251	2,310
Net worth	287,710	289,377	291,547	293,642	295,654

### 5.1.2 Key Assumptions & Performance Indicators

The key assumptions of the Long Term Financial Plan are as follows:

- **Service Delivery** – Service levels to be maintained throughout the five year period.
- **Rating Strategy** - Rates will increase by an average of 2.4% p.a through to 2021/2022.
- **Borrowing Strategy** – Borrowings to reduce to \$0 by 30 June 2022.
- **Infrastructure Strategy** – An average \$6.473 million per year will be spent to 2021/2022.
- **Financial Sustainability** – Cash and investments will remain relatively stable during the five year period, increasing in 2021/2022.

### Financial Performance Indicators

Indicator	Measure	Notes	Forecast		Strategic Resource Plan Projections				Trend +/-
			Actual 16/17	Budget 17/18	18/19	19/20	20/21	21/22	
<b>Operating Position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit)/Adjusted underlying revenue	1	-0.56%	-10.01%	6.11%	7.25%	5.73%	6.94%	+
<b>Liquidity</b>									
Working Capital	Current assets/current liabilities	2	152%	113%	121%	122%	118%	139%	+
Unrestricted Cash	Unrestricted cash/current liabilities		152%	113%	121%	122%	118%	139%	+
<b>Obligations</b>									
Loans & Borrowing	Interest bearing loans and borrowings/rate revenue	3	37%	32%	21%	14%	6%	0%	+
Loans and borrowing	Interest and principal repayments/rate revenue		10%	5%	10%	8%	7%	7%	+
Indebtedness	Non-current liabilities/own source revenue		26%	19%	12%	7%	2%	2%	+
Asset renewal	Asset renewal expenditure/depreciation	4	94%	87%	65%	76%	79%	70%	-

Indicator	Measure	Notes	Forecast		Strategic Resource Plan Projections				Trend +/-
			Actual 16/17	Budget 17/18	18/19	19/20	20/21	21/22	
<b>Stability</b>									
Rates concentration	Rate revenue/adjusted underlying revenue	5	48%	53%	53%	53%	55%	55%	o
Rates effort	Rate revenue/property values (CIV)		1%	1%	1%	1%	1%	1%	o
<b>Efficiency</b>									
Expenditure level	Total expenditure/no. of assessments		\$ 3,387	\$ 3,467	\$ 3,061	\$ 3,115	\$ 3,185	\$ 3,223	o
Expenditure level	Specific purpose grants expended/Specific purpose grants received		100%	100%	100%	100%	100%	100%	o
Revenue level	Residential rate revenue/no. of residential assessments		\$ 1,190	\$ 1,213	\$ 1,254	\$ 1,297	\$ 1,340	\$ 1,386	+
Workforce turnover	No. of resignations & terminations/average no. of staff		6%	5%	7%	5%	5%	5%	o
<b>Keys to Forecast Trend:</b>									
+ 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									
<b>Notes to indicators</b>									
<p><b>1 - Adjusted underlying result.</b> An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.</p> <p><b>2 - Working Capital.</b> The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2017/18 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.</p> <p><b>3 - Debt compared to rates.</b> Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.</p> <p><b>4 - Asset renewal.</b> This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.</p> <p><b>5 - Rates concentration.</b> Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.</p>									

### 5.1.3 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.

The range of services undertaken by Council generally involves the efforts of approximately 230 staff, of which 160 work part time, casual and on contract. Additional staff have been employed prior to 2017/2018 to run initiatives such as Neighbourhood Renewal, Go Goldfields, Preventive Health and Art Central, with some of these projects either complete, or now nearing completion.

The skill base of Council's workforce is very diverse with staff holding qualifications in specialised areas such as aged care, engineering, accounting, local government, health care, planning, building, public administration, and other fields.

The Local Authorities Award and the Central Goldfields Shire Enterprise Bargaining Agreement (EBA) No.6 (Extension Variation) govern the employment of Council staff.

A statement of Human Resources is included at Appendix A.

	Forecast Actual	Budget	Strategic Resource Plan Projections			
			2016/17	2017/18	2018/19	2019/20
	\$	\$	\$	\$	\$	\$
<b>Employee costs</b>						
- Operating	11,966,909	<b>12,429,799</b>	11,364,426	11,633,689	11,977,783	12,163,391
- Capital	718,015	<b>732,170</b>	681,866	698,021	718,667	729,803
<b>Total</b>	<b>12,684,924</b>	<b>13,161,969</b>	12,046,291	12,331,710	12,696,450	12,893,195

## 5.2 Rating Strategy

### 5.2.1 Strategy Development

The Rating Strategy reviewed by Council in 2014/2015 will form the basis for raising rates in the 2017/2018 financial year. It is prefaced on Council's aim to encourage economic development activity and to reflect the cost of infrastructure in achieving employment and commercial opportunities within the shire.

Rates will be raised by the application of differential rates. It is considered that each differential will contribute to the equitable and efficient carrying out of Council's functions. The functions include:

- The construction and maintenance of public infrastructure
- The development and provision of health and community services
- The provision of general support services

In accordance with Council's Rating Strategy, a municipal charge will be levied for the purpose of covering part of the administrative or "baseline" costs of Council's operations. A municipal charge applies equally to all rateable properties and is found to be an equitable method of distributing a portion of the administrative costs

A service charge will be levied for the purpose of covering the cost of collection, removal and disposal of refuse and rubbish. The charge reflects the volume of rubbish collected, that is a standard (80 litre urban & 140 litre rural) bin service, a 140 litre (urban) bin service or a 240 litre (rural) bin service will be offered to residents. Charges have been set to encourage waste minimisation practices.

### 5.2.2 Current Year Rate Increase

The 2017/2018 operating position is predicted to be impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth, whilst containing costs, in order to achieve a breakeven position in the long term.

In achieving these objectives whilst maintaining service levels and a robust capital expenditure program, general rates will increase by 2.0% in 2017/2018 raising a total rate of \$11.331 million (including supplementary rates). The following table sets out future proposed rate increases and total rates to be raised (including supplementary rates).

<b>Year</b>	<b>Rate Income Increase</b>	<b>Total Rates Raised</b>
2017/2018	2.0%	11,330,935
2018/2019	2.5%	11,703,265
2019/2020	2.5%	12,087,905
2020/2021	2.5%	12,485,263
2021/2022	2.5%	12,895,761

### 5.2.3 Rates and Revaluations

During 2015/2016 a revaluation of all properties within the municipality was carried out and will apply from 1 January 2016 for the 2016/2017 and 2017/2018 rating years. The purpose of the revaluation is to measure how much each property is worth. The outcome of the general revaluation has been an overall reduction in property valuations throughout the municipality.

The revaluation does not generate extra revenue for Council, it redistributes the existing rate revenue across the Shire based on the assessed property values. General rates will raise 35% of all revenue from all sources for 2017/2018.

Council uses the Capital Improved Value (CIV) as its basis for calculating general rates. CIV is the value of the land plus buildings and other improvements, and is based on the sales of similar properties. In some cases, properties may be valued higher if significant improvements have recently been completed. Business property valuations are based on how much rent a property can be let for, based on similar properties in the precinct.

Rate type	2016/2017	2017/2018
Maryborough Residential - cents in \$ of CIV	0.005340	0.005447
Residential Other – cents in \$ of CIV	0.004272	0.004357
Commercial Maryborough – cents in \$ of CIV	0.008544	0.008715
Commercial Other – cents in \$ of CIV	0.006408	0.006536
Industrial – cents in \$ of CIV	0.005874	0.005991
Farm – cents in \$ of CIV	0.004272	0.004357
Vacant Land Maryborough – cents in \$ of CIV	0.009612	0.009804
Vacant Land Other – cents in \$ of CIV	0.008010	0.008170
Municipal Charge - \$ per property	\$251.85	\$256.90
Standard Garbage - \$ per property	\$356.20	\$366.85
140 Litre Urban, 240 Litre Rural - \$ per property	\$457.30	\$471.00
Waste Management Fee - \$ per property	\$116.95	\$120.45
Recycling Charge - \$ per property	\$97.00	\$99.90

## 5.3 Borrowing Strategy

### 5.3.1 Strategy Development

In the past, Council borrowed to finance large infrastructure projects and since this time has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council reserves now forecast to be \$350,000 at 30 June 2017, it may be necessary in future years for Council to reconsider the issue of additional borrowings.

### 5.3.2 Current Year Borrowings

For the 2017/2018 year, Council has decided not to take out any new borrowings and therefore, after making loan repayments of \$569,463, will reduce its total interest bearing liabilities to \$4,460,115 as at 30 June 2018. Council intends to make considerable interest bearing liability payments over the Long Term Financial Plan with the intention of reducing its total interest bearing liabilities to \$0 as at 30 June 2022.

### 5.3.3 Loan Position

The following table sets out the status of Council's interest bearing liability over the coming 2017/2018 to 2021/2022 financial years.

Year	Interest Bearing Liability Paid	Debt Interest Paid	Balance 30 June
2017/2018	569,463	173,991	4,460,115
2018/2019	1,357,553	156,868	3,102,563
2019/2020	1,064,042	113,007	2,038,521
2020/2021	1,038,521	67,377	1,000,000
2021/2022	1,000,000	43,700	0

The table below shows information on borrowing specifically required by the Regulations:

	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of prior year	6,094,231	5,029,579
Total amount to be borrowed	-	-
Total amount projected to be redeemed	1,064,652	569,463
Total amount proposed to be borrowed at 30 June	5,029,579	4,460,115

### 5.4 Infrastructure Strategy

Council has developed an Infrastructure Strategy which sets out the capital expenditure requirements of the Council for the next 5 years by class of asset and project and is a key input to the long term financial plan. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process with the key aspects of the process as follows:

- Long term capital planning process which integrates with the Council Plan, Long Term Financial Plan and Annual Budget processes
- Identification of capital project through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria.



A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

The capital planning process is undertaken annually and used to ensure that the Infrastructure Strategy represents the current capital expenditure requirements of the Council.

A measure of Council's performance in respect to infrastructure management is the proportion of the total asset value consumed (equivalent to the annual depreciation charge), compared to the amount spent in preserving the asset (expenditure aimed at ensuring the asset reaches its intended useful life) on an annual basis.

The Statement of Capital Works shows that Council needs to consider additional sources of income so that it can sustain the current service levels required.

### **Key Influences for 2017/2018**

The following influences have a significant impact on the Infrastructure Strategy for the 2017/2018 year:

- Government funding in real terms for the upgrade of roads and bridges
- Requirements for landfill operation and rehabilitation works
- Requirements for flood mitigation works
- Reduced cash and investment reserves to fund future capital expenditure.



**Aerial view of the township of Lake Victoria and surrounds  
(Taken during Energy Breakthrough Event)**



## Future Capital Works

The following table summarises Council projected capital expenditure program:

<b>BUDGETED CAPITAL WORKS STATEMENT</b>					
<b>For the five years ending 30 June 2022</b>					
	<b>Budget</b>	<b>Strategic Resource Plan Projections</b>			
	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Property</b>					
Land	92,000	94,000	86,000	78,000	80,000
Buildings	515,500	268,500	178,000	404,800	260,300
<b>Total Property</b>	<b>607,500</b>	<b>362,500</b>	<b>264,000</b>	<b>482,800</b>	<b>340,300</b>
<b>Plant and Equipment</b>					
Plant & Equipment	788,000	794,000	682,000	891,000	1,068,000
Furniture & Fittings	61,000	56,000	41,000	62,000	43,000
<b>Total Plant &amp; Equipment</b>	<b>849,000</b>	<b>850,000</b>	<b>723,000</b>	<b>953,000</b>	<b>1,111,000</b>
<b>Infrastructure</b>					
Roads	4,098,000	3,512,000	4,152,500	3,374,000	2,951,500
Kerb & Channel	128,000	159,000	130,000	130,000	140,000
Pathways	114,300	211,000	107,000	134,000	180,000
Bridges & Major Culverts	305,738	90,000	180,000	870,000	695,000
Drainage	2,990,000	181,000	181,000	191,000	201,000
Minor Culverts	60,000	66,000	65,000	70,000	80,000
Waste Water Assets	15,000	15,000	15,000	15,000	15,000
<b>Total Infrastructure</b>	<b>7,711,038</b>	<b>4,234,000</b>	<b>4,830,500</b>	<b>4,784,000</b>	<b>4,262,500</b>
<b>Total Capital Works Expenditure</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>
<b>Types of Capital Works</b>					
Renewal	3,996,238	2,989,500	3,485,500	3,624,800	3,222,800
Upgrade	3,828,000	1,270,000	1,438,000	1,245,000	1,173,000
New	1,343,300	1,187,000	894,000	1,350,000	1,318,000
Expansion	-	-	-	-	-
<b>Total Capital Works Expenditure</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>

The following table is a summary of Council's forward outlook on capital expenditure, including funding sources, for the next 5 years.

Year	Total Capital Program \$	Summary of funding sources			
		Grants \$	Contributions \$	Council Cash \$	Borrowings \$
2017/2018	9,167,538	6,828,500	26,500	2,312,538	0
2018/2019	5,446,500	542,000	356,500	4,548,000	0
2019/2020	5,817,500	675,000	456,500	4,686,000	0
2020/2021	6,219,800	1,017,000	250,000	4,952,800	0
2021/2022	5,713,800	542,000	0	5,171,800	0

Refer to Appendix C (page 61) for the detailed Capital Works program.

## 6 APPENDICES TO FOLLOW

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in sections 4 & 5 of this report.

<b>APPENDIX A</b>	<b>PAGE</b>
<b>Budgeted Statements</b>	
Budgeted Comprehensive Income Statement	52
Budgeted Balance Sheet	53
Budgeted Statement of Changes in Equity	54
Budgeted Statement of Cash Flows	55
Budgeted Statement of Capital Works	56
Budgeted Statement of Human Resources	57
<b>APPENDIX B</b>	
Statutory Disclosures	58
<b>APPENDIX C</b>	
Capital Works Program	62
<b>APPENDIX D</b>	
Fees and Charges	65

**APPENDIX A BUDGETED STATEMENTS**

<b>BUDGETED COMPREHENSIVE INCOME STATEMENT</b>					
<b>For the five years ending 30 June 2022</b>					
	<b>Budget</b>	<b>Strategic Resource Plan Projections</b>			
	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Revenues from Ordinary Activities</b>					
Rates and charges	14,020,027	14,473,265	14,941,905	15,425,263	15,923,761
Grants (operating recurrent)	6,575,872	6,983,342	7,139,060	7,146,352	7,256,249
Grants (capital recurrent)	1,085,000	542,000	542,000	542,000	542,000
Grants (capital non recurrent)	5,743,500	-	133,000	475,000	-
Interest	203,150	198,350	205,100	206,903	213,760
User fees	3,968,923	4,508,993	4,686,612	4,392,442	4,473,876
Statutory fees and fines	409,290	464,984	483,301	452,965	461,362
Reimbursements & Contributions	115,386	114,571	107,423	110,291	113,177
<b>Total Revenues</b>	<b>32,121,148</b>	<b>27,285,506</b>	<b>28,238,401</b>	<b>28,751,216</b>	<b>28,984,184</b>
<b>Expenses from Ordinary Activities</b>					
Employee benefits	12,429,799	11,364,426	11,633,689	11,977,783	12,163,391
Materials and services	2,150,153	2,434,295	2,491,972	2,565,678	2,605,436
Contract providers	9,652,659	7,052,663	7,219,766	7,433,307	7,548,494
Depreciation and amortisation	4,571,431	4,571,431	4,571,431	4,571,431	4,571,431
Bad debts	26,300	27,300	28,300	29,300	30,300
Finance costs	173,992	156,868	113,007	67,377	43,700
<b>Total Expenses</b>	<b>29,004,334</b>	<b>25,606,984</b>	<b>26,058,165</b>	<b>26,644,876</b>	<b>26,962,753</b>
Asset revaluations and other adjustments	-	-	-	-	-
Net gain (loss) on disposal of assets	(12,440)	(11,543)	(10,090)	(11,968)	(9,008)
<b>Total comprehensive result</b>	<b>3,104,375</b>	<b>1,666,979</b>	<b>2,170,146</b>	<b>2,094,372</b>	<b>2,012,424</b>

<b>BUDGETED BALANCE SHEET</b>					
<b>For the five years ending 30 June 2022</b>					
		Strategic Resource Plan Projections			
	<b>Budget</b>				
	<b>30 June</b>	<b>30 June</b>	<b>30 June</b>	<b>30 June</b>	<b>30 June</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Current Assets</b>					
Cash	4,828,087	5,059,837	5,131,762	4,790,562	4,849,774
Receivables	1,850,183	1,850,183	1,850,183	1,850,183	1,850,183
Other	497,542	497,542	497,542	497,542	497,542
Non-current assets classified as held for sale	1,073,940	1,073,940	1,073,940	1,073,940	1,073,940
<b>Total Current Assets</b>	<b>8,249,752</b>	<b>8,481,502</b>	<b>8,553,428</b>	<b>8,212,227</b>	<b>8,271,440</b>
<b>Current Liabilities</b>					
Payables	3,314,387	3,314,387	3,314,387	3,314,387	3,314,387
Interest Bearing Liabilities	1,357,553	1,064,042	1,038,521	1,000,000	-
Provisions	2,646,744	2,646,744	2,646,744	2,646,744	2,646,744
<b>Total Current Liabilities</b>	<b>7,318,684</b>	<b>7,025,173</b>	<b>6,999,652</b>	<b>6,961,131</b>	<b>5,961,131</b>
<b>Net Current Assets</b>	<b>931,067</b>	<b>1,456,328</b>	<b>1,553,775</b>	<b>1,251,097</b>	<b>2,310,308</b>
<b>Non-Current Assets</b>					
Fixed Assets	290,005,022	290,082,698	291,116,876	292,513,927	293,467,139
Library Bookstock	300,018	300,018	300,018	300,018	300,018
<b>Total Non-Current Assets</b>	<b>290,305,040</b>	<b>290,382,716</b>	<b>291,416,894</b>	<b>292,813,945</b>	<b>293,767,157</b>
<b>Non-Current Liabilities</b>					
Interest Bearing Liabilities	3,102,563	2,038,521	1,000,000	0	0
Provisions	345,420	345,420	345,420	345,420	345,420
Other Liabilities	77,761	77,761	77,761	77,761	77,761
<b>Total Non-Current Liabilities</b>	<b>3,525,744</b>	<b>2,461,702</b>	<b>1,423,181</b>	<b>423,181</b>	<b>423,181</b>
<b>NET ASSETS</b>	<b>287,710,361</b>	<b>289,377,340</b>	<b>291,547,485</b>	<b>293,641,858</b>	<b>295,654,281</b>
<b>Equity</b>					
Accumulated Surplus	119,848,649	121,465,628	123,585,773	125,630,146	127,592,569
Reserves	167,861,712	167,911,712	167,961,712	168,011,712	168,061,712
<b>TOTAL EQUITY</b>	<b>287,710,361</b>	<b>289,377,340</b>	<b>291,547,485</b>	<b>293,641,858</b>	<b>295,654,281</b>

<b>BUDGETED STATEMENT OF CHANGES IN EQUITY</b>				
<b>For the five years ending 30 June 2022</b>				
	Total	Accumulated Surplus	Revaluation Reserve	Other Reserve
	\$	\$	\$	\$
<b>2018</b>				
Balance at the beginning of the financial year	284,605,987	116,494,275	167,761,712	350,000
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	3,104,375	3,104,375	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(100,000)	-	100,000
Transfer from reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>287,710,361</b>	<b>119,498,648</b>	<b>167,761,712</b>	<b>450,000</b>
<b>2019</b>				
Balance at the beginning of the financial year	287,710,361	119,498,648	167,761,712	450,000
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	1,666,979	1,666,979	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(50,000)	-	50,000
Transfer from reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>289,377,340</b>	<b>121,115,628</b>	<b>167,761,712</b>	<b>500,000</b>
<b>2020</b>				
Balance at the beginning of the financial year	289,377,340	121,115,628	167,761,712	500,000
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,170,146	2,170,146	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(50,000)	-	50,000
Transfer from reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>291,547,485</b>	<b>123,235,773</b>	<b>167,761,712</b>	<b>550,000</b>
<b>2021</b>				
Balance at the beginning of the financial year	291,547,485	123,235,773	167,761,712	550,000
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,094,372	2,094,372	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(50,000)	-	50,000
Transfer from reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>293,641,858</b>	<b>125,280,145</b>	<b>167,761,712</b>	<b>600,000</b>
<b>2022</b>				
Balance at the beginning of the financial year	293,641,858	125,280,145	167,761,712	600,000
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,012,424	2,012,424	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(50,000)	-	50,000
Transfer from reserves	-	-	-	-
<b>Balance at the end of the financial year</b>	<b>295,654,281</b>	<b>127,242,569</b>	<b>167,761,712</b>	<b>650,000</b>

<b>BUDGETED CASH FLOW STATEMENT</b>					
<b>For the five years ending 30 June 2022</b>					
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>					
Receipts from customers	32,121,148	27,285,506	28,238,401	28,751,216	28,984,184
Payments to suppliers	(24,432,902)	(21,035,553)	(21,486,734)	(22,073,445)	(22,391,322)
<b>Net cash inflow (outflow) from operating activities</b>	<b>7,688,246</b>	<b>6,249,953</b>	<b>6,751,667</b>	<b>6,677,771</b>	<b>6,592,862</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment	348,800	785,850	201,800	239,350	180,150
Payments for property, plant and equipment	(9,167,538)	(5,446,500)	(5,817,500)	(6,219,800)	(5,713,800)
<b>Net cash inflow (outflow) from investing activities</b>	<b>(8,818,738)</b>	<b>(4,660,650)</b>	<b>(5,615,700)</b>	<b>(5,980,450)</b>	<b>(5,533,650)</b>
<b>Cashflows from financing activities</b>					
Proceeds from borrowings/financing	0	0	0	0	0
Repayment of borrowings	(569,463)	(1,357,553)	(1,064,042)	(1,038,521)	(1,000,000)
<b>Net cash inflow (outflow) from financing activities</b>	<b>(569,463)</b>	<b>(1,357,553)</b>	<b>(1,064,042)</b>	<b>(1,038,521)</b>	<b>(1,000,000)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>(1,699,955)</b>	<b>231,750</b>	<b>71,925</b>	<b>(341,200)</b>	<b>59,212</b>
Cash and cash equivalents at the beginning of the financial year	6,528,042	4,828,087	5,059,837	5,131,762	4,790,562
<b>Cash and cash equivalents at the end of the financial year</b>	<b>4,828,087</b>	<b>5,059,837</b>	<b>5,131,762</b>	<b>4,790,562</b>	<b>4,849,774</b>

<b>BUDGETED CAPITAL WORKS STATEMENT</b>					
<b>For the five years ending 30 June 2022</b>					
	<b>Budget</b>	<b>Strategic Resource Plan Projections</b>			
	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Property</b>					
Land	92,000	94,000	86,000	78,000	80,000
Buildings	515,500	268,500	178,000	404,800	260,300
<b>Total Property</b>	<b>607,500</b>	<b>362,500</b>	<b>264,000</b>	<b>482,800</b>	<b>340,300</b>
<b>Plant and Equipment</b>					
Plant & Equipment	788,000	794,000	682,000	891,000	1,068,000
Furniture & Fittings	61,000	56,000	41,000	62,000	43,000
<b>Total Plant &amp; Equipment</b>	<b>849,000</b>	<b>850,000</b>	<b>723,000</b>	<b>953,000</b>	<b>1,111,000</b>
<b>Infrastructure</b>					
Roads	4,098,000	3,512,000	4,152,500	3,374,000	2,951,500
Kerb & Channel	128,000	159,000	130,000	130,000	140,000
Pathways	114,300	211,000	107,000	134,000	180,000
Bridges & Major Culverts	305,738	90,000	180,000	870,000	695,000
Drainage	2,990,000	181,000	181,000	191,000	201,000
Minor Culverts	60,000	66,000	65,000	70,000	80,000
Waste Water Assets	15,000	15,000	15,000	15,000	15,000
<b>Total Infrastructure</b>	<b>7,711,038</b>	<b>4,234,000</b>	<b>4,830,500</b>	<b>4,784,000</b>	<b>4,262,500</b>
<b>Total Capital Works Expenditure</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>
<b>Types of Capital Works</b>					
Renewal	3,996,238	2,989,500	3,485,500	3,624,800	3,222,800
Upgrade	3,828,000	1,270,000	1,438,000	1,245,000	1,173,000
New	1,343,300	1,187,000	894,000	1,350,000	1,318,000
Expansion	-	-	-	-	-
<b>Total Capital Works Expenditure</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>



<b>BUDGETED STATEMENT OF HUMAN RESOURCES</b>						
<b>For the five years ending 30 June 2022</b>						
	<b>Budget</b>	<b>Strategic Resource Plan Projections</b>				
	<b>2017/18</b>	2018/19	2019/20	2020/21	2021/22	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b>Employee costs</b>						
- Operating	<b>12,429,799</b>	11,364,426	11,633,689	11,977,783	12,163,391	
- Capital	<b>732,170</b>	681,866	698,021	718,667	729,803	
<b>Total</b>	<b>13,161,969</b>	12,046,291	12,331,710	12,696,450	12,893,195	
	EFT	EFT	EFT	EFT	EFT	
<b>Staff numbers</b>						
Employee numbers (EFT)	<b>148.00</b>	146.00	146.00	146.00	146.00	

## APPENDIX B STATUTORY DISCLOSURES

### Section 127 of the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014

The information set out below is required to be disclosed in Council's annual budget.

#### 1 Rates and Charges

Council is required to declare rates and charges pursuant to Section 158 of the Local Government Act 1989. The general rates are to be raised by application of differential rates provided in Section 161. A differential rate be declared for that rateable land having the characteristics specified below which characteristics will form the criteria for this differential rate so declared;

##### 1.1 Rates to be levied

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

- Residential Maryborough rate of 0.5447% (0.005447 cents in the dollar of CIV) for all rateable residential properties situated within the Maryborough District boundary;
- Residential Other rate of 0.4357% (0.004357 cents in the dollar of CIV) for all rateable residential properties situated outside the Maryborough District boundary;
- Commercial Maryborough rate of 0.8715% (0.008715 cents in the dollar of CIV) for all rateable commercial properties situated within the Maryborough District boundary; and
- Commercial Other rate of 0.6536% (0.006536 cents in the dollar of CIV) for all rateable commercial properties situated outside the Maryborough District boundary;
- Farm Land rate of 0.4357% (0.004357 cents in the dollar of CIV) for all rateable farm properties;
- Vacant Land Maryborough rate of 0.9804% (0.009804 cents in the dollar of CIV) for all rateable vacant land properties situated within the Maryborough District boundary;
- Vacant Land Other rate of 0.8170% (0.008170 cents in the dollar of CIV) for all rateable vacant land properties situated outside the Maryborough District boundary; and
- Industrial rate of 0.5991% (0.005991 cents in the dollar of CIV) for all rateable industrial properties.

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

## **1.1 Rates to be levied (Cont'd)**

It is considered that each differential rate will contribute to the equitable and efficient carrying out of Council's functions, in that it is likely to achieve an equitable financial contribution to the cost of carrying out the functions of Council, including:

- The construction and maintenance of public infrastructure;
- The development and provision of health and community services;
- The provision of general support services.

Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

### **1.2 Residential - Maryborough**

To ensure an equitable contribution towards the total rate income, having regard to the location, use and services available to the land by proximity to the major service centre.

### **1.3 Residential - Other**

To ensure an equitable contribution towards the total rate income, having regard to the location, use and services available to the land where the infrastructure cost and service provision has been affected by reason of its distance from the major service centre - Maryborough.

### **1.4 Commercial - Maryborough**

To ensure an equitable contribution towards the total rate income which recognises the objective of maintaining an environment which is beneficial to the continuing operation of these properties. As well as the use and services available to the land.

### **1.5 Commercial - Other**

To ensure an equitable contribution towards the total rate income, which recognises the objective of maintaining an environment which is beneficial to the continuing operation of these properties where the cost of infrastructure and commercial opportunity differ from Maryborough Commercial. As well as the use and services available to the land.

### **1.6 Farmland**

To ensure an equitable contribution towards the total rate income commensurate with the nature of the land the capital improved value of which has been affected by reason of its abnormally large area and the use to which it is put, in comparison to the general land size of the majority of rateable properties within the municipal district.

### **1.7 Vacant Land - Maryborough**

To ensure an equitable contribution towards the total rate income and encourage the development of vacant land within the Maryborough District boundary.

**1.1 Rates to be levied (Cont'd)**

**1.8 Vacant Land - Other**

To ensure an equitable contribution towards the total rate income and encourage the development of vacant land outside the Maryborough District boundary.

**1.9 Industrial**

To ensure an equitable contribution towards the total rate income which recognises the objective of maintaining an environment which is beneficial to the continuing operation of these properties, reflects the cost of infrastructure and encourages development.

**1.10 The estimated total amount to be raised by rates and charges**

Type of Property	2017/2018 \$
Residential - Maryborough	4,148,212
Residential - Other	1,960,199
Vacant Land - Maryborough	146,397
Vacant Land - Other	320,166
Commercial - Maryborough	957,103
Commercial - Other	98,912
Industrial	181,278
Farm	1,467,416
<b>Total Rates</b>	<b>9,279,682</b>
Municipal Charge	2,006,903
<b>Rates &amp; Municipal Charge</b>	<b>11,286,585</b>
Anticipated Supplementary Rates & Charges	44,350
<b>Total Rates &amp; Municipal Charge</b>	<b>11,330,935</b>

Additional rating information required under Regulation 8 (c) is provided on page 60.

**RATING INFORMATION PURSUANT TO REGULATION 8 OF THE LOCAL GOVERNMENT ACT**

Category	Number of Properties			CIV			Rate in the \$ on C.I.V.			Revenue Raised		
	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change	2017/2018 \$	2016/2017 \$	% Change
<b>General Rate</b>												
Residential - Maryborough	3,859	3,793	1.74%	761,587,000	749,613,000	1.60%	0.005447	0.005340	2.00%	4,148,212	4,002,933	3.63%
Residential - Other	2,263	2,207	2.54%	449,851,000	443,781,000	1.37%	0.004357	0.004272	2.00%	1,960,199	1,895,832	3.40%
Vacant Land - Maryborough	141	179	-21.23%	14,932,000	13,277,000	12.47%	0.009804	0.009612	2.00%	146,397	127,619	14.71%
Vacant Land - Other	641	633	1.26%	39,187,000	38,165,000	2.68%	0.008170	0.008010	2.00%	320,166	305,702	4.73%
<b>Commercial</b>												
Commercial - Maryborough	249	248	0.40%	109,824,000	110,200,000	-0.34%	0.008715	0.008544	2.00%	957,103	941,549	1.65%
Commercial - Other	89	93	-4.30%	15,133,000	16,710,000	-9.44%	0.006536	0.006408	2.00%	98,912	107,078	-7.63%
<b>Industrial</b>												
All Industrial	99	98	1.02%	30,256,000	28,851,000	4.87%	0.005991	0.005874	2.00%	181,278	169,471	6.97%
<b>Farm</b>												
Farm	1,025	1,027	-0.19%	336,761,000	335,437,000	0.39%	0.004357	0.004272	2.00%	1,467,416	1,432,987	2.40%
Total	8,366	8,278	1.06%	1,757,531,000	1,736,034,000	1.24%				9,279,682	8,983,170	3.30%
<b>Municipal Charge</b>												
	Number of Properties			Charge for Year			% Change					
	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change
Charge Per Property	7,812	7,751	0.79%	\$ 256.90	\$ 251.85	2.01%	2,006,903	1,952,089	2.81%			
	7,812	7,751	0.79%				2,006,903	1,952,089	2.81%			
<b>Garbage Charge</b>												
	2017/2018	2015/2016	% Change	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change	2017/2018	2016/2017	% Change
Standard	5,659	5,548	2.00%	\$ 146.50	\$ 142.25	2.99%	829,044	789,203	5.05%			
140 Litre Urban, 240 Litre Rural	837	777	7.72%	\$ 250.65	\$ 243.35	3.00%	209,794	189,083	10.95%			
	6,496	6,325	2.70%				1,038,838	978,286	6.19%			
<b>Waste Management Fee</b>												
Waste Management Fee	7,902	7,827	0.96%	\$ 120.45	\$ 116.95	2.99%	951,796	915,352	3.98%			
	7,902	7,827	0.96%				951,796	915,352	3.98%			
<b>Recycling Charge</b>												
Recycling Charge	6,482	6,414	1.06%	\$ 99.90	\$ 97.00	2.99%	647,552	622,158	4.08%			
	6,482	6,414	1.06%				647,552	622,158	4.08%			
Total							13,924,771	13,451,055	3.52%			

**APPENDIX C CAPITAL WORKS PROGRAM**

Capital Works Area	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22
<b>LAND &amp; BUILDINGS</b>					
<b>New Asset Expenditure</b>					
Bin Roofs Transfer Stations	100,000	100,000	0	100,000	0
Carisbrook Transfer Station New Groundwater Monitoring Bore	25,000	0	25,000	0	0
Public Place Recycling Bins	15,000	10,000	10,000	10,000	10,000
Talbot Transfer Station Fire Water Tank	15,000	0	0	0	0
Carisbrook Transfer Station Litter Control Fences	0	0	0	100,000	0
<b>Total New Asset Expenditure</b>	<b>155,000</b>	<b>110,000</b>	<b>35,000</b>	<b>210,000</b>	<b>10,000</b>
<b>Asset Renewal Expenditure</b>					
Maryborough Community House Pole Structural Analysis	25,000	0	0	0	0
Air Handling System Indoor Recreation Centre	2,000	2,000	2,000	2,300	2,800
Talbot Pool Capital Works	2,000	2,000	2,000	2,000	2,000
Dunolly Pool Capital Works	2,000	2,000	2,000	2,000	2,000
Maryborough Pool Capital Works	6,000	6,000	6,000	6,000	6,000
Heated Swimming Pool	5,000	5,000	5,000	5,000	5,000
Renewal Ovals	28,000	29,000	30,000	31,000	32,000
Renewal Surrounds	44,000	45,000	46,000	47,000	48,000
Phillips Gardens replanting the wetland	0	0	10,000	0	0
Phillips Gardens Implement Strategy Entrances & Lights	10,000	10,000	10,000	10,000	10,000
Gordon Gardens Masterplan	0	20,000	0	0	0
Princes Park Improvements	6,000	6,000	7,000	7,500	7,500
Rubbish Bins Renewal - General	5,500	5,500	6,000	6,000	6,000
Renewal Playgrounds	56,000	58,000	60,000	60,000	62,000
Aerodrome Terminal Building Structural repair	5,000	0	0	0	0
Depot Admin Block	1,000	1,000	1,000	1,000	1,000
New Public Standpipe (Maryborough)	30,000	0	0	0	0
Carisbrook Transfer Station Compost Roof	155,000	0	0	0	0
Talbot Rehabilitate Landfill	10,000	10,000	0	0	0
Dunolly Rehabilitate Landfill	10,000	10,000	0	0	0
Safety Gates Upgrades	0	0	0	50,000	0
<b>Total Asset Renewal Expenditure</b>	<b>402,500</b>	<b>211,500</b>	<b>187,000</b>	<b>229,800</b>	<b>184,300</b>
<b>Asset Upgrade Expenditure</b>					
Essential Safety Measures Buildings Upgrade	8,000	8,000	8,000	8,000	10,000
Playground Improvements	22,000	23,000	24,000	25,000	26,000
Carisbrook Amenities Hut & Worksafe Upgrades T/S	10,000	10,000	10,000	10,000	10,000
Compost Facility Upgrade	0	0	0	0	100,000
<b>Total Asset Upgrade Expenditure</b>	<b>40,000</b>	<b>41,000</b>	<b>42,000</b>	<b>43,000</b>	<b>146,000</b>
<b>TOTAL LAND &amp; BUILDINGS</b>	<b>597,500</b>	<b>362,500</b>	<b>264,000</b>	<b>482,800</b>	<b>340,300</b>
<b>FURNITURE &amp; FITTINGS</b>					
<b>New Asset Expenditure</b>					
HACC Capital Expenditure	1,000	1,000	1,000	1,000	1,000
Aerial Photography (Urban & Rural)	0	15,000	0	20,000	0
<b>Total New Asset Expenditure</b>	<b>1,000</b>	<b>16,000</b>	<b>1,000</b>	<b>21,000</b>	<b>1,000</b>
<b>Asset Renewal Expenditure</b>					
PC Network/Hardware	25,000	25,000	25,000	25,000	25,000
Server Upgrades	20,000	15,000	15,000	16,000	17,000
UPS Replacement	15,000	0	0	0	0
<b>Total Asset Renewal Expenditure</b>	<b>60,000</b>	<b>40,000</b>	<b>40,000</b>	<b>41,000</b>	<b>42,000</b>
<b>TOTAL FURNITURE &amp; FITTINGS</b>	<b>61,000</b>	<b>56,000</b>	<b>41,000</b>	<b>62,000</b>	<b>43,000</b>

Capital Works Area	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22
<b>INFRASTRUCTURE</b>					
<b>New Asset Expenditure</b>					
Sealed Roads Safety New/Upgrade	30,000	32,000	34,000	35,000	35,000
Carparks New/Upgrade	0	40,000	0	40,000	0
Minor Culverts New/Upgrade	17,000	18,000	15,000	20,000	20,000
Signs New	25,000	27,000	28,000	29,000	29,000
Kerb & Channel New/Upgrade	18,000	39,000	30,000	30,000	30,000
Traffic Control Facilities New/Upgrade	5,000	0	22,000	20,000	25,000
Pathways New/Upgrade	58,800	47,000	37,000	30,000	100,000
New footpath (Scotts Street)	10,000	0	0	0	0
Pathways New/Upgrade Bealiba	0	0	0	24,000	0
Pathways New/Upgrade Talbot	15,500	14,000	0	0	0
Pathways New/Upgrade Dunolly	0	0	10,000	0	0
Pathways New/Upgrade Maryborough	0	50,000	0	0	0
Gladstone St Outfall Drain Stage 3	220,000	0	0	0	0
<b>Total New Asset Expenditure</b>	<b>399,300</b>	<b>267,000</b>	<b>176,000</b>	<b>228,000</b>	<b>239,000</b>
<b>Asset Renewal Expenditure</b>					
Aerodrome Fence Renewal	10,000	0	0	0	0
Design Capital Works	10,000	10,000	12,000	12,000	12,000
Major Patches	100,000	100,000	100,000	120,000	120,000
Stabilisation Picnic Point Road	0	0	100,000	0	0
Stabilisation Barr Street from Gillies to Gearing	0	0	0	60,000	0
Kennedy Street Pavement Rehab & Kerb	60,000	0	0	0	0
Stabilisation Goldsmith Street (Newton to Wills) & Wills Street	0	0	0	100,000	0
Drive In Court / Wilson St - Park Rd to Ross St (RTR)	180,000	0	0	0	0
Inkerman St - Palmerston St to Barkly St	150,000	0	0	0	0
Majorca Rd - Renewal/Upgrade Stage 2 Loch Street to Nelson	550,000	0	0	0	0
Clarendon St from Neill to Havelock St Renewal/Upgrade	30,000	570,000	0	0	0
Burke Street - Kars Street to Inkerman Renewal/Upgrade	0	0	350,000	0	0
Pascoe Avenue (Park Road to End of Court) Renewal	0	0	100,000	0	0
Rogers Street - Railway Street to Gillies Street Renewal	0	0	0	100,000	0
Gillies Street Renewal & Upgrade Rogers Street to Majorca Rd	0	0	200,000	0	0
Gillies Street Renewal & Upgrade Fraser Street to Sutton Rd	0	0	0	0	300,000
Dunolly Avoca Rd - Renewal Racecourse Track to Shaw Track	0	0	0	400,000	0
Queen Street Renewal/Upgrade Smith Street to Birch Street	70,000	0	0	0	0
Luke Court Renewal/Upgrade (Part RTR)	75,000	0	0	0	0
Baringhup Road - Rehabilitation (Part RTR)	250,000	0	0	0	250,000
Sealed Road Shoulders Renewal	50,000	110,000	100,000	120,000	120,000
Sealed Roads Shoulders Renewal (RTR)	50,000	50,000	55,000	55,000	55,000
Unsealed Roads Renewal / Rural (RTR)	226,000	320,000	300,000	350,000	350,000
Unsealed Roads Renewal / Urban	15,000	16,000	17,000	17,000	17,000
Seals Renewal Reseals	590,000	620,000	850,000	850,000	860,000
Seals Renewal Asphalt Reseals (Part RTR)	90,000	60,000	60,000	60,000	60,000
Seals Renewal Final Seals	95,000	100,000	105,000	105,000	105,000
Minor Culverts Renewal	43,000	48,000	50,000	50,000	60,000
Furniture Renewal / Rural	22,000	23,000	24,000	24,000	25,000
Furniture Renewal / Urban	27,000	28,000	29,000	29,000	30,000
Signs Renewal	37,000	38,000	39,000	40,000	40,000
Kerb & Channel Renewal	110,000	120,000	100,000	100,000	110,000
Traffic Control Facilities Renewal	0	14,000	16,000	0	20,000
Pathways Renewal	30,000	100,000	60,000	80,000	80,000
Bucknall St K&C and Parking Carisbrook	0	100,000	0	0	0
Maryborough Rec Centre Carpark renewal & Upgrade (RDV)	0	0	200,000	0	0
Leviathan Road realignment	0	0	0	300,000	0
Intersection Safety treatment (Sealing Gravel to seal approaches)	0	0	0	0	150,000
Major Culvert Renewal Program	120,000	0	180,000	160,000	0
Bet Bet Creek Rd Bridge Replacement B032 (BRP)	185,738	0	0	0	0
Streetscapes	12,000	15,000	15,500	16,000	16,500
Whirrakee Rise Road 3 (3m width) PPR co-contribution	0	100,000	0	0	0
Stormwater Drainage Renewal	210,000	160,000	160,000	170,000	180,000
Main Drain Maryborough	21,000	21,000	21,000	21,000	21,000
Carisbrook Transfer Station Pavement Rehabilitation	100,000	0	0	0	0
Recycled Watermain Replacement	15,000	15,000	15,000	15,000	15,000
<b>Total Asset Renewal Expenditure</b>	<b>3,533,738</b>	<b>2,738,000</b>	<b>3,258,500</b>	<b>3,354,000</b>	<b>2,996,500</b>

Capital Works Area	Budget 17/18	Budget 18/19	Budget 19/20	Budget 20/21	Budget 21/22
<b>INFRASTRUCTURE</b>					
<b>Asset Upgrade Expenditure</b>					
Majorca Rd Upgrade Stage 3 Drainage control works along bend	0	0	0	250,000	0
Nolan Burns Street Intersection renewal & Upgrade	0	500,000	0	0	0
Ironbark Drive Courtbowl Construction Upgrade	0	0	0	120,000	0
Sealed Roads New/Upgrade	0	39,000	0	0	40,000
Clarendon St / Tuaggra St Intersection treatment part (RTR)	0	0	0	0	0
Clarendon St / Nightingale St Intersection treatment	50,000	0	0	0	0
McIntyres Rd Upgrade Stage 2 Bakers to Peacock	0	0	300,000	0	0
Seal Unsealed Road	0	0	0	0	150,000
Tullaroop Rd Chaplins Rd Intersection (Part Road to Market)	600,000	0	0	0	0
Stuart Mill Rd Dunolly Archdale Rd Y Intersection(RTR)	120,000	0	0	0	0
Railway St / Gillies St Y Intersection (Part RTR)	230,000	0	0	0	0
Tweedale St / Elgin Rd Y Intersection	0	0	50,000	0	0
Dundas Rd / Clarendon St Y Intersection	0	0	250,000	0	0
Gordon Rd / Pyrenees Hwy Y Intersection	0	100,000	0	0	0
Majorca Rodborough Rd / Rodborough Rd Y Intersection	0	0	0	0	50,000
Timor Bromley Rd / Dunolly Timor Rd Y Intersection	30,000	0	0	0	0
Avoca Rd / Pollocks Rd Y Intersection	0	50,000	0	0	0
Puzzle Flat Rd/Avoca Bealiba Rd Y Intersection	0	0	35,000	0	0
Wederburn Dunolly Rd / Dunolly Moliagul Rd Y Intersection	0	0	0	0	70,000
Bridges Various - Guardrail Upgrade	0	0	0	0	200,000
Bridge / Major Culvert Safety Upgrades	0	90,000	0	100,000	120,000
Avoca Rd Major Culvert Widening Part (RTR)	0	0	0	0	375,000
Porteous Rd Bridge B129 Replacement (Part BRP)	0	0	0	610,000	0
Furniture New (Street Bins)	19,000	20,000	21,000	22,000	22,000
Special Charge Scheme - Ross Steet Upgrade	0	330,000	0	0	0
Special Charge Scheme - Williamsons Court (Cramer rd to end)	0	0	220,000	0	0
Special Charge Scheme - Wellington St (Lyndhurst to Archer St)	0	0	420,000	0	0
Dunolly - Flood mitigation works Construction	300,000	0	0	0	0
Carisbrook Drainage Mitigation - Creek Clearing	69,000	0	0	0	0
Carisbrook Drainage Mitigation - Stg 2 Williams Road & Levee	180,000	0	0	0	0
Carisbrook Drainage Mitigation - Stg 3 North Pyrenees Hwy	990,000	0	0	0	0
Carisbrook Drainage Mitigation - Stg 4 South Pyrenees Hwy	1,000,000	0	0	0	0
Dunolly Transfer Station Seal Entry Road	10,000	0	0	0	0
Talbot Transfer Station Seal Entry Road	190,000	100,000	100,000	100,000	0
<b>Total Asset Upgrade Expenditure</b>	<b>3,788,000</b>	<b>1,229,000</b>	<b>1,396,000</b>	<b>1,202,000</b>	<b>1,027,000</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>7,721,038</b>	<b>4,234,000</b>	<b>4,830,500</b>	<b>4,784,000</b>	<b>4,262,500</b>
<b>PLANT &amp; EQUIPMENT</b>					
<b>New Asset Expenditure</b>					
Operational Plant Purchases	470,000	363,000	434,000	450,000	439,000
HACC Plant Purchases	50,000	0	0	0	0
Vehicle Purchases	90,000	298,000	108,000	336,000	143,000
Ute Purchases	178,000	133,000	140,000	105,000	86,000
Carisbrook TS Greenwaste Chipping Machine	0	0	0	0	400,000
<b>Total New Asset Expenditure</b>	<b>788,000</b>	<b>794,000</b>	<b>682,000</b>	<b>891,000</b>	<b>1,068,000</b>
<b>Total PLANT &amp; EQUIPMENT</b>	<b>788,000</b>	<b>794,000</b>	<b>682,000</b>	<b>891,000</b>	<b>1,068,000</b>
<b>TOTAL CAPITAL WORKS</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>
<b>REPRESENTED BY:</b>					
<b>Asset Renewal Expenditure</b>	<b>3,996,238</b>	<b>2,989,500</b>	<b>3,485,500</b>	<b>3,624,800</b>	<b>3,222,800</b>
<b>Asset Upgrade Expenditure</b>	<b>3,828,000</b>	<b>1,270,000</b>	<b>1,438,000</b>	<b>1,245,000</b>	<b>1,173,000</b>
<b>New Asset Expenditure</b>	<b>1,343,300</b>	<b>1,187,000</b>	<b>894,000</b>	<b>1,350,000</b>	<b>1,318,000</b>
<b>TOTAL CAPITAL WORKS</b>	<b>9,167,538</b>	<b>5,446,500</b>	<b>5,817,500</b>	<b>6,219,800</b>	<b>5,713,800</b>



## APPENDIX D FEES AND CHARGES

The fees and charges listed apply for the period 1 July 2017 to 30 June 2018.

Legislated fees and charges contained may change during the financial year. Where this occurs, the fees and charges document will be updated with the new fees and charges at which point they become applicable.

### Animals

Ledger	Fee	2017-18 Fee	Comment
50311.01	Dog Registration – Animal either neutered, over 10 years old, working stock, breeding stock at registered business or obedience trained	\$33.00	\$16.50 with Pension concession
50312.01	Cat Registration – Animal either neutered, over 10 years old or breeding stock at registered business.	\$33.00	\$16.50 with Pension concession
50311.01	Dog Registration	\$66.00	\$33 with Pension concession
50312.01	Cat Registration	\$66.00	\$33 with Pension concession
50313.05	Micro chipping	\$35.00	
50306.04	Permit for more than 2 dogs (per annum)	\$30.00	
50311.03	Pound release fee (Cat)	\$40.00	Plus \$15 per day
50312.03	Pound release fee (Dog)	\$40.00	Plus \$15 per day
50313.02	Pound release fee (Stock & other)	\$40.00	Plus \$15 per day
50313.08	Domestic Animal Business registration		

### Asset Management

Ledger	Fee	2017-18 Fee	Comment
53261.04	Wood collection fee – per m3	\$20.00	\$10 with pension concession
53261.01	Consent for excavation works	\$145.00	
53261.02	Vehicle crossing fee	\$125.00	
	General road occupation	\$90.00	
	Construction road occupation fee -1 week	\$90.00	\$45 for each additional week
	Storage road occupation fee -1 week	\$90.00	\$45 for each additional week
	Landscaping fee	\$150.00	No fee if tree purchased and planted by Resident. Permit required.
	Advertising-1 <sup>st</sup> sign fee	*\$32.00	*\$21.50 for each additional sign.
	Eating facilities fee-up to 2 tables (per annum)	*\$53.00	
	Eating facilities fee-3 or more tables (per annum)	*\$106.00	
	Goods for display fee (per annum)	*\$53.00	
50306.07	Caravan/Motorhome storage	\$125.00	
51261.11	Container storage	\$125.00	

\*Note: Renewals for Advertising, Eating Facilities and Goods for display have been charged at \$10 per annum. From 2017-18 onward, the Annual renewal fee will be the same as the initial fee.

**Building**

Ledger	Building	2017-18 Fee	Comment
51211.03	Building Information Fee	\$51.20	Prescribed fee. CPI adjustment annually in May
51211.03	Stormwater legal point of discharge	\$64.10	Prescribed fee. CPI adjustment annually in May
51211.01	Lodgement Fee	\$38.30	Prescribed fee. CPI adjustment annually in May
<b>Class 1 Dwelling ((House))</b>			
51211.01	\$0-\$150,000	\$1,550.00 + GST + Lodgement fee & levy	
51211.01	\$150,001-\$200,000	\$1,700.00 + GST + Lodgement fee & levy	
51211.01	\$200,001-\$300,000	\$1,860.00 + GST + Lodgement fee & levy	
51211.01	\$300,000-\$500,000	\$2,170.00 + GST + Lodgement fee & levy	
51211.01	\$500,000 +	Price on application	
<b>Class 10a Buildings (Sheds)</b>			
51211.01	\$0 - \$5,000	\$520.00 + GST	
51211.01	\$5,001 - \$10,000	\$620.00 + GST + Lodgement fee	
51211.01	\$10,001-\$20,000	\$720.00 + GST + Lodgement fee & levy	
51211.01	\$20,000 +	\$830.00 + GST + Lodgement fee & levy	
<b>Class 10B (Pools, fences)</b>			
51211.01	\$0 - \$5,000	\$520.00 + GST	
51211.01	\$5,001 - \$10,000	\$620.00 + GST + Lodgement fee	
51211.01	\$10,001 +	\$720.00 + GST + Lodgement fee & levy	

**Building (con'td)**

<b>Building Alterations Domestic</b>			
51211.01	\$0 - \$5,000	\$520.00 + GST	
51211.01	\$5,001 - \$10,000	\$620.00 + GST + Lodgement fee	
51211.01	\$10,001 - \$30,000	\$830.00 + GST + Lodgement fee & levy	
51211.01	\$30,001 - \$100,000	\$1,550.00 + GST + Lodgement fee & levy	
51211.01	\$100,001 +	Price on application	
<b>All other buildings including Commercial</b>			
51211.01	\$0 - \$500,000	Cost of work/100 + GST (Plus levy of over \$10k) * Min. Fee \$600.00 + Lodgement fee & Levy	
51211.01	\$500,001 +	Price on application	
<b>Extension of existing Building Permit</b>			
	Class 10 buildings		
51211.01	1 <sup>st</sup> permit extension	\$500.00	
51211.01	Subsequent extension	Price on application	
	Class 1-9 buildings		
51211.01	1 <sup>st</sup> permit extension	\$500.00	
51211.01	Subsequent extension	Price on application	

**Engineering Services**

Ledger	Fee	2017-18 Fee	Comment
	Checking of Civil drawings for Subdivisions	0.75% of the total construction costs	
	Supervision of construction	2.5% of the total construction costs	

**Environmental Health**

Ledger	Fee	2017-18 Fee	Comment
50541.01	Septic Tank application fee	\$391.00	
50541.01	Alter Septic Tank fee	\$195.50	
	Septic Tank amendment	\$50.00	
	Septic Tank extension	\$51.50	

**Finance**

Ledger	Fee	2017-18 Fee	Comment
54812.07	Land Information Certificate	\$25.40	\$60 for priority certificates

### Food Premises

Ledger	Registration	2017-18 Fee	Comment
	Class 1 fee	\$339.00	
	Class 2 fee	\$297.00	Community groups 50% of applicable fee if liquor licence held, and 30% of applicable fee if no liquor licence held.
	Class 3 fee	\$180.00	
	Initial Registration fee	Additional 50% of applicable fee	
	Transfer of proprietor fee	50% of applicable fee	Plus optional Inspection fee equivalent to 50% of applicable fee.

### Freedom of Information

Ledger	Fee	2017-18 Fee	Comment
54751.05	Application fee	\$27.90	Mandated fee set annually.
54751.05	Search fee	\$20.90	Per hour. Mandated fee set annually.

### Goldfields Children's Centre

Ledger	Fee	2017-18 Fee	Comment
	Morning session	\$54.60	
	Afternoon session	\$51.50	
	Daily	\$103.00	
	Full time (5 days per week)	\$484.10	
	Holding fees	50% of applicable fee	Applies to all permanent bookings. Fee payable if child absent on a day when he/she would normally attend care (including Public Holidays)

### Health Act

Ledger	Registration	2017-18 Fee	Comment
50518.02	Skin Penetration fee	\$142.00	
50518.01	Hairdressers fee	\$142.00	
50518.02	Beauty Therapy	\$142.00	
50526.01	Prescribed Accommodation fee	\$185.00	
	Initial Registration fee	Additional 50% of applicable fee	
	Transfer of proprietor fee	50% of applicable fee	Plus optional Inspection fee equivalent to 50% of applicable fee.

### Home Support Services

Ledger	Fees	2017-18 Fee	Comment
	Home care	\$6.30	Per hour
	Respite	\$3.30	Per hour
	Personal care	\$3.30	Per hour
	Social support	\$1.10	Per hour
	Home maintenance	\$11.00	Per hour
	Meals on wheels	\$9.00	Per meal

### Local Laws

Ledger	Fee	2017-18 Fee	Comment
50306.04	Permits	\$25.00	
50306.05	Infringements	\$20.00	
50316.01	Parking fines	\$40.00	

### Planning

Statutory fees for Planning Department – Planning and Environment (Fees) Regulations 2016 and Subdivision (Fees) Regulations 2016

Ledger	Fee	2017-18 Fee	Comment
51261.02	Planning Permit Application fees		Various based on type and cost of works (See table below)
51261.02	Amendment to Planning Permit Applications fee (after notice given)		40% of current application cost plus difference between classes
51261.02	Amendment to Planning Permit fees		Various based on type and cost of works (See table below)
51261.01	Planning Certificate fee	\$21 (1.5 units) - paper \$7 (0.5 units) - electronic	
51261.03	Subdivision Certification Application Fee	\$164.50 (11.8 units)	
51261.03	Subdivision Certification Alteration by applicant Application Fee (Reg. 10(2))	\$104.60 (7.5 units)	
51261.03	Subdivision Certification Amendment Application Fee (Reg. 11(1))	\$132.40 (9.5 units)	
51261.14	Deemed to Satisfy (Reg. 15)	\$306.70 (22 units)	
51261.14	Certificate of Compliance - Section 97N(2)	\$306.70 (22 units)	
51261.04	Planning Scheme Amendment Fees		Various depending on stage of proposal (See table below)

**Planning (con'td) - Applications for permits and applications to amend permits**

Class of permit	Type of Application	Fee Units \$13.94	Fee for Permit Application	Fee to Amend Permit
Class 1	Change or allow a new use of the land	89	\$1,240.70	\$1,240.70
	Amendment to change the statement of what the permit allows; or change any or all conditions (other than a permit to develop land or use and develop land or undertake development ancillary to the use of land for a single dwelling per lot.)	89	N/A	\$1,240.70
<b>Single dwelling</b>				
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 the development is:				
Class 2	Up to \$10,000	13.5	\$188.20	\$188.20
Class 3	\$10,001 to \$100,000	42.5	\$592.50	\$592.50
Class 4	\$100,001 to \$500,000	87	\$1,212.80	\$1,212.80
Class 5	\$500,001 to \$1M	94	\$1,310.40	\$1,310.40
Class 6	\$1M to \$2M	101	\$1,407.90	\$1,310.40
<b>VicSmart</b>				
A permit that is the subject of a VicSmart application if the estimated cost of the development is:				
Class 7	Up to \$10,000	13.5	\$188.20	\$188.20
Class 8	More than \$10,000	29	\$404.30	\$404.30
Class 9	VicSmart application to subdivide or consolidate land	13.5	\$188.20	\$188.20
<b>Other Development</b>				
To develop land if the estimated cost of the development is:				
Class 10	Up to \$100,000	77.5	\$1,080.40	\$1,080.40
Class 11	\$100,001 to \$1M	104.5	\$1,456.70	\$1,456.70
Class 12	\$1M to \$5M	230.5	\$3,213.20	\$3,213.20
Class 13	\$5M to \$15M	587.5	\$8,189.80	\$3,213.20
Class 14	\$15M to \$50M	1732.5	\$24,151.10	\$3,213.20
Class 15	More than \$50M (to be charged at 50% until 13 Oct 2017)	3894	\$54,282.40	\$3,213.20
<b>Subdivision</b>				
Class 16	Subdivide an existing building	89	\$1,240.70	\$1,240.70

**Planning (con'td) - Applications for permits and applications to amend permits**

Class of permit	Type of Application	Fee Units \$13.94	Fee for Permit Application	Fee to Amend Permit
Class 17	Subdivide land into 2 lots	89	\$1,240.70	\$1,240.70
Class 18	Realignment of a common boundary between 2 lots or to consolidate 2 or more lots	89	\$1,240.70	\$1,240.70
Class 19	To subdivide land (89 fee units/\$1,240.70 for each 100 lots created)	89	\$1,240.70	\$1,240.70
Class 20	To create, vary or remove a restriction within the meaning of the <i>Subdivision Act 1988</i> ; or To create or move a right of way; or To create, vary or remove an easement other than a right of way; or To vary or remove a condition in the nature of an easement other than a right of way in a Crown grant.	89	\$1,240.70	\$1,240.70
Class 21	A permit not otherwise provided for in this Regulation	89	\$1,240.70	\$1,240.70

**Amendments to Planning Schemes (\* to be charged at 50% until 13/10/2017)**

Stage		Fee *
1	a) Considering a request to amend a planning scheme; and b) Exhibition and notice of the amendment; and c) Considering any submissions which do not seek a change to the amendment; and d) If applicable, abandoning the amendment.	\$2,871.60
2	a) Considering submissions which seek a change to an amendment, and where necessary, referring the submissions to a panel: i) Up to 10 submissions ii) 11 to 20 submissions iii) More than 20 submissions b) Providing assistance to a panel ; and c) Making a submission to the panel; and d) Considering the panel's report; and e) After considering submissions and the report, if applicable, abandoning the amendment.	\$14,232.70 \$28,437.60 \$38,014.40
3	a) Adopting the amendment or a part of an amendment; and b) Submitting the amendment for approval by the Minister; and c) giving the notice of the approval of the amendment.	\$453.10
4	a) Consideration by the Minister of a request to approve an amendment; and b) Giving notice of approval of an amendment.	\$453.10

### Planning (con'td) - Applications for permits and applications to amend permits

The fees for stages 1, 2 and 3 are paid to the planning authority by the person who requested the amendment. The fee for stage 4 is paid to the Minister by the person who requested the amendment.

#### Combined Permit Application and Planning Scheme Amendment

The sum of the highest of the fees which would have applied if separate applications were made and 50% of the other fees which would have applied if separate applications were made.

#### Planning Fees in addition to statutory fees (Resolution of Council 31/03/2015)

Ledger	Fee	2017-18 Fee	Comment
51261.02	Extension to Planning Permit – First extension	\$200	
51261.02	Extension to Planning Permit – Second extension	\$300	To encourage completion of works fee increases
51261.02	Extension to Planning Permit – Third extension	\$500	To encourage completion of works fee increases
51261.15	Secondary Consent	\$150	Minor amendments not requiring notice or referral – often minor alterations to endorsed plans (Note: increase from \$100 recommended)
51261.07	Written Planning Advice	\$100	Often building surveyors, builders (also landowners) wanting to confirm whether planning permit is required
51261.13	Request for copying of Planning Permit (Electronic Version)	\$50	Generally available back to 2009
51261.13	Request for hard copy of Planning Permit or other documentation	\$100	Often requires archive search or off site retrieval and copying fee
51261.06	Notice letters (only above 12 letters/notices)	\$2 per letter	Re-imburement of postage cost generally for more complex applications
10610.0047	Public notice in newspaper or Government Gazette	At Cost	Re-imburement of cost incurred to give notice
10610.0047	Planning Panel Costs	At Cost	Re-imburement of cost incurred to hold Independent Planning Panel to review Planning Scheme Amendment
51261.16	Request to Approve Development Plan	\$400	Significant resources required to consider proposed development plan
51261.16	Request to Approve Development Plan	\$200	Significant resources required to re-consider proposed development plan



### Venue Hire

Ledger	Venue	2017-18 Fee	Comment
50215.04	Community Hub – Community groups	\$11.00	Per hour – Maximum \$55.00 per day
50215.04	Community Hub – Other users	\$31.00	Per hour – Maximum \$155.00 per day
50215.04	Community Hub – Community groups - 1 small room	\$205.00	Annual Fee
50215.04	Community Hub – Community groups - 1 large room	\$1,025.00	Annual Fee
1450400.01	Maryborough Town Hall	\$350.00	Plus bond \$250 and \$50 key bond.

### Waste

Ledger	Fee	2017-18 Fee	Comment
	<b>Kerbside collection</b>		
	Garbage collection – Standard bin	Refer to Budget	To be determined during Budget process
	Garbage collection – Optional larger bin	Refer to Budget	To be determined during Budget process
	Garbage collection – Multiple service (per bin)	Refer to Budget	To be determined during Budget process
	Service establishment cost per new optional larger bin/multiple additional bin	Refer to Budget	To be determined during Budget process
	Recycling collection	Refer to Budget	To be determined during Budget process
	Recycling collection – Multiple service (per bin)	Refer to Budget	To be determined during Budget process
	Service establishment cost per new additional bin	Refer to Budget	To be determined during Budget process
	Waste Management fee	Refer to Budget	To be determined during Budget process
	Green Waste collection	Refer to Budget	To be determined during Budget process
	<b>Transfer Station Gate Fees</b>		
	Waste Disposal	\$38.00	Per cubic metre
	Waste Disposal	\$13.00	Car boot load
	Waste Disposal	\$9.50	240 litre bin
	Green Waste Disposal	\$38.00	Per cubic metre
	Car Tyre Disposal	\$7.00	Per tyre
	Truck or Tractor Tyre Disposal	\$35.00	Per tyre
	Mattress Disposal	\$25.00	Per mattress
	Televisions	\$20.00	
	Building demolition waste (up to 3 tonne)	\$38.00	Per cubic metre
	Additional Waste Vouchers for Monthly Kerbside Hard waste Collection	\$9.50	each

**Waste (cont'd)**

Ledger	Fee	2017-18 Fee	Comment
	<b>Recoverable Materials deposited at Transfer Station</b>		
	Sorted trailer and truck loads	Free	
	Scrap steel	Free	
	Hard waste	Free	
	Gas bottles	Free	
	Waste oil	Free	
	Batteries	Free	
	Drum muster drums	Free	
	Fluorescent tubes	Free	
	E-waste (excluding screens)	Free	
	<b>Mulch sales</b>		
	Loaded	\$25.00	
	Self loaded	\$5.00	