



## **Budget 2013/2014**

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

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## Mayor's introduction

The Proposed Budget 2013/2014 has been prepared in conjunction with the new four year Council Plan 2013-2017 and reflects the priorities and aspirations set out in that Plan.

Revenue raised by rates and charges will be increased by 6.5 percent in line with Council's Long Term Financial Plan. This level allows us to maintain existing levels of service delivery across Council's operations, fund new initiatives and continue to allocate additional funds to renew the Shire's ageing infrastructure.

Waste charges will be increased by 7.5%, this is higher than proposed in previous versions of the Long Term Financial Plan and reflects the rising costs of waste management and the cost of rehabilitating current cells in the landfill and the cost of building a new cell.

The total Capital Works Program will be \$10.2 million, of which \$1.2 million relates to projects carried over from the 2012/2013 year.

Highlights of the Capital Works Program include:

- Roads (\$1.7 million) including \$700,000 Roads to Recovery funding and \$600,000 Country Roads and Bridges Initiative
- Buildings (\$2.6million) - Including the new Sporting Pavilion at Newstead (\$1.1 million) and solar panels on the Town Hall (\$70,000)
- Walking and Cycling (\$1.1 million) - including Stage 1 of the Castlemaine to Maldon bike trail, connecting the Campbell's Creek and Forest Creek trails and new footpaths in Blakely Road, Walker Street and Bull Street in Castlemaine.
- Investing in Sport (\$1.3 million) - Including design of netball courts and a multi purpose pavilion and velodrome resurfacing at Wesley Hill, netball court reconstructions at Bill Woodfull and Campbell's Creek Reserves and replacement of the playground in the Maldon Public Gardens.
- Bridges (\$600,000) - Including reconstruction of bridges at Sutton Grange to Redesdale Rd, Johnstone St footbridge Castlemaine, Cemetery Road Newstead, and Fryers Road Elphinstone.
- Landfill (\$1.4 million) - To develop a new cell at the Castlemaine Landfill.

The proposed budget includes a number of new initiatives:

- Development of a strategy for Minor Recreation Reserves across the Shire (\$50,000).
- Review of the Domestic Wastewater Management Plan (\$60,000)
- Implementation initiatives identified in the Economic Development Strategy (\$30,000)
- Implementation initiatives identified in the Heritage Strategy (\$75,840)
- Improvement to Statutory Planning service provision (\$55,000)
- Review of the Planning Scheme (\$40,000) and Rural Land Study (\$45,072)
- Improved provision of on-line information on Council's website and through the implementation of social media tools (\$75,000)
- Initiatives outlined in the Roadside Conservation Management Plan (\$62,500)

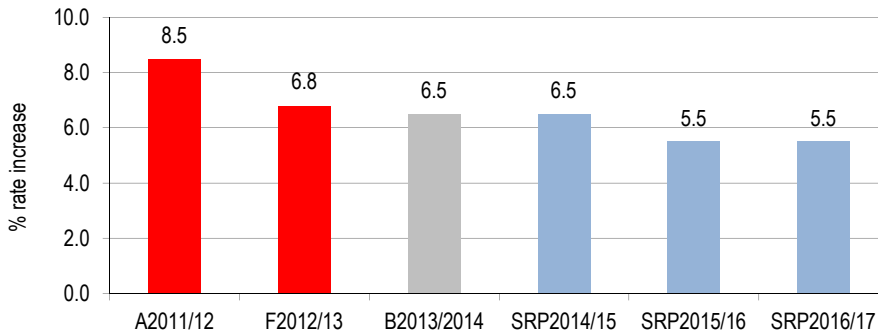
The budget delivers on the key themes set in the Council Plan and maintains current services whilst continuing to deliver an extensive program of capital works.

**Cr Michael Redden**  
**Mayor**

## Chief Executive Officer's summary

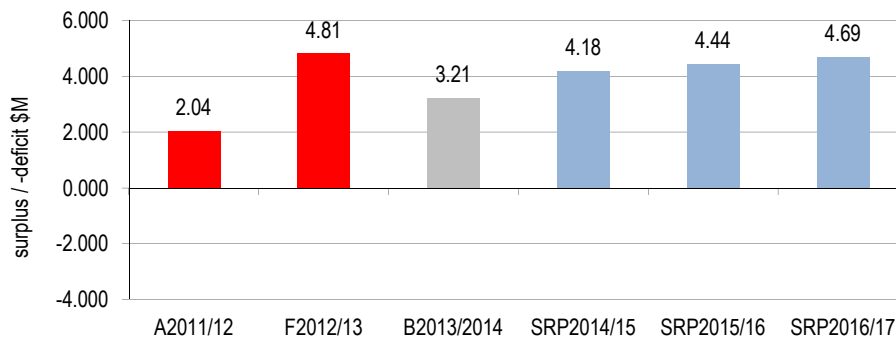
Council has prepared a Budget for the 2013/2014 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

### 1. Rates



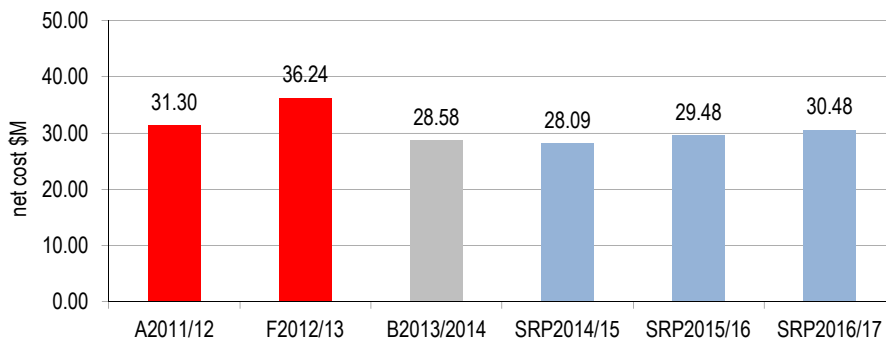
It is proposed that revenue raised by Rates and the Municipal Charge be increased by 6.5 % for the 2013/2014 year, raising a total of \$15.0 million. This rate increase is in line with Council's Long Term Financial Plan. (The rate increase for the 2012/2013 year was 6.8%).

### 2. Operating result



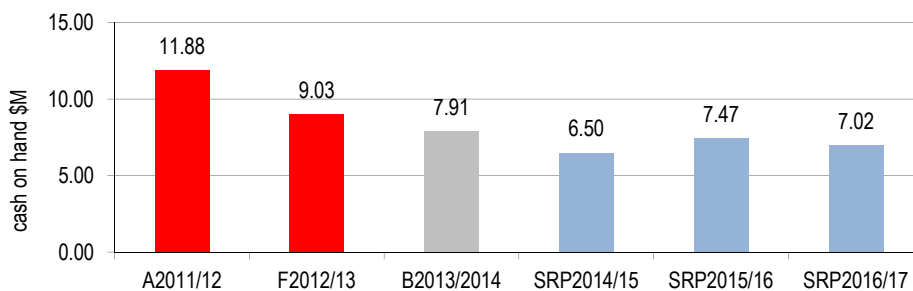
The expected operating result for the 2013/2014 year is a surplus of \$3.21 million, which is a decrease of \$1.6 million from 2012/2013. The decrease from the previous years is mainly due to reduced grant revenue as grant funded flood recovery works from the January 2011 and February 2012 floods are now finalised. The underlying result, which excludes items such as capital grants and non-cash contributions is a small surplus of \$13,000 - refer to section 4 of this summary for further information.

### 3. Services



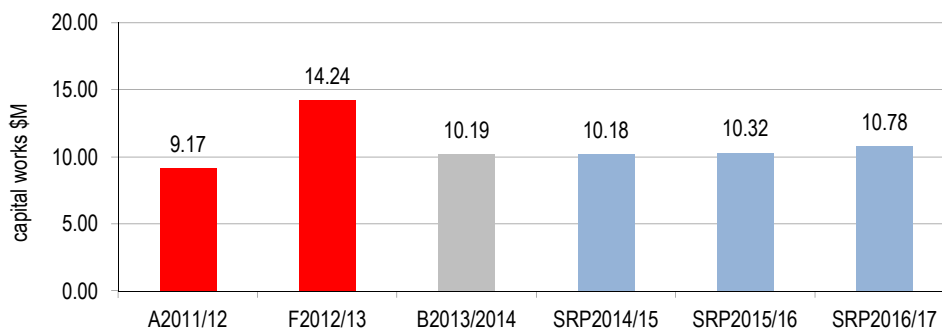
The cost of services delivered to the community for the 2013/2014 year is expected to be \$28.58 million which is a decrease of \$7.66 million from 2012/2013. This is mainly due to additional flood recovery works incurred by Council in 2012/2013 totalling \$7.5 million. The majority of these costs were recovered through flood recovery grants. For the 2013/2014 year, service levels have been maintained and a number of new activities and initiatives proposed as outlined in Section 1.3. (The forecast cost for the 2012/2013 year is \$36.24 million).

### 4. Cash and investments



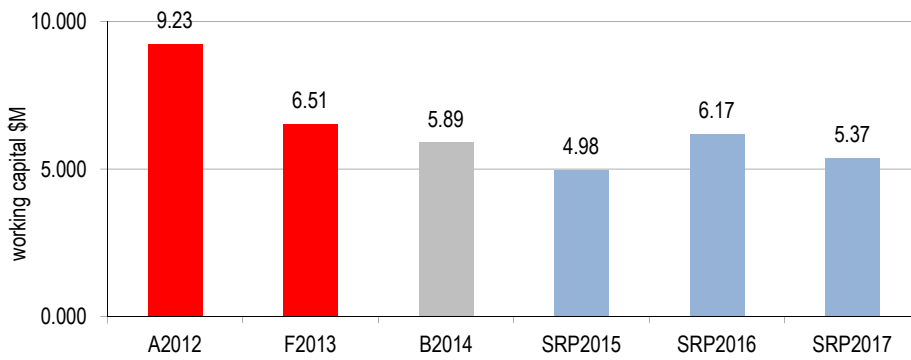
Cash and investments are expected to decrease by \$1.12 million during the year to \$7.91 million as at 30 June 2014. This is mainly due to the carried forward component of the 2012/2013 capital works program and a reduction in unspent grants. (Cash and investments are forecast to be \$9.03 million as at 30 June 2013).

### 5. Capital works



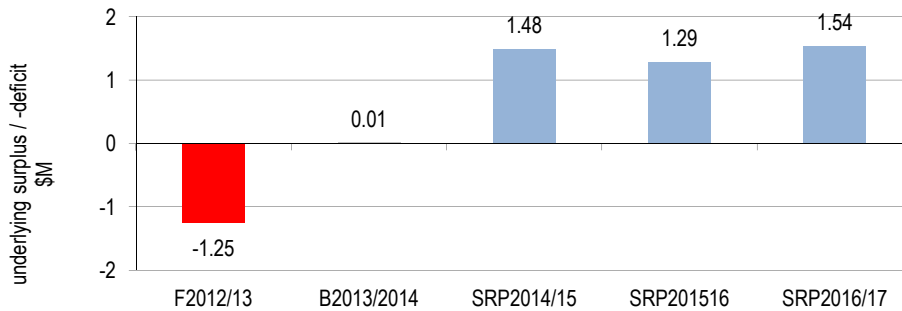
The capital works program for the 2013/2014 year is expected to be \$10.19 million of which \$1.16 million relates to projects which will be carried forward from the 2012/2013 year. The carried forward component is fully funded from the 2012/2013 Budget. The capital expenditure program has been set and prioritised based on the new Council Plan 2013-2017. (Capital works is forecast to be \$14.24 million for the 2012/2013 year).

## 6. Financial position



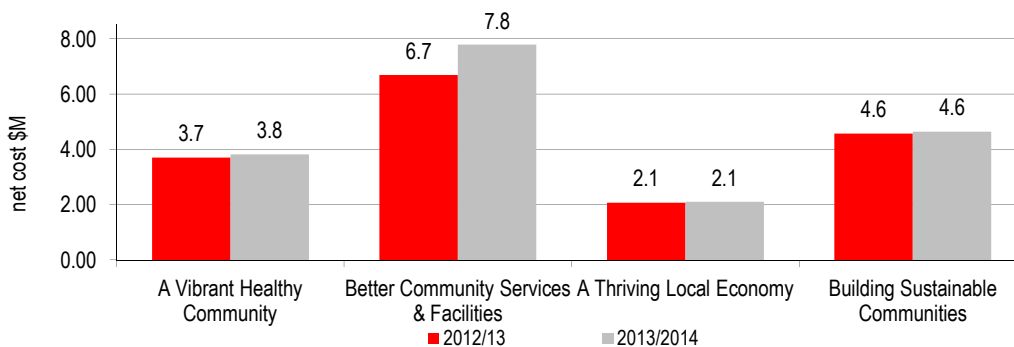
Net current assets (working capital) will decrease by \$616,000 to \$5.9 million while the working capital ratio is stable at 1:77 though net current assets (working capital) will reduce slightly. This is mainly due to the use of cash reserves to fund the capital works program. Net assets or total equity is forecast to increase to \$212 million at 30 June 2014. (Total equity is forecast to be \$ 208 million as at 30 June 2013).

## 7. Financial sustainability



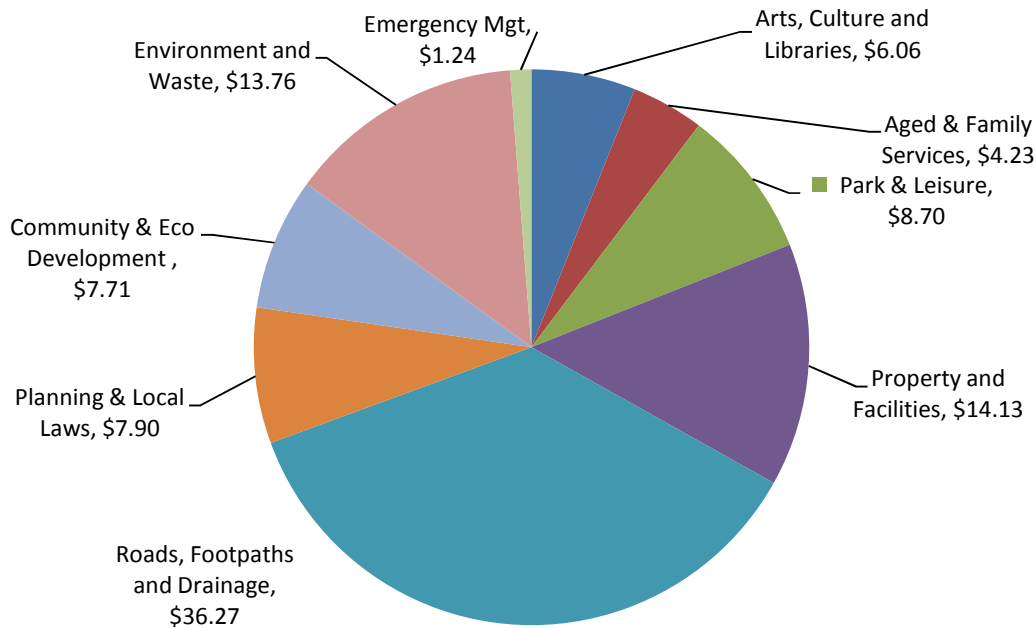
A high level Strategic Resource Plan for the years 2013/2014 to 2016/17 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The underlying result, which excludes capital grant income is a measure of financial sustainability. The 2013/2014 budget improves the underlying result to \$12,500 while the Plan projects that Council's operating result will improve further in 2014/2015 and the next three year period.

## 8. Strategic objectives



The Annual Budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2013/2014 year. Rates and Municipal charge, VCG grant and capital grants are excluded. The graph demonstrates Council's strong cost containment with only minor increases in the cost of service delivery. The increase in Better Community Services and Facilities represents increased road and infrastructure maintenance.

### 9. Council expenditure allocations



The above chart provides an indication of how Council allocates its rates and charges to net expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

This budget has been developed through a rigorous process of consultation and review and management endorses it as financially responsible. More detailed budget information is available throughout this document.

**Phil Rowland**  
**Chief Executive Officer**

## Budget processes

Under the Act, Council is required to prepare and adopt an annual Budget for each financial year. The Budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations which support the Act.

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

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

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted and a copy submitted to the Minister by 31 August each year. It is intended to submit the Budget to the Minister on 30 June with the new Council Plan and Strategic Resource Plan.

The key dates for the Budget process are summarised below:

Budget process	Timing
1. Officers update Council's long term financial projections	Mar/Apr
2. Officers prepare operating and capital Budgets	Jan/Mar
3. Councillors consider draft Budgets at informal briefings	Mar/Apr
4. Mount Alexander Shire Council Budget Report – 2013/2014	23-Apr
5. Public notice advising intention to adopt Budget	April
6. Budget available for public inspection and comment	April
7. Public submission process undertaken	30 April to 29 May
8. Submissions period closes (28 days)	29-May
9. Submissions considered by Council/Committee	4-Jun
10. Special Council Meeting to hear from submitters	11-Jun
11. Budget and submissions presented to Council for adoption	25-Jun
12. Copy of adopted Budget submitted to the Minister	30-Jun
13. Revised Budget where a material change has arisen	Sep-Jun



# 1. Linkage to the Council Plan

## 1.1 Strategic planning framework

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. The diagram below depicts the strategic planning framework of Council.



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

## 1.2 Our purpose

### Vision:

Mount Alexander Shire – A thriving community working together to create a sustainable and vibrant future

### Principles:

Mount Alexander Shire Council

- Listens to its communities, respects their views and responds openly and responsibly
- Insists on integrity, equity, and fairness in delivering services and facilities
- Is guided by the desire for a sustainable and vibrant future
- Is a progressive, innovative and confident leader
- Is an advocate for our Shire and collaborates with others for the benefit of our region

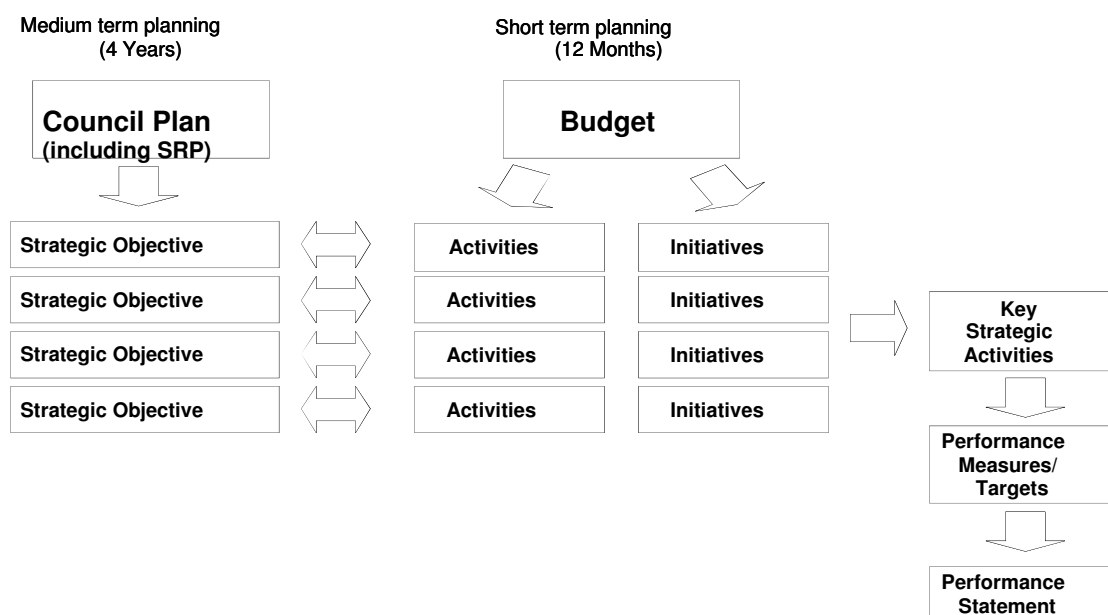
### 1.3 Strategic objectives

Council delivers activities and initiatives under 33 major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan for the 2013-2017 years. The following table lists the four Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. A Vibrant Healthy Community	We will have a healthy, resilient and involved community. We will develop activities that advance our heritage, sports, culture and the arts.
2. Better Community Facilities	We will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens, for our community.
3. A Thriving Local Economy	We will promote our Shire as a great place to invest, innovate and do business. We will encourage tourism in our Shire by showcasing our heritage, environment and local creative industries.
4. Building Sustainable Communities	We will demonstrate leadership in sustainability. We will foster the ongoing development of environmentally responsible, liveable communities across the Shire.

## 2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2013/2014 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan is shown below.



### 2.1 Strategic Objective 1: A Vibrant Healthy Community

We will have a healthy, resilient and involved community. We will develop activities that advance our heritage, sports, culture and the arts. The activities and initiatives for each service category and key strategic activities is described below.

#### Activities

Activity	Description	Expenditure -Revenue Net Cost \$'000
Arts & Culture	The Arts and Culture Unit provides a varied ongoing program of arts and cultural events and activities, plans and develops arts and cultural facilities and infrastructure and develops policies and strategies to facilitate art practice.	402 -17 <hr/> 385
Communications	Communications is responsible for the management and provision of advice on external communication, ensuring information is provided to the community on Council's services and initiatives in the most effective way.	167 0 <hr/> 167

## 2.1 Strategic Objective 1: A Vibrant Healthy Community (cont)

Activity	Description	Expenditure -Revenue Net Cost \$'000
Community Development	The Community Development Unit supports policy and planning development in response to a range of social issues impacting the Shire, early years planning, access to community services and facilities, support for new and emerging communities, responding to transport disadvantage, disability access, preventing violence against women and community planning.	712 -160 <b>552</b>
Customer Services	Customer Service assists customers with general enquiries and distributes appropriate information on behalf of all business units across the organization; registers community requests for service and processes payments, whilst offering several payment facilities.	249 0 <b>249</b>
Community Services - Aged & Disability Services	This service provides assessments for older people and people with disabilities and plans services to enable them to remain living independently. It provides home care services, personal care services, respite services, delivered meals, home safety program services and social support programs for isolated older people.	3,050 -2,489 <b>561</b>
Community Services - Families & Children	This service provides consultations, activities and referrals for all children from birth to school age and their families, through key ages and stages to provide information advice and support relevant to the individual family circumstances.	239 -140 <b>99</b>
Emergency Management	Emergency Management implements measures to prevent or reduce the causes or effects of emergencies, manage arrangements for the recovery phase of an emergency by assisting the affected community to recover following an emergency. It promotes fire awareness within the community in partnership with the CFA and co-ordinates annual property inspections and compliance.	222 -28 <b>194</b>
Environmental Health	The Environmental Health Unit conducts inspections and maintains registrations for businesses covered under the Food and Public Health and Wellbeing Acts, including registration and approval of temporary food permits; processes all septic tank applications in accordance with legislative requirements and investigates and takes action where necessary of reported nuisance complaints.	324 -106 <b>217</b>
Library Operations	Council provides public library service via the branch library located in Castlemaine providing a range of educational and recreational services that cater for the needs of all residents including story time sessions for preschoolers and junior collections; youth collections including graphic novels and web based loans, renewals and reservations.	464 0 <b>464</b>
Local Laws	The Local Laws Unit provides staff at school crossings throughout the municipality. It maintains and improves the health and safety of people, animals and the environment in Council by providing services including control of domestic animals and livestock; undertakes inspections necessary to ensure community safety and to assist in the prevention of fires; regulates parking across the Shire; issues local law permits and infringement notices and provides information and advice to the community.	456 -205 <b>250</b>
PCP	Council is the auspicing body for Primary Care Partnerships which co-ordinates the planning and provision of social and community services within the Shire.	744 -399 <b>344</b>

## 2.1 Strategic Objective 1: A Vibrant Healthy Community (cont)

Activity	Description	Expenditure -Revenue Net Cost \$'000
Recreation Services	The Recreation Unit is responsible for the management, development and use of sporting grounds and pavilions. The service provides advice to Council on local recreational needs and facility use and planning. It conducts special events to promote and develop healthy physical activity in the Shire.	273 -30 <b>243</b>
Youth Development	The Youth Development Unit works with young people and the broader community to increase opportunities for young people to engage in community planning and decision making processes. Activities include the National Youth Week Youth Awards, the Meeting Place mentoring and culture sharing program for Indigenous and non-Indigenous youth, and the FReeZa Program which actively engages young people in the planning and delivery of alcohol and drug free cultural and music events.	233 -134 <b>99</b>

### Initiatives include:

- 1) The Arts Strategy has identified the following priorities for implementation in 2013/2014; youth arts workshops, commissioning of a public artwork from a local artist , Art Fields 2014 and Arts Forum 2014 (net cost \$31,000).
- 2) The Department of Health will fund a Home and Community Access Support Officer to deliver quality and innovative programs in home and community care. (fully grant funded)
- 3) The Local Community Planning Project commenced in 2011 and facilitates the development of nine Local Community Action Plans across the Shire. These plans will articulate the needs and aspirations of local communities. A grant of \$350,000 over three years has been provided by the Department of Planning and Community Development to support this project. (\$50,000 contribution by Council per annum).
- 4) The Prevention of Violence against Women in Our Community Project is a pilot initiative funded by the Office of Women's Policy until December 2014. The project aims to develop a whole-of-community model for prevention of violence against women. The Central Victorian cluster is a partnership between Mount Alexander Shire Council, City of Greater Bendigo and Macedon Ranges Shire Council to develop and implement new tools and initiatives by working across a range of different settings. (Fully grant funded)
- 5) "Healthy and Active Living in Mount Alexander Shire" has been funded through the Australian Government's Healthy Communities Initiative. The project commenced early 2012 and will continue until June 2014. The project seeks to improve health outcomes and promote wellness for disadvantaged and vulnerable residents experiencing, or at risk of chronic disease through improved access to physical activity, healthy eating and other lifestyle programs across the Shire. (fully grant funded).
- 6) To support the community in preparing and responding to emergency events Council will partner with communities, agencies and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness. An Emergency Management Officer position has been funded by the State Government to support this project. (fully grant funded).
- 7) To improve information provided to the community about Council services and projects, and allow more opportunities for the community to communicate with Council improvements will be made to Council's website, including the implementation of social media tools. (net cost \$75,000).

**Initiatives (cont):**

8) The Youth Leadership Project encompasses a number of youth leadership and recognition initiatives including the Youth Advisory Group, the Youth Parliament Program, the Youth Awards event and a community grant for youth activities (partly grant funded, net cost to Council \$10,000).

**Key strategic activities**

<b>Strategic Activity</b>	<b>Performance Measure</b>	<b>Performance Target</b>
Celebrate, promote, nurture and value arts and culture activities in the Shire	Number and diversity of events held.	At least 10 events held.
	Participation in Arts Fields event.	Minimum 20 artists involved
Promote healthy and active lifestyles	Number of programs run through the Healthy and Active Living Project	30 programs delivered
Create more opportunities for community participation in the development of Council's plans and strategies	Number of Local Community Action Plans completed.	9 plans completed by 30 June 2014
Partner with communities, agencies and neighbouring municipalities to strengthen emergency disaster planning, awareness and preparedness.	Number of partnership activities undertaken with relevant agencies	6 activities undertaken by 30 June 2014

## 2.1 Strategic Objective 2: Better Community Facilities

To achieve our objective of Better Community Facilities, we will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens, for our community. The activities and initiatives for each service category and key strategic activities is described below.

### Activities

Activity	Description	Expenditure -Revenue Net Cost \$'000
Infrastructure	The Infrastructure Unit undertakes design, tendering, contract management and supervision of various works within Council's capital works program. The service also approves and supervises private development activities such as subdivisions and infrastructure associated with unit developments. Depots are operated at Maldon and Castlemaine in order to provide infrastructure to support the delivery of a broad range of physical works, to provide amenities for staff at the two locations and to securely house major and minor items of plant and equipment.	1,476 -961 <b>515</b>
Parks and Gardens	Parks and Gardens provides tree pruning, planting, removal, planning and street tree strategies and management of all parks and gardens and related infrastructure maintenance.	1,088 -21 <b>1,067</b>
Property Management	Property Management prepares maintenance management programs for Council's property assets in order to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings. This service also facilitates the management and strategic planning for Councils Building, land and property leases and licenses including Caravan Parks.	864 -114 <b>750</b>
Recreation Facilities	Recreation Unit is responsible for the management, development and use of sporting grounds and pavilions. The service provides advice to Council on local recreational needs and facility use and planning. It conducts special events to promote and develop healthy physical activity in the Shire.	906 0 <b>906</b>
Roads & Paths	Council undertakes cyclical safety and condition inspections of all road, bridge and footpath infrastructure, to compile maintenance schedules and implement maintenance requirements across a broad range of activities including maintenance grading, patrol patching, periodic gravel resurfacing, periodic bituminous resurfacing, road and intersection renewals and upgrades fire prevention works, maintenance and renewal of road line markings and signage, drain clearance and street sweeping.	5,874 -1,325 <b>4,548</b>

### Initiatives

9) The Walking and Cycling Strategy sets out a strategic approach for Council to improve and increase walking and cycling in the Shire over the next decade. With funding from the Regional Growth Fund, the Castlemaine to Maldon Trail will be designed and completed and secondary footpath routes identified in the strategy completed including sections of Blakely Road, Walker Street and Bull Street in Castlemaine (Refer to Capital Program in Appendix C)

10) Investing in Sport - A Strategic Plan for Council's Investment in Sport provides a strategic framework for decision making about facility improvements and development for sporting and recreation reserves across the Shire. The Plan, based on the development of Reserve Master plans, identified a range of projects to improve these facilities which will be delivered over the next 15 years. Key projects include the construction of a multi purpose sports pavilion in Newstead and the design of netball courts and pavilion at Wesley Hill (Refer to Capital Program in Appendix C).

## Initiatives (cont)

11) A strategy for the ten minor recreation reserves across the Shire will be developed to document plans to bring the minor reserves to a standard that meets Australian Standards and to develop long term financial plans to support the future development and improvement of these reserves. (Refer to Capital Program in Appendix C).

12) With funding assistance from the Federal Government's Roads to Recovery Program and the State Government's Country Roads and Bridges Program Council will continue to improve the condition of our roads and bridges. (Refer to Capital Program in Appendix C).

## Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Provide multipurpose recreation facilities	Complete design of netball courts and pavilion at Wesley Hill Recreation Reserve.	By 30 June 2014
	Complete construction of Newstead Recreation Reserve Pavilion in line with project plan and budget.	Within 10% of budget. Milestones met as per project plan.
Improve and increase walking and cycling in the Shire.	Complete track from Castlemaine to Campbells Creek and links.	By 30 June 2014
Increase the network of accessible footpaths	Length of footpaths completed	Increase by 1,000 metres
Progress master plans for our recreation reserves	Complete the strategy for minor recreation reserves	By 30 June 2014



## 2.1 Strategic Objective 3: A Thriving Local Economy

To achieve our objective of A Thriving Local Economy, we will promote our Shire as a great place to invest, innovate and do business. We will encourage tourism in our Shire by showcasing our heritage, environment and local creative industries. The activities and initiatives for each service category and key strategic activities is described below.

### Activities

Activity	Description	Expenditure
		-Revenue Net Cost \$'000
Building Services	Building Services provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	229 -110 <b>119</b>
Economic Development	The Economic Development Unit provides capacity building economic initiatives including supporting local businesses and business / industry networks to grow and develop and establish and maintain a conducive investment environment through planning, advocacy and project development.	426 -175 <b>251</b>
Statutory Planning	The Statutory Planning Unit manages land use and development through the provision of planning information and advice to the community. It assesses planning permit applications, ensures compliance with the provisions of the Planning Scheme and administers Subdivision processes.	873 -168 <b>705</b>
Street Beautification, Maintenance & Lighting	Council conducts an annual inspection, programming and implementation of Power line Clearance Requirements in Castlemaine and Maldon declared areas. It manages street trees across the Shire, co-ordinates new lighting installations where required, and maintains community conveniences and facilities.	640 -8 <b>632</b>
Tourism Services	Tourism Services is responsible for the provision of visitor information services, marketing and industry development for the Shire. It operates Visitor Information Centres in Castlemaine and Maldon and provides accommodation and tour booking services.	519 -118 <b>401</b>

### Initiatives

13) The implementation of key actions from the Economic Development Strategy. The strategy will address the means by which Council can develop the Shire as a location for people to work, live and invest (net cost \$40,000).

14) The Statutory Planning Continuous Improvement Project will consist of three elements aimed at improving the delivery of statutory planning services. Projects include participation in the MAV Step Planning process, a low cost structured and supported program aimed to improve Council's planning services, and employment of a part time planning officer to assist with the timely processing of outstanding planning applications (net cost \$55,000).

15) The Heritage Strategy was developed in consultation with the Heritage Advisory Committee and was adopted by Council in March 2012. The Strategy identifies 55 actions to be undertaken over 4 years. In 2013/2014 Council will assist in the implementation of community initiatives identified in the Strategy. These projects will be supported by a part time Project Officer (0.6 EFT) (net cost \$75,000).

16) An Events Liaison Officer (0.4 EFT) will continue to improve and coordinate Council's events management process and act as the key liaison point with external event organisers. This position will support and advise event management committees with event management and best practice and coordinate and assist with the management of Council run events (net cost \$27,000).

## Initiatives (cont)

17) Council will continue its program of Town Centre Beautification through tree plantings (net cost \$25,000).

### Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Promote collaboration and representation of business community	Number of initiatives undertaken to support business collaboration	5 initiatives undertaken
Implement improved processes for the timely processing of simple planning applications.	Percentage of fast track planning permits assessed within statutory timeframes.	80%
Promote and enhance liveability by supporting and enabling an extensive program of community and cultural events	Number of events held supported by Council	110
Implement actions from the Heritage Strategy to build a shared vision of the importance of heritage in the Shire	Number of actions implemented from the Strategy	4 actions completed

## 2.4 Strategic Objective 4: Building Sustainable Communities

To achieve our objective of Building Sustainable Communities, we will demonstrate leadership in sustainability. We will foster the ongoing development of environmentally responsible, liveable communities across the Shire. The activities and initiatives for each service category and key strategic activities is described below.

### Activities

Activity	Description	Expenditure -Revenue Net Cost \$'000
Corporate Support	Corporate Support provides organisational policy, systems and support in the areas of continuous improvement, corporate planning, performance measurement and reporting and oversees the provision of accommodation and other administrative support services for the organisation at the Town Hall and the Civic Centre.	862 0 <b>862</b>
Environmental Management	Environmental Management develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	428 -26 <b>402</b>
Executive Services	Executive Services provides strategic management of the organisation in keeping with the requirements of good governance, legislative requirements and strategic policy of the Council.	1,086 0 <b>1,086</b>
Finance	Finance provides services to both internal and external customers including the management of Council's finances, payment of accounts, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality.	2,154 -1,511 <b>643</b>
Governance	Governance coordinates Council meetings, and all Councillor related activities and costs. It provides support and oversight of compliance with the Local Government Act.	478 -1 <b>476</b>
Information Services	Information Services provides, supports and maintains reliable and cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way. It also provides records services including storage and retrieval of records and archiving services.	831 0 <b>831</b>
Organisational Development	Organisational Development provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resource and industrial relations services.	608 -2 <b>607</b>
Risk Management	Risk Management is responsible for managing Council's insurance portfolio and overseeing insurance claims for all classes of insurance. It develops Council's risk management and health and safety policies and supporting systems for Council's employees, volunteers and contractors.	580 -1 <b>579</b>
Strategic Planning	Strategic Planning provides analysis of current and future constraints and opportunities in relation to land use and development and development of evidence based strategic policy for their management for the net benefit of the community.	411 -1 <b>410</b>
Waste Management	Waste Management provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. This service provides public tipping to the Council and wider community.	2,499 -3,749 <b>-1,250</b>

## Initiatives

18) The Rural Land Study project commenced in 2011/2012 and will be completed in 2013/2014. The purpose of the Study is to guide land use and development in the rural areas of the Shire to achieve both economic and environmental objectives (net cost \$45,000).

19) Council's Master Plan for the Castlemaine Landfill outlines the need for a new cell to be developed in accordance with EPA guidelines, this will be completed in 2013/2014 supported by a \$250,000 grant from the State Government (see Capital Works Program in Appendix C).

20) Council adopted a Roadside Conservation Management Plan in 2012 and will implement key projects identified including mapping and ecological assessment of roadside vegetation (net cost \$26,500).

21) The State of the Environment Report was first prepared in 2010 and is due to be updated to help guide Council's Environmental Strategy and Greenhouse Action Plan (net cost \$30,000).

22) Implementation of key actions identified in the Greenhouse Action Plan include the installation of solar panels on the Town Hall (net cost \$70,000).

## Key strategic activities

Strategic Activity	Performance Measure	Performance Target
Protect productive agricultural land for ongoing food and fibre production	Complete draft Rural Land Study for consultation.	By 31 August 2013
Implement best practice land management of Council owned and managed land	Completion of Stage 1 of mapping and ecological assessment of roadside vegetation	By 30 June 2011
Measure, analyse and report on sustainability measures for Council's operations	Completed update of the State of the Environment Report	By 30 June 2014
Take action to improve Council's sustainability and environmental performance	Installation of solar panels on Town Hall within project timeframes and budget	By 30 June 2014 Within 10% of budget

## 2.7 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2013/2014 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

## 2.8 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
A Vibrant Healthy Community	3,826	7,535	-3,709
Better Community Services and Facilities	7,787	10,208	-2,421
A Thriving Local Economy	2,109	2,687	-579
Building Sustainable Communities	4,647	9,938	-5,291
<b>Total activities &amp; initiatives</b>	<b>18,368</b>	<b>30,368</b>	<b>-12,000</b>
<b>Deficit before funding sources</b>	<b>18,368</b>		
<b>Funding sources:</b>			
Rates & Municipal Charge	15,280		
Grants Commission	2,665		
Capital grants	3,630		
<b>Total funding sources</b>	<b>21,575</b>		
<b>(Surplus)/deficit for the year</b>	<b>3,207</b>		

### 3. Budget influences

#### 3.1 Snapshot of Mount Alexander Shire Council

Mount Alexander Shire is a complex and unique community. Located in a major corridor within commuting distance of both Melbourne and Bendigo, the Shire comprises several small towns and communities of national historic and environmental significance. The Shire covers an area of over 1,530 square kilometres.

The community is distributed across five main township areas, Castlemaine, Newstead, Maldon, Harcourt and Taradale. The population of Mount Alexander Shire is currently just under 18,000 and increasing by around 0.6% each year. The diversity of towns and housing types informs the way in which Council plans and delivers services.

#### Ageing population

Research shows that the community is ageing with a higher proportion of the community aged over 60 years. (Source: Australian Bureau of Statistics, Census of Population and Housing).

#### Employment and income

There are over 7,200 jobs in the Shire with 4,363 residents living and working in Mount Alexander. Analysis of household income levels in the Shire in 2006 shows that there are a smaller number of high income households and a larger proportion of low income households

#### Housing

The number of homes is increasing. In 2011, there were 7,398 households with an average of 2.2 person per household. The Shire's percentage of older persons living alone was higher than the Victorian average (13.7% compared to 11.4%).

#### Budget implications

As a result of the Shire's demographic profile there are a number of budget implications in the short and long term as follows:

- There is expected to be increasing demand for Council's provision of Home and Community Care services.
- Council's capacity to generate income through user pays fees is constrained by the economic profile of the Shire.

#### 3.2 External influences

In preparing the Budget 2013/2014, a number of external influences have been taken into consideration, because they are likely to impact on the services delivered by Council in the budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of 2.2% per annum (ABS release 23 January 2013). State-wide CPI is projected to be 2.25% for the 2012/2014 year (Victorian Budget Papers 2012/2013)
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2012 was 3.6% (ABS release 16 August 2012). The wages price index in Victoria is projected to be 3.25% per annum increasing to 3.50% in the subsequent two years (Victorian Budget Papers 2012/2013). Council must renegotiate a new Enterprise Bargaining Agreement (EBA) during the 2013/2014 year for commencement on 1 July 2014.
- The 'Engineering Construction' and 'Non-Residential Building' Indices prepared by the Construction Forecasting Council are forecast at 2.4% and 3.8% respectively for 2013/2014.
- Increases of 10% \$4.84 per tonne in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$20,600 The levy has increased from \$9 per tonne in 2008/09 to \$26.60 per tonne of domestic waste and \$46.60 per tonne of industrial waste in 2013/2014 (591% increase in 5 years).

- A new Fire Services Property Levy Act 2012 has been introduced by the State Government as a result of the recommendations by the Victorian Bushfires Royal Commission (VBRC). The new Fire Services Levy (FSPL) will be collected by Council on behalf of the State Government and will be used to fund the operations of the CFA. The Fire Services Levy will apply to all private property owners - including persons and organisations who do not currently pay council rates, such as churches, charities, private schools and RSL's - from 1 July 2013. Council properties will also be subject to the fire Levy.

### **3.3 Internal influences**

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2013/2014 Budget. These matters have arisen from events occurring in the 2012/2013 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2013/2014 year. These matters and their financial impact are set out below:

- Council's planned move to the refurbished Civic Centre (former School of Mines building) will generate ongoing energy savings as a result of the energy efficient design. These have been funded from a federal government low energy loan (\$105,000).
- Ongoing savings from printing and paper are being realised from implementation of Council's new electronic document management software and greater use of electronic devices, particularly for Council Agenda papers.
- Savings in fuel consumption and costs through the purchasing of fuel efficient motor vehicles and savings from participation in sector wide tendering contract.

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

- Existing fees and charges to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- Service levels to be maintained at 2012/2013 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Salaries and wages to be increased in line with the Enterprise Agreement
- Operating revenues and expenses arising from completed 2012/2013 capital projects to be included.

### **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 2013/2014 to 2016/2017 (Section 8), Rating Information (Section 9) and Other Long Term Strategies (Section 10) including borrowings, infrastructure and service delivery.

## 4. Analysis of operating budget

### 4.1 Budgeted income statement

	Ref	Forecast	Budget	Variance
		Actual 2012/13 \$'000	2013/14 \$'000	\$'000
Total income	4.2	41,042	31,785	-9,257
Total expenses	4.3	-36,236	-28,577	7,659
<b>Surplus (deficit) for the year</b>		<b>4,805</b>	<b>3,207</b>	<b>-1,598</b>
Grants – capital	4.2.6	-6,322	-3,539	2,783
Contributions - non-monetary assets		0	0	0
Other - PCP result		263	344	81
<b>Underlying surplus (deficit)</b>		<b>-1,253</b>	<b>13</b>	<b>1,266</b>

#### 4.1.1 Underlying result (\$1.27 million increase)

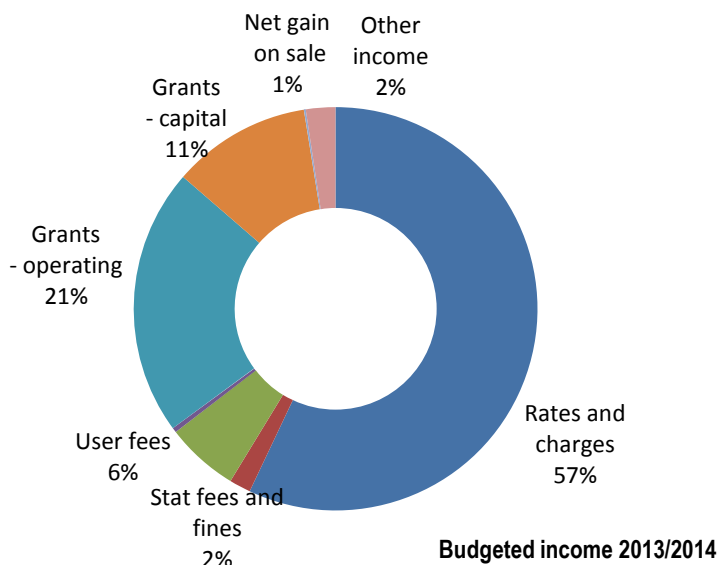
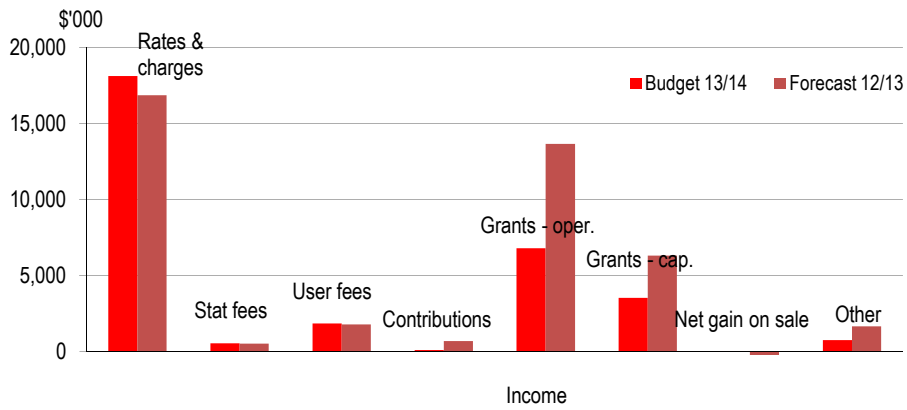
The underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2013/2014 year is for an underlying surplus of \$13,000 which is an improvement of \$1.27 million over the 2012/2013 forecast. The forecast is impacted by uncertainty of continuing to receive a prepayment of the VGCC grant (\$1.3 million.) Should this be received in 2012/2013 the forecast result will be a surplus of \$77,000.

In calculating the underlying result, Council has excluded grants received for capital purposes as funding for the capital works program is usually non-recurrent. Council excludes PCP as this body is auspiced by Council and Council does not control its budget.

### 4.2 Income

Income Types	Ref	Forecast	Budget	Variance
		Actual 2012/13 \$'000	2013/14 \$'000	\$'000
Rates and charges	4.2.1	16,855	18,115	1,260
Statutory fees and fines	4.2.2	537	553	16
User fees	4.2.3	1,783	1,847	63
Contributions - cash	4.2.4	709	120	-589
Grants - operating	4.2.5	13,666	6,808	-6,858
Grants - capital	4.2.6	6,322	3,539	-2,783
Net gain on sale of assets	4.2.7	-493	50	543
Other income	4.2.8	1,663	754	-909
<b>Total income</b>		<b>41,042</b>	<b>31,785</b>	<b>-9,257</b>





Source: Appendix A

#### 4.2.1 Rates and charges (\$1.26 million increase)

It is proposed that general rate income be increased by 6.5% and kerbside collection by 7.5% generating an increase in revenue from rates and charges of \$1.26 million over 2012/2013 to \$18.12 million. Section 9. "Rating Information" includes a more detailed analysis of the rates and charges to be levied for 2013/2014.

#### 4.2.2 Statutory fees and fines (\$16,000 increase)

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

Statutory fees are forecast to increase by 3% or \$16,000 to \$553,000.

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

#### 4.2.3 User fees (\$63,000 increase)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use community facilities, leasing/licensing of Council buildings and the provision of human services such as home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are in line with CPI increases and are benchmarked against like Council's.

User charges are projected to increase by 3.6% or \$63,000 over 2012/2013. Council plans to increase user charges for all areas in line with expected inflationary trends over the budget period to maintain parity of user charges with the costs of service delivery.

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

#### 4.2.4 Contributions - cash (\$589,000 decrease)

Contributions are projected to decrease by \$589,000 compared to 2012/2013 the bulk of which relates to a once off contribution received from Vic Roads in relation to the transfer of responsibility to Council for future maintenance and management of the Old Calder Highway between Elphinstone and Fogartys Gap Road (Harmony Way).

#### 4.2.5 Grants - operating (\$6.86 million decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has decreased by 50% or \$6.86 million compared to 2012/2013. Significant movements in grant funding are summarised below:

Grant Funding Types	Forecast		
	Actual	Budget	Variance
	2012/13	2013/14	
	\$'000	\$'000	\$'000
Emergency & Flood Recovery	8,408	-	-8,408
Community Planning	170	-	-170
Access and Transport Connections	138	-	-138
Victorian Grants Commission	1,906	3,902	1,996

Decreases in specific non-recurrent operating grant funding reflect completion of various special projects. The reduction in Emergency and Flood Recovery funding results from completion of the flood recovery works. The increase in the VGCC grant is due to the forecast not including a prepayment of two quarters as occurred in 2011/2012. Operating grants are further classified in the Standard Statements in Appendix A according to whether they are received each year (recurrent) or received on a once-off or short term basis (non-recurrent).

#### 4.2.6 Grants - capital (\$2.78 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 44% or \$2.78 million compared to 2012/2013 due mainly to the completion of some large capital works projects, particularly flood recovery work. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2013/2014 year. Capital grants are further classified in the Standard Statements in Appendix A according to whether they are received each year (recurrent) or received on a once-off or short term basis (non-recurrent).

#### 4.2.7 Net gain on sale of assets (\$543,000 increase)

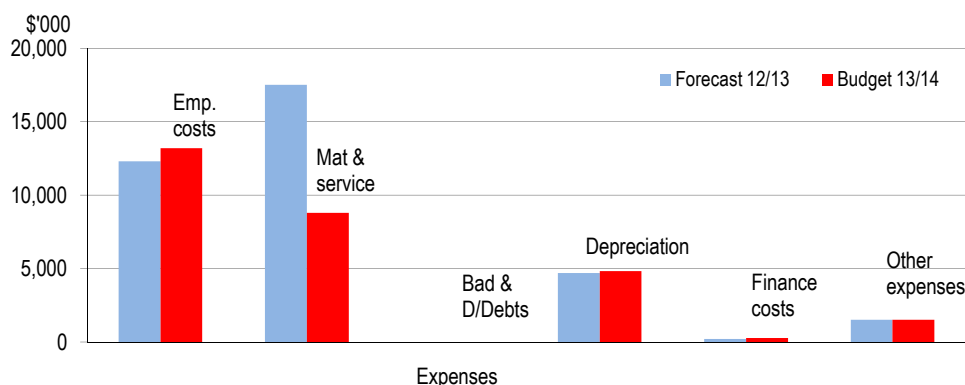
Proceeds from the sale of Council assets is forecast to be \$50,000 for 2013/2014. The net loss in 2012/2013 was mainly due to the sale of the Old Castlemaine Gaol which was sold for less than valuation.

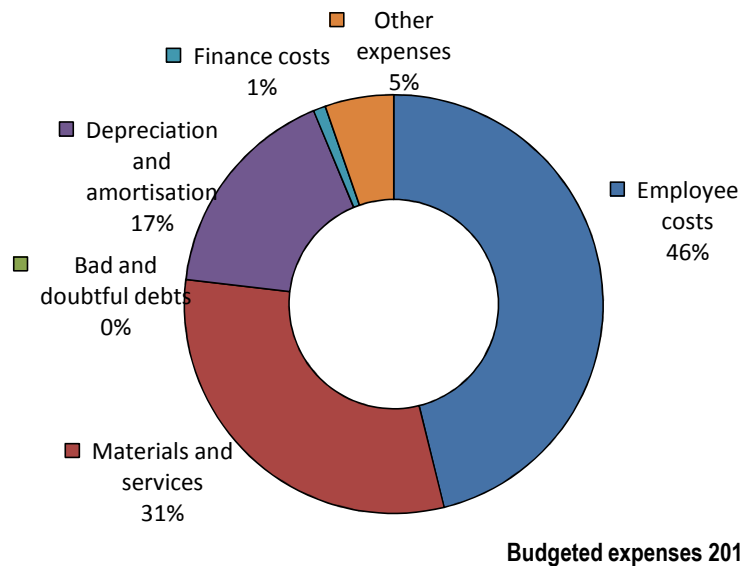
#### 4.2.8 Other income (\$909,000 decrease)

Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears. The reduction relates to one off adjustment in the forecast.

### 4.3 Expenses

Expense Types	Ref	Forecast		Variance
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
Employee costs	4.3.1	12,307	13,182	875
Materials and services	4.3.2	17,512	8,789	-8,723
Bad and doubtful debts	4.3.3	0	0	0
Depreciation and amortisation	4.3.4	4,689	4,818	129
Finance costs	4.3.5	216	274	58
Other expenses	4.3.6	1,512	1,514	1
<b>Total expenses</b>		<b>36,236</b>	<b>28,577</b>	<b>-7,659</b>





Source: Appendix A

#### 4.3.1 Employee costs (\$875,000 increase)

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

Employee costs are forecast to increase by 7.1% or \$875,000 compared to 2012/2013. This increase relates to two key factors:

- Reallocation of outdoor staff wages from capital works projects to maintenance works, particularly on Council's roads.
- Renegotiation of Council's Enterprise Bargaining Agreement (EBA) and changes to the superannuation contribution which is increasing from 9.0% to 9.25% in 2013/2014.

In summary, average staff numbers (based on monthly averages) during the budget period are as follows:

Type of employment	Forecast		Variance \$'000
	Actual 2012/13 EFT's	Budget 2013/14 EFT's	
Permanent	138	139.5	1.5
Grant funded	6.1	6	-0.1
Special and capital projects	6.8	6.2	-0.6
<b>Total</b>	<b>150.9</b>	<b>151.7</b>	<b>0.8</b>

#### 4.3.2 Materials and services (\$8.72 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 49% or \$8.72 million compared to 2012/2013. This is mainly due to additional repairs and maintenance expenditure incurred in 2012/2013 on flood related works. These works were fully funded by external grants.

Consumables are forecast to decrease by \$2.271 million or 55% compared to 2012/2013 and relates mainly to an decrease in materials required as a result of completion of flood recovery works.

External contracts are forecast to decrease by 50.0% or \$6.418 million compared to 2012/2013. The main areas contributing to this decrease is the completion of the flood recovery works.

Utility costs relate to telecommunications, including usage of telephones and other utilities such as water, gas and electricity. Utility costs are forecast to decrease by 7.4% or \$33,000 compared to 2012/2013, largely as a result of energy efficiency measures at the new Civic Centre.

#### **4.3.3 Bad and doubtful debts (no change)**

Bad and doubtful debts no change to 2012/2013 and remain at \$0.

#### **4.3.4 Depreciation and amortisation (\$129,000 increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$129,000 for 2013/2014 is due mainly to the capitalisation of the 2012/2013 capital works program and the associated full year effect of depreciation on the 2012/2013 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2013/2014 year.

#### **4.3.5 Finance costs (\$58,000 increase)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the additional borrowings made in 2012/2013 to fund environmentally sustainable design works at the refurbished Civic Centre, the purchase of a new Maldon Information Centre building and the Defined Benefits Superannuation Scheme call and planned borrowings as outlined in Section 10.

#### **4.3.6 Other expenses (\$1,000 increase)**

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to increase by \$1,000 compared to 2012/2013.

## 5. Analysis of budgeted cash position

### 5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
Rates and charges		16,555	17,915	1,360
Grants (Capital Non-Recurrent)		8,122	2,839	-5,283
Grants (Capital Recurrent)		700	700	0
Grants (Operating Recurrent)		4,499	6,394	1,895
Grants (Operating Non-Recurrent)		9,166	414	-8,753
Interest Income		528	489	-39
User Charges		1,783	1,847	63
Fees & Fines		537	553	16
Other receipts		1,844	384	-1,459
		<b>43,735</b>	<b>31,535</b>	<b>-12,200</b>
<i>Payments</i>				
Employee costs		-12,122	-12,984	-862
Other payments		-22,374	-10,908	11,466
		<b>-34,497</b>	<b>-23,892</b>	<b>10,604</b>
<b>Net cash provided by operating activities</b>		<b>9,238</b>	<b>7,643</b>	<b>-1,595</b>
<b>Cash flows from investing activities</b>	5.1.2			
Proceeds from sales of property, infrastructure, plant & equip		1,008	550	-458
Payments for property, infrastructure, plant and equipment		-13,740	-9,379	4,361
<b>Net cash used in investing activities</b>		<b>-12,733</b>	<b>-8,829</b>	<b>3,904</b>
<b>Cash flows from financing activities</b>	5.1.3			
Proceeds from borrowings		1,310	1,000	-310
Finance Costs		-216	-274	-58
Repayment of borrowings		-447	-662	-215
<b>Net cash used in financing activities</b>		<b>647</b>	<b>64</b>	<b>-582</b>
<b>Net decrease in cash and cash equivalents</b>		<b>-2,848</b>	<b>-1,122</b>	<b>1,726</b>
Cash and cash equivalents at the beg of the year		11,876	9,028	-2,848
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>9,028</b>	<b>7,906</b>	<b>-1,122</b>

### 5.1.1 Operating activities (\$1.6 million decrease)

The decrease in cash inflows from operating activities of \$12.2 million reflects a reduction flood recovery grants with the completion of flood recovery works. The flood related maintenance works also accounts for a significant portion of the reduction in payments for materials and services of \$11.47 million. The lower forecast for recurrent operating grants reflects the uncertainty of receiving a further prepayment of the VGC grant before 30 June 2013 (\$1.33 million).

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast		
	Actual	Budget	Variance
	2012/13	2013/14	
	\$'000	\$'000	\$'000
<b>Surplus (deficit) for the year</b>	4,805	3,207	-1,598
Depreciation	4,689	4,818	129
Loss (gain) on sale of assets	-493	50	543
Net movement in current assets and liabilities	237	-433	-669
<b>Cash flows available from operating activities</b>	<b>9,238</b>	<b>7,643</b>	<b>-1,595</b>

### 5.1.2 Investing activities (\$3.90 million decrease)

The large decrease in payments for investing activities represents the planned reduction in capital works expenditure back to normal levels with the completion of flood recovery works in 2012/2013 as disclosed in Section 10. Proceeds from sale of assets are forecast to decrease by \$458,000 compared to previous year due to the sale of the Old Castlemaine Gaol in 2012/2013.

### 5.1.3 Financing activities (\$582,000 decrease)

For 2013/2014 the total of principal repayments will increase by \$215,000 to \$662,000 and finance charges will increase by \$58,000 to \$274,000 as a result of current and planned borrowings.

### 5.1.4 Cash and cash equivalents at end of the year (\$1.12 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.12 million to \$7.9 million as at 30 June 2014, reflecting Council's strategy of using excess cash and investments to enhance existing and create new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a significant reduction in the capital works program from 2013/2014 onwards now that flood recovery works are complete.

## 5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2014 it will have cash and investments of \$7.91 million, which has been restricted as shown in the following table.

	Ref	Forecast	Budget	Variance
		Actual 2013 \$'000	2014 \$'000	\$'000
<b>Total cash and investments</b>		<b>9,028</b>	7,906	-1,122
Restricted cash and investments				
- Statutory reserves	5.2.1	445	475	30
- Discretionary reserves	5.2.2	7,561	6,261	-1,300
<b>Unrestricted cash and investments</b>	5.2.3	<b>1,023</b>	<b>1,171</b>	148

### 5.2.1 Statutory reserves (\$30,000 increase)

These funds must be applied for specified statutory purposes in accordance with various legislative and contractual requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2013/2014 year \$30,000 is budgeted to be transferred to Statutory Reserve for Open Space Contributions. See Appendix A for a detailed breakdown of statutory reserves.

### 5.2.2 Discretionary reserves (\$1.30 million decrease)

These funds are available for whatever purpose Council decides is their best use. In this case Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. Reserves are also established for uncompleted works and unspent grants.

During the 2013/2014 year \$3.99 million is budgeted to be transferred to and \$5.29 million from Discretionary Reserves reducing the balance by \$1.30 million.

Of the balance on hand at 30 June 2013 \$2.029 million is to be expended on incomplete capital works or other grant funded projects to be carried forward to the 2013/2014 year.

The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. See Appendix A for a detailed breakdown of discretionary reserves.

### 5.2.3 Unrestricted cash and investments (\$148,000 increase)

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments. Council regards these funds as the minimum necessary to ensure that it can meet its commitments as and when they fall due.

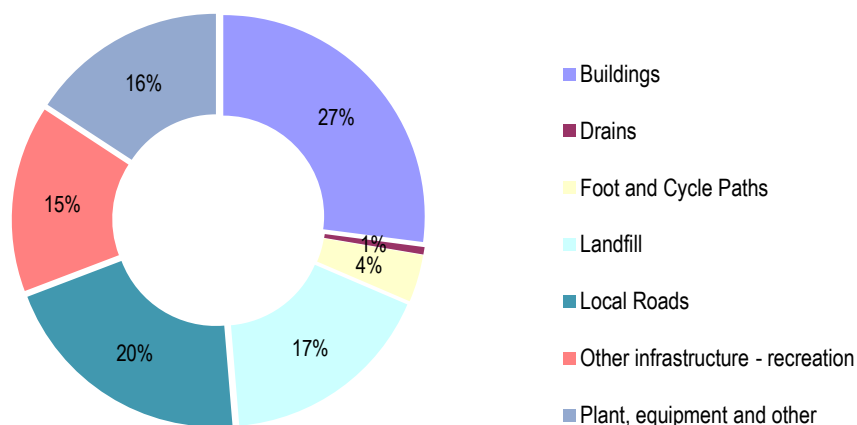


## 6. Analysis of capital budget

### 6.1 Capital Works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2012/13 \$'000	2013/14 \$'000	\$'000
<b>Works carried forward</b>				
Bridges	6.1.1	228	0	-228
Buildings	6.1.1	939	350	-589
Drains	6.1.1	35	0	-35
Foot and Cycle Paths	6.1.1	0	811	811
Landfill	6.1.1	194	0	-194
Local Roads	6.1.1	0	0	0
Other infrastructure - recreation	6.1.1	280	0	-280
Plant, equipment and other	6.1.1	544	0	-544
<b>Total works carried forward</b>		<b>2,221</b>	<b>1,161</b>	<b>-1,060</b>
<b>New works</b>				
Bridges	6.1.2	1,287	600	-687
Buildings	6.1.3	2,920	2,281	-639
Drains	6.1.4	190	50	-140
Foot and Cycle Paths	6.1.5	813	320	-493
Landfill	6.1.6	40	1,450	1,410
Local Roads	6.1.7	4,959	1,735	-3,224
Other infrastructure - recreation	6.1.8	1,523	1,264	-259
Plant, equipment and other	6.1.9	1,000	1,330	329
<b>Total new works</b>		<b>12,732</b>	<b>9,029</b>	<b>-3,703</b>
<b>Total capital works</b>		<b>14,952</b>	<b>10,190</b>	<b>-4,762</b>
<b>Represented by:</b>				
Asset renewal	6.1.8	9,736	5,981	-3,755
New assets	6.1.8	4,504	4,210	-295
Asset expansion/upgrade	6.1.8	0	0	0
<b>Total capital works</b>		<b>14,240</b>	<b>10,190</b>	<b>-4,050</b>

**Budgeted new capital works 2013/14**



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

### **6.1.1 Carried forward works (\$1.16 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc. For the 2012/2013 year it is forecast that \$1.16 million of capital works will be incomplete and be carried forward into the 2013/2014 year. These projects include the Castlemaine to Maldon cycle trail (\$811,000) and the early years facility (\$350,000).

### **6.1.2 Bridges (\$600,000)**

The capital works program for bridges includes reconstruction of bridges at Sutton Grange to Redesdale Rd, Johnstone St footbridge Castlemaine, Cemetery Road Newstead, and Fryers Road Elphinstone.

### **6.1.3 Buildings (\$2.28 million)**

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

The capital works program for buildings includes the new Sporting Pavilion at Newstead (\$1.1 million - total project cost \$1.4 million with \$300,000 to be expended in 2014/2015), property renewal, access works at community facilities including disabled toilets at Wesley Hill and Baringhup Hall and major electrical works at the Town Hall, Library and Phee Broadway.

### **6.1.4 Drains (\$50,000)**

Drains include drains in road reserves, retarding basins and waterways.

For the 2013/2014 year, some minor drainage renewal works will be undertaken until a full analysis and future funding options for implementing the drainage study undertaken during 2012/2013 can be completed.

### **6.1.5 Foot and cycle paths (\$320,000)**

Foot and cycle paths includes footpaths, bike paths,

Council's program includes ongoing implementation of the Walking and Cycling Strategy. Projects for 2013/2014 include connecting the Campbell's Creek and Forest Creek trails and new footpaths in Blakely Road, Walker Street and Bull Street in Castlemaine.

### **6.1.6 Landfill (\$1.45 million)**

Landfill includes Council transfer station and the development of new cells and the capping of old cells at the landfill site.

Works for 2013/2014 include construction of a new landfill cell with completion of design works in 2012/2013.

### **6.1.7 Local Roads (\$1.74 million)**

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

For the 2013/2014 year, \$1.74 million will be expended on road projects. The more significant projects include local road Resheeting (\$265,000), Pavement rehabilitation which is a federally funded Roads to Recovery project (\$700,000), local road resealing (\$600,000) and road safety (\$75,000).

### **6.1.4 Other infrastructure - recreation (\$1.26 million)**

Recreation infrastructure includes parks, playing surfaces, playground equipment and sporting facilities

Ongoing implementation of the Investing in Sport Strategy includes design of netball courts and a multi purpose pavilion and velodrome resurfacing at Wesley Hill Recreation Reserve, netball court reconstructions at Bill Woodfull and Campbell's Creek Reserves and replacement of the playground in the Maldon Public Gardens.

### 6.1.6 Plant, equipment and other (\$1.33 million)

Plant, equipment and other includes information technology, motor vehicles and major plant.

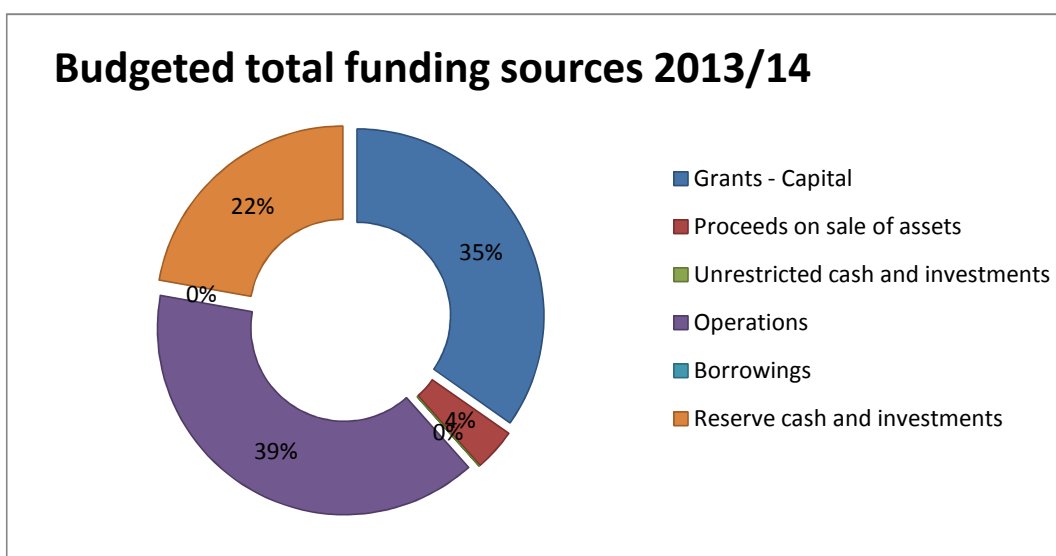
For the 2013/2014 year, \$1.33 million will be expended on plant, equipment and information technology. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$937,000), upgrade and replacement of information technology including a significant improvement to finance systems (\$342,000) and furniture and fittings (\$20,000).

### 6.1.8 Asset renewal (\$5.981 million) and new or upgraded assets (\$4.21 million).

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

## 6.2 Funding sources

Sources of funding	Ref	Forecast		Variance
		Actual 2012/13 \$'000	Budget 2013/14 \$'000	
<b>External</b>				
Grants - Capital	6.2.2	6,322	3,539	-2,783
Proceeds on sale of assets	6.2.3	375	375	0
Borrowings	6.2.4	810	-	-810
		<b>6,697</b>	<b>3,914</b>	<b>-2,783</b>
<b>Internal</b>				
Operations	6.2.5	4,513	4,014	-499
Reserve cash and investments	6.2.6	2,221	2,262	41
Unrestricted cash and investments	6.2.7	0	0	0
		<b>6,734</b>	<b>6,277</b>	<b>-457</b>
<b>Total funding sources</b>		<b>13,430</b>	<b>10,190</b>	<b>-3,240</b>



Source: Appendix A

### **6.2.1 Grants - Capital (\$3.54 million)**

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 44% or \$2.78 million compared to 2012/2013 due mainly to the completion of some large capital works projects, particularly flood recovery work. Capital grants include Roads to Recovery, Country Roads and Bridges, Regional Growth Fund grant for Walking and Cycle Paths and grant funding to assist with the construction of the new pavilion at the Newstead Recreation Reserve.

### **6.2.2 Proceeds from sale of assets (\$375,000)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy and some minor major plant sales.

### **6.2.3 Borrowings (\$0 million)**

Council had used borrowings of \$810,000 in 2012/2013 to fund capital works and purchases. No new borrowings for capital works are planned for 2013/2014.

### **6.2.4 Operations (\$4.01 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that Council will generate \$4.01 million from operations to fund capital works.

### **6.2.5 Reserve cash and investments (\$2.26 million)**

The Council has cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as waste management facilities, motor vehicles and plant and unspent grants and carry forward capital works. For 2013/2014 \$2.26 million will be used to fund part of the capital works program. A more detailed analysis is included in the Appendix A 'Statement of Investment Reserves'.

### **6.2.6 Unrestricted cash and investments (\$0.0 million)**

Council has limited uncommitted cash and investments which represent unrestricted cash and investments and funds preserved from the previous year. It is forecast that no unrestricted cash will be used to fund the 2013/2014 capital works.

## 7. Analysis of budgeted financial position

### 7.1 Budgeted balance sheet

	Ref	Forecast		Variance
		Actual 2013 \$'000	Budget 2014 \$'000	
<b>Current assets</b>	7.1.1			
Cash and cash equivalents		9,028	7,906	-1,122
Trade and other receivables		3,295	3,495	200
Other assets		852	852	0
Land Held for Resale		327	385	58
<b>Total current assets</b>		<b>13,502</b>	<b>12,638</b>	<b>-864</b>
<b>Non-current assets</b>	7.1.1			
Investments		775	775	0
Intangibles		193	171	-22
Property, infrastructure, plant and equipment		205,258	210,610	5,351
<b>Total non-current assets</b>		<b>206,226</b>	<b>211,556</b>	<b>5,329</b>
<b>Total assets</b>		<b>219,728</b>	<b>224,194</b>	<b>4,466</b>
<b>Current liabilities</b>	7.1.2			
Trade and other payables		4,202	3,597	605
Trust funds		342	342	0
Interest-bearing loans and borrowings		662	876	-215
Provisions		1,783	1,928	-145
<b>Total current liabilities</b>		<b>6,989</b>	<b>6,744</b>	<b>245</b>
<b>Non-current liabilities</b>	7.1.2			
Interest-bearing loans and borrowings		2,942	3,066	-124
Provisions		525	577	-52
Landfill Rehabilitation Provision		1,497	1,497	0
<b>Total non-current liabilities</b>		<b>4,964</b>	<b>5,140</b>	<b>-176</b>
<b>Total liabilities</b>		<b>11,953</b>	<b>11,884</b>	<b>69</b>
<b>Net assets</b>		<b>207,776</b>	<b>212,310</b>	<b>4,535</b>
<b>Equity</b>	7.1.4			
Accumulated surplus		84,604	89,409	4,805
Asset revaluation reserve		115,166	116,166	1,000
Other reserves		8,005	6,735	-1,270
<b>Total equity</b>		<b>207,776</b>	<b>212,310</b>	<b>4,535</b>

Source: Appendix A

### 7.1.1 Current Assets (\$864,000 decrease) and Non-Current Assets (\$5.33 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.12 million during the year mainly to fund carry forward capital works and unspent grants.

#### 7.1.1 Assets (cont)

Trade and other receivables are monies owed to Council by ratepayers and others and are expected to increase by \$200,000.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months. Non-current investment represents Council's share of the North Central Goldfields library corporation

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years. The net increase of \$5.3 million is attributable to the net result of the capital works program (\$10.1 million of new assets), depreciation of assets (\$4.82 million) and the sale of property, plant and equipment.

### 7.1.2 Current Liabilities (\$245,000 decrease) and Non Current Liabilities (\$176,000 increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to reduce by \$605,000 from 2012/2013 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes. The non-current provision also includes the provision for landfill cell rehabilitation.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to borrow \$1.0 million and to repay loan principal of \$661,700 over the year.

### 7.1.3 Working Capital (\$620,000 decrease)

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

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

	Ref	Forecast		Variance \$'000
		Actual 2013 \$'000	Budget 2014 \$'000	
<b>Current assets</b>		13,502	12,638	-864
<b>Current liabilities</b>		5,926	5,682	244
<b>Working capital</b>		7,576	6,957	-620
assets				
- Statutory reserves		-445	-475	-30
- Discretionary reserves		-7,561	-6,261	1,300
<b>Unrestricted working capital*</b>		-429	221	650

\* Unrestricted working capital may also be committed to completion of carry forward capital works. Refer to table 6.2 for funding of capital works carried forward out of prior years.

#### **7.1.4 Equity (\$4.53 million increase)**

Total equity always equals net assets and is made up of the following components:

Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.

Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.

Accumulated surplus which is the value of all net assets less reserves that have accumulated over time.

During the year an amount of \$1.27 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

#### **7.2 Key assumptions**

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

- A total of 95% of total rates and charges raised will be collected in the 2013/2014 year (2012/2013: 95% forecast actual)
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2012/2013 levels
- Proceeds from the sale of property in 2013/2014 of \$550,000 will be received in full in the 2013/2014 year
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff
- The Council will borrow funds to repay its share of the unfunded superannuation liability and as required for significant capital works.

## 8. Strategic resource plan and key financial indicators

### 8.1 Plan development

The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2013/2014 to 2016/2017 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years. Financial assumptions in the Strategic Resource Plan are in line with Council's Long Term Financial Plan as follows:

- Maintain the existing range and level of service provision and develop the capacity to grow and add new services;
- Maintain a strong cash position, ensuring Council remains financially viable in the long-term;
- Achieve operating statement surpluses with the exclusion of all non-operational items such as granted assets and capital income (underlying surplus);
- Maintain debt levels below prudential guidelines;
- Continue to pursue recurrent grant funding for strategic capital funds from the state and federal government; and
- Ensure critical renewal is funded annually over the timeframe of the Strategic Resource Plan.

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 the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The Plan is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

### 8.2 Financial resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2013/2014 to 2016/17. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

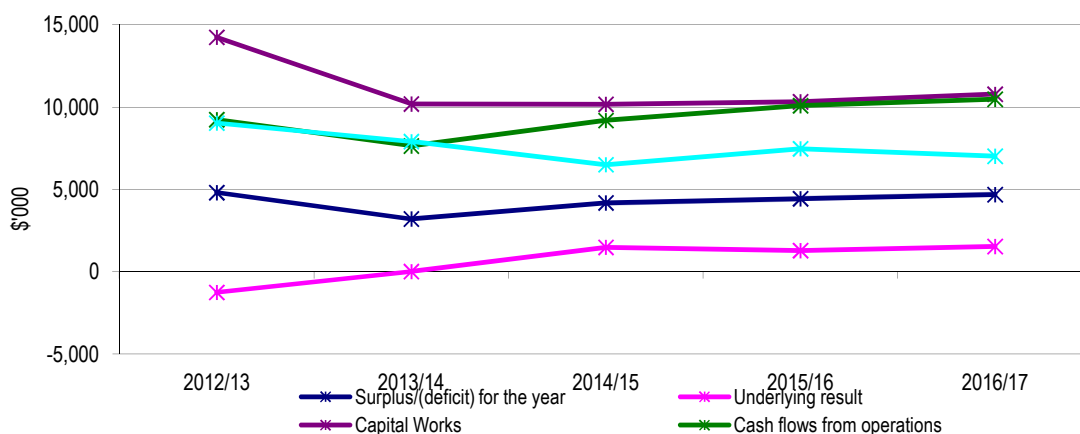
	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2012/13	2013/14	2014/15	2015/16	2016/17	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	4,805	3,207	4,183	4,437	4,687	-
Underlying result	-1,253	13	1,483	1,287	1,537	+
Cash and investments	9,028	7,906	6,503	7,471	7,016	o
Cash flows from operations	9,238	7,643	9,189	10,085	10,479	+
Capital works	14,240	10,190	10,172	10,321	10,785	o

Key to Forecast Trend:

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



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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 5)** - Cash and investments is forecast to remain steady over the four year period at around \$7.0 million, with an underlying surplus projected.
- **Rating levels (Section 9)** – rate increases are forecast to reduce over the four years in line with Councils Long Term Financial Plan.
- **Service delivery strategy (Section 10)** – Service levels have been maintained throughout the four year period.
- **Borrowing strategy (Section 10)** – Borrowings are forecast to reduce from \$3.94 million to \$3.5 million over the four year period. This includes new borrowings of \$1.0 million in 2013/2014.
- **Infrastructure strategy (section 10)** - Capital expenditure over the four year period will total \$41.47 million at an average of \$10.4 million.

### 8.3 Key financial indicators

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

Indicator	Notes	Forecast		Projections			Trend +/-
		Actual 2012/13	Budget 2013/14	Projections 2014/15	2015/16	2016/17	
<b>Financial performance</b>							
Underlying result/Underlying rev	1	13.6%	11.4%	14.2%	14.4%	14.7%	+
Expenses/Assessment		\$3,139	\$2,459	\$2,417	\$2,536	\$2,623	+
Rate revenue/Underlying revenue	2	41.1%	57.0%	59.9%	60.3%	61.0%	-
Rate revenue/Assessment		\$1,030	\$1,081	\$ 1,145	\$ 1,200	\$ 1,256	+
Debt servicing/Total revenue		1.3%	1.5%	1.2%	1.3%	1.1%	+
Debt servicing & redemption/Rate revenue		4.0%	5.2%	5.2%	4.5%	3.6%	+
Grants/Total revenue		48.7%	32.6%	29.9%	30.1%	29.4%	-
Fees & charges/Total revenue		5.7%	7.6%	7.7%	7.6%	7.5%	o
<b>Financial position</b>							
Indebtedness/Rate revenue	3	21.4%	21.8%	16.4%	19.8%	16.4%	+
Indebtedness/Realisable Assets		29.2%	34.6%	31.5%	36.1%	32.3%	o
Net realisable assets/Assessment		\$1.07	\$0.99	\$0.87	\$0.97	\$0.94	o
Current assets/Current liabilities	4	193.2%	187.4%	180.2%	200.4%	184.3%	o
Total liabilities/Assessment		\$6,990	\$6,745	\$6,201	\$6,147	\$6,374	o
<b>Capital expenditure (\$'000)</b>							
Capital works							-
- Asset renewal		\$9,736	\$6,063	\$6,133	\$6,221	\$8,310	o
- New assets		\$4,504	\$4,128	\$4,039	\$4,100	\$2,474	o
Capital works/Rate revenue		84%	56%	53%	50%	50%	o
Asset renewal/Total depreciation	5	208%	126%	125%	116%	152%	o

Key to Forecast Trend:

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

#### Notes to indicators

**1 Underlying result** - Improvement in financial performance expected over the period.

**2 Rate revenue/Underlying revenue** - Reflects extent of reliance on rate revenues to fund all Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

**3 Indebtedness/Rate revenue** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Current Assets/Current Liabilities** - Working capital is forecast to decrease significantly from 2013/2014 year due to a run down in cash reserves to fund the capital program. The trend in latter years is to remain steady at an acceptable level.

**5 Asset renewal/Total depreciation** - 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.

#### 8.4 Non-financial resources

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

Indicator	Forecast		Strategic Resource Plan		
	Actual 2012/13	Budget 2013/14	Projections		
			2014/15	2015/16	2016/17
Employee costs (\$'000)	12,307	13,182	12,498	12,998	13,518
Employee numbers	149	150	146	146	146

## 9. Rating information

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

### 9.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 8.), rates and charges were identified as an important source of revenue, accounting for 57% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Mount Alexander Shire Council

### 9.2 Current year rate increase

It is predicted that the 2013/2014 operating position will be impacted by wages growth, increasing cost of materials and reductions in government funding particularly for capital and special projects. It will therefore be necessary to achieve future revenue growth while containing costs in order to continue to achieve a breakeven operating position as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, general rates will increase by 6.5% in 2013/2014 raising a total rates and charges including kerbside collection (7.5% increase), of \$18.115 million, including \$138,000 generated from supplementary rates and charges. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2013.

Year	Rate Increase %	Total Rates Raised \$'000
2012/13	6.8	16,855
2013/14	6.5	18,115
2014/15	6.5	19,322
2015/16	5.5	20,449
2016/17	5.5	21,471

### 9.3 Rating structure

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

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

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents. Based on Council's rating strategy the differential percentages for Commercial rated property and vacant land have been increased for 2013/2014.

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, farm, vacant residential land or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those commercial properties derive from the local community.

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

The existing rating structure comprises 5 differential rates (general, farm, commercial, land management and vacant land) and a rate concession for recreation and cultural land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "cultural/recreational lands" which meet the test of being "rateable land" under the Act. Recreational and cultural lands managed for a public purpose that are not profit generating are zero rated.

General rates include residential properties and home based businesses that are conducted at residential premises. Vacant land that is not farm land and cannot be developed for residential purposes is also classified as general.

The General farm rates applies to land with an area greater than 20 hectares that undertakes farming activity. Properties on the farm rate are able to apply for a single farm enterprise concession where only one municipal charge is paid though there is more than one assessment.

The commercial rate for commercial rateable land is set at 125% of the general rate.

The Land Management rate is a concession available to properties with an area greater than 20 hectares that undertake a pest and weed control program in the prior year. It is available upon annual application and the rate is set at 90% of the general rate.

The vacant land rate applies to rateable residential land that does not have a dwelling and is set at 175% of the general rate.

The following table summarises the rates to be determined for the 2013/2014 year. A more detailed analysis of the

Rate type	How applied	2012/13	2013/14
General rates	Cents/\$ CIV	0.3426	0.3576
Farm rates	Cents/\$ CIV	0.3426	0.3576
Commercial rates	Cents/\$ CIV	0.4094	0.4462
Land Management rates	Cents/\$ CIV	0.3083	0.3218
Vacant Land	Cents/\$ CIV	0.5139	0.6257
Recreational rates	Cents/\$ CIV	0.00	0.00
Municipal charge	\$/ property	\$160	\$170
Kerbside collection charge 80 litre bin	\$/ property	\$300	\$323
Kerbside collection charge -140 litre bin	\$/ property	\$412	\$445

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

#### 9.4 General revaluation of properties

During the 2012/2013 year, a revaluation of all properties within the municipality was carried out and first applied from 1 January 2012 for the 2012/2013 year. The next revaluation is scheduled for 2013/2014 with effect from 1 July 2014. Supplementary valuations are undertaken where there are significant changes to a property, such as a subdivision or a major capital improvement. The valuations is as at the date of the previous general revaluation.

## 10. Other strategies

### 10.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 8), borrowings was identified as an important funding source for meeting Council's superannuation call liabilities.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The outcome of the analysis highlighted that a debt of \$3.9 million could be comfortably accommodated. Council has set a target goal of reaching \$3.9 million by 2013/2014 to allow spare debt capacity for future major projects.

For the 2013/2014 year, Council has decided borrow to repay the outstanding liability from the earlier local authorities defined benefit superannuation call. After making loan repayments of \$662,000, Council will reduce its total borrowings to \$3.9 million as at 30 June 2014. In future years borrowings of \$1.5 million have been allowed to partly fund the replacement of the swimming pool in Castlemaine. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2013.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2012/13	1,310	447	216	3,604
2013/2014	1,000	662	274	3,942
2014/15	0	768	238	3,173
2015/16	1,500	632	265	4,042
2016/17	0	523	239	3,520

### 10.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the knowledge provided from the various Asset Management Plans, which sets out the capital expenditure requirements of the Council for the next 10 years by class of asset 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 of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes
- Identification of capital projects through the preparation of asset management plans
- Prioritisation of capital projects within classes on the basis of evaluation criteria
- Methodology for allocating annual funding to classes of capital projects
- Business Case template for officers to document capital project submissions.

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. Council's priority is on funding the annual renewal annuity based on a predetermined service level linked to condition level 8. No asset in Council's condition profile is allowed to go below condition level 8 as the cost of renewal significantly increases beyond condition level 8 and the asset's functionality, safety and ability to provide its intended service level is compromised.

In updating the Infrastructure Strategy for the 2013/2014 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs
- Significant flood recovery capital and maintenance works undertaken over the last 2 years
- Availability of significant Federal funding for upgrade of country roads and bridges and significant funding for walking and cycling tracks
- The enactment of the Road Management Act 2004 removing the defence of non-feasance on major assets such as roads
- Requirement to undertake significant fire safety works at Council's caravan parks

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four

Capital Funding	Year	2012/13	2013/14	2014/15	2015/16	2016/17
		\$'000	\$'000	\$'000	\$'000	\$'000
Grants & Contributions		6,322	3,539	2,700	3,150	3,150
Proceeds of asset sales		375	375	-	-	-
Borrowings		810	-	-	1,500	-
Council operations (depreciation)		4,513	4,014	4,199	4,089	4,426
Reserve cash and investments		2,221	2,262	2,480	1,433	2,745
Unrestricted Cash & Investments		-	0	0	0	0
<b>Total Capital Program</b>		<b>14,240</b>	<b>10,190</b>	<b>9,379</b>	<b>10,172</b>	<b>10,321</b>

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council uses cash or investment reserves to fund a variety of capital projects. These reserves are generally 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose. Appendix A includes a Statement of Reserves which is a summary of the investment reserves for the year ending 30 June 2013.

### 10.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 9.) also refers to required rate increases into the future to maintain existing service levels and fund the capital program identified in the Long Term Financial Plan. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure include the following:

	2014/15	2015/16	2016/17	2017/18
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	4.5	4.5	4.5	4.5
Engineering Construction Index	3.2	3.2	3.2	3.2
Non-residential Building Index	3.5	3.5	3.5	3.5
Rate increases	6.5	6.5	5.5	5.5
Property growth	1.0	1.0	1.0	0.6
Wages growth	4.0	3.5	3.5	3.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	4.5	4.5	4.5	4.5

As well as the general influences, there are also a number specific influences which relate directly to service areas or activities. The most significant changes in these areas are summarised below.

### Transfer Station

Waste tipping fees for inert waste are expected to rise further as the State Government has increased the levy payable upon disposal of waste at landfill. Following increases of \$35 per tonne (almost 400%) over the last two years, the fee will rise a further \$4.40 per tonne (10%) in 2013/2014 and by 10% also in 2014/15. The financial impact will be to increase tipping fee costs at the Transfer Station from \$0.36 million in 2012/2013 to \$0.46 million by 2015/16. The pricing structure currently in place for Transfer Station users will be adjusted to absorb all future cost increases.

### Kerbside Garbage Collection

Waste tipping charges and other costs associated with the collection and disposal of residential garbage and some minor growth in the number of collections are expected to result in an increase of \$141,000 (12.4%) per annum in costs. The increased landfill levy will also increase the cost of residential garbage disposal.

### Aged & Disability Services

Government funding for aged and disability services is expected to increase by approximately \$32,894 (1.4%) from 2013/2014. This includes General Home Care, Personal Care, Respite Care and Meals.

### Valuation Services

The Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2012 effective for the 2012/2013 year and the next revaluation will be undertaken as at 1 January 2014. An allowance of \$70,000 has been made every two years commencing in 2013/2014 to meet the additional cost of resources to complete the revaluation process.

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year \$'000	Underlying Surplus (Deficit) \$'000	Service (Cost) \$'000
2012/13	4,805	-1,253	36,236
2013/14	3,207	13	28,577
2014/15	4,183	1,483	28,091
2015/16	4,437	1,287	29,479
2016/17	4,687	1,537	30,484

Service levels have been maintained throughout the four year period with operating surpluses forecast. Excluding the effects of non-operating items such as capital contributions, the underlying result is a reducing deficit in the years 2012/2013 and 2013/2014 as a result of significant capital grant revenue being received to fund the capital works program. Years 2014/15 to 2016/17 forecast maintaining a small underlying surplus. The cost of the services will reduce in 2013/2014 with the completion of flood related maintenance works. In the following years the cost of services provided to the community is contained with only minor increases.

## Appendices

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

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

The contents of the appendices are summarised below:

<b>Appendix</b>	<b>Nature of information</b>	<b>Page</b>
A	Budgeted standard statements	54
B	Statutory disclosures	60
C	Capital works program	65
D	Key strategic activities	70
E	Fees and charges schedule	73



## **Appendix A**

### **Budgeted standard statements**

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

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves.

**Budgeted Standard Income Statement**  
For the four years ending 30 June 2017

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2012/13	<b>2013/14</b>	2014/15	2015/16	2016/17
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	16,855	<b>18,115</b>	19,322	20,449	21,471
Statutory fees and fines	537	<b>553</b>	567	581	595
User fees	1,783	<b>1,847</b>	1,914	1,983	2,054
Contributions - cash	709	<b>120</b>	30	30	30
Contributions - non-monetary assets	0	<b>0</b>	0	0	0
Grants - Operating (recurrent)	4,499	<b>6,394</b>	6,511	6,633	6,757
Grants - Operating (non-recurrent)	9,166	<b>414</b>	424	435	446
Grants - Capital (recurrent)	700	<b>700</b>	700	700	700
Grants - Capital (non-recurrent)	5,622	<b>2,839</b>	2,000	2,450	2,450
Net gain on disposal of property, infrastructure, plant and equipment	-493	<b>50</b>	50	50	50
Other income	1,663	<b>754</b>	756	607	617
<b>Total income</b>	<b>41,042</b>	<b>31,785</b>	<b>32,274</b>	<b>33,916</b>	<b>35,171</b>
<b>Expenses</b>					
Employee costs	12,307	<b>13,182</b>	12,498	12,998	13,518
Materials and services	17,512	<b>8,789</b>	8,889	9,245	9,614
Bad and doubtful debts	0	<b>0</b>	0	0	0
Depreciation and amortisation	4,689	<b>4,818</b>	4,916	5,383	5,484
Finance costs	216	<b>274</b>	238	265	239
Other expenses	1,512	<b>1,514</b>	1,550	1,589	1,628
<b>Total expenses</b>	<b>36,236</b>	<b>28,577</b>	<b>28,091</b>	<b>29,479</b>	<b>30,484</b>
<b>Surplus (deficit) for the year</b>	<b>4,805</b>	<b>3,207</b>	<b>4,183</b>	<b>4,437</b>	<b>4,687</b>
<b>Other comprehensive income</b>					
Asset Revaluation	1,000	1,000	1,000	1,000	1,000
<b>Comprehensive result</b>	<b>5,805</b>	<b>4,207</b>	<b>5,183</b>	<b>5,437</b>	<b>5,687</b>

**Budgeted Standard Balance Sheet**  
For the four years ending 30 June 2017

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2013	<b>2014</b>	2015	2016	2017
	\$'000	<b>\$'000</b>	\$'000	\$'000	\$'000
<b>Current assets</b>					
Cash and cash equivalents	9,028	<b>7,906</b>	6,503	7,471	7,016
Trade and other receivables	3,295	<b>3,495</b>	3,565	3,736	3,867
Financial assets	0	<b>0</b>	0	0	0
Other assets	852	<b>852</b>	858	861	865
Land Held for Resale	327	<b>385</b>	250	250	0
<b>Total current assets</b>	<b>13,502</b>	<b>12,638</b>	11,176	12,318	11,748
<b>Non-current assets</b>					
Trade and other receivables	775	<b>775</b>	775	775	775
Intangibles	193	<b>171</b>	171.77	171.77	171.77
Property, infrastructure, plant & equipment	205,258	<b>210,610</b>	216,043	221,429	227,418
<b>Total non-current assets</b>	<b>206,226</b>	<b>211,556</b>	216,990	222,376	228,365
<b>Total assets</b>	<b>219,728</b>	<b>224,194</b>	228,166	234,694	240,113
<b>Current liabilities</b>					
Trade and other payables	4,202	<b>3,597</b>	3,431	3,528	3,651
Trust funds	342	<b>342</b>	342	342	342
Interest-bearing loans and borrowings	662	<b>876</b>	632	409	439
Provisions	1,783	<b>1,928</b>	1,795	1,867	1,942
<b>Total current liabilities</b>	<b>6,989</b>	<b>6,744</b>	6,200	6,146	6,373
<b>Non-current liabilities</b>					
Interest-bearing loans and borrowings	2,942	<b>3,066</b>	2,541	3,633	3,081
Employee Provisions	525	<b>577</b>	634	660	686
Landfill Rehabilitation Provision	1,497	<b>1,497</b>	1,594	1,594	1,594
<b>Total non-current liabilities</b>	<b>4,964</b>	<b>5,140</b>	4,769	5,887	5,361
<b>Total liabilities</b>	<b>11,953</b>	<b>11,884</b>	10,970	12,032	11,734
<b>Net assets</b>	<b>207,776</b>	<b>212,310</b>	217,196	222,661	228,379
<b>Equity</b>					
Accumulated surplus	84,604	<b>89,409</b>	95,202	99,532	104,576
Asset revaluation reserve	115,166	<b>116,166</b>	117,165	118,163	119,163
Other reserves	8,005	<b>6,735</b>	4,832	4,969	4,643
<b>Total equity</b>	<b>207,776</b>	<b>212,310</b>	217,199	222,664	228,382

## Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2017

	Forecast	Strategic Resource Plan			
	Actual	Budget	Projections		
	2012/13	2013/14	2014/15	2015/16	2016/17
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
<i>Receipts</i>					
Rates and charges	16,555	17,915	19,280	20,138	21,180
Statutory fees and fines	537	553	566	572	587
User fees	1,783	1,847	1,909	1,952	2,026
Contributions - cash	709	120	30	30	30
Grants - operating	13,666	6,808	6,950	6,990	7,135
Grants - capital	8,822	3,539	2,694	3,102	3,107
Interest	528	489	513	355	361
Other receipts	1,135	264	240	587	593
	43,735	31,535	32,183	33,726	35,020
<i>Payments</i>					
Employee costs	-12,122	-12,984	-12,487	-12,850	-13,352
Materials and services	-22,374	-10,908	-10,508	-10,790	-11,188
	-34,497	-23,892	-22,994	-23,641	-24,540
Net cash provided by operating activities	9,238	7,643	9,189	10,085	10,479
<b>Cash flows from investing activities</b>					
Proceeds from sale of property, plant and equipment	1,008	550	590	601	612
Payments for property, plant and equipment	-13,740	-9,379	-10,176	-10,321	-10,785
Trust funds and deposits	0	0	0	0	0
Net cash used in investing activities	-12,733	-8,829	-9,586	-9,720	-10,173
<b>Cash flows from financing activities</b>					
Finance costs	-216	-274	-238	-265	-239
Proceeds from borrowings	1,310	1,000	0	1,500	0
Repayment of borrowings	-447	-662	-768	-632	-523
Net cash provided by (used in) financing activities	647	64	-1,006	603	-762
<b>Net decrease in cash &amp; cash equivalents</b>	-2,848	-1,122	-1,403	968	-455
Cash & cash equivalents at beginning of year	11,876	9,028	7,906	6,503	7,471
<b>Cash &amp; cash equivalents at end of year</b>	9,028	7,906	6,503	7,471	7,016

**Budgeted Standard Capital Works Statement**

For the four years ending 30 June 2017

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2012/13		2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Capital works areas</b>					
Bridges	1,515	600	600	650	650
Buildings	3,859	2,631	500	390	460
Drainage	225	50	100	200	200
Foot and cycle paths	813	1,131	1,011	298	301
Landfill	234	1,450	1,000	350	1,600
Plant, equipment & other	1,544	1,330	1,230	1,154	1,136
Recreation	1,803	1,264	3,891	5,437	4,434
Roads	4,247	1,735	1,840	1,842	2,004
<b>Total capital works</b>	<b>14,240</b>	<b>10,190</b>	<b>10,172</b>	<b>10,321</b>	<b>10,785</b>
<b>Represented by:</b>					
Asset renewal	9,736	6,063	6,133	6,221	8,310
New assets	4,504	4,128	4,039	4,100	2,474
Asset expansion/upgrade	0	0	0	0	0
<b>Total capital works</b>	<b>14,240</b>	<b>10,190</b>	<b>10,172</b>	<b>10,321</b>	<b>10,785</b>

**Budgeted Statement of Investment Reserves**

For the four years ending 30 June 2017

	Forecast	<b>Budget</b>	Strategic Resource Plan		
	Actual		Projections		
	2013		2014	2015	2016
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Statutory</b>					
Open Space and recreation	449	424	404	390	381
Drainage	18	18	18	18	18
Car parking	19	19	19	19	19
<b>Total statutory reserves</b>	<b>486</b>	<b>461</b>	<b>441</b>	<b>427</b>	<b>418</b>
<b>Discretionary</b>					
Plant replacement and general	987	875	977	993	1,030
Primary Care Partnership	378	34	0	0	0
Building replacement	2,443	2,435	1,000	0	0
Landfill development	1,508	1,389	1,308	2,411	2,050
Uncompleted works and unspent grants	2,029	1,311	811	811	811
Other Minor reserves	176	231	295	327	334
<b>Total discretionary reserves</b>	<b>7,520</b>	<b>6,275</b>	<b>4,391</b>	<b>4,542</b>	<b>4,225</b>
<b>Total reserves</b>	<b>8,005</b>	<b>6,735</b>	<b>4,832</b>	<b>4,969</b>	<b>4,643</b>

## **Appendix B**

### **Statutory disclosures**

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

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

## Statutory disclosures

### 1. Borrowings

	2012/13	2013/14
	\$	\$
New borrowings (other than refinancing)	1,310,000	1,000,000
Debt redemption	446,921	661,707

### 2. Rates and charges

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

Type of Property	2012/13	2013/14
	cents/\$CIV	cents/\$CIV
General rate for rateable residential properties	0.3426	0.3576
General rate for rateable farm properties	0.3426	0.3576
General rate for rateable commercial properties	0.4094	0.4462
General rate for rateable farm properties on Land Management Rate	0.3083	0.3218
General rate for rateable Vacant Land	0.5139	0.6257

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

Type of Property	2012/13	2013/14
	\$	\$
Residential	8,796,210	9,281,100
Farm	995,500	988,020
Commercial	1,040,530	1,132,190
Land management	647,980	734,030
Vacant land	905,690	1,065,970

#### 2.3 The estimated total amount to be raised by rates

	2012/13	2013/14
	\$	\$
Rates	12,385,910	13,201,310
Municipal charge	1,705,280	1,811,860
<b>Total rates to be raised</b>	<b>14,091,190</b>	<b>15,013,170</b>

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

Type of Property	2012/13	2013/14
	Change	Change
	%	%
Residential	-9.0%	4.4%
Farm	-9.0%	4.4%
Commercial	-5.0%	9.0%
Land management	-9.0%	4.4%
Vacant land	-9.0%	21.8%

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

Type of Property	2012/13	2013/14
	\$	\$
Residential	8,212	8,324
Farm	531	520
Commercial	430	431
Land management	362	384
Vacant land	1,304	1,254
<b>Total number of assessments</b>	<b>10,839</b>	<b>10,913</b>

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

## 2.7 The estimated total value of land in respect of which each type of rate is to be levied

Type of Property	2012/13 \$	2013/14 \$
Residential	2,567,719,000	2,595,658,000
Farm	290,573,000	276,291,000
Commercial	254,159,000	253,740,000
Land management	210,178,000	228,102,000
Vacant land	176,238,500	170,364,500
<b>Total</b>	<b>3,498,867,500</b>	<b>3,524,155,500</b>

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

Type of Charge	Per Rateable Property 2012/13 \$	Per Rateable Property 2013/14 \$
Municipal charge	160	170
Kerbside collection 80 litre bin	300	323
Kerbside collection 140 litre bin	412	445

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

Type of Charge	2012/13 \$	2013/14 \$
Kerbside collection 80 litre bin	511,374	551,772
Kerbside collection 140 litre bin	2,234,688	2,411,228
<b>Subtotal kerbside collection</b>	<b>2,746,062</b>	<b>2,963,000</b>
Municipal charge	1,705,280	1,811,860
<b>Total</b>	<b>4,451,342</b>	<b>4,774,860</b>

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

	2012/13 \$	2013/14 \$
Rates	12,385,910	13,201,310
Municipal charge	1,705,280	1,811,860
Kerbside collection	2,746,062	2,963,000
Supplementary rates and charges	17,749	138,830
<b>Total</b>	<b>16,855,000</b>	<b>18,115,000</b>

## 2.11 There are no known significant changes, which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business or farm land and vice versa.



### 3. Differential rates

#### 3.1 Rates to be levied

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

- . A general rate of 0.3576% (0.357562 cents in the dollar of CIV) for all rateable general and residential properties
- . A general rate of 0.3576% (0.357562 cents in the dollar of CIV) for all rateable farming properties
- . A general rate of 0.4462% (0.4462008 cents in the dollar of CIV) for rateable commercial properties
- . A general rate of 0.3218% (0.321799 cents in the dollar of CIV) for all rateable farming properties on land management rate
- . A general rate of 0.6257% (0.6256996 cents in the dollar of CIV) for all rateable vacant residential land

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.

The objective of differential rates is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council.

#### 3.2 General Rate

General land is any land, which is:

General rates include residential properties and home based businesses that are conducted at residential premises. Vacant land that is not farm land and cannot be developed for residential purposes is also classified as general.

#### 3.3 General Farm Rate

The General farm rates applies to land with an area greater than 20 hectares that undertakes farming activity. Properties on the farm rate are able to apply for a single farm enterprise concession where only one municipal charge is paid though there is more than one assessment.

#### 3.4 Commercial land

Commercial land is any land, which is occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services. The Commercial rate is set at 124.8% of the general rate.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

#### 3.5 Land Management Rate land

The Land Management rate is a concession available to properties with an area greater than 20 hectares that undertake a pest and weed control program in the prior year. It is available upon annual application and the rate is set at 90% of the general rate.

#### 3.6 Vacant Land Rate

The vacant land rate applies to rateable residential land that does not have a dwelling and is set at 175% of the general rate.

## **Appendix C**

### **Capital works program**

*This appendix presents a listing of the capital works projects that will be undertaken for the 2013/2014 year.*

The capital works projects are grouped by class and include the following:

- New works for 2013/2014
- Works carried forward from the 2012/2013 year.

**Capital works program**

For the year ending 30 June 2014

Capital Works Area	Current Year Funding \$'000	Equity Funding Prior Years \$'000	Project Cost \$'000
<b>BRIDGES</b>			
<b>Asset renewal</b>			
Bridge Rehabilitation	600	0	600
Total asset renewal	600	0	600
<b>Total Bridges</b>	600	0	600
<b>BUILDINGS</b>			
<b>Asset renewal</b>			
Property Renewals	250	0	250
Access to Community Facilities	120	0	120
Implementation of Sustainable Water Use Plan	30	0	30
Improvements to Early Years Buildings	0	350	350
Library and Phee Broadway Theatre Electrical Services	151	0	151
Caravan Parks Asset Renewal	20	0	20
Town Hall Electrical Services Upgrade	150	0	150
Total asset renewal	721	350	1,071
<b>New assets</b>			
Fire Protection Works - Caravan Parks	350	0	350
Investing in Sport Buildings - Newstead Sporting Pavilion Construction	1,105	0	1,105
New Maldon Visitor Information Centre - Building Design Works	35	0	35
Installation of Solar Array Panels on the Castlemaine Town Hall Building	70	0	70
Total new assets	1,560	0	1,560
<b>Total Buildings</b>	2,281	350	2,631
<b>DRAINS</b>			
<b>Asset renewal</b>			
Local Drain Improvements	50	0	50
Total asset renewal	50	0	50
<b>Total Drains</b>	50	0	50
<b>FOOT AND CYCLE PATHS - WALKING AND CYCLING STRATEGY</b>			
<b>Asset renewal</b>			
Footpath Rehabilitation Program - Capital	75	0	75
Total asset renewal	75	0	75
<b>New assets</b>			
Campbell's Creek Walking/Cycling Track	35	0	35
Walking & Cycling Strategy - New Footpaths	100	0	100
Walking and Cycling Strategy - RGF - Trails	0	811	811
Walking & Cycling Strategy -Trails- Connecting Forest Creek	110	0	110
Total new assets	245	811	1,056
<b>Total Walking and Cycling Strategy</b>	320	811	1,131
<b>LANDFILL</b>			
<b>Asset renewal</b>			
Minor Transfer Station Upgrades	50	0	50
Total asset renewal	50	0	50
<b>New assets</b>			
Landfill - Cell Development	1,400	0	1,400
Total new assets	1400	0	1,400
<b>Total Landfill</b>	1,450	0	1,450

Capital Works Area	Current Year Funding \$'000	Equity Funding Prior Years \$'000	Project Cost \$'000
<b>PLANT, EQUIPMENT AND IT</b>			
<b>Asset renewal</b>			
PC Replacement	64	0	64
Furniture and Fittings	20	0	20
Server Replacement	79	0	79
Financial Information System	200	0	200
Motor Vehicle Purchases - Renewal	585	0	585
Operational Major Plant Purchases - Renewal	352	0	352
<b>Total asset renewal</b>	<b>1,300</b>	<b>0</b>	<b>1,300</b>
<b>New assets</b>			
Operational Major Plant Purchases - New	30	0	30
Total new assets	30	0	30
<b>Total Plant, Equipment and IT</b>	<b>1,330</b>	<b>0</b>	<b>1,330</b>
<b>RECREATION - INVESTING IN SPORT</b>			
<b>Asset renewal</b>			
Priority Pool Works	60	0	60
Rec Res & Playing Surface Upgrades	126	0	126
Netball Court Reconstructions Bill Woodfull & Campbell's Crk	48	0	48
Wesley Hill Multi Use Pavilion & Netball Court Design	500	0	500
Bill Woodfull Reserve Drainage	176	0	176
Wesley Hill Recreation Reserve - Velodrome Resurfacing	240	0	240
Maldon Public Gardens Playground Replacement	82	0	82
<b>Total asset renewal</b>	<b>1,232</b>	<b>0</b>	<b>1,232</b>
<b>New assets</b>			
Off Lead Dog Park	32	0	32
Total new assets	32	0	32
<b>Total Recreation - Investing in Sport</b>	<b>1,264</b>	<b>0</b>	<b>1,264</b>
<b>ROADS</b>			
<b>Asset renewal</b>			
Guard Rail Barrier Improvement Program	35	0	35
Gravel Road Resheeting	265	0	265
Pavement Rehabilitation	745	0	745
Implementation of Parking Study	40	0	40
Local Roads Resealing	600	0	600
<b>Total asset renewal</b>	<b>1,685</b>	<b>0</b>	<b>1,685</b>
<b>New assets</b>			
Civic Centre Entrance - Design & Construction	50	0	50
Total new assets	50	0	50
<b>Total Roads</b>	<b>1,735</b>	<b>0</b>	<b>1,735</b>
<b>TOTAL CAPITAL WORKS 2013/2014</b>	<b>9,029</b>	<b>1,161</b>	<b>10,190</b>
Asset renewal	5,713	350	6,063
New assets	3,317	811	4,128

**Appendix D**  
**Key strategic activities**

## Key strategic activities

For the year ending 30 June 2014

### 1. A Vibrant Healthy Community

Strategic Activity	Performance Measure	Performance Target
Celebrate, promote, nurture and value arts and culture activities in the Shire	Number and diversity of events held.	At least 10 events held.
	Participation in Arts Fields event.	Minimum 20 artists involved
Promote healthy and active lifestyles	Number of programs run through the Healthy and Active Living Project	30 programs delivered
Create more opportunities for community participation in the development of Council's plans and strategies	Number of Local Community Action Plans completed.	9 plans completed by 30 June 2014
Partner with communities, agencies and neighbouring municipalities to strengthen emergency disaster planning, awareness and preparedness.	Number of partnership activities undertaken with relevant agencies	6 activities undertaken by 30 June 2014

### 2. Better Community Facilities

Strategic Activity	Performance Measure	Performance Target
Provide multipurpose recreation facilities	Complete design of netball courts and pavillion at Wesley Hill Recreation Reserve.	By 30 June 2014
	Complete construction of Newstead Recreation Reserve Pavillion in line with project plan and budget.	Within 10% of budget. Milestones met as per project plan.
Improve and increase walking and cycling in the Shire.	Complete track from Castlemaine to Campbells Creek and links.	By 30 June 2014
Increase the network of accessible footpaths	Length of footpaths completed	Increase by 1,000 metres
Progress masterplans for our recreation reserves	Complete the strategy for minor recreation reserves	By 30 June 2014

### 3. A Thriving Local Economy

Strategic Activity	Performance Measure	Performance Target
Promote collaboration and representation of business community	Number of initiatives undertaken to support business collaboration	5 initiatives undertaken
Implement improved processes for the timely processing of simple planning applications.	Percentage of fast track planning permits assessed within statutory timeframes.	80%
Promote and enhance liveability by supporting and enabling an extensive program of community and cultural events	Number of events held supported by Council	110
Implement actions from the Heritage Strategy to build a shared vision of the importance of heritage in the Shire	Number of actions implemented from the Strategy	4 actions completed

### 4. Building Sustainable Communities

Strategic Activity	Performance Measure	Performance Target
Protect productive agricultural land for ongoing food and fibre production	Complete draft Rural Land Study for consultation.	By 31 August 2013
Implement best practice land management of Council owned and managed land	Completion of Stage 1 of mapping and ecological assessment of roadside vegetation	By 30 June 201
Measure, analyse and report on sustainability measures for Council's operations	Completed update of the State of the Environment Report	By 30 June 2014
Take action to improve Council's sustainability and environmental performance	Installation of solar panels on Town Hall within project timeframes and budget	By 30 June 2014 Within 10% of budget

## **Appendix E**

### **Fees and charges schedule**

*This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2013/2014 year.*





## **2013/2014 Budget**

### *Schedule of Fees and Charges*

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# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees</b>					
<b>Building Permit Fees</b>					
State Levy (Building Commission) for building work costing > \$10,000	per \$1,000	\$ 1.28	0.0%	\$ 1.28	<input type="checkbox"/>
Report & Consent	per variation/consent	\$ 232.90	2.9%	\$ 239.65	<input type="checkbox"/>
Report & Consent - Demolition - Form A	per lodgement	\$ 58.17	2.9%	\$ 59.85	<input type="checkbox"/>
Building Information Certificates	per certificate	\$ 46.45	2.9%	\$ 47.80	<input type="checkbox"/>
Building Permits - Private Lodgement	per lodgement	\$ 34.85	2.9%	\$ 35.85	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Building Permit Fees</b>					
Class 1 - Dwellings relocation of dwellings and units (per individual unit) additions and alterations >\$150,000	fee	\$ 1,100.00	2.9%	\$ 1,132.00	<input checked="" type="checkbox"/>
Class 1 - Alterations & Additions (50k to 150k)	fee	\$ 784.00	2.9%	\$ 807.00	<input checked="" type="checkbox"/>
Class 1 - Alterations & Additions (5k to 50k)	fee	\$ 572.00	3.0%	\$ 589.00	<input checked="" type="checkbox"/>
Class 1 - Restumping, Recladding	fee	\$ 402.00	3.2%	\$ 415.00	<input checked="" type="checkbox"/>
Class 10 - Outbuildings, garages, sheds, etc over 20sqm	fee	\$ 402.00	3.2%	\$ 415.00	<input checked="" type="checkbox"/>
Class 10 Outbuildings garages, sheds etc under 20sqm	fee	\$ 288.00	3.1%	\$ 297.00	<input checked="" type="checkbox"/>
Class 10 - Swimming pools over \$5,000.00	fee	\$ 402.00	3.2%	\$ 415.00	<input checked="" type="checkbox"/>
Class 10 swimming Pools under \$5,000.00	fee	\$ 288.00	3.1%	\$ 297.00	<input checked="" type="checkbox"/>
Class 10 - Fences, Masts & Misc Structures	fee	\$ 288.00	3.1%	\$ 297.00	<input checked="" type="checkbox"/>
Commercial Buildings works under \$50,000	fee	\$ 1,100.00	2.9%	\$ 1,132.00	<input checked="" type="checkbox"/>
Commercial Buildings works \$50,000-\$500,000	fee	\$ 2,000.00	2.9%	\$ 2,058.00	<input checked="" type="checkbox"/>
Commercial Buildings over \$500,000	fee	\$2,000 + 0.2% of cost of works	2.9%	\$2,058 + 0.2% of cost of works	<input checked="" type="checkbox"/>
House Relocation/Re-erection (class 1)	Security Deposit	\$ 5,000.00	2.9%	\$ 5,145.00	<input checked="" type="checkbox"/>
Extension of Building Permit 1 year maximum	fee	\$ 103.00	2.9%	\$ 106.00	<input checked="" type="checkbox"/>
Change of Use - Class 1A to Class 1B	fee	\$ 272.00	2.9%	\$ 280.00	<input checked="" type="checkbox"/>
Change of Use Class 2 - 9 Buildings	fee	\$ 1,100.00	2.9%	\$ 1,132.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2012/2013</i>	<i>%</i> <i>Increase</i>	<i>\$</i> <i>2013/2014</i>	<i>GST</i> <i>Inclusive</i>
<b>Non Statutory Fees cont..</b>					
<b>Building Permit Fees (cont)</b>					
Demolition/Removal Permit - Class 1 - 10	minimum fee	\$ 268.00	3.0%	\$ 276.00	<input checked="" type="checkbox"/>
Demolition/Removal Permit - Class 2 - 9 Buildings	minimum fee	\$ 600.00	2.8%	\$ 617.00	<input checked="" type="checkbox"/>
Variation to approved documents	fee	\$ 124.00	3.2%	\$ 128.00	<input checked="" type="checkbox"/>
Amendment to permit only	fee	\$ 35.00	2.9%	\$ 36.00	<input checked="" type="checkbox"/>
Inspection within municipality for other Building Surveyors	minimum fee + travelling	\$ 134.00	3.0%	\$ 138.00	<input checked="" type="checkbox"/>
Inspection on works when building permit has lapsed or expired	minimum fee + travelling	\$ 134.00	3.0%	\$ 138.00	<input checked="" type="checkbox"/>
Miscellaneous permits - siting of temporary structures and occupation permits for places of public entertainment	fee	\$ 376.00	2.9%	\$ 387.00	<input checked="" type="checkbox"/>
Special Services - Alternative Performance and Applications to Building Appeals Board	per hour	\$ 165.00	3.0%	\$ 170.00	<input checked="" type="checkbox"/>
Special Services - Renewal of Expired building Permits	fee	\$ 412.00	2.9%	\$ 424.00	<input checked="" type="checkbox"/>
Hourly Rate - Municipal Building Surveyor	per hour	\$ 165.00	3.0%	\$ 170.00	<input checked="" type="checkbox"/>
Hourly Rate - Building Surveyor	per hour	\$ 134.00	3.0%	\$ 138.00	<input checked="" type="checkbox"/>
Hourly Rate - Building Inspector	per hour	\$ 113.00	2.7%	\$ 116.00	<input checked="" type="checkbox"/>
Hourly Rate - Admin Staff	per hour	\$ 79.00	2.5%	\$ 81.00	<input checked="" type="checkbox"/>
Request for copying of Permits and Plans	per request	\$ 58.00	3.4%	\$ 60.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees</b>					
<b>Landfill &amp; Transfer Stations</b>					
General Waste	per cubic metre	\$ 57.00	5.3%	\$ 60.00	<input checked="" type="checkbox"/>
General Waste	Per tonne	\$ 131.00	3.1%	\$ 135.00	<input checked="" type="checkbox"/>
General Waste Trailer (6' x 4') equivalent to 0.7 cubic metres	per trailer	\$ 40.00	0.0%	\$ 40.00	<input checked="" type="checkbox"/>
General Waste, Trailer-(8' x 5') equivalent to 1.2 cubic metres	per trailer	\$ 66.00	6.1%	\$ 70.00	<input checked="" type="checkbox"/>
General Waste Trailer (6' x 4') Heaped equivalent to 1.5 cubic metres	per trailer	\$ 78.00	9.0%	\$ 85.00	<input checked="" type="checkbox"/>
General Waste, Trailer (8' x 5') Heaped equivalent to 2.4 cubic metres	per trailer	\$ 125.00	8.0%	\$ 135.00	<input checked="" type="checkbox"/>
Recyclable materials (domestic quantities only)		free		free	<input type="checkbox"/>
Commercial/Industrial	per tonne	\$ 161.00	5.6%	\$ 170.00	<input checked="" type="checkbox"/>
Building Rubble	per tonne	\$ 155.00	3.2%	\$ 160.00	<input checked="" type="checkbox"/>
Category C Contaminated Soil (Appropriately Certified)	per tonne	\$ 109.00	111.0%	\$ 230.00	<input checked="" type="checkbox"/>
Asbestos (packaged domestic)	per metre	\$ 198.00	-1.5%	\$ 195.00	<input checked="" type="checkbox"/>
<b>Green Waste</b>					
Per Cubic Metre (M3)	per cubic metre	\$ 17.00	5.9%	\$ 18.00	<input checked="" type="checkbox"/>
Trailer (6' x 4') equivalent to ) 0.7 cubic metres	per trailer	\$ 12.00	8.3%	\$ 13.00	<input checked="" type="checkbox"/>
Trailer (6' x 4') Heaped equivalent to 1.5 cubic metres	per trailer	\$ 26.00	3.8%	\$ 27.00	<input checked="" type="checkbox"/>
Green waste (per tonne)	per tonne	\$ 62.00	4.8%	\$ 65.00	<input checked="" type="checkbox"/>
<b>Clean Fill</b>					
Clean Fill	Per tonne	\$ 41.00	9.8%	\$ 45.00	<input checked="" type="checkbox"/>
<b>Cardboard (Packing) - Commercial quantities</b>					
Trailer (6' x 4') equivalent to ).7 cubic metres	per trailer	\$ 15.00	0.0%	\$ 15.00	<input checked="" type="checkbox"/>
Per cubic metre (M3)	per cubic metre	\$ 21.00	-4.8%	\$ 20.00	<input checked="" type="checkbox"/>
<b>Tyres</b>					
Motor Bike and Car Tyres	per tyre	\$ 11.00	-9.1%	\$ 10.00	<input checked="" type="checkbox"/>
Motor bike and Car tyres on rims	per tyre	\$ 16.00	25.0%	\$ 20.00	<input checked="" type="checkbox"/>
Truck tyres	per tyre	\$ 31.00	0.0%	\$ 31.00	<input checked="" type="checkbox"/>
Tractor tyres	per tyre	\$ 83.00	2.4%	\$ 85.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2012/2013</i>	<i>%</i> <i>Increase</i>	<i>\$</i> <i>2013/2014</i>	<i>GST</i> <i>Inclusive</i>
<b>Other Items</b>					
Oil for recycling	per litre	\$ 0.45	0.0%	\$ 0.45	<input checked="" type="checkbox"/>
Whitegoods (excluding Refrigerators, freezers & Air Conditioners)	per item	\$ 12.00	25.0%	\$ 15.00	<input checked="" type="checkbox"/>
Refrigerators, Freezers & Air Conditioners	per item	\$ 24.00	25.0%	\$ 30.00	<input checked="" type="checkbox"/>
Engine blocks	per item	\$ 23.00	8.7%	\$ 25.00	<input checked="" type="checkbox"/>
Mattresses or bed bases (any size)	per item	new fee		\$ 25.00	<input checked="" type="checkbox"/>
Television or computer (including monitor)	per item	new fee		\$ 10.00	<input checked="" type="checkbox"/>
Gas bottle (any size)	per item	new fee		\$ 10.00	<input checked="" type="checkbox"/>
<b>Light Loads</b>					
Weight light loads (Applicable to material less than 250kg per cubic metre)	per cubic metre	\$ 47.00	6.4%	\$ 50.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees</b>					
<b>Property Rentals</b>					
Commercial Tenants	market value - determined under individual agreements				<input checked="" type="checkbox"/>
Not for Profit Volunteer & Community Service Groups	annual	\$ 114.40	3.0%	\$ 118.00	<input checked="" type="checkbox"/>
Sporting Clubs - Ground Rental	annual	\$ 114.40	3.0%	\$ 118.00	<input checked="" type="checkbox"/>
Sporting Clubs - Building Rental	annual	\$ 114.40	3.0%	\$ 118.00	<input checked="" type="checkbox"/>
Sporting Clubs - Ground & Building Rental	annual	\$ 228.80	3.0%	\$ 236.00	<input checked="" type="checkbox"/>
Increase Fixed Rate	annual	3%	0.0%	3%	<input checked="" type="checkbox"/>
<b>Community Meeting Room Hire Fees - Ray Bradfield, Senior Citizens and Botanical Gardens Tea Rooms</b>					
Local Community and School Groups	per hour	\$ 17.00	2.9%	\$ 17.50	<input checked="" type="checkbox"/>
Local Community and School Groups	Daily	\$ 79.00	2.5%	\$ 81.00	<input checked="" type="checkbox"/>
Private Groups	per hour	\$ 29.00	3.4%	\$ 30.00	<input checked="" type="checkbox"/>
Private Groups	Daily	\$ 134.00	3.0%	\$ 138.00	<input checked="" type="checkbox"/>
<b>Town Hall Facility - Community &amp; School Groups</b>					
Town Hall -Hall, Stage & Foyer- with stage lights	Daily	\$ 190.00	3.2%	\$ 196.00	<input checked="" type="checkbox"/>
Town Hall - Hall, Stage & Foyer- no stage lights	Daily	\$ 159.00	0.6%	\$ 160.00	<input checked="" type="checkbox"/>
Town Hall - Kitchen	per 5 hours	\$ 36.00	2.8%	\$ 37.00	<input checked="" type="checkbox"/>
Town Hall - Foyer or Balcony	per 5 hours	\$ 19.00	5.3%	\$ 20.00	<input checked="" type="checkbox"/>
<b>Town Hall Facility - Private Groups</b>					
Town Hall -Hall, Stage & Foyer- with stage lights	Daily	\$ 673.00	3.1%	\$ 694.00	<input checked="" type="checkbox"/>
Town Hall -Hall, Stage & Foyer- with stage lights	5 hours (minimum)	\$ 336.00	3.0%	\$ 346.00	<input checked="" type="checkbox"/>
Town Hall - Hall, Stage & Foyer- no stage lights	Daily	\$ 560.00	2.9%	\$ 576.00	<input checked="" type="checkbox"/>
Town Hall Rehearsal Rate - Hall, Stage & Foyer	per 5 hours	\$ 280.00	2.9%	\$ 288.00	<input checked="" type="checkbox"/>
Town Hall - Kitchen	per 5 hours	\$ 67.00	3.0%	\$ 69.00	<input checked="" type="checkbox"/>
Town Hall - Foyer or Balcony	per 5 hours	\$ 21.00	4.8%	\$ 22.00	<input checked="" type="checkbox"/>
Public Address System (fixed/portable)	per use	\$ 37.00	2.7%	\$ 38.00	<input checked="" type="checkbox"/>
Hall Keeper in attendance (per hr)	per hour	\$ 44.00	2.3%	\$ 45.00	<input checked="" type="checkbox"/>
Grand Piano	Daily	\$ 90.00	3.3%	\$ 93.00	<input checked="" type="checkbox"/>
Portable Stage (set up & dismantle)	per use	\$ 343.00	-56.3%	\$ 150.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees cont..</b>					
<b>Phee Broadway Theatre - Commercial Rate</b>					
Commercial Hire rate	By agreement having consideration to community rates				<input checked="" type="checkbox"/>
<b>Phee Broadway - Special Equipment</b>					
Upright Piano	per 5 hours	\$ 78.00	2.6%	\$ 80.00	<input checked="" type="checkbox"/>
Senior Citizens Hire	per hour	\$ 17.00	2.9%	\$ 17.50	<input checked="" type="checkbox"/>
<b>Phee Broadway Theatre - Community Groups, School / Tuition Groups</b>					
Theatre - Performance Rate (with stage lights, tech equipment & foyer access)	Daily	\$ 278.00	2.9%	\$ 286.00	<input checked="" type="checkbox"/>
Theatre - Performance Rate (with stage lights, tech equipment & foyer access)	Daily for consecutive days	\$ 250.00	3.2%	\$ 258.00	<input checked="" type="checkbox"/>
Theatre - Performance Rate (with stage lights, tech equipment & foyer access)	5 hours (minimum)	\$ 149.00	3.4%	\$ 154.00	<input checked="" type="checkbox"/>
Theatre - Performance Rate (with stage lights, tech equipment & foyer access)	Hourly rate after 5 hours	\$ 27.00	3.7%	\$ 28.00	<input checked="" type="checkbox"/>
Theatre - Rehearsal Rate (no stage lights, tech equipment or foyer)	Daily	\$ 222.00	1.4%	\$ 225.00	<input checked="" type="checkbox"/>
Theatre - Rehearsal Rate (no stage lights, tech equipment or foyer)	Daily for consecutive days	\$ 195.00	1.5%	\$ 198.00	<input checked="" type="checkbox"/>
Theatre - Rehearsal Rate (no stage lights, tech equipment or foyer)	5 hours (minimum)	\$ 139.00	2.2%	\$ 142.00	<input checked="" type="checkbox"/>
Theatre - Rehearsal Rate (without stage lights, tech equipment or foyer)	Hourly rate after 5 hours	\$ 23.00	2.2%	\$ 23.50	<input checked="" type="checkbox"/>
Theatre Foyer only- Launch / Artist Workshop - outside Library opening hours	per hour	\$ 17.00	88.2%	\$ 32.00	<input checked="" type="checkbox"/>
<b>Market Building - Community Rate</b>					
Market Building Steps	3 hour maximum	\$ 98.00	3.1%	\$ 101.00	<input checked="" type="checkbox"/>
Nave	Up to 3 hours	\$ 100.00	3.0%	\$ 103.00	<input checked="" type="checkbox"/>
Nave half-day	3-5 hours	\$ 139.00	2.9%	\$ 143.00	<input checked="" type="checkbox"/>
Nave - 1 Day	8 Hour Maximum	\$ 190.00	3.2%	\$ 196.00	<input checked="" type="checkbox"/>
Nave - 2-3 Days	2-3 Days	\$ 319.00	3.1%	\$ 329.00	<input checked="" type="checkbox"/>
Nave - 4-7 Days	4-7 Days	\$ 371.00	3.0%	\$ 382.00	<input checked="" type="checkbox"/>
Nave - Fortnight	2 weeks	\$ 464.00	3.0%	\$ 478.00	<input checked="" type="checkbox"/>
Nave - Month	Month	\$ 618.00	3.1%	\$ 637.00	<input checked="" type="checkbox"/>
Aisle	Up to 3 hours	\$ 90.00	3.3%	\$ 93.00	<input checked="" type="checkbox"/>
Aisle - half-day	3-5 hours	\$ 124.00	3.2%	\$ 128.00	<input checked="" type="checkbox"/>
Aisle - 1 day	8 Hour Maximum	\$ 150.00	3.3%	\$ 155.00	<input checked="" type="checkbox"/>



# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees cont..</b>					
<b>Market Building - Community Rate (cont)</b>					
Servery	per use	\$ 13.00	0.0%	\$ 13.00	<input checked="" type="checkbox"/>
<b>Market Building -Commercial Rate</b>					
Market Building Steps	3 hour maximum	\$ 103.00	2.9%	\$ 106.00	<input checked="" type="checkbox"/>
Nave	Up to 3 hours	\$ 150.00	3.3%	\$ 155.00	<input checked="" type="checkbox"/>
Nave Half-day	3-5 hours	\$ 275.00	2.9%	\$ 283.00	<input checked="" type="checkbox"/>
Nave - 1 Day	8 Hour Maximum	\$ 400.00	3.0%	\$ 412.00	<input checked="" type="checkbox"/>
Nave - 2-3 Days	2-3 Days	\$ 700.00	3.0%	\$ 721.00	<input checked="" type="checkbox"/>
Nave - 4-7 Days	4-7 Days	\$ 917.00	3.1%	\$ 945.00	<input checked="" type="checkbox"/>
Nave - Fortnight	2 weeks	\$ 1,061.00	3.0%	\$ 1,093.00	<input checked="" type="checkbox"/>
Nave - Month	Month	\$ 1,339.00	3.0%	\$ 1,379.00	<input checked="" type="checkbox"/>
Aisle	Up to 3 hours	\$ 130.00	3.1%	\$ 134.00	<input checked="" type="checkbox"/>
Aisle - Half-day	3-5 hours	\$ 175.00	2.9%	\$ 180.00	<input checked="" type="checkbox"/>
<b>Market Building -Commercial Rate</b>					
Aisle - 1 day	8 Hour Maximum	\$ 300.00	3.0%	\$ 309.00	<input checked="" type="checkbox"/>
Servery	per use	\$ 13.00	7.7%	\$ 14.00	<input checked="" type="checkbox"/>
<b>Bonds / Deposits</b>					
Key Hire Bonds	per hire	\$ 56.00	3.6%	\$ 58.00	<input type="checkbox"/>
Town Hall, Phee Theatre and Market Building Alcohol Bond	per hire	\$500 - \$1000	0.0%	\$500 - \$1000	<input type="checkbox"/>
Town Hall, Phee Theatre and Market Building Non Alcohol Bond	per hire	\$ 445.00	3.0%	\$ 458.00	<input type="checkbox"/>
Town Hall and Meeting Room Hire Non Alcohol Bond - Community Groups	per hire	\$ 56.00	3.6%	\$ 58.00	<input type="checkbox"/>
Community Meeting Room Alcohol Bond	per hire	\$ 556.00	2.9%	\$ 572.00	<input type="checkbox"/>
Community Meeting Room Non Alcohol Bond	per hire	\$ 445.00	2.9%	\$ 458.00	<input type="checkbox"/>
Community Meeting Room Non Alcohol Bond - Community Groups	per hire	\$ 56.00	3.6%	\$ 58.00	<input type="checkbox"/>
Market Building - Deposit	per hire	50% of hire rate		50% of hire rate	<input type="checkbox"/>
Market Building Non Alcohol Bond	per hire	\$ 206.00	-2.9%	\$ 200.00	<input type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees</b>					
<b>General Fees</b>					
Land Information Certificate -statutory	per certificate	\$ 20.00	0.0%	\$ 20.00	<input type="checkbox"/>
Valuation Certificate	per certificate	\$ 10.00	0.0%	\$ 10.00	<input type="checkbox"/>
Debt Collection Fee - legal costs incurred	\$ as per legal charges incurred				<input type="checkbox"/>
Council Elections - failure to vote fine	each	\$ 60.00	0.0%	\$ 60.00	<input type="checkbox"/>
<b>Freedom of Information Fees and Charges</b>					
Application fee	Per application	\$ 25.10	2.4%	\$ 25.70	<input type="checkbox"/>
Routine search charge	Per hour or part thereof	\$ 20.00	0.0%	\$ 20.00	<input type="checkbox"/>
Photocopying (Black and white A4)	Per page	\$ 0.20	0.0%	\$ 0.20	<input type="checkbox"/>
Deposit - if estimated charge is between \$50 and \$100	Per application	\$ 25.00	0.0%	\$ 25.00	<input type="checkbox"/>
Deposit - if estimated charge is over \$100	Per application	50%	0.0%	50%	<input type="checkbox"/>
Supervision of access	Per hour or part thereof	\$ 20.00	0.0%	\$ 20.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>General Fees</b>					
Land Information Certificate - Urgent	per certificate	new		\$ 30.00	<input type="checkbox"/>
Copy of Rates Notice	each	new		\$ 10.00	<input type="checkbox"/>
Rate Enquiries/ Rate Book Search	minimum per search	\$ 120.00	0.0%	\$ 120.00	<input checked="" type="checkbox"/>
Dishonoured Cheque Administration fee	each	\$ 12.00	50.0%	\$ 18.00	<input checked="" type="checkbox"/>
Dishonoured Direct Debit Administration fee	each	new		\$ 15.00	<input checked="" type="checkbox"/>
Tender document -hardcopy - standard	per tender	\$ 52.00	3.8%	\$ 54.00	<input checked="" type="checkbox"/>
Tender document -hardcopy - complex	per tender	\$ 103.00	2.9%	\$ 106.00	<input checked="" type="checkbox"/>
Public Liability Insurance	per hire	\$ 16.50	3.0%	\$ 17.00	<input checked="" type="checkbox"/>
Community Directory	each	\$6.00 over the counter; \$8.00 to post	0.0%	\$6.00 over the counter; \$8.00 to post	<input checked="" type="checkbox"/>
A4 Black & White photocopy	per page	\$ 0.30	16.7%	\$ 0.35	<input checked="" type="checkbox"/>
A3 Black & White photocopy	per page	\$ 0.65	7.7%	\$ 0.70	<input checked="" type="checkbox"/>
Plans -Black & White photocopy	per page	\$ 13.00	3.8%	\$ 13.50	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2012/2013</i>	<i>%</i> <i>Increase</i>	<i>\$</i> <i>2013/2014</i>	<i>GST</i> <i>Inclusive</i>
<b>Non Statutory Fees</b>					
<b>Freedom of Information Fees and Charges</b>					
Other photocopying	reasonable costs incurred				<input checked="" type="checkbox"/>
Creating a document by use of a computer	reasonable costs incurred				<input checked="" type="checkbox"/>
Access in form other than photocopy	reasonable costs incurred				<input checked="" type="checkbox"/>
<b>Fire Management Fees</b>					
Permit to Burn - during fire danger period	per permit	\$ 41.00	2.4%	\$ 42.00	<input type="checkbox"/>
Administration and Reinspection Fee	per enforcement	\$ 159.00	0.6%	\$ 160.00	<input type="checkbox"/>
Property Clearance	as per contractor charge				<input checked="" type="checkbox"/>
<b>Sale of Water</b>					
Water cost	per 1000 litres	\$ 1.55	41.9%	\$ 2.20	<input type="checkbox"/>
Deposit	per sale	\$ 21.00	-4.8%	\$ 20.00	<input type="checkbox"/>
Agency fee	per sale	\$ 4.00	0.0%	\$ 4.00	<input type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees</b>					
<b>Home &amp; Community Care Fees</b>					
Veterans Home Care	per hour	\$ 5.00	0.0%	\$ 5.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Home &amp; Community Care Fees</b>					
Home Care - pensioner discount	per hour	\$ 5.70	3.5%	\$ 5.90	<input type="checkbox"/>
Personal Care -pensioner discount	per hour	\$ 4.30	4.7%	\$ 4.50	<input type="checkbox"/>
Respite Care -pensioner discount	per hour	\$ 2.90	3.4%	\$ 3.00	<input type="checkbox"/>
Property Maintenance -pensioner discount	per hour	\$ 10.50	4.8%	\$ 11.00	<input type="checkbox"/>
Delivered Meals -pensioner discount	per meal	\$ 8.40	2.4%	\$ 8.60	<input type="checkbox"/>
Planned Activity Group -excluding transport	per session	\$ 13.50	-11.1%	\$ 12.00	<input type="checkbox"/>
Planned Activity Group Transport	per return trip	new		\$ 3.00	<input checked="" type="checkbox"/>
Home Care	per hour	\$ 40.09	4.8%	\$ 42.00	<input type="checkbox"/>
Personal Care	per hour	\$ 42.91	2.5%	\$ 44.00	<input type="checkbox"/>
Respite Care	per hour	\$ 42.91	2.5%	\$ 44.00	<input type="checkbox"/>
Property Maintenance	per hour	\$ 54.55	2.7%	\$ 56.00	<input type="checkbox"/>
Delivered Meals	per meal	\$ 17.55	2.6%	\$ 18.00	<input type="checkbox"/>
<b>Broker Fees</b>					
Home Care (weekday 7.30am to 7.30pm)	per hour	\$ 44.10	4.3%	\$ 46.00	<input checked="" type="checkbox"/>
Personal Care (weekday 7.30am to 7.30pm)	per hour	\$ 47.20	3.8%	\$ 49.00	<input checked="" type="checkbox"/>
Respite Care (weekday 7.30am to 7.30pm)	per hour	\$ 47.20	3.8%	\$ 49.00	<input checked="" type="checkbox"/>
Property Maintenance (weekday 7.30am to 7.30pm)	per hour	\$ 60.00	5.0%	\$ 63.00	<input checked="" type="checkbox"/>
Delivered Meals (weekday 7.30am to 7.30pm)	per meal	\$ 19.30	3.6%	\$ 20.00	<input checked="" type="checkbox"/>
Planned Activity Group (weekday 7.30am to 7.30pm)	per week	\$ 19.30	3.6%	\$ 20.00	<input checked="" type="checkbox"/>
Home Care (weekends / public holidays)	per hour	\$ 77.20	4.9%	\$ 81.00	<input checked="" type="checkbox"/>
Personal Care (weekends / public holidays)	per hour	\$ 82.60	4.1%	\$ 86.00	<input checked="" type="checkbox"/>
Respite Care (weekends / public holidays)	per hour	\$ 82.60	4.1%	\$ 86.00	<input checked="" type="checkbox"/>
Travel - Use of Vehicle	per km	\$ 1.00	0.0%	\$ 1.00	<input checked="" type="checkbox"/>
Cancellation Fee	dependant on service	Min of 1 hour		Min of 1 hour	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees</b>					
<b>Accommodation Registrations</b>					
Caravan Park fee	As per Residential Tenancies Act- 1997 .				<input type="checkbox"/>
Caravan Transfer fee	per park	\$ 50.00	0.0%	\$ 50.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Accommodation Registrations (cont)</b>					
General Accommodation	per premises	\$ 156.00	2.6%	\$ 160.00	<input type="checkbox"/>
Prescribed Accommodation (Rooming house)	per premises	\$ 156.00	2.6%	\$ 160.00	<input type="checkbox"/>
Accommodation Transfer Fee	per premises	% of fee		50%	<input type="checkbox"/>
Accommodation Late Fee	per premises	new		\$60.00	<input type="checkbox"/>
<b>Statutory Fees</b>					
<b>Health Registrations</b>					
Tobacco Fines	As per Tobacco Act 1987.				<input type="checkbox"/>
Health Registration Late Fee	per premises	various		\$ 60.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Health Registrations (cont)</b>					
Hairdresser, beauty parlour, skin penetration or colonic irrigation health registration	per premises	\$ 129.00	24.0%	\$ 160.00	<input type="checkbox"/>
Special request for inspection	each	\$ 120.00	29.2%	\$ 155.00	<input type="checkbox"/>
Health Transfer Fee	per premises	% of fee		50%	
<b>Food Registrations</b>					
Class 1	per premises	\$ 330.00	3.0%	\$ 340.00	<input type="checkbox"/>
Class 2A	per premises	\$ 732.00	2.5%	\$ 750.00	<input type="checkbox"/>
Class 2B	per premises	\$ 366.00	2.5%	\$ 375.00	<input type="checkbox"/>
Class 2C	per premises	\$ 180.00	2.8%	\$ 185.00	<input type="checkbox"/>
Class 2D	per premises	\$ 80.00	6.3%	\$ 85.00	<input type="checkbox"/>
Class 3A	per premises	\$239.00	2.5%	\$ 245.00	<input type="checkbox"/>
Class 3B	per premises	\$ 168.00	10.1%	\$ 185.00	<input type="checkbox"/>
Class 3C	per premises	\$ 76.00	11.8%	\$ 85.00	<input type="checkbox"/>
Food Registration Late Fee	per premises	% of fee		\$60.00	<input type="checkbox"/>
Food Registration Transfer fee	per premises	% of fee		50%	<input type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Food Stall Registrations (Class M - N)</b>					
Food Stalls (Class 2 or 3) Per Event *	per premises	\$ 21.00	-4.8%	\$ 20.00	<input type="checkbox"/>
Food Stalls (Class 2 or 3) per Annum *	per premises	\$ 113.00	6.2%	\$ 120.00	<input type="checkbox"/>
Special request for inspection	each	\$ 120.00	29.2%	\$ 155.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Septic Tank Applications</b>					
Septic Tank Applications - New or Major Alteration	per application	\$ 427.00	1.9%	\$ 435.00	<input type="checkbox"/>
Septic Tank Applications - Alteration Minor (Capped at \$498)	per alteration	\$ 120.00	50.0%	\$ 180.00	<input type="checkbox"/>
Septic Tank Permit Extension Fee or Amendment to Existing Permit	per extension	\$ 120.00	0.0%	\$ 120.00	<input type="checkbox"/>
Special request for inspection	per inspection	\$ 144.00	7.6%	\$ 155.00	<input type="checkbox"/>
<b>Swimming Pool entrance charges</b>					
Child	per visit	\$ 2.70	1.9%	\$ 2.75	<input checked="" type="checkbox"/>
Adult	per visit	\$ 4.00	2.5%	\$ 4.10	<input checked="" type="checkbox"/>
Adult -concession card holder	per visit	\$ 3.50	2.9%	\$ 3.60	<input checked="" type="checkbox"/>
Family Season Ticket	each	\$ 134.00	2.2%	\$ 137.00	<input checked="" type="checkbox"/>
Family Season Ticket- concession card	each	\$ 113.00	1.8%	\$ 115.00	<input checked="" type="checkbox"/>
Single Season Ticket	each	\$ 57.00	3.5%	\$ 59.00	<input checked="" type="checkbox"/>
Single Season Ticket- concession card	each	\$ 50.00	2.0%	\$ 51.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees (To a maximum of \$60)</b>					
<b>Parking Fines</b>					
RR211(1) – Not within a parking bay	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
RR211(2) – Not completely within a parking bay	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
RR168(1)(a) – In a "no parking" area	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
RR205 – For a period longer than indicated	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
RR207(2) – Fail to pay fee and obey instructions on sign/meter/ticket etc	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
RR209(2) – Contrary to the requirement of the parking area	each	\$ 60.00	16.7%	\$ 70.00	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Domestic Animal Registrations - for registration year beginning April 9 2014</b>					
Dogs - Full Fee	per dog	\$ 78.00	7.7%	\$ 84.00	<input type="checkbox"/>
Dogs - Full Fee Pensioner	per dog	\$ 39.00	7.7%	\$ 42.00	<input type="checkbox"/>
Dogs - Reduced Fee	per dog	\$ 26.00	7.7%	\$ 28.00	<input type="checkbox"/>
Dogs - Reduced Fee Pensioner	per dog	\$ 13.00	7.7%	\$ 14.00	<input type="checkbox"/>
Cats - Full Fee	per cat	\$ 78.00	7.7%	\$ 84.00	<input type="checkbox"/>
Cats - Full Fee Pensioner	per cat	\$ 39.00	7.7%	\$ 42.00	<input type="checkbox"/>
Cats - Reduced Fee	per cat	\$ 26.00	7.7%	\$ 28.00	<input type="checkbox"/>
Cats - Reduced Fee Pensioner	per cat	\$ 13.00	7.7%	\$ 14.00	<input type="checkbox"/>
Replacement Tag - Dog	per tag	\$ 5.00	0.0%	\$ 5.00	<input type="checkbox"/>
Replacement Tag - Cat	per tag	\$ 5.00	0.0%	\$ 5.00	<input type="checkbox"/>
Animal Business Registration	each	\$ 242.00	2.9%	\$ 249.00	<input type="checkbox"/>
<b>Pound - Domestic Animal Release Fees</b>					
<b>Fee Structure - Dogs</b>					
Dog up to 24 hours (Registered and micro chipped)	per animal	\$ 20.00	0.0%	\$ 20.00	<input checked="" type="checkbox"/>
Dog up to 24 hours (Not registered)	per animal	\$ 36.00	0.0%	\$ 36.00	<input checked="" type="checkbox"/>
Dog 2-3 days	per animal	\$ 96.00	0.0%	\$ 96.00	<input checked="" type="checkbox"/>
Dog 4-8 days	per animal	\$ 170.00	0.0%	\$ 170.00	<input checked="" type="checkbox"/>
Dog 8 + days	per animal	\$ 170.00	0.0%	\$ 170.00	<input checked="" type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees</b>					
<b>Pound - Domestic Animal Release Fees (cont)</b>					
<b>Fee Structure - Cats</b>					
Cat up to 24 hours (registered and micro chipped)	per animal	\$ 20.00	0.0%	\$ 20.00	<input checked="" type="checkbox"/>
Cat up to 24 hours (not registered )	per animal	\$ 36.00	0.0%	\$ 36.00	<input checked="" type="checkbox"/>
Cat 2-3 days	per animal	\$ 60.00	0.0%	\$ 60.00	<input checked="" type="checkbox"/>
Cat 4-8 days	per animal	\$ 68.00	0.0%	\$ 68.00	<input checked="" type="checkbox"/>
Cat 8+ days	per animal	\$ 68.00	0.0%	\$ 68.00	<input checked="" type="checkbox"/>
<b>Pound - Livestock Release Fees</b>					
Impounding Fee Large Animals	single animal	\$ 20.00	0.0%	\$ 20.00	<input checked="" type="checkbox"/>
Impounding Fee Large Animals	per group	\$ 3.00	0.0%	\$ 3.00	<input checked="" type="checkbox"/>
Impounding Fee Small Animals	single animal	\$ 10.00	0.0%	\$ 10.00	<input checked="" type="checkbox"/>
Impounding Fee Small Animals	per group	\$ 2.00	0.0%	\$ 2.00	<input checked="" type="checkbox"/>
<b>Pound - Miscellaneous Fees</b>					
Seized Animals - Pound Accommodation	per day	\$ 13.00	0.0%	\$ 13.00	<input checked="" type="checkbox"/>
Animal Micro chipping	per animal	\$ 30.00	16.7%	\$ 35.00	<input type="checkbox"/>
<b>Miscellaneous Fees</b>					
Animal Trap Hire	per week	\$ 10.00	0.0%	\$ 10.00	<input checked="" type="checkbox"/>
Animal Trap Hire Bond	per trap	\$ 20.00	0.0%	\$ 20.00	<input type="checkbox"/>
Resident Parking Permit	each	\$ 33.00	0.0%	\$ 33.00	<input type="checkbox"/>
Impounded Vehicle Reclaim	each	cost recovery		cost recovery	<input type="checkbox"/>
<b>Local Law 2 Roads and Council Land</b>					
Application to conduct works on a Council asset or Council land (Clause 10(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application to busk on a road or Council land (Clause 18(1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application to remove a tree, vegetation or timber from a road or Council land. (Clause 19 (1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application to erect a sign or hoarding on a road or Council land. (Clause 19 (2))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application for parking to carry out works (Clause 20(1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>



# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Non Statutory Fees</b>					
<b>Local Law 3 Environment</b>					
Application to camp on Council land, public land and private land (Clause 7(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application for a temporary dwelling (Clause 8(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application to light an incinerator or fire in the open (Clause 9 (1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
<b>Local Law 3 Environment (cont)</b>					
Application to place a commercial or industrial waste or recycling receptacle on a road or footpath (Clause 11(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
<b>Local Law 4 Animals</b>					
Application for roadside grazing of livestock (Clause 7 (1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application to drove livestock (Clause 8(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application to keep excess animals (Clause 11(a))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
<b>Local Law 5 Trading</b>					
Application for advertising signs x 1 (Clause 7(1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application for advertising signs x 2 (Clause 7(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application for display of goods (Clause 8(1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application for Outdoor eating in CBD (Clause 9(1))	< 2 tables	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application for Outdoor eating in CBD (Clause 9(1))	> 2 tables	\$ 124.00	2.4%	\$ 127.00	<input type="checkbox"/>
Application for Outdoor eating NOT in CBD (Clause 9(1))	< 2 tables	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application for Outdoor eating NOT CBD (Clause 9(1))	> 2 tables	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application for itinerant trading (Clause 10(1))	per annum	\$ 314.00	2.9%	\$ 323.00	<input type="checkbox"/>
Application for itinerant trading (Clause 10(1))	per day	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
<b>Local Laws 6 Fundraising &amp; Events</b>					
Application for placement of advertising signage on Council roads or land. (Clause 7(1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application for event related road closures (Clause 8 (1))	each	\$ 67.00	3.0%	\$ 69.00	<input type="checkbox"/>
Application to collect money, gifts or subscriptions (Clause 9(1)).	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>
Application to conduct fundraising activities (Clause 10(1))	each	\$ 33.00	3.0%	\$ 34.00	<input type="checkbox"/>

# Budget 2013/2014



## 2013-2014 Fees and Charges

Description	Rate	\$ 2012/2013	% Increase	\$ 2013/2014	GST Inclusive
<b>Statutory Fees</b>					
<b>Planning Fees</b>					
Planning Applications	Refer Planning and Environment (Fees) Regulations 2000			per application	<input type="checkbox"/>
Amendment of Permit	Refer Planning and Environment (Fees) Regulations 2000			per application	<input type="checkbox"/>
Subdivision & sealing fees	Refer Planning and Environment (Fees) Regulations 2000			per application	<input type="checkbox"/>
Planning Scheme Amendment	Refer Planning and Environment (Fees) Regulations 2000			per stage	<input type="checkbox"/>
Determination of whether something has been done to the satisfaction of the Responsible Authority	per application	\$ 102.00	2.9%	\$ 105.00	<input type="checkbox"/>
Stormwater Legal point of Discharge	building commission new			\$ 58.17	<input type="checkbox"/>
<b>Non Statutory Fees</b>					
<b>Planning Fees</b>					
Amendment of endorsed plans	per application	\$ 100.00	3.0%	\$ 103.00	<input type="checkbox"/>
Extension of Time - first request	per request	\$ 108.00	2.8%	\$ 111.00	<input type="checkbox"/>
Extension of Time - second request	per request	\$ 211.00	2.8%	\$ 217.00	<input type="checkbox"/>
Extension of Time - third request	per request	\$ 315.00	3.2%	\$ 325.00	<input type="checkbox"/>
Extension of Time - subsequent requests	per request	\$ 425.00	2.4%	\$ 435.00	<input type="checkbox"/>
Request for copying of Permits and Plans	per request	\$ 58.00	3.4%	\$ 60.00	<input type="checkbox"/>
Request for Planning Information	per property	\$ 58.00	3.4%	\$ 60.00	<input type="checkbox"/>
Non Utility Minor Works within Municipal Road Reserves (vehicle crossings)	per crossing new			\$ 180.00	<input type="checkbox"/>