



Mount Alexander Shire Council BUDGET 2016/2017



Changes to Advertised Budget

Council received advice from the Department of Infrastructure and Regional Development during the public advertising period that it will increase the allocation of funding to Council under the Roads to Recovery Program in 2016/2017 from the advertised budget to \$621,000 to \$1,699,274. This amounts to an additional funding of \$1,078,274. Council will allocate this additional funding on the following projects:

- * Construction of Gabion Wall at Harcourt-Sutton Grange Road - \$310,000
- * Gravel Road Resheeting – Additional allocation of \$200,000
- * Watchbox Road Rehabilitation – Additional allocation of \$220,000
- * Design and specification of roads for construction in subsequent financial years - \$180,000
- * Design and Specification of Finnings Road Bridge - \$35,000
- * Design and construction of White Quartz Road Bridge - \$20,000

Figures, and commentary throughout the budget have not been updated to reflect these changes.

Contents

	Page
Mayor's introduction	4
Executive summary	6
Budget reports	
1. Linkage to the Council Plan	12
2. Services and service indicators	14
3. Financial statements	24
4. Financial performance indicators	31
5. Grants and borrowings	33
6. Detailed list of capital works	36
7. Rates and charges	41
Budget analysis	
8. Summary of financial position	46
9. Budget influences	51
10. Analysis of operating budget	53
11. Analysis of budgeted cash position	57
12. Analysis of capital budget	60
13. Analysis of budgeted financial position	64
Long term strategies	
14. Strategic resource plan	68
15. Rating strategy	70
16. Summary of other strategies	73
Appendices	
A Rates and charges	76

Mayor's introduction

The Councillors and I are pleased to release the proposed Budget 2016/2017 to the community for comment and public submissions. This budget builds on our Council Plan 2013-2017 vision which focuses on the following four key areas:

- A Vibrant Healthy Community
- Better Community Facilities
- A Thriving Local Economy
- Building Sustainable Communities

The Council Plan 2013-2017 sets out our vision for the full term of the Council. As this is the final year of the current Council term, the focus will be on completion of our current commitments.

The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. It includes details of proposed capital expenditure allocations to improve and renew our Shire's physical infrastructure, buildings and assets, as well as funding proposals for a range of operational projects.

As Councillors, it is our role to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, but that Council also needs to be financially responsible, keeping rates as low as possible. In response, Council has initiated an organisation-wide review of all services delivered to ensure they meet community needs and are delivered as efficiently and effectively as possible. Council will, with the introduction of rate capping in 2016/2017, continue to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community.

The proposed budget proposes a rate increase of 2.5%. This is in line with the new Fair Go Rates System (FGRS) which has capped rate increases by Victorian councils to 2.5%. Council has not applied to the Essential Services Commission for a rate cap variation. Instead, Council's special projects and capital works program have been reprioritised to enable a reduction in the rate increase from the previously planned 4.0% to the 2.5% increase proposed in this budget.

The proposed increase of 7.0% to waste charges reflects the rising costs of waste management and the cost of rehabilitating current cells in the landfill. Cell rehabilitation works at the Castlemaine Landfill will cost \$3.78 million in 2016/2017.

In this proposed budget we have allocated funding of \$7.07 million for the capital works program. Highlights of the capital program include:

- * Roads (\$2.42 million) – including pavement rehabilitation of sections of the Watchbox Road, Diss Road, Langslow Street (Roads to Recovery projects), the annual gravel road resheeting and local road resealing programs.
- * Buildings (\$1.46 million) – including repairs and upgrades to a number of community buildings across the Shire.
- * Bridges (\$0.70 million) - including replacement of the bridge in Nuggetty Road, Maldon and Glengower-Joyces Creek Road, Strathlea as well as designs for bridges at Bubbs Lane, Old Drummond Road and Myrtle Creek Road.

Council's focus for the next year is to continue to deliver on the projects and services that make our Shire a great place to live, work and visit. The proposed budget includes a number of new and continuing initiatives including:

- * Flood management planning to progress recommendations from the Flood Management Plan (\$180,000) supported by grant funding of \$80,000 from the State and Federal Governments.
- * Repairing the levee bank in Newstead (\$76,000)
- * Planning for the continued growth of Harcourt (\$32,000).
- * Undertaking maintenance works on Castlemaine Urban Waterways (\$30,000).
- * Developing a Streetscape strategy for the Castlemaine and Maldon CBDs (\$40,000)
- * Conducting Council elections in October 2016 (\$159,000).
- * Completing a feasibility study and review options for relocating the Council Depot (\$40,000).

Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with the community on any planned changes.

The first year of operations under the Fair Go Rates System coincides with a revaluation year. This means that while Council proposes a rate increase that is in line with the 2.5% rate increase, the actual rate increase for each ratepayer will depend on the outcome of the municipal revaluations. If a property's value increases more than the average, the rate increase for this property will be more than 2.5%. Conversely if a property's value decreases less than the average, the rate increase for this property will be less than 2.5%. Council receives no additional revenue as a result of the revaluation, the result is simply a redistribution of rates payable between all properties.

The proposed budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our Council Plan 2013-2017 and make a submission to provide your feedback.

Cr Christine Henderson
Mayor

Executive Summary

Council has prepared a Budget for 2016/2017 which is aligned to the vision in the Council Plan 2013/2017. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and to do this within the rate increase of 2.5% mandated by the State Government.

This Budget projects a surplus of \$511,000 for 2016/2017, however it should be noted that the adjusted underlying result is a surplus of \$201,000 after adjusting for capital grants and contributions (refer Sections 5 and 10.1).

1. Key initiative and projects

The cost of ongoing delivery of services to the Mount Alexander Shire community is budgeted at \$32.06 million - these services are summarised in Section 2. Council continues to invest in Infrastructure assets (\$7.07 million) primarily for renewal works. This includes roads (\$2.42 million); buildings (\$1.46 million) and bridges (\$0.7 million). The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

Strategic Objective 1: A Vibrant Healthy Community

Major initiatives to deliver on this objective include the ongoing work to prepare and respond to emergency events, supported by State Government funding (\$120,000); the ongoing delivery of innovative programs in Home and Community Care supported by Federal funding (\$84,000) and a review of community facilities to plan for future needs and viability (\$50,000).

Other initiatives include the implementation of social media tools to improve information available online, and provision of support to assist in the delivery of Council's Reconciliation Action Plan.

Strategic Objective 2: Better Community Facilities

Major initiatives to deliver on this objective include the annual road, bridge, building and drainage works totalling \$3.73 million; \$180,000 of design works to implement the findings of the Flood Management Plan (net cost \$100,000); and \$76,000 toward improving the flood levee in Newstead.

Other initiatives include undertaking additional tree maintenance to mitigate tree risk for residents and visitors to the Shire and completing a feasibility study to review options for the relocation of the Depot.

Strategic Objective 3: A Thriving Local Economy

Initiatives to deliver on this objective include the continuation of the fast track planning and heritage services; undertaking preliminary planning for growth in Harcourt, joining the Central Victorian Agribusiness Forum; developing a streetscape strategy for the Castlemaine and Maldon CBDs, implement of the remaining priorities in Council's Heritage Strategy, and reviewing and updating the Heritage Strategy.

Strategic Objective 4: Building Sustainable Communities

The major initiative to deliver on this objective is to complete the rehabilitation capping works at the Castlemaine Landfill and a green waste composting trial (Project cost \$3.90 million, net cost to Council \$3.82 million); in addition to investment in a new integrated software solution to support efficient delivery of Council's core services (\$425,000).

Other initiatives include the implementation of the service review program; and undertaking a review of old landfill sites.

2. Cost and revenue drivers

The average rate will increase by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System. Key cost and revenue drivers contained within the budget 2016/2017 include:

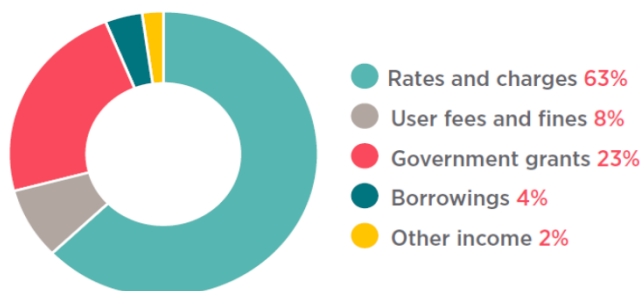
- * Funding ongoing service delivery – business as usual (balanced with greater demand for some services from residents).
- * Funding renewal of infrastructure and community assets as priority over new assets.
- * Continued absorption of cost shifting from the State Government.
- * Reduction in funding from the Commonwealth Government via the Victoria Grants Commission through the freezing of indexation of grants.
- * Increasing waste services charges by 7.0% to fund rehabilitation works and future infrastructure upgrades.

Council will continue to review its services and identify savings through efficient management of resources. Savings identified in the 2016/2017 budget include reduction in cost of Aged and Disability services; reduction in pound operations; discontinued lease of Fredrick Street Car Park; reduction in insurance premiums; discontinuation of Shire News publication and reduction in funds to arts programs.

3. Key Statistics

Total Revenue - \$32.58 million (\$31.20 million 2015/2016)

Councils receive income from a number of sources including: rates on property; fees, fines and charges (e.g. swimming pool entry, waste depot and planning permit fees); borrowings; asset sales, donations, contributions, reimbursements and interest earned; and grants from State and Commonwealth Governments.



Capital Works Program - \$7.07 million (\$10.06 million 2015/2016)

Council has allocated \$7.07 million in capital works for 2016/2017 as well as an additional \$3.78 million for landfill rehabilitation works at the Castlemaine Landfill.



3. Key Statistics (continued)

Total Expenditure - \$32.06 million (\$32.51 million 2015/2016)

Council allocates funding towards local services like maternal and child health, aged care, waste collection, library services, recreation and leisure facilities, and meals on wheels plus the maintenance of local roads, footpaths, bridges, drains, parks, playgrounds, community buildings and much more.

The below figures shows Councils allocation across service areas.



Accounting Result - \$511,000 surplus (2015/2016 = \$1.32 million deficit)

Underlying operating result - Surplus of \$201,000 (2015/2016 deficit of \$2.71 million)

Cash result - reduction in cash of \$1.60 million compared to reduction in 2015/2016 of \$2.39 million.

Borrowings - Additional borrowings of \$1.20 million are proposed for 2016/2017 to fund landfill capping works at the Castlemaine Landfill. Total borrowings as at 30 June 2016 are budgeted to be \$4.85 million (\$3.97 million 30 June 2015).

4. Budget Influences

External Influences

The preparation of the budget is influenced by the following external factors:

- * The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2016/2017 has been set at 2.5%.
- * State-wide CPI is forecast to be 2.5% for the 2016/2017 year.
- * The Victorian Wage Price Index is projected to be 3.25% in 2016/2017.
- * Negotiation of a new Collective Agreement during the 2016/2017 year by September 2016.
- * Freezing of the Victoria Grants Commission funding.
- * Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs.
- * The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/2017 Budget. Some of these matters and their financial impact are set out below:

- * The management of the landfill in Castlemaine and transfer station in Maldon was tendered in 2015/2016, resulting in improved services and increased costs.
- * Savings identified as a result of service reviews.
- * Council holds elections for Councillors every four years. The next election will be held in October 2016, costing Council \$159,000.
- * Council continues to identify savings in electricity usage through the installation of solar panels on Council owned buildings.

5. Advocacy and support (State and Federal Government)

Council will continue to advocate for improved services for the community supported by the State and Federal Governments. Specifically Council will be seeking:

- * Grant funding for the construction of Castlemaine Indoor Aquatic Centre.
- * Grant funding for the redevelopment at Wesley Hill Recreation Reserve.
- * State government investment to address the gaps in family violence prevention identified by the Victorian Community Safety Leadership Group.
- * State government investment to address the identified priority community infrastructure gaps in the Shire (roads and bridges).
- * Increased investment in public housing and investment in affordable housing projects in the Shire.

6. Cost shifting

Council provides a number of services on behalf of the State Government for which inadequate funding is received resulting in contribution by ratepayers to these services. Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Type 1: Cost shifting for specific services

- * Home and Community Care (HACC)
- * Library services
- * State Emergency Service
- * Collection of the Fire Services Property levy
- * Collection of EPA Waste Management levy
- * Management of waterways
- * Maternal and Child Health
- * School Crossing Supervision
- * Administration of the state wide temporary Food registration system ' Streatrader'

Type 2: Loss of funding in general

- * A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014/2015 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014/2015, 2015/2016, 2016/2017).
- * Discontinuance of the Community Support Program (CSP) Fund for Family Day Care program from 1 July 2015.

Type 3: Statutory fee that prohibits full cost recovery

- * Planning fees (set by the State and have been frozen for most of the past 14 years), although the cost of delivery the service continues to increase.

Type 4: Levies

- * State Government landfill levy - The levy has increased from \$9 per tonne in 2008/2009 to \$58.50 per tonne in 2016/2017. The increase from 2015/2016 to 2016/2017 is approximately 4%.
- * Animal registration levy.

Type 5 Statutory requirements lead to increased costs

- * Line clearance (cutting back tree branches around power lines).
- * New national policy of 15 hours kindergarten for four-year olds.
- * EPA requirements for the capping of closed landfills.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

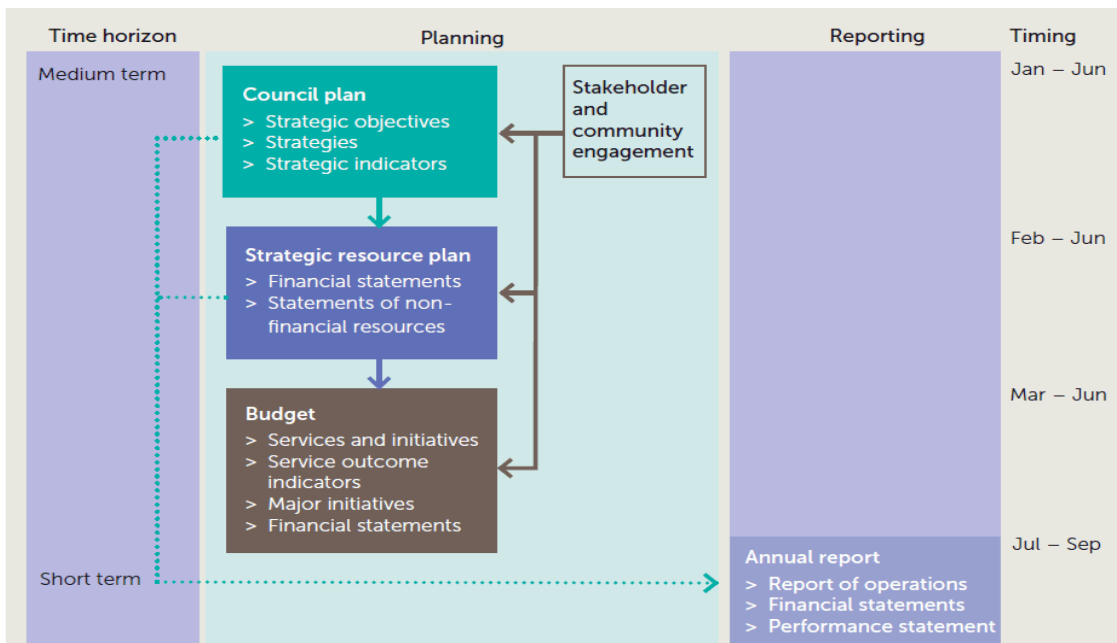
- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2030), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

1.1 Planning and accountability framework

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



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

In addition to the above, Council has a long term plan (Vision 2030) which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

1.2 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 32 major service categories. Each contributes to the achievement of one of the four goals as set out in the four year Council Plan 2013-2017. The following table lists the four goals 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. Services, initiatives and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/2017 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of initiatives, major initiatives and service performance outcome indicators. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to the reporting in the Annual Report, 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.

Services

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Cultural Development	The Cultural Development team supports and facilitates a diverse array of arts projects and programs that increase community engagement and participation in cultural activities across the Shire. Arts and Culture provides advocacy and support to assist in the development of arts activity across the Shire.	431 (11) 420
Communications	Communications provides information to the community about Council's programs and services through a number of communication channels including on Council's website, through media releases and advertising. It coordinates the administration of Council's website and the production of key publications such as the Annual Report. The unit also assists and provides advice to other units in planning community engagement information and programs .	248 - 248

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

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Community Engagement	The purpose of the Community Engagement unit is to work with local residents, community organisations and service providers to build community capacity, develop and implement sustainable activities and initiatives, strengthen Council's engagement with the community, build strategic partnerships that align with Council's vision and facilitate access to resources to strengthen the community.	395 (92) 303
Community Wellbeing - Aged and 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. The program seeks to maximise the independence of these people through person centred and capacity building approaches to avoid their premature or inappropriate admission to long term residential care.	2,809 (2,364) 445
Community Wellbeing - Families and 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.	313 (191) 122
Customer Services	Customer Service assists customers with general enquiries, distributes information to customers on behalf of all business units across the organisation, registers community requests for service and processes payments.	273 - 273
Emergency Management	Emergency Management ensures Council meets its requirements under the Emergency Management Act 1986, CFA Act 1958 and other affiliated legislation, in relation to the prevention of, preparedness for, response to, and recovery from emergencies within Mount Alexander. This includes developing and implementing robust and innovative strategies to increase emergency management capability and undertake prevention measures to reduce risk from the range of hazards within the municipality.	279 (149) 131
Environmental Health	This business area conducts inspections and maintains registrations for businesses covered under the Food and Public Health and Wellbeing Acts. This includes registration and approval of temporary food permits. They also process all septic tank applications in accordance with legislative requirements and investigates and takes action where necessary of reported nuisance complaints.	349 (128) 221

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

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Library Operations	Council's library service provides accessible information, resources and stimulation for the recreational, cultural, educational and social development of our community. The Council library service is provided by Goldfields Library Corporation via a single branch library located in Castlemaine.	551 - 551
Civic Compliance	This business area seeks to improve safety and amenity in the municipality. It provides staff at school crossings; provides services including control of domestic animals and livestock; regulates parking; issues local law permits and infringement notices and provides information and advice to the community.	581 (326) 255
Recreation Services	The Recreation Unit 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. The objective of recreation services is to support sports and recreation clubs to enhance operations and management arrangements.	299 (60) 239
Youth Development	The Youth Development Unit works in partnership with local residents, community organisations, service providers and young people to support and promote initiatives, activities and programs that strengthen young people's connections within the community. Delivering both programs FReeZA and Engage, programs that engage young people in the planning and delivery of alcohol and drug free cultural and musical events and coordinating activities such as the Youth Advisory Group, Youth Parliament, Youth Activities Program, Koori Homework Club, The Meeting Place, the Mount Alexander Youth Mentoring Project and the Alternative Learning Program.	208 (81) 127

Major initiatives

- 1) 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 for a further 12 months to support this project (\$120,000 grant funded).
- 2) The Department of Health will continue to fund a Home and Community Access Support Officer to deliver quality and innovative programs in home and community care (\$84,000 grant funded)
- 3) Undertake a review of community facilities to plan for future needs and viability, building on the findings of the Building Asset Management Plan and Community Infrastructure Study (\$50,000).

Other initiatives

- 4) To improve information provided to the community about Council services and projects, and to allow more opportunities for the community to communicate with Council further improvements will be made to Council's online communication, including the implementation of social media tools. (\$15,000).
- 5) Support will be provided to assist in the promotion, delivery and presentation of Councils Reconciliation Action Plan (\$15,000).

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

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100
Maternal and Child Health	Participation	Participation in MCH service (Percentage of children enrolled who participate in the MCH)	Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / Municipal population] x100
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.2 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.

Services

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Infrastructure	This business area undertakes design, tendering, contract management and supervision of various works within Council's capital works program. The area also undertakes cyclical safety and condition inspections of all road, bridge and footpath infrastructure to comply maintenance schedules and implement maintenance requirements across a broad range of activities as well as being responsible for maintaining the asset management system, and oversight of private development affecting infrastructure assets.	2,178 (1,218) 960
Parks and Gardens	This business area is responsible for providing parks across the municipality. This includes management of key assets such as the Botanical Gardens and Victory Park. This area also provides tree pruning, planting, removal planning and strategies related to our Parks and Gardens.	1,690 (2) 1,688
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 commercial and community leases and licenses including Caravan Parks.	922 (147) 775
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. providing access to well maintained, sporting and recreation facilities for all residents. The objective of Recreation Services is to ensure the provision of well maintained sporting and recreation facilities.	1,299 (23) 1,277
Roads & Paths	This business area undertakes maintenance and renewal of our roads, bridges, paths and drainage. This includes maintenance grading, patrol patching, periodic gravel resurfacing, periodic bituminous resurfacing, road and intersection renewals, maintenance and renewal of road line markings and signage, drain clearance and street sweeping.	6,904 (1,546) 5,358
	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.	

2.2 Strategic Objective 2: Better Community Facilities cont.

Major Initiatives

- 6) Complete the annual road renewal program across the Shire including pavement rehabilitation of sections of the Watchbox Road, Diss Road, Langslow Street, the annual gravel road resheeting and local road resealing programs (Project cost \$2.42 million, net cost to Council \$1.80 million).
- 7) Complete reconstruction of the bridge in Nuggetty Road, Maldon and Glengower-Joyces Creek Road, Strathlea as well as designs for bridges at Bubbs Lane, Old Drummond Road and Myrtle Creek Road (Project cost \$700,000).
- 8) Undertake works at Wesley Hill Recreation Reserve including construction of new cricket news and design of netball courts at the Wesley Hill Recreation Reserve (Project cost \$340,000); and design works for the Indoor Aquatic Centre \$340,000.
- 9) Undertake building works including works on the new Visitor Information Centre at Maldon (subject to grant funding), essential safety works in community buildings, kitchen works at Bill Woodfull Reserve and Castlemaine Town Hall, the annual program of building renewals and planning for the Indoor Aquatic Centre (Project cost \$1.00 million, net cost to Council \$741,650).
- 10) Undertake flood levee improvement works at Newstead (\$76,000).

Other initiatives

- 11) Undertake investigations and design works in order to progress the recommendations of the Castlemaine, Campbell's Creek and Chewton Flood Management Plan 2015 (Project cost \$180,000, net cost to Council \$100,000)
- 12) Additional tree maintenance in response to audit findings to facilitate systematic tree assessment to mitigate tree risk for residents and visitors to the Shire. (\$193,200)
- 13) Undertake a feasibility study and review options for the current works Depot (Project cost \$40,000).

Service Performance Outcome Indicators

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

2.3 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.

Services

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Building Services	This service area focuses on the provision of building compliance including emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The service provides limited building permit services and advice.	254 (64) 190
Local Economy	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. Working in partnership with stakeholders to develop the Shire as a desirable location for people to visit, work, live and invest. Responsible for the support of the local economy through its economic development, visitor services, events and heritage functions.	283 (90) 193
Statutory Planning	This service area manages land use and development in the municipality in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications, undertakes compliance activities.	894 (140) 754
Street Beautification and Maintenance	This service manages street trees across the Shire, co-ordinates new lighting installations where required and maintains public toilets. The service also provides annual inspection, programming and implementation of power line clearance requirements in Castlemaine and Maldon declared areas.	440 (49) 391
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, support economic and social benefits of tourism in the Shire. Primarily responsible for the provision of visitor information services, marketing and industry development.	588 (107) 480

2.1 Strategic Objective 3: A Thriving Local Economy cont.

Initiatives

- 14) Continue the fast track planning service, to enable Council to meet the statutory requirements of VicSmart. (\$45,965).
- 15) Undertake preliminary planning for growth in Harcourt (\$32,000).
- 16) Become a member of the Central Victorian Agribusiness Forum partnering with other organisations to help generate increased productivity, profitability and opportunities for the farming sector (\$10,000)
- 17) Complete streetscape design for Castlemaine and Maldon CBD (\$40,000).
- 18) Implement the remaining priorities in Council's Heritage Strategy, and review and update the Strategy (\$62,705)

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	$\left[\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT Council decisions in relation to planning applications}} \right] \times 100$

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.

Services

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Corporate Support	Corporate Support provides policy, systems and support in the areas of continuous improvement, corporate planning and performance reporting and oversees the provision of office accommodation and other administrative support services.	862 - 862
Environment and Sustainability	This service area develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance.	349 - 349
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.	1,325 - 1,325
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.	1,878 (1,417) 461

2.4 Strategic Objective 4: Building Sustainable Communities cont.

Services

Business Area	Description of services provided	Expenditure -Revenue Net Cost \$'000
Governance	Governance coordinates Council meetings, and all Councillor related activities. It provides support and oversight of compliance with the Local Government Act.	680 (10) 670
Information Services	Information Services provides, supports and maintains cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way. It also provides records services including storage, retrieval and archiving services.	1,092 (1) 1,091
Organisational Development	Organisational Development provides Council with strategic and operational organisation development support. It develops and implements human resource and industrial relations strategies, policies and procedures.	577 (9) 568
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.	573 (6) 568
Strategic Planning	This service area develops and implements urban and rural planning strategy. It maintains an effective planning scheme through regular reviews and planning scheme amendments.	332 (3) 329
Waste Management	This service area manages the Castlemaine and Maldon waste management facilities. It also provides the kerbside waste, recycling collecting and develops and implements waste and resource recovery strategy.	4,140 (4,586) (445)

Major Initiatives

- 19) Undertake works at the Castlemaine Landfill including capping of three cells and green waste composting trial (Project cost \$3.89 million, net cost to Council \$3.82 million).
- 20) Invest in a modern, integrated software platform that will allow Council to more efficiently deliver all core functions, and take advantage of new technologies to deliver improved services (\$425,000).

Other initiatives

- 21) Undertake a program of service reviews to ensure services provided meet community needs and are delivered as efficiently and effectively as possible. (\$75,500).
- 22) Undertake a review of old landfill sites to identify any rehabilitation requirements (\$50,000).

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

2.5 Performance statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2016/2017 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 4) and sustainable capacity, which are not included in the budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.7 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
A Vibrant Healthy Community	3,335	6,736	(3,401)
Better Community Facilities	10,057	12,993	(2,935)
A Thriving Local Economy	2,008	2,459	(451)
Building Sustainable Communities	5,785	11,816	(6,031)
Total activities and initiatives	21,185	34,004	(12,818)
Deficit before funding sources	21,185		
Funding sources:			
Rates and municipal charge	17,915		
Grants commission	2,850		
Capital grants	931		
Total funding sources	21,696		
Surplus/(deficit) for the year	511		

3. Financial Statements

This section presents information in regard to the Financial Statements. The budget information for the years 2017/2018 to 2019/2020 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement For the four years ending 30 June

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	20,825	21,549	22,491	23,468	24,285
Statutory fees and fines	615	683	700	717	735
User fees	1,687	1,945	1,998	2,058	2,120
Grants - operating	4,773	6,781	6,865	6,997	7,133
Grants - capital	2,478	921	4,628	4,797	1,036
Contributions - monetary	140	71	80	80	80
Contributions - non-monetary	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	33	44	-	-	-
Other income	640	582	588	592	596
Total income	31,191	32,575	37,350	38,710	35,984
Expenses					
Employee costs	13,335	13,837	13,910	14,406	14,919
Materials and services	9,598	9,267	9,024	9,252	9,486
Bad and doubtful debts	9	10	8	10	10
Depreciation and amortisation	7,551	7,571	6,941	7,521	7,784
Borrowing costs	189	205	280	375	425
Other expenses	1,831	1,174	2,173	2,151	2,050
Total expenses	32,513	32,064	32,337	33,714	34,675
Surplus/(deficit) for the year	(1,322)	511	5,013	4,996	1,310
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment	920	5,299	5	2,878	(7)
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Total comprehensive result	(402)	5,810	5,018	7,873	1,303

3.2 Balance Sheet

For the four years ending 30 June

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	10,026	8,431	6,490	4,567	5,628
Trade and other receivables	2,820	3,361	3,913	4,098	3,855
Inventories	70	70	70	70	70
Non-current assets classified as held for sale	75	75	75	75	75
Other assets	350	370	370	370	370
Total current assets	13,341	12,307	10,918	9,180	9,997
Non-current assets					
Trade and other receivables	8	8	8	8	8
Investments in associates and joint ventures	725	725	725	725	725
Property, infrastructure, plant & equipment	232,336	236,970	245,739	257,829	257,910
Investment property	-	-	-	-	-
Intangible assets	462	462	462	462	462
Total non-current assets	233,531	238,165	246,934	259,024	259,105
Total assets	246,872	250,472	257,852	268,204	269,102
Liabilities					
Current liabilities					
Trade and other payables	2,690	3,265	3,377	3,485	3,578
Trust funds and deposits	1,153	1,159	1,165	1,170	1,176
Provisions	6,107	2,405	2,488	2,573	2,661
Interest-bearing loans and borrowings	484	346	477	626	1,399
Total current liabilities	10,434	7,175	7,507	7,854	8,814
Non-current liabilities					
Provisions	1,946	1,979	2,013	2,048	2,084
Interest-bearing loans and borrowings	3,484	4,500	6,496	8,592	7,193
Total non-current liabilities	5,430	6,479	8,509	10,640	9,277
Total liabilities	15,864	13,653	16,016	18,495	18,091
Net assets	231,008	236,818	241,836	249,709	251,011
Equity					
Accumulated surplus	105,795	107,869	113,776	120,701	121,254
Reserves	125,213	128,949	128,060	129,009	129,756
Total equity	231,008	236,818	241,836	249,709	251,011

3.3 Statement of Changes in Equity For the four years ending 30 June 20

	Total \$'000	Accum. Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016				
Balance at beginning of the financial year	231,410	102,501	117,724	11,185
Surplus/(deficit) for the year	(1,322)	(1,322)	-	-
Net asset revaluation increment/(decrement)	920	-	920	-
Transfer to other reserves	-	(3,763)	-	3,763
Transfer from other reserves	-	8,379	-	(8,379)
Balance at end of the financial year	231,008	105,795	118,644	6,569
2017				
Balance at beginning of the financial year	231,008	105,795	118,644	6,569
Surplus/(deficit) for the year	511	511	-	-
Net asset revaluation increment/(decrement)	5,299	-	5,299	-
Transfer to other reserves	-	(3,737)	-	3,737
Transfer from other reserves	-	5,300	-	(5,300)
Balance at end of the financial year	236,818	107,869	123,943	5,006
2018				
Balance at beginning of the financial year	236,818	107,869	123,943	5,006
Surplus/(deficit) for the year	5,013	5,013	-	-
Net asset revaluation increment/(decrement)	5	-	5	-
Transfer to other reserves	-	(2,535)	-	2,535
Transfer from other reserves	-	3,429	-	(3,429)
Balance at end of the financial year	241,836	113,776	123,948	4,112
2019				
Balance at beginning of the financial year	241,836	113,776	123,948	4,112
Surplus/(deficit) for the year	4,996	4,996	-	-
Net asset revaluation increment/(decrement)	2,878	-	2,878	-
Transfer to other reserves	-	(2,770)	-	2,770
Transfer from other reserves	-	4,699	-	(4,699)
Balance at end of the financial year	249,709	120,699	126,825	2,183
2020				
Balance at beginning of the financial year	249,707	120,699	126,825	2,183
Surplus/(deficit) for the year	1,310	1,310	-	-
Net asset revaluation increment/(decrement)	(7)	-	(7)	-
Transfer to other reserves	-	(3,001)	-	3,001
Transfer from other reserves	-	2,243	-	(2,243)
Balance at end of the financial year	251,011	121,251	126,819	2,941

3.4 Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	20,807	21,160	22,153	23,350	24,442
Statutory fees and fines	615	671	689	714	740
User fees	1,687	1,906	1,968	2,048	2,134
Grants - operating	4,412	6,404	6,762	6,962	7,179
Grants - capital	2,478	905	4,559	4,773	1,043
Contributions - monetary	140	80	80	80	80
Interest received	430	422	424	428	433
Other receipts	220	160	165	171	178
Employee costs	(12,586)	(12,977)	(13,694)	(14,225)	(14,744)
Materials and services	(9,512)	(12,282)	(9,038)	(9,213)	(9,538)
Trust funds and deposits gained / (repaid)	300	(4)	(4)	(4)	(4)
Other payments	(2,494)	(2,131)	(2,078)	(2,142)	(1,958)
Net cash provided by/(used in) operating activities	6,497	4,313	11,985	12,941	9,984
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(9,812)	(7,000)	(16,197)	(17,171)	(8,323)
Proceeds from sale of property, infrastructure, plant and equipment	521	435	424	437	450
Net cash provided by/ (used in) investing activities	(9,291)	(6,565)	(15,773)	(16,734)	(7,873)
Cash flows from financing activities					
Finance costs	(189)	(222)	(280)	(375)	(425)
Proceeds from borrowings	1,200	1,200	2,533	2,800	-
Repayment of borrowings	(603)	(322)	(405)	(555)	(626)
Net cash provided by/(used in) financing activities	408	656	1,848	1,870	(1,050)
Net increase/(decrease) in cash & cash equivalents	(2,386)	(1,595)	(1,941)	(1,923)	1,061
Cash and cash equivalents at the beginning of the financial year	12,412	10,026	8,431	6,490	4,567
Cash and cash equivalents at the end of the financial year	10,026	8,431	6,490	4,567	5,628

3.5 Statement of Capital Works For the four years ending 30 June

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land improvements	1,143	430	2,497	1,371	1,127
Total land	1,143	430	2,497	1,371	1,127
Buildings	1,745	1,462	9,730	10,033	1,395
Total buildings	1,745	1,462	9,730	10,033	1,395
Total property	2,888	1,892	12,227	11,404	2,523
Plant and equipment					
Plant, machinery and equipment	414	480	470	436	386
Motor vehicles	400	400	486	530	557
IT, Furniture and equipment	454	551	400	113	137
Total plant and equipment	1,268	1,431	1,356	1,079	1,081
Infrastructure					
Roads	3,013	2,418	1,200	1,810	2,490
Bridges	1,042	700	560	750	780
Footpaths and cycleways	1,036	260	580	316	344
Drainage	354	266	219	229	232
Waste management	460	100	55	1,582	874
Total infrastructure	5,905	3,744	2,614	4,687	4,722
Total capital works expenditure	10,061	7,066	16,197	17,170	8,325
Represented by:					
New asset expenditure	873	798	9,204	9,794	1,123
Asset renewal expenditure	7,043	4,941	6,072	6,758	6,739
Asset expansion expenditure	2,145	65	-	-	-
Asset upgrade expenditure	-	1,262	922	618	463
Total capital works expenditure	10,061	7,066	16,197	17,170	8,325

3.6 Statement of Human Resources For the four years ending 30 June

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	13,060	13,837	13,910	14,406	14,919
Employee costs - capital	549	792	816	840	865
Total staff expenditure	13,609	14,629	14,726	15,246	15,784
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	158.6	160.3	160.3	160.3	160.3
Total staff numbers	158.6	160.3	160.3	160.3	160.3

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

	Comprises		
	Budget	Full-Time	Part-Time
	2016/2017	\$'000	\$'000
	\$'000		
A Vibrant Healthy Community	4,492	1,130	3,362
Better Community Facilities	3,240	1,409	1,831
A Thriving Local Economy	1,598	1,072	525
Building Sustainable Communities	3,738	2,572	1,166
Special Projects	280	199	81
Total permanent staff expenditure	13,348	6,383	6,965
Casuals and other expenditure	214		
Capitalised Labour costs	792		
Total expenditure	14,354		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below.

	Comprises		
	Budget	Full Time	Part Time
	FTE		
A Vibrant Healthy Community	52.7	12.0	40.7
Better Community Facilities	41.6	40.0	1.6
A Thriving Local Economy	17.4	12.0	5.4
Building Sustainable Communities	36.5	23.0	13.5
Special Projects	2.7	2.0	0.7
Total permanent staff	150.9	89.0	61.9
Casuals and other			
Capitalised labour costs	9.4	8.0	1.4
Total expenditure	160.3	97.0	63.3

4. Financial performance indicators

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

Indicator	Measure		Forecast	Budget	Strategic Resource Plan			Trend
			Actual		Projections			
			2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	+ / o / -
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-12.9%	-1.3%	1.2%	0.6%	0.8%	+
Liquidity								
Working Capital	Current assets / current liabilities	2	127.9%	171.5%	145.4%	116.9%	113.4%	-
Unrestricted cash	Unrestricted cash / current liabilities		96.1%	116.8%	85.2%	57.3%	63.0%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	19.1%	22.5%	31.0%	39.3%	35.4%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans / rate revenue		3.8%	2.5%	3.0%	4.0%	4.3%	-
Indebtedness	Non-current liabilities / own source revenue		22.8%	26.2%	33.0%	39.6%	33.4%	-
Asset renewal	Asset renewal expenditure / depreciation	4	93.3%	65.3%	87.5%	89.9%	86.6%	-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	5	67.1%	66.3%	60.3%	60.8%	67.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.45%	0.00%	0.00%	0.00%	0.00%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$ 2,908	\$ 2,813	\$ 2,787	\$ 2,854	\$ 2,883	o
Revenue level	Residential rates and charges / No. of residential property assessments		\$ 1,808	\$ 1,903	\$ 1,960	\$ 2,019	\$ 2,079	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		15.2%	15.0%	15.0%	15.0%	15.0%	o

Key to Forecast Trend:

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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease due to a reduction in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Asset renewal - 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.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

5.1.1 Grants - operating (\$2.01 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding services.

Overall, the level of operating grants will increase by 42% or \$2.01 million compared to 2015/2016. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	2,318	4,394	2,076
Home and Community Care - DVA	71	67	(4)
Other			
<i>Recurrent - State Government</i>			
Home and Community Care	1,749	1,716	(33)
Emergency Management	120	133	13
School crossing supervisors	34	34	0
Maternal and child health	145	148	3
Youth	62	61	(1)
Other	126	62	(64)
Total recurrent grants	4,625	6,615	1,990
<i>Non-recurrent - Commonwealth Government</i>			
Emergency Management	23	23	0
<i>Non-recurrent - State Government</i>			
Rural Access	-	42	42
Leaner Drive Mentor Program	-	19	19
Youth	19	-	(19)
Other	106	81	(25)
Total non recurrent grants	148	165	17
Total operating grants	4,773	6,780	2,007

The federal funded financial assistance grants distributed by the Victoria Grants Commission (VGC) will not be indexed in 2016/2017 as announced in the 2014 Federal Budget. Overall, grant income will increase by \$2.01 million from 2015/2016, this is mainly due to half of the 2015/2016 VGC payment being paid in advance in the 2014/2015 financial year, therefore the 2015/2016 forecast is for half of the annual payment. There is currently no advice from the Federal Government of early payment of the 2016/2017 allocation in 2015/2016.

5.1.2 Grants - capital (\$1.58 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall capital grants will decrease by \$1.57 million compared to 2015/2016 forecast due mainly to an additional \$700,000 of funding received in 2015/2016 as part of the federally funded Roads to Recovery program, and carry forward of the Roads to Recovery allocation from 2014/2015 of \$700,000.

Section 6. "Detailed list of capital works" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/2017 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding	Forecast	Budget	Variance
	Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	1,088	621	(467)
<i>Recurrent - State Government</i>			
Total recurrent grants	1,088	621	(467)
<i>Non-recurrent - Commonwealth Government</i>			
Roads	868	-	(868)
Drainage	160	-	(160)
<i>Non-recurrent - State Government</i>			
Buildings	275	250	(25)
Land Improvements	87	-	(87)
Waste	-	50	50
Total non-recurrent grants	1,390	300	(1,090)
Total capital grants	2,478	921	(1,557)

5.1.3 - Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	2015/2016 \$'000	2016/2017 \$'000
Total amount borrowed as at 30 June of the prior year	3,316	3,968
Total amount proposed to be borrowed	1,200	1,200
Total amount projected to be redeemed	(548)	(322)
Total amount of borrowings as at 30 June	3,968	4,846

Borrowings of \$1.20 million budgeted for 2016/2017 will be utilised to fund capping of closed landfill cells at Castlemaine Landfill.

6. Capital works program

This appendix presents a listing of the capital works projects that will be undertaken for the 2016/2017 year.

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

6.1 New works for 2016/2017

6.2 Works carried forward from the 2015/2016 year.

Capital works program

For the year ending 30 June 2016

6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council cash \$'000	Borrow's \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements									
Wesley Hill Recreation Reserve Stage 1a Construction	200	-	100	100	-	-	-	200	-
Campbells Creek Fencing Works	50	50	-	-	-	-	-	50	-
Botanic Gardens Irrigation System	40	-	-	40	-	-	-	40	-
Wesley Hill Recreation Reserve Construction of Cricket Nets	140	-	140	-	-	-	-	140	-
Total Land improvements	430	50	240	140	-	-	-	430	-
Buildings									
Maldon Visitor Information Centre Stage 1	445	445	-	-	-	250	-	195	-
Property Renewals - Castlemaine Town Hall Kitchen Renewal	50	-	50	-	-	-	-	50	-
Outdoor Priority Pool Works	120	-	120	-	-	-	-	120	-
Indoor Aquatic Facility - Concept Design	340	340	-	-	-	-	-	340	-
Property Renewal - Community Halls	276	-	276	-	-	-	-	276	-
Property Renewal - General	231	-	231	-	-	-	10	221	-
Total Buildings	1,462	785	677	-	-	250	10	1,202	-
TOTAL PROPERTY	1,892	835	917	140	-	250	10	1,632	-

6.1 New works (continued)

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council cash \$'000	Borrow's \$'000	
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Campbells Creek Recreation Reserve Bore Replacement	35	-	35	-	-	-	-	35	-	-
Motor Vehicle Purchases - Renewal	400	-	360	40	-	-	-	400	-	-
Operational Major Plant Renewal	445	-	445	-	-	-	-	445	-	-
Total Plant, Machinery and Equipment	880	-	840	40	-	-	-	880	-	-
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-	-
IT, Furniture and Equipment										
Business System Upgrade	325	-	163	163	-	-	-	325	-	-
Server and Workstation Replacements	126	-	63	63	-	-	-	126	-	-
Total IT, Furniture and Equipment	451	-	226	226	-	-	-	451	-	-
TOTAL PLANT AND EQUIPMENT	1,331	-	1,066	266	-	-	-	1,331	-	-
INFRASTRUCTURE										
Roads										
Gravel Road Resheeting	339	-	339	-	-	-	-	339	-	-
Pavement Rehabilitation	1,469	-	1,469	-	-	621	-	848	-	-
Local Roads Resealing	610	-	610	-	-	-	-	610	-	-
Total Roads	2,418	-	2,418	-	-	621	-	1,797	-	-
Bridges										
Bridge Rehabilitation and Design	700	-	700	-	-	-	-	700	-	-
Total Bridges	700	-	700	-	-	-	-	700	-	-

6.1 New works (continued)

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council cash \$'000	Borrow's \$'000
Footpaths and Cycleways									
Campbells Creek Walking/Cycling Track	63	63	-	-	-	-	-	63	-
Footpath Rehabilitation Program	196	-	196	-	-	-	-	196	-
Total Footpaths and Cycleways	260	63	196	-	-	-	-	260	-
Drainage									
Newstead Flood Levee Design & Implementation	76	76	-	-	-	-	-	76	-
Local Drain Improvements	100	-	100	-	-	-	-	100	-
Drainage Renewal	90	-	90	-	-	-	-	90	-
Total Drainage	266	76	190	-	-	-	-	266	-
Waste Management									
Composting Trial	100	100	-	-	-	50	-	50	-
Total Waste Management	100	100	-	-	-	50	-	50	-
TOTAL INFRASTRUCTURE	3,744	239	3,504	-	-	671	-	3,073	-
TOTAL NEW CAPITAL WORKS 2016/2017	6,966	1,074	5,487	406	-	921	10	6,035	-

6.2 Works carried forward from the 2015/2016 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council cash \$'000	Borrow's \$'000
PROPERTY									
TOTAL PROPERTY	-	-	-	-	-	-	-	-	-
PLANT AND EQUIPMENT									
Fixtures, Fittings and Furniture	-	-	-	-	-	-	-	-	-
IT, Furniture and Equipment									
Business System Upgrade	100	-	50	50	-	-	-	100	-
Total IT, Furniture and Equipment	100	-	50	50	-	-	-	100	-
TOTAL PLANT AND EQUIPMENT	100	-	50	50	-	-	-	100	-
INFRASTRUCTURE									
TOTAL INFRASTRUCTURE	-	-	-	-	-	-	-	-	-
TOTAL CARRIED FORWARD WORKS 2016/2017	100	-	50	50	-	-	-	100	-
3. Summary									
PROPERTY	1,892	835	917	140	-	250	10	1,632	-
PLANT AND EQUIPMENT	1,431	-	1,116	316	-	-	-	1,431	-
INFRASTRUCTURE	3,744	239	3,504	-	-	671	-	3,073	-
TOTAL CAPITAL WORKS	7,066	1,074	5,537	456	-	921	10	6,135	-

7. Rates and charges

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

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 66% 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 State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/2017 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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 community.

In order to achieve Council objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.5% in line with the rate cap. Waste charges (including kerbside collection) will increase by 7.0%. This will raise total rate and charges for 2016/2017 of \$21.55 million. Council's waste charges have increased by more than the general rate due to the renegotiation of council's landfill management contract resulting in greater level of service and capital works associated with the Castlemaine landfill.

7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2015/2016 cents/\$CIV	2016/2017 cents/\$CIV	Change
General rate for rateable residential properties	0.3697	0.3520	-4.8%
General rate for rateable farm properties	0.3697	0.3520	-4.8%
General rate for rateable commercial properties	0.4806	0.4576	-4.8%
General rate for rateable farm properties on Land Management Rate	0.3327	0.3168	-4.8%
General rate for rateable vacant land	0.7394	0.7040	-4.8%

7.2 The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	2015/2016 \$'000	2016/2017 \$'000	Change
Residential	10,554	10,849	2.8%
Farm	914	942	3.1%
Commercial	1,339	1,330	-0.7%
Land management	995	1,034	3.9%
Vacant land	1,258	1,507	19.8%
Total amount to be raised by general rates	15,060	15,662	4.0%

7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2015/2016 Number	2016/2017 Number	Change
Residential	8,611	8,723	1.3%
Farm	475	479	0.8%
Commercial	447	458	2.5%
Land management	456	463	1.5%
Vacant land	1,192	1,276	7.0%
Total number of assessments	11,181	11,399	1.9%

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

7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2015/2016 \$'000	2016/2017 \$'000	Change
Residential	2,854,653	3,082,184	8.0%
Farm	250,501	267,713	6.9%
Commercial	278,582	290,621	4.3%
Land management	297,718	326,372	9.6%
Vacant land	170,118	213,997	25.8%
Total value of land	3,851,572	4,180,887	8.6%

7.6 The municipal charge under section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2015/2016	Per Rateable Property 2016/2017	Change
Municipal	188	188	0.0%

7.7 The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2015/2016 \$'000	2016/2017 \$'000	Change
Municipal	2,054	2,094	2.0%

7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2015/2016	Per Rateable Property 2016/2017	Change
Kerbside collection 80 litre bin	370	395	6.8%
Kerbside collection 140 litre bin	510	550	7.8%

7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2015/2016 \$'000	2016/2017 \$'000	Change
Kerbside collection 80 litre bin	714	826	15.5%
Kerbside collection 140 litre bin	2,770	2,908	5.0%
Total	3,485	3,733	7.1%

7.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year

Type of Charge	2015/2016 \$'000	2016/2017 \$'000	Change
General rates	15,060	15,662	4.0%
Municipal charge	2,054	2,094	2.0%
Kerbside collection	3,485	3,733	7.1%
Supplementary rates and charges	60	60	0.0%
Rates and charges	20,658	21,549	4.3%

7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges

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 (2016/2017: estimated \$60,000 and 2015/2016 estimated \$60,000)
- * 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 land and vice versa.

7.2 - Differential rates

7.2.1 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 0.3520% (0.3520 cents in the dollar of CIV) for all rateable general and residential properties
- * A general rate of 0.3520% (0.3520 cents in the dollar of CIV) for all rateable farming properties
- * A general rate of 0.4576% (0.4576 cents in the dollar of CIV) for rateable commercial properties
- * A general rate of 0.3168% (0.3168 cents in the dollar of CIV) for all rateable farming properties on land management rate
- * A general rate of 0.7040% (0.7040 cents in the dollar of CIV) for all rateable vacant residential land

In 2015/2016 Council reviewed its Rating Strategy. This review resulted in a number of recommendations to apply from the 2017/2018 rating year. Refer to section 15 for more detail.

7.2.2 General Rate

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.

7.2.3 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.

7.2.4 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 130% 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.

7.2.5 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.

7.2.6 Vacant Land Rate

The vacant land rate applies to rateable residential land that does not have a dwelling and is set at 200% of the general rate.

7.2.7 Trust For Nature Covenants (TFNC)

The Trust For Nature Covenants receive a 100% rebate for that portion of land covered by a TFNC.

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

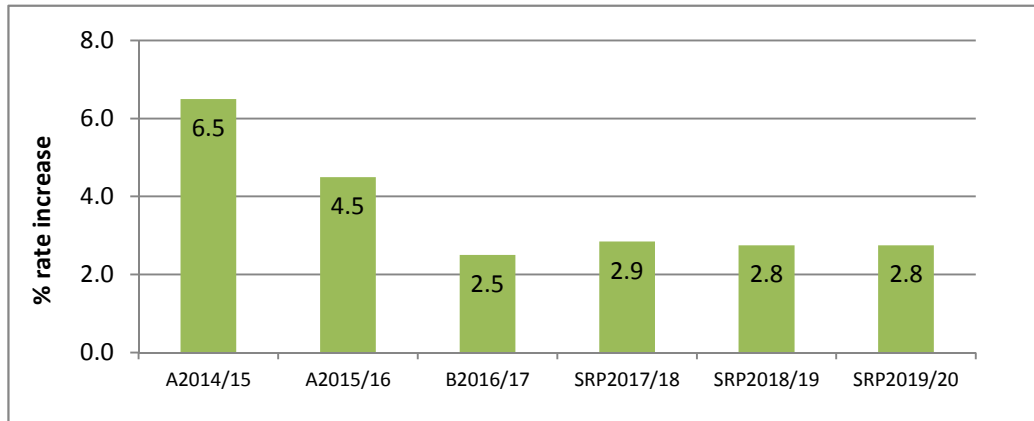
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

8. Summary of financial position

Council has prepared a Budget for the 2016/2017 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, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

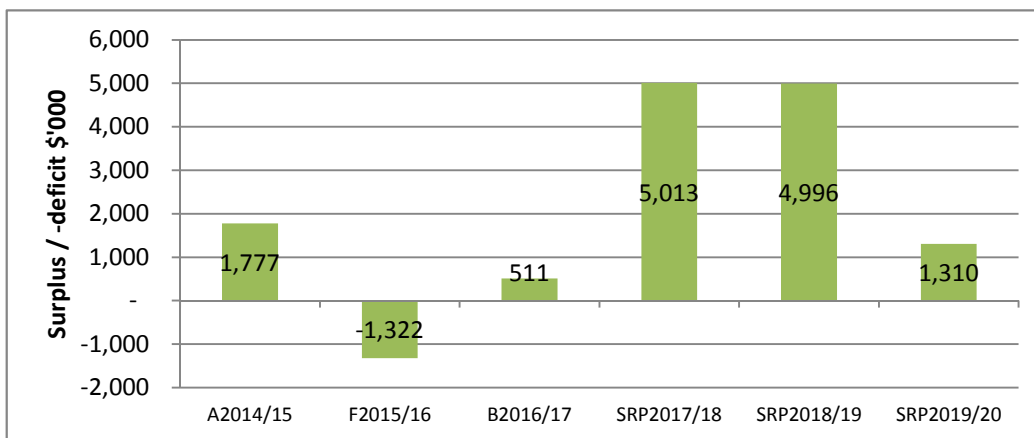
8.1 - Rates



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

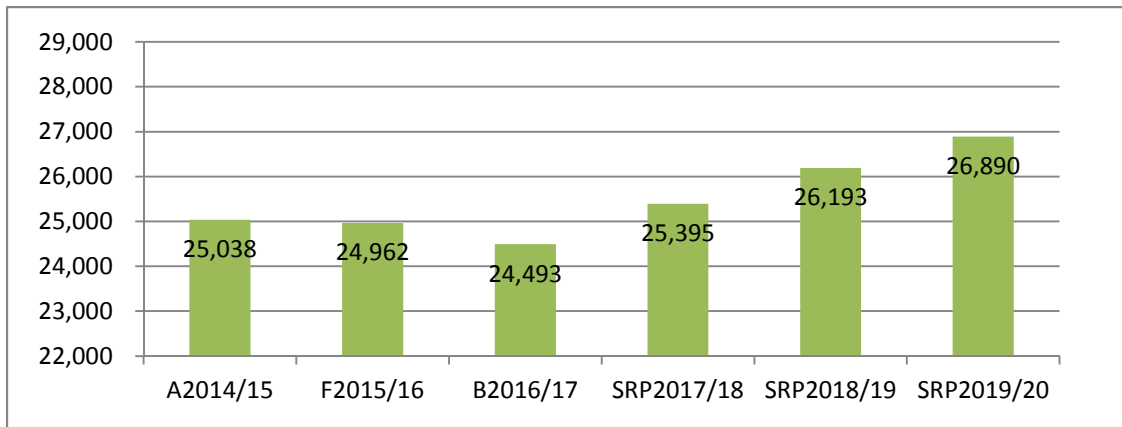
It is proposed that general rates increase by 2.5% in accordance with the Fair Go Rates System for the 2016/2017 year, raising total rates of \$17.82 million, including \$60,000 generated from supplementary rates. This rate increase is a reduction of the level of 4.0% foreshadowed in Council's Strategic Resource and Long Term Financial Plans adopted in 2015 (The rate increase for the 2015/2016 year was 4.5%). Rate increases in 2018/2019 and 2019/2020 have been based on estimates provided by the Essential Services Commission.

8.2 - Operating result



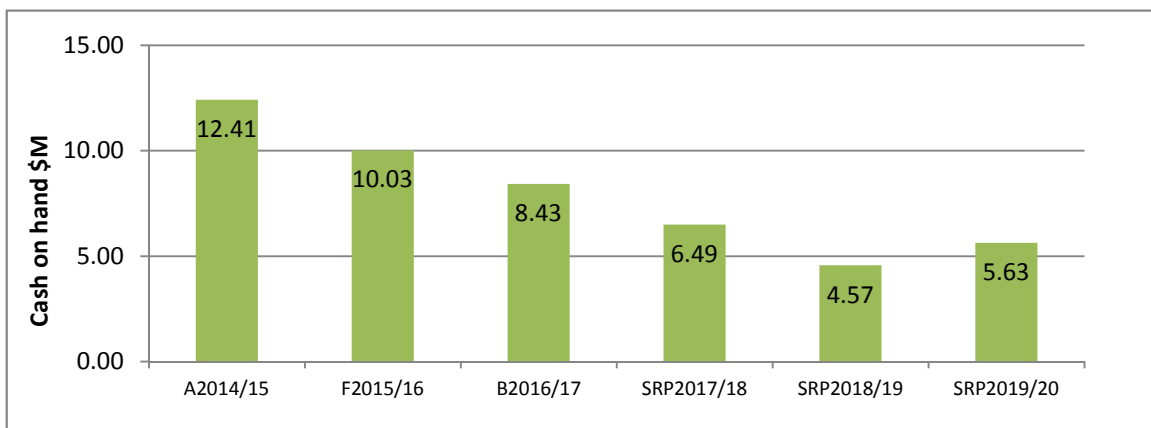
The expected operating result for the 2016/2017 year is a surplus of \$511,000 compared to a forecast deficit of \$1.32 million in 2015/2016. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$201,000, which is an increase over 2015/2016 - refer to section 10 for further information.

8.3 - Services



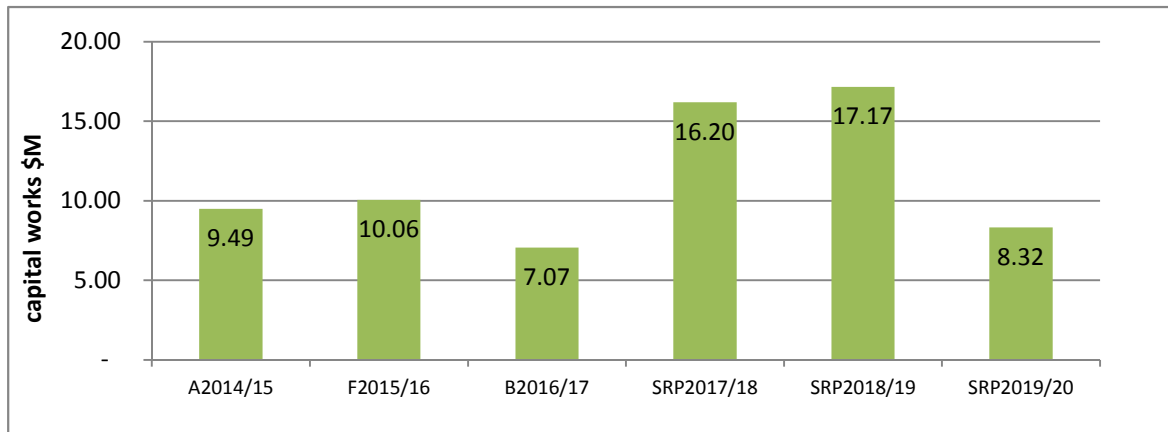
The net cost of services delivered to the community for the 2016/2017 year is budgeted at \$24.50 million which is a decrease of \$469,000 over 2015/2016. For the 2016/2017 year, there are fewer grant funded special projects than in previous years, which is a reflection of the tight fiscal environment in which all levels of Government are currently operating and the impact of the lower rate rise due to the Fair Go Rate System (The forecast net cost for the 2015/2016 year is \$24.97 million).

8.4 - Cash and investments



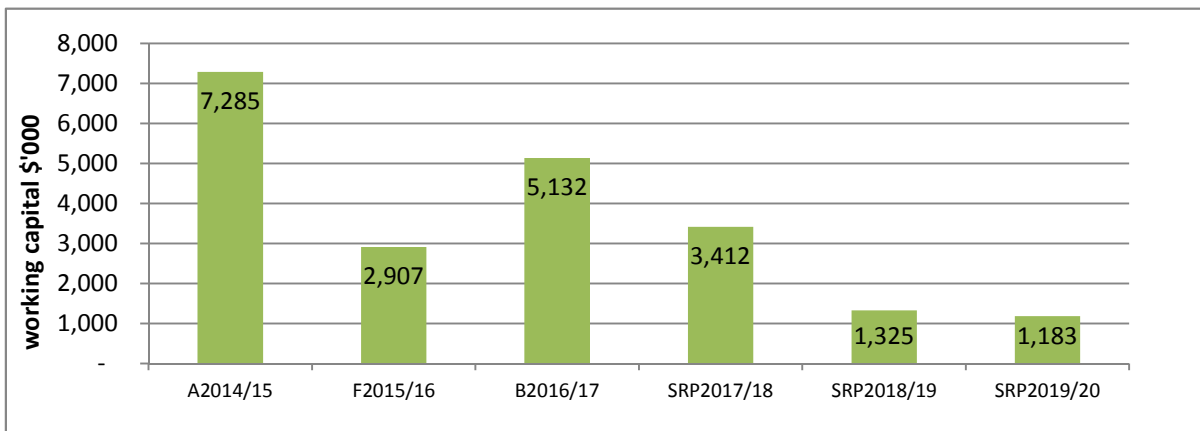
Cash and investments are expected to decrease by \$1.60 million during the year to \$8.43 million as at 30 June 2017. The cash balance at 30 June 2017 includes a number of reserves for future capital works including the swimming pool reserve and waste reserve. The level of cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$10.03 million as at 30 June 2016). See section 11 for further information.

8.5 - Capital works



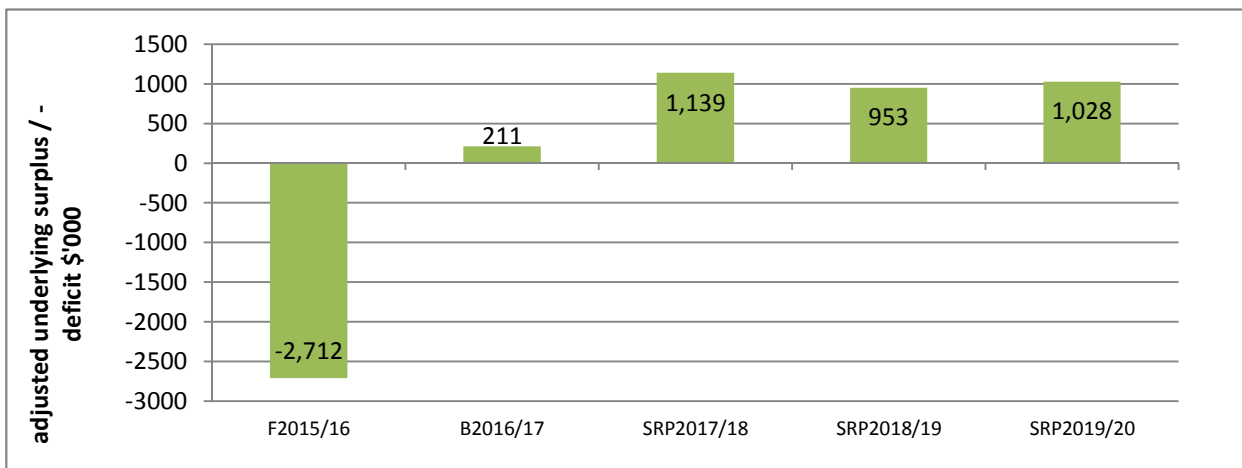
The capital works program for the 2016/2017 year will be \$7.07 million of which \$100,000 relates to projects which will be carried forward from the 2015/2016 year. The carried forward component is fully funded from the 2015/2016 budget. Of the \$7.07 million of capital funding required, \$0.92 million will come from external grants, \$10,000 from community contributions and the balance from Council's cash. The Council cash amount comprises asset sales, reserve transfers and cash generated through operations. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. Detailed information on the capital works program is set out in sections 6 and 12.

8.6 - Financial position



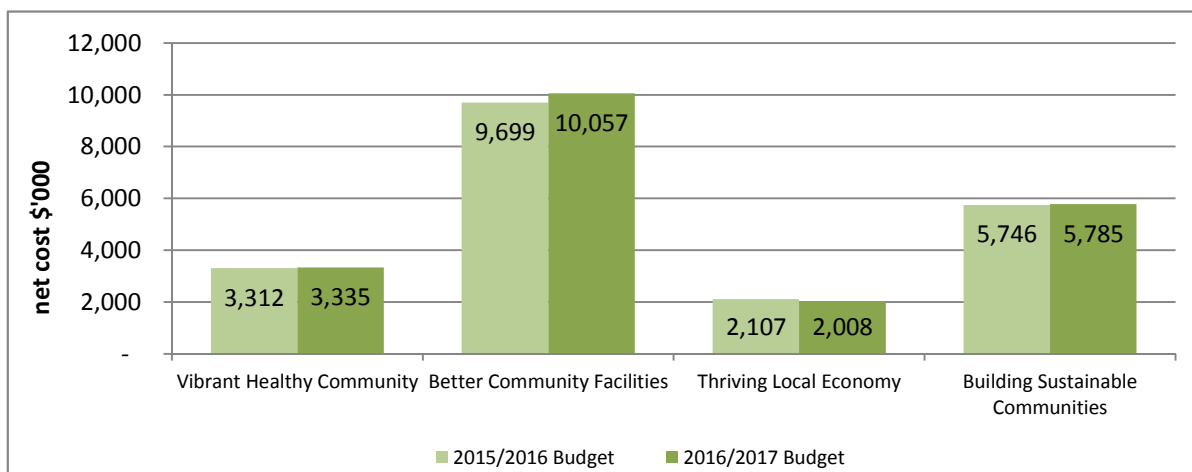
The financial position is expected to improve with net assets (net worth) to increase by \$6.05 million to \$237.05 million and net current assets (working capital) will increase by \$2.18 million to \$5.09 million as at 30 June 2017. The working capital position decreases significantly in future years as cash reserves will be utilised for the construction of an Indoor Aquatic Centre.

8.7 - Financial sustainability



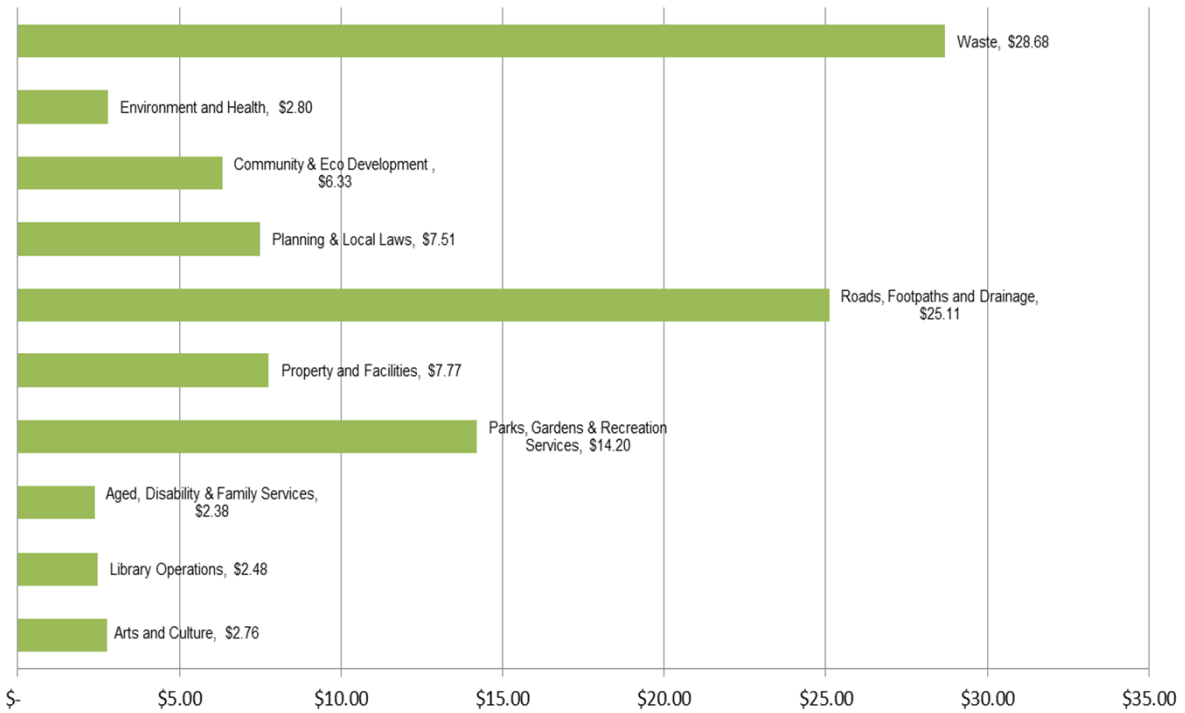
A high level Strategic Resource Plan for the years 2016/2017 to 2019/2020 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows an increasing underlying result in future years. The forecast adjusted underlying result deficit in 2015/2016 is mainly due to the timing of receiving VGC payments with half of the 2015/2016 allocation (\$2.3 million) received in 2014/2015.

8.8 - Strategic objectives



The Annual Budget includes a range of services 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 2016/2017 year.

8.9 - Council expenditure allocations



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

9. Budget influences

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

9.1 - 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 over 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.

Population

Research shows that the community is ageing with a higher proportion of the community aged over 60 years. By 2031, the Shire is expected to have a 91.7% increase in people aged 65 years and over. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Employment and income

There are over 7,500 jobs in the Shire with over 70% held by residents living and working in Mount Alexander. Analysis of household income levels in the Shire in 2011 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. According to the 2011 Census, 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:

- * Due to Council's ageing population 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 and demographics of the Shire.

9.2 - External Influences

The preparation of the budget is influenced by the following external factors:

- * The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2016/2017 has been set at 2.5%.
- * State-wide CPI is forecast to be 2.5% for the 2016/2017 year.
- * The Victorian Wage Price Index is projected to be 3.25% in 2016/2017.
- * Council must renegotiate a new employee agreement during the 2016/2017 year for commencement in September 2016.
- * Victoria Grants Commission funding has been frozen.
- * Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/2009 to \$60.52 per tonne in 2016/2017 (572% increase in 8 years).
- * On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.

9.2 - External Influences (continued)

* Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

* The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government in accordance with the Fire Services Property Levy Act 2012.

9.3 - Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2016/2017 Budget. These matters have arisen from events occurring in the 2015/2016 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/2017 year. These matters and their financial impact are set out below:

* The management of the landfill in Castlemaine and transfer station in Maldon was tendered in 2015/2016, this resulted in a change in the cost profile.

* It is a requirement that all rateable properties within a municipality be revalued every two years. 2015/2016 was a revaluation year which resulted in costs of \$77,000.

* Council holds elections for Councillors every four years, the next election will be held in October 2016 at the budgeted net cost to Council of \$159,000.

* Council continues to identify savings in electricity usage through the installation of solar panels on Council owned buildings.

* Council continue to review its services and identify savings through efficient management of resources. Savings identified in the 2016/2017 budget include reduction in cost of Aged and Disability services; reduction in the cost of pound operations; discontinued lease of Fredrick Street Car Park; reduction in the cost of insurance premiums; discontinuation of Shire News publication and reduction in funds to the Arts sector.

9.4 - Budget principles

In response to these influences budget guidelines set out the key budget principles upon which the budget is prepared. The principles included:

* 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 2014/2015 levels with the aim to use fewer resources with an emphasis on innovation and efficiency

* Salaries and wages to be increased in line with the employee agreement.

* Operating revenues and expenses arising from completed capital projects to be included.

* New initiatives to be justified through a business case.

9.5 - Long term strategies

The budget includes consideration of a number of long term strategies and information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/2017 to 2019/2020, Rating Information and Other Long Term Strategies (Council Long Term Financial Plan 2016-2026) including borrowings, infrastructure and service delivery (refer sections 14-16).

10. Analysis of operating budget

This section reviews the operating budget including expected income and expenses for the 2016/2017 year.

10.1 Budgeted income statement

	Ref	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Total income	10.2	31,191	32,575	1,384
Total expenses	10.3	(32,513)	(32,064)	449
Surplus / (deficit) for the year		(1,322)	511	1,833
Grants – non-recurrent capital	5.1.2	(1,390)	(300)	1,090
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	6	-	(10)	(10)
Adjusted underlying surplus / (deficit)		(2,712)	201	2,913
<i>Reconciling Items</i>				
VGC Grants - paid early		2,176	-	(2,176)
Reconciled underlying surplus / (deficit)		(536)	201	737

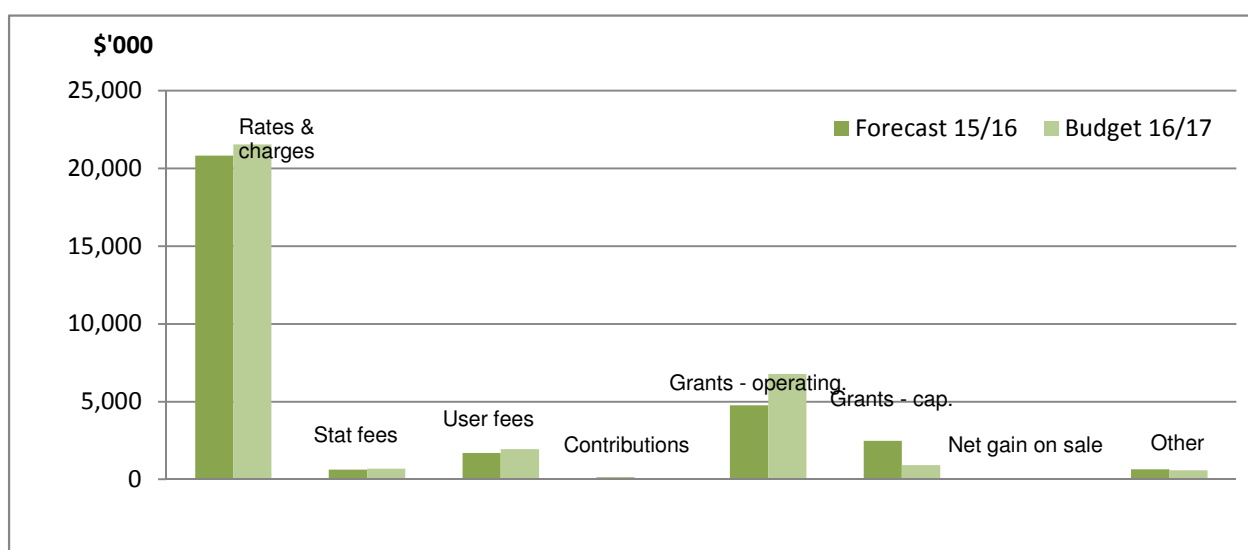
10.1.1 Adjusted underlying surplus / (deficit) - (\$201,000 surplus)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/2017 year is proposed to be a surplus of \$201,000 which is an improvement of \$2.91 million from the 2015/2016 year. The adjusted underlying result forecast deficit for 2015/2016 is mainly due to timing of VGC payments in the prior financial year.

A number of one-off items have also occurred that effect the annual underlying surplus / (deficit). Once these are removed the reconciled adjusted underlying result is a surplus of \$201,000 for 2016/2017 compared to a deficit of \$536,000 in 2014/2015. These funds can then be utilised to fund reserve transfers. Councils SRP for 2017/2018 to 2019/2020 shows a combined positive net adjusted surplus of \$2.96 million to offset prior year deficits.

10.2 - Income

Income Types	Ref	Forecast		Variance \$'000	Variance %
		Actual 2015/2016 \$'000	Budget 2016/2017 \$'000		
Rates and charges	10.2.1	20,825	21,549	724	3.5%
Statutory fees and fines	10.2.2	615	683	68	11.0%
User fees	10.2.3	1,687	1,945	258	15.3%
Contributions - monetary	10.2.4	140	71	(69)	-49.3%
Grants - operating	10.2.5	4,773	6,781	2,008	42.1%
Grants - capital	10.2.6	2,478	921	(1,557)	-62.8%
Net gain on disposal of property, infrastructure, plant & equip.		33	44	11	33.3%
Other income	10.2.7	640	582	(58)	-9.1%
Total income		31,191	32,575	1,384	4.4%



10.2.1 Rates and charges (\$724,000 increase)

It is proposed that income raised by all rates and charges be increased by 3.50% over 2016/2017 to \$21.55 million. This includes an increase in Rates and the Municipal Charge of 2.5%; and waste charges of 7.0 %. Section 7 (Rates and charges) includes a more detailed analysis of the rates and charges to be levied for 2015/2016.

10.2.2 Statutory fees and fines (\$68,000 increase)

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. Revenue from statutory fees is forecast to increase by 11% or \$68,000 compared to 2015/2016 including \$10,000 of fines from non-voting in the Council election. A detailed listing of statutory fees is included in Appendix A.

10.2.3 User fees (\$258,000 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 use of recreation and other community facilities and the provision of home and community care services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

Revenue from user charges are projected to increase overall by 15.3% or \$258,000 over the 2015/2016 forecast, this is due particularly to an increase of \$170,000 in Landfill income as a result of the facility being fully operational in the 2016/2017 financial year .

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

10.2 - Income (continued)

10.2.4 Contributions - monetary (\$69,000 decrease)

Monetary contributions are mainly from developer contributions to the open space reserve, a decrease from 2015/2016 is expected in 2016/2017 due to reduced monetary contributions towards capital work projects.

10.2.5 Grants - operating (\$2.01 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants will increase by 42.1% or \$2.01 million compared to 2015/2016, as a result of the early payment in 2014/2015 of half the 2015/2016 grants by the Victorian Grants Commission. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included in section 5.

10.2.6 Grants - capital (\$1.58 million decrease)

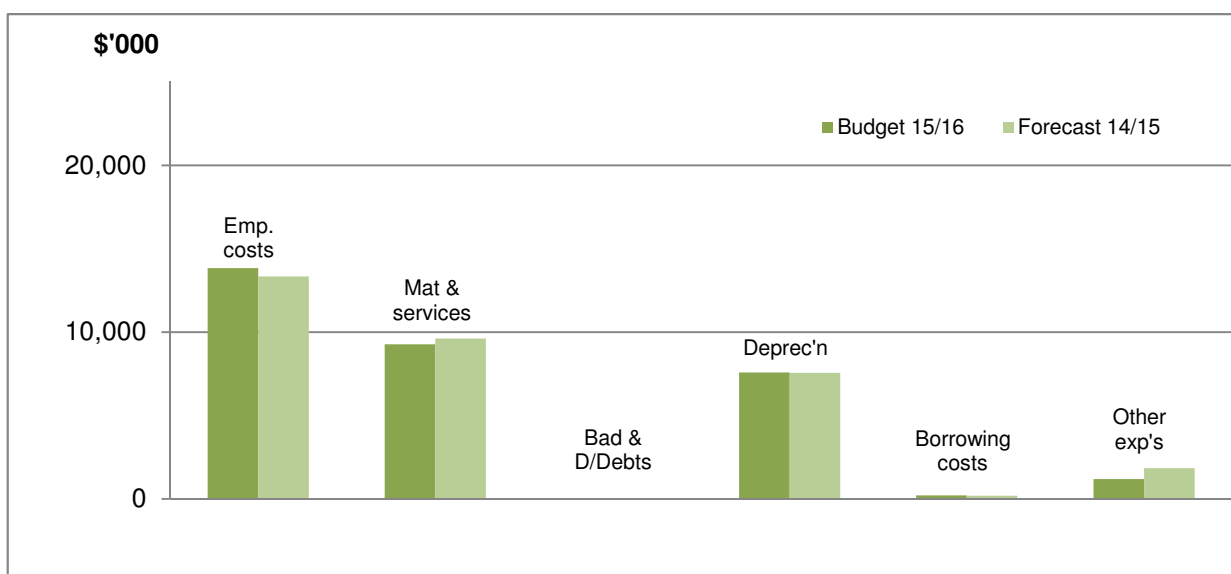
Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall capital grants will decrease by \$1.58 million compared to 2015/2016 due to the receipt of additional Roads to Recovery funding received in 2015/2016. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included in section 5.

10.2.7 Other income (\$58,000 decrease)

Other income relates to a range of items such as interest revenue on investments and rate arrears. Income received from collection of rate arrears is expected to decrease \$62,000 from the forecast 2015/2016 as some debt collection activities for 2014/2015 were undertaken in 2015/2016.

10.3 Expenses

Expense Types	Ref	Forecast		Variance \$'000	Variance %
		Actual 2015/2016 \$'000	Budget 2016/2017 \$'000		
Employee costs	10.3.1	13,335	13,837	502	3.8%
Materials and services	10.3.2	9,598	9,267	(331)	-3.5%
Bad and doubtful debts		9	10	1	11.1%
Depreciation and amortisation	10.3.3	7,551	7,571	20	0.3%
Borrowing costs	10.3.4	189	205	16	8.4%
Other expenses	10.3.5	1,831	1,174	(657)	-35.9%
Total expenses		32,513	32,064	(449)	-1.4%



10.3 Expenses (continued)

10.3.1 Employee costs (\$502,000 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 and workers compensation insurance.

Employee costs are forecast to increase by 3.8% or \$502,000 compared to 2015/2016. The increase is comprised of salary increases negotiated in Council's Enterprise Bargaining Agreement (EBA), as well as a number of services that are now conducted in-house by staff to be more efficient and effective and improved level of services compared to previously these positions were outsourced to contractors in 2015/2016. There has been a reduction in materials and services (10.3.2) to offset.

The 2015/2016 forecast is less than the 2015/2016 budget due to some staff vacancies during the year. When comparing the 2016/2017 budgeted employee costs to the adopted 2015/2016 Budget the increase is only \$153,000 or 1.1%.

A summary of human resources expenditure and full-time equivalent (FTE) categorised according to the organisational structure of Council is included at section 3.

10.3.2 Materials and services (\$331,000 decrease increase)

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 \$331,000 compared to 2015/2016, this is mainly due to the completion in 2015/2016 of a number of grant funded special projects and as a result of the tightening fiscal environment as a result of grant freezes (Federal Government) and the Fair Go Rates System (State Government). Savings have been identified to offset the reduction in funding and include reduction in costs of delivering Aged and Disability services; reduction in pound operations; discontinued lease of Fredrick Street Car Park; reduction in insurance premiums; discontinuation of Shire News publication and reduction in funds to arts programs.

10.3.3 Depreciation and amortisation (\$20,000 increase)

Depreciation is an accounting measure which attempts to allocate the depreciable 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 \$20,000 for 2016/2017 is net of a decrease in landfill depreciation which was higher in 2015/2016 to provide for rehabilitation works offset by an increase in depreciation as a result of the revaluation of some classes of assets; the completion of the 2015/2016 capital works program and the full year effect of depreciation on the 2014/2015 capital works program.

10.3.4 Borrowing costs (\$16,000 increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the planned increased in borrowings due to works at the Castlemaine Landfill.

10.3.5 Other expenses (\$657,000 decrease)

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 decrease mainly due to reduction in the cost of 'special projects'. Special projects often have a short term life or are grant funded funds to complete specific projects. Due to the tight fiscal environment of State and Federal Governments there are reduced grant funded projects available. Special projects have reduced by \$459,000 from 2015/2016 to \$568,000 in 2016/2017.

11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/2017 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- * Operating activities - refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt
- * Investing activities - refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment
- * Financing activities - refers to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		20,807	21,160	353
User fees and fines		2,302	2,577	275
Grants - operating		4,412	6,404	1,992
Grants - capital		2,478	905	(1,573)
Interest		430	422	(8)
Other receipts		360	240	(120)
		30,789	31,709	920
<i>Payments</i>				
Employee costs		(12,586)	(12,977)	(391)
Other payments		(11,706)	(14,418)	(2,712)
		(24,292)	(27,395)	(3,103)
Net cash provided by operating activities		6,497	4,313	(2,184)
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant & equip.		(9,812)	(7,000)	2,812
Proceeds from sale of property, infrastructure, plant & equipment		521	435	(86)
Net cash used in investing activities		(9,291)	(6,565)	2,726
Cash flows from financing activities	11.1.3			
Finance costs		(189)	(222)	(33)
Proceeds from borrowings		1,200	1,200	0
Repayment of borrowings		(603)	(322)	281
Net cash used in financing activities		408	656	248
Net decrease in cash and cash equivalents		(2,386)	(1,595)	791
Cash and cash equivalents at the beginning of the year		12,412	10,026	(2,386)
Cash and cash equivalents at end of the year	11.1.4	10,026	8,431	(1,595)

11.1.1 Operating activities (\$2.18 million decrease)

The decrease in cash inflows from operating activities is due mainly to the increase in expenditure for the rehabilitation of closed cells at the landfill of \$3.78 million, offset by half of the allocated VGC grants for 2015/2016 received in 2014/2015.

The net cash flows from operating activities does not equal the surplus (deficit) for the year as the expected revenues and expenses of 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
	2015/2016	2016/2017	
	\$'000	\$'000	\$'000
Surplus (deficit) for the year	(1,322)	511	1,833
Depreciation	7,551	7,571	20
Loss (gain) on disposal of property, infrastructure, plant & equipment	33	44	11
Finance costs	189	205	16
Net movement in current assets and liabilities	46	(4,018)	(4,064)
Cash flows available from operating activities	6,497	4,313	(2,184)

11.1.2 Investing activities (\$2.73 million decrease)

The decrease in payments for investing activities represents a reduction in capital works expenditure disclosed in section 12 of this budget report. This is a result of expenditure of \$3.78 million for cell rehabilitation works being funded against the previously provided provision, not capital works.

11.1.3 Financing activities (\$248,000 increase)

For 2016/2017 new borrowings of \$1.2 million are proposed to fund the cell remediation works at the Castlemaine landfill, finance costs will decrease due to the type of loan structure, repayment of loans and reduction in interest rates on new borrowings.

11.1.4 Cash and cash equivalents at end of the year (\$1.60 million decrease)

Overall, total cash and investments is forecast to decrease by \$1.60 million to \$8.43 million as at 30 June 2017. The cash balance at 30 June 2017 includes a number of reserves for future capital works including the swimming pool reserve and waste reserve. The level of cash and investments is in line with Council's Strategic Resource Plan and Long Term Financial Plan.

11.2 Restricted and unrestricted cash and investments

Some cash and cash equivalents held by Council are restricted in part and are not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$8.43 million, which has been restricted as shown in the following table.

		Forecast		
	Ref	Actual	Budget	Variance
		2015/2016	2016/2017	
		\$'000	\$'000	\$'000
Total cash and investments		10,026	8,431	(1,595)
Restricted cash and investments				
- Statutory reserves	11.2.1	(854)	(856)	(2)
- Cash held to fund carry forward capital works	11.2.2	(2,492)	(500)	1,992
- Trust funds and deposits		(1,153)	(1,159)	(6)
Unrestricted cash and investments	11.2.3	5,527	5,916	389
- Discretionary reserves	11.2.4	(5,215)	(3,650)	1,565
Unrestricted cash adjusted for discretionary reserves	11.2.5	312	2,266	1,954

11.2.1 Statutory reserves (\$856,000)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. Examples include the open space and car parking reserves funded by developer contributions and to be applied to a specific purpose.

11.2.2 Cash held to fund carry forward capital works (\$500,000)

It is estimated that at 30 June 2017 the capital works budget in the 2016/2017 financial year will be substantially completed, therefore an estimate of \$500,000 has been made which is 7% of the capital works program. An amount of \$2.50 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2014/2015 financial year. Section 6 contains further details on capital works funding.

5.2.3 Unrestricted cash and investments (\$5.92 million)

The amount shown is in accordance with the definition of unrestricted cash included in the Regulations. These funds are free of statutory reserve funds, trust funds and deposits and cash to be used to fund capital works expenditure from the previous financial year.

5.2.4 Discretionary reserves (\$3.65 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, 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. 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.

5.2.5 Unrestricted cash adjusted for discretionary reserves (\$2.27 million)

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

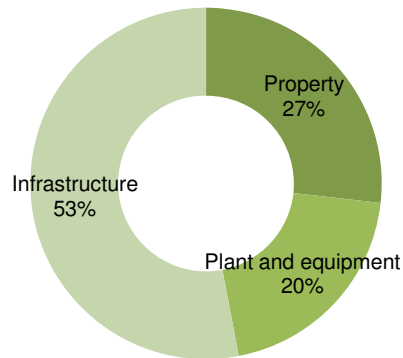
12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2015/2016 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in section 6.

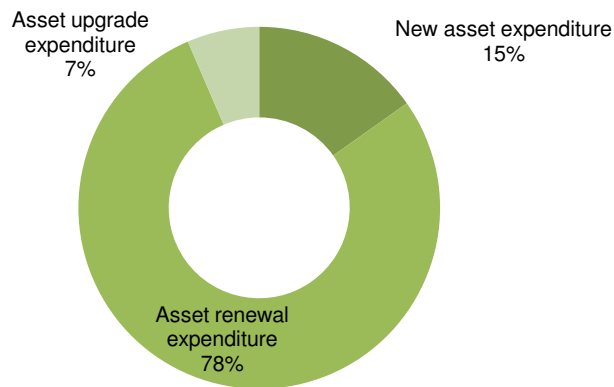
12.1 Capital works

Capital Works Areas	Ref	Forecast		Variance
		Actual 2015/2016 \$'000	Budget 2016/2017 \$'000	
Works carried forward				
Property				
Land improvements		186	-	(186)
Total land		186	-	(186)
Buildings		666	-	(666)
Total buildings		666	-	(666)
Total property		851	-	(851)
Plant and equipment				
IT, Furniture and equipment		-	100	100
Total plant and equipment		-	100	100
Infrastructure				
Roads		22	-	(22)
Bridges		565	-	(565)
Footpaths and cycleways		33	-	(33)
Waste management		81	-	(81)
Total infrastructure		701	-	(701)
Total works carried forward	12.1.1	1,553	100	(1,453)
New works				
Property				
Land improvements	12.1.2	957	430	(527)
Total land		957	430	(527)
Buildings		1,079	1,462	382
Total buildings		1,079	1,462	382
Total property		2,037	1,892	(145)
Plant and equipment				
Plant, machinery and equipment	12.1.3	414	480	66
Motor vehicles		400	400	-
IT, Furniture and equipment		454	451	(3)
Total plant and equipment		1,268	1,331	63
Infrastructure				
Roads	12.1.4	2,991	2,418	(573)
Bridges		477	700	223
Footpaths and cycleways		1,003	260	(744)
Drainage		354	266	(88)
Waste management		379	100	(279)
Total infrastructure		5,204	3,744	(1,460)
Total new works		8,508	6,966	(1,542)
Total capital works expenditure		10,061	7,066	(2,995)
Represented by:				
New asset expenditure	12.1.5	873	1,074	201
Asset renewal expenditure	12.1.5	7,043	5,537	(1,506)
Asset upgrade expenditure	12.1.5	2,145	456	(1,690)
Total capital works expenditure		10,061	7,066	(2,995)

Capital Works Type 2016/2017



Budgeted Capital Works 2016/2017



12.1.1 Carried forward works (\$100,000)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/2016 it is forecast that \$100,000 of capital works will be incomplete and be carried forward into the 2016/2017 year.

12.1.2 Property (\$1.89 million)

The property class comprises buildings and building improvements including community, cultural and recreation facilities.

For the 2016/2017 year building works to be undertaken include work on the new Visitor Information Centre at Maldon (subject to grant funding), essential safety works in community buildings, kitchen works at Bill Woodfull Recreation Reserve (\$77,000) and Castlemaine Town Hall, the annual program of building renewals and planning for the Indoor Aquatic Centre.

It also includes works at Wesley Hill Recreation Reserve including renewal of cricket nets and design of netball courts at the Wesley Hill Recreation Reserve. (Project cost \$340,000)

12.1.3 Plant and equipment (\$1.33 million)

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2016/2017 year, \$1.33 million will be expended on plant and equipment. The more significant projects include ongoing cyclical replacement of the plant (\$480,000) and vehicle fleet (\$400,000), and upgrade and replacement of information technology and Council's corporate software system (\$451,000).

12.1.4 Infrastructure (\$3.73 million)

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, and landfill works.

Road works planned include completing the annual road renewal program across the Shire including pavement rehabilitation of sections of the Watchbox Road, Diss Road, Langslow Street, the annual gravel road resheeting and local road resealing programs (Project cost \$2.42 million).

Bridge works include reconstruction of the bridge in Nuggetty Road, Maldon and Glengower-Joyces Creek Road, Strathlea as well as designs for bridges at Bubbs Lane, Old Drummond Road and Myrtle Creek Road. (Project cost \$700,000). Undertake flood levee works at Newstead (\$76,000)

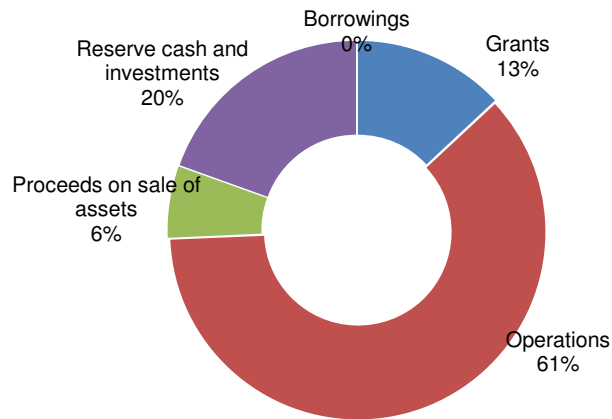
12.1.5 Asset expenditure classification

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

12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2015/2016 \$'000	2016/2017 \$'000	\$'000
Works carried forward				
Current year funding				
Council cash				
- operations		-	100	100
- unrestricted cash and investments		1,553	-	(1,553)
Total works carried forward	12.2.1	1,553	100	(1,453)
New works				
Current year funding				
Grants	12.2.2	2,478	921	(1,557)
Contributions		80	10	(70)
Borrowings		100	-	(100)
Council cash				
- operations	12.2.3	1,613	4,223	2,610
- proceeds on sale of assets	12.2.4	521	435	(86)
- reserve cash and investments	12.2.5	3,717	1,377	(2,340)
Total new works		8,508	6,966	(1,542)
Total funding sources		10,061	7,066	(2,995)

Budgeted total funding sources - 2016/2017



12.2.1 Carried forward works (\$100,000)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/2016 year it is forecast that \$100,000 of capital works will be incomplete and be carried forward into the 2016/2017.

12.2.2 Grants - Capital (\$921,000)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Capital grants include \$621,000 from the Roads to Recovery Program.

12.2.3 Council cash - operations (\$4.22 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$4.22 million will be generated from operations to fund the 2016/2017 capital works program. Refer to section 11 'Analysis of Budgeted Cash Position'.

12.3.4 Council cash - proceeds from sale of assets (\$435,000)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy.

12.3.5 Reserve cash - reserve cash and investments (\$1.38 million)

Council has a number of specific purpose reserves, which are used to fund capital works and special projects. The reserves include monies set aside for the renewal of Council's aquatic facilities, works at the Castlemaine Landfill and open space reserve.

13. Analysis of budgeted financial position

This section reviews the movements in assets, liabilities and equity between 2015/2016 and 2016/2017. It also considers a number of key financial performance indicators.

13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000
Current assets	13.1.1			
Cash and cash equivalents		10,026	8,431	(1,595)
Trade and other receivables		2,820	3,361	541
Inventories		70	70	-
Non-current assets classified as held for sale		75	75	-
Other assets		350	370	20
Total current assets		13,341	12,307	(1,034)
Non-current assets	13.1.1			
Trade and other receivables		8	8	-
Investments in associates and joint ventures		725	725	-
Property, infrastructure, plant and equipment		232,336	236,970	4,634
Intangible assets		462	462	-
Total non-current assets		233,531	238,165	4,634
Total assets		246,872	250,472	3,600
Current liabilities	13.1.2			
Trade and other payables		2,690	3,265	(575)
Trust funds and deposits		1,153	1,159	(6)
Provisions		6,107	2,405	3,702
Interest-bearing loans and borrowings		484	346	138
Total current liabilities		10,434	7,175	3,259
Non-current liabilities	13.1.2			
Provisions		1,946	1,979	(33)
Interest-bearing loans and borrowings		3,484	4,500	(1,016)
Total non-current liabilities		5,430	6,479	(1,049)
Total liabilities		15,864	13,653	2,211
Net assets		231,008	236,818	5,810
Equity	13.1.4			
Accumulated surplus		105,795	107,869	2,074
Reserves		125,213	128,949	3,736
Total equity		231,008	236,818	5,810

13.1.1 Current Assets (\$1.03 million decrease) and Non-Current Assets (\$4.63 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 \$1.60 million during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly during 2016/2017.

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. These are not expected to change significantly in 2016/2017.

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 Council over many years. The increase in this balance is attributable to the net result of the capital works program (\$7.07 million), depreciation of assets (\$7.57 million), asset revaluations (\$5.40 million) and the sale through sale of property, plant and equipment (\$435,000).

13.1.2 Current Liabilities (\$3.26 million decrease) and Non Current Liabilities (\$1.05 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to decrease by \$575,000 compared to 2015/2016 as a result of reduced carry-forward projects.

Provisions include accrued long service leave and annual leave entitlements. These employee entitlements are only expected to increase marginally due to active management of leave. There will be a reduction in the provision for landfill rehabilitation of \$3.78 million as these works will be completed in 2016/2017.

Interest-bearing loans and borrowings will increase by \$878,000 due to new borrowings of \$1.2 million, less principal repayments of \$322,000.

13.1.3 Working Capital (\$3.48 million increase)

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.

Some of Council's cash assets are restricted in that they are required by legislation to be held in reserve for specific purposes or are held to fund carry forward capital works from the previous financial year.

	Forecast		
	Actual	Budget	Variance
	2016	2017	
	\$'000	\$'000	\$'000
Current assets	13,341	12,307	1,034
Current liabilities	10,434	7,175	3,259
Working capital	2,907	5,132	4,294
Restricted cash and investment current assets			
- Statutory reserves	(854)	(856)	2
- Cash used to fund carry forward capital works	(100)	-	(100)
- Trust funds and deposits	(1,153)	(1,159)	6
Unrestricted working capital	800	4,276	3,476

In addition to the restricted cash shown above, Council is also projected to hold \$3.65 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, 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.

13.1.4 Equity (\$5.80 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. The increase in accumulated surplus results directly from the operating surplus for the year, and net result of reserve transfers.

During the year an amount of \$1.56 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.

Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

14. Strategic resource plan

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

14.1 Plan development

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

Council has prepared an SRP for the four years 2016/2017 to 2019/2020 as part of its ongoing financial planning to assist in preparing a Long Term Financial Plan (LTFP) which is over a 10 year period. 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.

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

- * Maintain operating surpluses and a positive underlying result over the life of the LTFP.
- * Maintain a working capital ratio greater than 120%.
- * Achieve a balanced budget on a cash basis over the long term.

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 LTFP and SRP are 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

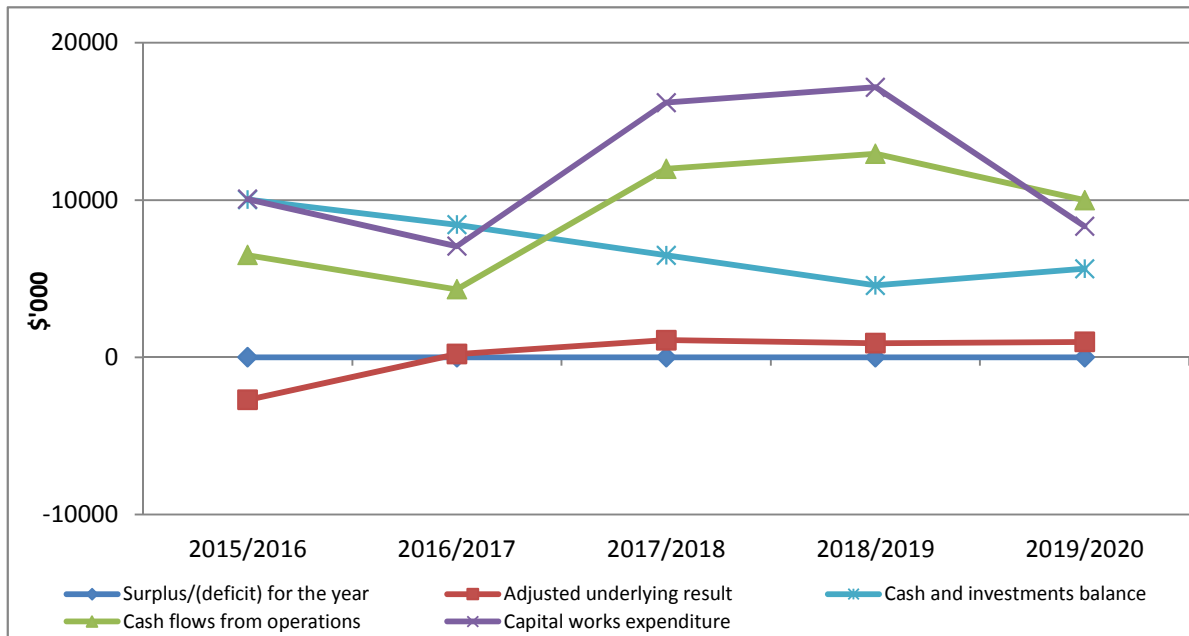
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/2017 to 2019/2020.

Indicator	Forecast	Budget	Strategic			Trend
	Actual		Projection			
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	+ / o / -
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	(1,322)	511	5,013	4,996	1,310	+
Adjusted underlying result	(2,712)	201	1,085	899	974	+
Cash and investments balance	10,026	8,431	6,490	4,567	5,628	o
Cash flows from operations	6,497	4,313	11,985	12,941	9,984	+
Capital works expenditure	10,061	7,066	16,197	17,170	8,325	+

Key to Forecast Trend:

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

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



The key outcomes of the SRP are as follows:

- * Financial sustainability (section 4) - cash and investments is forecast to decrease over the four year period from \$10.03 million to \$5.68 million, due to utilisation of discretionary reserves to fund significant projects, and decreased rate revenue as a result of the Fair Go Rates System.
- * Rating levels (section 15) – modest rate increases are forecast over the four years at rates forecast per the Essential Services Commission.
- * Service delivery strategy (section 16) – service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in years 2017/2018 to 2019/2020 as a result of capital grant revenue being received to fund the annual capital works program.
- * Borrowing strategy (section 16) – borrowings are forecast to increase from \$3.97 million to \$8.60 million over the four year period. This includes new borrowings of \$1.20 million in 2016/2017. Borrowings in future years will be utilised to fund a new Indoor Aquatic Centre.
- * Infrastructure strategy (section 16) - capital expenditure over the four year period will total \$48.70 million at an average of \$12.17 million per year.

15. Rating information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

15.1 Rating context

In developing the Strategic Resource Plan (referred to in section 14), rates and charges were identified as an important source of revenue, accounting for over 60% 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 Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly due to recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils. The following table shows a comparison of the last five years and the average rates per capita for the 2015/2016 year.

Year	Mount Alexander Shire Council	Average Large Council
2011/2012	8.5%	
2012/2013	6.8%	
2013/2014	6.5%	
2014/2015	6.5%	
2015/2016	4.5%	
2016/2017	2.5%	
Average increase	5.9%	
Rates Per Capita - 2014/2015	\$ 1,082.00	\$ 1,121.00

The table indicates that the average rate per capita was \$39 lower than the average of comparative Councils (large rural) in 2014/2015.

15.2 Future rate increase

The following table sets out future proposed increases in rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	General Rate Increase	Municipal Charge Increase	Garbage Charge Increase	Recycling Charge Increase	Total Rates Raised
	%	%	%	%	\$'000
2015/2016	4.50	4.40	7.00	7.00	20,825
2016/2017	2.50	0.00	7.00	7.00	21,549
2017/2018	2.85	Note 1	7.00	7.00	22,491
2018/2019	2.80	Note 1	7.00	7.00	23,468
2019/2020	2.75	Note 1	7.00	7.00	24,285

Note 1 - Council has reviewed its Rating Strategy 2016/2021, which results in the phased removal of the Municipal Charge in 2017/2018 and 2018/2019, and therefore rate increases to the general rate will be higher than proposed increased in general rate income (above). Overall revenue to Council will be the same.

15.3 Rating structure

Council's current rating strategy was developed in 2010. A review of the rating strategy has been undertaken to ensure the equitable distribution of rates in accordance with the Local Government Act and the Ministerial Guidelines.

Council engaged the University of Technology Sydney (UTS) Centre for Local Government to assist in the review including analysis of the effectiveness of the current strategy, and the development of scenarios to test the impact on all ratepayers of any proposed changes. The objectives of the review were to:

- * Identify and recommend principles Council should consider when striking general rates and using rating differentials.
- * Equitable sharing of the rate burden between categories of property.
- * General rates versus levies and charges.
- * Identify any other special rates that Council should consider.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents. 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 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 continue to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

The previous rating structure comprises four differential rates (residential, farm, vacant and commercial), and a rate concession for land management on eligible land. These rates are structured in accordance with the requirements of the Local Government Act.

Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at "such amount as the municipal council thinks reasonable having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands".

The previous rating strategy also noted that Council levies a municipal charge, a kerbside collection charge and a recycling charge as allowed under the Act.

The Rating Strategy 2016-2021 recommended and Council adopted, the following:

- a) Continue the use of the CIV model of valuations;
- b) Continue with the current differential rating categories;
- c) Continue with the 130% differential for commercial properties;
- d) Continue with the 200% differential for vacant land properties;
- e) Continue with the 100% differential for general-farm properties;
- f) Continue with the 0% differential for recreational and cultural properties;
- g) To further encourage sustainable land management practices, it is recommended that the Land Management Rate (LMR) be decreased to 80% of the general rate, and phased in to reduce the impact on other ratepayers: 2016/2017 - 90% of the general rate and 2017/2018 and on-going - 80% of the general rate;
- h) Phase out the Municipal Charge over 3 years: 2015/2016 - \$188.00, 2016/2017 - \$188.00, 2017/2018 - \$94.00 and 2018/2019 and on-going - \$0.00
- i) Retain the Trust for Nature Covenant rebate at 100% of the general rate, for the relevant site portion.

A more detailed analysis of the rates to be raised is contained in section 7.

15.4 General revaluation of properties

During the 2015/2016 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/2017 year. The outcome of the general revaluation has been a change in property valuations throughout the municipality. Overall, property valuations across the municipal district have increased by 7.03%. Of this increase, residential properties have increased by 7%, commercial and industrial properties by 2% and rural properties by 5%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations by area.

Area	Valuation Change Increase / (Decrease)
Baringhup	6.0%
Barkers Creek	7.1%
Campbells Creek	6.5%
Castlemaine	6.2%
Chewton	11.8%
Elphinstone	10.1%
Fryerstown	6.5%
Guilford	7.5%
Harcourt	7.2%
Maldon	9.3%
Metcalfe	5.5%
Newstead	8.1%
Sandon	5.9%
Sutton Grange	9.6%
Taradale	6.8%
Walmer	10.3%
Welshmans Reef	3.4%

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/2016 year, Council has chosen not to make any changes to the existing rate differential. Council has reduced the rate in the dollar to offset the 7.03% increase in property valuations across the municipal district following the general revaluation.

16. Summary of other strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including infrastructure and service delivery.

16.1 Infrastructure

The Council has developed a Long Term Financial Plan 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 SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The LTFP has been developed through a 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.

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

Year	Total Capital Program \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
2015/2016	10,061	2,478	10	6,373	1,200
2016/2017	7,066	921	-	4,945	1,200
2017/2018	16,197	4,628	-	9,036	2,533
2018/2019	17,170	4,797	-	9,573	2,800
2019/2020	8,325	1,036	-	7,289	-

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or '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.

Capital works in 2017/2018 and 2018/2019 are larger than normal due to the planned construction of the Indoor Aquatic Centre in Castlemaine. Total expenditure over those two financial years is \$16.67 million with borrowings of \$3.40 million and grant funding of \$7.40 million included.

16.2 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result each year. The Rating Information (see Section 15) also refers to modest rate increases into the future under the Fair Go Rates System. 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:

	2016/2017	2017/2018	2018/2019	2019/2020
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Average Weekly Earnings	3.3	3.5	3.5	3.5
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	2.5	2.9	2.8	2.8
Property growth	1.8	1.8	1.8	1.8
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	3.5	3.5	3.5	3.5

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 \$44 per tonne since 2009/2010. The fee will rise a further \$5.30 per tonne (10%) in 2015/2016. The financial impact will be to increase tipping fee costs at the landfill as the current pricing structure currently in place for the landfill users will be adjusted to absorb future cost increases.

Kerbside Collection and Landfill Management Contract

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 in costs. The increased landfill levy will also increase the cost of residential garbage disposal.

Aged and Disability Services

Government funding for aged and disability services is expected to increase, this includes General Home Care, Personal Care, Respite Care and Meals. Council continues to review its services and identify savings through efficient management of resources. Savings identified in the 2016/2017 budget include reduction in cost of Aged and Disability services of \$62,000.

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 2016 effective for the 2016/2017 year and the next revaluation will be undertaken as at 1 January 2018. An allowance of \$77,000 has been made every two years commencing in 2015/2016 to meet the additional cost of resources to complete the revaluation process.

Council Elections

Council is required to undertake general elections every four years, the next election will take part in October 2016. An allowance of \$159,000 has been made every four years commencing in 2016/2017 to meet the additional cost of resources to complete this activity.

Service Reviews

Council has committed to implement a review of all services to ensure they are meeting community needs and Council's statutory responsibilities, and are being delivered in the most effective and efficient way possible. The first stage of this review is to develop a standard methodology for completing the reviews and a range of resources to assist managers do this rigorously and within normal business operations. This work has commenced in 2015/2016 with service reviews to be completed in 2016/2017 through to 2018/2019.

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

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2015/2016	(1,322)	(2,712)	32,513
2016/2017	511	201	32,064
2017/2018	5,013	1,085	32,337
2018/2019	4,996	899	33,714
2019/2020	1,310	974	34,675

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, an underlying surplus is maintained in the years 2017/2018 through to 2019/2020.

Appendix A

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 2016/2017 financial year.

Budget - 2016/2017



2016-2017 Fees and Charges

Building Permit Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
Building Permit Fees					
State Levy (Building Commission) for building work costing > \$10,000	per \$1,000	\$ 1.28	\$ 1.28	Indexed annually by State Government on 1 July	<input type="checkbox"/>
Report & Consent - Consent under Part 4, 5, 6, 8 of the Regulations	per regulation applied for	\$ 244.00	\$ 244.00		<input type="checkbox"/>
Report & Consent - Consent under Section 29A of the Act (Demolition) - Form A	per lodgement	\$ 60.90	\$ 60.90		<input type="checkbox"/>
Building information certificates	per certificate	\$ 48.60	\$ 48.60		<input type="checkbox"/>
Building permits - private lodgement	per lodgement	\$ 36.40	\$ 36.40		<input type="checkbox"/>
House relocation/re-erection/demolition (class 1)	security deposit	\$ 5,000.00	\$ 5,000.00	0.0%	<input checked="" type="checkbox"/>
Non Statutory Fees					
Building Permit Fees					
Class 1 - Dwellings, relocation of dwellings, and units (per individual unit), additions and alterations greater than \$150,000	fee	\$2,100.00	\$ 2,000.00	5.0%	<input checked="" type="checkbox"/>
Class 1 - Alterations & additions (50k to 150k)	fee	\$ 1,800.00	\$ 1,750.00	2.9%	<input checked="" type="checkbox"/>
Class 1 - Alterations & additions (up to 50k)	fee	\$ 1,600.00	\$ 1,500.00	6.7%	<input checked="" type="checkbox"/>
Class 1 - Restumping and underpinning	fee	\$ 810.00	\$ 760.00	6.6%	<input checked="" type="checkbox"/>
Class 10 - Outbuildings, garages, sheds	fee	\$ 850.00	\$ 800.00	6.3%	<input checked="" type="checkbox"/>
Class 10 - Swimming Pools	fee	\$ 695.00	\$ 675.00	3.0%	<input checked="" type="checkbox"/>
Class 10 - Fences, masts & miscellaneous structures	fee	\$ 630.00	\$ 600.00	5.0%	<input checked="" type="checkbox"/>
Commercial building works under \$25,000	fee	\$ 630.00	\$ 600.00	5.0%	<input checked="" type="checkbox"/>
Change of use - class 1A to class 1B	fee	\$ 850.00	\$ 800.00	6.3%	<input checked="" type="checkbox"/>
Change of use - class 2 to 9 buildings	fee	\$ 1,500.00	\$ 1,500.00	0.0%	<input checked="" type="checkbox"/>
Change of use - class 10A to class 1A	fee	\$ 900.00	\$ 900.00	0.0%	<input checked="" type="checkbox"/>
Extension of building permit 1 year maximum	fee	\$ 250.00	\$ 250.00	0.0%	<input checked="" type="checkbox"/>
Demolition/removal permit - class 1 to 10	minimum fee	\$ 635.00	\$ 600.00	5.8%	<input checked="" type="checkbox"/>
Demolition/removal permit - class 2 to 9 buildings	minimum fee	\$ 950.00	\$ 900.00	5.6%	<input checked="" type="checkbox"/>
Variation to approved documents - minor works under \$5,000	fee	\$ 150.00	\$ 130.00	15.4%	<input checked="" type="checkbox"/>
Variation to approved documents - works over \$5,000	fee	\$ 300.00	\$ 250.00	20.0%	<input checked="" type="checkbox"/>
Amendment to permit only	fee	\$ 145.00	\$ 100.00	45.0%	<input checked="" type="checkbox"/>
Inspection on works when building permit has lapsed or expired	minimum fee + travelling	\$ 175.00	\$ 155.00	12.9%	<input checked="" type="checkbox"/>
Miscellaneous permits - siting of temporary structures	fee	\$ 325.00	\$ 300.00	8.3%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Building Permit Fees

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2016/2017</i>	<i>\$</i> <i>2015/2016</i>	<i>%</i> <i>Increase</i>	<i>GST</i> <i>Inclusive</i>
Non Statutory Fees cont..					
Building Permit Fees (cont)					
Miscellaneous permits - occupation permits for places of public entertainment in an open area	fee	\$ 600.00	\$ 600.00	0.0%	<input type="checkbox"/>
Miscellaneous permits - occupation permits for places of public entertainment in a building	fee	\$ 600.00	\$ 900.00	-33.3%	<input type="checkbox"/>
Miscellaneous permits - occupation permits for places of public entertainment in an open area (Lodged in conjunction with a Division 1 Building Permit application)	fee	\$ 600.00	\$ 600.00	0.0%	<input checked="" type="checkbox"/>
Miscellaneous permits - occupation permits for places of public entertainment in a building (Lodged in conjunction with a Division 1 Building Permit application)	fee	\$ 900.00	\$ 900.00	0.0%	<input checked="" type="checkbox"/>
Special services - applications to Building Appeals Board	per hour	\$ 190.00	\$ 190.00	0.0%	<input checked="" type="checkbox"/>
Special services - renewal of expired building permits	fee	\$ 450.00	\$ 450.00	0.0%	<input checked="" type="checkbox"/>
Hourly rate - Municipal Building Surveyor	per hour	\$ 210.00	\$ 190.00	10.5%	<input checked="" type="checkbox"/>
Hourly rate - Building Surveyor	per hour	\$ 160.00	\$ 155.00	3.2%	<input checked="" type="checkbox"/>
Hourly rate - Building Inspector	per hour	\$ 135.00	\$ 130.00	3.8%	<input checked="" type="checkbox"/>
Hourly rate - Administration Staff	per hour	\$ 95.00	\$ 90.00	5.6%	<input checked="" type="checkbox"/>
Request for copying of permits and plans	per request	\$ 70.00	\$ 64.00	9.4%	<input type="checkbox"/>
Rectification of Illegal works	per request	As per fee structure for new works	As per fee structure for new works		<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Landfill and Transfer Station Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non statutory fees					
Landfill & transfer stations					
General waste	per cubic metre	\$ 62.00	\$ 81.00	-23.5%	<input checked="" type="checkbox"/>
General waste	per tonne	\$ 176.00	\$ 148.00	18.9%	<input checked="" type="checkbox"/>
General waste trailer (6' x 4') equivalent to 0.7 cubic metres	per trailer	\$ 43.00	\$ 57.00	-24.6%	<input checked="" type="checkbox"/>
General waste, trailer (8' x 5') equivalent to 1.2 cubic metres	per trailer	\$ 74.00	\$ 98.00	-24.5%	<input checked="" type="checkbox"/>
General waste trailer (6' x 4') heaped equivalent to 1.5 cubic metres	per trailer	\$ 93.00	\$ 122.00	-23.8%	<input checked="" type="checkbox"/>
General waste, trailer (8' x 5') heaped equivalent to 2.4 cubic metres	per trailer	\$ 149.00	\$ 195.00	-23.6%	<input checked="" type="checkbox"/>
Recyclable materials (domestic quantities only)		free	free	0.0%	<input type="checkbox"/>
Commercial/industrial	per tonne	\$ 196.00	\$ 188.00	4.3%	<input checked="" type="checkbox"/>
Asbestos (packaged domestic)	per cubic metre	\$ 207.00	\$ 200.00	3.5%	<input checked="" type="checkbox"/>
Green waste					
Per cubic metre (M ³)	per cubic metre	\$ 21.00	\$ 20.00	5.0%	<input checked="" type="checkbox"/>
Trailer (6' x 4') equivalent to 0.7 cubic metres	per trailer	\$ 14.00	\$ 15.00	-6.7%	<input checked="" type="checkbox"/>
Trailer (6' x 4') heaped equivalent to 1.5 cubic metres	per trailer	\$ 31.00	\$ 30.00	3.3%	<input checked="" type="checkbox"/>
Green waste (per tonne)	per tonne	\$ 41.00	\$ 70.00	-41.4%	<input checked="" type="checkbox"/>
Clean fill					
Clean fill	per tonne	\$ 52.00	\$ 54.00	-3.7%	<input checked="" type="checkbox"/>
Cardboard (packing) - commercial quantities					
Trailer (6' x 4') equivalent to 0.7 cubic metres	per trailer	\$ 16.00	\$ 15.00	6.7%	<input checked="" type="checkbox"/>
Per cubic metre (M ³)	per cubic metre	\$ 21.00	\$ 20.00	5.0%	<input checked="" type="checkbox"/>
Tyres					
Motor bike and car tyres	per tyre	\$ 9.00	\$ 12.00	-25.0%	<input checked="" type="checkbox"/>
Motor bike and car tyres on rims	per tyre	\$ 28.00	\$ 22.00	27.3%	<input checked="" type="checkbox"/>
Truck tyres	per tyre	\$ 34.00	\$ 32.00	6.3%	<input checked="" type="checkbox"/>
Tractor tyres	per tyre	\$ 71.00	\$ 130.00	-45.4%	<input checked="" type="checkbox"/>
Oil for recycling	per litre	\$ 0.50	\$ 0.50	0.0%	<input checked="" type="checkbox"/>
Whitegoods (excluding refrigerators, freezers & air conditioners)	per item	\$ 16.00	\$ 16.00	0.0%	<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Landfill and Transfer Station Fees

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2016/2017</i>	<i>\$</i> <i>2015/2016</i>	<i>%</i> <i>Increase</i>	<i>GST</i> <i>Inclusive</i>
Non statutory fees cont...					
Other items					
Refrigerators, freezers & air conditioners	per item	\$ 25.00	\$ 30.00	-16.7%	<input checked="" type="checkbox"/>
Mattresses or bed bases (any size)	per item	\$ 31.00	\$ 25.00	24.0%	<input checked="" type="checkbox"/>
Television or computer (including monitor)	per item	\$ 26.00	\$ 25.00	4.0%	<input checked="" type="checkbox"/>
Gas bottle (any size)	per item	\$ 10.00	\$ 10.00	0.0%	<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Hall and Property Rentals

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees					
Property Rentals					
Not for profit volunteer & community service groups	annual	\$ 120.00	\$ 117.85	1.8%	<input checked="" type="checkbox"/>
Venue Hire - Insurance					
Public Liability Insurance - per annum, per venue, max 52 visits	per venue	\$ 20.00	\$ 18.50	8.1%	<input checked="" type="checkbox"/>
Small Venue Hire Fees - Community Rate					
Ray Bradfield Room, Castlemaine Senior Citizens Centre, Chewton Community Centre and Former Tea Rooms	per hour	\$ 20.00	\$ 18.50	8.1%	<input checked="" type="checkbox"/>
Ray Bradfield Room, Castlemaine Senior Citizens Centre, Chewton Community Centre and Former Tea Rooms	daily/8 hr	\$ 90.00	\$ 85.50	5.3%	<input checked="" type="checkbox"/>
Small Venue Hire Fees - Private Rate					
Ray Bradfield Room, Castlemaine Senior Citizens Centre, Chewton Community Centre and Former Tea Rooms	per hour	\$ 35.00	\$ 32.00	9.4%	<input checked="" type="checkbox"/>
Ray Bradfield Room, Castlemaine Senior Citizens Centre, Chewton Community Centre and Former Tea Rooms	daily/8 hr	\$ 150.00	\$ 146.00	2.7%	<input checked="" type="checkbox"/>
Town Hall Venue Hire Fees - Community Rate					
Hall, stage & foyer - with stage lights, includes PA & Balcony if required	daily/8 hr	\$ 250.00	\$ 208.00	20.2%	<input checked="" type="checkbox"/>
Hall, stage & foyer - with stage lights, includes PA & Balcony if required	half day/4 hr	\$ 125.00	new		<input checked="" type="checkbox"/>
Hall, stage & foyer- no stage lights, includes PA & Balcony if required	daily/8 hr	\$ 180.00	\$ 170.00	5.9%	<input checked="" type="checkbox"/>
Hall, stage & foyer- no stage lights, includes PA & Balcony if required	half day/4 hr	\$ 90.00	new		<input checked="" type="checkbox"/>
Kitchen	daily/8 hr	\$ 90.00	new		<input checked="" type="checkbox"/>
Kitchen	half day/4 hr	\$ 45.00	\$ 40.00	12.5%	<input checked="" type="checkbox"/>
Town Hall - foyer or balcony	per 5 hours	fee now included in hall fee	\$ 22.00		<input checked="" type="checkbox"/>
Town Hall Venue Hire Fees - Private Rate					
Hall, stage & foyer - with stage lights	daily/8 hr	\$ 750.00	\$ 740.00	1.4%	<input checked="" type="checkbox"/>
Hall, stage & foyer - with stage lights	half day/4 hr	\$ 370.00	\$ 365.00	1.4%	<input checked="" type="checkbox"/>
Hall, stage & foyer- no stage lights	daily/8 hr	\$ 620.00	\$ 610.00	1.6%	<input checked="" type="checkbox"/>
Hall, stage & foyer- no stage lights	half day/4 hr	\$ 310.00	new		<input checked="" type="checkbox"/>
Town Hall rehearsal rate - hall, stage & foyer	per 5 hours	fee no longer offered	\$ 305.00		<input checked="" type="checkbox"/>
Town Hall stage - rehearsal rate (no stage lights, tech equipment or foyer/hall)	daily	fee no longer offered	\$ 52.00		<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Hall and Property Rentals

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees cont..					
Town Hall Venue Hire Fees - Private Rate (cont)					
Town Hall stage - rehearsal rate (without stage lights, tech equipment or foyer/hall)	hourly rate	fee no longer offered	\$ 12.50		<input checked="" type="checkbox"/>
Kitchen	daily/8 hr	\$ 150.00	new		<input checked="" type="checkbox"/>
Kitchen	half day/4 hr	\$ 75.00	\$ 73.00	2.7%	<input checked="" type="checkbox"/>
Town Hall - foyer or balcony	per 5 hours	fee now included in hall fee	\$ 24.00		<input checked="" type="checkbox"/>
Town Hall Equipment Hire Fees					
Venues Coordinator - attendance at event	per hour	\$ 49.00	\$ 47.50	3.2%	<input checked="" type="checkbox"/>
Grand Piano - Town Hall or Phee Theatre only	daily	\$ 100.00	\$ 98.00	2.0%	<input checked="" type="checkbox"/>
Grand Piano Removalist Fee - for use on Town Hall main floor or Phee	one off	\$ 750.00	new		<input checked="" type="checkbox"/>
Portable stage - set up & dismantle in Town Hall or Phee	daily	\$ 150.00	\$ 160.00	-6.3%	<input checked="" type="checkbox"/>
Portable stage - per section set up & dismantle in Town Hall or Phee	daily	\$ 25.00	\$ 23.00	8.7%	<input checked="" type="checkbox"/>
Portable stage - set up & dismantle offsite	daily	\$ 250.00	new		<input checked="" type="checkbox"/>
Portable public address system	daily or weekend	\$ 45.00	\$ 40.00	12.5%	<input checked="" type="checkbox"/>
Trestle Tables - use offsite with transport by hirer	per table/day or weekend	\$ 5.00	new		<input checked="" type="checkbox"/>
Beige Plastic Chairs - use offsite with transport by hirer	per chair/day or weekend	\$ 2.50	new		<input checked="" type="checkbox"/>
Phee Broadway Theatre Venue Hire Fees - Community Rate					
Theatre - includes Duty Technician with stage lights, tech equipment & foyer access	daily/8 hr	\$ 685.00	\$ 291.00	135.4%	<input checked="" type="checkbox"/>
Theatre - includes Duty Technician with stage lights, tech equipment & foyer access	half day/4 hr	\$ 350.00	\$ 156.00	124.4%	<input checked="" type="checkbox"/>
Phee Broadway Theatre Venue Hire Fees - Private Rate					
Theatre - includes Duty Technician with stage lights, tech equipment & foyer access	daily/8 hr	\$ 1,200.00	\$ 1,200.00	0.0%	<input checked="" type="checkbox"/>
Theatre - includes Duty Technician with stage lights, tech equipment & foyer access	half day/4 hr	\$ 650.00	\$ 650.00	0.0%	<input checked="" type="checkbox"/>
Phee Broadway Theatre Venue Hire Fees - all users					
Duty Technician (not including public holidays) - additional hours	per hour	\$ 50.00	\$ 49.00	2.0%	<input checked="" type="checkbox"/>
Phee Broadway Theatre - Not for Profit, Schools, Community Groups Pre Production Rehearsal Rate					
Theatre - rehearsal rate (no stage lights, tech equipment or foyer)	daily	fee no longer offered	\$ 50.00		<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Hall and Property Rentals

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees cont..					
Phee Broadway Theatre - Not for Profit, Schools, Community Groups Pre Production Rehearsal Rate (cont)					
Theatre - rehearsal rate (without stage lights, tech equipment or foyer)	hourly rate	fee no longer offered	\$ 12.00		<input checked="" type="checkbox"/>
Theatre foyer only - launch/artist workshop (outside library opening hours)	per hour	fee no longer offered	\$ 19.00		<input checked="" type="checkbox"/>
Market Building - Community Rate					
Market Building steps	half day/4 hr	\$ 115.00	\$ 110.00	4.5%	<input checked="" type="checkbox"/>
Nave	up to 3 hours	fee no longer offered	\$ 110.00		<input checked="" type="checkbox"/>
Nave	half day/4 hr	\$ 160.00	\$ 150.00	6.7%	<input checked="" type="checkbox"/>
Nave	daily/8 hr	\$ 260.00	\$ 205.00	26.8%	<input checked="" type="checkbox"/>
Nave	2 - 3 Days	fee no longer offered	\$ 350.00		<input checked="" type="checkbox"/>
Nave	week	\$ 360.00	\$ 410.00	-12.2%	<input checked="" type="checkbox"/>
Nave	2 weeks	fee no longer offered	\$ 510.00		<input checked="" type="checkbox"/>
Nave	month	\$ 700.00	\$ 670.00	4.5%	<input checked="" type="checkbox"/>
Aisle	up to 3 hours	fee no longer offered	\$ 100.00		<input checked="" type="checkbox"/>
Aisle	half day/4 hr	\$ 120.00	\$ 135.00	-11.1%	<input checked="" type="checkbox"/>
Aisle	daily/8 hr	\$ 180.00	\$ 165.00	9.1%	<input checked="" type="checkbox"/>
Aisle	2 - 3 days	fee no longer offered	\$ 260.00		<input checked="" type="checkbox"/>
Aisle	week	\$ 320.00	\$ 310.00	3.2%	<input checked="" type="checkbox"/>
Aisle	2 weeks	fee no longer offered	\$ 365.00		<input checked="" type="checkbox"/>
Aisle	month	\$ 500.00	\$ 470.00	6.4%	<input checked="" type="checkbox"/>
Servery	per use	fee no longer offered	\$ 15.00		<input checked="" type="checkbox"/>
Market Building - Private Rate					
Market Building steps	half day/4 hr	\$ 175.00	\$ 115.00	52.2%	<input checked="" type="checkbox"/>
Nave	up to 3 hours	fee no longer offered	\$ 165.00		<input checked="" type="checkbox"/>
Nave	half day/4 hr	\$ 240.00	\$ 300.00	-20.0%	<input checked="" type="checkbox"/>
Nave	daily/8 hr	\$ 390.00	\$ 430.00	-9.3%	<input checked="" type="checkbox"/>
Nave	2 - 3 days	fee no longer offered	\$ 760.00		<input checked="" type="checkbox"/>
Nave	week	\$ 540.00	\$ 995.00	-45.7%	<input checked="" type="checkbox"/>
Non Statutory Fees cont..					

Budget - 2016/2017



2016-2017 Fees and Charges

Hall and Property Rentals

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Market Building - Private Rate (cont)					
Nave	2 weeks	fee no longer offered	\$ 1,140.00		<input checked="" type="checkbox"/>
Nave	month	\$ 1,050.00	\$ 1,430.00	-26.6%	<input checked="" type="checkbox"/>
Aisle	up to 3 hours	fee no longer offered	\$ 145.00		<input checked="" type="checkbox"/>
Aisle	half day/4 hr	\$ 180.00	\$ 190.00	-5.3%	<input checked="" type="checkbox"/>
Aisle	daily/8 hr	\$ 270.00	\$ 320.00	-15.6%	<input checked="" type="checkbox"/>
Aisle	2 - 3 days	fee no longer offered	\$ 530.00		<input checked="" type="checkbox"/>
Aisle	week	\$ 480.00	\$ 630.00	-23.8%	<input checked="" type="checkbox"/>
Market Building - Commercial Rate					
Aisle	2 weeks	fee no longer offered	\$ 765.00		<input checked="" type="checkbox"/>
Aisle	month	\$ 750.00	\$ 990.00	-24.2%	<input checked="" type="checkbox"/>
Servery	per use	fee no longer offered	\$ 15.00		<input checked="" type="checkbox"/>
Outdoor Venue Hire Fees - all users					
Outdoor Venue - Wedding use	daily	\$ 100.00	new		<input checked="" type="checkbox"/>
Outdoor Venue - Photographer use	daily	\$ 50.00	new		<input checked="" type="checkbox"/>
Venue Hire Bonds - all users					
Key hire bond	per hire	fee no longer charged	\$ 62.00		<input type="checkbox"/>
Town Hall, Phee Broadway Theatre or Market Building- alcohol bond	per hire	\$ 800.00	\$500 - \$1,000		<input type="checkbox"/>
Town Hall, Phee Broadway Theatre or Market Building- non alcohol bond	per hire	\$ 400.00	\$ 486.00	-17.7%	<input type="checkbox"/>
Town Hall and Meeting Room Hire - non alcohol bond - community groups	per hire	fee no longer offered	\$ 62.00		<input type="checkbox"/>
Outdoor venues - bond	per hire	\$ 500.00	new		<input type="checkbox"/>
Community meeting room - alcohol bond	per hire	fee no longer offered	\$ 605.00		<input type="checkbox"/>
Community meeting room - non alcohol bond	per hire	fee no longer offered	\$ 482.00		<input type="checkbox"/>
Community meeting room - non alcohol bond - community group	per hire	fee no longer offered	\$ 62.00		<input type="checkbox"/>
Market Building - alcohol bond	per hire	bond now part of hall bond	50% of hire rate		<input type="checkbox"/>
Market Building - non alcohol bond	per hire	bond now part of hall bond	\$ 200.00		<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

General Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
General Fees					
Land Information Certificate - statutory	per certificate	\$ 24.80	\$ 20.00	24.0%	<input type="checkbox"/>
Valuation Certificate	per certificate	\$ 15.00	\$ 10.00	50.0%	<input type="checkbox"/>
Non Statutory Fees					
General Fees					
Land Information Certificate - Urgent	per certificate	\$ 60.00	\$ 30.00	100.0%	<input type="checkbox"/>
Copy of Rates Notice	each	\$ 15.00	\$ 10.00	50.0%	<input type="checkbox"/>
Rate Enquiries/ Rate Book Search	minimum per search	\$ 130.00	\$ 125.00	4.0%	<input type="checkbox"/>
Dishonoured Cheque Administration fee	each	\$ 25.00	\$ 20.00	25.0%	<input type="checkbox"/>
Dishonoured Direct Debit Administration fee	each	\$ 25.00	\$ 20.00	25.0%	<input type="checkbox"/>
Tender document -hardcopy	per tender	\$ -	\$ 110.00	-100.0%	<input type="checkbox"/>
Community Directory	each	\$ -	\$ 6.00 over the counter; \$8.00 to post	0.0%	<input type="checkbox"/>
A4 Black & White photocopy - Council document	per page	\$ 0.40	\$ 0.35	14.3%	<input type="checkbox"/>
A4 Black & White photocopy - own document	per page	\$ 0.40	\$ 0.35	14.3%	<input checked="" type="checkbox"/>
A3 Black & White photocopy - Council document	per page	\$ 0.75	\$ 0.70	7.1%	<input type="checkbox"/>
A3 Black & White photocopy - own document	per page	\$ 0.75	\$ 0.70	7.1%	<input checked="" type="checkbox"/>
Plans - Black & White photocopy - own document	per page	\$ 14.00	\$ 13.50	3.7%	<input checked="" type="checkbox"/>
Fire Management Fees					
Permit to Burn - during fire danger period	per permit	\$ 164.00	\$ 164.00	0.0%	<input type="checkbox"/>
Administration and Reinspection Fee	per enforcement	\$ 164.00	\$ 164.00	0.0%	<input type="checkbox"/>
Property Clearance	as per contractor charge				<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Home and Community Care Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees					
Home & Community Care Fees					
Veterans Home Care	per hour	\$5.00	\$5.00	0.0%	<input type="checkbox"/>
Home care - Low income	per hour	\$6.65	\$6.35	4.7%	<input type="checkbox"/>
Home care - Medium income	per hour	\$16.80	\$16.00	5.0%	<input type="checkbox"/>
Home care - High income (M-F)	per hour	\$52.50	\$50.00	5.0%	<input type="checkbox"/>
Home care - High income (Weekends/ PH)	per hour	\$95.00	\$90.00	5.6%	<input type="checkbox"/>
Personal care - Low income	per hour	\$5.10	\$4.85	5.2%	<input type="checkbox"/>
Personal care - Medium income	per hour	\$14.70	\$14.00	5.0%	<input type="checkbox"/>
Personal care - High income (M-F)	per hour	\$56.00	\$53.50	4.7%	<input type="checkbox"/>
Personal care - High income (Weekends / PH)	per hour	\$100.00	\$95.00	5.3%	<input type="checkbox"/>
Respite care - Low income	per hour	\$3.45	\$3.30	4.5%	<input type="checkbox"/>
Respite care - Medium income	per hour	\$13.60	\$13.00	4.6%	<input type="checkbox"/>
Respite care - High income (M-F)	per hour	\$56.00	\$53.50	4.7%	<input type="checkbox"/>
Respite care - high income (Weekends / PH)	per hour	\$100.00	\$95.00	5.3%	<input type="checkbox"/>
Property maintenance - Low income	per hour	\$12.50	\$11.90	5.0%	<input type="checkbox"/>
Property maintenance - Medium income	per hour	\$22.00	\$21.00	4.8%	<input type="checkbox"/>
Property maintenance - High income	per hour	\$70.00	\$68.00	2.9%	<input type="checkbox"/>
Delivered meals - Low income	per hour	\$9.80	\$9.30	5.4%	<input type="checkbox"/>
Delivered meals - Medium income	per hour	\$13.00	\$12.25	6.1%	<input type="checkbox"/>
Delivered meals - High income	per hour	\$23.00	\$22.00	4.5%	<input type="checkbox"/>
Planned Activity Group - Low income	per hour	\$13.00	\$12.50	4.0%	<input type="checkbox"/>
Planned Activity Group - Medium income	per hour	\$13.00	\$12.50	4.0%	<input type="checkbox"/>
Planned Activity Group - High income	per hour	\$23.00	\$22.00	4.5%	<input type="checkbox"/>
Planned Activity Group - Transport	per hour	\$3.20	\$3.20	0.0%	<input checked="" type="checkbox"/>
Brokerage Fees					
Home care (weekday 7.30 am to 7.30 pm)	per hour	\$ 52.50	\$ 50.00	5.0%	<input checked="" type="checkbox"/>
Personal care (weekday 7.30 am to 7.30 pm)	per hour	\$ 56.00	\$ 53.50	4.7%	<input checked="" type="checkbox"/>
Respite care (weekday 7.30 am to 7.30 pm)	per hour	\$ 56.00	\$ 53.50	4.7%	<input checked="" type="checkbox"/>
Property Maintenance (weekday 7.30 am to 7.30 pm)	per hour	\$ 69.00	\$ 68.00	1.5%	<input checked="" type="checkbox"/>
Delivered meals (weekday 7.30 am to 7.30 pm)	per meal	\$ 23.00	\$ 22.00	4.5%	<input checked="" type="checkbox"/>
Planned activity group (weekday 7.30 am to 7.30 pm)	per week	\$ 23.00	\$ 22.00	4.5%	<input checked="" type="checkbox"/>
Home care (weekends / public holidays)	per hour	\$ 95.00	\$ 90.00	5.6%	<input checked="" type="checkbox"/>
Personal care (weekends / public holidays)	per hour	\$ 100.00	\$ 95.00	5.3%	<input checked="" type="checkbox"/>
Respite care (weekends / public holidays)	per hour	\$ 100.00	\$ 95.00	5.3%	<input checked="" type="checkbox"/>
Travel - use of vehicle	per km	\$ 1.10	\$ 1.05	4.8%	<input checked="" type="checkbox"/>
Cancellation fee	dependant on service				<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Environmental Health Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
Accommodation Registrations					
Caravan park fee	As per Residential Tenancies Act- 1997				<input type="checkbox"/>
Caravan transfer fee	As per Residential Tenancies Act- 1997				<input type="checkbox"/>
Non Statutory Fees					
Accommodation Registrations					
General accommodation	per premises	\$ 190.00	\$ 170.00	11.8%	<input type="checkbox"/>
Prescribed accommodation (rooming house)	per premises	\$ 190.00	\$ 170.00	11.8%	<input type="checkbox"/>
Accommodation transfer fee	per premises	\$ 160.00	\$ 150.00	6.7%	<input type="checkbox"/>
New premises fee	per new premises - with initial registration	\$160.00	new		<input type="checkbox"/>
Accommodation late fee	per premises	\$160.00	\$ 150.00	6.7%	<input type="checkbox"/>
Statutory Fees					
Health Registrations					
Tobacco fines	As per Tobacco Act 1987				<input type="checkbox"/>
Non Statutory Fees					
Health Registrations					
Health registration late fee	per premises	\$ 160.00	\$ 150.00	6.7%	<input type="checkbox"/>
Hairdresser, beauty parlour, skin penetration or colonic irrigation health registration	per premises	\$ 190.00	\$ 170.00	11.8%	<input type="checkbox"/>
Special request for inspection	each	\$ 190.00	\$ 165.00	15.2%	<input type="checkbox"/>
New premises fee	per new premises - with initial registration	\$160.00	new		<input type="checkbox"/>
Health transfer fee	per premises	\$ 160.00	\$ 150.00	6.7%	<input type="checkbox"/>
Food Registrations					
Class 1	per premises	\$ 400.00	\$ 360.00	11.1%	<input type="checkbox"/>
Class 2A	per premises	\$ 800.00	\$ 780.00	2.6%	<input type="checkbox"/>
Class 2B	per premises	\$ 420.00	\$ 395.00	6.3%	<input type="checkbox"/>
Class 2C	per premises	\$ 210.00	\$ 195.00	7.7%	<input type="checkbox"/>
Class 2D	per premises	\$ 95.00	\$ 90.00	5.6%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Environmental Health Fees

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2016/2017</i>	<i>\$</i> <i>2015/2016</i>	<i>%</i> <i>Increase</i>	<i>GST</i> <i>Inclusive</i>
Non Statutory Fees cont..					
Food Registrations (cont)					
Class 3A	per premises	\$ 275.00	\$250.00	10.0%	<input type="checkbox"/>
Class 3B	per premises	\$ 210.00	\$ 190.00	10.5%	<input type="checkbox"/>
Class 3C	per premises	\$ 95.00	\$ 90.00	5.6%	<input type="checkbox"/>
Food registration late fee	per premises	\$160.00	\$ 150.00	6.7%	<input type="checkbox"/>
New premises fee	per new premises - with initial registration	\$200.00	new		<input type="checkbox"/>
Food registration transfer fee	per premises	\$ 160.00	\$ 150.00	6.7%	<input type="checkbox"/>
Food Stall Registrations (Class M - N)					
Food stalls (Class 2 or 3) per event (not-for-profit organisations only)	per premises	\$ 35.00	\$ 30.00	16.7%	<input type="checkbox"/>
Special request for inspection	each	\$ 190.00	\$ 165.00	15.2%	<input type="checkbox"/>
Septic Tank Applications					
Septic tank applications - new or major alteration	per application	\$ 500.00	\$ 455.00	9.9%	<input type="checkbox"/>
Septic tank applications - alteration minor	per alteration	\$ 200.00	\$ 190.00	5.3%	<input type="checkbox"/>
Septic tank permit extension fee or amendment to existing permit	per extension	\$ 140.00	\$ 130.00	7.7%	<input type="checkbox"/>
Special request for inspection	per inspection	\$ 190.00	\$ 165.00	15.2%	<input type="checkbox"/>
Septic tank request for records	per request	\$ 30.00	\$ 25.00	20.0%	<input type="checkbox"/>
Immunisations					
Immunisation request for records	per request	\$ 30.00	\$ 25.00	20.0%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Recreation Fees

<i>Description</i>	<i>Rate</i>	<i>\$</i> <i>2016/2017</i>	<i>\$</i> <i>2015/2016</i>	<i>%</i> <i>Increase</i>	<i>GST</i> <i>Inclusive</i>
Non Statutory Fees					
Swimming Pool entrance charges					
Child	per visit	\$ 3.50	\$ 2.80	25.0%	<input checked="" type="checkbox"/>
Adult	per visit	\$ 5.00	\$ 4.20	19.0%	<input checked="" type="checkbox"/>
Family day	per visit	\$ 13.00	\$ 12.00	8.3%	<input checked="" type="checkbox"/>
Adult - concession card holder	per visit	\$ 4.00	\$ 3.70	8.1%	<input checked="" type="checkbox"/>
Family season ticket	each	\$ 155.00	\$ 140.00	10.7%	<input checked="" type="checkbox"/>
Family season ticket - concession card	each	\$ 130.00	\$ 117.00	11.1%	<input checked="" type="checkbox"/>
Single season ticket	each	\$ 70.00	\$ 60.00	16.7%	<input checked="" type="checkbox"/>
Single season ticket - concession card	each	\$ 57.20	\$ 52.00	10.0%	<input checked="" type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Local Laws Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
Parking Fines					
RR211(1) – Not within a parking bay	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
RR211(2) – Not completely within a parking bay	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
RR168(1)(a) – In a "no parking" area	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
RR205 – For a period longer than indicated	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
RR207(2) – Fail to pay fee and obey instructions on sign/meter/ticket etc.	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
RR209(2) – Contrary to the requirement of the parking area	each	\$ 76.00	\$ 74.00	2.7%	<input type="checkbox"/>
Non Statutory Fees					
Domestic Animal Registrations					
Dogs - full fee	per dog	\$ 130.00	\$ 126.00	3.2%	<input type="checkbox"/>
Dogs - full fee Pensioner	per dog	\$ 65.00	\$ 63.00	3.2%	<input type="checkbox"/>
Dogs - reduced Fee	per dog	\$ 43.00	\$ 42.00	2.4%	<input type="checkbox"/>
Dogs - reduced fee pensioner	per dog	\$ 22.00	\$ 21.00	4.8%	<input type="checkbox"/>
Cats - full fee	per cat	\$ 130.00	\$ 126.00	3.2%	<input type="checkbox"/>
Cats - full fee Pensioner	per cat	\$ 65.00	\$ 63.00	3.2%	<input type="checkbox"/>
Cats - reduced fee	per cat	\$ 43.00	\$ 42.00	2.4%	<input type="checkbox"/>
Cats - reduced fee pensioner	per cat	\$ 22.00	\$ 21.00	4.8%	<input type="checkbox"/>
Replacement tag - dog	per tag	\$ 5.00	\$ 5.00	0.0%	<input type="checkbox"/>
Replacement tag - cat	per tag	\$ 5.00	\$ 5.00	0.0%	<input type="checkbox"/>
Animal business registration	each	\$ 264.00	\$ 256.00	3.1%	<input type="checkbox"/>
Pound - Domestic Animal Release Fees					
Fee Structure - Dogs					
Dog up to 24 hours (registered and micro chipped)	per animal	\$ 50.00	\$ 30.00	66.7%	<input type="checkbox"/>
Dog up to 24 hours (not registered)	per animal	\$ 60.00	\$ 50.00	20.0%	<input type="checkbox"/>
Dog 2-3 days	per animal	\$ 190.00	\$ 180.00	5.6%	<input type="checkbox"/>
Dog 4-8 days	per animal	\$ 210.00	\$ 200.00	5.0%	<input type="checkbox"/>
Dog 8 + days	per animal	\$ 210.00	\$ 200.00	5.0%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Local Laws Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees cont..					
Pound - Domestic Animal Release Fees (cont)					
Fee Structure - Cats					
Cat up to 24 hours (registered and micro chipped)	per animal	\$ 50.00	\$ 30.00	66.7%	<input type="checkbox"/>
Cat up to 24 hours (not registered)	per animal	\$ 60.00	\$ 50.00	20.0%	<input type="checkbox"/>
Cat 2-3 days	per animal	\$ 190.00	\$ 100.00	90.0%	<input type="checkbox"/>
Cat 4-8 days	per animal	\$ 210.00	\$ 150.00	40.0%	<input type="checkbox"/>
Cat 8+ days	per animal	\$ 210.00	\$ 150.00	40.0%	<input type="checkbox"/>
Pound - Impounding of Livestock (Payable upon release)					
Impounding fee large animals (one animal) (per day)	1	\$ 27.00	\$ 27.00	0.0%	<input type="checkbox"/>
Impounding fee large animals (per day)	2-12 animals	\$ 53.00	\$ 53.00	0.0%	<input type="checkbox"/>
Impounding fee large animals (per animal) (per day)	13 +	\$ 4.10	\$ 4.10	0.0%	<input type="checkbox"/>
Impounding fee small animals (one animal) (per day)	1	\$ 13.60	\$ 13.30	2.3%	<input type="checkbox"/>
Impounding fee small animals (per day)	2-12 animals	\$ 26.10	\$ 26.10	0.0%	<input type="checkbox"/>
Impounding fee small animals (per animal) (per day)	13 +	\$ 2.30	\$ 2.30	0.0%	<input type="checkbox"/>
Sustenance fee large animals (per day)	per animal	\$ 12.50	\$ 5.10	145.1%	<input type="checkbox"/>
Sustenance fee small animals (per day)	per animal	\$ 5.00	\$ 2.10	138.1%	<input type="checkbox"/>
Officer time to attend and impound animals	hourly rate business hours	\$ 80.00	\$ 52.00	53.8%	<input type="checkbox"/>
Officer time to attend and impound animals	hourly rate after hours	\$ 80.00	\$ 62.00	29.0%	<input type="checkbox"/>
Transport costs (vehicle only)	per km	\$ 0.78	\$ 0.77	2.3%	<input type="checkbox"/>
Transport costs (vehicle and stock trailer)	per km	\$ 1.57	\$ 1.53	2.3%	<input type="checkbox"/>
Transport costs (vehicle and float)	per km	\$ 1.57	\$ 1.53	2.3%	<input type="checkbox"/>
Transport costs (external service provider)	each	At cost	At cost		<input type="checkbox"/>
Pound - Miscellaneous Fees					
Seized animals - pound accommodation	per day	\$ 50.00	\$ 30.00	66.7%	<input type="checkbox"/>
Compulsory animal micro chipping	per animal	\$ 55.00	\$ 40.00	37.5%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Local Laws Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees cont..					
Miscellaneous Fees					
Animal trap hire	per week	\$ 10.00	\$ 10.00	0.0%	<input checked="" type="checkbox"/>
Animal trap hire bond	per trap	\$ 20.00	\$ 20.00	0.0%	<input type="checkbox"/>
Resident parking permit	each	\$ 85.00	\$ 36.00	136.1%	<input type="checkbox"/>
Impounded sundry item reclaim	each	\$ 150.00	\$ 150.00	0.0%	<input type="checkbox"/>
Impounded vehicle reclaim	each	At cost	At cost		<input type="checkbox"/>
Anti-barking collar (hire)	per week	\$ 20.00	\$ 20.00	0.0%	<input checked="" type="checkbox"/>
Anti-barking collar (bond)	each	\$ 150.00	\$ 150.00	0.0%	<input type="checkbox"/>
Local Law 2 Roads and Council Land					
Application to conduct works on a Council asset or Council land (Clause 10(1))	each	\$ 85.00	\$ 73.00	16.4%	<input type="checkbox"/>
Application to busk on a road or Council land (Clause 18(1))	each	\$ 37.00	\$ 36.00	2.8%	<input type="checkbox"/>
Application to remove a tree, vegetation or timber from a road or Council land. (Clause 19 (1))	each	\$ 200.00	\$ 36.00	455.6%	<input type="checkbox"/>
Application to erect a sign or hoarding on a road or Council land. (Clause 19 (2))	each	\$ 36.00	\$ 36.00	0.0%	<input type="checkbox"/>
Application for parking to carry out works (Clause 20(1))	each	\$ 55.00	\$ 36.00	52.8%	<input type="checkbox"/>
Local Law 3 Environment					
Application to camp on Council land, public land and private land (Clause 7(1))	each	\$ 75.00	\$ 73.00	2.7%	<input type="checkbox"/>
Application for a temporary dwelling (Clause 8(1))	each	\$ 250.00	\$ 73.00	242.5%	<input type="checkbox"/>
Application to light an incinerator or fire in the open (Clause 9 (1))	each	\$ 75.00	\$ 36.00	108.3%	<input type="checkbox"/>
Application to place a commercial or industrial waste or recycling receptacle on a road or footpath (Clause 11(1))	each	\$ 150.00	\$ 73.00	105.5%	<input type="checkbox"/>
Local Law 4 Animals					
Application for roadside grazing of livestock (Clause 7 (1))	each	\$ 150.00	\$ 73.00	105.5%	<input type="checkbox"/>
Application to drove livestock (Clause 8(1))	each	\$ 150.00	\$ 73.00	105.5%	<input type="checkbox"/>
Application to keep excess animals (Clause 11(a))	each	\$ 75.00	\$ 36.00	108.3%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Local Laws Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Non Statutory Fees cont..					
Local Law 5 Trading					
Application for advertising signs x 1 (Clause 7(1))	each	\$ 52.00	\$ 36.00	44.4%	<input type="checkbox"/>
Application for advertising signs x 2 (Clause 7(1))	each	\$ 105.00	\$ 73.00	43.8%	<input type="checkbox"/>
Application for display of goods (Clause 8(1))	each	\$ 78.00	\$ 73.00	6.8%	<input type="checkbox"/>
Application for Outdoor eating in CBD (Clause 9(1))	< 2 tables	\$ 78.00	\$ 73.00	6.8%	<input type="checkbox"/>
Application for Outdoor eating in CBD (Clause 9(1))	> 2 tables	\$ 140.00	\$ 134.00	4.5%	<input type="checkbox"/>
Application for Outdoor eating NOT in CBD (Clause 9(1))	< 2 tables	\$ 39.00	\$ 36.00	8.3%	<input type="checkbox"/>
Application for Outdoor eating NOT CBD (Clause 9(1))	> 2 tables	\$ 78.00	\$ 73.00	6.8%	<input type="checkbox"/>
Application for itinerant trading (Clause 10(1))	per annum	\$ 450.00	\$ 342.00	31.6%	<input type="checkbox"/>
Application for itinerant trading (Clause 10(1))	per day	\$ 50.00	\$ 36.00	38.9%	<input type="checkbox"/>
Insurance (payable once per permit, permits can be issued for multiple uses).	per permit	\$ -	\$ 25.00	-100.0%	<input checked="" type="checkbox"/>
Local Laws 6 Fundraising & Events					
Application for placement of advertising signage on Council roads or land. (Clause 7(1))	each	\$ 60.00	\$ 36.00	66.7%	<input type="checkbox"/>
Application for event related road closures (Clause 8 (1))	each	\$ 250.00	\$ 73.00	242.5%	<input type="checkbox"/>
Application to collect money, gifts or subscriptions (Clause 9(1)).	each	\$ 42.00	\$ 36.00	16.7%	<input type="checkbox"/>
Application to conduct fundraising activities (Clause 10(1))	each	\$ 42.00	\$ 36.00	16.7%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Planning Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
Planning Fees					
Planning applications	Refer Planning and Environment (Fees) Interim Regulations 2014	per application	per application		<input type="checkbox"/>
Amendment of permit	Refer Planning and Environment (Fees) Interim Regulations 2014	per application	per application		<input type="checkbox"/>
Subdivision & sealing fees	Refer Planning and Environment (Fees) Interim Regulations 2014	per application	per application		<input type="checkbox"/>
Planning scheme amendment	Refer Planning and Environment (Fees) Interim Regulations 2014	per stage	per stage		<input type="checkbox"/>
Determination of whether something has been done to the satisfaction of the Responsible Authority	Refer Planning and Environment (Fees) Interim Regulations 2014	\$ 102.00	\$ 102.00	0.0%	<input type="checkbox"/>
Non Statutory Fees					
Planning Fees					
Amendment of endorsed plans (secondary consent)	per application	\$ 135.00	\$ 110.00	22.7%	<input type="checkbox"/>
Extension of time - first request	per request	\$ 200.00	\$ 118.00	69.5%	<input type="checkbox"/>
Extension of time - second request	per request	\$ 350.00	\$ 235.00	48.9%	<input type="checkbox"/>
Extension of time - third request	per request	\$ 502.00	\$ 353.00	42.2%	<input type="checkbox"/>
Extension of time - subsequent requests	per request	\$ 502.00	\$ 470.00	6.8%	<input type="checkbox"/>
Request for copying of permits and plans	per request	\$ 70.00	\$ 64.00	9.4%	<input type="checkbox"/>
Request for planning information (excluding pre-lodgement advice)	per property	\$ 80.00	\$ 64.00	25.0%	<input type="checkbox"/>

Budget - 2016/2017



2016-2017 Fees and Charges

Planning Fees

<i>Description</i>	<i>Rate</i>	<i>\$ 2016/2017</i>	<i>\$ 2015/2016</i>	<i>% Increase</i>	<i>GST Inclusive</i>
Non Statutory Fees cont..					
Planning Fees (cont)					
Request for planning information - pre-lodgement advice	per property	\$ 80.00	\$ 64.00	25.0%	<input checked="" type="checkbox"/>
Determination of existing use rights	per property	\$ 300.00	Nil	New fee	<input type="checkbox"/>
Administration fee to prepare hard copy(ies) and Council website for exhibition of private proponent amendment	flat fee per amendment	\$ 120.00	Nil	New fee	<input type="checkbox"/>
Private Proponent amendment - Fee per notice in Newspaper	Per notice	\$ 205.00	Nil	New fee	<input type="checkbox"/>
Private Proponent amendment - Fee per notice in Government Gazette	Per notice	\$ 70.00	Nil	New fee	<input type="checkbox"/>
Private Proponent amendment - Notice letter by mail (to all parties)	Per letter	\$ 3.00	Nil	New fee	<input type="checkbox"/>
Private Proponent amendment - Independent panel fees	Per panel	at cost	at cost	New fee	<input type="checkbox"/>

Budget - 2015/2016



2015-2016 Fees and Charges

Infrastructure Fees

Description	Rate	\$ 2016/2017	\$ 2015/2016	% Increase	GST Inclusive
Statutory Fees					
General Fees					
Stormwater Legal Point of Discharge Issued under the Building Act 1993 Building Regulations 2006 Reg 610(2)	Per property	\$60.90	\$60.90	Indexed annually by State Government on 1 July	<input type="checkbox"/>
Subdivision design and construction					
Engineering Subdivision Plan checking Fees	Subdivision Value	Varies	Varies		<input type="checkbox"/>
Engineering Subdivision Supervision Fees	Subdivision Value	Varies	Varies		<input type="checkbox"/>
Non Statutory Fees					
Infrastructure					
Non-utility minor works within municipal road reserves (vehicle crossings)	per property	\$ 180.00	\$ 180.00	0.0%	<input type="checkbox"/>
Non-utility minor works within municipal road reserves (Planter Boxes and other structures)	per property	\$ 180.00	\$ 180.00	0.0%	<input type="checkbox"/>
Asset Protection Permit	per property	\$ 200.00	\$ 200.00	0.0%	<input type="checkbox"/>
Request for written information - simple	per request	\$ 80.00	new		<input type="checkbox"/>
Request for written information - non-simple	per request	\$ 240.00	new		<input type="checkbox"/>
Request for written information - Complex	per request	Varies	new		<input type="checkbox"/>
Sale of Water					
Water cost	per 1000 litres	\$ 3.50	\$ 3.50	0.0%	<input type="checkbox"/>
Avdata key	new key	\$ 33.00	\$ 33.00	0.0%	<input type="checkbox"/>
Avdata key	replacement key	\$ 25.00	\$ 25.00	0.0%	<input type="checkbox"/>
Bonds and Deposits					
Asset Protection Permit	Per property	\$1,000-\$5,000	\$1,000-\$5,000	0.0%	<input type="checkbox"/>



Civic Centre, Cnr Lyttleton & Lloyd Sts
PO Box 185 Castlemaine VIC 3450
Office hours: 8.30am-5.00pm weekdays

t (03) 5471 1700
e info@mountalexander.vic.gov.au
w www.mountalexander.vic.gov.au