



GREATER  
SHEPPARTON



# Annual Budget

## 2014/2015

## Mayor's Introduction

The 2014/2015 Greater Shepparton City Council budget has been built on the priorities we established for the 2013-2017 Council Plan under the five key Strategic Objectives of Active & Engaged Community (Social), Enhancing the Environment (Natural), Economic Prosperity (Economic), Quality Infrastructure (Built) and High Performing Organisation (Leadership & Governance).

To achieve this, Council delivers over 150 services to the community through various program, activities grants and projects which are aligned to the Strategic Resource Plan and resourced by the annual budget.



The ongoing challenge for Council is in obtaining an appropriate balance between Community expectations and desires with the funds available. To ensure the optimum utilisation of every dollar raised, Council continues to investigate operational efficiencies to reduce ongoing expenditure and work towards a more financially sustainable organisation.

Council continues to advocate strongly for the interests of the people and businesses of Greater Shepparton. Campaigns to increase access to better services and to encourage ongoing business investment in the region have already commenced through the Make Shepparton Greater initiative and will be ramped up in 2014/2015 in the lead-up to the State Election.

The 2014/2015 Budget proposes an increase in rates and charges of 4.95 per cent, in line with the updated Strategic Resource Plan adopted in June 2014. Some changes to differential rates are also being introduced, consistent with the Rating Strategy we adopted last year on the advice the Rating Strategy Reference Group and with community input. These changes are aimed at achieving a more equitable distribution of the rates burden between categories of ratepayers.

Recognising the need to invest in better infrastructure for the community now and for future generations the Council is proposing new borrowings of \$5.5 million over three years, including \$2 million for 2014/2015. This will fund Council's contribution to the three year, \$13.4 million Greater Shepparton Regional Sports Precinct project – an exciting initiative that will benefit locals for many years to come and attract visitors to our region.

The 2014/2015 Budget provides for a Capital Works Program of \$37.42 million and includes projects that aim to strengthen our competitive advantages and meet our community's needs, aspirations and expectations. Highlights include:

- Greater Shepparton Regional Sports Precinct (\$5.13 million).
- Katandra West Community Centre (\$1.3 million).
- Tatura Park Outdoor Arena Roof Structure (\$0.63 million).
- Mooroopna Community Storage Shed (\$0.3 million).

I encourage you all to read through our draft budget and provide feedback during the consultation process.

A handwritten signature in black ink, appearing to read 'Jenny Houlihan', written over a white rectangular background.

Cr Jenny Houlihan  
Mayor

## Chief Executive Officer's summary

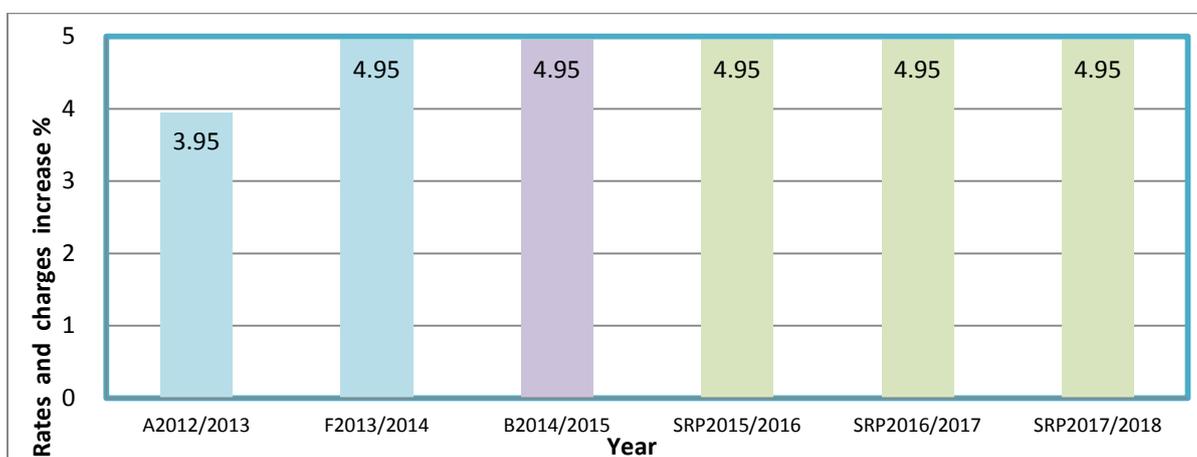
This 2014/2015 Budget seeks to balance the demand for services and infrastructure with the community's capacity to pay.

This budget was developed through a rigorous process of review and guided by the Council plan and strategic resource plan.

Key budget information is provided below about the proposed rate increase, operating result, cash and investments, financial position, financial sustainability, capital works and key strategic activities of the Council.

### 1. Rates

It is proposed that the declared general rates and charges revenue will increase by 4.95 per cent for the 2014/2015 year, raising total rates of \$63.94 million, including \$0.5 million generated from supplementary rates and charges.



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

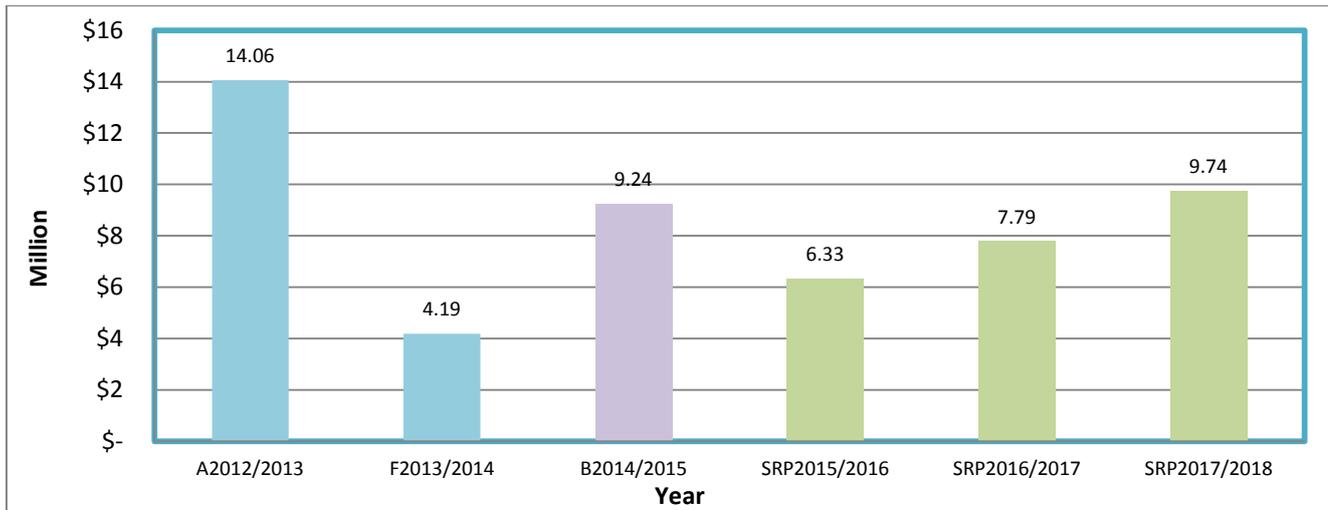
Proposed changes, as detailed in the Rating Strategy 2013-2017, to the rating structure are aimed at achieving a more equitable distribution of the rate burden with increases to the amount paid by some properties and decreases the amount paid by others.

For further details, refer to Section 9 Rating Information for further information.

### 2. Operating surplus

The budgeted operating result for the 2014/2015 year is an operating surplus of \$9.24 million, which is an increase of \$5.05 million from 2013/2014. The increased operating result in 2014/2015 is largely due to timing of the Victoria Grants Commission allocation, which will see Council receive its full allocation of \$11.15 million in 2014/2015..

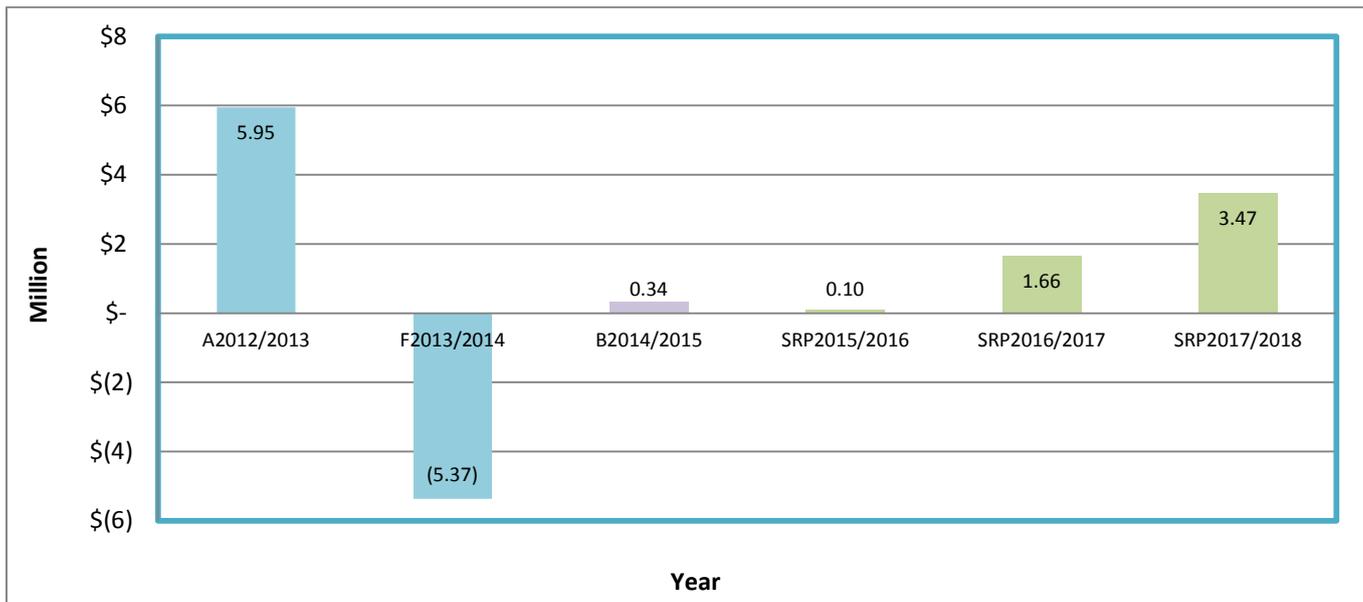
## Chief Executive Officer's summary



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

Refer to Section 4 Analysis of Operating Budget for further information.

### 3. Underlying operating surplus/ (deficit)



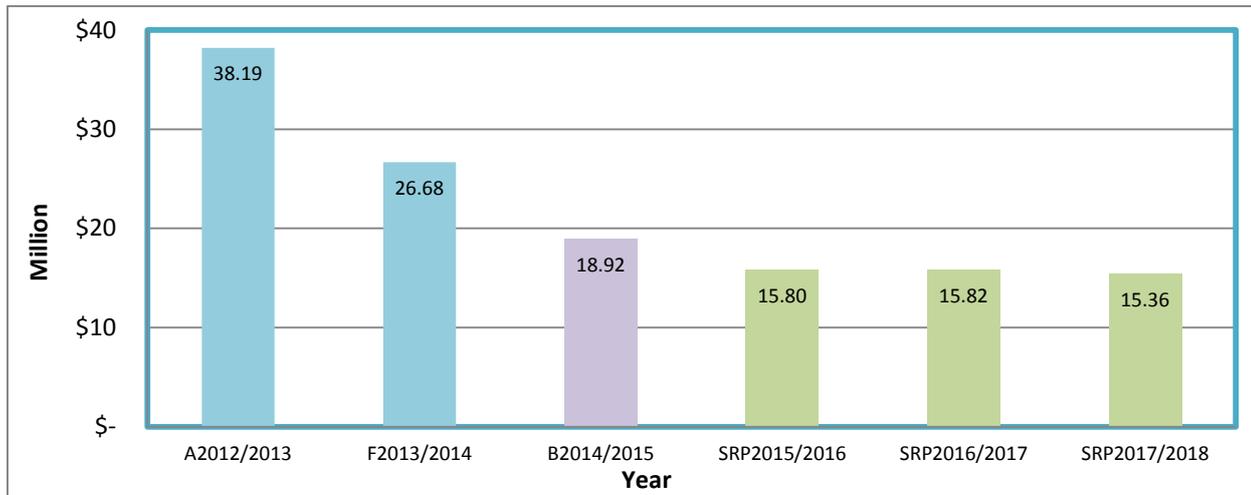
A=Actual, F=Forecast, B=Budget, SRP=Strategic Resource Plan

The above graph presents the budgeted operating surplus excluding capital grants and developer contributions. The variance in underlying operating result between 2013/2014 and 2014/2015 is due to Council receiving 50 per cent or \$5.52 million of its 2013/2014 Victoria Grants Commission allocation in the 2012/2013 financial year.

The accounting underlying surplus position should not be confused with a cash surplus. The figures include a depreciation component in 2014/2015 of \$21.01 million, which is largely reinvested into the renewal component of the capital budget. The underlying operating surplus reflected can be explained as being the surplus operational funds available to reinvest towards new and upgrade capital projects.

## Chief Executive Officer's Summary

### 4. Cash and Investments

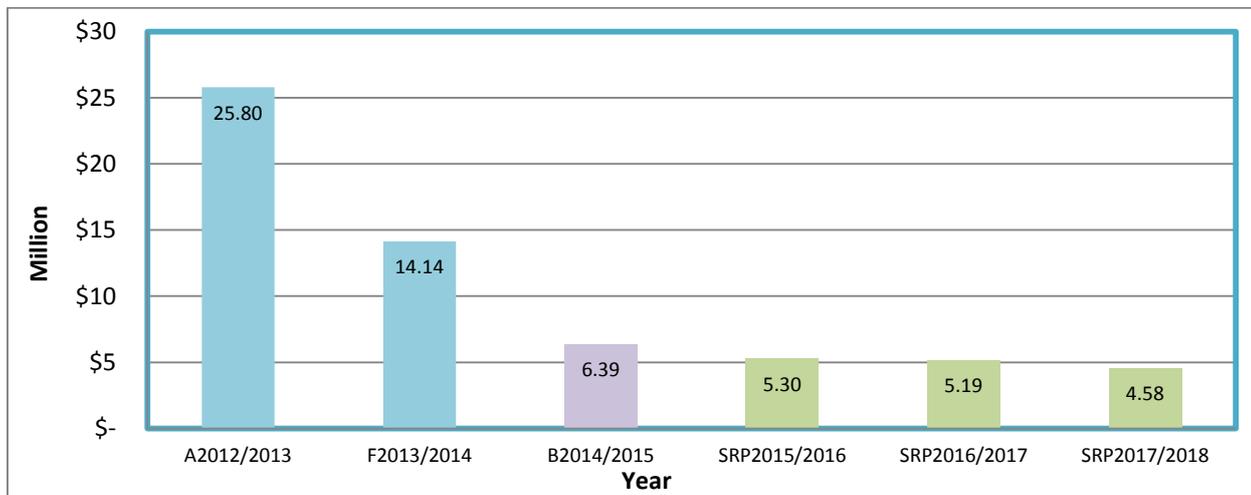


A=Actual, F=Forecast, B=Budget, SRP=Strategic Resource Plan

Cash and investments are budgeted to decrease by \$7.75 million during the year to \$18.92 million as at 30 June 2015. This is due mainly to the completion of capital works re-budgeted from 2013/2014.

Refer to Section 5 Analysis of Budgeted Cash Position for further information.

### 5. Liquidity



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

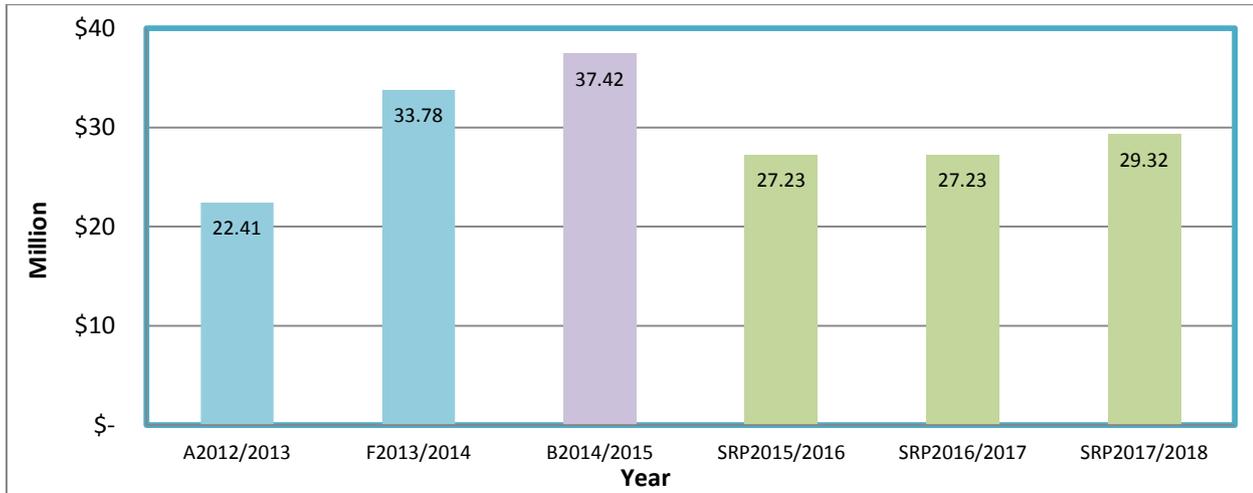
Net current assets (current assets less current liabilities) are budgeted to reduce by \$7.75 million to \$6.39 million as at 30 June 2015. The decrease in net current assets is mainly due to the movement of cash and investments as detailed above.

Refer to Section 7 Analysis of Budgeted Financial Position for further information.



## Chief Executive Officer's Summary

### 6. Capital works



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

The budgeted capital works program for the 2014/2015 year is \$37.42 million. Of the capital funding required, \$29.53 million, including the re-budgeted component of \$5.12 million, will come from Council operations, proceeds from asset sales, and cash reserves and investments. \$5.89 million will be sourced from external grants and contributions while a new borrowing of \$2 million is proposed.

Refer to Part 6 Analysis of Capital Budget for further information.

The budget also includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget within a longer term financial framework. These include a Strategic Resource Plan (Section 8), Rating Information (Section 9) and Other Strategies (Section 10).

Gavin Cator  
CHIEF EXECUTIVE OFFICER

## Budget Process

This section lists the budget processes to be undertaken in order to adopt the budget in accordance with the *Local Government Act 1989 (the Act)* and *Local Government (Planning and Reporting) Regulations 2014 (the Regulations)*.

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

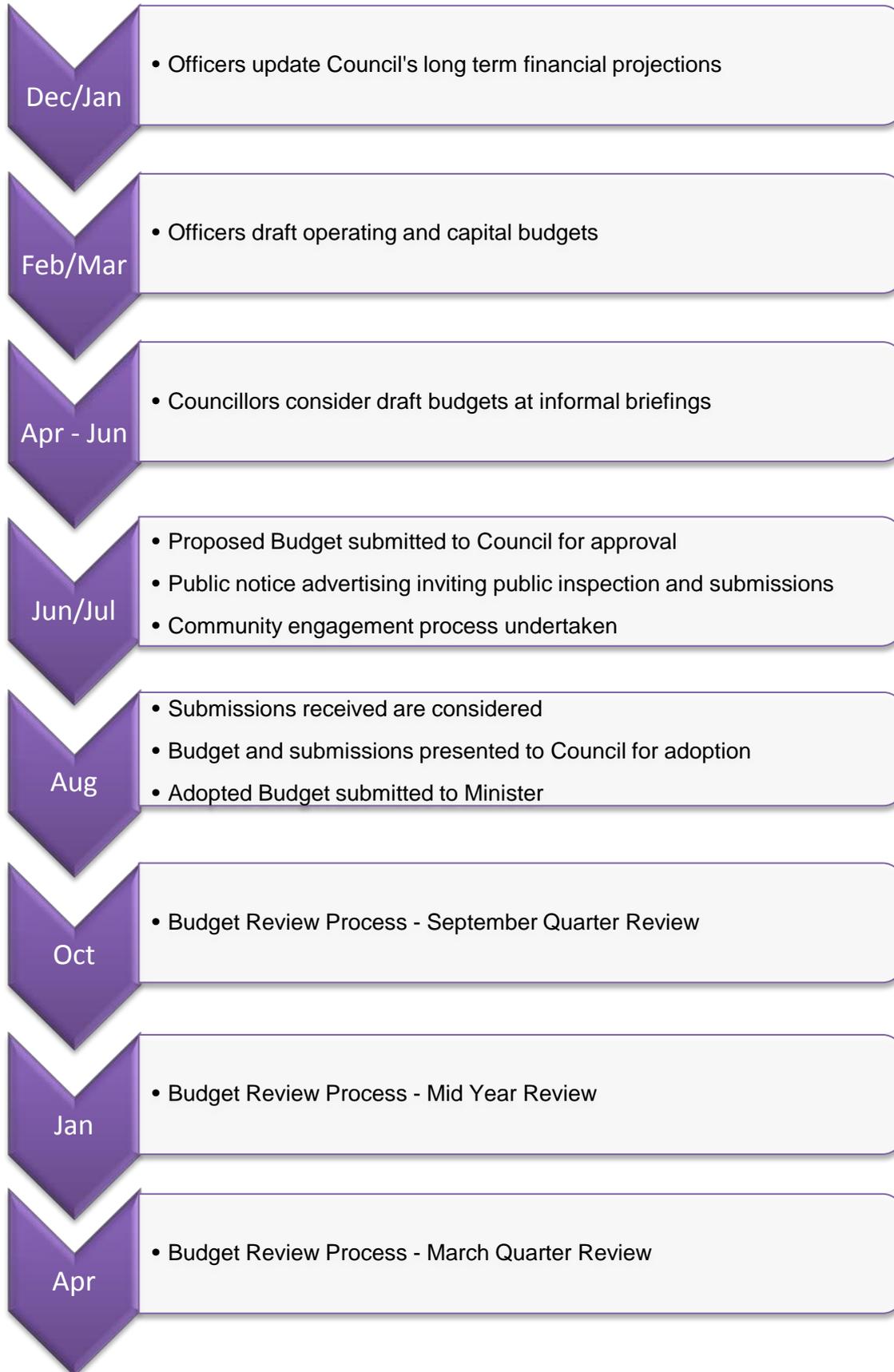
The 2014/2015 budget, which is included in this report, is for the year 1 July 2014 to 30 June 2015 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2015 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with the Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during December to March. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings between April and June. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in June for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the budget and any submissions must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 31 August and a copy submitted to the Minister within 28 days of adoption.

## Budget Process

The key dates for the budget process are summarised below:





## **Overview**

**Section 1 - Linkage to the Council Plan**

**Section 2 - Services, initiatives and service performance indicators**

**Section 3 - Budget Influences**

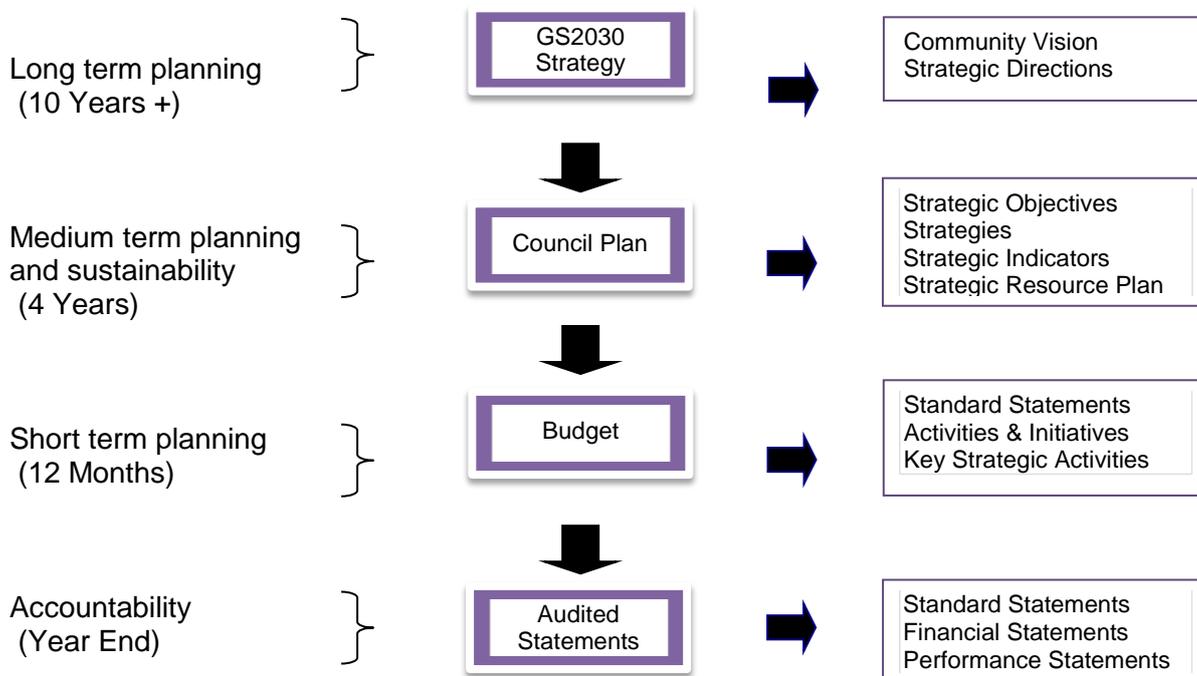
## Section 1: Linkage to the Council Plan

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

### 1.1 Planning and accountability framework

The Strategic Resource Plan, included in the Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan.

The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



In addition to the above, Council has a long term plan (GS2030 Strategy) 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.

## Section 1: Linkage to the Council Plan

### 1.2 Our Purpose

Our Vision:

*Greater Shepparton, Greater Future, a thriving economy in the foodbowl of Victoria with excellent lifestyles, innovative agriculture, a diverse community and abundant opportunities.*

Our Values:

*Leadership - Promote Leadership, by setting an example that encourages others to strive for positive community outcomes.*

*Integrity - Act with Integrity, honesty, responsibility, transparency and accountability.*

*Respect - Treat all people with Respect, showing consideration to and appreciation of others including their cultural backgrounds and beliefs and always seek to understand different points of view.*

*Innovation - Committed to being Innovative, by seeking continuous improvement through the application of new ideas.*

*Teamwork - Strive to work in an environment that fosters Teamwork, through understanding we all represent and make decisions on behalf of the community of the Greater Shepparton.*

## Section 1: Linkage to the Council Plan

### 1.3 Strategic Objectives

The Council delivers activities under 29 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2013-2017 and shown in the table below.

The Greater Shepparton City Council's Key Strategic Objectives are aligned to the updated Strategic Resource Plan 2014/2015 to 2017/2018.

The Key Strategic Objectives to be pursued by the Council during the life of the Council Plan reflect current Council priorities. The strategies identified under each Strategic Objective will be reviewed annually by the Council and the community.

### *Strategic Goals*

**Active and  
Engaged  
Community  
(Social)**

**Economic  
Prosperity  
(Economic)**

**Enhancing the  
Environment  
(Natural)**

**Quality  
Infrastructure  
(Build)**

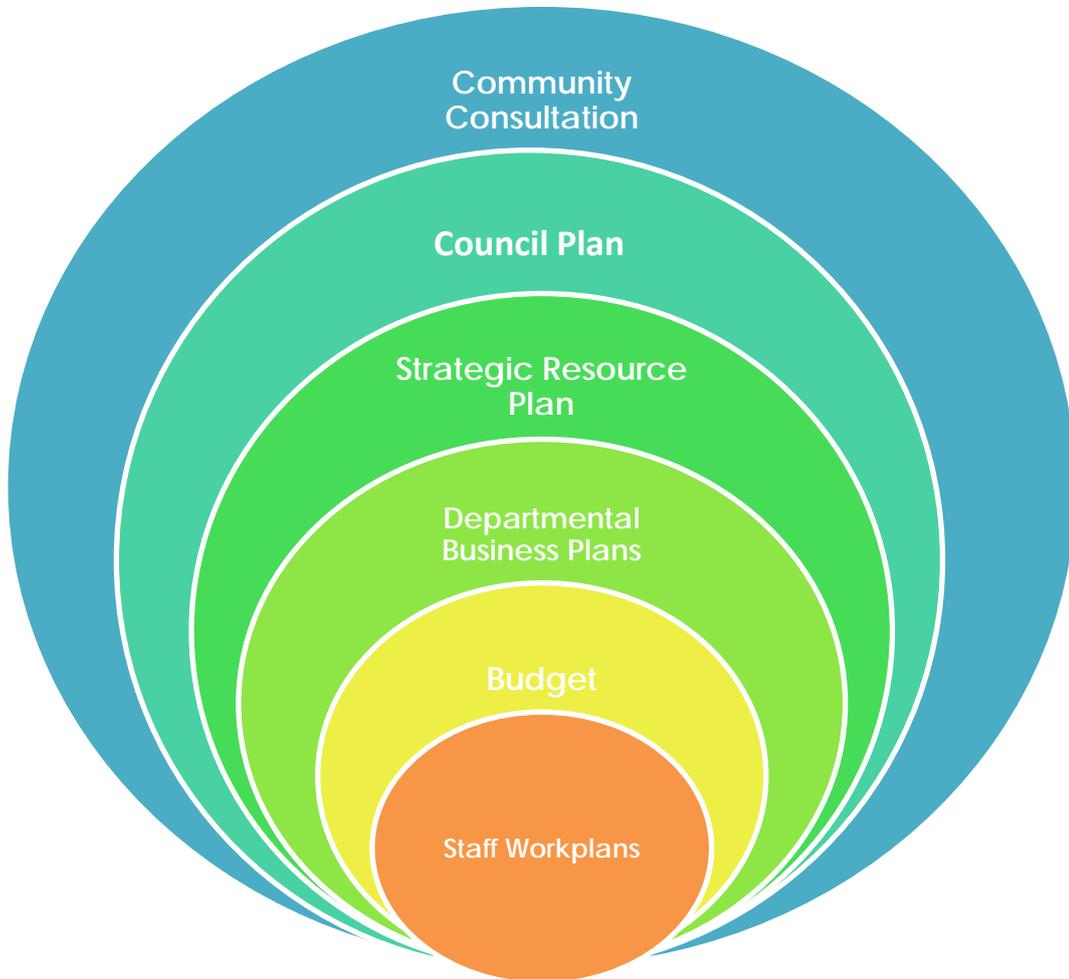
**High Performing  
Organisation  
(Leadership &  
Governance)**

### *Budget Highlights*

- Rates and Charges increase of 4.95 per cent.
- Implementation of Rating Strategy 2013-2017.
- Total Operating Revenues \$111 million (excluding Capital).
- Total Operating Expenses \$111 million (excluding Capital).
- Program Budget prepared.
- Capital Works Program \$37 million.
- Continued commitment to asset renewal.
- Total Capital Revenue \$6 million.
- \$2 million of borrowings proposed.

## Section 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 2014/2015 year and how these will contribute to achieving the strategic objectives specified in the Council Plan set out in Section 1. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



## Section 2: Services, initiatives and service performance indicators

### 2.1 Strategic Objective: Active & Engaged Community

We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities and valuing our diversity.

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Access and Inclusion	Work towards ensuring all residents and visitors of Greater Shepparton have access to Council facilities and events, through compliance with legislative requirements at a minimum, striving toward exceeding these requirements.	114 <u>(183)</u> (69)
Active Living Management and Coordination	Daily operations of Aquamoves, Season Pools outdoor pools, Indoor Sports Stadiums, SPC Ardmona KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs.	0 <u>(382)</u> (382)
Aged Services	Assist our most vulnerable communities, providing a Home And Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.	4,042 <u>(4,275)</u> (233)
Animal Management/ Local Laws	Regulatory functions governed by several Acts and regulations and various other activities including Dog and Cat registration, Animal Business Registration and Inspections, stock on road complaints and animal shelter operations.	760 <u>(976)</u> (216)
Arboriculture	Deliver Arboriculture management and maintenance services for all trees on Council managed property.	25 <u>(847)</u> (822)
Arts, Events and Tourism Management	To lead, manage and oversee the successful delivery of all functions of the Arts, Events, & Tourism Department.	0 <u>(208)</u> (208)
Building Services	Administration and enforcement of the Building Regulations under Section 212 of the Building Act. To provide an efficient system for issuing Building Permits.	669 <u>(792)</u> (123)
Building Works	Undertake the maintenance of Council owned and controlled building to support service delivery to citizens, community groups and organisations, and ensure safety of staff and users through full compliance with building code regulations.	0 <u>(1,044)</u> (1,044)
Cemeteries	Deliver management and horticulture maintenance services for the Pine Lodge and Kialla West cemeteries.	296 <u>(296)</u> 0
Civic Presentation	Deliver cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, lighting and furniture maintenance services.	0 <u>(772)</u> (772)
Community Facilities	Support and maintain the North Shepparton Community Hub and the Youth Club Hall.	22 <u>(54)</u> (32)
Community Strengthening	Bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.	13 <u>(1,636)</u> (1,623)

## Section 2: Services, initiatives and service performance indicators

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Development Team	Work closely with developers and other to facilitate land use and development across the municipality through the planning permit process.	243 <u>0</u> 243
Early Childhood Education	Provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.	6,930 <u>(7,575)</u> (645)
Emergency Management	Administer the Municipal Emergency Management Plan, including community recovery.	146 <u>(181)</u> (35)
Environment	Deliver horticulture maintenance to native open space areas, water bodies, wetlands and road side reserves. Includes provision of landscaping and irrigation system maintenance services.	0 <u>(558)</u> (558)
Environmental Health	Regulatory functions governed by several Acts and Regulations and various Health Promotion activities.	398 <u>(1,202)</u> (804)
Environmental Management	Facilitate sustainable environmental growth and development within Greater Shepparton.	83 <u>(159)</u> (76)
Events	Promote Greater Shepparton as a vibrant destination, maximise visitation to the region, and increase length of stay through the development of sustainable events and reduce economic leakage by presenting a range of diverse events to engage local audiences.	228 <u>(489)</u> (261)
Healthy Communities Programs	Provide a range of programs and activities facilitating actions of the Municipal Public Health Plan and contribute to the overall health and well-being of the Greater Shepparton community.	55 <u>(230)</u> (175)
Indoor Sports	Operate and maintain of the Shepparton Sports Stadium, Tatura Community Activity Centre and the lease of the Mooroopna Sports Stadium.	214 <u>(330)</u> (116)
Library	Greater Shepparton City Council is a member of the Goulburn Valley Regional Library Corporation (GVRLC) which delivers a range of library and other services including outreach programs. GVRLC is a separate Corporation and it is contracted to provide library services within the Greater Shepparton City, Moira Shire & Strathbogie Shire.	0 <u>(1,568)</u> (1,568)
Maternal and Child Health	Deliver the State government Key Ages and Stages schedule of developmental checks for children from birth until school entry. Provide support and education to parents in the early years of their children's lives.	645 <u>(1,406)</u> (761)
Neighbourhood Management	Lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.	86 <u>(686)</u> (600)
Parks	Deliver horticulture maintenance services to parks, public open spaces, aquatic facilities and childcare centres.	0 <u>(2,286)</u> (2,286)



## Section 2: Services, initiatives and service performance indicators

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Performing Arts and Conventions	Encourage participation and enjoyment of the Performing Arts in the community both at Riverlinks Venues (Westside PAC and Eastbank PAC) and in small towns and to maximise the usage of the Council owned and operated Eastbank Performing Arts & Convention Centre.	879 <u>(1,779)</u> (900)
Planning	Provide planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions.	305 <u>(2,157)</u> (1,852)
Recreation and Strategic Services	Deliver administration, project management and strategic planning support services to the Recreation and Parks Department.	173 <u>(1,553)</u> (1,380)
Regional Aquatic Centre	Operate and manage Greater Shepparton's regional aquatic centre and gym Aquamoves.	3,080 <u>(3,304)</u> (224)
Regulatory Maintenance	Undertake maintenance and renewal of road signage and roadside furniture, fire plugs, street lighting and street furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.	0 <u>(36)</u> (36)
Rural Outdoor Pools	Provide seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee managed Murchison swimming pool.	53 <u>(327)</u> (274)
Shepparton Art Museum (SAM)	As the holder of one of Australia's most significant ceramic collections along with an extensive painting and works on paper store, the Shepparton Art Museum (SAM) houses, conserves, researches, communicates and exhibits for the purposes of study, education and enjoyment, the permanent collection of the museum and temporary exhibitions on behalf of the community.	288 <u>(1,072)</u> (784)
SPC Ardmona KidsTown	Greater Shepparton's Regional Adventure Playground (including the Connection) - provides an important facility for local residents and is a key contributor to regional tourism.	0 <u>(3)</u> (3)
Sports Facilities	Deliver horticulture maintenance services to sports fields and recreation reserves. This includes specialist turf management for high profile sports, as well as the day to day maintenance of more than 25 community sports fields.	0 <u>(724)</u> (724)
Strategic Asset Management	Facilitate asset management planning through the provision of accurate, timely and meaningful asset information, This enables the effective management of infrastructure based on its condition,	26 <u>(33)</u> (7)
Water and Energy	The sustainable management of water and energy demands for all Recreation and Parks service areas. Includes the management and maintenance of irrigation systems.	0 <u>(576)</u> (576)
Youth Services	Work with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised.	54 <u>(253)</u> (199)

Net cost to Council (\$20,125)

## Section 2: Services, initiatives and service performance indicators

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care (Aged Services)	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.
Home and Community Care (Aged Services)	Participation	Participation in HACC service by Culturally and Linguistically Diverse people (CALD) (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 key ages and stages visits. (Percentage of children attending the MCH key ages and stages visits).	(Number of actual MCH visits / Number of expected MCH visits) x100.
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits by Aboriginal children. (Percentage of Aboriginal children attending the MCH key ages and stages visits).	(Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children) x100.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members).	(Number of active library members / municipal population) x100.
Pool Facilities (Regional Aquatic Centre)	Utilisation	Utilisation of pool facilities (The number of visits to pool facilities per head of municipal population).	Number of visits to pool facilities / Municipal population.
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions).	Number of successful animal management prosecutions.
Food safety (Environmental Health)	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.

## Section 2: Services, initiatives and service performance indicators

### 2.2 Strategic Objective: Enhancing the Environment

We will continue to value our heritage, open spaces and natural environments, maintaining and enhancing them, and enabling greater access for people to connect with our environment.

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Environmental Management	Facilitate sustainable environmental growth and development within Greater Shepparton.	1,360 <u>(2,342)</u> (982)
Financial Services	Loan interest expense for former landfill sites.	0 <u>(2)</u> (2)
Road Works	Undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.	10 <u>(734)</u> (724)
Waste and Resource Recovery	Manage Council's waste services and facilities including landfills, transfer stations, kerbside services and litter bins.	13,842 <u>(9,644)</u> 4,198

Net surplus to Council                      \$2,490

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection (Waste and Resource Recovery)	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that are 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.

## Section 2: Services, initiatives and service performance indicators

### 2.3 Strategic Objective: Economic Prosperity

We will promote economic growth, through working with existing businesses and industries, encouraging new business development and diversification, attracting and supporting education within our city and strengthening the agriculture industry.

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Business and Industry Development	Identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.	266 <u>(1,358)</u> (1,092)
Business Centre	Promote the growth of business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services.	205 <u>(253)</u> (48)
Development Team	Work closely with developers and other to facilitate land use and development across the municipality through the planning permit process.	20 <u>(22)</u> (2)
Events	Promote Greater Shepparton as a vibrant destination and maximise visitation to the region, as a leading regional sporting events destination and to reduce economic leakage.	45 <u>(977)</u> (932)
Holiday Park	Continue to provide tourist services which suitably meet the needs of visitors to the municipality including the Victoria Lake Holiday Park.	543 <u>(495)</u> 48
Planning	Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions.	100 <u>(0)</u> 100
Saleyards	Provide a state-of-the-art selling facility with an emphasis on providing a safe environment for clients, agents, staff and stock.	1,693 <u>(1,000)</u> 693
Shepparton Show Me	A comprehensive marketing program with the objective of enticing people to come to Shepparton, utilise the city's services, attend an event or festival, dine, stay overnight and shop at local businesses.	0 <u>(644)</u> (644)
SPC Ardmona KidsTown	Greater Shepparton's Regional Adventure Playground (including the Connection) - provides an important facility for local residents and is a key contributor to regional tourism.	431 <u>(610)</u> (179)
Strategic Asset Management	To facilitate asset management planning through the provision of accurate, timely and meaningful asset information, This enables the effective management of infrastructure based on its condition.	279 <u>(29)</u> 250
Tourism	Promote Greater Shepparton as a vibrant destination and maximise visitation to the region, and increase length of stay through the development of sustainable attractions and experiences.	38 <u>(814)</u> (776)

Net cost to Council (\$2,582)

## Section 2: Services, initiatives and service performance indicators

### Service Performance Outcome Indicators

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

## Section 2: Services, initiatives and service performance indicators

### 2.4 Strategic Objective: Quality Infrastructure

We will provide and maintain urban and rural infrastructure to support the development of our communities.

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Aerodrome Management	Provide a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.	181 <u>(407)</u> (226)
Concrete Works	Deliver maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.	0 <u>(768)</u> (768)
Development Team	Work closely with developers and other to facilitate land use and development across the municipality through the planning permit process.	0 <u>(2,678)</u> (2,678)
Drainage Team	Provide a coordinated, strategic approach for programming and implementing drainage infrastructure improvements.	0 <u>(189)</u> (189)
Drainage Works	Undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.	0 <u>(640)</u> (640)
Financial Services	Maintain accountability for all financial transactions of the Council, develop the annual budget and quarterly budget reviews, implement and monitor internal control procedures, and maintain efficient financial accounting systems and records and produce the statutory annual accounts.	0 <u>(860)</u> (860)
Fleet and Stores	Manage Council's plant and fleet to meet current and future needs in a cost efficient and effective manner. To manage Council's stores, purchasing and material stock.	4,308 <u>(3,159)</u> 1,149
Parking Enforcement	Carry out regulatory functions governed by several Acts and regulations and other activities including parking enforcement, collection of money from parking meters and ticket machines, school crossing supervision at 23 locations.	2,002 <u>(1,344)</u> 658
Planning	Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions.	0 <u>(43)</u> (43)
Project Management Office	Coordinate the timely delivery of the council's capital budget program.	0 <u>(1,473)</u> (1,473)
Projects Administration	Provide a consolidated unit across the Projects Department.	0 <u>(248)</u> (248)

## Section 2: Services, initiatives and service performance indicators

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Recreation & Strategic Services	Deliver administration, project management and strategic planning support services.	0 <u>(10)</u> (10)
Regulatory Maintenance	Undertake maintenance and renewal of road signage and roadside furniture, fire plugs, street lighting and street furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.	0 <u>(1,184)</u> (1,184)
Roads Works	Undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.	0 <u>(2,510)</u> (2,510)
Strategic Asset Management	Facilitate asset management planning through the provision of accurate, timely and meaningful asset information, This enables the effective management of infrastructure based on its condition,	0 <u>(712)</u> (712)
Traffic Team	Manage traffic, parking, road safety and related infrastructure design across Council's road network.	0 <u>(202)</u> (202)
Works	Provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up come miscellaneous but essential services, where there is no logical fit within other programs.	45 <u>(2,133)</u> (2,088)

Net cost to Council (\$12,024)

In addition to the above details of initiatives the Council will also aim to deliver \$37.42 million of capital works across the municipality. Highlights are shown on pages 26-27.

### Service Performance Outcome Indicators

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

## Section 2: Services, initiatives and service performance indicators

### 2.5 Strategic Objective: High Performing Organisation

We will deliver council services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Business Services Management	Lead and manage Council's Business Directorate.	0 <u>(264)</u> (264)
Citizen Experience	Support Council's vision through ensuring that our citizen's enquiries and issues are acknowledged, understood and, where possible, resolved at the first point of contact.	0 <u>(875)</u> (875)
Community Management	Appropriately administer the Greater Shepparton City Council Community Directorate.	0 <u>(341)</u> (341)
Corporate Strategic Planning	Provide an integrated planning framework that aligns strategic, corporate and operational plans to achieve sustainable outcomes and improvements for the municipality and our people.	15 <u>(459)</u> (444)
Councillor Management and Support	Provide the support mechanisms that enable Councillors to operate within the relevant legislation and to provide a framework to enable setting the strategic direction for Council.	0 <u>(291)</u> (291)
Financial Services	Maintain accountability for all financial transactions of the Council, develop the annual budget and quarterly budget reviews, implement and monitor internal control procedures, maintain efficient financial accounting systems and records, and produce the statutory annual accounts.	14,472 <u>(7,277)</u> 7,195
Information Management	Create, receive and maintain records that document the functions, activities and transactions carried out within Council.	0 <u>(674)</u> (674)
Information Services	Maintain, develop and implement Council's hardware and software requirements.	0 <u>(2,573)</u> (2,573)
Infrastructure Management	Provide leadership and strategic direction regarding the provision of infrastructure maintenance and capital works. Provide leadership and oversight of the Works, Recreation and Parks and Project departments.	0 <u>(307)</u> (307)
Marketing and Communications	Facilitate clear and consistent communication ensuring members of the community are fully aware, informed and engaged in Council activities.	0 <u>(1,034)</u> (1,034)
Office of the CEO	Provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all staff to enable them to achieve or exceed community expectations.	0 <u>(1,266)</u> (1,266)



# Greater Shepparton City Council

## Section 2: Services, initiatives and service performance indicators

Activity	Description	Revenue (Expenditure) Net Cost \$'000
People Performance	Assist the organisation in the effective recruitment, development, management and retention of staff.	0 <u>(3,597)</u> (3,597)
Rates and Valuations	Administer all of the statutory rating and valuation services for ratepayers in a timely and meaningful manner.	799 <u>(860)</u> (61)
Risk Management	Provide a structure and framework to manage organisational risk, and manage the internal and external audit functions for the organisation.	78 <u>(1,435)</u> (1,357)
Sustainable Development Management	Oversee the management of the Building, Planning, Investment Attraction and Environment Departments.	0 <u>(328)</u> (328)
Works	Provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up come miscellaneous but essential services, where there is no logical fit within other programs.	2,950 <u>0</u> 2,950

Net surplus to Council                      \$3,267

### Service Performance Outcome Indicators

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



## Section 2: Services, initiatives and service performance indicators

### 2.6 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 financial year as required by section 132 of the Act and included in the 2014/15 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 8) and sustainable capacity, which is not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the 2014/2015 Annual Report in the form of a statement of progress in the report of operations.

	Net Cost (expenditure) \$'000	Expenditure \$'000	Revenue \$'000
Active & Engaged Community	(20,125)	39,952	19,827
Enhancing the Environment	2,490	12,722	15,212
Economic Prosperity	(2,582)	6,202	3,620
Quality Infrastructure	(12,024)	18,560	6,536
High Performing Organisation	(3,267)	21,581	18,314
<b>Total services and initiatives</b>	<b>(35,508)</b>	<b>99,017</b>	<b>63,509</b>
Other non-attributable	(17,133)		
<b>Deficit before funding sources</b>	<b>(52,641)</b>		
<i>Funding Sources</i>			
Rates and Charges	55,997		
Capital Grants	5,888		
<b>Total funding sources</b>	<b>61,885</b>		
<b>Surplus for the year</b>	<b>9,244</b>		

# Greater Shepparton City Council

## Section 2: Services, initiatives and service performance indicators

### Building Better Regional Cities Mooroopna West Growth Corridor Rebates \$2,145,000

As part of the Federal Building Better Regional Cities funding program, Greater Shepparton City Council is to provide rebates to eligible first home owners to purchase land and house packages.



### Building Renewals \$2,527,000

Works associated with the preservation on 447 buildings owned by Greater Shepparton City Council. This includes works at KidsTown, Aquamoves and the Mooroopna Sports Stadium.

### Festive Decorations \$150,000

First year of a three year project to purchase sustainable festive decorations.



### Public Toilets \$470,000

Projects to provide accessible public toilets across the municipality. Works for 2014/2015 include Ferrari Park, Mooroopna and Toolamba.

### Cosgrove Landfill \$2,325,000

Purchase of an existing quarried void at the Cosgrove landfill site as well as the design and initial preparation earthworks for future landfill cells.

### Roads to Recovery \$1,450,000

This program utilises federal grants to deliver additional capital road works programs including reconstructions, reseals, bridge maintenance and major patching.

### Road Asset Preservation \$5,735,000

Works to renew our assets in the areas of sealed and unsealed roads, kerb and channel, footpaths and shared paths.



### Local Road Reconstructions \$1,414,320

Road reconstructions include road projects across the municipality which contribute to asset renewal targets. Significant works include Verney Road.

**YOUR RATES AT WORK**

## Section 2: Services, initiatives and service performance indicators



### Greater Shepparton Regional Sports Precinct \$5,310,000

Works continue on this multi-year project to carry out significant development at the Greater Shepparton Regional Sports Precinct.

The Council will receive external funding from the Federal Government towards the project.



2014/2015 works include Multi-purpose fields floodlighting, Hockey complex synthetic surface renewal and construction of a small pavilion and main pitch change rooms at the football complex.



## Section 3: Budget Influences

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

### 3.1 Snapshot of Greater Shepparton City Council

*Greater Shepparton is a vibrant, diverse community located approximately two hours north of Melbourne in the Goulburn Valley - the heart of regional Victoria.*

Two hours north east of Melbourne and only an hour from Bendigo, Greater Shepparton's central location is a major advantage and has seen our urban centre emerge as the retail, industry and services hub for central Victoria. Located at the intersection of the Midland and Goulburn Valley highways Greater Shepparton provides easy access to Adelaide, Sydney, Brisbane and Melbourne.

Greater Shepparton is the fifth largest regional centre in Victoria extending over 2,421 kilometres. The city's population is almost evenly split between the main urban centres of Shepparton, Mooroopna and Tatura (53 per cent) with the remaining 47 per cent of the population residing in the surrounding rural areas, including the smaller townships of Murchison, Dookie, Merrigum, Congupna, Toolamba, Undera, Katandra and Tallygaroopna. This split reflects the wide range of lifestyle choices available across the municipality, from small urban blocks close to high quality amenities, through to large working orchards and farms.

<http://profile.id.com.au/shepparton/home>

As a growing regional centre with a vibrant cultural mix, the Greater Shepparton community comprises 62,780 residents living within 60+ localities.

Greater Shepparton enjoys a young demographic with growing families, with 2011 census data showing the proportion of couples with children nearly 3 per cent above the regional Victorian average, at 29.7 per cent.

The overall population is forecast to grow from around 63,000 in 2013 to nearly 80,000 by 2031. Our community understands that an expanding population will increase demand for services and infrastructure — particularly those that provide for our health and wellbeing. The challenge for all levels of government is to provide essential services and infrastructure in a timely manner. At the same time we need to be creative and broaden the economy by attracting investment and generating jobs in sectors that complement our lifestyle and environment.

Source: <http://profile.id.com.au/shepparton/home>

Our community is culturally rich with a large proportion of the population born overseas (13.1 per cent), with many residents immigrating from India, Afghanistan, Sudan, Italy, Iraq, Turkey, New Zealand and the Philippines. Italian, Arabic, Persian/Dari, Turkish, Albanian, Punjabi, Greek, Macedonian, Mandarin and Filipino/Tagalog are the most commonly spoken languages other than English.

Greater Shepparton also has a significant Aboriginal population with a strong history of indigenous advocacy and leadership both nationally and internationally. The City's indigenous population is the largest in regional Victoria, with an estimated 3.5 per cent of residents having indigenous heritage.

Approximately 5.4 per cent of the City's population has been identified as requiring assistance with self-care, body movements or communication and Greater Shepparton City Council is committed to providing access to services, programs and facilities for people with a disability.

Source: <http://profile.id.com.au/shepparton/home>

## Section 3: Budget Influences

The region has a strong and well developed economy, based primarily on irrigated agriculture, food processing, retailing and road transport. The Goulburn Valley is responsible for about 25 per cent of Victoria's agricultural production and is often referred to as the "Food Bowl of Australia".

Local entrepreneurs and small businesses are the backbone of our communities equating to almost one-third of the business sector. We will continue to support them to prosper and grow, thus retaining local knowledge, building skills and employment in the region.

In terms of employment, people within Greater Shepparton are primarily employed in Health Care and Social Assistance, Retail Trade and Manufacturing.

As a regional hub, Greater Shepparton provides a range of goods and services to a catchment of approximately 230,000 people. Greater Shepparton is a retail hotspot for regional Victoria, constantly attracting new brands, and shoppers travel from a radius of over 100 km to enjoy them. Visitors to the region spend over \$150m per year during their stay, and local businesses benefit.

Greater Shepparton continues to reinforce its reputation as a key events destination within both the Victorian and National market. The City has a strong history of attracting major events to the region to boost the local economy.

The City has, over the past decade or so, developed a very strong sense of self, reflected in its commitment to art and culture. The arts scene is thriving with regular travelling performances and artists visiting the region. The Shepparton Art Museum houses a fine collection of colonial and contemporary paintings plus one of Australia's leading ceramics collections and regularly hosts significant and acclaimed exhibitions such as the recent Sam Jinks and Golden Age exhibitions.

The region also celebrates its multicultural nature through food and religious festivals, such as the recent inaugural Islamic Multicultural Food Festival, and the Emerge Festival, collaboration with Multicultural Arts Victoria.

### 3.2 External Influences

In preparing the 2014/2015 Budget, a number of external influences have been taken into consideration, as they impact significantly on the services delivered by the Council in the budget period. These include:

- Consumer Price Index (CPI) of 3 per cent per annum (as at June 2014)
- MAV Local Government cost index of 3.4 per cent per annum for 2013/2014
- Average growth within Greater Shepparton of one per cent per annum which impacts the demand on Council services, infrastructure and Council costs associated with residential developments.
- State and Federal grants decreasing in real terms as the current trend of grants being indexed to CPI or less continues and in some cases indexation is even being frozen. This means that each year government grants are not keeping pace with the cost to Council of delivering services.
- Increase of 10 per cent (or \$2.70 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The municipal levy has increased from \$7 per tonne in 2008/2009 to \$29.30 per tonne in 2014/2015 (318 per cent increase in 6 years). The industrial levy has increased from \$13 per tonne in 2008/2009 to \$51.30 per tonne in 2014/2015 (295 per cent increase in 6 years).
- Fuel and associated products pricing expected to remain high based on worldwide demand
- Prevailing economic conditions faced across the community
- Potential additional employer contributions to the defined benefit superannuation scheme. An amount of \$350,000 will be set aside each year to offset any future calls should they arise.
- From 1 July 2014 the Superannuation Guarantee will increase from 9.25 per cent to 9.5 per cent progressively rising to 12 per cent by 2023.

## Section 3: Budget Influences

- From 1 July 2013, the Victorian Government introduced the Fire Services Property Levy to be collected by Council and immediately passed on to the Victorian Government. The levy is payable by all rateable and non-rateable property owners.
- Council also collects other fees on behalf of the State including Building Permit Levy's and some Aged Services.

### 3.3 Internal Influences

As well as external influences, there are a number of internal influences which have a significant impact on the preparation of the 2014/2015 Budget. These matters have arisen from events occurring in the 2013/2014 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2014/2015 year. These matters and their financial impact are set out below:

- The Council's Strategic Resource Plan provides strategic direction on financial sustainability and guides the development of the 2014/2015 Budget. This will assist Council to maintain a low risk financial sustainability rating as assessed by the Victorian Auditor General.
- 4.95 per cent rates and charges increase on the existing capital improved value of properties to fund services and infrastructure.
- As included in the Council's Strategic Resource Plan, discretionary user fees and charges collected are projected to increase by 3.5 per cent annually, which includes inflation of 2.5 per cent and growth of 1 per cent.
- Negotiations are currently being held for a new Enterprise Bargaining agreement to replace the existing agreement which expired on 30 June 2014. In lieu of this agreement, the budget is based on strategic resource plan projections of 3.25% for an Enterprise Bargaining increase from 1 July 2014. The budget also takes into account banding level increments and additional staff resources to meet growth and demand.
- The estimated average annual infrastructure renewal required is over \$23 million per year, which is \$4 million greater than the budgeted 2014/2015 renewal funding of \$18.8 million.

### 3.4 Budget Principles

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

- A zero based budget approach
- Existing fees and charges to be reviewed in line with commercial business principles (unless set by legislation)
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Aim to use fewer resources with an emphasis on innovation and efficiency
- New staff proposals to be justified through a documented business case
- New initiatives or projects which are not cost neutral to be justified through a documented business case
- Real savings in expenditure and increases in revenue identified in 2014/2015 to be preserved
- Operating revenues and expenses arising from completed 2014/2015 capital projects to be included
- Maintain Council's approach to continuous improvement in an effort to provide value for money and ensure realisation of productivity and effectiveness gains.

## **Budget Analysis**

**Section 4 - Analysis of Operating Budget**

**Section 5 - Analysis of Budgeted Cash Position**

**Section 6 - Analysis of Capital Budget**

**Section 7 - Analysis of Budgeted Financial Position**



## Section 4: Analysis of Operating Budget

This section analyses the operating budget including expected income and expenses of the Council for the 2014/2015 year.

### 4.1 Budgeted income statement

	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
Total income	4.2	115,300	119,973	4,673	4.1%
Total expenses	4.3	(111,109)	(110,729)	380	0.3%
<b>Surplus (deficit) for the year</b>		<b>4,191</b>	<b>9,244</b>	<b>5,053</b>	<b>120.6%</b>
Grants – capital non-recurrent	4.2.8	(3,940)	(3,575)	365	9.3%
Contributions – non-monetary assets	4.2.8	(3,000)	(3,000)	0	0.0%
Capital contributions – other sources	4.2.8	(2,625)	(2,333)	292	11.1%
<b>Adjusted underlying surplus (deficit)</b>	<b>4.1.1</b>	<b>(5,374)</b>	<b>336</b>	<b>5,710</b>	<b>106.3%</b>

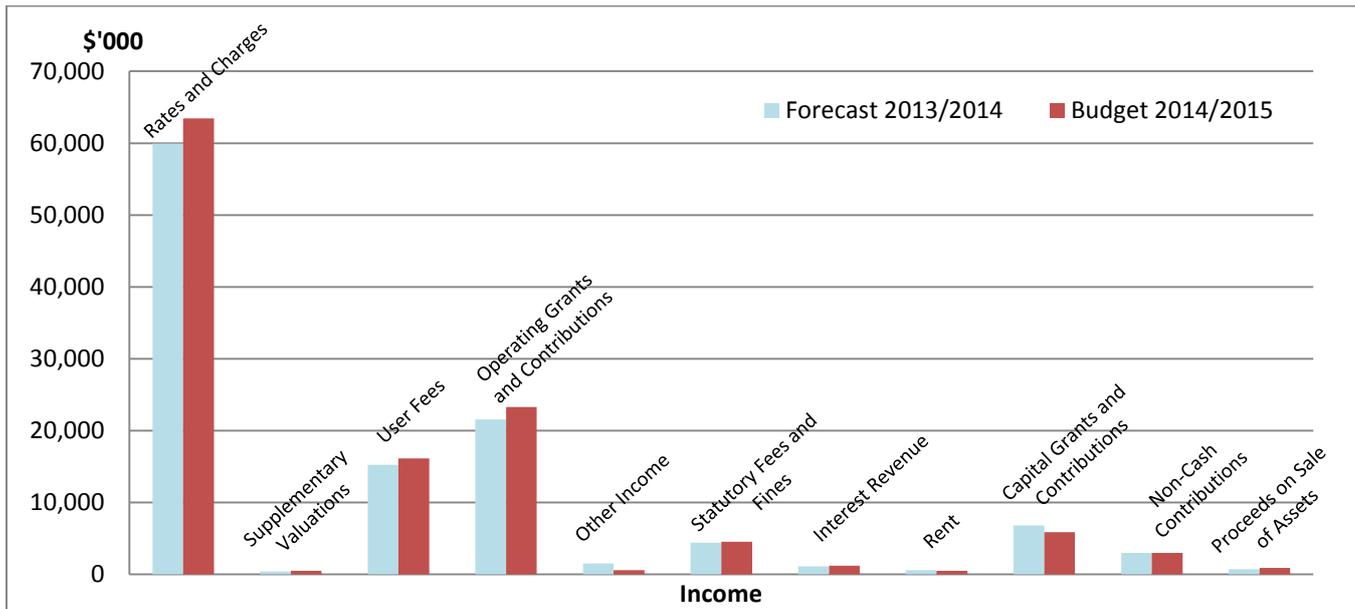
#### 4.1.1 Adjusted underlying surplus (\$5.71 million increase)

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 2014/2015 year is a surplus of \$0.34 million which is an increase of \$5.71 million from the 2013/2014 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

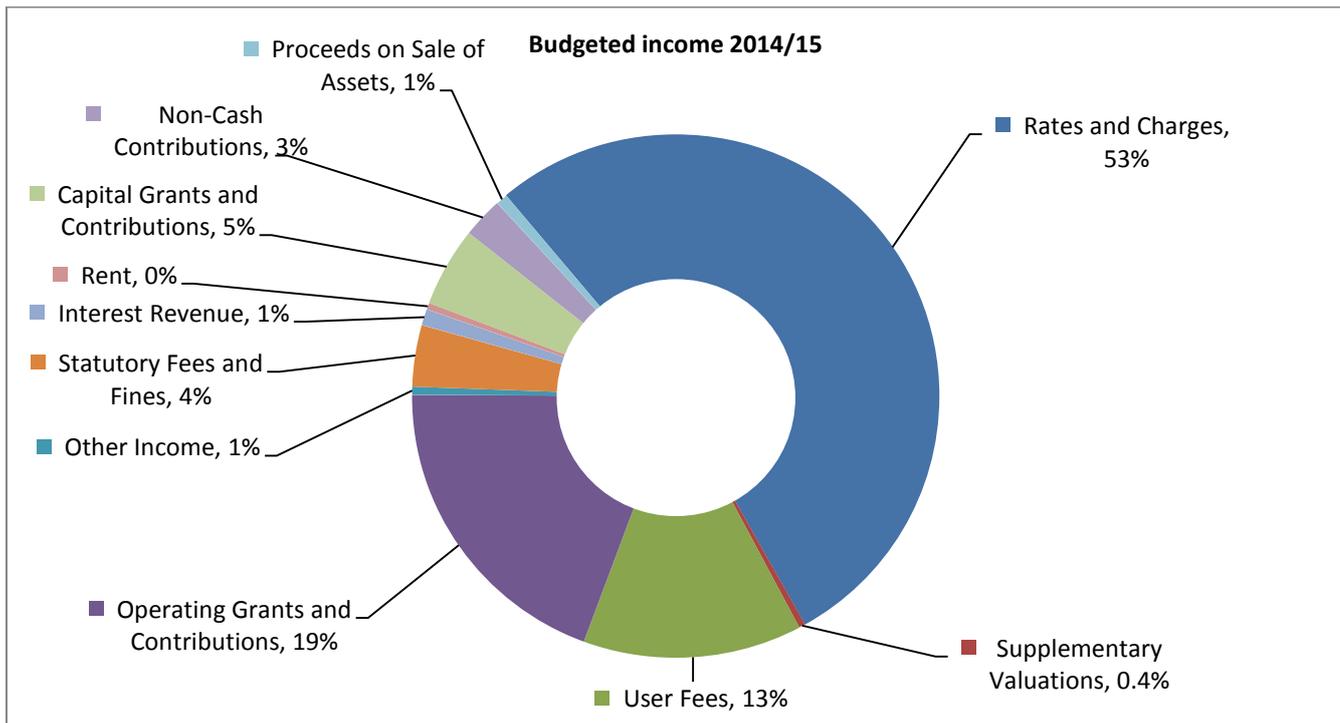
### 4.2 Income

Income Type	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
Rates and Charges	4.2.1	59,939	63,438	3,499	5.8%
Supplementary Valuations		411	500	89	21.7%
User Fees	4.2.2	15,241	16,121	880	5.8%
Operating Grants and Contributions	4.2.3	21,549	23,280	1,731	8.0%
Other Income	4.2.4	1,500	584	(916)	(61.1%)
Statutory Fees and Fines	4.2.5	4,404	4,560	156	3.5%
Interest Revenue	4.2.6	1,137	1,213	76	6.7%
Rent	4.2.7	590	509	(81)	(13.7%)
<b>Operating Income</b>		<b>104,771</b>	<b>110,205</b>	<b>5,434</b>	<b>5.2%</b>
Capital Grants and Contributions	4.2.8	6,818	5,888	(930)	(13.6%)
Non-Cash Contributions		3,000	3,000	0	0.0%
Proceeds on Sale of Assets	4.2.9	711	880	169	23.8%
<b>Total Operating Income</b>		<b>115,300</b>	<b>119,973</b>	<b>4,673</b>	<b>4.1%</b>

## Section 4: Analysis of Operating Budget



Source: Appendix A



### 4.2.1 Rates and Charges (\$3.59 million or 5.9% increase)

Council's total rates and charges incorporate general rates, municipal charges, waste services charges and Supplementary valuation rates.

It is proposed that general rate income be increased by 4.95% or \$2.99 million over 2013/2014 to \$63.44 million from the annualised value of \$60.45 million. Municipal Charges are to increase by 5% or \$0.33 million to \$6.88 million. Waste Services Charges are to increase by 4.9% or \$0.37 million to \$7.94 million. Supplementary rates and charges are forecast to increase by \$0.09 million over 2013/2014 to \$0.50 million.

## Section 4: Analysis of Operating Budget

Description	Forecast Actual 2013/2014 \$'000	2013/2014 Total Annualised \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
General Rates	45,813	46,320	48,615	2,295	4.95%
Municipal Charges	6,554	6,554	6,882	328	5.00%
Waste Service Charges	7,572	7,572	7,941	369	4.87%
<b>Total Rates and Charges Revenue</b>	<b>59,939</b>	<b>60,446</b>	<b>63,438</b>	<b>2,992</b>	<b>4.95%</b>
Supplementary Valuations	411	0	500	500	100.00%
<b>Total Rates Revenue</b>	<b>60,350</b>	<b>60,446</b>	<b>63,938</b>	<b>3,492</b>	<b>5.78%</b>

(Note – 2013/2014 Total Annualised have been adjusted for supplementary rates received during the year on a full year rate or annualised basis.)

For more information on Rates and Charges, go to Section 9 “Rating Information” and charges specifically required by the Regulations is included in Appendix C.

### 4.2.2 User Fees (\$0.88 million or 5.8% increase)

User charges (excluding kerbside collection fees) relate mainly to the partial recovery of service delivery costs through the charging of fees to users of Council’s services. This includes the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that where possible increases are guided by the strategic resource plan projections.

User charges are projected to increase by \$0.88 million compared with 2013/2014. The main areas contributing to the increase are:

Program Area	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
Business Centre	86	205	119	138%
Cemeteries	245	296	51	21%
Development Team	175	248	73	42%
Rates and Valuations	235	427	192	82%
Regional Aquatic Centre	2,772	3,000	228	8%
Saleyards	1,351	1,627	276	20%
Shepparton Art Museum	11	26	15	136%

The increase in user charges for the business centre is mainly due to a reallocation of rent charges as a user charge. The increase in Cemeteries is the Pine Lodge Cemetery site and internment fees previously budgeted in a different Directorate. The Development team increase is from additional subdivision planning and supervision to be undertaken in 2014/2015. The Rates and valuations increase is predominantly due to fees charged to the State Revenue Office for land valuation data resulting from the 2014 general revaluation process. The Regional Aquatic Centre increase is through income generated from various gym/centre usage fees and memberships. Saleyards have budgeted for an increasing volume of sales generating yard dues and selling fees at the Shepparton Regional Saleyards while the Shepparton Art Museum has budgeted income from planned exhibition fees.

A detailed listing of fees and charges is attached as Appendix F (pg. 273) in this document.



## Section 4: Analysis of Operating Budget

### 4.2.3 Grants and Contributions - Operating (\$1.73 million or 8% 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 and operating contributions from other parties towards delivery of Council's service including property development costs. Overall, the level of operating grants is projected to increase by \$1.73 million compared to 2013/2014. Specific operating grants and contributions have been decreased by 23.8% or \$3.79 million overall since last year. Movements in grant funding are summarised below:

Operating Grant Funding Types and Source	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
<i>Recurrent – Commonwealth Government</i>				
Aged Services	355	255	(100)	(39%)
Access & Inclusion	110	114	4	4%
Early Childhood Education	2,122	2,709	587	22%
<i>Recurrent – State Government</i>				
Victoria Grants Commission - General	4,123	8,203	4,080	50%
Victoria Grants Commission - Roads	1,511	2,950	1,439	49%
Aged Services	3,030	3,046	16	1%
Business & Industry	150	125	(25)	(20%)
Early Childhood Education	2,200	2,103	(97)	(5%)
Emergency Management	146	146	0	0%
Environmental Health	97	91	(6)	(7%)
Environmental Management	192	161	(31)	(19%)
Neighbourhoods	83	86	3	3%
Parking Enforcement	59	62	3	5%
Planning	23	9	(14)	(156%)
Shepparton Art Museum	240	115	(125)	(109%)
<b>Total recurrent grants</b>	<b>14,441</b>	<b>20,175</b>	<b>5,734</b>	<b>28%</b>
<i>Non-Recurrent – Commonwealth Government</i>				
Business & Industry	114	121	7	6%
Environmental Management	2,321	439	(1,882)	(429%)
<i>Non-Recurrent – State Government</i>				
Aerodrome	0	100	100	100%
Business & Industry	62	20	(42)	(210%)
Community Strengthening	44	0	(44)	(100%)
Early Childhood Education	402	283	(119)	(42%)
Emergency Management	34	0	(34)	(100%)
Emergency Management Works	527	0	(527)	(100%)
Environmental Management	106	8	(98)	(1225%)
Events	51	35	(16)	(46%)
Healthy Communities	132	0	(132)	(100%)

## Section 4: Analysis of Operating Budget

Maternal Child Health	628	645	17	3%
People Performance	18	0	(18)	(100%)
Performing Arts & Conventions	120	120	0	0%
Planning	20	0	(20)	(100%)
Rates & Valuations	82	82	0	0%
Shepparton Arts Museum	18	32	14	44%
Works	12	0	(12)	(100%)
Youth Services	54	54	0	0%
<b>Total non-recurrent grants</b>	<b>4,745</b>	<b>1,939</b>	<b>(2,806)</b>	<b>(145%)</b>
<i>Cash Contributions</i>				
Active Living	15	0	(15)	(100%)
Aerodrome	4	4	0	0%
Aged Services	2	0	(2)	(100%)
Arboriculture	30	25	(5)	(20%)
Community Facilities	2	0	(2)	(100%)
Community Strengthening	4	0	(4)	(100%)
Developer Contributions	20	15	(5)	(33%)
Environmental Management	983	835	(148)	(18%)
Performing Arts & Conventions	4	4	0	0%
Planning	437	140	(297)	(212%)
Risk Management	690	78	(612)	(785%)
Shepparton Art Museum	172	64	(108)	(169%)
Tourism	0	1	1	100%
<b>Total Contributions</b>	<b>2,363</b>	<b>1,166</b>	<b>(1,197)</b>	<b>(103%)</b>

Increases in specific operating grant funding reflect expected increased demand for these services. The increase in Victoria Grants Commission (VGC) funding is distorted by Council receiving 50% or \$5.52 million of the 2013/2014 funding in the 2012/2013 financial year artificially lowering the 2013/2014 comparison figure.

The reduction in cash contributions is predominantly due to insurance claim monies received in 2013/2014 relating to the Visitor Information Centre.

### 4.2.4 Other Income (\$0.92 million or 61% decrease)

Other income relates to a range of items such as cost recoups, sponsorships and donations and other miscellaneous income items and is budgeted to decrease by \$0.92 million as compared with 2013/2014 forecasts. The decrease relates to non-recurrent items such as sponsorship of the Emerge Festival, BMX Nationals, and Country Tennis Week.

### 4.2.5 Statutory Fees and Fines (\$0.16 million or 3.5% increase)

Statutory fees and fines relate primarily to fees and fines levied in accordance with legislation and include animal registrations, *Public Health and Wellbeing Act 2008* registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements.

## Section 4: Analysis of Operating Budget

Statutory fees are forecast to increase by 3.5% or \$0.16 million compared to 2013/2014. The main areas contributing to the increase are:

Program Area	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
<b>Aerodrome Management</b>	32	33	1	3.8%
<b>Aged Services</b>	656	728	72	10.9%
<b>Parking Enforcement</b>	1,849	1,940	91	4.9%
<b>Works</b>	26	45	19	73.1%

The increase in Aerodrome Management is related to Aerodrome hanger sites while Aged Services is through increased usage of services in aged care home maintenance and personal care. The increase in Parking Enforcement is related to parking infringement enforcement. The increase in Works relates to a more streamlined approach to the monitoring and application of road opening permits generating greater income.

A detailed listing of fees and charges is attached as Appendix F (pg. 273) in this document.

### 4.2.6 Interest (\$0.08 million or 6.7% increase)

Interest includes bank interest received from cash investments and penalty interest on overdue rates.

### 4.2.7 Rent (\$0.08 million or 13.7% decrease)

Rent relates to a range of properties owned by Council for which rent is received. The budget comprises both new leases as well as existing leases. The decrease in rental income is mainly due to reallocation of Business Centre leases into User Charges.

### 4.2.8 Grants and Contributions - Capital (\$0.93 million or 13.6% decrease)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Council will continue to investigate opportunities for grants and contributions throughout 2014/2015.

## Section 4: Analysis of Operating Budget

Capital Grant Funding Types and Source	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
<i>Recurrent – Commonwealth Government</i>				
Roads to Recovery	1,719	1,450	(269)	(15.6%)
<b>Total recurrent grants</b>	<b>1,719</b>	<b>1,450</b>	<b>(269)</b>	<b>(15.6%)</b>
<i>Non-Recurrent – Commonwealth Government</i>				
Open Space	0	2,876	2,876	100%
Roads	1,738	0	(1,738)	(100.0%)
<i>Non-Recurrent – State Government</i>				
Buildings	95	600	505	531.6%
Roads	751	99	(652)	(86.8%)
Open Space	937	0	(937)	(100.0%)
Other	419	0	(419)	(100.0%)
<b>Total non-recurrent grants</b>	<b>3,940</b>	<b>3,575</b>	<b>(365)</b>	<b>(9.3%)</b>
<i>Cash Contributions</i>				
Building	250	100	(150)	(60.0%)
Developer Contributions	37	0	(37)	(100.0%)
Drainage	237	106	(131)	(55.3%)
Open Space	120	14	(106)	(88.3%)
Roads	425	98	(327)	(76.9%)
Other	90	545	455	505.6%
<i>Non-cash Contributions</i>				
Developer Contributions	3,000	3,000	0	0.0%
<b>Total Contributions</b>	<b>4,159</b>	<b>3,863</b>	<b>(296)</b>	<b>(7.1%)</b>

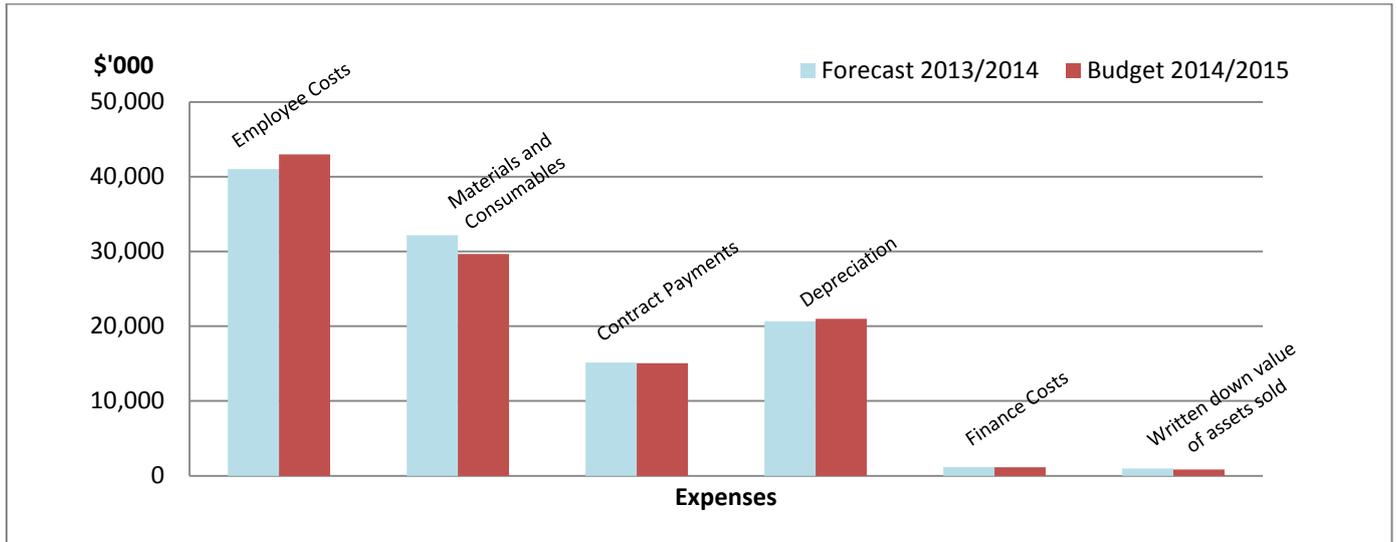
### 4.2.9 Proceeds on Sale of Assets (\$0.17 million or 23.8% increase)

Proceeds from the sale of Council assets are budgeted to be \$0.88 million for the 2014/2015 year and primarily relates to the planned cyclical replacement of part of the plant and vehicle fleet.

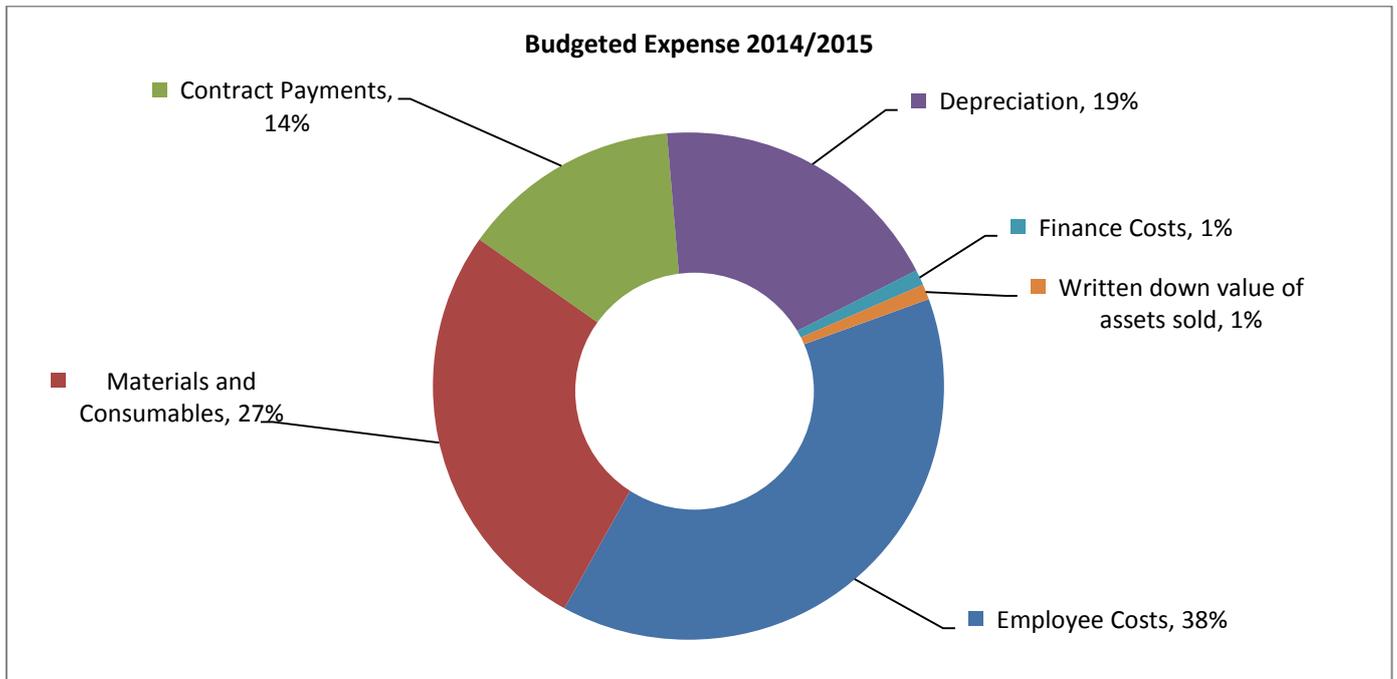
### 4.3 Expenditure

Expenditure Type	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
Employee Costs	4.3.1	41,017	42,998	1,981	4.8%
Materials and Consumables	4.3.2	32,168	29,652	(2,516)	(7.8%)
Contract Payments	4.3.3	15,139	15,079	(60)	(0.4%)
Depreciation	4.3.4	20,645	21,013	368	1.8%
Finance Costs	4.3.5	1,176	1,127	(49)	(4.2%)
Written down value of assets sold		964	860	(104)	(10.8%)
<b>Total Operating Expenditure</b>		<b>111,109</b>	<b>110,729</b>	<b>(380)</b>	<b>(0.3%)</b>

## Section 4: Analysis of Operating Budget



Source: Appendix A





## Section 4: Analysis of Operating Budget

### 4.3.1 Employee Costs (\$1.98 million or 4.8% increase)

Employee benefits include all labour related expenditure such as wages and salaries and on costs such as allowances, annual and long service leave entitlements, superannuation, rostered days off and workcover.

Employee costs are forecast to increase by \$1.98 million compared to 2013/2014. This increase is as a result of a combination of factors including;

- A forecast Enterprise Bargaining Agreement increase of 3.25 per cent. The current agreement expires on 30 June 2014.
- Growth of 1 per cent from annual performance increments and additional positions
- Employer Superannuation Contribution of 9.50% an increase from 9.25% in 2013/2014
- Recruitment of staff to vacant positions

Department	Budget 2014/2015	Permanent Full Time \$'000	Permanent Part Time \$'000
Business	5,802	5,268	534
Community	12,665	6,954	5,711
Infrastructure	8,608	8,334	274
Office of the CEO	3,258	2,952	306
Sustainable Development	4,890	4,103	787
<b>Total permanent staff expenditure</b>	<b>35,223</b>	<b>27,611</b>	<b>7,612</b>
Casuals and other expenditure	7,775		
<b>Total expenditure</b>	<b>42,998</b>		

A summary of the number of full time equivalent (EFT) staff in relation to the above costs are shown below:

Department	Budgeted EFT 2014/2015	Permanent Full Time	Permanent Part Time
Business	71.74	64	7.74
Community	168.9	87	81.9
Infrastructure	156.75	153	3.75
Office of the CEO	36.06	32	4.06
Sustainable Development	56.35	47	9.35
<b>Total permanent staff expenditure</b>	<b>489.8</b>	<b>383</b>	<b>106.8</b>
Casuals and other expenditure	68.68		
<b>Total expenditure</b>	<b>558.48</b>		

The most significant increases in employee costs by service unit are summarised below:

Department	Service Unit	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
Business	Financial Services	1,726	2,012	286
Community	Community Strengthening	642	779	137
Infrastructure	Environment	174	290	116
	Parks	1,225	1,567	342
	Road Works	1,047	1,165	118
Office of the CEO	Corporate Strategic Planning	226	350	124
Sustainable Development	Planning	1,449	1,604	155
<b>Total</b>		<b>6,489</b>	<b>7,767</b>	<b>1,278</b>

## Section 4: Analysis of Operating Budget

The majority of increases in the table relate to the recruitment of staff to vacant positions already within approved EFT as opposed to organisational growth. The 2014/2015 budget assumes a full complement of staff to approved EFT levels. The increase in Financial Services includes an increase in the long service leave expense for all Council staff.

### 4.3.2 Materials and Consumables (\$2.52 million or 7.8% decrease)

Materials and Consumables include the purchases of consumables, payments to external parties for the provision of services and utility costs. Materials and consumables are forecast to decrease by \$2.52 million compared to 2013/2014 mainly due to reallocation of costs from Materials and Consumables to Contract Payments and the completion of emergency management repair works from prior year flood event/storm event damage.

Utility costs relate to telecommunications (including usage of telephones), water, gas, and electricity. Utility costs are forecast to increase by 6.9% or \$0.21 million compared to 2013/2014 resulting from expected additional Information Technology communication expenses as well as an annual increase in rates from utility providers.

### 4.3.3 Contract Payments (\$0.06 million or 0.4% decrease)

External contract payments are those payments made to contractors for the provision of services and are budgeted to decrease \$0.06 million from 2013/2014. Offsetting the reallocated expenses from Materials and Consumables (refer 4.3.2 above), the overall result is a decrease caused by a reduction in expenditure relating to the Goulburn Broken Greenhouse Alliance street lighting project.

### 4.3.4 Depreciation (\$0.37 million or 1.8% increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase results from an increase in the asset base as a reflection of new and upgrade capital works.

Refer to Section 6 "Analysis of Capital Budget" for a more detailed analysis of Council's capital works program for the 2014/2015 year.

### 4.3.5 Finance Costs (\$0.05 million or 4.2% decrease)

Borrowing costs are interest charged by financial institutions on funds borrowed. The decrease results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements. The proposed new borrowings of \$2.0 million does not impact the finance costs in the operating statements for the 2014/2015 year as it is intended to be drawn down at the end of the financial year and therefore will not incur interest or loan repayments during the year.

## Section 5: Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of the Council for the 2014/2015 year. Budgeting cash flows for the 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.

### 5.1 Budgeted Cash Flow Statement

	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
<b>Cash flows from operating activities</b>	5.1.1				
<i>Receipts from customers</i>					
Rates and charges		60,350	63,938	3,588	5.6%
user fees		15,241	16,121	880	5.5%
Statutory fees and fines		4,404	4,560	156	3.4%
Grants - operating		19,186	22,114	2,928	13.2%
Grants - capital		5,659	5,025	(634)	(12.6%)
Cash contributions - operating		2,363	1,166	(1,197)	(102.7%)
Cash contributions - capital		1,159	863	(296)	(34.3%)
Interest		1,137	1,213	76	6.3%
Other receipts		2,090	1,093	(997)	(91.2%)
		111,589	116,093	4,504	3.9%
<i>Payments to suppliers</i>					
Employee Costs		(41,017)	(42,998)	(1,981)	(4.6%)
Other payments		(48,589)	(45,857)	2,732	5.6%
		(89,606)	(88,855)	751	(0.8%)
<b>Net cash inflow (outflow) from operating activities</b>		<b>21,983</b>	<b>27,238</b>	<b>5,255</b>	<b>23.9%</b>
<b>Cash flows from investing activities</b>	5.1.2				
Proceeds from sale of property, plant and equipment, infrastructure		711	880	169	19.2%
Payments for property, plant and equipment, infrastructure		(33,777)	(37,415)	(3,638)	9.7%
<b>Net cash inflow (outflow) from investing activities</b>		<b>(33,066)</b>	<b>(36,535)</b>	<b>(3,469)</b>	<b>9.5%</b>
<b>Cash flows from financing activities</b>	5.1.3				
Proceeds from interest bearing loans and borrowings		0	2,000	2,000	100.0%
Repayment of interest bearing loans and borrowings		(426)	(456)	(30)	(7.0%)
<b>Net cash inflow (outflow) from financing activities</b>		<b>(426)</b>	<b>1,544</b>	<b>1,970</b>	<b>462.4%</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>(11,509)</b>	<b>(7,753)</b>	<b>3,756</b>	<b>(48.4%)</b>
<b>Cash and cash equivalents at the beginning of the year</b>		38,186	26,677	(11,509)	(43.1%)
<b>Cash and cash equivalents at the end of the year</b>	5.1.4	<b>26,677</b>	<b>18,924</b>	<b>(7,753)</b>	<b>(41.0%)</b>

## Section 5: Analysis of Budgeted Cash Position

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 repayments 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 includes borrowings from financial institutions and advancing of repayable loans to their organizations'. These activities also include repayment of the principal component of loan repayments for the year.

### 5.1.1 Operating activities (\$5.26 million increase inflow)

The increase in cash inflows from operating activities is due mainly to a \$2.93 million increase in operating grants to fund the operating activities of Council and \$3.59 million increase in rates and charges, which is in line with the rate increase of 4.95% based on the 2013/2014 annualised rates and charges figure.

The net cash flows from operating activities does not equal the operating surplus for the year as reported in the income statement as the expected revenues and expenses of the Council include non-cash items which are excluded from the Cash Flow Statement.

### 5.1.2 Investing activities (\$3.47 million increase outflow)

The increase in payments for investing activities represents the planned increase in capital works expenditure, disclosed in section 6 of this budget report, and includes re-budgeted capital works from 2013/2014 of \$5.85 million.

### 5.1.3 Financing activities (\$1.97 million increase inflow)

Council intends to borrow \$2.0 million additional funds in 2014/2015 with principal repayments of existing loans of \$0.46 million. Refer to section 10, Borrowing Strategy for further details.

### 5.1.4 Cash and cash equivalents at end of the year (\$7.75 million decrease)

Overall, total cash and investment is forecast to decrease by \$7.75 million to \$18.92 million as at 30 June 2015, as Council funds the 2014/2015 capital works program. See section 6 for further details.

## 5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2015 it will have cash and investments of \$18.92 million.

	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
<b>Total cash and investments</b>		26,676	18,923	(7,753)
Restricted cash and investments				
- Statutory reserves	5.2.1	3,007	2,062	(945)
- Cash held to fund re-budgeted capital works	5.2.2	5,116	0	(5,116)
- Trust funds and deposits		1,973	1,973	0
<b>Unrestricted cash and investments</b>	5.2.3	16,580	14,888	(1,692)
- Discretionary restricted investments	5.2.4	14,339	14,399	60
<b>Unrestricted cash adjusted for discretionary restricted investments</b>		2,241	489	(1,752)

## Section 5: Analysis of Budgeted Cash Position

### 5.2.1 Statutory reserves (\$2.06 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2014/2015 year \$0.2 million is budgeted to be transferred to and \$1.1 million from Statutory reserves.

### 5.2.2 Cash held to fund re-budgeted capital works (\$5.12 million)

An amount of \$5.12 million is forecast to be held at 30 June 2014 to fund capital works budgeted but not completed in the 2013/2014 financial year. Section 6.2 contains further details on capital works funding. There is no amount shown as cash held to fund re-budgeted work at 30 June 2015, as it expected that the capital works budget in the 2014/2015 financial year will be fully completed.

### 5.2.3 Unrestricted cash and investments (\$14.89 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.

### 5.2.4 Discretionary Restricted Investments (\$14.4 million)

These funds are shown as discretionary restricted investments as, although not restricted by statutory purpose, decisions have been made regarding the future use of these funds which should be used for the earmarked purpose. The decisions about future use of these funds has been reflected to 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.

Discretionary restricted investments include Waste Management \$8.66 million, Urban Development \$1.4 million, Defined Benefits Superannuation \$1.05 million, Shepparton Regional Saleyards \$0.83 million, Shepparton Art Museum \$0.54 million, GBGA Street Lighting Project \$0.25 million and Other \$1.67 million.

## Section 6: Analysis of Capital Budget

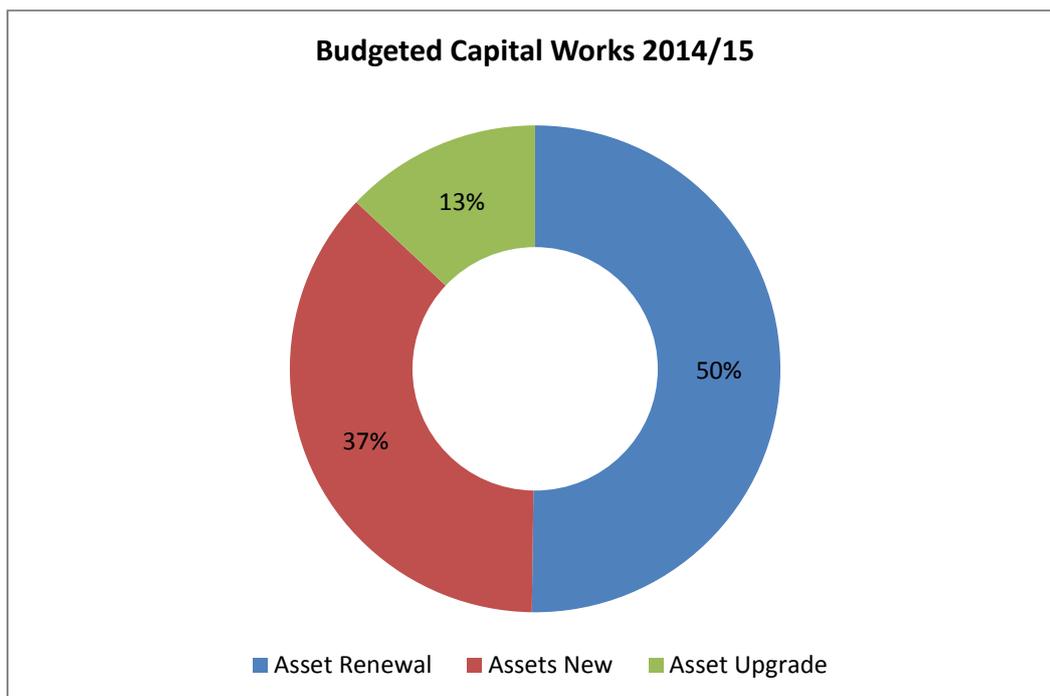
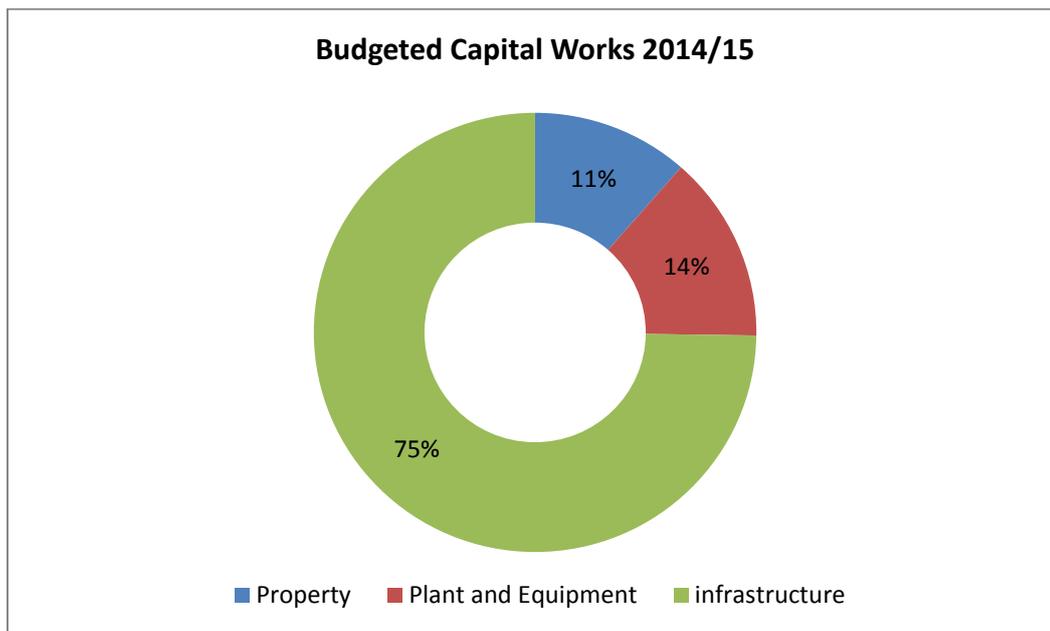
This section analyses the planned capital works budget for the 2014/2015 year and the sources of funding for the capital budget.

### 6.1 Capital works expenditure

Capital Works Areas : New Works	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
<b>Works re-budgeted</b>	6.1.1			
<b>Property</b>				
Buildings		435	783	348
<b>Total Property</b>		<b>435</b>	<b>783</b>	<b>348</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment		625	0	(625)
Computers and telecommunications		22	0	(22)
<b>Total plant and equipment</b>		<b>647</b>	<b>0</b>	<b>(647)</b>
<b>Infrastructure</b>				
Roads		3,449	831	(2,618)
Drainage		225	0	(225)
Open space and rec facilities		1,315	2,220	905
Waste Management		443	2,018	1575
Other infrastructure		48	0	(48)
<b>Total infrastructure</b>		<b>5,480</b>	<b>5,069</b>	<b>(411)</b>
<b>Total works re-budgeted</b>		<b>6,562</b>	<b>5,852</b>	<b>(710)</b>
<b>New Works</b>				
<b>Property</b>	6.1.2			
Buildings		3,142	3,504	362
<b>Total Property</b>		<b>3,142</b>	<b>3,504</b>	<b>362</b>
<b>Plant and equipment</b>	6.1.3			
Plant, machinery and equipment		3,280	3,736	456
Computers and telecommunications		822	1,415	593
<b>Total plant and equipment</b>		<b>4,102</b>	<b>5,151</b>	<b>1,049</b>
<b>Infrastructure</b>	6.1.4			
Roads		13,236	10,755	(2,481)
Drainage		3,782	885	(2,897)
Open space and rec facilities		791	8,288	7,497
Waste Management		912	988	76
Other infrastructure		1,250	1,994	744
<b>Total infrastructure</b>		<b>19,971</b>	<b>22,910</b>	<b>2,939</b>
<b>Total new works</b>		<b>27,215</b>	<b>31,565</b>	<b>4,350</b>
<b>Total capital works expenditure</b>		<b>33,777</b>	<b>37,417</b>	<b>3,640</b>

## Section 6: Analysis of Capital Budget

Capital Works Areas : Total Capital Works	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
<b>Represented By:</b>				
Asset renewal expenditure	6.1.5	17,285	18,788	1,503
New asset expenditure	6.1.5	7,514	13,765	6,251
Asset upgrade expenditure	6.1.5	8,978	4,864	(4,114)
<b>Total capital works expenditure</b>		<b>33,777</b>	<b>37,417</b>	<b>3,640</b>



Source: Appendix A. A more detailed listing of the capital works program is included in Appendix E.

## Section 6: Analysis of Capital Budget

### 6.1.1 Capital re-budgeted works (\$5.85 million)

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 consultations. For the 2013/2014 year it is forecast that \$5.85 million of capital works will be incomplete and be re-budgeted into the 2014/2015 year. These projects are shown in Appendix E pg.263.

### 6.1.2 Property (\$3.5 million)

The property class comprises building and building improvements including community facilities, municipal offices, sports stadiums and pavilions.

For the 2014/2015 year, \$3.5 million will be expended on building and building improvement projects. The most significant projects include \$0.63 million for roof structure on the outdoor arena at Tatura Park, \$0.49 million for the full renovation of men's and women's change rooms at Aquamoves and \$0.3 million for the restoration of Philippine House.

### 6.1.3 Plant and equipment (\$5.15 million)

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

For the 2014/2015 year, \$5.15 million will be expended on plant, equipment and other projects. The most significant projects include ongoing cyclic replacement of the plant and vehicle fleet (\$2.52 million), and upgrade and replacement of information technology (\$1.41 million).

### 6.1.4 Infrastructure (\$22.91 million)

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

For the 2014/2015 year \$10.76 million will be expended on road projects. The more significant projects include road reconstructions (\$1.5 million), the Federally funded Roads to Recovery program (\$1.45 million), gravel road resheeting (\$1.1 million), rural reseals (\$0.95 million) and traffic signals at the Nixon Street and Welsford Street intersection (\$0.37 million).

\$8.29 million will be expended on open space and recreational facilities, including \$3.17 million for the Greater Shepparton Regional Sports Precinct, \$1.3 million for the Katandra West Community Centre and \$0.3 million for a Mooroopna Community Storage Shed.

Other infrastructure expenditure of significance includes \$0.99 million on Waste Management projects and \$0.89 million will be expended on drainage projects. The more significant of these include urban drainage renewal works (\$0.43 million) and rural drainage renewal works (\$0.38 million).

### 6.1.5 Asset renewal (\$18.79 million), new assets (\$13.76 million) and asset upgrades (\$4.86 million)

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

The major projects in the above categories which constitute expenditure on new assets (excluding any re-budgeted capital works) are Greater Shepparton Regional Sports Precinct (\$3.17 million), Katandra West Community Centre (\$1.3 million), new plant and equipment purchases (\$0.79 million) and Mooroopna Recreation Reserve power upgrade (\$0.32 million).



## Section 6: Analysis of Capital Budget

### 6.1.6 Developer contribution Plans (DCP)

When people develop land for any use, they often contribute to or cause the need for new or upgraded infrastructure. Council therefore is required to plan ahead to make sure that new infrastructure needed by the community is provided when and where it is needed, and funds are available to provide the infrastructure.

Development contribution receipts are payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure (generally by the Council) required to meet the future needs of a particular community, of which the development forms part.

Levies can be raised through Development Contribution Plans (DCPs) for a range of State and local government-provided infrastructure including roads, public transport, storm water and urban run-off management systems, open space and community facilities.

Included within the 2014/2015 capital works program is approximately \$0.49 million of DCP works as reflected in the table below.

Capital Works Areas	Budget 2014/2015 \$'000
Total capital works	37,417
Developer contribution Plans	
Mooroopna West Growth Corridor	350
North Growth Corridor	100
Kialla Green Estate - Wetland	36
Total capital works program (excluding DCP's)	36,931

Whilst the Council endeavours to anticipate and budget for capital expenditure on providing such infrastructure when it is required or to facilitate a particular development, the actual expenditure of the budget is more difficult to predict. This is largely due to a number of external factors which affect the Council's ability to expend funds, including whether or not a developer decides to proceed or the timing of the developers in engaging contractors, economic factors such as land sales, and design changes and subsequent statutory approvals which may be required.

Under the current legislative framework, any funds that have been received from developers for those infrastructure works, under a DCP or freely negotiated agreements must be held in reserve for that actual infrastructure and cannot be reallocated for other non-related capital projects. Additionally, even if the Council does not achieve its predicted expenditure, the works represent Council commitment to infrastructure, and any unspent funds are routinely reserved for the infrastructure in readiness for when it is actually required to be delivered.

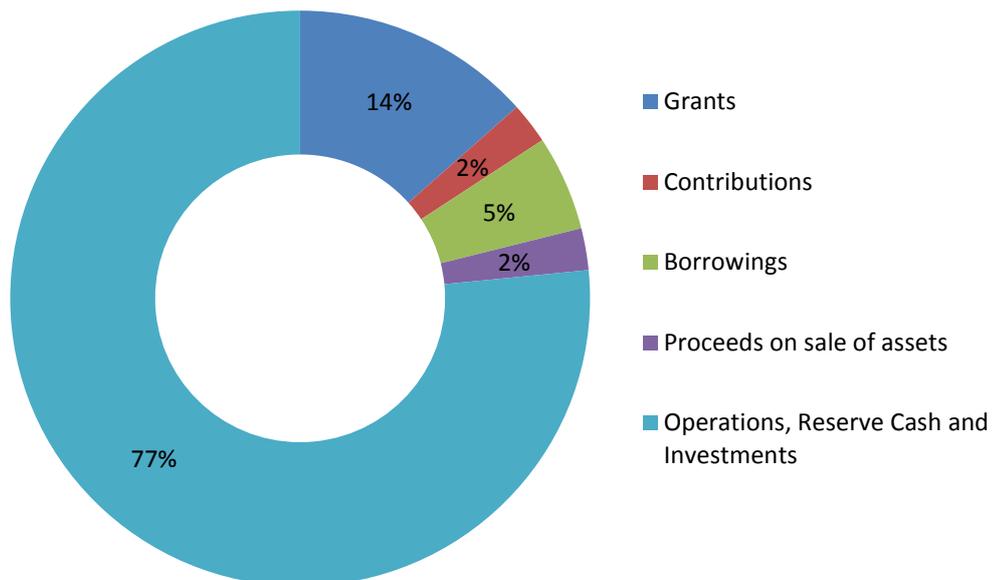
Council continues to monitor Developer Contribution Plans and capture known developments in its Strategic Resource Plan to ensure all future Council commitments are known and to ensure that all future liabilities in this area are understood and built into long term financial plans.

## Section 6: Analysis of Capital Budget

### 6.2 Funding sources

Source of Funding	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Grants	6.2.2		736	736
Council cash				
- operations, cash reserves and investments		6,562	5,116	(1,446)
<b>Total works re-budgeted</b>	6.2.1	<b>6,562</b>	<b>5,852</b>	<b>(710)</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	6.2.2	5,659	4,289	(1,370)
Contributions	6.2.3	1,159	863	(296)
Borrowings	6.2.4	0	2,000	2,000
Council cash				
- proceeds on sale of assets	6.2.5	711	880	169
- operations, cash reserves and investments	6.2.6	19,686	23,533	2,937
<b>Total new works</b>		<b>27,215</b>	<b>31,565</b>	<b>3,440</b>
<b>Total Funding Sources</b>		<b>33,777</b>	<b>37,417</b>	<b>3,640</b>

Budgeted Total Capital Funding Sources 2014/15



## Section 6: Analysis of Capital Budget

### 6.2.1 Re-budgeted works (\$5.85 million)

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 2013/2014 year it is forecast that \$5.85 million of capital works will be incomplete and be re-budgeted into the 2014/2015 year.

Significant funding includes \$2.02 million for Waste Management from cash reserves and investments and \$0.74 million in grants for the Greater Shepparton Regional Sporting Precinct project.

### 6.2.2 Grants (\$5.03 million)

Capital grants include all monies received from State and Federal sources for the purpose of funding the capital works program. Significant grants are budgeted to be received for the Greater Shepparton Regional Sports Precinct (\$2.14 million) and Roads to Recovery projects (\$1.45 million).

### 6.2.3 Contributions (\$0.86 million)

Contributions are monies received from external groups that are not Government organisations which are used as a funding source for the capital works program. It is forecast that \$863,000 will be received in contributions to fund the 2014/2015 capital works program.

### 6.2.4 Borrowings (\$2.0 million)

Recognising the need to invest in better infrastructure for the community now and for future generations the Council is proposing new borrowings of \$5.5 million over three years, including \$2 million for 2014/2015. This will fund Council's contribution to the three year, \$13.4 million Greater Shepparton Regional Sports Precinct project

### 6.2.5 Council cash - Proceeds from Sale of Assets (\$0.88 million)

Proceeds from sale of assets include motor vehicles and plant sales in accordance with Council's fleet renewal policy (\$0.88 million).

### 6.2.6 Council cash – operations, cash reserves and investments (\$23.53 million)

Council has a number of sources of funding for capital works program including generating cash from its operating activities and maintaining significant restricted and discretionary cash reserves and investments. Refer to section 5.2 for further information on restricted and unrestricted cash and investments.

## Section 7: Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2013/2014 and 2014/2015. It also considers a number of key performance indicators.

### 7.1 Budgeted balance sheet

	Ref	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000	Variance %
<b>CURRENT ASSETS</b>					
Cash		1,000	1,880	880	88%
Receivables		6,410	6,410	0	0%
Investments		25,677	17,044	(8,633)	(34%)
Other		649	649	0	0%
<b>Total Current Asset</b>		<b>33,736</b>	<b>25,983</b>	<b>(7,753)</b>	<b>(23%)</b>
<b>NON CURRENT ASSETS</b>					
Infrastructure		838,163	856,705	18,542	2%
Other		2,498	2,498	0	0%
<b>Total Non-Current Assets</b>		<b>840,661</b>	<b>859,203</b>	<b>18,542</b>	<b>2%</b>
<b>TOTAL ASSETS</b>	7.1.1	<b>874,397</b>	<b>885,186</b>	<b>10,789</b>	<b>1%</b>
<b>CURRENT LIABILITIES</b>					
Payables		8,127	8,128	1	0%
Trust Funds		2,051	2,051	0	0%
Employee Benefits		8,711	8,711	0	0%
Interest Bearing Liabilities		460	460	0	0%
Other		247	247	0	0%
<b>Total Current Liabilities</b>		<b>19,596</b>	<b>19,597</b>	<b>1</b>	<b>0%</b>
<b>NON CURRENT LIABILITIES</b>					
Employee Benefits		992	992	0	0%
Interest Bearing Liabilities		14,366	15,910	1,544	11%
<b>Total Non-Current Liabilities</b>		<b>15,358</b>	<b>16,902</b>	<b>1,544</b>	<b>10%</b>
<b>TOTAL LIABILITIES</b>	7.1.2	<b>34,954</b>	<b>36,499</b>	<b>1,545</b>	<b>4%</b>
<b>NET ASSETS</b>		<b>839,443</b>	<b>848,687</b>	<b>9,244</b>	<b>1%</b>
<b>EQUITY:</b>					
Accumulated Surplus		314,955	324,199	9,244	3%
Reserves		524,488	524,488	0	0%
<b>TOTAL EQUITY</b>	7.1.3	<b>839,443</b>	<b>848,687</b>	<b>9,244</b>	<b>1%</b>

## Section 7: Analysis of Budgeted Financial Position

### 7.1.1 Total Assets (\$10.79 million or 1% increase)

Cash and investments include 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 \$7.75 million during the year mainly to fund the capital works program during the year.

Receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget.

Other assets including items such as prepayments for expenses that Council has paid in advance of service delivery, investment in the Regional Library Corporation, intangible assets, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

### 7.1.2 Total Liabilities (\$1.55 million or 4% increase)

Trade and other payables are those to whom Council owes money to as at 30 June. These liabilities are budgeted to remain consistent with 2013/2014 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are not expected to increase due to more active management of entitlements.

Interest-bearing loans and borrowings are borrowing of Council. Council is budgeting to repay loan principal of \$0.456 million over the year and borrow an additional \$2.0 million during the year.

### 7.1.3 Equity (\$9.24 million or 1% 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 of \$9.24 million results directly from the surplus for the year.

## Section 7: Analysis of Budgeted Financial Position

### 7.1.4 Working Capital (\$7.75 million decrease)

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

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

	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	Variance \$'000
<b>Current Assets</b>	33,736	25,983	(7,753)
<b>Current Liabilities</b>	19,596	19,597	1
<b>Working Capital</b>	<b>14,140</b>	<b>6,386</b>	<b>(7,754)</b>
Restricted cash and investments			
- Statutory restricted investments	3,007	2,062	(945)
- Discretionary restricted investments	19,455	16,461	(2,994)
<b>Unrestricted working capital*</b>	<b>(8,322)</b>	<b>(12,137)</b>	<b>(3,815)</b>

\*Discretionary restricted investments excludes security deposits

## **Long Term Strategies**

**Section 8 - Strategic resource plan and financial performance indicators**

**Section 9 - Rating Information**

**Section 10 - Other Strategies**

- Service Delivery**
- Borrowing Strategy**
- Infrastructure Strategy**

## Section 8: Strategic resource plan

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

### 8.1 Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including people performance) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2014/2015 to 2017/2018 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

### Strategic Directions

<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>• Continue to benchmark its financial sustainability with other Victorian councils and those within the regional city category;</li> <li>• Apply the strategic directions of this Strategic Resource Plan to the annual Budget; and</li> <li>• Seek to achieve and maintain an annual underlying operating surplus over the life of this Strategic Resource Plan.</li> </ul>
<b>Long Term Financial Plan</b>	<ul style="list-style-type: none"> <li>• Review and update its long term financial plan annually;</li> <li>• Consider and finalise its annual level of rates and charges to be collected during the annual budget setting process;</li> <li>• Seek to increase its capital works investment over time to fund its asset renewal requirements; and</li> <li>• Further develop its 10 year capital works program.</li> </ul>
<b>Rates, Grants, Fees and Charges</b>	<ul style="list-style-type: none"> <li>• Amend the Strategic Resource Plan to reflect the finalisation of the Rating Strategy 2013-2017;</li> <li>• Apply an annual 4.95 per cent increase in total rates and charges revenue excluding supplementary valuations to maintain existing services;</li> <li>• Pursue operational grant funding and strategic capital funding aligned with Council Plan objectives; and</li> <li>• Annually review the level of existing fees and charges and investigate new revenue sources.</li> </ul>
<b>Information Communications Technology</b>	<ul style="list-style-type: none"> <li>• Consider Information Communications Technology (ICT) Strategy 2013-2018 initiatives during the development of Council's annual budget;</li> <li>• Apply a project management approach to oversee the implementation of ICT Strategy initiatives.</li> </ul>



## Section 8: Strategic Resource Plan

### Strategic Directions

<b>Strategic Asset Management</b>	<ul style="list-style-type: none"> <li>• Continue to review the reasonableness of depreciation expense and renewal modelling;</li> <li>• Update <i>Asset Management Plans</i> for major classes of assets on a regular basis;</li> <li>• As part of the development of Asset Management Plans, Council will consult with the community to determine how asset service levels can be reached including a combination of improved revenue raising, reviewing existing service levels, asset disposal and composition of the asset portfolio;</li> <li>• Allocate priority funding to asset renewal based on assessed condition being critical to maintain an agreed minimum service level;</li> <li>• Adopt a program to achieve an annual allocation of funds to meet the community's infrastructure renewal needs before it elects to construct new assets; and</li> <li>• Investigate the development of an asset retirement strategy.</li> </ul>
<b>Capital Projects Planning and Delivery</b>	<ul style="list-style-type: none"> <li>• Asset Investment Guidelines to be developed to provide a framework for the assessment of capital projects;</li> <li>• Fully implement the Integrated Project Management (IPM) CAMMS Management Software as part of the governance, planning, management and delivery of capital projects. The continued implementation of the PRINCE2 project methodology will enhance and support the implementation of IPM.</li> </ul>
<b>Defined Benefits Superannuation Liability</b>	<ul style="list-style-type: none"> <li>• Minimise the shock of possible future calls on Council by providing an additional amount of \$350,000 that will be set aside each year as a restricted asset for the purpose of funding future calls should they eventuate; and</li> <li>• Continue to lobby Government to return the Defined Benefit Fund to an exempt fund for Local Government.</li> </ul>
<b>Development Contributions Plans</b>	<ul style="list-style-type: none"> <li>• Continue to monitor Developer Contribution Plans to ensure Council's commitments are known and budgeted for; and</li> <li>• Determine if there is a need to provide for future capital contributions as part of a restricted asset based on known obligations.</li> </ul>
<b>Waste Management Strategy</b>	<ul style="list-style-type: none"> <li>• Consider future increases based on EPA, regulatory and safety requirements and the need to sustain the Council's long term waste operations strategy;</li> <li>• Incorporate any increase in waste management charges into the overall rates and charges increase for the 2014/15 financial year;</li> <li>• When setting its rates and charges Councils recognise obligations under relevant legislation relating to monopoly business including Competitive Neutrality and the Trade Practices Act.</li> </ul>
<b>Long Term Borrowings</b>	<ul style="list-style-type: none"> <li>• Examine the use loan funding within limits to fund new or significantly upgraded major assets that provide broad community benefit and intergenerational equity;</li> <li>• Maintain a level of borrowings, debt servicing and redemption costs for a loan portfolio, well within State Government prudential guidelines; and</li> <li>• Consider the long term financial implications prior to committing to any future borrowings and before determining the funding mechanism to meet annual debt servicing and redemption requirements.</li> </ul>
<b>Restricted Investments</b>	<ul style="list-style-type: none"> <li>• Maintain discretionary restricted investments to ensure that the expenditure relating to these restricted balances does not impact upon the Council's capacity to pay commitments when they fall due; and</li> <li>• Maintain sufficient underlying working capital after deducting restricted investments, to enable restricted investments to be expended without impacting upon available working capital to meet day to day needs.</li> </ul>
<b>Service Planning</b>	<ul style="list-style-type: none"> <li>• Continue the service planning process commenced in 2013/14.</li> </ul>

## Section 8: Strategic Resource Plan

### Strategic Directions

<b>Workforce Planning</b>	<ul style="list-style-type: none"> <li>• Continue to implement the adopted transitional management plan;</li> <li>• Continue to work with and on Council's workforce to ensure we provides a high level assessment is undertaken of Council's capacity to plan and respond proactively in providing services and meeting community needs and aspirations;</li> <li>• Examine the merits of Council becoming SafetyMap accredited;</li> <li>• Implement the Greater Shepparton Workforce Plan;</li> <li>• Continue to strive to achieve the most efficient and effective organisation that it can be.</li> </ul>
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### 8.2 Financial resources

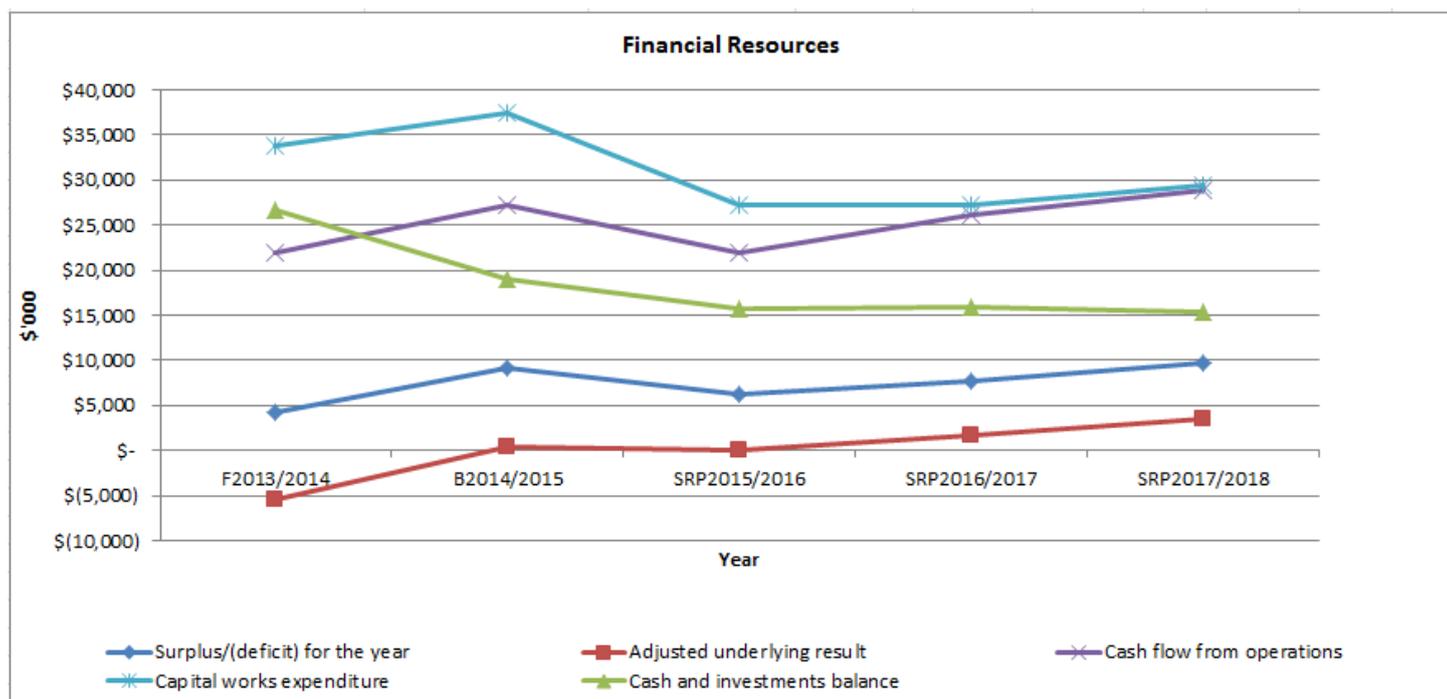
The following table summarises the key financial results for the next four years as set out in the SRP for years 2014-2018.

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	SRP Projections			Trend +/-
			2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	
Surplus/(deficit) for the year	4,191	9,244	6,325	7,789	9,690	+
Adjusted underlying result	(5,374)	336	104	1,659	3,470	+
Cash and investments balance	26,677	18,924	15,802	15,820	15,359	o
Cash flow from operations	21,983	27,238	21,856	26,196	28,791	+
Capital works expenditure	33,777	37,417	27,229	27,234	29,321	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

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



## Section 8: Strategic Resource Plan

The key outcomes of the SRP are as follows:

- **Financial sustainability (section 5)** – Cash and investments is forecast to remain steady after the 2014/2015 financial year, which indicates a balanced budget on a cash basis in each year.
- **Rating levels (section 9)** – Modest rate increases are forecast over the four years at an average of 4.95%.
- **Service delivery strategy (section 10)** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a deficit from 2013/2014 reducing over the four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowings strategy (section 10)** – Borrowings are forecast to increase from \$14.82 million to \$17.90 million over the four year period. This includes new borrowings of \$2 million in 2014/2015, \$2 million in 2015/2016 and \$1.5 million in 2016/2017.
- **Infrastructure strategy (section 10)** – Capital expenditure over the four year period will total \$121.2 million at an average of \$30.3 million.

### 8.3 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	Ref	Forecast Actual 2013/14	Budget 2014/15	Strategic Resource Plan Projections			Trend
					2015/16	2016/17	2017/18	+ / o / -
<b>Operating position</b>								
Adjusted underlying result	Adjusted net surplus/adjusted underlying revenue	8.3.1	(5.33%)	0.32%	0.18%	1.48%	2.82%	+
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	8.3.2	1.72	1.33	1.37	1.35	1.31	o
Unrestricted cash	Unrestricted cash / current liabilities		11.44%	2.5%	3.37%	3.33%	3.26%	o
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowing / rate revenue	8.3.3	24.57%	25.6%	26.27%	25.96%	23.54%	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

## Section 8: Strategic Resource Plan

Indicator	Measure	Ref	Forecast Actual 2013/14	Budget 2014/15	Strategic Resource Plan Projections			Trend
					2015/16	2016/17	2017/18	+/-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.65%	2.48%	2.74%	2.79%	2.69%	o
Indebtedness	Non-current liabilities/ own source revenue		18.30%	19.25%	19.69%	19.63%	17.80%	o
Asset renewal	Asset renewal expenditure / depreciation	8.3.4	83.72%	89.41%	78.45%	76.17%	79.62%	o
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	8.3.5	57.21%	57.56%	59.43%	60.47%	60.90%	-
Rates effort	Rates revenue / CIV of rateable properties in the municipality		0.7%	0.7%	0.7%	0.7%	0.7%	o
<b>Efficiency</b>								
Expenditure level	Total expenditure/ no. of property assessments		\$3,737	\$3,690	\$3,760	\$3,847	\$3,933	-
Revenue level	Residential rate revenue / No. of residential assessments		\$1,167	\$1,213	\$1,260	\$1,310	\$1,361	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of staff permanent staff for the financial year		13%	12%	12%	12%	12%	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

## Section 8: Strategic Resource Plan

### 8.3.1 Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvements in financial performance expected over the period, although in there is a reliance on Council's cash reserves as well as increases debt to maintain services and fund the capital works program.

### 8.3.2 Working Capital

The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2014/2015 year due to run down is cash reserve to fund the capital program. The trend in later years is to remain at an acceptable level.

### 8.3.3 Debt compared to rates

Trend reflects Council's proposal to take on \$5.5 million in new borrowings over 3 years from 2014/2015.

### 8.3.4 Asset renewal

This percentage indicates the extent of Council's renewals against its depreciation charge. A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

### 8.3.5 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.

## 8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular people performance. A summary of Council's anticipated people performance requirements for the 2014/2015 year is shown below and further detail is included in section 4.3.1 of this budget. A statement of Human Resources is included in Appendix A.

Indicator	Forecast Actual 2013/14	Budget 2014/15	Strategic Resource Plan Projections		
			2015/16	2016/17	2017/18
Employee costs (\$'000)	41,017	42,998	45,108	47,020	49,014
Employee numbers (EFT)	498	558	561	564	567

The 2013/2014 employee numbers are actual equivalent full time as of May 2014 and do not include any staff vacancies. The 2014/2015 budget onwards assumes no staff vacancies as well as 0.5% organisational growth, per the strategic resource plan projections. The costs for 2014/2015 also include an increase in the superannuation guarantee from 9.25% to 9.5%.

## Section 9: Rating Information

This section considers Council's rating strategy including strategy development and assumptions underlying the proposed rating structure for the 2014/2015 financial year.

### 9.1 Introduction

The Rating Strategy for 2014/2015 contains the following features:

- The basis of valuation to be used by the Council continues to be the Capital Improved Value (CIV);
- The Council proposes to increase the total declared rates and charges revenue in 2014/2015 by 4.95 per cent. Total declared rates and charges incorporates general rates, municipal charges and waste service charges and excludes supplementary rates;
- There are twelve differential rates covering residential, farm commercial and industrial properties;
- Lower differential rate ratios on industrial and commercial improved properties, in comparison to the residential rate as a result of Council's *Rating Strategy 2013-2017*;
- A pensioner concession will provide a 50 per cent discount off Council rates, up to the maximum yearly amount set by the State Government. The concession is available to eligible concession card holders and must be for their principal place of residency. From 1 July 2014, the maximum rate concession cap will be \$208 which is approximately a 2.5 per cent increase from 2013/2014;
- The municipal charge will be retained and applied to every rateable property within the municipality. However, where a single farm enterprise is conducted on several properties, ratepayers may apply for an exemption to only be liable for one municipal charge for that farm enterprise;
- The amount raised by the municipal charge has been maintained at the 2013/2014 proportion of total municipal charge and general rate revenue of 12.4 per cent or \$238 per assessment;
- The current range of kerbside waste/recyclables collection services will be retained, along with an optional green organic waste service. The 2014/2015 charges for 80, 120 and 240 litres waste/recyclable services will increase by 3.8 per cent, 3.7 per cent and 4.0 per cent, respectively. The charge for a green organic waste service will increase by 4.1 per cent;
- Kerbside waste collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas (whether or not the service is used) and optional in rural areas;
- Commercial and industrial improved properties located within the urban Shepparton location will continue to make a contribution towards the promotion of business in urban Shepparton (i.e. Shepparton Show Me). The proposed contribution for 2014/2015, which forms part of Council's consolidated rates revenue, totals \$646,083. Based on a property value of \$330,000, the contribution for a Commercial Improved 1 property would be \$251, whilst an Industrial Improved 1 property of the same value would contribute \$59 of their general rates;
- Outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in their operation or management will be granted a rating concession under the provisions of the *Cultural and Recreational Land Act 1963*;
- Outdoor recreational facilities that predominately have a local community focus or use, minimal level of business activity and voluntary administration will not be required to make a contribution in lieu of rates under the provisions of the *Cultural and Recreational Land Act 1963*;
- The Council allows rates and charges to be paid either by four instalments or in a lump sum on the dates fixed by the Minister by notice published in the Government Gazette;
- The Council also allows rates and charges to be paid in 10 equal monthly direct debit payments, commencing in September and ending in June each financial year; and
- Victorian councils continue to be responsible for collecting the Fire Services Property Levy on behalf of the Victorian Government. The levy will be included on Council's rate notices.

## Section 9: Rating Information

### 9.2 Rating context

A rating strategy is the process by which Council systematically considers the factors of importance that informs its decisions about the rating system. The rating system determines how Council will raise money from properties within the municipality. It does not influence the total amount of money to be raised, only the share of revenue contributed by each property. The rating system comprises the valuation base and actual rating instruments that are used to calculate an individual property owner's liability for rates.

Following the release of the 2012/2013 Budget for public consultation, a total of 21 formal budget submissions were received and considered by Council prior to final adoption. The main areas of concern raised by submitters were in relation to the current level of rates being unsustainable, rate relief for commercial and industrial sectors and support for a review of the Rating Strategy.

In addition to the formal submissions, community feedback was received specifically in relation to the level of commercial and industrial rates and business sustainability across Greater Shepparton. Council's responses to those who provided formal submissions and feedback included an opportunity to become a member of the Council's Rating Strategy Reference Group.

### 9.3 Rating Strategy Reference Group

At the Ordinary Council meeting held on 17 July 2012, Council approved a process to implement a review of the Council's Rating Strategy through the establishment of an advisory committee, referred to as the Rating Strategy Reference Group, representing a cross section of rate-paying stakeholders and two Councillors.

As specified in the Rating Strategy Reference Group Terms of Reference the objectives of the Rating Strategy Reference Group were to act as an advisory group for the development of a new Rating Strategy, and in particular to:

1. Identify and recommend to the Council the principles that the Council should consider when striking general rates, particularly with regard to the creation and maintenance of any differential rates;
2. Make recommendations to the Council regarding the equitable sharing of the rates burden between various categories of ratepayers – e.g. Residential, Rural, Commercial and Industrial;
3. Recommend to the Council any changes to the structure of current charges and their relationship to general rates, e.g. Waste service charges and Municipal Charges; and
4. Identify any other special rates, charges or levies it believes the Council should consider.

Issues the Rating Strategy Reference Group were not to consider or comment upon included:

1. The amount of total rates and charges revenue to be collected;
2. Strategies and policies of the Council in general, except to the extent they relate directly to rating strategies;
3. Cost effectiveness and efficiency of providing Council services;
4. The merit or otherwise of the range of services and facilities provided by the Council; and
5. The Council's Capital Works Program.

The Council considered the recommendations of the Rating Strategy Reference Group regarding the equitable sharing of the rates burden between various categories of ratepayers and subsequent public comment received as part of the final adopted Rating Strategy 2013-2017. The Rating Strategy Reference Group did not consider in detail or make recommendations to the Council regarding waste service charges or special rates, due to the attention given to differential rates and the municipal charge within the limited time available. Waste service charges and special rates will be the subject of future rating strategy reviews.

## Section 9: Rating Information

### 9.4 Background to the level of rates and charges

In developing a long-term financial plan, rates and charges are an important source of revenue. The total amount required to be raised is taken from Council's long-term financial plan.

Total rates to be collected are fixed by Council each year as part of the budget process. Council only seeks to increase the total amount of revenue required in order to deliver services and the capital works program that is expected by the community and maintains financial sustainability.

The amount of property rates collected by Council depends on considered choices as to the quantity and quality of services that it decides to provide and how much of the cost is to be recovered from other revenue sources. The amount collected in rates represents the difference between the total expense required by Council to fund programs, maintain assets, to service and redeem debt, and the total of revenue from all other sources. Other sources of income include grants, prescribed and discretionary fees, fines and charges, sale of assets and interest earned.

A key decision of Council during the life of the Strategic Resource Plan is to determine the level of rate increase that will address funding levels for capital works, service provision for the municipality and maintain Council's long-term financial sustainability.

The following table shows a comparison of percentage increases on total rates and charges revenue over the last 5 years:

Rating Year	Increase %
2009/2010	6.95
2010/2011	6.00
2011/2012	6.95
2012/2013	3.95
2013/2014	4.95
<b>Average increase over 5 years</b>	<b>5.76</b>
2014/2015	4.95

### 9.5 Rating structure

The Council established a rating structure which is comprised of the following key elements:

- General rates through the application of different rates, i.e. different rates in the dollar for different property classifications. General rates are calculated by multiplying the Capital Improved Value (CIV) of a property by its applicable rate in the dollar;
- A municipal charge being a uniform charge on all properties to cover some of the administrative costs of the Council; and
- A user pays component to reflect usage of services provided by the Council.

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. This distinction is based on the concept that individual sections should pay a fair and equitable contribution to rates, taking into account the benefits individual sections derive.



## Section 9: Rating Information

Having reviewed the various valuation bases for determining the general rates or property value component of rates, the Council made a decision some years ago to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality.

### 9.6.1 Differential Rates

The proposed rating structure comprises twelve differential rates and a rate concession for rateable outdoor recreational lands developed primarily for regional use, incorporated into major property categories (MPCs): Residential, Farm, Commercial, Industrial and Cultural and Recreational.

The different rates are structured in accordance with the requirements of section 161 of the *Local Government Act 1989* and are detailed below:

- Residential Unimproved Land;
- Residential Improved Land;
- Farm Land;
- Rural Residential Land;
- Commercial Unimproved Land;
- Commercial Improved 1 Land;
- Commercial Improved 2 Land;
- Commercial Improved 3 Land;
- Industrial Unimproved Land;
- Industrial Improved 1 Land;
- Industrial Improved 2 Land;
- Industrial Improved 3 Land;

Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each of the differential rate are contained in Appendix C Statutory Disclosures.

#### 9.6.1.1 Ministerial Guidelines for Differential Rates

The Minister for Local Government issued guidelines which specify the types and classes of land appropriate for differential rating. The Minister is empowered to make a recommendation to the Governor in Council to make an Order in Council to prohibit a differential rate if it is to be considered inconsistent with the guidelines.

The intent of the guidelines is to reduce complexity and the inconsistent application of differential rates across local governments in Victoria. The guidelines have been designed to provide clarity, consistency and transparency for Councils in their decision making for or with respect to:

- The Minister's expectations for how differential rates can be applied;
- The determination requirements in considering differential rate objectives; and
- The consideration of how and when differential rates are likely to be a useful tool to achieve those objectives.

## Section 9: Rating Information

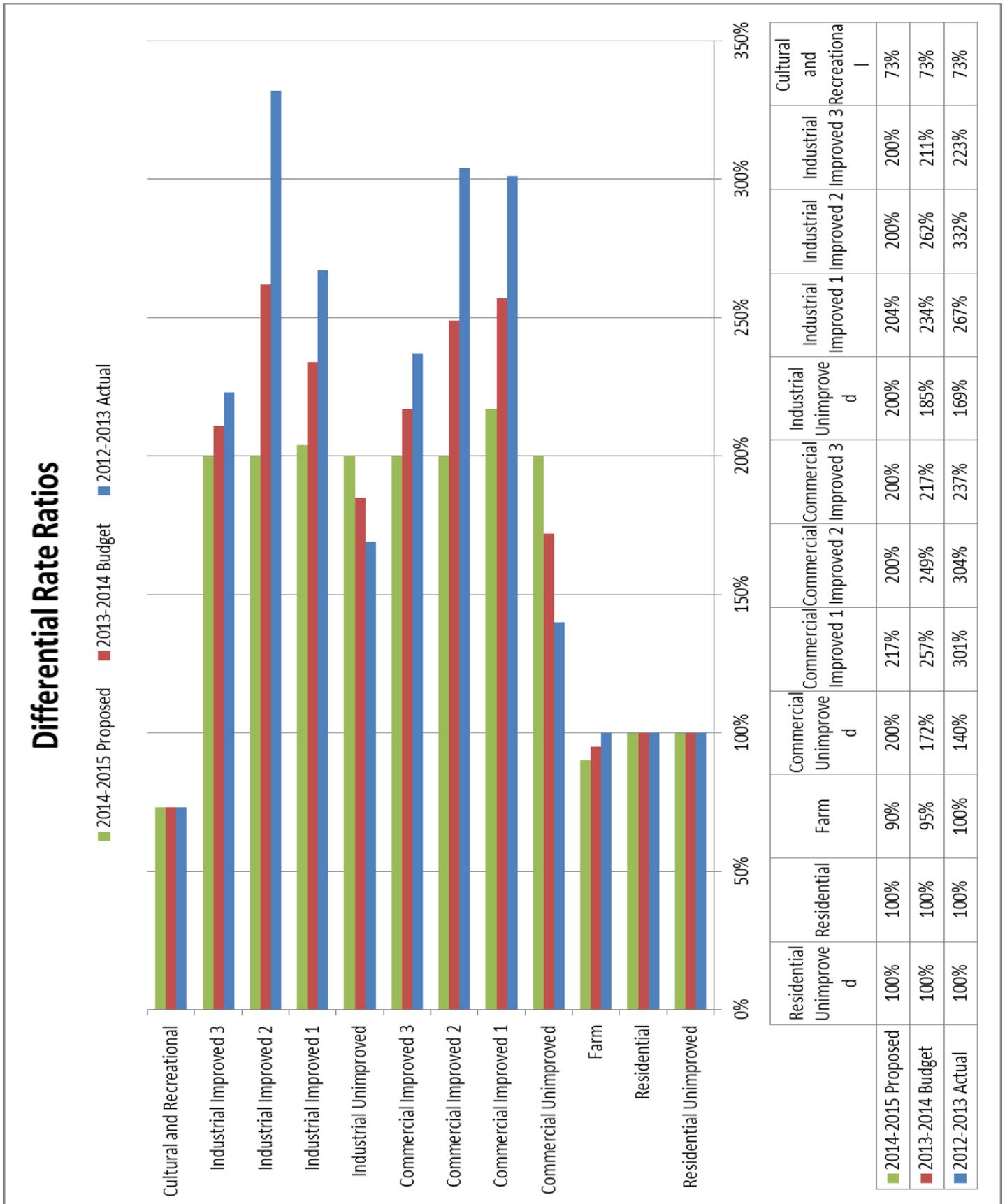
### 9.6.1.2 Increases in differential rates ratios

Proposals contained within Council's *Rating Strategy 2013-2017* are being implemented over two years. The following table outlines the differential ratios applied in 2013-2014 and the proposed differential ratios for 2014-2015:

Differential Rate Type	2012-2013	Rating Strategy	2013-2014	Change	2014-2015	Change
	Ratio to Residential Rate	Differential Rate Type	Ratio to Residential Rate		Ratio to Residential Rate	
Residential Unimproved and Improved Land	100%	Residential Unimproved Rate	100%	0%	100%	0%
Residential Unimproved and Improved Land	100%	Residential Rate	100%	0%	100%	0%
Farm Land	100%	Farm Rate	95%	(5%)	90%	(5%)
Farm Land	100%	Rural Residential Rate	100%	0%	100%	0%
Commercial Unimproved Land	140%	Commercial Unimproved Rate	172%	32%	200%	28%
Commercial Improved 1 Land	301% [*includes contribution to Shepparton Show Me]	Commercial Improved 1 Rate	257% [*includes contribution to Shepparton Show Me]	(44%)	217% [*includes contribution to Shepparton Show Me]	(40%)
Commercial Improved 2 Rate	304%	Commercial Improved 2 Rate	249%	(55%)	200%	(49%)
Commercial Improved 3 Land	237%	Commercial Improved 2 Rate	217%	(20%)	200%	(17%)
Industrial Unimproved Land	169%	Industrial Unimproved Rate	185%	16%	200%	15%
Industrial Improved 1 Land	267% [*includes contribution to Shepparton Show Me]	Industrial Improved 1 Rate	234% [*includes contribution to Shepparton Show Me]	(33%)	204% [*includes contribution to Shepparton Show Me]	(30%)
Industrial Improved 2 Rate	332%	Industrial Improved 2 Rate	262%	(70%)	200%	(62%)
Industrial Improved 3 Land	223%	Industrial Improved 2 Rate	211%	(12%)	200%	(11%)
Cultural and Recreational Land	73%	Cultural and Recreational Land	73%	0%	73%	0%

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The two-year staging provides a reasonable degree of stability in the level of rates burden.



## Section 9: Rating Information

### 9.7 Current year rate increase

In order to maintain services, renew existing infrastructure and invest in new and upgraded assets while taking into account the community's ability to pay, the total declared rates and charges revenue for 2014/2015 will increase by 4.95 per cent, raising \$63.4 million.

The table below shows the increases between general rates, municipal charges and service charges, along with the total rates and charges revenue:

Description	2013/2014 Total Annualised \$'000	2014/2015 Total Declared \$'000	Variance \$'000	Variance %
General Rates	46,319,617	48,615,209	2,295,592	4.96
Municipal Charges	6,554,398	6,881,605	327,207	4.99
Waste Service Charges	7,572,172	7,941,490	369,318	4.88
<b>Total Rates and Charges Revenue</b>	<b>60,446,187</b>	<b>63,438,304</b>	<b>2,992,087</b>	<b>4.95%</b>

It should be noted that rates and charges for 2013/2014 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [i.e. whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.]

### 9.8 Increases in differential rates in the dollar

The following table summarises the differential rates for the 2014/2015 financial year. The figures in brackets reflect the redistribution of the rates burden from Commercial and Industrial differential rates towards the Residential differential, as detailed in the adopted Rating Strategy 2013-2017.

Differential Rate Type	Cents in/\$ CIV 2013/2014	Cents in/\$ CIV 2014/2015	Change (%)
Residential Unimproved Land	0.00425578	0.00471460	10%
Residential Improved Land	0.00425578	0.00471460	10%
Farm Land	0.00404299	0.00424314	0%
Rural Residential Land	0.00425578	0.00471460	10%
Commercial Unimproved Land	0.00731994	0.00942920	22%
Commercial Improved 1 Land*	0.01093735	0.01023069	(7%)
Commercial Improved 2 Land	0.01059689	0.00942920	(12%)
Commercial Improved 3 Land	0.00923504	0.00942920	2%
Industrial Unimproved Land	0.00787319	0.00942920	17%
Industrial Improved 1 Land*	0.00995852	0.00961779	(4%)
Industrial Improved 2 Land	0.01115014	0.00942920	(18%)
Industrial Improved 3 Land	0.00897969	0.00942920	5%
Cultural and Recreational Land	0.00310670	0.00344166	10%

\*Commercial Improved 1 Land and Industrial Improved 1 Land provide the funding for Shepparton Show Me.

## Section 9: Rating Information

### 9.9 Cultural and Recreational Land Rates

Under the *Cultural and Recreational Land Act 1963*, provision is made for a Council to grant a rating concession to any 'recreational lands' which meet the test of being 'rateable land' under the Act.

Rateable outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in their operation or management will be granted a rating concession under the provisions of the *Cultural and Recreational Land Act 1963*.

Such rateable land is described below:

Property Location	Ratepayer Name
71 Gowrie Street TATURA	Hilltop Golf and Country Club
160-200 Ross Street TATURA	Tatura and Shepparton Racing Club
7580 Goulburn Valley Highway KIALLA	Shepparton Trotting Club
2 Fairway Drive MOORoopna	Mooroopna Golf Club Inc.
15 Golf Drive SHEPPARTON	Shepparton Golf Club Inc.
55 Rudd Road SHEPPARTON	Shepparton Golf Club Inc.
7582 Goulburn Valley Highway KIALLA	Shepparton Greyhound Racing Club

Outdoor recreational facilities that predominantly have a local community focus or use, minimal level of business activity and voluntary administration will not be required to make a contribution in lieu of rates under the provisions of the *Cultural and Recreational Land Act 1963*.

### 9.10 Municipal charge

Municipal Charge	2013/2014 Charge per property \$	2014/2015 Charge per property \$	Variance \$	Variance (%)
Municipal Charge	227.00	238.00	11	5%

The 2014/2015 Rating Strategy proposes that the total amount raised from the municipal charge is maintained at 12.4 per cent of the total raised from the combination of municipal charge and general rates. This equates to \$238.33 per assessment. For the purposes of simplicity, Council proposes to round this to \$238 per assessment;

The municipal charge is levied on all rateable properties and is used to cover some of the Council's administration costs. Where a Single Farm Enterprise is conducted over several properties, an exemption can be applied for and only one municipal charge may be payable for that enterprise.

The total revenue raised from the municipal charge cannot be more than 20 per cent of the total revenues raised from the combination of general rates and municipal charges.



## Section 9: Rating Information

### 9.11. Service Rates and Charges

Waste Charges	2014/2015 Charge per property \$	2014/2015 Charge per property \$	Variance \$	Variance (%)
80L Waste/Recyclables Service	160	166	6	4%
120L Waste/Recyclables Service	214	222	8	4%
240L Waste/Recyclables Service	354	368	14	4%
120L or 240L Recyclables Only Service	74	77	3	4%
120L or 240L Green Organic Waste Service	74	77	3	4%

Kerbside waste collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas (whether or not the service is used) and optional in rural areas

The waste service charges account for the various costs associated with the provision of waste management services; including a recycling service, waste disposal and management, development, rehabilitation and operation of the Council's landfills in accordance with Environment Protection Authority License, waste minimization promotion and education, management and administration of the waste, recycling and green organic collection contracts and the provision of a weekly kerbside waste collection service and fortnightly recyclables and organic waste collection services.

The Council provides residents with a range of bin sizes to encourage waste minimisation and the above service charges reflect these options.

The Council continues to incur increases in the State Government's imposed EPA levy associated with the disposal of waste into landfill.

### 9.12 Estimated changes in rates and charges revenue by rate type on median valued properties

A summary of the impacts of changes on median valued properties are detailed below:

RESIDENTIAL UNIMPROVED LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$116,000	\$116,000	\$0	0%
Differential Rate Ratio	100%	100%		0%
Differential Rate in the Dollar	0.00425578	0.00471460	0.00045882	11%
General Differential Rate [Rate in the Dollar x CIV]	\$494	\$547	\$53	11%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$721	\$785	\$64 \$1.23	9% per week

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RESIDENTIAL IMPROVED LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$230,000	\$230,000	\$0	0%
Differential Rate Ratio	100%	100%		
Differential Rate in the Dollar	0.00425578	0.00471460	0.00045882	11%
General Differential Rate [Rate in the Dollar x CIV]	\$979	\$1,084	\$105	11%
Municipal Charge	\$227	\$238	\$11	5%
80L Garbage Charge	\$160	\$166	\$6	4%
Organics Charge	\$74	\$77	\$3	4%
<b>TOTAL CONSOLIDATED RATES REVENUE</b>	<b>\$1,440</b>	<b>\$1,565</b>	<b>\$125</b> <b>\$2.40</b>	<b>9%</b> <b>per week</b>

FARM LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$374,000	\$374,000	\$0	0%
Differential Rate Ratio	95%	90%		(5%)
Differential Rate in the Dollar	0.00404299	0.00424314	0.00020015	5%
General Differential Rate [Rate in the Dollar x CIV]	\$1,512	\$1,587	\$75	5%
Municipal Charge	\$227	\$238	\$11	5%
<b>TOTAL CONSOLIDATED RATES REVENUE</b>	<b>\$1,739</b>	<b>\$1,825</b>	<b>\$86</b> <b>\$1.65</b>	<b>5%</b> <b>per week</b>

RURAL RESIDENTIAL LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$343,000	\$343,000	\$0	0%
Differential Rate Ratio	100%	100%		
Differential Rate in the Dollar	0.00425578	0.00471460	0.00045882	11%
General Differential Rate [Rate in the Dollar x CIV]	\$1,460	\$1,617	\$157	11%
80L Garbage Charge	\$160	\$166	\$6	4%
Municipal Charge	\$227	\$238	\$11	5%
Organics Charge	\$74	\$77	\$3	4%
<b>TOTAL CONSOLIDATED RATES REVENUE</b>	<b>\$1,921</b>	<b>\$2,098</b>	<b>\$177</b> <b>\$3.40</b>	<b>9%</b> <b>per week</b>

**YOUR RATES AT WORK**

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COMMERCIAL UNIMPROVED LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$369,000	\$369,000	\$0	0%
Differential Rate Ratio	172%	200%		28%
Differential Rate in the Dollar	0.00731994	0.0094292	0.00210926	29%
General Differential Rate [Rate in the Dollar x CIV]	\$2,701	\$3,479	\$778	29%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$2,928	\$3,717	\$789 \$15.17	27% per week

COMMERCIAL IMPROVED 1 LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$310,000	\$310,000	\$0	0%
Differential Rate Ratio	257%	217%		(40%)
Differential Rate in the Dollar	0.01093735	0.01023069	(0.00070667)	(6%)
General Differential Rate [Rate in the Dollar x CIV]	\$3,391	\$3,172	(\$219)	(6%)
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$3,618	\$3,410	(\$208) (\$4.00)	(6%) per week

COMMERCIAL IMPROVED 2 LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$880,000	\$880,000	\$0	0%
Differential Rate Ratio	249%	200%		(49%)
Differential Rate in the Dollar	0.01059689	0.00942920	(0.00116769)	(11%)
General Differential Rate [Rate in the Dollar x CIV]	\$9,325	\$8,298	(\$1,027)	(11%)
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$9,552	\$8,536	(\$1,016) (\$19.54)	(11%) per week



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COMMERCIAL IMPROVED 3 LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$145,500	\$145,500	\$0	0%
Differential Rate Ratio	217%	200%		(17%)
Differential Rate in the Dollar	.00923504	0.00942920	0.00019416	2%
General Differential Rate [Rate in the Dollar x CIV]	\$1,344	\$1,372	\$28	2%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$1,571	\$1,610	\$39 \$0.75	2% per week

INDUSTRIAL UNIMPROVED LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$231,500	\$231,500	\$0	0%
Differential Rate Ratio	185%	200%		15%
Differential Rate in the Dollar	0.00787319	0.00942920	0.00155601	20%
General Differential Rate [Rate in the Dollar x CIV]	\$1,823	\$2,183	\$360	20%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$2,050	\$2,421	\$371 \$7.13	18% per week

INDUSTRIAL IMPROVED 1 LAND	Total Annualised 2013/2014	Total Declared 2014/2015	Change \$	Change %
Median CIV	\$336,000	\$336,000	\$0	0%
Differential Rate Ratio	234%	204%		(30%)
Differential Rate in the Dollar	0.00995852	0.00961779	(0.00034074)	(3%)
General Differential Rate [Rate in the Dollar x CIV]	\$3,346	\$3,232	(\$114)	(3%)
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$3,573	\$3,470	(\$103) (\$1.98)	(3%) per week



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INDUSTRIAL IMPROVED 2 LAND	Total Annualised	Total Declared	Change	Change
	2013/2014	2014/2015	\$	%
Median CIV	\$1,430,000	\$1,430,000	\$0	0%
Differential Rate Ratio	262%	200%		(62%)
Differential Rate in the Dollar	0.01115014	0.00942920	(0.00172094)	(15%)
General Differential Rate [Rate in the Dollar x CIV]	\$15,945	\$13,484	(\$2,461)	(15%)
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$16,172	\$13,722	(\$2,450) (\$47.12)	(15%) per week

INDUSTRIAL IMPROVED 3 LAND	Total Annualised	Total Declared	Change	Change
	2013/2014	2014/2015	\$	%
Median CIV	\$206,500	\$206,500	\$0	0%
Differential Rate Ratio	211%	200%		(11%)
Differential Rate in the Dollar	0.00897969	0.00942920	0.00044951	5%
General Differential Rate [Rate in the Dollar x CIV]	\$1,854	\$1,947	\$93	5%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$2,081	\$2,185	\$104 \$2.00	5% per week

RECREATIONAL LAND	Total Annualised	Total Declared	Change	Change
	2013/2014	2014/2015	\$	%
Median CIV	\$1,380,000	\$1,380,000	\$0	0%
Differential Rate Ratio	73%	73%		0%
Differential Rate in the Dollar	0.00310670	0.00344166	0.00033496	11%
General Differential Rate [Rate in the Dollar x CIV]	\$4,287	\$4,749	\$462	11%
Municipal Charge	\$227	\$238	\$11	5%
TOTAL CONSOLIDATED RATES REVENUE	\$4,514	\$4,987	\$473 \$9.10	10% per week

## Section 9: Rating Information

### 9.13 Requirements for the payment of rates and charges

#### 9.13.1 Rate payment dates

Rates are a charge on the property and the Council will allow them to be paid in one of the following ways:

- **BY FOUR INSTALMENTS**

Payments must be made on or before the following dates fixed by the Minister by notice published in the Government Gazette:

- 1st Instalment – due by 30 September 2014
- 2nd Instalment – due by 30 November 2014
- 3rd Instalment – due by 28 February 2015
- 4th Instalment – due by 31 May 2015

To be eligible to pay by four instalments, the amount of the first instalment must be paid by 30 September 2014. Payments made after that date will not be eligible for the instalment plan and will be treated as part payment only, with the balance to be paid in full by 15 February 2015.

The first instalment is an amount as near as possible to  $\frac{1}{4}$  of the current rates and charges plus any arrears carried forward from previous rating years.

- **BY LUMP SUM**

Lump sum payments made on or before 15 February 2015 (i.e. the date fixed by the Minister by notice published in the Government Gazette)

- **BY TEN INSTALMENTS**

Ratepayers may pay their rates in 10 equal monthly payments. The 10 month period commences in September and ends in June each financial year. This method is convenient, can be easier on the budget and relieves the worry of paying on time.

Monthly payments will be deducted from ratepayer's nominated accounts on the last Friday of each month, commencing from September.

#### 9.13.2 Payment methods

Council offers an extensive range of payment options including Bpay, direct debit, internet via [www.greatershepparton.com.au](http://www.greatershepparton.com.au), by mail, telephone, over the counter services at Council, Australia Post Digital MailBox, the Commonwealth Bank or Australia Post agencies.

Ratepayers can also use Centrepay to arrange regular deductions from their Centrelink payment.

#### 9.13.3 Payment difficulties

Ratepayers who are experiencing difficulties in paying their rates should contact the Council immediately to discuss an alternative payment arrangement. These enquiries are treated confidentially and will help prevent costly legal action for recovery of overdue rates from commencing.

Interest will still be charged on overdue rates and charges not paid by their respective due dates.

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### 9.13.4 Interest on late payments

In accordance with section 172 of the *Local Government Act 1989*, the Council will charge interest on late payments which have not been paid by the required lump sum payment date or instalment dates.

The current penalty interest rate fixed by the Attorney-General under section 2 of the *Penalty Interest Rates Act 1983* is 11.5 per cent per annum, effective on and from 3 February 2014.

The new penalty interest of 11.5 per cent per annum will apply from 1 July 2014 for unpaid rates and charges and becomes payable:

- If the payment was payable in instalments only, on and from the date on which the missed instalment was due; or
- if the payment was payable either in instalments or in a lump sum and the first instalment was paid by the date it was due, on and from the date on which the relevant subsequent missed instalment was due; or
- if the payment was payable either in instalments or in a lump sum, and neither the first instalment nor the lump sum were paid by the dates the first instalment or the lump sum were due, on and from the date on which each missed instalment was due; and
- Continues to be payable until the payment or recovery of the rates and charges.

### 9.13.5 Pensioner rate concessions

A pensioner concession for eligible concession card holders will provide a 50 per cent discount off Council rates up to a maximum amount set by the State Government. For 2014/2015, the maximum rate concession cap will be \$208 which is approximately a 2.5 per cent increase from 2013/2014.

Eligible cards are:

- Pensioner Concession Card issued by Centrelink or the Department of Veterans Affairs (DVA)
- DVA Gold Card - Totally and Permanently incapacitated (TPI)
- DVA Gold Card - War Widow (WW)

*Please note:*

- Health Care Card holders are ineligible for the rebate
- This Government rebate is only available for the pensioner's principal place of residence which is listed on their concession card.

### 9.13.6 Rate rebate for covenanted areas

Trust for Nature is a non-profit independent organization working to assist private landowners to protect the native habitat on their property. Trust for Nature's covenanting program falls under the *Victorian Conservation Trust Act 1972*.

A conservation covenant is a permanent, legally-binding agreement placed on a property's title to ensure native vegetation on the property is protected forever. The agreement is voluntary and negotiated between Trust for Nature and each individual landholder.

In partnership with the Trust for Nature and the Natural Heritage Trust, the Council is offering a rate rebate to landholders with a conservation covenant.

A rebate of up to \$20 per hectare is available, with a minimum rebate of \$100 and a maximum rebate of \$1,000 per property.

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Landowners that have native pastures bush land or swamps on their land are encouraged to apply for a conservation covenant with the Trust for Nature. Once the covenant has been registered, the ratepayer will automatically receive a rate rebate.

### 9.13.7 Rate rebates for retail land occupied by Charitable Organisations

Following the adoption of the Rates Rebates for Retail Land Occupied by Charitable Organisations 16.POL3 in May 2014, from 2014/2015 Council will offer the opportunity for eligible charities that have a retail component to apply for a 50% rate rebate.

### 9.13.8 Provision of Electronic Payment Services

In 2014/2015 Council will introduce new electronic payment services which will enable ratepayers to elect to receive and pay their bills electronically either through BPAY View or Australia Post Digital MailBox. These services are in addition to the existing bill delivery methods.

## 9.14 Property Valuations

### 9.14.1 General revaluation of properties

The Council is required to revalue all properties within the municipality every two years. The revaluation of all properties is being completed this year and will be used in both the 2014/2015 and 2015/2016 rating years. All properties in the municipality – and across Victoria – have been valued as at the common date of 1 January 2014.

The revaluation is conducted by qualified valuers and updates the rating valuation of all properties in the municipality to a more current level of value date, in order that rates levied are more closely based on prevailing market conditions. Therefore, undertaking a general valuation on a regular basis is a fundamental requirement for the maintenance of rating equity.

### 9.14.2 Supplementary Valuations

In certain circumstances, valuations must be performed between general valuations. These are known as supplementary valuations. They are required when properties are:

- physically changed - for example, when buildings are altered, erected or demolished; or
- amalgamated, subdivided, portions sold off, rezoned or are affected by road construction.

Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality. Values are assessed at the same date of the general valuation currently in use.

Supplementary valuations are undertaken at least once every quarter, and supplementary valuation notices are issued accordingly. Rates and charges as levied on a ratepayer's original Valuation, Rate and Charge notice may be adjusted as a result of a supplementary valuation.

## 9.15 State government fire services property levy

From 1 July 2013, the Victorian Government has required Councils across the state to collect a Fire Services Property Levy on their behalf. The Government's levy is shown as a separate line item on Council's rates notices.

The levy is in line with the findings of the Bushfire Royal Commission, which recommended that the previous insurance based fire services levy be replaced with a property based levy.

## Section 9: Rating Information

The levy is made up of two components; a fixed charge component, plus a levy rate calculated against the Capital Improved Value of the property.

It is important to note that the levy is payable by all rateable and non-rateable property owners and is comprised of a fixed charge of \$102 for residential properties and \$205 for non-residential properties as well as a variable cost. The levy rate, in addition to the fixed charge, is set by the State Government annually by May 31, having regard to the annual funding requirements for both the MFB and CFA.

A \$50 concession will continue to be available to Department of Veterans Affairs gold card holders and Pensioner Concession card holders on their principal place of residence.

Commonwealth and State Government owned properties are exempt from paying the levy, e.g. schools and hospitals. The State Government contributes 12.5 per cent of MFB and 22.5 per cent of CFA budget.

Examples of Fire Service Levy amounts for 2014/2015 year for properties located within the CFA district are provided below:

Fire Service Levy Category	Example Capital Improved Value (CIV)	Amount calculated against CIV	Fixed Charge	Total Due
Residential	\$251,000	\$27	\$102	\$129
Commercial	\$625,000	\$550	\$205	\$755
Industrial	\$625,000	\$825	\$205	\$1,030
Vacant land – non-residential	\$462,000	\$50	\$205	\$255
Primary production	\$445,000	\$109	\$205	\$314

For more information on the Fire Services Property Levy visit <http://www.firelevy.vic.gov.au/>

For complaints regarding your insurance policy, contact your insurance company or the Fire Services Levy Monitor on 1300 300 635.

## Section 10: Other Strategies

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

### 10.1 Service Delivery

Council's Strategic Resource Plan takes into consideration key influences, both internal and external, which impact on the setting of the operational budget over the longer term. This includes such variables as:

- The required rating effort;
- Projected increases in government grant revenue being less than the cost of maintaining services; and
- Growth in the number of properties in the municipality and the impact of the cost of delivering existing services.

It is important to note that when determining a cost index for Local Government it is not as simple as applying the Consumer Price Index, which measures the change in prices associated with household expenditure. The cost index for the local government sector is determined by the Municipal Association of Victoria and takes into account costs incurred by local councils with wages linked to enterprise agreements and construction costs.

For example Council's current enterprise agreement, which expires 30 June 2014, provides for a 4 per cent per annum increase although a new enterprise agreement is currently being negotiated. As well, costs associated with construction such as rock, bitumen and petroleum products have typically increased at a rate greater than Consumer Price Index.

It should be noted that even within the Local Government sector, specific councils are likely to face differing cost structures leading to different assumptions in estimates for long term planning.

The below table highlights the key financial assumptions used for the strategic resource plan and projects the combined inflation and growth rates for key revenue and expenditure types. These assumptions guide the setting of the 2014/2015 budget and are reviewed annually as part of the strategic resource plan.

Description	2015	2016	2017	2018
Total Rates & Charges Revenue	5.95%	5.95%	5.95%	5.95%
Fees & Charges – Council	3.50%	3.50%	3.50%	3.50%
Fees & Charges – Statutory	2.00%	2.00%	2.00%	2.00%
Grants	2.50%	2.50%	2.50%	2.50%
Investment Income	4.00%	4.00%	4.00%	4.00%
Employee costs	4.50%	4.25%	4.50%	4.75%
Materials and contracts	3.50%	3.50%	3.50%	3.50%
Utilities	6.00%	6.00%	6.00%	6.00%
Depreciation	3.00%	3.00%	3.00%	3.00%

### 10.2 Borrowings

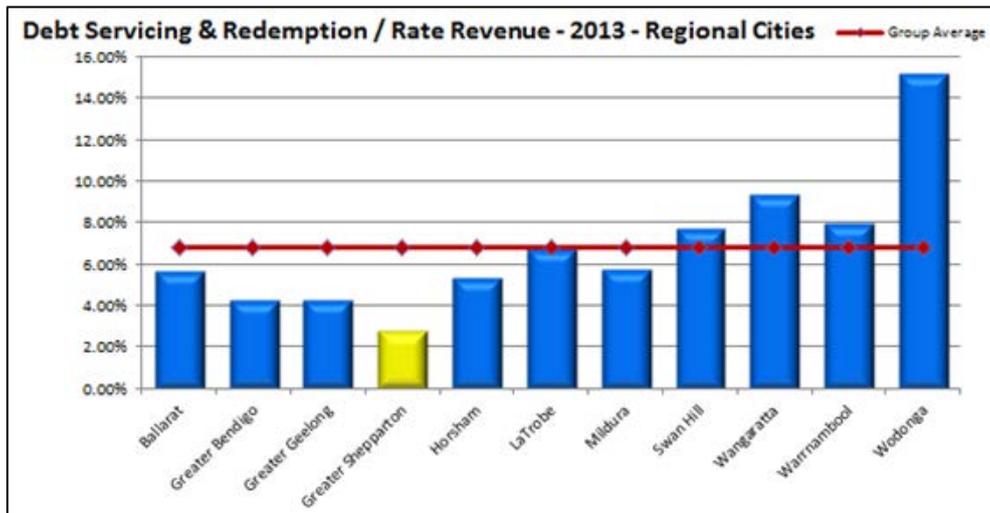
In developing the Strategic Resource Plan (SRP) (see Section 8), borrowings was identified as an important funding source for capital works programs. In the past, Council has borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction. This is resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council cash reserves and investments now forecast to be \$26.68 million at 30 June 2014 and a further significant reduction in 2014/2015 to complete current infrastructure works in progress, it has been necessary to reconsider the issue of borrowings.



## Section 10: Other Strategies

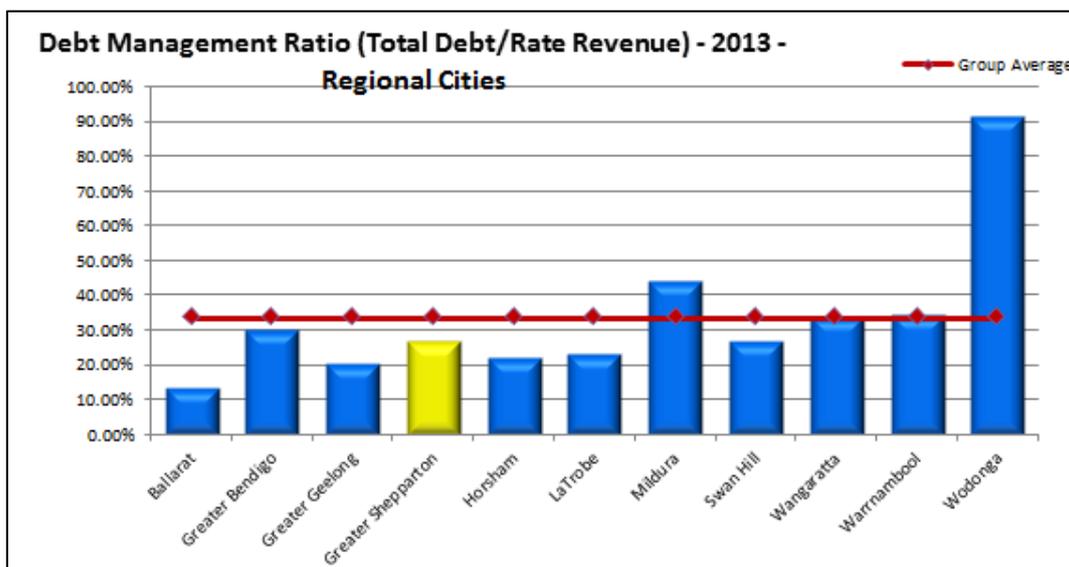
The SRP includes the results of an analysis of Council's debt position against both State averages and regional Council averages over a number of different indicators. It also shows the results of the "obligations" indicators that are part of the prescribed financial reporting indicators. The outcome of the analysis highlighted that new debt of \$5.5 million could be comfortably accommodated. Council has set a target goal of reaching \$2 million by 2014/2015 to allow spare debt capacity for future major projects.

The following graph shows debt commitment costs as a percentage of rates. Debt commitment costs include principal and interest repayments in a year. The ratio details how much of the Council's rate dollar is being spent to repay debt and interest as an overall percentage of the Council's rate revenue.



Council's relative principal and interest debt repayments are the lowest of all regional city councils.

The *Local Government Act 1989* requires that all loans are secured against the revenue stream from rates. A council with total debt in excess of the revenue from rates would be unable to meet all debt commitments from rate revenue should they be required to be paid at one time. A threshold of 80 per cent has been set.



Council's debt as a percentage of rate revenue as at June 30 2013 was 26.8 per cent, which is well below the 80 per cent threshold and just below the regional city's average of 33 per cent. For 2014/2015 to 2017/2018 this is projected to remain on average at 25.34 per cent and includes the proposed new borrowings. Refer to the Obligations performance indicator in Section 8.3.



## Section 10: Other Strategies

The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2014.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000
2013/2014	0	426	1,157	14,826
2014/2015	2,000	460	1,123	16,366
2015/2016	2,000	637	1,280	17,729
2016/2017	1,500	731	1,335	18,498

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

	2013/2014	2014/2015
Total amount borrowed as at 30 June of the prior year	15,252	14,826
Total amount to be borrowed	0	2,000
Total amount projected to be redeemed	(426)	(460)
Total amount proposed to be borrowed as at 30 June	14,826	16,366

### 10.3 Infrastructure

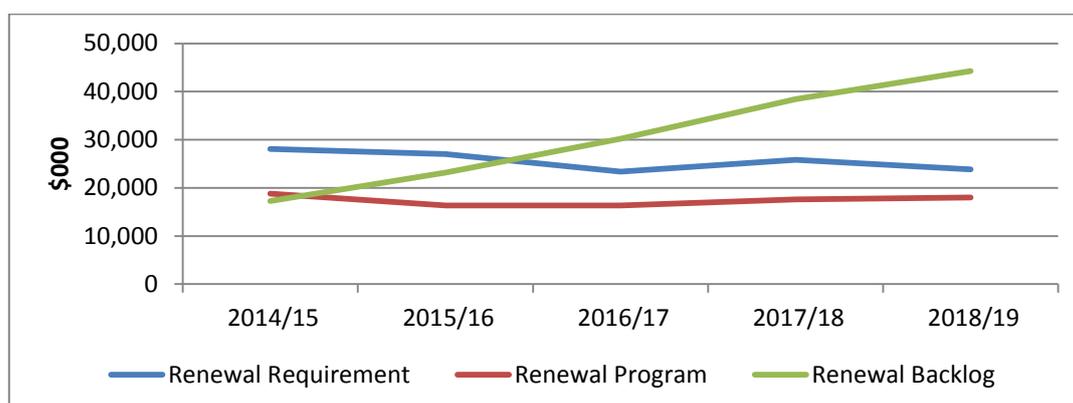
The Council has developed an Infrastructure Strategy based on the knowledge provided by various Asset Management Plans, which sets out the capital expenditure requirements of Council, for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption; renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation.

The key aspects of the process are as follows:

- Long term capital planning process with integrated 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 desire 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 graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



## Section 10: Other Strategies

At present, Council is similar to most municipalities in that it is presently unable to fully fund asset renewal requirements identified in the Infrastructure Strategy. While the Infrastructure Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog.

Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$17.24 million and \$44.24 million at the end of the period.

In updating the Infrastructure Strategy for the 2014/2015 year, the following influences have had a significant impact:

- Reduction in the amount of cash and restricted investments to fund future capital expenditure programs
- Availability of significant Federal funding for upgrade of roads
- Decision by the Victorian Government to award Council with redevelopment of the Greater Shepparton Regional Sports Precinct
- The completion of Federal Government funded Building Better Regional Cities program works and the continuation of the Mooroopna West Growth Corridor Developer Contribution Plan
- The enactment of the Road Management Act 2004 removing the defence of non-feasance on major assets such as roads

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

Summary of funding resources					
Year	Total Capital Works Program \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2013/2014	33,777	5,659	1,159	26,959	0
2014/2015	37,417	5,025	863	29,529	2,000
2015/2016	27,229	3,120	0	22,109	2,000
2016/2017	27,234	3,030	0	22,704	1,500
2017/2018	29,321	3,170	0	26,151	0

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

## **Appendices**

**A – Budgeted Statements**

**B – Cash Income Statement**

**C – Statutory Disclosures**

**D – Program Budgets**

**E – Capital Works Program**

**F – Schedule of Fees and Charges**

**G – Amendments to the 2014/2015 Budget**

## Appendix A: Budgeted Statements

This appendix presents information in regard to the Budgeted Financial Statements and Statements of Human Resources. The budget information for the years 2014/2015 to 2017/2018 has been extracted from the Strategic Resource Plan.

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

The appendix includes the following budgeted information:

- Budgeted Comprehensive Income Statement
- Budgeted Balance Sheet
- Budgeted Cash Flow Statement
- Budgeted Capital Works
- Budgeted Statement of Human Resources

## Appendix A: Budgeted Statements

Budgeted Comprehensive Income Statement  
For the four years ending 30 June 2018

	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	Strategic Resource Plan Projections		
			2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Income</b>					
Rates and charges	60,350	63,938	67,742	71,773	76,043
Statutory fee and fines	4,404	4,560	4,651	4,744	4,839
User fees	15,241	16,121	16,685	17,269	17,874
Contributions – cash	3,522	2,029			
Contributions – non-monetary assets	3,000	3,000	3,000	3,000	3,000
Grants – operating (recurrent)	14,441	20,175	21,727	22,270	22,827
Grants – operating (non-recurrent)	4,745	1,939			
Grants – capital (recurrent)	1,719	1,450			
Grants – capital (non-recurrent)	3,940	3,575	3,120	3,030	3,170
Net gain (loss) on disposal of property, infrastructure, plant and equipment	(253)	20	100	100	100
Other income	3,227	2,306	2,364	2,423	2,483
<b>Total income</b>	<b>114,336</b>	<b>119,113</b>	<b>119,390</b>	<b>124,609</b>	<b>130,336</b>
<b>Expenses</b>					
Employee costs	41,017	42,998	45,108	47,020	49,014
Materials and services	47,307	44,731	45,850	47,014	48,223
Depreciation	20,645	21,013	20,827	21,451	22,045
Finance Costs	1,176	1,127	1,280	1,335	1,314
<b>Total expenses</b>	<b>110,145</b>	<b>109,869</b>	<b>113,065</b>	<b>116,820</b>	<b>120,646</b>
<b>Surplus (Deficit)</b>	<b>4,191</b>	<b>9,244</b>	<b>6,325</b>	<b>7,789</b>	<b>9,690</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit:</b>					
Impairment of fire impacted infrastructure					
Net asset revaluation increment/(decrement)					
Share of other comprehensive income of associated and joint ventures accounted for by equity method					
<b>Total comprehensive income</b>	<b>4,191</b>	<b>9,244</b>	<b>6,325</b>	<b>7,789</b>	<b>9,690</b>

## Appendix A: Budgeted Statements

Budgeted Balance Sheet  
For the four years ending 30 June 2018

	Strategic Resource Plan Projections				
	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Current Assets</b>					
Cash and cash equivalents	1,000	1,880	1,000	1,000	1,000
Trade and other receivables	6,410	6,410	3,362	3,412	3,579
Investments	25,677	17,044	14,802	14,820	14,359
Other assets	649	649	649	649	649
<b>Total Current Assets</b>	<b>33,736</b>	<b>25,983</b>	<b>19,812</b>	<b>19,881</b>	<b>19,587</b>
<b>Non-current assets</b>					
Investments in regional library corporation	1,315	1,315	1,315	1,315	1,315
Property, infrastructure, plant and equipment	838,163	856,705	865,382	900,005	909,532
Intangible assets	1,183	1,183	1,183	1,183	1,183
<b>Total non-current assets</b>	<b>840,661</b>	<b>859,203</b>	<b>867,880</b>	<b>902,503</b>	<b>912,030</b>
<b>Total assets</b>	<b>874,397</b>	<b>885,186</b>	<b>887,693</b>	<b>922,384</b>	<b>931,617</b>
<b>Liabilities</b>					
Trade and other payables	8,127	8,128	2,710	2,638	2,731
Trust funds and deposits	2,051	2,051	2,051	2,051	2,051
Provisions	8,711	8,711	8,868	9,027	9,190
Interest-bearing loans and liabilities	460	460	637	731	786
Other liabilities	247	247	247	247	247
<b>Total Current Liabilities</b>	<b>19,596</b>	<b>19,597</b>	<b>14,513</b>	<b>14,695</b>	<b>15,005</b>
<b>Non-current liabilities</b>					
Provisions	992	992	1,010	1,028	1,047
Interest-bearing loans and liabilities	14,366	15,910	17,160	17,900	17,114
<b>Total non-current liabilities</b>	<b>15,358</b>	<b>16,902</b>	<b>18,170</b>	<b>18,928</b>	<b>18,161</b>
<b>Total liabilities</b>	<b>34,954</b>	<b>36,499</b>	<b>32,682</b>	<b>33,623</b>	<b>33,166</b>
<b>Net assets</b>	<b>839,443</b>	<b>848,687</b>	<b>855,011</b>	<b>888,761</b>	<b>898,451</b>
<b>Equity</b>					
Accumulated Surplus	314,955	324,199	330,523	338,312	348,002
Reserves	524,488	524,488	524,488	550,449	550,449
<b>Total equity</b>	<b>839,443</b>	<b>848,687</b>	<b>855,011</b>	<b>888,761</b>	<b>898,451</b>

## Appendix A: Budgeted Statements

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

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000
<b>2015</b>			
Balance at beginning of the financial year	839,443	314,955	524,488
Comprehensive result	9,244	9,244	
<b>Balance at the end of the financial year</b>	<b>848,687</b>	<b>324,199</b>	<b>524,88</b>
<b>2016</b>			
Balance at beginning of the financial year	848,687	324,199	524,488
Comprehensive result	6,325	6,325	
Net asset revaluation increment (decrement)			
<b>Balance at the end of the financial year</b>	<b>855,012</b>	<b>330,524</b>	<b>524,488</b>
<b>2017</b>			
Balance at beginning of the financial year	855,012	330,524	524,488
Comprehensive result	7,789	7,789	
Net asset revaluation increment (decrement)	25,960		25,960
<b>Balance at the end of the financial year</b>	<b>888,761</b>	<b>338,313</b>	<b>550,448</b>
<b>2018</b>			
Balance at beginning of the financial year	888,761	338,313	550,448
Comprehensive result	9,690	9,690	
Net asset revaluation increment (decrement)			
<b>Balance at the end of the financial year</b>	<b>898,451</b>	<b>348,003</b>	<b>550,448</b>

## Appendix A: Budgeted Statements

Budgeted Statement of Cash Flows  
For the four years ending 30 June 2018

	Strategic Resource Plan Projections				
	Forecast Actual 2013/14 \$'000	Budget 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Cash flows from operating activities</b>					
Rates and charges	60,350	63,938	69,518	71,743	75,943
Statutory fee and fines	4,404	4,560	2,742	2,725	2,777
User fees	15,241	16,121	17,123	17,262	17,850
Contributions	3,522	2,029			
Grants – operating	19,186	22,114	22,296	22,261	22,797
Grants – capital	5,659	5,025	3,202	3,029	3,106
Interest Received	1,137	1,213	1,276	1,274	1,305
Other Receipts	2,090	1,093	3,108	3,165	3,232
Employee costs	(41,017)	(42,998)	(47,615)	(46,878)	(48,787)
Materials and consumables	(29,225)	(26,392)	(28,947)	(28,294)	(29,234)
Other Expenses	(16,315)	(16,206)	(17,259)	(16,425)	(16,379)
Utilities	(3,049)	(3,259)	(3,661)	(3,665)	(3,878)
Net cash provided by operating activities	21,983	27,238	21,856	26,196	28,791
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(33,777)	(37,415)	(27,229)	(27,234)	(29,321)
Proceeds from sale of property, infrastructure, plant and equipment	711	880	825	222	799
Net cash inflow (outflow) from investing activities	(33,066)	(36,535)	(26,404)	(27,012)	(28,522)
<b>Cash flows from financing activities</b>					
Proceeds from borrowings		2,000	2,000	1,500	
Repayment of borrowings	(426)	(456)	(573)	(666)	(731)
Net cash inflow (outflow) from financing activities	(1,602)	1,544	1,427	834	(731)
<b>Net increase (decrease) in cash and cash equivalents</b>					
Cash and cash equivalents at the beginning of the year	38,186	26,677	18,924	15,803	15,821
<b>Cash and cash equivalents at the end of the financial year</b>	<b>26,677</b>	<b>18,924</b>	<b>15,803</b>	<b>15,821</b>	<b>15,359</b>

\* Other Expenses include External Contracts



## Appendix A: Budgeted Statements

Budgeted Statement of Capital Works  
For the four years ending 30 June 2018

Capital Works Areas	Strategic Resource Plan Projections				
	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
<b>Property</b>					
Buildings	3,577	4,287			
<b>Total property</b>	3,577	4,287			
<b>Plant and equipment</b>					
Plant, equipment and other	4,749	5,151			
<b>Total plant and equipment</b>	4,749	5,151			
<b>Infrastructure</b>					
Roads	16,684	11,586			
Drains	4,007	885			
Open space	2,106	10,508			
Waste Management	1,355	3,006			
Other	1,297	1,994			
<b>Total infrastructure</b>	25,449	27,979			
<b>Total capital works expenditure</b>	33,777	37,417	27,229	27,234	29,321
<b>Represented by:</b>					
Renewal	17,285	18,788	16,377	16,340	17,593
Upgrade	7,514	4,864	5,446	5,447	5,864
New	8,978	13,765	5,446	5,447	5,864
<b>Total capital works expenditure</b>	33,777	37,417	27,229	27,234	29,321

## Appendix A: Budgeted Statements

Budgeted Statement of Human Resources  
For the four years ending 30 June 2018

Staff expenditure	Strategic Resource Plan Projections				
	Forecast Actual 2013/2014 \$'000	Budget 2014/2015 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000
Employee costs	41,017	42,998	45,108	47,020	49,014
<b>Staff numbers</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
Employees	498	558	561	564	567

The 2013/2014 employee numbers are actual equivalent full time as of May 2014 and do not include any staff vacancies. The 2014/2015 budget onwards assumes no staff vacancies as well as 0.5% organisational growth, per the strategic resource plan projections. The costs for 2014/2015 also include an increase in the superannuation guarantee from 9.25% to 9.5%.

The below table details the assumptions used for determining employee costs and staff numbers in the 2014/2015 budget onwards.

Description	2014/15	2015/16	2016/17	2017/18
Enterprise Agreement Increase	3.25%	3.25%	3.25%	3.25%
Superannuation Guarantee increase	0.25%	0.00%	0.00%	0.00%
<b>Total Annual increment</b>	<b>3.50%</b>	<b>3.25%</b>	<b>3.25%</b>	<b>3.25%</b>
Banding Increments	0.50%	0.50%	0.50%	0.50%
EFT growth	0.50%	0.50%	0.50%	0.50%
<b>Total</b>	<b>4.50%</b>	<b>4.25%</b>	<b>4.25%</b>	<b>4.25%</b>

## Appendix B: Cash Income Statement

The total changes in the accounting surplus from the income statement reflect a surplus position which is an accrual based accounting position required for compliance with Australian Accounting Standard AASB101 – Presentation of Financial Statements and is should be noted it contains both cash and non-cash items. It is important that from an operating level the Council delivers a cash surplus. This is then used towards funding the annual capital works program which is not shown as expenditure on the income statement.

The table below is developed to identify how the surplus on the income statement is reconciled and non-cash items added back to fund the items not in the operating statement, largely capital works. The table reflects that after funding operations, the capital works program and loan repayments, the end cash result for the year is effectively a balance budget position.

Income Statement Converted to Cash  
For the year ending 30 June 2015

	Budget 2014/2015 \$'000
UNDERLYING OPERATING RESULT	9,244
<u>Less</u> cash costs not included in operating result	
Capital Works Expenditure	37,415
Loan Borrowings less Repayments (principal)	(1,545)
Transfer from restricted investments	(8,640)
Transfer to restricted investments	5,000
Sub Total	32,235
<u>Plus</u> non cash costs included in operating result	
Depreciation	21,013
Assets sold (Written Down Value)	860
Contributed assets	(3,000)
Sub Total	18,873
CASH SURPLUS/(DEFICIT) FOR THE YEAR	(4,118)

## Appendix C: Statutory Disclosures

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings
- Rates and Charges
- Differential Rates

### 1. Borrowings

	2013/2014 \$'000	2014/2015 \$'000
New borrowings	0	2,000
Debt redemption	426	460

### 2. Rates and Charges

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

Type of Property	2013/2014 Cents/\$CIV	2014/2015 Cents/\$CIV
Residential Improved Land	0.00425578	0.00471460
Residential Unimproved Land	0.00425578	0.00471460
Farm Land	0.00404299	0.00424314
Rural Residential Land	0.00425578	0.00471460
Commercial Unimproved Land	0.00731994	0.00942920
Commercial Improved 1 Land	0.01093735	0.01023069
Commercial Improved 2 Land	0.01059689	0.00942920
Commercial Improved 3 Land	0.00923504	0.00942920
Industrial Unimproved Land	0.00787319	0.00942920
Industrial Improved 1 Land	0.00995852	0.00961779
Industrial Improved 2 Land	0.01115014	0.00942920
Industrial Improved 3 Land	0.00897969	0.00942920
Cultural and Recreational Land	0.00310670	0.00344166

## Appendix C: Statutory Disclosures

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

Type of Property	2013/2014 Annualised \$	2014/2015 Declared \$
Residential Unimproved Land	531,297	557,360
Residential Improved Land	22,036,701	24,609,281
Farm Land	5,223,974	5,655,465
Rural Residential Land	3,520,922	4,000,023
Commercial Unimproved Land	230,125	315,218
Commercial Improved 1 Land	8,891,030	7,878,871
Commercial Improved 2 Land	535,567	478,626
Commercial Improved 3 Land	446,690	446,114
Industrial Unimproved Land	247,282	284,526
Industrial Improved 1 Land	3,362,853	3,222,690
Industrial Improved 2 Land	1,096,282	948,097
Industrial Improved 3 Land	158,285	175,892
Cultural and Recreational Land	38,639	43,045

It should be noted that rates and charges for 2013/2014 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [I.e. whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.]

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

Item	2013/2014 Annualised \$	2014/2015 Declared \$
Total rates to be raised	46,319,647	48,615,208

It should be noted that rates and charges for 2013/2014 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [I.e. whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.]

## Appendix C: Statutory Disclosures

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

Type of Property	Percentage Change 2013/2014 %	Percentage Change 2014/2015 %
Residential Unimproved Land	11	11
Residential Improved Land	11	11
Farm Land	5	5
Rural Residential Land	11	11
Commercial Unimproved Land	36	29
Commercial Improved 1 Land	(5)	(6)
Commercial Improved 2 Land	(9)	(11)
Commercial Improved 3 Land	2	2
Industrial Unimproved Land	21	20
Industrial Improved 1 Land	(3)	(3)
Industrial Improved 2 Land	(12)	(15)
Industrial Improved 3 Land	5	5
Cultural and Recreational Land	11	11

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

Type of Property	2013/2014	2014/2015
Residential Unimproved Land	952	698
Residential Improved Land	22,541	21,084
Farm Land	2,924	2,922
Rural Residential Land	563	2,388
Commercial Unimproved Land	62	57
Commercial Improved 1 Land	1,405	1,387
Commercial Improved 2 Land	34	33
Commercial Improved 3 Land	266	272
Industrial Unimproved Land	82	76
Industrial Improved 1 Land	528	535
Industrial Improved 2 Land	27	27
Industrial Improved 3 Land	86	88
Cultural and Recreational Land	7	7
Total number of assessments	29,477	29,574

## Appendix C: Statutory Disclosures

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

The estimated total CIV of land in respect of which each type of rate is to be levied, compared with the previous year

Type of Property	2013/2014 \$	2014/2015 \$
Residential Unimproved Land	168,407,800	118,219,900
Residential Improved Land	5,671,194,700	5,219,800,500
Farm Land	1,297,401,400	1,332,848,400
Rural Residential Land	199,660,000	848,433,000
Commercial Unimproved Land	35,582,000	33,430,000
Commercial Improved 1 Land	818,055,016	770,121,500
Commercial Improved 2 Land	49,980,000	50,760,000
Commercial Improved 3 Land	46,980,000	47,312,000
Industrial Unimproved Land	30,947,000	30,175,000
Industrial Improved 1 Land	331,142,000	335,076,000
Industrial Improved 2 Land	98,060,000	100,549,000
Industrial Improved 3 Land	17,577,000	18,654,000
Cultural and Recreational Land	12,177,000	12,507,000
Total estimated CIV of land	8,777,163,916	8,917,886,300

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

Type of Property	2013/2014 \$	2014/2015 \$
Municipal Charge	227	238
80L Waste / Recyclables Service Charge**	160	166
120L Waste / Recyclables Service Charge**	214	222
240L Waste / Recyclables Service Charge**	354	368
120L or 240L Green Organic Waste Service Charge**	74	77
120L or 240L Recyclables Only Service Charge**	74	77

(\*\*Note – Service Charges shown above do not include GST which applies to all service charges that are levied against non-residential or non-rural properties.)

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

Type of Property	2013/2014 \$	2014/2015 \$
Municipal charge	6,530,336	6,881,605
80L Waste / Recyclables Service Charge	1,684,160	1,764,764
120L Waste / Recyclables Service Charge	1,604,786	1,717,691
240L Waste / Recyclables Service Charge	2,981,034	3,201,440
120L or 240L Green Organic Waste Service Charge	1,174,750	1,242,196
120L or 240L Recyclables Only Service Charge	15,244	15,400
Total estimated amount to be raised for levied charges	13,990,310	14,823,096



## Appendix C: Statutory Disclosures

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

Type of Charge	2014/2015 \$
Rates and Charges to be declared (excluding supplementary rates)	63,438,304
Supplementary Rates and Adjustments (estimated)	500,000
Total estimated amount	63,938,304

### 2.11 Potential impacts on rates and charges estimates

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

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



## Appendix C: Statutory Disclosures

### 3 Differential Rates

#### 3.1 Rates to be levied

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

A general rate of 0.47146% (0.0047146 cents in the dollar of CIV) for all rateable Residential Unimproved Land

A general rate of 0.47146% (0.0047146 cents in the dollar of CIV) for all rateable Residential Improved Land

A general rate of 0.424314% (0.00424314 cents in the dollar of CIV) for all rateable Farm Land

A general rate of 0.47146% (0.0047146 cents in the dollar of CIV) for all rateable Rural Residential Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Commercial Unimproved Land

A general rate of 1.023069% (0.01023069 cents in the dollar of CIV) for all rateable Commercial Improved 1 Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Commercial Improved 2 Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Commercial Improved 3 Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Industrial Unimproved Land

A general rate of 0.961779% (0.00961779 cents in the dollar of CIV) for all rateable Industrial Improved 1 Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Industrial Improved 2 Land

A general rate of 0.94292% (0.0094292) cents in the dollar of CIV) for all rateable Industrial Improved 3 Land

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

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

## Appendix C: Statutory Disclosures

### RESIDENTIAL UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
  - ii. Residential improved land; or
  - iii. Farm land; or
  - iv. Rural residential land; or
  - v. Commercial unimproved land; or
  - vi. Commercial improved 1, 2 and 3 land; or
  - vii. Industrial unimproved land; or
  - viii. Industrial improved 1, 2 and 3 land

and is:

- i. unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for residential purposes; and
- ii. on which no building permit for the construction of a new dwelling or other building designed or adapted for permanent occupation has been issued under the *Building Act 1993* prior to the expiry of the rating year.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 100% of the residential improved land rate.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

This category applies to an unimproved class of land only.

## Appendix C: Statutory Disclosures

### RESIDENTIAL IMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
- ii. Residential unimproved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2 and 3 land

and is used primarily for residential purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which the Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### FARM LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which is "farm land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*.

**Farm land** means any rateable land-

- a) that is not less than 2 hectares in area; and
- b) that is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and
- c) that is used by a business-
  - i. that has significant and substantial commercial purpose or character; and
  - ii. that seeks to make a profit on a continued basis from its activities on the land; and
  - iii. that is making a profit from its activities on the land, or has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 90% of the residential improved land rate.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### RURAL RESIDENTIAL LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
- ii. Residential unimproved land; or
- iii. Residential improved land; or
- iv. Farm land; or
- v. Rural residential land; or
- vi. Commercial unimproved land; or
- vii. Commercial improved 1, 2 and 3 land; or
- viii. Industrial unimproved land; or
- ix. Industrial improved 1, 2 and 3 land

and is:

- i. sized between 0.4ha and 20ha in rural, semi-rural or bushland setting; and
- ii. includes a single residential dwelling; and
- iii. where primary production uses and associated improvements are secondary to the value of the residential home site and associated residential improvements.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 100% of the residential improved land rate.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### COMMERCIAL UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial improved 1, 2 and 3 land; or
- vi. Industrial unimproved land; or
- vii. Industrial improved 1, 2 and 3 land

and is:

- i. unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for the sale of goods or services or other commercial purposes; and
- ii. on which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the *Building Act 1993* prior to the expiry of the rating year.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

This category applies to an unimproved class of land only.

## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 1 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services
4. The promotion of business in urban Shepparton

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2, and 3 land

and is used primarily for, or is capable of use primarily for commercial purposes

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 217% of the residential improved land rate.

#### Geographic Location:

Located within the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 2 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2, and 3 land

and is used primarily for, or is capable of use primarily for commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.



## Appendix C: Statutory Disclosures

### COMMERCIAL IMPROVED 3 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1 and 2 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2, and 3 land

and is used primarily for, or is capable of use primarily for commercial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL UNIMPROVED LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2, and 3 land; or
- vii. Industrial improved 1, 2, and 3 land

and is:

- a) unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for industrial purposes; and
- b) on which no building permit for the construction of a new building designed or adapted for permanent occupation has been issued under the *Building Act 1993* prior to the expiry of the rating year.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

This category applies to an unimproved class of land only.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED 1 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services
4. The promotion of business in urban Shepparton

#### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 2, and 3 land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 204% of the residential improved land rate.

#### Geographic Location:

Located within the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED 2 LAND

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of \$500,000 or more and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1 and 3 land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

## Appendix C: Statutory Disclosures

### INDUSTRIAL IMPROVED LAND 3

#### Objective:

To ensure that equitable contribution is obtained from general rates in respect of rateable land, as appropriate having regard to land characteristics, to the cost of carrying out the functions of Council, including the cost of:

1. Construction and maintenance of public infrastructure
2. Development and provision of health and community services
3. Provision of general support services

#### Types and Classes:

Rateable land with a Capital Improved Value of less than \$500,000 and having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land;
- vii. Industrial unimproved land; or
- viii. Industrial improved 1 and 2 land

and is used primarily for, or is capable of use primarily for industrial purposes.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

The level of the differential rate is set at 200% of the residential improved land rate.

#### Geographic Location:

Located outside the urban Shepparton location bounded by –

- The Goulburn River to the west
- Wanganui Road and Ford Road to the north, but including the Goulburn Valley Highway to the Barmah-Shepparton Road
- The Shepparton Heavy Vehicle By-Pass to the east, but including Benalla Road to Davies Drive
- River Road to the south.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 rating year.

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# Greater Shepparton City Council

## Directorate - Office of the Chief Executive Officer - Summary

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$240	\$0
102	Fees	\$0	\$30,064	\$0
103	Grants	\$10,000	\$17,694	\$0
104	Other Income	\$500	\$59,488	\$15,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$65,000	\$690,000	\$78,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$75,500</b>	<b>\$797,486</b>	<b>\$93,000</b>
<b>EXPENSE</b>				
301	Salaries	\$2,853,396	\$2,838,396	\$3,010,566
302	Salary On costs	\$372,296	\$365,296	\$395,144
321	Plant	\$104,230	\$104,230	\$66,351
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$817,956	\$904,312	\$902,884
362	Consultants	\$371,600	\$526,200	\$345,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$564,398	\$624,278	\$502,000
365	Stationery/Office Consumables	\$5,000	\$5,450	\$5,000
366	Professional Memberships	\$195,270	\$181,631	\$131,600
367	Publications/Subscriptions	\$18,750	\$21,500	\$33,750
368	Training	\$850,450	\$981,950	\$1,058,098
369	Utilities	\$23,000	\$22,200	\$42,000
370	Legal Expenses	\$53,500	\$230,000	\$84,500
371	Materials and Services	\$6,500	\$137,500	\$510,458
372	External Labour	\$10,000	\$18,624	\$30,000
373	Repairs and Maintenance	\$0	\$180,000	\$1,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$1,707,655	\$2,025,655	\$1,608,000
399	Internal Expense Charge	\$0	\$600	\$0
<b>TOTAL EXPENSES</b>		<b>(\$7,954,001)</b>	<b>(\$9,167,822)</b>	<b>(\$8,726,351)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$7,878,501)</b>	<b>(\$8,370,336)</b>	<b>(\$8,633,351)</b>

**YOUR RATES AT WORK**



## Office of the Chief Executive Officer/ Directorate

Department: Office of the CEO

### Purpose

The purpose of the Office of the Chief Executive Officer (CEO) is to provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all staff to enable them to achieve or exceed community expectations.

The Directorate's role is to encourage work that is focused on high performance across the organisation, and the development of the capability of staff to do their work well.

The team:

- Facilitates capacity building for staff,
- Ensures appropriate governance and risk management, and
- Improves our organisational reputation and explains the high level of services we provide to our community.

The team delivers these key elements by

- Focussing on strategy and planning
- Leadership and style
- Provision of excellent customer service by focussing on the citizen's needs
- Developing our people
- Regularly reviewing our service delivery to encourage process management, improvement and innovation
- Disseminating information and knowledge effectively and promoting success and sustainability.

### Influences

The key influences for the Office of the CEO are the Council Plan and governance requirements. The Council Plan sets the direction and priorities for this area.

The Office of the CEO has been responsible for the implementation of a new organisational structure and transition plan. This will need to be reviewed within 12 months.

### Critical Issues / Challenges

There are several critical issues that inform and influence the activities of the Directorate including:

- Achieving financial sustainability
- Providing the key linkage to manage resources
- Provision of appropriate support to Councillors

### Link to the Council Plan

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 2 - Ensure that retail strategies deliver appropriate outcomes for the community

Goal 5, Objective 1 - Develop and implement best practice communication strategies.

Goal 5, Objective 2 - Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Office of the CEO

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$500	\$500	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$500</b>	<b>\$500</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$792,807	\$792,807	\$808,400
302	Salary On costs	\$103,950	\$103,950	\$105,543
321	Plant	\$38,856	\$38,856	\$25,718
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$20,000	\$23,000	\$21,000
362	Consultants	\$40,600	\$40,600	\$118,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$44,000	\$44,889	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$3,000
366	Professional Memberships	\$144,100	\$133,211	\$93,150
367	Publications/Subscriptions	\$9,200	\$9,200	\$13,400
369	Utilities	\$8,000	\$8,000	\$8,000
370	Legal Expenses	\$20,000	\$60,000	\$26,000
371	Materials and Services	\$0	\$0	\$44,000
372	External Labour	\$0	\$13,000	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,224,513)</b>	<b>(\$1,270,513)</b>	<b>(\$1,266,211)</b>
<b>Net Surplus/(Loss)</b>		<b>( \$1,224,013)</b>	<b>(\$1,270,013)</b>	<b>(\$1,266,211)</b>

**YOUR RATES AT WORK**

## Councillor Management and Support

Department: Office of the CEO

### **Purpose**

Councillor Management and Support provides the support mechanisms that enable Councillors to operate within the relevant legislation and to provide Council a framework to enable setting the strategic direction for Council.

Councillors, functioning as the Council, set the overall direction for the municipality through long-term planning. They work together to adopt plans and policies that reflect the strategic goals identified in the Council Plan. Finally they monitor the implementation of the Council plan and report back to the community.

### **Influences**

The key influence for the services provided by Councillor Management and Support are the aspirations of the community within the constraints of relevant legislation.

### **Critical Issues / Challenges**

Nurturing an organisational environment that values leadership, integrity, respect, innovation and teamwork is fundamental to the work undertaken by this team.

### **Link to the Council Plan**

Goal 5, Objective 2 - Develop stronger relationships between Council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.  
Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### **Service Growth Areas**

Nil

### **Service Reduction Areas**

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Councillor Management and Support

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$30,064	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$2,079	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$32,143</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary On costs	\$0	\$0	\$0
321	Plant	\$21,881	\$21,881	\$16,463
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$274,808	\$285,960	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$15,000	\$9,500	\$25,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$249,958
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$311,689)</b>	<b>(\$317,341)</b>	<b>(\$291,421)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$311,689)</b>	<b>(\$285,198)</b>	<b>(\$291,421)</b>

**YOUR RATES AT WORK**

## Corporate Strategic Planning

Department: Office of the CEO

### Purpose

Greater Shepparton City Council has an integrated planning framework that aligns strategic, corporate and operational plans to achieve sustainable outcomes and improvements for the municipality and our people. The framework includes long, medium and short-term plans.

Our business planning processes enables us to improve the quality of the services we offer to our community. Critical to this process understands what our community and customers value, now and into the future.

The Governance team ensures that consultative, inclusive, equitable, effective and efficient decision making is undertaken and that it is open, transparent and well informed. This is achieved through the implementation and on-going review of key policies and procedures.

### Influences

In undertaking planning across the organisation key influences include:

- Community consultation processes and outcomes
- Provision and review of infrastructure and services to the community
- Provision of a best practice approach to service delivery
- Sourcing appropriate support to enable community growth

Key influences that inform the Council's governance practices include:

- Development, implementation and review of the Council Plan
- Conducting of monthly meetings of Council
- Working across the organisation providing guidance on key processes to deliver service in accordance with the Local Government Act and other relevant legislation

### Critical Issues / Challenges

Critical issues for this area include access to decision makers in government and non-government areas and resources management and engagement of the organisation and community.

Council will commence a review of the service delivery model which supports the community and the organisation to ensure that it is providing the services required by the community and that those services are provided as value for money.

Leading into this four year plan the organisation has undergone a total organisational scan which has seen a new organisational structure implemented. This new structure has been designed to most effectively deliver quality services to our community. This review has led to a change in approach towards business and service planning.

### Link to the Council Plan

Goal 5, Objective 2 - Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.  
Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Commencement of a service planning model.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Corporate Strategic Planning

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$51,498	\$15,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$51,498</b>	<b>\$15,000</b>
<b>EXPENSE</b>				
301	Salaries	\$308,070	\$193,070	\$309,568
302	Salary On costs	\$39,730	\$32,730	\$40,856
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$800	\$0
362	Consultants	\$88,000	\$230,600	\$20,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$45,000	\$85,211	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$1,500	\$1,500	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$89,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$482,300)</b>	<b>(\$543,911)</b>	<b>(\$459,424)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$482,300)</b>	<b>(\$492,413)</b>	<b>(\$444,424)</b>

**YOUR RATES AT WORK**

## Risk Management

Department: Office of the CEO

### Purpose

The Risk Management team provides a structure and framework to manage organisational risk, including implementing processes to mitigate risk and responding to risk incidents and actions, as well as managing internal and external audit functions for the organisation.

The Risk Management area provides a structured approach to reviewing compliance with legislation, policy, approved procedures and processes and provides recommendations in relation to improvement in identified risk areas. This includes convening an Audit Committee in providing a forum for review of predominantly risk related issues for Council, as well as regularly reviewing the financial performance of the organisation. This area also manages the Council's insurance portfolio.

### Influences

The need to minimise risk issues for Council in the delivery of services and facilities underpins the risk management framework. Sound financial management is also a priority. In consistently improving the management of risk across the organisation and community, key priorities include conducting a comprehensive review of all risk management functions, and further development of Council's risk register via the activation of software "Vault".

### Critical Issues / Challenges

The critical issue in mitigating and responding to risk is the availability of resources to appropriately respond to issues of risk internally and externally to the organisation. An additional challenge is meeting the needs and demands of the community in a cost effective manner.

### Link to the Council Plan

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Risk Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$4,250	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$65,000	\$690,000	\$78,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$65,000</b>	<b>\$694,250</b>	<b>\$78,000</b>
<b>EXPENSE</b>				
301	Salaries	\$141,027	\$141,027	\$148,027
302	Salary On costs	\$18,120	\$18,120	\$19,536
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$818	\$0
362	Consultants	\$138,000	\$70,000	\$122,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$14,800	\$47,450	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$1,000	\$1,000	\$1,000
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$500	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$130,500	\$116,000
372	External Labour	\$0	\$5,624	\$0
373	Repairs and Maintenance	\$0	\$180,000	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$1,122,655	\$1,125,655	\$1,028,000
399	Internal Expense Charge	\$0	\$600	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,435,602)</b>	<b>(\$1,721,294)</b>	<b>(\$1,434,563)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,370,602)</b>	<b>(\$1,027,044)</b>	<b>(\$1,356,563)</b>

**YOUR RATES AT WORK**



## Marketing and Communications

Department: Marketing and Communications

### Purpose

The Greater Shepparton community has the right to be fully informed regarding Council priorities and projects and processes and the benefits these provide to individuals and the broader community. Council also needs to understand what the community and customers value, now and into the future, and use this to drive organisational design, strategy and services. The Marketing and Communications Team play a key role in communicating and engaging with the community to ascertain their needs, thoughts, ideas and perceptions, as well as informing the community how their needs and expectations will be met.

The Marketing and Communications Team is therefore responsible for facilitating clear and consistent communication ensuring members of the community is fully aware, informed and engaged in Council activities.

### Influences

Previously the marketing of Greater Shepparton City Council has been very reactive and ad hoc. The implementation of a more strategic approach to marketing the organisation requires investment. The marketing of the organisation is transitioning from a one-way reactive communication model to one of engagement and being more proactive.

The Marketing and Communications Team engages with and influences the community via:

- Development of a strategic integrated marketing and communication plan for key initiatives linked to the Council Plan
- Enhancement and protection of the Greater Shepparton City Council reputation
- Development of staff and Councillor capacity to effectively communicate and interact with citizens, media, government and other key stakeholders
- Undertaking research to inform and improve service delivery
- Proactive and responsive communication via a range of communication channels

### Critical Issues / Challenges

There are several critical issues that have informed the direction of the marketing of Greater Shepparton City Council. These issues include:

- Strong brand awareness but limited understanding and/or negative association
- The community's limited understanding of the breadth of services delivered by Council and Council's roles and responsibilities.
- The outcome of the 2013 Local Government Satisfaction Survey with Greater Shepparton receiving a result of 55 per cent.
- Perceived excessive high residential and commercial rates.
- The need to embrace the diverse nature of our community.
- The need to use social media to inform the community of Council activities.

### Link to the Council Plan

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community

Goal 5, Objective 1 - Develop and implement best practice communication strategies.

### Service Growth Areas

Implementation of Councils Marketing and Communication Strategy

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Marketing and Communications

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$557,453	\$557,453	\$584,682
302	Salary On costs	\$70,695	\$70,695	\$76,144
321	Plant	\$17,000	\$17,000	\$12,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$297,000	\$324,000	\$333,415
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$85,000	\$54,978	\$0
365	Stationery/Office Consumables	\$1,000	\$1,450	\$1,000
366	Professional Memberships	\$1,220	\$1,220	\$1,500
367	Publications/Subscriptions	\$8,200	\$8,200	\$19,000
369	Utilities	\$0	\$0	\$1,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$1,000	\$1,100	\$5,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,038,568)</b>	<b>(\$1,036,096)</b>	<b>(\$1,033,826)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,038,568)</b>	<b>(\$1,036,096)</b>	<b>(\$1,033,826)</b>

**YOUR RATES AT WORK**

## Shepparton Show Me

Department: Marketing and Communications

### **Purpose**

Shepparton Show Me is a comprehensive marketing program with the objective of enticing people to come to Shepparton, utilise the city's services, attend an event or festival, dine, stay overnight and shop at local businesses.

### **Influences**

Shepparton Show Me, through marketing activities including advertising, sponsorship and promotions, stimulates activity to provide opportunities for the retail, commercial and industrial sectors to thrive.

### **Critical Issues / Challenges**

In particular growth of the retail sector is being hampered through the growth of online shopping, and competition from metropolitan and other regional areas. The CBD faces fierce competition from Neighbourhood centres with consistent extended trading hours.

With the current challenges facing business in Greater Shepparton, Shepparton Show Me has increased its services to focus on customer service training and motivational activities to attempt to address the competition from online shopping.

### **Link to the Council Plan**

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community

### **Service Growth Areas**

Nil

### **Service Reduction Areas**

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Show Me

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$240	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$240</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$96,888	\$96,888	\$69,441
302	Salary On costs	\$12,449	\$12,449	\$9,162
321	Plant	\$10,000	\$10,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$491,956	\$537,694	\$543,469
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$34,790	\$34,790	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$500	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$400	\$1,000
372	External Labour	\$0	\$0	\$20,000
373	Repairs and Maintenance	\$0	\$0	\$1,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$646,083)</b>	<b>(\$692,721)</b>	<b>(\$644,072)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$646,083)</b>	<b>(\$692,481)</b>	<b>(\$644,072)</b>

**YOUR RATES AT WORK**

## People Performance

Department: People Performance

### Purpose

Greater Shepparton City Council is a high performing organisation delivering quality services and experiences for members of the local community. The recruitment, development and retention of our staff is essential in successfully servicing the Greater Shepparton municipality and effectively managing the organisation.

Our people are our most valued resource. We have a diverse workforce of committed individuals with an extensive range of skills and experience. We aspire to be an employer of choice and to operate collectively as one organisation in achieving the aims and objectives of the Council Plan.

People Performance build organisational capability through strategic recruitment and job design, workforce planning, performance management, employee health and wellbeing initiatives, equal opportunity/diversity employment practices and co-ordination of professional development. The team facilitates a safe and respectful working environment that supports staff to be successful in their role.

### Influences

A transitional management plan was adopted with 117 transitional tasks to be undertaken from June 2012 over the next two year period. Each task identified required the preparation of a transition management project plan. As at February 2013, 88 per cent of these project plans had been developed and 34 per cent of all projects have been completed and finalised. Each task requires a Transitional Plan with all Plans to be completed.

A considerable amount of work is being undertaken to review all current position descriptions, review functional responsibilities, review and establish new financial charts, review and establish new Information Services file structure.

### Critical Issues / Challenges

Leading into this four year plan the organisation has undergone a total organisational scan which has seen a new organisational structure implemented. This new structure has been designed to most effectively deliver quality services to our community.

On the 14 June 2012 the new organisational structure was released to all employees. A transition management process was put in place to assist the organisation transition to the new structure.

The organizational structure will continually be under review to ensure that it is the most efficient and effective that it can be.

It is anticipated that over the next four years there may be small increases in Human Resource staffing levels as different service levels are considered and the organisational restructure is implemented.

The development of a People Performance Strategy to document what has occurred over the last 2 years, but also to provide direction and guidance to staff.

### Link to the Council Plan

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: People Performance

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$10,000	\$17,694	\$0
104	Other Income	\$0	\$1,161	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$10,000</b>	<b>\$18,855</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$957,151	\$1,057,151	\$1,090,448
302	Salary On costs	\$127,352	\$127,352	\$143,903
321	Plant	\$16,493	\$16,493	\$12,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$9,000	\$18,000	\$5,000
362	Consultants	\$105,000	\$185,000	\$85,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$66,000	\$71,000	\$502,000
365	Stationery/Office Consumables	\$1,000	\$1,000	\$1,000
366	Professional Memberships	\$47,450	\$44,700	\$35,950
367	Publications/Subscriptions	\$1,350	\$4,100	\$1,350
368	Training	\$850,450	\$981,950	\$1,058,098
369	Utilities	\$0	\$3,700	\$8,000
370	Legal Expenses	\$33,500	\$170,000	\$58,500
371	Materials and Services	\$5,500	\$5,500	\$5,500
372	External Labour	\$10,000	\$0	\$10,000
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$585,000	\$900,000	\$580,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$2,815,246)</b>	<b>(\$3,585,946)</b>	<b>(\$3,596,834)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,805,246)</b>	<b>(\$3,567,091)</b>	<b>(\$3,596,834)</b>

**YOUR RATES AT WORK**

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# Greater Shepparton City Council

## Directorate – Business - Summary

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$2,251,458	\$2,641,444	\$3,106,169
102	Fees	\$642,522	\$1,921,442	\$1,926,671
103	Grants	\$4,097,766	\$4,264,323	\$8,347,378
104	Other Income	\$4,851,361	\$5,556,217	\$5,007,283
105	Rates and Charges	\$52,829,163	\$52,779,163	\$55,996,814
106	Contributions	\$0	\$0	\$0
107	Interest	\$1,143,500	\$1,136,801	\$1,213,000
108	Parking Fees and Fines	\$1,969,000	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$296,410	\$271,152	\$312,630
111	Fines	\$0	\$570,000	\$660,000
199	Internal Revenue Charges	\$0	\$42,000	\$0
<b>TOTAL INCOME</b>		<b>\$68,081,180</b>	<b>\$69,182,542</b>	<b>\$76,569,945</b>
<b>EXPENSE</b>				
301	Salaries	\$5,794,670	\$6,055,158	\$6,414,618
302	Salary On costs	\$786,145	\$686,614	\$744,883
303	FBT	\$166,000	\$166,000	\$200,000
321	Plant	\$245,545	\$285,545	\$201,865
341	Interest Expense	\$1,176,277	\$1,176,277	\$1,127,033
361	Advertising/Promotions/Marketing	\$98,300	\$97,650	\$76,500
362	Consultants	\$190,500	\$407,583	\$245,500
363	Contract Payments	\$424,711	\$985,400	\$1,325,280
364	General Expenses	\$5,651,622	\$6,249,262	\$4,824,908
365	Stationery/Office Consumables	\$97,100	\$86,900	\$127,000
366	Professional Memberships	\$12,450	\$18,776	\$19,000
367	Publications/Subscriptions	\$6,500	\$7,700	\$7,750
369	Utilities	\$201,350	\$309,157	\$451,510
370	Legal Expenses	\$110,000	\$148,898	\$369,000
371	Materials and Services	\$340,126	\$390,826	\$505,095
372	External Labour	\$412,800	\$107,800	\$137,800
373	Repairs and Maintenance	\$1,055,432	\$991,351	\$1,063,802
374	Cleaning	\$0	\$0	\$0
375	Corporate Expense	\$0	\$0	\$130,000
399	Internal Expense Charge	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>(\$16,770,528)</b>	<b>(\$18,171,897)</b>	<b>(\$17,972,544)</b>
<b>Net Surplus/(Loss)</b>		<b>\$51,310,652</b>	<b>\$51,010,645</b>	<b>\$58,597,401</b>

**YOUR RATES AT WORK**



## Business Services Management/Directorate

Department: Business Services

### Purpose

Lead and manage the Council's Business Directorate.

### Influences

The directorate is influenced by the Council Plan, legislative requirements and community expectations.

### Critical Issues / Challenges

Achieving the objectives of the Council Plan.

### Link to the Council Plan

Goal 3, Objective 2 - Ensure that retail strategies deliver appropriate outcomes for the community

Goal 4, Objective 1 - Ensure that the community has access to high quality facilities

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Business Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$208,541	\$251,051	\$218,198
302	Salary On costs	\$26,796	\$28,563	\$28,792
321	Plant	\$31,589	\$31,589	\$12,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$60,000	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$3,000	\$3,000	\$3,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$1,000	\$1,000	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$750	\$750	\$750
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$1,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$271,676)</b>	<b>(\$375,953)</b>	<b>(\$263,825)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$271,676)</b>	<b>(\$375,953)</b>	<b>(\$263,825)</b>

**YOUR RATES AT WORK**

## Strategic Asset Management

Department: Strategic Assets

### Purpose

To facilitate asset management planning through the provision of accurate, timely and meaningful asset information. This enables the effective management of infrastructure based on its condition to support the delivery of services to the community and manage Council properties by leasing based on demand for use on a case by case basis to maximise benefit.

### Influences

The services provided by Greater Shepparton City Council, like other Councils, are exposed to considerable financial risk due to the significant scale of its infrastructure investment of over \$1.181 billion. The estimated required annual renewal investment is equal to \$23 million.

Council at its February 17<sup>th</sup> meeting adopted a new asset management policy which will provide the drivers for asset management into the future.

### Critical Issues / Challenges

Council is better able to manage risks and achieve value for money in the delivery of services by applying a strategic approach to the management of its physical assets.

Improvements to the management and use of asset information are being made in the following areas.

- Assessing and understanding the condition of our assets.
- The timely collection and analysis of asset data including the condition of existing assets and assets gifted to Council due to new developments. The value of assets gifted to Council during the 2013-14 financial years was \$3.53 million.
- Reviewing how long each asset type can be used before it needs to be replaced.
- The modelling of long term asset renewal requirements based on asset condition rather than using depreciation expense as a benchmark.
- Aligning long term asset renewal funding requirements with long term financial planning
- Utilising service plans to inform the renewal, upgrade, creation or decommissioning of assets
- Reviewing and updating asset management plans for major asset groups.

### Link to the Council Plan

Goal 4, Objective 1 - Ensure that the community has access to high quality facilities

Goal 4, Objective 2 - Ensure that the community has access to appropriate transportation infrastructure.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Strategic Asset Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$245,717	\$25,717	\$24,500
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$1,500	\$801	\$1,000
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$270,000	\$241,802	\$279,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$517,217</b>	<b>\$268,320</b>	<b>\$304,500</b>
<b>EXPENSE</b>				
301	Salaries	\$641,641	\$485,000	\$404,226
302	Salary On costs	\$99,261	\$70,000	\$75,712
321	Plant	\$35,922	\$35,922	\$24,944
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$23,500	\$2,200	\$1,500
362	Consultants	\$70,000	\$15,000	\$190,000
363	Contract Payments	\$15,500	\$206,500	\$15,500
364	General Expenses	\$71,400	\$35,650	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$650	\$650	\$650
367	Publications/Subscriptions	\$500	\$500	\$500
369	Utilities	\$500	\$18,207	\$17,000
370	Legal Expenses	\$7,500	\$15,000	\$15,000
371	Materials and Services	\$30,000	\$0	\$21,220
372	External Labour	\$251,000	\$0	\$0
373	Repairs and Maintenance	\$30,000	\$0	\$7,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,277,374)</b>	<b>(\$884,629)</b>	<b>(\$773,252)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$760,157)</b>	<b>(\$616,309)</b>	<b>(\$468,752)</b>

**YOUR RATES AT WORK**

## Saleyards

Department: Strategic Asset Management

### Purpose

The Shepparton Regional Saleyards is a state-of-the-art selling facility with an emphasis on providing a pleasant environment for clients, agents, staff and stock.

### Influences

Shepparton Regional Saleyards caters for stock from North West Victoria and parts of NSW as far west as Wilcannia. The catchment area for the Shepparton Regional Saleyards is increasing compared to previous years. This is due to a number of factors including the closure of other regional saleyards, the scale of operations and increasing number of buyers and sellers in the one location.

Previous capital works have influenced clientele and include: 10,500m<sup>2</sup> roof over the sheep yards, major road, drainage and fencing works, installation and connection of 17 x 45,000 litre water tanks and commissioning of a bore, 5 new adjustable loading ramps, 5 new race readers.

### Critical Issues / Challenges

Current challenges for Saleyards operations include increasing numbers of cattle sold, the need for a trade waste system expert review, OH&S requirements, compliance for export of stock to the E.U. and the National Livestock Identification Scheme for sheep.

Council at its November meeting resolved to continue to undertake the capital works as identified in the Shepparton Regional Saleyards Masterplan, prepared a brief to examine the long term future of the Shepparton Regional Saleyards and refer to the 2014/15 budget for possible funding to enable long term future direction.

### Link to the Council Plan

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 4, Objective 1 - Ensure that the community has access to high quality facilities.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Saleyards

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$1,302,009	\$1,350,500	\$1,627,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$7,644	\$12,000	\$10,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$40,000	\$34,000	\$22,000
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$26,410	\$29,350	\$33,630
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$1,376,063</b>	<b>\$1,425,850</b>	<b>\$1,693,130</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary On costs	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$44,000	\$40,000	\$37,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$42,311	\$105,000	\$653,380
364	General Expenses	\$814,542	\$813,000	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$92,400	\$78,000	\$77,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$6,000	\$139,800
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$7,345	\$8,000	\$93,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,000,598)</b>	<b>(\$1,050,000)</b>	<b>(\$1,000,180)</b>
<b>Net Surplus/(Loss)</b>		<b>\$375,465</b>	<b>\$375,850</b>	<b>\$692,950</b>

**YOUR RATES AT WORK**

## Holiday Park

Department: Strategic Asset Management

### Purpose

The Victoria Lake Holiday Park is an existing facility and to continue to provide tourist services which suitably meet the needs of visitors to the municipality.

### Influences

Maintaining patronage of the Park will have a positive impact on tourism in the local area. The Park supports Greater Shepparton tourism businesses by providing quality accommodation. The level of patronage makes the Park viable and contributes positively to local businesses.

### Critical Issues / Challenges

Current challenges for Holiday Park operations include safety and OH&S requirements.  
Efficiently and effectively manage and provide affordable holiday opportunities.  
Provide short term access and Contribute to recreation and tourism.

A masterplan was developed for the saleyards in 2007 but it has been identified that this master plan needs to be reviewed as a result of other studies that have taken place since its development. A working party will be put together to work on a new masterplan.

### Link to the Council Plan

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 4, Objective 1 - Ensure that the community has access to high quality facilities.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Holiday Park

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$543,000	\$543,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$543,000</b>	<b>\$543,000</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$3,000	\$0
302	Salary On costs	\$0	\$400	\$0
321	Plant	\$0	\$40,000	\$39,027
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$5,000	\$5,000
362	Consultants	\$0	\$50,000	\$0
363	Contract Payments	\$0	\$277,000	\$257,000
364	General Expenses	\$0	\$4,000	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$6,000	\$6,000
367	Publications/Subscriptions	\$0	\$1,000	\$1,000
369	Utilities	\$0	\$60,000	\$67,000
370	Legal Expenses	\$0	\$15,398	\$0
371	Materials and Services	\$0	\$35,000	\$57,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$47,825	\$62,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$0</b>	<b>(\$544,623)</b>	<b>(\$494,527)</b>
<b>Net Surplus/(Loss)</b>		<b>\$0</b>	<b>(\$1,623)</b>	<b>\$48,473</b>

**YOUR RATES AT WORK**



## Financial Services

Department: Finance and Rates

### Purpose

Financial services consist of two key teams, the financial accounting team and the corporate accounting team.

The purpose of the Financial Accounting Team is to maintain accountability for all financial transactions of the Council, to implement and monitor internal control procedures, to maintain efficient financial accounting systems and records and to produce the statutory annual accounts. The Financial Accounting Team specifically delivers financial accounting, accounts payable, accounts receivable, taxation, auditing and acquittal processes and treasury management.

The purpose of the Corporate Accounting Team is to provide guidance, advice and support to the Council, management and the wider organisation to facilitate the development of the annual budget, quarterly budget reviews, monitoring and reporting on variances to budget, and to develop accounting and reporting systems that enable effective and efficient financial management.

### Influences

The key influences of the Financial Services Teams are ensuring that legislative requirements are met, including where there is a change to legislation and meeting internal service requirements whilst integrated service planning is bedded down in the organisation.

Council has spent considerable effort developing a detailed and transparent 2014-2024 Strategic Resource Plan which contains a number of key strategic directions. In particular, the Financial Services Team will be working with all areas of the organisation to ensure these strategic directions are delivered.

### Critical Issues / Challenges

- Efficiently and effectively manage the long term financial sustainability of the Council.
- Promoting the community's understanding of Council's financial performance and sustainability.

The inability to recruit a permanent Manager of Finance.

### Link to the Council Plan

Goal 5, Objective 3 – Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Financial Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$360,050	\$375,050	\$371,799
102	Fees	\$0	\$0	\$0
103	Grants	\$3,956,547	\$4,123,104	\$8,202,928
104	Other Income	\$4,843,717	\$5,544,217	\$4,996,783
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$902,000	\$902,000	\$900,000
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$10,062,314</b>	<b>\$10,944,371</b>	<b>\$14,471,510</b>
<b>EXPENSE</b>				
301	Salaries	\$1,266,244	\$1,608,000	\$1,886,835
302	Salary On costs	\$167,344	\$118,403	\$125,032
303	FBT	\$166,000	\$166,000	\$200,000
321	Plant	\$19,428	\$19,428	\$12,859
341	Interest Expense	\$1,176,277	\$1,176,277	\$1,127,033
361	Advertising/Promotions/Marketing	\$9,000	\$19,000	\$6,000
362	Consultants	\$60,000	\$118,000	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$4,293,780	\$4,758,742	\$4,687,908
365	Stationery/Office Consumables	\$0	\$700	\$0
366	Professional Memberships	\$3,800	\$3,800	\$4,500
367	Publications/Subscriptions	\$3,000	\$3,200	\$3,250
369	Utilities	\$1,700	\$400	\$840
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$1,000	\$84,075
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$7,166,573)</b>	<b>(\$7,992,950)</b>	<b>(\$8,138,332)</b>
<b>Net Surplus/(Loss)</b>		<b>\$2,895,741</b>	<b>\$2,951,421</b>	<b>\$6,333,178</b>

\*Includes superannuation expense for the whole organisation.

**YOUR RATES AT WORK**

## Rates and Valuations

Department: Finance and Rates

### Purpose

The Rates and Valuation Team is responsible for providing effective and efficient valuation, revenue raising and property services so as to ensure the accurate and timely collection of property rates and charges. Key functions include:

- Managing the valuation of all properties within the municipality for rating purposes;
- Raising annual rates and charges revenue;
- Collection of rates and charges;
- Levy, collect and pass on the Fire Services Property Levy to the Victorian Government;
- Production of the Council's voter's roll;
- Maintaining the Council's databases for:
  - Property and land records;
  - Rate and charges assessments;
  - Municipal valuation assessments;
  - Name and address register;
- Provision of property, rating and valuation information requests to various stakeholders.

### Influences

Key influences for the team include:

- Increase regulatory and compliance expectations from other agencies including Victorian Government;
- Implementation of legislative changes;
- Ensuring compliance with the Ministerial Guidelines on Differential Rating which became operative 1 July 2013;
- Coordination of the 2014 Property Revaluation return;
- Ongoing implementation of the Council's 2013-2017 Rating Strategy;
- Increased community expectations for ongoing communications and engagement; and
- Increasing demand for online delivery of services, such as rate notices.

### Critical Issues / Challenges

The key challenges for the Rates and Valuations Team relate to:

- Administering the Victorian Government's Fire Services Property Levy efficiently, effectively and accurately;
- Managing the completion of the 2014 Property Revaluation process; and
- Implementation of e-presentment solutions (e.g. BPAY View and/or Australia Post Digital Mailbox) for rate notices.

### Link to the Council Plan

Goal 5, Objective 3 – Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

- Online service delivery; and
- Payment arrangements, particularly those by Direct Debits.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Rates and Valuations

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$231,500	\$234,995	\$427,000
102	Fees	\$0	\$0	\$0
103	Grants	\$81,775	\$81,775	\$82,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$52,829,163	\$52,779,163	\$55,996,814
106	Contributions	\$0	\$0	\$0
107	Interest	\$200,000	\$200,000	\$290,000
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$53,342,438</b>	<b>\$53,295,933</b>	<b>\$56,795,814</b>
<b>EXPENSE</b>				
301	Salaries	\$388,337	\$509,000	\$378,742
302	Salary On costs	\$53,422	\$53,422	\$49,984
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$12,000	\$16,500	\$15,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$310,000	\$340,000	\$122,000
364	General Expenses	\$17,500	\$17,500	\$14,000
365	Stationery/Office Consumables	\$20,000	\$28,000	\$24,000
366	Professional Memberships	\$600	\$650	\$750
367	Publications/Subscriptions	\$2,000	\$2,000	\$2,000
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$11,500	\$8,500	\$254,000
371	Materials and Services	\$186,000	\$184,000	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,001,359)</b>	<b>(\$1,159,572)</b>	<b>(\$860,476)</b>
<b>Net Surplus/(Loss)</b>		<b>\$52,341,079</b>	<b>\$52,136,361</b>	<b>\$55,935,338</b>

**YOUR RATES AT WORK**

## Information Services

Department: Citizen Experience

### Purpose

The Information Services Business Unit maintains, develops and implements Council's hardware and software. Information services are also responsible for geospatial information and geographical mapping, as well as Council web presence and web development.

### Influences

The Information Services Business Unit has completed a large asset renewal project replacing the existing core network infrastructure and upgrading Council's disaster recovery capabilities, ensuring Council's ability to deliver services and suitably support Council employees. Greater Shepparton City Council continues to implement the Information Communications Technology (ICT) Strategy, which will influence the next 4 years of Council's information Systems new, upgrade and renewal projects.

### Critical Issues / Challenges

Greater Shepparton City Council has adopted a 5 year Information Communication Technology (ICT) Strategy that see the Information Services. The adopted ICT Strategy has the Information services business unit place a higher emphasis on systems support and development whilst continuing the network and hardware support it has traditionally offered. Available funding for ICT Strategy initiatives continues to be reviewed annually.

The ICT Strategy will be reviewed annually to monitor continual changes in technology.

### Link to the Council Plan

Goal 5, Objective 3 – Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Information Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$942,183	\$880,000	\$955,503
302	Salary On costs	\$123,405	\$110,000	\$126,095
321	Plant	\$19,428	\$19,428	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$1,000	\$1,000	\$1,000
362	Consultants	\$50,000	\$116,583	\$52,500
363	Contract Payments	\$0	\$0	\$220,000
364	General Expenses	\$258,600	\$270,600	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$2,600	\$2,876	\$2,900
367	Publications/Subscriptions	\$1,000	\$1,000	\$1,000
369	Utilities	\$78,000	\$124,300	\$261,920
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$20,400	\$20,400	\$47,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$1,008,087	\$925,526	\$891,802
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$2,504,703)</b>	<b>(\$2,471,713)</b>	<b>(\$2,573,079)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,504,703)</b>	<b>(\$2,471,713)</b>	<b>(\$2,573,079)</b>

**YOUR RATES AT WORK**

## Citizen Experience

Department: Citizen Experience

### Purpose

The Citizen Services Department is the first point of contact for our citizens and integral function of Greater Shepparton City Council. The department provides face-to-face, online and telephone support to our citizens. The team provides appropriate channel management on complex matters that require technical or expert support from other officers within Council.

Citizen Services strives to support Council's vision through ensuring that our citizen's enquiries and issues are acknowledged, understood and where possible, resolved at the first point of contact.

Citizen Services focus is to lift community perception of Council and our services. The Department aims to treat every individual who contacts Council with dignity and respect to ensure that Council's services are accessible to all members of Greater Shepparton.

### Influences

The Citizen Services Team engages with and is influenced by the community via:

- Developing strong internal relationships to ensure that the appropriate channels and officers are identified to provide first point of contact resolution for our citizens
- Development of an internal service culture that is based on partnership and dual ownership of outcomes for our community through organisation training
- Proactive and holistic servicing that ensures that the service experience results in positive relationships with our community members
- Developing relationships with organizations' that have a symmetry with Council so as to provide solid direction for our citizens on matters not directly dealt with by Council

### Critical Issues / Challenges

The critical issues and challenges currently being addressed by the Citizen Services Team are:

- Addressing the functionality of the current information technology systems to ensure that the systems have the ability to provide the data capture, accountability and quality information that enables Council to accurately reflect and articulate to our citizens the outcomes from their enquiry
- Developing the Citizen Services Team to engage in service that is open, transparent and elicits feedback from the community
- Creating service delivery standards that are achievable, sustainable and supported by the organisation that prioritises the outcome for the citizen.

Previously customer service provision has been viewed as a single department responsibility and distinctly separate from other functions of Council. The focus for Citizen Services is to embed the culture within Council of service being a 'whole of Council' responsibility by creating strong partnerships and support. This is beyond the daily function of the Citizen Services Team. This will take great investment and cultural shift by the organisation and has the potential to result in long term positive impacts on community perception of Council's customer service.

### Link to the Council Plan

Goal 5, Objective 1 - Develop and implement best practice communication strategies.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Citizen Experience

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$590,078	\$650,000	\$738,941
302	Salary On costs	\$79,423	\$82,723	\$97,486
321	Plant	\$19,428	\$19,428	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$500	\$4,000	\$1,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$14,000	\$14,000	\$14,500
364	General Expenses	\$12,000	\$5,000	\$0
365	Stationery/Office Consumables	\$1,000	\$500	\$1,000
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$4,000	\$3,000	\$9,500
372	External Labour	\$54,000	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$774,429)</b>	<b>(\$778,651)</b>	<b>(\$875,286)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$774,429)</b>	<b>(\$778,651)</b>	<b>(\$875,286)</b>

**YOUR RATES AT WORK**



## Information Management

Department: Citizen Experience

### Purpose

The Information Management team are responsible for the capture, recording and audit control of all activity conducted by Council.

The Information Management Team are focused on transitioning the organization to a 'paperless' environment. This involves partnering with each business unit to develop strategies to manage historical paper files and to effectively manage the storage and disposal schedules for this information. It also involves creating an electronic environment in which to do business from that complies with the standards set by the Public Records Act.

The Information Management Team are also tasked with educating the organisation on their record keeping responsibilities and ensuring that staff are trained in the EDRMS (Electronic Document Record Management System).

### Influences

The Information Management Team engages with and is influenced by the community via:

- Developing strong internal relationships to ensure that the appropriate systems are used for storing records and capturing vital Council information.
- Development of an internal service culture that is based on dual ownership of record keeping responsibilities to meet our legislated obligations as a public authority.
- Keeping up to date with legislative changes and requirements that Council must abide by.

### Critical issues / Challenges

The critical issues and challenges currently being addressed by the Information Management Team are:

- Consolidating the existing paper files to ensure that vital records are stored in a compliant and accessible manner
- Continue working towards the adopted target of 80% paper reduction and creating strong digital capture of information.
- Developing the Information Management Team to educate and partner with business units to ensure that our records are managed according to legislation.

Local governments as a whole are currently working toward transitioning from hardcopy records to digital. This transition creates a great deal of double handling and time consuming work in order to analyse and improve processes, break historical habits, existing forms and supporting information management governance documentation.

### Link to the Council Plan

Goal 5, Objective 1 – Develop and implement best practice communication strategies.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Information Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$346,079	\$324,000	\$402,035
302	Salary On costs	\$47,561	\$40,000	\$53,055
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$8,000	\$8,000	\$3,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$151,000	\$181,000	\$0
365	Stationery/Office Consumables	\$45,000	\$45,000	\$65,000
366	Professional Memberships	\$1,000	\$1,000	\$1,000
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$8,000	\$0	\$0
371	Materials and Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$20,000
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$130,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$606,640)</b>	<b>(\$599,000)</b>	<b>(\$674,090)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$606,640)</b>	<b>(\$599,000)</b>	<b>(\$674,090)</b>

**YOUR RATES AT WORK**

## Animal Management/Local Laws

Department: Citizen Experience

### Purpose

The Animal Management / Local Laws team supports the community through provision of a number of services that support our animal community and its owners and regulate the municipality through Council's Local Law 1.

These regulatory functions, governed by several Acts, are delivered to ensure a harmonious Greater Shepparton Community and include:

- Registering, renewals permit development and property checks to ensure responsible pet ownership for cats and dogs.
- Monitoring and administering Animal Business Registrations
- Managing the Animal Shelter operations for the community working towards optimal rehouse.
- Management of citizen enquiries, including investigations, infringements and warnings for both non-compliance with Councils' Local Law No 1 and the Domestic Animal Act and various other Acts.
- Fire Prevention activities to protect the community.

### Influences

The Animal Management and Low Laws Team engage with and are influenced by the community via:

- Ensuring compliance with registration and responsible ownership provisions under the Domestic Animal Act and encouraging the rehousing of animals to new homes.
- Developing a service culture that is based on educating the community on their regulatory obligations in relation to animal and local law matters.
- Delivering on the Domestic Animal Management Plan that is developed with the community and endorsed by Council
- Ensuring compliance with Local Law 1 to ensure that the community can live harmoniously.

### Critical Issues / Challenges

The critical issues and challenges currently being addressed by the Animal Management / Local Laws Team are:

- Educating the community on responsible pet ownership to reduce the instances of animals being 'at large', unidentifiable and inappropriately housed.
- Managing rural property owners whose boundary fences fall into disrepair which results in livestock being be a large, impounded and costly to manage.
- Working with the community to ensure compliance rather than needing to infringe on matters that can be rectified for a long term outcome.
- Delivering customer service in an, at times, agitated environment which prioritises the health and well-being of the community's animal population.

### Link to the Council Plan

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Animal Management and Local Laws

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$112,182	\$112,182	\$112,870
102	Fees	\$642,522	\$642,442	\$646,671
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$754,704</b>	<b>\$754,624</b>	<b>\$759,541</b>
<b>EXPENSE</b>				
301	Salaries	\$574,405	\$548,605	\$582,510
302	Salary On costs	\$73,808	\$70,828	\$76,867
321	Plant	\$74,585	\$74,585	\$58,788
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$8,300	\$8,950	\$10,000
362	Consultants	\$2,500	\$40,000	\$0
363	Contract Payments	\$42,900	\$42,900	\$42,900
364	General Expenses	\$5,000	\$5,770	\$0
365	Stationery/Office Consumables	\$21,600	\$3,200	\$21,500
366	Professional Memberships	\$2,800	\$2,800	\$3,200
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$15,500	\$15,000	\$17,000
370	Legal Expenses	\$33,000	\$50,000	\$40,000
371	Materials and Services	\$22,500	\$54,700	\$25,500
372	External Labour	\$80,800	\$80,800	\$85,800
373	Repairs and Maintenance	\$10,000	\$10,000	\$10,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>(\$968,698)</b>	<b>(\$1,009,138)</b>	<b>(\$975,065)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$213,994)</b>	<b>(\$254,514)</b>	<b>(\$215,524)</b>

**YOUR RATES AT WORK**

## Parking Enforcement

Department: Citizen Experience

### Purpose

The Parking Enforcement Team supports the community through provision of a number of services that ensure safe and equitable access in a traffic environment.

These regulatory functions governed by several Acts include the following:

- Parking Enforcement to ensure the continual flow of turnover of traffic in CBD areas to allow fair and reasonable access by all residents.
- Monitoring of controlled parking areas in the wider municipality.
- Management and regulation of the Disabled Parking Permit Scheme
- Management of the School Crossing Supervision program to ensure the safety of the community around school areas
- Issuing of specific permits, management and assessment of infringement objections
- Money collection and meter maintenance.

### Influences

The Parking Enforcement Team engages with and is influenced by the community via:

- Ensuring that the income generated by parking enforcement serves the community by financing upgrades to the Central Business District
- Developing a service culture that is non- confrontational and allows the constant flow of traffic and equitable access to services.
- Providing a safe environment for families to access school crossings.

### Critical Issues / Challenges

The critical issues and challenges currently being addressed by the Parking Enforcement Team are:

- Delivering services in an unobtrusive and consistent manner with a focus on educating our citizens on their obligations when parking.
- Ensuring the safety of our community at high traffic areas around schools
- Managing community perception about Parking Enforcements role and the perception that parking fees are too high.

### Link to the Council Plan

Goal 2, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Parking Enforcement

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$1,279,000	\$1,280,000
103	Grants	\$59,444	\$59,444	\$62,450
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
108	Parking Fees and Fines	\$1,969,000	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$570,000	\$660,000
199	Internal Revenue Charges	\$0	\$42,000	\$0
<b>TOTAL INCOME</b>		<b>\$2,028,444</b>	<b>\$1,950,444</b>	<b>\$2,002,450</b>
<b>EXPENSE</b>				
301	Salaries	\$837,162	\$796,502	\$847,628
302	Salary On costs	\$115,125	\$112,275	\$111,860
321	Plant	\$45,165	\$45,165	\$28,444
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$1,000	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$24,800	\$155,000	\$120,000
365	Stationery/Office Consumables	\$9,500	\$9,500	\$15,500
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$12,500	\$12,500	\$10,000
370	Legal Expenses	\$50,000	\$60,000	\$60,000
371	Materials and Services	\$77,226	\$86,726	\$119,000
372	External Labour	\$27,000	\$27,000	\$32,000
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,198,478)</b>	<b>(\$1,305,668)</b>	<b>(\$1,344,432)</b>
<b>Net Surplus/(Loss)</b>		<b>\$829,966</b>	<b>\$644,776</b>	<b>\$658,018</b>

**YOUR RATES AT WORK**

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# Greater Shepparton City Council

## Directorate – Community - Summary

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$6,250,377	\$6,110,227	\$6,238,027
102	Fees	\$656,312	\$657,162	\$727,932
103	Grants	\$8,926,719	\$9,769,275	\$9,742,556
104	Other Income	\$420,898	\$525,205	\$452,802
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$6,000	\$198,601	\$68,900
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$159,597	\$146,801	\$133,317
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$16,419,903</b>	<b>\$17,407,271</b>	<b>\$17,363,534</b>
<b>EXPENSE</b>				
301	Salaries	\$13,535,213	\$14,119,274	\$14,498,632
302	Salary On costs	\$1,763,277	\$1,797,036	\$1,913,238
321	Plant	\$447,170	\$454,925	\$208,898
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$657,951	\$651,524	\$694,956
362	Consultants	\$310,883	\$393,452	\$219,215
363	Contract Payments	\$4,903,338	\$5,469,648	\$5,823,675
364	General Expenses	\$2,432,344	\$2,678,029	\$982,981
365	Stationery/Office Consumables	\$51,350	\$49,857	\$51,762
366	Professional Memberships	\$19,537	\$18,343	\$21,207
367	Publications/Subscriptions	\$5,530	\$4,284	\$18,237
369	Utilities	\$1,091,756	\$1,042,702	\$1,039,444
370	Legal Expenses	\$0	\$4,600	\$3,000
371	Materials and Services	\$949,970	\$1,017,930	\$2,440,979
372	External Labour	\$331,925	\$387,402	\$34,428
373	Repairs and Maintenance	\$390,947	\$422,699	\$454,787
374	Cleaning	\$191,936	\$237,433	\$277,481
399	Internal Expense Charge	\$25	\$0	\$25
<b>TOTAL EXPENSES</b>		<b>(\$27,083,152)</b>	<b>(\$28,749,138)</b>	<b>(\$28,682,945)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$10,663,249)</b>	<b>(\$11,341,867)</b>	<b>(\$11,319,411)</b>

**YOUR RATES AT WORK**



## Community Management /Directorate

Department: Community

### Purpose

Appropriately administer the Greater Shepparton City Council Community directorate.

### Influences

The business unit is influenced by the direction set by the Council Plan and Budget.

### Critical Issues / Challenges

Achieving the objectives of the Council Plan and budget

### Link to the Council Plan

Goal 1, Objective 1 - Active and Engaged Communities (Social)

Goal 1, Objective 2 - Develop and implement a strategy for improving education opportunities for all ages.

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 1, Objective 5 - Embrace and Strengthen cultural harmony and diversity.

Goal 1, Objective 6 - Value Arts Culture and Heritage as an integral part of our dynamic community.

Goal 2, Objective 1 – Ensure that the environment is a major priority in planning for the future.

Goal 3, Objective 2 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 3 - Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

- Community building
- Service planning

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Community Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$246,761	\$246,761	\$276,399
302	Salary On costs	\$31,708	\$31,708	\$36,472
321	Plant	\$21,000	\$21,000	\$16,463
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$872	\$500
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$10,000	\$5,928	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$600	\$600	\$600
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$3,000	\$1,500	\$2,000
370	Legal Expenses	\$0	\$4,600	\$3,000
371	Materials and Services	\$0	\$100	\$6,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$313,069)</b>	<b>(\$313,069)</b>	<b>(\$341,434)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$313,069)</b>	<b>(\$313,069)</b>	<b>(\$341,434)</b>

**YOUR RATES AT WORK**

## Emergency Management

Department: Community

### Purpose

Administer the Municipal Emergency Management Plan, including community recovery.

### Influences

- Frequency of emergency.
- Preparedness for emergency.

### Critical Issues / Challenges

- Resources
- Community expectation

### Link to the Council Plan

Goal 1, Objective 1 - Continue to enhance community capacity building.

Goa 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

- Coordination
- Partnership
- Planning
- Communication

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$145,900	\$179,706	\$145,706
104	Other Income	\$0	\$909	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$145,900</b>	<b>\$180,615</b>	<b>\$145,706</b>
<b>EXPENSE</b>				
301	Salaries	\$113,130	\$111,930	\$89,992
302	Salary On costs	\$14,533	\$14,533	\$11,878
321	Plant	\$16,493	\$16,493	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$800	\$0
362	Consultants	\$0	\$2,400	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$86,500	\$71,812	\$11,800
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$800	\$800
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$10,800	\$53,412
372	External Labour	\$0	\$400	\$0
373	Repairs and Maintenance	\$0	\$34,000	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$230,656)</b>	<b>(\$263,968)</b>	<b>(\$180,741)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$84,756)</b>	<b>(\$83,353)</b>	<b>(\$35,035)</b>

**YOUR RATES AT WORK**

## Library

Department: Community

### Purpose

Greater Shepparton City Council is a member of the Goulburn Valley Regional Library Corporation (GVRLC) which delivers a range of library and other services including outreach programs. GVRLC is a separate Corporation and it is contracted to provide library services within their borders of the Greater Shepparton City, Moira Shire and Strathbogie Shire.

The region includes libraries in a number of towns such as Shepparton, Mooroopna, Tatura, Nathalia, Numurkah, Cobram, Yarrawonga, Euroa, Nagambie, and Violet Town. The GVRLC has a mobile library to bring services and resources to smaller towns and hamlets within the Goulburn Valley region e.g.: Barmah, Picola, Bearii, Avenel, St James, Tungamah, Waaia, Katunga, Strathmerton, Tallygaroopna, Dookie, Longwood, Katamatite, Katandra West, Murchison, Merrigum, Strathbogie and the schools of Toolamba, Avenel, Invergordon and Tungamah.

### Influences

- The strengths of the GVRLC are staff expertise, ability to engage with the communities served and the provision of a safe non-threatening environment for people of all ages and from all backgrounds and beliefs.
- GVRLC is managed by a Board with Councillor and staff representatives from all 3 municipalities.

### Critical Issues / Challenges

- Resources and state funding
- Community expectation
- Growth in municipality

### Link to the Council Plan

Goal 1, Objective 2 - Develop and implement a strategy for improving education opportunities for all ages.

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 1, Objective 5 - Embrace and strengthen cultural harmony and diversity.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Library

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$25,000	\$12,500	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$25,000</b>	<b>\$12,500</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$200	\$0
302	Salary On costs	\$0	\$100	\$0
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$1,445,966	\$1,430,000	\$1,472,900
364	General Expenses	\$50,000	\$20,000	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$60,000	\$60,000	\$55,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$20,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$30,000	\$36,441	\$20,000
374	Cleaning	\$0	\$8,559	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,585,966)</b>	<b>(\$1,555,300)</b>	<b>(\$1,567,900)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,560,966)</b>	<b>(\$1,542,800)</b>	<b>(\$1,567,900)</b>

**YOUR RATES AT WORK**

## Arts, Events & Tourism Management

Department: Arts, Events & Tourism

### Purpose

To lead, manage and oversee the successful delivery of all functions of the Arts, Events & Tourism Department.

### Influences

- Managing community needs, expectations and aspirations.
- Managing funding bodies
- Deliver the Council Plan 2013-2017.
- Shape, develop and deliver policy, strategy and services to maximise visitation to the region and participation in events, exhibitions and performing arts programs to maximise economic return, community connectedness and regional pride.

### Critical Issues / Challenges

- Competition from other regions
- Diminishing regional visitation

### Link to the Council Plan

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

Goal 3, Objective 3 – Enhance Greater Shepparton’s reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities.

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 3 – Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Arts, Events and Tourism Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$172,708
302	Salary On costs	\$0	\$0	\$22,789
321	Plant	\$0	\$0	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$0</b>	<b>\$0</b>	<b>(\$208,356)</b>
<b>Net Surplus/(Loss)</b>		<b>\$0</b>	<b>\$0</b>	<b>(\$208,356)</b>

**YOUR RATES AT WORK**



## Tourism

Department: Arts, Events & Tourism

### Purpose

The purpose of the Tourism Program is to;

- Promote Greater Shepparton as vibrant destination specifically targeting leisure, sports, cultural and business markets
- Raise the profile of the Tourism Industry in the region as a significant contributor to the local economy
- Maximise visitation to the region, and increase length of stay through the provision of quality visitor services and supporting the development of sustainable attractions, events and experiences

### Influences

National downward trend in visitor numbers to regional Australia in 2012/13

Operations of the Visitor Centre moved to 33 Nixon Street following the Lakeside Centre was destroyed by fire in May 2013. Visitor numbers returning to pre fire levels with positive response from visitors and local community. Participation in the development of a Destination Management plan for the Goulburn River Valley region in partnership with Goulburn River Valley Tourism member councils; Strathbogie, Murrindindi, Mitchell to identify tourism development opportunities and catalysts.

Launch of Discover Your Own Backyard Campaign targeting local residents as key influencers for visitation to the region and length of stay.

### Critical Issues / Challenges

Status of GRVT – not yet a Regional Tourism Board (RTB). Impacts access to funding and support from Tourism Victoria.

Rapid shift in the way in which visitors gain information and book services – mobile and web based technology.

Growing competition and maturation of other regional centres.

National downward trend in visitor numbers to regional Australia in 2012/13

### Link to the Council Plan

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 3 – Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

### Service Growth Areas

Destination Brand Development.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Tourism

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$2,500	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$46,500	\$54,346	\$36,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$1,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$49,000</b>	<b>\$54,346</b>	<b>\$37,500</b>
<b>EXPENSE</b>				
301	Salaries	\$272,278	\$322,411	\$322,801
302	Salary On costs	\$35,958	\$37,607	\$42,652
321	Plant	\$33,790	\$21,449	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$127,000	\$105,000	\$140,730
362	Consultants	\$92,000	\$63,000	\$37,000
363	Contract Payments	\$15,720	\$9,800	\$146,225
364	General Expenses	\$104,600	\$101,914	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$7,000	\$6,500	\$7,000
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$12,500	\$8,885	\$10,500
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$28,500	\$26,506	\$47,950
372	External Labour	\$6,000	\$1,500	\$0
373	Repairs and Maintenance	\$68,000	\$56,500	\$56,200
374	Cleaning	\$0	\$0	\$2,120
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$803,346)</b>	<b>(\$761,072)</b>	<b>(\$813,178)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$754,346)</b>	<b>(\$706,726)</b>	<b>(\$775,678)</b>

**YOUR RATES AT WORK**

## Events

Department: Arts, Events & Tourism

### Purpose

The purpose of the Events Program is to:

- Promote Greater Shepparton as a vibrant destination,
- Maximise visitation to the region, and increase length of stay through the development of sustainable events,
- Position Greater Shepparton as a leading regional sports events destination,
- Reduce economic leakage by presenting a range of diverse events to engage local audiences.

### Influences

- Attendances at events
- Funding secured for the completion of capital projects.
- Successful events through competitive bids

### Critical Issues / Challenges

- Growing competition from other regional centres and facilities for established events.
- Accommodation capacity.

### Link to the Council Plan

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

Goal 3, Objective 3 – Enhance Greater Shepparton’s reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Events

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$210,000	\$223,000	\$225,000
102	Fees	\$0	\$850	\$0
103	Grants	\$35,000	\$51,000	\$35,000
104	Other Income	\$23,000	\$112,694	\$13,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$268,000</b>	<b>\$387,544</b>	<b>\$273,000</b>
<b>EXPENSE</b>				
301	Salaries	\$556,874	\$539,540	\$383,146
302	Salary On costs	\$74,687	\$67,157	\$50,562
321	Plant	\$42,922	\$42,322	\$19,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$205,500	\$152,733	\$156,000
362	Consultants	\$20,000	\$20,000	\$25,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$318,000	\$448,380	\$389,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$57,500	\$50,000	\$55,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$61,000	\$81,791	\$289,250
372	External Labour	\$225,500	\$265,478	\$0
373	Repairs and Maintenance	\$53,000	\$78,000	\$53,000
374	Cleaning	\$0	\$0	\$46,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,614,983)</b>	<b>(\$1,745,401)</b>	<b>(\$1,466,043)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,346,983)</b>	<b>(\$1,357,857)</b>	<b>(\$1,193,043)</b>

**YOUR RATES AT WORK**

## Shepparton Art Museum (SAM)

Department: Arts, Events & Tourism

### Purpose

As the holder of one of Australia's most significant ceramic collections along with an extensive painting and works on paper store, the Shepparton Art Museum (SAM) houses, conserves, researches, communicates and exhibits for the purposes of study, education and enjoyment, the permanent collection of the museum and temporary exhibitions on behalf of the community.

### Influences

- Attendance at exhibitions
- Presenting relevant and interesting exhibitions

### Critical Issues / Challenges

- Research future location for a growing SAM
- Continually engaging local and regional audiences
- Housing and exhibiting a growing collection of acquisitions and gifted works

### Link to the Council Plan

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Art Museum

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$12,000	\$11,000	\$26,490
102	Fees	\$0	\$0	\$0
103	Grants	\$233,000	\$257,907	\$146,618
104	Other Income	\$45,000	\$35,000	\$51,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$171,700	\$63,700
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$290,000</b>	<b>\$475,607</b>	<b>\$287,808</b>
<b>EXPENSE</b>				
301	Salaries	\$528,918	\$529,282	\$487,091
302	Salary On costs	\$67,077	\$69,238	\$64,278
321	Plant	\$12,600	\$12,600	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$64,000	\$79,024	\$98,300
362	Consultants	\$7,000	\$22,100	\$33,025
363	Contract Payments	\$0	\$266,378	\$16,500
364	General Expenses	\$224,570	\$282,741	\$55,000
365	Stationery/Office Consumables	\$4,000	\$6,500	\$6,500
366	Professional Memberships	\$1,305	\$1,305	\$1,305
367	Publications/Subscriptions	\$2,000	\$1,000	\$1,000
369	Utilities	\$1,200	\$43,300	\$43,800
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$5,000	\$6,080	\$235,132
372	External Labour	\$5,000	\$5,420	\$0
373	Repairs and Maintenance	\$0	\$7,700	\$20,000
374	Cleaning	\$0	\$144	\$9,500
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$922,670)</b>	<b>(\$1,332,812)</b>	<b>(\$1,071,431)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$632,670)</b>	<b>(\$857,205)</b>	<b>(\$783,623)</b>

**YOUR RATES AT WORK**

## Performing Arts & Conventions

Department: Arts, Events & Tourism

### Purpose

The purpose of the Program is to encourage participation and enjoyment of the Performing Arts in the community both at Riverlinks Venues (Westside PAC and Eastbank PAC) and in small towns and to maximise the usage of the Council owned and operated Eastbank Performing Arts and Convention Centre.

### Influences

- Presenting relevant performances
- Attendance at presented events
- Maintaining infrastructure

### Critical Issues / Challenges

- General downturn in discretionary spending and theatre attendance
- Increasing activity from the commercial entertainment industry and market saturation
- Ageing audiences and ensuring relevance to audiences
- Competition with digital entertainment mediums
- Age and condition of WestSide PAC
- Lack of a Joint Use Agreement for WestSide PAC

### Link to the Council Plan

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Performing Arts and Conventions

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$602,400	\$600,500	\$604,045
102	Fees	\$0	\$0	\$0
103	Grants	\$120,000	\$120,000	\$120,000
104	Other Income	\$142,998	\$135,498	\$150,660
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$4,000	\$4,000	\$4,200
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$869,398</b>	<b>\$859,998</b>	<b>\$878,905</b>
<b>EXPENSE</b>				
301	Salaries	\$780,074	\$798,157	\$839,707
302	Salary On costs	\$104,642	\$101,104	\$110,806
321	Plant	\$16,066	\$16,066	\$13,211
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$112,400	\$104,900	\$115,650
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$338,634	\$313,946	\$346,765
364	General Expenses	\$72,096	\$75,921	\$20,000
365	Stationery/Office Consumables	\$11,000	\$11,000	\$12,000
366	Professional Memberships	\$1,850	\$2,108	\$3,240
367	Publications/Subscriptions	\$140	\$140	\$140
369	Utilities	\$138,700	\$93,700	\$98,252
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$57,980	\$61,900	\$144,588
372	External Labour	\$61,925	\$40,275	\$0
373	Repairs and Maintenance	\$47,897	\$50,797	\$58,847
374	Cleaning	\$13,000	\$15,000	\$16,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,756,404)</b>	<b>(\$1,685,014)</b>	<b>(\$1,779,206)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$887,006)</b>	<b>(\$825,016)</b>	<b>(\$900,301)</b>

**YOUR RATES AT WORK**



## Aged Services

Department: Neighbourhoods

### Purpose

Greater Shepparton assists our most vulnerable communities, through providing a Home and Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.

### Influences

Greater Shepparton through external funding from the Department of Health and the Department of Health and Ageing delivers 26,795 hours of home care, 9,199 hours of personal care, 11,952 hours of respite care and 2,653 hours of home maintenance annually. Council also provides 18 Commonwealth funded Community Aged Care Packages to eligible members of the community; each package is valued at \$13,621.

Greater Shepparton promotes the Active Service Model of Community Aged Care. To reduce social isolation and encourage active participation in the community, Council offers Social Connection programs through HACC funding to create active socialisation opportunities for older people in the greater Shepparton community.

Council provides a financial contribution towards the food services program (Meals on Wheels). Annually, Council engages contractors and volunteers to deliver approximately 30,000 meals to residents within the municipality.

Greater Shepparton City Council is a key stakeholder in the Goulburn Valley Aged Care Planning Forum which ensures that all residents in the region have access to timely, appropriate, and professionally delivered services to allow continued independence and community participation for as long as possible.

### Critical Issues / Challenges

- Announcement and implementation of the Aged Care Reforms by the Commonwealth government.
- Increasing Ageing population as detailed in the 2011 census data.
- Ageing infrastructure of Senior Citizens buildings within the municipality.

### Link to the Council Plan

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

### Service Growth Areas

Aged Care Package Round (ACAR)

### Service Reduction Areas

Dissolving of Alliance to deliver Veterans Home Care Services

Dissolution of Goulburn Lower Hume Community Aged Care Package Alliance

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Aged Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$22,000	\$22,000	\$10,000
102	Fees	\$656,312	\$656,312	\$727,932
103	Grants	\$3,166,809	\$3,384,603	\$3,301,262
104	Other Income	\$0	\$0	\$2,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$2,000	\$2,150	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$3,847,121</b>	<b>\$4,065,065</b>	<b>\$4,041,694</b>
<b>EXPENSE</b>				
301	Salaries	\$1,062,844	\$1,117,686	\$1,051,342
302	Salary On costs	\$135,983	\$136,591	\$138,742
321	Plant	\$16,066	\$16,066	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$1,000	\$0	\$1,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$2,258,228	\$2,559,636	\$2,641,339
364	General Expenses	\$452,574	\$503,852	\$2,000
365	Stationery/Office Consumables	\$1,200	\$1,200	\$1,200
366	Professional Memberships	\$75	\$75	\$80
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$31,275	\$25,125	\$32,545
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$379,125
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$5,000	\$0
374	Cleaning	\$27,000	\$27,000	\$27,000
399	Internal Expense Charge	\$25	\$0	\$25
<b>TOTAL EXPENSES</b>		<b>(\$3,986,270)</b>	<b>(\$4,392,231)</b>	<b>(\$4,274,398)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$139,149)</b>	<b>(\$327,166)</b>	<b>(\$232,704)</b>

**YOUR RATES AT WORK**

## Neighbourhoods Management

Department: Neighbourhoods

### Purpose

To lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.

### Influences

- Managing community needs, expectations and aspirations.
- Managing funding bodies.
- Deliver the Council Plan 2013-2017.
- Shape, develop and deliver policy, strategy and services to ensure an enhanced sense of community connectedness and wellbeing.

### Critical Issues / Challenges

- Staffing availability and skill level
- Community expectation

### Link to the Council Plan

Goal 1, Objective 1 - Continue to enhance Community Capacity Building.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Neighbourhood Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$41,200	\$82,754	\$85,957
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$41,200</b>	<b>\$82,754</b>	<b>\$85,957</b>
<b>EXPENSE</b>				
301	Salaries	\$411,563	\$411,563	\$473,305
302	Salary On costs	\$54,556	\$54,556	\$62,459
321	Plant	\$75,123	\$75,123	\$19,172
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$8,000	\$2,000	\$15,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$88,675
364	General Expenses	\$116,935	\$116,435	\$0
365	Stationery/Office Consumables	\$0	\$0	\$3,000
366	Professional Memberships	\$1,500	\$500	\$1,500
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$1,500	\$1,500
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$21,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$667,677)</b>	<b>(\$661,677)</b>	<b>(\$686,111)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$626,477)</b>	<b>(\$578,923)</b>	<b>(\$600,154)</b>

**YOUR RATES AT WORK**

## Community Strengthening

Department: Neighbourhoods

### Purpose

To bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.

### Influences

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for Greater Shepparton.

Building resilient communities requires initiatives that benefit the community for the long term, equipping them for future challenges. It is a development approach that blends 'bottom up' community-driven change, with 'top down' resourcing, facilitation and coordination by local government. Council supports community development through the following areas:

- Community Safety
- Municipal Health and Wellbeing
- Cultural Development
- Aboriginal Partnerships
- Localities Embracing and Accepting Diversity Program
- Community Matching Grants (\$75,000)
- Neighbourhood Planning
- Women's charter
- Volunteer development
- Community Development
- Community Donations (\$190,000)
- Neighbourhood/Community Houses (\$17,735 per House, five in total).

### Critical Issues / Challenges

Cessation of funded projects and managing community expectations.

Additional EFT is required to fully perform the functions required in this Branch.

On-going funding from the State Government to support the delivery of adult education and community support programs.

### Link to the Council Plan

Goal 1, Objective 1 – Continue to enhance community capacity building.

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

### Service Growth Areas

Increase of \$25,000 for Matching Grants Program

\$65,888 CCTV operations

\$6,000 networking opportunities between community planning groups

### Service Reduction Areas

Cessation of state funded programs.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Community Strengthening

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$2,200
102	Fees	\$0	\$0	\$0
103	Grants	\$66,800	\$44,091	\$0
104	Other Income	\$3,400	\$9,250	\$11,400
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$3,900	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$70,200</b>	<b>\$57,241</b>	<b>\$13,600</b>
<b>EXPENSE</b>				
301	Salaries	\$598,371	\$568,348	\$688,459
302	Salary On costs	\$76,885	\$73,161	\$90,814
321	Plant	\$46,470	\$46,892	\$22,432
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$6,000	\$15,775	\$25,750
362	Consultants	\$9,600	\$9,213	\$50,000
363	Contract Payments	\$75,000	\$75,000	\$265,000
364	General Expenses	\$487,817	\$456,536	\$245,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$375
367	Publications/Subscriptions	\$0	\$0	\$12,800
369	Utilities	\$0	\$4,743	\$4,345
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$6,467	\$174,350
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$10,350	\$2,000	\$57,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,310,493)</b>	<b>(\$1,258,135)</b>	<b>(\$1,636,325)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,240,293)</b>	<b>(\$1,200,894)</b>	<b>(\$1,622,725)</b>

**YOUR RATES AT WORK**

## Access and Inclusion

Department: Neighbourhoods

### Purpose

To work towards ensuring all residents and visitors of Greater Shepparton have access to Council facilities and events, through compliance of legislative requirements at a minimum, striving toward exceeding these requirements.

Build and strengthen the community's capacity to provide support to people with a disability and their families through a range of strategies which include networking, community education, policy development, partnership development and specific project development.

### Influences

Any changes within the relevant Acts, that need to be adhered to.

A part of this program, Department of Human Services provides funding for the position of a Rural Access Officer over the three municipalities, Greater Shepparton, Moira Shire and Strathbogie Shire Council.

Council appoints community members and local organizations' to the Disability Advisory Committee and the Positive Aging Advisory Committee.

### Critical Issues / Challenges

Any reduction in funding.

### Link to the Council Plan

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Access and Inclusion

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$105,000	\$110,461	\$113,775
104	Other Income	\$0	\$723	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$105,000</b>	<b>\$111,184</b>	<b>\$113,775</b>
<b>EXPENSE</b>				
301	Salaries	\$106,510	\$83,174	\$118,011
302	Salary On costs	\$13,688	\$11,420	\$15,573
321	Plant	\$13,900	\$13,900	\$10,347
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$3,000	\$3,180	\$4,500
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$17,594	\$59,011	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$1,150	\$570	\$1,300
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$32,919
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$155,842)</b>	<b>(\$171,255)</b>	<b>(\$182,650)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$50,842)</b>	<b>(\$60,071)</b>	<b>(\$68,875)</b>

**YOUR RATES AT WORK**



## Active Living Management and Coordination

Department: Active Living

### Purpose

The Active Living Department oversees the strategic direction and daily operations of Aquamoves, Seasonal Pools in Mooroopna, Merrigum and Tatura, Indoor Sports Stadiums in Shepparton, Mooroopna and Tatura, SPC Ardmona KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs. The Department provides input into the development of Council policy and procedures relevant to the activity areas and is responsible for their implementation at program and site level and is responsible for the development of and reporting against annual budgets and performance objectives such as those identified in the Council Plan.

### Influences

The management and operation of the sites and programs under the Active Living Departments control host over 700,000 visits each year and require significant financial, asset, risk, human resource and project management. The overall management structure of Council provides this framework to allow for appropriate levels of support and direction to be provided at Department, Branch and Program level.

### Critical Issues / Challenges

Ensuring services reflect community expectations but are delivered in a financial, social and environmentally sustainable manner.

### Link to Council Plan

Goal 1, Objective 4 – Provide sustainable services to our community

Goal 4, Objective 1 – Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Active Living Management and Coordination

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$15,000	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$15,000</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$250,351	\$250,351	\$272,725
302	Salary On costs	\$33,396	\$33,396	\$35,994
321	Plant	\$16,066	\$16,066	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$2,800	\$0
362	Consultants	\$95,000	\$115,000	\$35,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$3,500	\$17,000	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$600	\$800
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$15,000	\$675	\$25,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$1,500	\$25	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$414,813)</b>	<b>(\$435,913)</b>	<b>(\$382,378)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$414,813)</b>	<b>(\$420,913)</b>	<b>(\$382,378)</b>

**YOUR RATES AT WORK**

## Regional Aquatic Centre

Department: Active Living

### Purpose

Operation and management of Greater Shepparton's regional aquatic centre and gym Aquamoves.

### Influences

With over 350,000 programmed and 600,000 total visits each year, Aquamoves is amongst the Greater Shepparton community's highest utilised services and assets. The centre services users from all townships across the municipality as well as playing host to a number of regional and state wide events.

Aquamoves is a key driver in contributing to the overall health and well-being of the community by providing a suite of programs and services that support education and participation in physical activity and healthy eating.

### Critical Issues / Challenges

Aquamoves faces a number of financial challenges in delivering the current level of services. These include:

- Competition with private service providers
- The impacts on revenue generation through the state of the broader economic climate and impact on disposable income.
- The challenge of maintaining operational costs, in particular utilities with gas and electricity expected to increase by approximately \$140,000 or 45 per cent since 2011/2012.

### Link to the Council Plan

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 2, Objective 1 - 1. Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 3 - Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Regional Aquatic Centre

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$2,763,412	\$2,772,171	\$2,999,831
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$45,000	\$47,967	\$45,742
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$33,744	\$32,604	\$34,925
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$2,842,156</b>	<b>\$2,852,742</b>	<b>\$3,080,498</b>
<b>EXPENSE</b>				
301	Salaries	\$1,901,743	\$1,993,013	\$2,108,508
302	Salary On costs	\$246,432	\$245,967	\$278,323
321	Plant	\$16,066	\$28,802	\$13,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$31,500	\$45,870	\$46,366
362	Consultants	\$2,500	\$2,500	\$2,500
363	Contract Payments	\$83,790	\$78,888	\$84,071
364	General Expenses	\$27,000	\$80,890	\$36,181
365	Stationery/Office Consumables	\$15,000	\$11,143	\$13,762
366	Professional Memberships	\$2,000	\$2,200	\$1,900
367	Publications/Subscriptions	\$1,000	\$1,250	\$1,049
369	Utilities	\$500,716	\$472,715	\$429,496
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$173,500	\$139,780	\$182,764
372	External Labour	\$30,000	\$24,845	\$31,178
373	Repairs and Maintenance	\$60,000	\$63,225	\$75,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$3,091,247)</b>	<b>(\$3,191,088)</b>	<b>(\$3,304,957)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$249,091)</b>	<b>(\$338,346)</b>	<b>(\$224,459)</b>

**YOUR RATES AT WORK**

## Rural Outdoor Pools

Department: Active Living

### Purpose

Provision of seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee managed Murchison swimming pool.

### Influences

The rural outdoor pools are important community assets providing access to safe recreational swimming facilities over the summer. In 2012/2013 the combined pools had over 15,000 visits including a number of school aquatic education programs, community events and bookings by sporting clubs.

### Critical Issues / Challenges

- Ongoing trend of declining use of rural pools
- Ageing facilities and infrastructure that require renewal
- Changes in climatic conditions

### Link to the Council Plan

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil - Anticipated maintaining current levels of service while detailed overall review is undertaken.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Rural Outdoor Pools

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$53,000	\$55,000	\$53,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$53,000</b>	<b>\$55,000</b>	<b>\$53,000</b>
<b>EXPENSE</b>				
301	Salaries	\$146,763	\$146,763	\$149,782
302	Salary On costs	\$18,863	\$18,863	\$19,812
321	Plant	\$4,050	\$3,050	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$70,000	\$71,992	\$70,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$36,000	\$35,949	\$38,600
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$34,000	\$29,204	\$34,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$25,000	\$11,153	\$15,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$334,676)</b>	<b>(\$316,974)</b>	<b>(\$327,194)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$281,676)</b>	<b>(\$261,974)</b>	<b>(\$274,194)</b>

**YOUR RATES AT WORK**

## Regional Adventure Playground – SPC Ardmona Kids Town

Department: Active Living

### Purpose

Greater Shepparton's Regional Adventure Playground (including the Connection) - provides both an important facility for local residents to enhance their health and wellbeing through participation and socialisation, as well as being a key contributor to regional tourism.

### Influences

KidsTown is both an important attraction enjoyed by a high proportion of local families and a key tourist attraction for Greater Shepparton. The site attracts over 150,000 visits each year with a high number travelling from outside the region (include inter-state) to attend the playground or events such as KidsFest. KidsTown is also the host to many social and community gatherings with events held at the playground almost every weekend including markets, weddings, school fetes and events such as the Twilight Strolls. KidsTown also has a strong history of promoting the Greater Shepparton region through being a regular feature on TV shows such as Sunrise, The Great Outdoors, Coxy's Big Break and Postcards.

### Critical Issues / Challenges

- Reliance on corporate and community assistance to support financial operations
- Declining revenue from donations and café operations
- Ageing infrastructure

### Link to the Council Plan

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities.

### Service Growth Areas

KidsTown Future Directions Plan and Food Hub Concept

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: SPC KidsTown

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$309,000	\$302,516	\$310,644
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$100,000	\$82,344	\$87,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$31,853	\$33,297	\$33,446
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$440,853</b>	<b>\$418,157</b>	<b>\$431,090</b>
<b>EXPENSE</b>				
301	Salaries	\$295,025	\$325,990	\$308,677
302	Salary On costs	\$38,876	\$40,213	\$40,689
321	Plant	\$16,066	\$16,488	\$11,378
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$10,000	\$14,363	\$23,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$4,000	\$38,092	\$0
365	Stationery/Office Consumables	\$3,000	\$1,962	\$3,000
366	Professional Memberships	\$707	\$555	\$707
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$28,000	\$30,094	\$31,755
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$178,500	\$135,980	\$159,200
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$37,000	\$23,974	\$34,220
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$611,174)</b>	<b>(\$627,711)</b>	<b>(\$612,626)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$170,321)</b>	<b>(\$209,554)</b>	<b>(\$181,536)</b>

**YOUR RATES AT WORK**



## Healthy Communities Programs

Department: Active Living

### **Purpose**

Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing the overall Health and Well-Being of the Greater Shepparton community.

### **Influences**

The Healthy Communities Program incorporates the Get Mooving Greater Shepparton Program which aims to help reduce the prevalence of obesity within the target populations of participating communities.

A highlight of 2012/2013 has been the Activities in the Park program which in partnership with Parks Victoria and a range of community groups held over 70 free events between October and March including fishing, walks, stargazing, kite flying, movies and table tennis and was attended by over 7,000 people.

### **Critical Issues / Challenges**

Sustainability of program after Healthy Communities Program funding finishes in June 2014.

### **Link to the Council Plan**

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

### **Service Growth Areas**

Nil

### **Service Reduction Areas**

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Healthy Community Programs

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$122,073	\$132,073	\$0
104	Other Income	\$15,000	\$33,655	\$55,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$137,073</b>	<b>\$165,728</b>	<b>\$55,000</b>
<b>EXPENSE</b>				
301	Salaries	\$213,440	\$247,132	\$110,830
302	Salary On costs	\$33,130	\$36,788	\$14,628
321	Plant	\$4,500	\$7,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$57,551	\$72,746	\$30,000
362	Consultants	\$1,583	\$300	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$1,661	\$3,011	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$191,499	\$150,937	\$75,000
372	External Labour	\$0	\$844	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$503,364)</b>	<b>(\$518,758)</b>	<b>(\$230,458)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$366,291)</b>	<b>(\$353,030)</b>	<b>(\$175,458)</b>

**YOUR RATES AT WORK**

## Indoor Sports

Department: Active Living

### Purpose

Operation and maintenance of the Shepparton Sports Stadium, Tatura Community Activity Centre and the lease of the Mooroopna Sports Stadium.

### Influences

The Sports Stadiums provide for a range of indoor sports across the municipality including badminton, basketball, table tennis, futsal, netball, volleyball, an extensive older adults program, gymnastics and host a number of significant regional and state level events. In 2013/2014, the stadiums combined had in excess of 200,000 visits made up of individuals, community groups, sports clubs and school groups.

### Critical Issues / Challenges

Ageing infrastructure and condition of venues and impact on being fit for purpose for state standard sporting events.

### Link to the Council Plan

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

### Service Growth Areas

Detailed design and documentation of Shepparton Sports Stadium Master Plan upgrades.

Determine future arrangements for Mooroopna Stadium tenants.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Indoor Sports

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$155,000	\$184,083	\$171,234
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$42,000	\$41,000	\$43,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$197,000</b>	<b>\$225,083</b>	<b>\$214,234</b>
<b>EXPENSE</b>				
301	Salaries	\$157,815	\$125,724	\$154,608
302	Salary On costs	\$20,279	\$14,442	\$20,387
321	Plant	\$16,066	\$16,488	\$11,378
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$8,000	\$6,461	\$8,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$13,500	\$11,190	\$0
365	Stationery/Office Consumables	\$500	\$250	\$500
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$69,750	\$60,105	\$70,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$8,500	\$6,850	\$22,000
372	External Labour	\$3,500	\$3,640	\$3,250
373	Repairs and Maintenance	\$31,200	\$26,884	\$31,200
374	Cleaning	\$8,500	\$45,769	\$8,500
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$337,610)</b>	<b>(\$317,803)</b>	<b>(\$329,823)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$140,610)</b>	<b>(\$92,720)</b>	<b>(\$115,589)</b>

**YOUR RATES AT WORK**

## Early Childhood Education

Department: Youth & Children's Services

### Purpose

We provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.

### Influences

Greater Shepparton City Council provides services at 17 locations across the municipality. Programs are designed to meet the individual needs of children and families under the National Education and Care Act, Regulations and Quality framework. Services receive partial funding from State and Commonwealth Government Departments and fees for services provided.

Family Day Care

Kindergartens

Alexandra Street

Arthur Dickmann

Long Day Care

Arthur Mawson

Colliver Road

Arthur Dickmann

Dookie

Dolena Young

Frank Pullar

Echuca Road Nancy Vibert

Gowrie Park

Isabel Pearce

Katandra West

Leslie Gribble

Patricia Smith

Rodney Neighborhood

Tallygaroopna

### Critical Issues / Challenges

- Maintaining affordability for service users
- Transitional implementation of Council of Australian Governments Children's services reforms continue until 2016
- High level of vulnerability and disadvantage in Greater Shepparton has a negative impact on health, safety and cognitive outcomes for children in the municipality.

### Link to the Council Plan

Goal 1, Objective 2 – Develop and implement a strategy for improving education opportunities for all ages.

Goal 1, Objective 3 – Ensure livability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

### Service Growth Areas

Implementation of Universal Access to 15 hours of Early Childhood Education (kindergarten) Enactment of final stages of Council of Australian Governments service reforms – increased staff: child ratios; inclusion of at least one Bachelor qualified staff member in every service (Bachelor of Early Childhood Education / Bachelor of Education Early Childhood); improved staff qualification ratios (at least 50 per cent of all staff will hold a minimum Diploma of Children's Services).

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Early Childhood Education

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$2,121,065	\$1,939,957	\$1,835,583
102	Fees	\$0	\$0	\$0
103	Grants	\$4,211,758	\$4,724,180	\$5,094,738
104	Other Income	\$0	\$12,819	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$6,332,823</b>	<b>\$6,676,956</b>	<b>\$6,930,321</b>
<b>EXPENSE</b>				
301	Salaries	\$4,652,736	\$5,122,172	\$5,291,062
302	Salary On costs	\$601,512	\$656,610	\$698,190
321	Plant	\$49,521	\$54,715	\$20,911
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$17,000	\$35,000	\$23,160
362	Consultants	\$83,200	\$158,939	\$36,690
363	Contract Payments	\$686,000	\$736,000	\$762,200
364	General Expenses	\$149,997	\$127,824	\$0
365	Stationery/Office Consumables	\$13,650	\$14,802	\$8,800
366	Professional Memberships	\$2,500	\$2,500	\$2,500
367	Publications/Subscriptions	\$1,390	\$894	\$2,248
369	Utilities	\$79,303	\$79,388	\$96,052
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$196,191	\$328,660	\$464,939
372	External Labour	\$0	\$45,000	\$0
373	Repairs and Maintenance	\$27,000	\$24,000	\$31,320
374	Cleaning	\$113,436	\$110,561	\$137,057
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$6,673,436)</b>	<b>(\$7,497,065)</b>	<b>(\$7,575,129)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$340,613)</b>	<b>(\$820,109)</b>	<b>(\$644,808)</b>

**YOUR RATES AT WORK**

## Maternal and Child Health

Department: Youth & Children's Services

### Purpose

To deliver the State government Key Ages and Stages schedule of developmental checks for children from birth until school entry. To provide support and education to parents in the early years of their children's lives. This is a health promotion service and can make referrals to medical and ancillary services.

### Influences

Maternal and Child Health is a well-respected universal service that is free to all families. Family centred practices and strength based education.

Maintaining qualified Maternal and Child Health nurses.

### Critical Issues / Challenges

- Expectation for Maternal and Child Health services to deliver additional information and services.
- Shortages of suitably qualified nurses.
- The conclusion of the Enhanced Best Start project funding will diminish the proactive services provided to support access to M&CH services and to improve breastfeeding rates in the municipality.

### Link to the Council Plan

Best Start Early Years Plan

Goal 1, Objective 1 – Continue to enhance community capacity building.

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Maternal and Child Health

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$616,200	\$628,500	\$645,500
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$616,200</b>	<b>\$628,500</b>	<b>\$645,500</b>
<b>EXPENSE</b>				
301	Salaries	\$1,173,745	\$1,150,000	\$1,137,875
302	Salary On costs	\$152,558	\$150,000	\$150,063
321	Plant	\$30,405	\$30,405	\$12,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$5,000	\$5,000	\$5,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$40,000	\$20,000	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$3,000
366	Professional Memberships	\$2,000	\$2,000	\$2,000
367	Publications/Subscriptions	\$1,000	\$1,000	\$1,000
369	Utilities	\$33,500	\$33,500	\$25,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$17,000	\$36,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$3,000	\$3,000
374	Cleaning	\$30,000	\$30,000	\$31,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,471,208)</b>	<b>(\$1,444,905)</b>	<b>(\$1,406,023)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$855,008)</b>	<b>(\$816,405)</b>	<b>(\$760,523)</b>

**YOUR RATES AT WORK**



## Youth Services

Department: Youth & Children's Services

### Purpose

To work with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised, including Council contributing \$130,000 to Word and Mouth.

### Influences

Council's inaugural Youth Strategy and Action Plan (2012) was developed following intensive consultation with young people, youth services sector and the general population. Council seeks to support partnerships and collaboration between agencies to ensure the delivery of the Youth Strategy and Action Plan.

### Critical Issues / Challenges

- Engaging young people
- Providing appropriate services
- Applicable state funding

### Link to the Council Plan

Goal 1, Objective 2 – Develop and implement a strategy for improving education opportunities for all ages.

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 4 – Provide sustainable community services to our community.

Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Youth Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$54,000	\$54,000	\$54,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$54,000</b>	<b>\$54,000</b>	<b>\$54,000</b>
<b>EXPENSE</b>				
301	Salaries	\$66,272	\$26,729	\$61,604
302	Salary On costs	\$8,514	\$3,475	\$8,127
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$2,000	\$5,000	\$2,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$174,000	\$163,000	\$154,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$1,000	\$480
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$300	\$10,000	\$26,550
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$251,086)</b>	<b>(\$209,204)</b>	<b>(\$252,761)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$197,086)</b>	<b>(\$155,204)</b>	<b>(\$198,761)</b>

**YOUR RATES AT WORK**

## Community Facilities

Department; Children's & Youth Services

### Purpose

To support and maintain the use of two community buildings; the North Shepparton Hub and the Youth Club Hall.

### Influences

There is an emerging community interest in using the facilities for a number of reasons. The potential to increase use of the Youth Club Hall in particular will be a priority this year. As the facility has not been used as a 'youth space' for many years this possibility will be of high significance.

### Critical Issues / Challenges

The ageing facilities at the Youth Club Hall, particularly the ablutions block limit its use. The ongoing use of the facility will need to consider upgrading this area.

### Links to the Council Plan

Goal 1, Objective 1 – Continue to enhance community capacity building.

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

### Service Growth Areas

Nil.

### Service Reduction Areas

Nil.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Community Facilities

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$8,979	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$1,851	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$27,000	\$27,400	\$21,946
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$35,979</b>	<b>\$29,251</b>	<b>\$21,946</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$2,348	\$0
302	Salary On costs	\$0	\$107	\$0
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$8,000	\$2,500	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$39,162	\$39,228	\$42,219
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$5,200	\$11,300
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$400	\$304
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$47,162)</b>	<b>(\$49,783)</b>	<b>(\$53,823)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$11,183)</b>	<b>(\$20,532)</b>	<b>(\$31,877)</b>

**YOUR RATES AT WORK**

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# Greater Shepparton City Council

## Directorate – Infrastructure - Summary

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$6,013,613	\$5,791,857	\$5,014,280
102	Fees	\$47,250	\$58,250	\$78,483
103	Grants	\$1,405,209	\$2,049,863	\$3,049,649
104	Other Income	\$0	\$6,500	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$58,600	\$53,600	\$43,895
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$61,594	\$61,594	\$63,257
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$7,586,266</b>	<b>\$8,021,664</b>	<b>\$8,249,564</b>
<b>EXPENSE</b>				
301	Salaries	\$8,871,235	\$9,096,823	\$9,887,219
302	Salary On costs	\$1,226,732	\$1,156,603	\$1,303,004
321	Plant	\$3,324,722	\$3,115,993	\$3,009,949
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$12,800	\$19,280	\$13,700
362	Consultants	\$209,900	\$394,421	\$410,000
363	Contract Payments	\$596,990	\$941,162	\$2,158,577
364	General Expenses	\$222,700	\$176,967	\$140,500
365	Stationery/Office Consumables	\$21,500	\$22,380	\$25,000
366	Professional Memberships	\$12,270	\$10,257	\$8,400
367	Publications/Subscriptions	\$6,000	\$3,000	\$4,450
369	Utilities	\$1,629,400	\$1,599,577	\$1,637,480
370	Legal Expenses	\$1,500	\$0	\$0
371	Materials and Services	\$4,316,910	\$5,126,039	\$4,407,253
372	External Labour	\$281,500	\$423,979	\$211,000
373	Repairs and Maintenance	\$1,747,650	\$1,878,676	\$1,605,200
374	Cleaning	\$215,000	\$211,000	\$205,000
375	Corporate Expense	\$100,000	\$112,000	\$110,000
399	Internal Expense Charge	\$238,000	\$205,416	\$217,000
<b>TOTAL EXPENSES</b>		<b>(\$23,034,809)</b>	<b>(\$24,493,573)</b>	<b>(\$25,353,732)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$15,448,543)</b>	<b>(\$16,471,909)</b>	<b>(\$17,104,168)</b>

**YOUR RATES AT WORK**

## Infrastructure Services Business Management /Directorate

Department: Infrastructure

### **Purpose**

To provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance and capital works. Provide leadership and oversight of the Works, Recreation and Parks and Project departments.

### **Influences**

Best practice Council Service Planning models and Council's project planning, management and governance frameworks.

### **Critical Issues / Challenges**

Improving management and accountability across Council's maintenance programs and improving project selection and management to drive value in the delivery of Council's Capital Works.

### **Link to the Council Plan**

Goal 1, Objective 1 – Continue to enhance Community Capacity Building.

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future.

Goal 3, Objective 2 - Ensure that retail strategies deliver appropriate outcomes for the community

Goal 3, Objective 3 - Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

Goal 4, Objective 1 - Ensure the community has access to high quality facilities.

Goal 4, Objective 2 - 2. Ensure that the community has access to appropriate transportation infrastructure.

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### **Service Growth Areas**

Development of service plans to drive operational improvements and better manage community expectations.

Development of Asset Investment Guidelines and the Project Management Office to improve capital project selection, planning, delivery and governance.

### **Service Reduction Areas**

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Infrastructure Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$250,922	\$220,000	\$239,901
302	Salary On costs	\$31,763	\$27,000	\$30,039
321	Plant	\$21,881	\$21,881	\$12,801
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$4,000	\$0
362	Consultants	\$8,000	\$8,000	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$6,600	\$6,600	\$0
365	Stationery/Office Consumables	\$19,000	\$19,000	\$21,000
366	Professional Memberships	\$1,000	\$1,000	\$1,000
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$2,100	\$2,100	\$2,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$341,266)</b>	<b>(\$309,581)</b>	<b>(\$306,741)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$341,266)</b>	<b>(\$309,581)</b>	<b>(\$306,741)</b>

**YOUR RATES AT WORK**



## Building Works

Department: Works

### Purpose

To undertake the maintenance of Council owned and controlled buildings to support service delivery to citizens, to community groups and organisations, and ensure safety of staff and users through full compliance with building code regulations.

### Influences

Building codes, Disability Discrimination Act, condition surveys and customer service requests are direct influences on the way we manage our buildings assets along with meeting compliance obligations for Essential Safety Measures.

### Critical Issues / Challenges

The branch has a number of key challenges including:

- Developing a centralised building maintenance function by 2014/2015
- Funding of the long term renewal gap
- Implementation of CONFIRM as the key platform for maintenance management
- Contractor & OH&S Management
- Security control of all buildings
- Better use of condition rating data for renewal programs
- Rationalisation of building stock
- Development of appropriate service levels for buildings assets

### Link to the Council Plan

Goal 4, Objective 1 - Ensure the community has access to high quality facilities.

### Service Growth Areas

Development of a centralised building maintenance branch to manage all building repair and maintenance for the organisation.

### Service Reduction Areas

Potential for rationalisation of building stock resulting in a reduction of the number of buildings being maintained.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Building Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$268,989	\$160,000	\$149,184
302	Salary On costs	\$38,118	\$22,000	\$19,686
321	Plant	\$34,000	\$34,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$175,590	\$205,000	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$230,000	\$175,000	\$180,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$85,000	\$80,000	\$50,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$312,000	\$400,000	\$440,000
374	Cleaning	\$215,000	\$211,000	\$205,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,358,697)</b>	<b>(\$1,287,000)</b>	<b>(\$1,043,870)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,358,697)</b>	<b>(\$1,287,000)</b>	<b>(\$1,043,870)</b>

**YOUR RATES AT WORK**

## Fleet and Stores

Department: Works

### Purpose

To manage the Council's plant and fleet to meet current and future needs in a cost efficient and effective manner.  
To manage Council's stores, purchasing and material stock

### Influences

Improved accountability on Departments for plant and vehicles they hold and adoption of best practice plant and fleet management procedures is driving significant change in the way we manage Council's fleet and plant. To maintain full compliance with Council's purchasing policy.

### Critical Issues / Challenges

Issues being examined during this Council Plan include:

- Annualised charging to ensure appropriate return on plant.
- Improved Whole of Life cost analysis and use of business cases in decision making
- Vehicle scheduled servicing reducing reactive maintenance
- Plant operator training and licencing
- Improvement in the process to procure plant, materials and services
- Implementation of new plant and fleet management software
- Rising fuel and oil prices
- Environmental sustainability challenges
- Council Procurement Policy
- Management of Council's supply contracts

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil.

### Service Resource Reduction

Nil.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Fleet and Stores

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$5,105,000	\$5,200,000	\$4,307,698
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$5,105,000</b>	<b>\$5,200,000</b>	<b>\$4,307,698</b>
<b>EXPENSE</b>				
301	Salaries	\$468,169	\$435,000	\$499,489
302	Salary On costs	\$63,552	\$55,878	\$65,915
321	Plant	\$85,886	\$92,346	\$251,733
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$400,000	\$432,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$4,000	\$2,187	\$1,200
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$4,000	\$2,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$1,612,000	\$1,350,000	\$1,373,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$611,000	\$436,000	\$423,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expense	\$100,000	\$112,000	\$110,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$2,944,607)</b>	<b>(\$ 2,887,411)</b>	<b>(\$3,158,337)</b>
<b>Net Surplus/(Loss)</b>		<b>\$2,160,393</b>	<b>\$2,312,589</b>	<b>\$1,149,361</b>

**YOUR RATES AT WORK**

## Works

Department: Works

### Purpose

To provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up some miscellaneous but essential services, where there is no logical fit within other programs.

### Influences

Council's reform agenda is driving an examination of the efficiency and effectiveness in the delivery of Works services to the organisation.

### Critical Issues / Challenges

- Incorporating overhead costs into cost of service delivery
- Developing service planning framework and capacity
- Providing effective and efficient management and support to staff
- Undertaking maintenance of Council's Doyles Road Complex grounds
- Administering a handyman maintenance service that crosses multiple functional areas
- Delivering a stores service to the organisation
- Delivering maintenance inspection services for all Works Branch functional areas.
- Managing utility accounts
- Managing the after hour's emergency maintenance service.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$15,000	\$26,000	\$45,000
103	Grants	\$1,405,209	\$1,523,253	\$2,949,649
104	Other Income	\$0	\$6,500	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$1,420,209</b>	<b>\$1,555,753</b>	<b>\$2,994,649</b>
<b>EXPENSE</b>				
301	Salaries	\$1,436,487	\$1,889,225	\$1,741,821
302	Salary On costs	\$235,767	\$205,654	\$229,842
321	Plant	\$179,131	\$191,113	\$111,191
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$6,000	\$5,000	\$4,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$2,000	\$1,400	\$0
365	Stationery/Office Consumables	\$500	\$200	\$500
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$3,000	\$0	\$1,000
369	Utilities	\$31,000	\$16,247	\$19,300
370	Legal Expenses	\$1,500	\$0	\$0
371	Materials and Services	\$38,500	\$58,971	\$25,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$1,887	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$916	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,933,885)</b>	<b>(\$2,370,613)</b>	<b>(\$2,132,654)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$513,676)</b>	<b>(\$814,860)</b>	<b>\$861,995</b>

**YOUR RATES AT WORK**

## Road Works

Department: Works

### Purpose

To undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.

### Influences

Service Planning for the road works branch will drive change in this branch over the next 2-3 years. Victorian Grants Commission funding received in this program during 2013/2014.

Inspection driven maintenance will improve efficiencies

### Critical Issues / Challenges

- Continue the implementation of inspection driven maintenance
- Develop and deliver on new defined service levels for road maintenance.
- Seize opportunities to expand service delivery under regional partnerships,
- Business Case development for next 5-10 years.
- Increasing cost of materials used in maintenance and construction of roads
- High ownership and maintenance costs of plant used for the purpose of road maintenance.
- Maintaining a high standard of public convenience
- Maintaining full compliance with the Road Management Act

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

Goal 4, Objective 2 - Ensure that the community has access to appropriate transportation infrastructure.

### Service Growth Areas

Road works expanded to neighbouring shires under Regional Partnerships model.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Road Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$375,067	\$12,000	\$10,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$375,067</b>	<b>\$12,000</b>	<b>\$10,000</b>
<b>EXPENSE</b>				
301	Salaries	\$889,589	\$926,021	\$1,029,601
302	Salary On costs	\$114,311	\$120,587	\$135,856
321	Plant	\$1,218,080	\$908,704	\$935,462
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$1,818	\$0
363	Contract Payments	\$100,000	\$63,000	\$809,277
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$110	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$701,900	\$716,500	\$57,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$125,000	\$132,084	\$92,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$195,000	\$174,000	\$185,500
<b>TOTAL EXPENSES</b>		<b>(\$3,343,880)</b>	<b>(\$3,042,824)</b>	<b>(\$3,244,696)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,968,813)</b>	<b>(\$3,030,824)</b>	<b>(\$3,234,696)</b>

**YOUR RATES AT WORK**



## Drainage Works

Department: Works

### Purpose

To undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.

### Influences

The Council drainage strategy and service planning for drainage will be key influences on drainage management over the next 2-3 years.

### Critical Issues / Challenges

- Ensure the functionality of the drainage network to reduce impact of floods and storms
- To maintain the quality and condition of established assets
- To undertake programmed maintenance in an efficient and effective manner
- To support our staff in improving service delivery
- Developing succession plan for staff

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

The service expands with the addition of new subdivisions and the drainage assets forming part of our ongoing maintenance program.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Drainage Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$92,857	\$175,829	\$227,707
302	Salary On costs	\$11,931	\$23,000	\$30,051
321	Plant	\$96,620	\$115,000	\$135,429
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$100,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$46,000	\$46,000	\$40,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$95,000	\$90,000	\$105,000
372	External Labour	\$0	\$1,000	\$0
373	Repairs and Maintenance	\$31,000	\$89,000	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$500	\$2,000
<b>TOTAL EXPENSES</b>		<b>(\$373,408)</b>	<b>(\$540,329)</b>	<b>(\$640,187)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$373,408)</b>	<b>(\$540,329)</b>	<b>(\$640,187)</b>

**YOUR RATES AT WORK**

## Regulatory Maintenance

Department: Works

### Purpose

To undertake maintenance and renewal of road signage and roadside furniture, fire plugs, street lighting and street furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.

### Influences

Introduction of inspection driven maintenance will improve efficiency of program.

The development of new service levels through service planning will better inform staff of where to invest effort and resources in the delivery of maintenance.

### Critical Issues / Challenges

- Maintaining a high standard of public convenience
- Maintaining full compliance with road management act.
- Modelling of renewal program and establishing a better system to perform condition based inspections.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Regulatory Maintenance

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$271,756	\$173,983	\$216,829
302	Salary On costs	\$34,920	\$23,955	\$28,612
321	Plant	\$93,832	\$76,000	\$69,918
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$60,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$733,800	\$768,000	\$740,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$160,000	\$62,000	\$35,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$54,000	\$72,000	\$69,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$1,000	\$1,000	\$1,000
<b>TOTAL EXPENSES</b>		<b>(\$1,349,308)</b>	<b>(\$1,176,938)</b>	<b>(\$1,220,359)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,349,308)</b>	<b>(\$1,176,938)</b>	<b>(\$1,220,359)</b>

**YOUR RATES AT WORK**

## Concrete Works

Department: Works

### Purpose

The delivery of maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.

### Influences

Introduction of inspection driven maintenance to improve service delivery efficiency and Service Planning will drive change in this branch over the next 2-3 years.

### Critical Issues / Challenges

- Fast reaction times to address maintenance issues to better ensure public safety
- Efficient maintenance practices for small maintenance and renewal programs
- Skilled labour to deliver concrete works
- Increasing litigation by the public for accidents that are within service intervention levels
- Understanding of critical threshold where our internal service delivery is less competitive than external contractors.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Concrete Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$5,000	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$215,819	\$250,000	\$238,591
302	Salary On costs	\$27,733	\$31,000	\$31,484
321	Plant	\$190,689	\$145,000	\$201,089
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$280,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$270,000	\$180,000	\$5,000
372	External Labour	\$0	\$17,181	\$0
373	Repairs and Maintenance	\$20,000	\$70,000	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$22,000	\$10,000	\$12,000
<b>TOTAL EXPENSES</b>		<b>(\$746,241)</b>	<b>(\$703,181)</b>	<b>(\$768,164)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$741,241)</b>	<b>(\$703,181)</b>	<b>(\$768,164)</b>

**YOUR RATES AT WORK**

## Emergency Management Works

Department: Works

### Purpose

To undertake the repair and maintenance of Council owned assets resulting from an emergency event.

### Influences

- Frequency of emergency
- Severity of emergency

### Critical Issues / Challenges

- Resource availability
- Government funding
- Community expectations on repair works after an emergency

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management Works

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$526,610	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$526,610</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$57,297	\$0
302	Salary On costs	\$0	\$15,000	\$0
321	Plant	\$0	\$100,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$40,000	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$240,037	\$0
372	External Labour	\$0	\$15,000	\$0
373	Repairs and Maintenance	\$0	\$61,688	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$0</b>	<b>(\$529,022)</b>	<b>\$0</b>
<b>Net Surplus/(Loss)</b>		<b>\$0</b>	<b>(\$2,412)</b>	<b>\$0</b>

**YOUR RATES AT WORK**



## Aerodrome Management

Department: Projects

### Purpose

The Shepparton Aerodrome provides a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.

### Influences

The operation of the Aerodrome is influenced by amenity issues from encroaching residential development and the limited runway length, which limits the size of aircraft able to land and take off.

### Critical Issues/Challenges

The challenge for council is to manage the competing interests of residential amenity against the overall community benefits that the aerodrome provides, particularly access to the air ambulance.

Council acknowledged in 2011 that the Aerodrome had a limited life and that it would remain open for the next eight years. During this time, studies would be undertaken to identify a suitable future site where the existing aerodrome could be relocated to with sufficient space to be able to expand as demand warranted. Council has allocated funding in the 2014/2015 budget to allow these studies to proceed.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community  
Goal 4, Objective 1 - Ensure the community has access to high quality facilities  
Goal 4, Objective 2 - Encourage sustainable municipal growth and development.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Aerodrome Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$32,250	\$32,250	\$33,483
103	Grants	\$0	\$0	\$100,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$3,600	\$3,600	\$3,895
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$41,594	\$41,594	\$43,257
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$77,444</b>	<b>\$77,444</b>	<b>\$180,635</b>
<b>EXPENSE</b>				
301	Salaries	\$8,079	\$6,136	\$0
302	Salary On costs	\$1,032	\$873	\$0
321	Plant	\$7,600	\$6,100	\$8,000
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$2,500
362	Consultants	\$0	\$0	\$30,000
363	Contract Payments	\$51,400	\$46,800	\$307,300
364	General Expenses	\$3,000	\$2,190	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$1,300
367	Publications/Subscriptions	\$0	\$0	\$450
369	Utilities	\$6,500	\$5,500	\$10,400
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$6,690	\$18,100
372	External Labour	\$0	\$2,810	\$3,000
373	Repairs and Maintenance	\$22,400	\$22,912	\$25,600
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$100,011)</b>	<b>(\$100,011)</b>	<b>(\$406,650)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$22,567)</b>	<b>(\$22,567)</b>	<b>(\$226,015)</b>

**YOUR RATES AT WORK**

## Development Team

Department: Projects

### Purpose

This business unit works closely with developers and others to facilitate land use and development across the municipality through the planning permit process.

The Development Team also undertakes technical reviews of development proposals which are guided by the standards and procedures set out in Council's Infrastructure Design Manual.

### Influences

Land developments are driven by commercial supply and demand.

### Critical Issues/Challenges

The challenge council has is to fund that portion of the infrastructure cost, which is often drainage in the form of retardation basins, that developers are not required to fund in the first instance due to different developments proceeding on a number of fronts and in stages.

Development Contribution Plans are an agreed apportionment of developer and council costs. The challenge for council is to manage the incoming developer contributions against the outgoing infrastructure costs that it must fund upfront.

Council's further challenge is the ongoing maintenance cost of the inherited infrastructure like drains, roads, footpaths and street trees.

Further rollout of Council's residential growth corridors.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

Goal 4, Objective 2 - Ensure that the community has access to appropriate transportation infrastructure.

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Development Team

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$166,500	\$175,000	\$248,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$30,000	\$20,000	\$15,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$196,500</b>	<b>\$195,000</b>	<b>\$263,000</b>
<b>EXPENSE</b>				
301	Salaries	\$334,699	\$334,630	\$343,952
302	Salary On costs	\$43,006	\$43,006	\$45,390
321	Plant	\$16,000	\$38,856	\$25,718
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$20,000	\$90,005	\$56,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$81,500	\$40,200	\$22,000
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$1,080	\$1,080	\$6,440
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$750,000	\$1,750,000	\$2,200,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,246,285)</b>	<b>(\$2,297,777)</b>	<b>(\$2,699,500)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,049,785)</b>	<b>(\$2,102,777)</b>	<b>(\$2,436,500)</b>

**YOUR RATES AT WORK**

## Projects Administration

Department: Projects

### **Purpose**

The purpose of creating a new business unit, known as the Projects Administration, is to provide a consolidated unit across the Projects Department.

### **Influences**

The need to consolidate a number of Operational expenses which are currently reported in individual Team Operational expenses.

### **Critical Issues/Challenges**

The challenge is to better manage the Projects Departments Operational Budget by consolidating items such as salaries, oncosts, consultants, utilities and advertising. This will minimise the requirement to check these operational items through several different accounts.

### **Link to the Council Plan**

Goal 5, Objective 3 – Ensure strong interest systems and processes to best practice delivery of service to the community.

### **Service Growth Areas**

Nil

### **Service Reduction Areas**

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Project Administration

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$77,000	\$142,667
302	Salary On costs	\$0	\$10,000	\$18,828
321	Plant	\$0	\$0	\$12,859
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$1,200
362	Consultants	\$0	\$72,000	\$50,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$1,500	\$3,500
366	Professional Memberships	\$0	\$4,770	\$4,900
367	Publications/Subscriptions	\$0	\$3,000	\$3,000
369	Utilities	\$0	\$0	\$3,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$400	\$5,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$3,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$0</b>	<b>(\$168,670)</b>	<b>(\$247,954)</b>
<b>Net Surplus/(Loss)</b>		<b>\$0</b>	<b>(\$168,670)</b>	<b>(\$247,954)</b>

**YOUR RATES AT WORK**

## Project Management Office

Department: Projects

### Purpose

The purpose of this recently created business unit, known as the Project Management Office, is to coordinate the timely delivery of the council's capital budget program.

### Influences

Many of these programs are driven by the ability to attract external government funding opportunities.

In addition these programs have also been influenced by council's asset management plans where the renewal budget is derived from condition based assessments.

### Critical Issues/Challenges

Planning, supporting and delivery of Council's adopted capital works budget.

The Project Management Office will ensure that the investigation, planning, design and delivery functions are carried out under a nationally accredited project management process.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

Goal 4, Objective 3 - Encourage sustainable municipal growth and development

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Project Management Office

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$1,078,505	\$1,078,505	\$1,091,723
302	Salary On costs	\$142,130	\$142,130	\$144,147
321	Plant	\$108,777	\$121,143	\$61,527
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$1,800	\$5,400	\$3,000
362	Consultants	\$88,000	\$88,698	\$150,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$1,400	\$0
365	Stationery/Office Consumables	\$1,500	\$1,199	\$0
366	Professional Memberships	\$4,770	\$0	\$0
367	Publications/Subscriptions	\$3,000	\$0	\$0
369	Utilities	\$4,380	\$6,000	\$9,860
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$5,000	\$4,901	\$6,000
372	External Labour	\$0	\$0	\$4,000
373	Repairs and Maintenance	\$2,500	\$2,500	\$2,500
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,440,362)</b>	<b>(\$1,451,876)</b>	<b>(\$1,472,757)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,440,362)</b>	<b>(\$1,451,876)</b>	<b>(\$1,472,757)</b>

**YOUR RATES AT WORK**



## Traffic Team

Department: Projects

### Purpose

The Traffic Team manages traffic, parking, road safety and related infrastructure design across the council's road network.

### Influences

The need to deal with the many users of the council road network and adjoining space. There is an increased emphasis on safety of travel as the municipality grows and our travel corridors attempt to accommodate changing needs in both urban and rural environments.

### Critical Issues/Challenges

Road safety is an ongoing challenge as council's infrastructure provides for the competing interests of pedestrians, cyclists and motorists both off and on road.

Council is the convener of the Shepparton Traffic Liaison Committee made up of representatives from Victoria Police and Vic Roads. This group reviews road safety issues including speed limits and traffic accident data.

The outputs from this group assist Council to identify high priority safety improvements across the municipality. Availability of funding to deliver priority safety improvements is also a challenge.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

Goal 4, Objective 3 - Encourage sustainable municipal growth and development

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Traffic Team

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$156,447	\$165,447	\$159,904
302	Salary On costs	\$22,743	\$22,743	\$21,105
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$3,900	\$3,900	\$4,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$19,600	\$3,070	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$540	\$540	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$1,000
372	External Labour	\$0	\$7,530	\$15,000
373	Repairs and Maintenance	\$0	\$880	\$1,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$203,230)</b>	<b>(\$204,110)</b>	<b>(\$202,009)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$203,230)</b>	<b>(\$204,110)</b>	<b>(\$202,009)</b>

**YOUR RATES AT WORK**

## Drainage Team

Department: Projects

### Purpose

The Drainage Team provides a co-ordinated, strategic approach for programming and implementing drainage infrastructure improvements.

### Influences

The Council's Asset Management Plan and development of a Drainage Strategy will be key influences.

Influence from public perception and feedback regarding areas subject to flooding.

### Critical Issues / Challenges

- To identify and investigate areas within the existing drainage network that do not perform adequately and result in flooding
- To identify and priorities renewal of Council's drainage assets in a strategic approach
- To identify future drainage infrastructure improvements required to complement proposed development areas
- Prepare an extensive Drainage Strategy incorporating the above challenges in strategic approach
- Prioritisation of outputs of the Drainage Strategy for budgeting purposes and to prepare works programs
- Ensure the functionality of the drainage network to reduce impact of floods and storms by working in with the Council's Works Department
- To provide drainage expertise to the Council's Development Team to ensure appropriate drainage infrastructure is incorporated in future development subdivisions

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

Goal 4, Objective 3 – Encourage sustainable municipal growth and development

Goal 5, Objective 3 – Ensure strong internal systems and processes to ensure best practice delivery of services for the community

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Drainage Team

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$81,245
302	Salary On costs	\$0	\$0	\$10,643
321	Plant	\$0	\$0	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$30,000	\$30,000	\$80,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$17,480
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>(\$189,368)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$30,000)</b>	<b>(\$30,000)</b>	<b>(\$189,368)</b>

**YOUR RATES AT WORK**

## Sports Facilities

Department: Recreation and Parks

### Purpose

The delivery of horticultural maintenance services to sports fields and recreation reserves This includes specialist turf management for high profile sports venues such as Deakin Reserve and the Greater Shepparton Regional Sports Precinct as well as the day to day maintenance of more than 25 community sports fields

### Influences

Greater Shepparton has a fantastic reputation for the quality of its sporting venue, and recently announced funding for the development of the Greater Shepparton Regional Sports Precinct will position our City as the regional sporting capital of Victoria.

### Critical Issues/Challenges

- Increasing demand for expansion of sports fields and generally higher quality expectations of users and user groups.
- Delivering a \$14 million capital works program for the Greater Shepparton Regional Sports Precinct.
- Water costs and availability.
- Increasing power costs.

### Link to the Council Plan

Goal 3, Objective 3 - Making Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Goal 4, Objective 1 - Ensure the community has access to high quality facilities.

### Service Growth Areas

Expansion of facilities at the Greater Shepparton Regional Sports Precinct

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Sports Facilities

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$506,919	\$259,000	\$297,584
302	Salary On costs	\$69,236	\$33,000	\$39,266
321	Plant	\$193,467	\$135,000	\$111,455
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$145,000	\$150,000	\$132,800
372	External Labour	\$6,000	\$7,500	\$0
373	Repairs and Maintenance	\$159,500	\$144,500	\$142,600
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,080,122)</b>	<b>(\$729,000)</b>	<b>(\$723,705)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,080,122)</b>	<b>(\$729,000)</b>	<b>(\$723,705)</b>

**YOUR RATES AT WORK**

## Recreation and Strategic Services

Department: Recreation and Parks

### Purpose

The delivery of administration, project management and strategic planning support services to the Recreation and Parks Department.

### Influences

Increasing focus on more efficient methods and processes of service delivery and developing systems to support and encourage best practice.

### Critical Issues/Challenges

- Improving citizen engagement processes
- Increasing volumes of booking requests and responsibilities
- Overuse of sports fields at Vibert Reserve and the Greater Shepparton Regional Football Complex and managing fair and equitable access for all sporting codes.
- Delivering the \$14 million Greater Shepparton Regional Sports Precinct Capital Works Program
- Service planning

### Link to the Council Plan

Goal 1, Objective 1 - Continue to enhance Community Capacity Building.

Goal 1, Objective 4 - Provide sustainable community services to our community.

Goal 3, Objective 3 - Making Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

The development of high quality facilities at Vibert Reserve and the Greater Shepparton Regional Sports Precinct in recent years, and the growth of participation rates in soccer, football and rugby will

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Recreation and Strategic Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$150,000	\$160,000	\$153,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$20,000	\$20,000	\$20,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$170,000</b>	<b>\$180,000</b>	<b>\$173,000</b>
<b>EXPENSE</b>				
301	Salaries	\$819,787	\$652,000	\$660,264
302	Salary On costs	\$115,240	\$88,750	\$87,041
321	Plant	\$102,120	\$70,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$5,000	\$4,880	\$3,000
362	Consultants	\$60,000	\$60,000	\$40,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$110,000	\$122,107	\$118,500
365	Stationery/Office Consumables	\$500	\$481	\$0
366	Professional Memberships	\$2,500	\$2,300	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$574,000	\$575,000	\$607,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$34,000	\$41,495	\$27,453
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$7,000	\$6,672	\$5,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$18,000	\$18,000	\$15,000
<b>TOTAL EXPENSES</b>		<b>(\$1,848,147)</b>	<b>(\$1,641,685)</b>	<b>(\$1,563,258)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,678,147)</b>	<b>(\$1,461,685)</b>	<b>(\$1,390,258)</b>

**YOUR RATES AT WORK**



## Environment

Department: Recreation and Parks

### Purpose

The delivery of horticultural maintenance to native open spaces areas, water bodies, wetlands and road side reserves. Includes provision of a landscaping and irrigation system maintenance services to the Recreation and Parks Department.

### Influences

Increased focus on environmentally sustainable maintenance and management to improve environmental benefit of native public open space, lakes and wetlands.

### Critical Issues/Challenges

- Increasing development of wetland areas as stormwater treatment systems for new property developments.
- Maintaining high water quality.
- Managing fire risk of open space areas
- Available funding to maintain and renew ageing infrastructure

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Maintenance of several hectares of new wetlands, drainage reserve and native open space associated with the Mooroopna West Growth Corridor

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Environment

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$366,659	\$151,500	\$256,427
302	Salary On costs	\$47,628	\$22,592	\$33,838
321	Plant	\$179,689	\$140,350	\$144,468
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$60,650	\$44,482	\$46,800
372	External Labour	\$73,000	\$120,712	\$58,000
373	Repairs and Maintenance	\$21,000	\$20,406	\$18,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$748,626)</b>	<b>(\$500,042)</b>	<b>(\$557,533)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$748,626)</b>	<b>(\$500,042)</b>	<b>(\$557,533)</b>

**YOUR RATES AT WORK**

## Arboriculture Services

Department: Recreation and Parks

### Purpose

The delivery of Arboriculture management and maintenance services for all trees on Council managed property.

### Influences

Improving the quality of management and maintenance of over 40,000 trees and ensuring effective strategic planning so that future generations will benefit from the provision of tree lined street and urban forests.

### Critical Issues/Challenges

- Power line clearance legislation increase costs of maintenance.
- New pests and diseases
- Renewal of trees
- New subdivisions with street and park trees

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Arboriculture

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$25,000	\$30,000	\$25,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$25,000</b>	<b>\$30,000</b>	<b>\$25,000</b>
<b>EXPENSE</b>				
301	Salaries	\$267,660	\$215,000	\$279,124
302	Salary On costs	\$35,844	\$30,000	\$36,837
321	Plant	\$91,095	\$89,000	\$86,091
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$270,000	\$160,000	\$170,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$50,500	\$48,137	\$50,000
372	External Labour	\$10,500	\$10,009	\$0
373	Repairs and Maintenance	\$225,000	\$269,470	\$225,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$950,599)</b>	<b>(\$821,616)</b>	<b>(\$847,052)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$925,599)</b>	<b>(\$791,616)</b>	<b>(\$822,052)</b>

**YOUR RATES AT WORK**

## Civic Presentation

Department: Recreation and Parks

### Purpose

The delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, lighting and furniture maintenances services to the Recreation and Parks Department.

### Influences

Very high community expectations to increase the number of public toilets and ensure all facilities are accessible and maintained to very high standards.

### Critical Issues/Challenges

- Implementation of Council's Public Toilet Policy
- Potential for centralised approach to building maintenance services

### Link to the Council Plan

Goal 1, Objective.4 - Provide sustainable community services to our community

Goal 4, Objective.1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Increase in maintenance and cleaning service levels for all public toilets

Increase in number of public toilet facilities.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Civic Presentation

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$223,853	\$390,000	\$364,303
302	Salary On costs	\$30,858	\$40,000	\$48,072
321	Plant	\$105,633	\$103,000	\$132,988
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$66,362	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$153,360	\$146,183	\$128,300
372	External Labour	\$0	\$17,000	\$15,000
373	Repairs and Maintenance	\$73,000	\$69,584	\$83,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$586,704)</b>	<b>(\$832,129)</b>	<b>(\$771,663)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$586,704)</b>	<b>(\$832,129)</b>	<b>(\$771,663)</b>

**YOUR RATES AT WORK**

## Parks

Department: Recreation and Parks

### Purpose

The delivery of horticultural maintenance services to parks, public open spaces, aquatic facilities and childcare centres.

### Influences

Rationalising service delivery levels and becoming more efficient in the delivery of services.

### Critical Issues/Challenges

- Matching service levels to community expectations.
- Water costs and high expectation of community in regards to maintaining all open spaces in lush green condition
- Increasing energy costs due to ineffective carbon tax and subsidisation on of renewable energy sources

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

New subdivisions with parks and open space areas

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Parks

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$956,291	\$1,080,000	\$1,384,414
302	Salary On costs	\$127,296	\$145,000	\$182,688
321	Plant	\$446,772	\$580,000	\$552,982
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$64,250	\$74,743	\$62,800
372	External Labour	\$110,000	\$145,000	\$58,000
373	Repairs and Maintenance	\$52,750	\$50,281	\$45,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,757,359)</b>	<b>(\$2,075,024)</b>	<b>(\$2,285,884)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,757,359)</b>	<b>(\$2,075,024)</b>	<b>(\$2,285,884)</b>

**YOUR RATES AT WORK**



## Cemeteries

Department: Recreation and Parks

### Purpose

The delivery of management and horticultural maintenance services for the Pine Lodge and Kialla West Cemeteries.

### Influences

Rationalising service delivery levels and becoming more efficient in the delivery of services.

### Critical Issues/Challenges

- Matching service levels to community expectations and catering for culturally diverse communities
- Long term sustainability and viability of cemeteries
- Consideration of Council's role in the direct management of cemeteries.
- Planning for the expansion of the Pine Ledge Cemetery.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Increasing burial and internment rates

Catering for culturally diverse communities

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Cemeteries

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$212,046	\$244,857	\$295,582
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$212,046</b>	<b>\$244,857</b>	<b>\$295,582</b>
<b>EXPENSE</b>				
301	Salaries	\$50,614	\$105,300	\$148,368
302	Salary On costs	\$7,014	\$14,320	\$19,575
321	Plant	\$57,525	\$62,500	\$86,200
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$35,000	\$27,500	\$25,000
372	External Labour	\$24,000	\$20,237	\$0
373	Repairs and Maintenance	\$15,000	\$14,000	\$14,500
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$2,000	\$1,000	\$1,500
<b>TOTAL EXPENSES</b>		<b>(\$191,153)</b>	<b>(\$244,857)</b>	<b>(\$295,143)</b>
<b>Net Surplus/(Loss)</b>		<b>\$20,893</b>	<b>\$0</b>	<b>\$439</b>

**YOUR RATES AT WORK**

## Water and Energy

Department: Recreation and Parks

### Purpose

The sustainable management of water and energy demands for all Recreation and Parks service areas. Includes the management and maintenance of irrigation systems.

### Influences

Managing resources more efficiently

### Critical Issues/Challenges

- Increasing and unsustainable energy costs due to ineffective carbon tax and subsidisation on of renewable energy sources
- Less availability of water for irrigation due to the Murray Darling Basin Plan and application of environmental flows.

### Link to the Council Plan

Goal 1, Objective 4 - Provide sustainable community services to our community

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future

Goal 4, Objective 1 - Ensure the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Water and Energy

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$207,134	\$294,950	\$334,121
302	Salary On costs	\$26,610	\$40,115	\$44,089
321	Plant	\$95,925	\$86,000	\$70,038
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$56,750	\$54,000	\$54,000
372	External Labour	\$58,000	\$60,000	\$58,000
373	Repairs and Maintenance	\$16,500	\$14,812	\$16,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$460,919)</b>	<b>(\$549,877)</b>	<b>(\$576,248)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$460,919)</b>	<b>(\$549,877)</b>	<b>(\$576,248)</b>

**YOUR RATES AT WORK**

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# Greater Shepparton City Council

## Directorate - Sustainable Development - Summary

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$13,189,641	\$13,146,974	\$13,793,413
102	Fees	\$1,023,963	\$1,167,250	\$1,166,466
103	Grants	\$513,571	\$3,085,591	\$973,952
104	Other Income	\$97,000	\$141,750	\$101,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$80,000	\$1,419,924	\$975,193
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$110,000	\$110,000	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$247,025	\$279,525	\$218,025
<b>TOTAL INCOME</b>		<b>\$15,261,200</b>	<b>\$19,351,014</b>	<b>\$17,228,049</b>
<b>EXPENSE</b>				
301	Salaries	\$4,791,536	\$4,896,566	\$4,816,699
302	Salary On costs	\$640,763	\$632,858	\$635,514
321	Plant	\$640,782	\$660,282	\$572,415
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$109,630	\$102,280	\$221,216
362	Consultants	\$1,004,550	\$1,292,084	\$924,453
363	Contract Payments	\$5,304,826	\$7,742,500	\$5,771,206
364	General Expenses	\$2,778,240	\$3,318,202	\$2,158,519
365	Stationery/Office Consumables	\$33,000	\$28,750	\$19,000
366	Professional Memberships	\$31,050	\$32,150	\$35,400
367	Publications/Subscriptions	\$135,375	\$141,011	\$131,780
369	Utilities	\$83,650	\$75,204	\$89,310
370	Legal Expenses	\$162,510	\$398,210	\$129,500
371	Materials and Services	\$121,720	\$157,347	\$1,985,787
372	External Labour	\$199,100	\$353,007	\$754,699
373	Repairs and Maintenance	\$15,000	\$19,800	\$17,500
374	Cleaning	\$16,000	\$15,000	\$16,000
399	Internal Expense Charge	\$8,000	\$5,100	\$0
<b>TOTAL EXPENSES</b>		<b>(\$16,075,732)</b>	<b>(\$19,870,351)</b>	<b>(\$18,278,998)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$814,532)</b>	<b>(\$519,337)</b>	<b>(\$1,050,948)</b>

**YOUR RATES AT WORK**

## Sustainable Development Directorate

### Purpose

The Sustainable Development Directorate is made up of four departments each outlined below.

**Building** - to administer the Building Act and Regulations. This includes the issuing of building permits and enforcement of building regulations.

**Business Investment** - to identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment within Greater Shepparton City Council.

**Environment** - to assist in the maintenance of the health of the community and the environment in a sustainable manner.

**Planning** - to strategically plan for and administer all acts and legislation associated with land use planning and transport planning.

### Influences

The Sustainable Development Directorate is influenced by:

- Legislation
- Economic trends and forecasts
- Environmental trends and forecasts
- Community health
- Environmental health

### Critical Issues / Challenges

Critical issues for the Sustainable Development Directorate include the need to balance local needs with State, Federal and market objectives.

### Link to the Council Plan

Goal 1, Objective 2 - Develop and implement a strategy for improving education opportunities for all ages.

Goal 1, Objective 3 - Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 6 - Value Arts Culture and Heritage as an integral part of our dynamic community.

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community

Goal 4, Objective 1 – Ensure that the community has access to high quality facilities

Goal 4, Objective 2 – Ensure that the community has access to appropriate transportation infrastructure.

Goal 4, Objective 3 – Encourage sustainable municipal growth and development.

Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Sustainable Development Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$231,191	\$220,000	\$245,744
302	Salary On costs	\$30,391	\$29,000	\$32,427
321	Plant	\$21,881	\$21,881	\$12,869
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$25,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$5,000	\$4,000	\$0
365	Stationery/Office Consumables	\$0	\$0	\$500
366	Professional Memberships	\$0	\$0	\$1,000
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$4,000	\$3,000	\$3,960
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$6,800
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$292,463)</b>	<b>(\$277,881)</b>	<b>(\$328,300)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$292,463)</b>	<b>(\$277,881)</b>	<b>(\$328,300)</b>

**YOUR RATES AT WORK**



## Building Services

Department: Building

### Purpose

The Municipal Building Surveyor is responsible for the administration and enforcement of the Building Regulations under Section 212 of the Building Act.

Council also aims to provide an efficient system for issuing Building Permits.

### Influences

The community expects a safe building program to be in place throughout the Municipality. The community may face incidents resulting from poorly constructed buildings, walls collapsing, children drowning or serious fire traps in buildings.

The Municipal Building Surveyor is responsible for the provision for Essential Safety Measures, Smoke Alarms and Swimming Pool Barriers.

Provide Council Report and Consent for variations to the Building Regulations.  
Maintain all building registers required under the Building Act.

Building Permits operate in a competitive market. Building Permits may be obtained from either Council or Private Building Surveyors.

### Critical Issues / Challenges

Provide Building information and advice for the community. Ensure Swimming Pools/Spas have suitable child safety barriers. Ensure prescribed stages of works are inspected for compliance with Regulations.

To carry more inspections of non-Council owned buildings for maintenance of Essential Safety Measures.

### Link to the Council Plan

Goal 4, Objective - 1 Ensure that the community has access to high quality facilities

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Building Services

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$734,000	\$664,000	\$669,000
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$734,000</b>	<b>\$664,000</b>	<b>\$669,000</b>
<b>EXPENSE</b>				
301	Salaries	\$610,490	\$592,490	\$639,511
302	Salary On costs	\$87,241	\$87,241	\$84,390
321	Plant	\$45,150	\$45,150	\$35,548
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$1,000	\$1,000	\$500
362	Consultants	\$3,000	\$3,000	\$2,500
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$15,000	\$15,000	\$12,500
365	Stationery/Office Consumables	\$1,000	\$1,000	\$1,500
366	Professional Memberships	\$0	\$0	\$2,400
367	Publications/Subscriptions	\$0	\$0	\$1,700
369	Utilities	\$4,000	\$4,000	\$4,000
370	Legal Expenses	\$5,000	\$5,000	\$4,000
371	Materials and Services	\$0	\$0	\$0
372	External Labour	\$5,000	\$5,000	\$3,000
373	Repairs and Maintenance	\$1,000	\$1,000	\$500
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$777,881)</b>	<b>(\$759,881)</b>	<b>(\$792,049)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$43,881)</b>	<b>(\$95,881)</b>	<b>(\$123,049)</b>

**YOUR RATES AT WORK**

## Business Centre

Department: Investment Attraction

### Purpose

Greater Shepparton City Council promotes the growth of Business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services. By providing office, industrial space and management support at competitive rates it enables businesses to minimise startup costs, creating an impetus for entrepreneurialism and growth. The Business Centre rents space on a month to month basis, without requiring tenants to enter into a long-term lease. It is also flexible in its configuration and structure to allow tenants to expand and contract the space they occupy as needed. The environment is professional and allows the tenant's business to be part of a wider community thus gaining support from like-minded enterprises.

### Influences

The Business Centre provides the opportunity for businesses to minimise the risks associated with starting up a new business, encourages entrepreneurship and provides a supportive network in which to do so.

### Critical Issues / Challenges

Marketing and increasing the awareness of the existence of, and variety of services that the Business Centre provides.

Currently experiencing a growth in virtual tenancies and casual hire arrangements.

Currently experiencing a reduction in the use of landline telephones and photocopying equipment due to online technology and smartphone usage.

### Link to the Council Plan

Goal 3, Objective 1 - Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Business Centre

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$86,000	\$86,000	\$205,000
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$110,000	\$110,000	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$196,000</b>	<b>\$196,000</b>	<b>\$205,000</b>
<b>EXPENSE</b>				
301	Salaries	\$120,415	\$120,415	\$119,853
302	Salary On costs	\$15,474	\$15,474	\$15,817
321	Plant	\$2,000	\$2,000	\$0
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$15,000	\$13,000	\$15,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$26,000	\$26,000	\$0
365	Stationery/Office Consumables	\$8,400	\$6,050	\$7,500
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$39,000	\$25,000	\$35,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials and Services	\$0	\$0	\$29,000
372	External Labour	\$0	\$2,500	\$500
373	Repairs and Maintenance	\$13,500	\$13,500	\$14,000
374	Cleaning	\$16,000	\$15,000	\$16,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$255,789)</b>	<b>(\$238,939)</b>	<b>(\$252,670)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$59,789)</b>	<b>(\$42,939)</b>	<b>(\$47,670)</b>

**YOUR RATES AT WORK**

## Business and Industry Development

Department: Investment Attraction

### Purpose

To identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. To market and secure investment in GV Link (Goulburn Valley Freight and Logistics Centre). To ensure a sufficient supply of skilled labour is available to support economic growth and industry development. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.

### Influences

Business and Industry Development identifies opportunities to retain and grow existing businesses and retain and create employment. The unit actively seeks investment, provides assistance for sound decision making and connections to ensure a streamlined development process and access to funding from other tiers of government. Additionally, the unit provides an employment response program to ensure that employees affected by redundancies are well equipped to be retrained, up-skilled and reemployed.

### Critical Issues / Challenges

Online purchasing is adversely impacting on the CBD retail growth. Negative perceptions regarding parking, retail vacancies and safety impact on the ability to secure investment. The high Australian dollar is impacting on the agricultural and manufacturing sectors in particular. The ability to continue to ensure the availability of skilled labour has been challenged due to the cessation of this Council's delivery of the Regional Skilled Migration Program.

### Link to the Council Plan

Goal 1, Objective 2 – 1 Continue to enhance Community Capacity Building.

Goal 2, Objective 1 – Ensure that the environment is a major priority in planning for the future.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 3, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community

Goal 5, Objective 2 – Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.

### Service Growth Areas

Nil

### Service Reduction Areas

The Regional Skilled Migration program delivery from this Council has ceased.

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Business and Industry Development

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$0	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$165,000	\$326,289	\$266,088
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$165,000</b>	<b>\$326,289</b>	<b>\$266,088</b>
<b>EXPENSE</b>				
301	Salaries	\$520,357	\$480,912	\$473,566
302	Salary On costs	\$59,855	\$61,285	\$62,495
321	Plant	\$16,494	\$16,494	\$12,085
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$74,630	\$68,770	\$98,882
362	Consultants	\$261,550	\$199,769	\$324,706
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$266,550	\$429,872	\$180,000
365	Stationery/Office Consumables	\$0	\$100	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications/Subscriptions	\$79,875	\$89,011	\$80,480
369	Utilities	\$8,400	\$14,554	\$16,100
370	Legal Expenses	\$1,000	\$1,000	\$0
371	Materials and Services	\$0	\$35,857	\$104,000
372	External Labour	\$0	\$29,316	\$6,000
373	Repairs and Maintenance	\$0	\$2,200	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,288,711)</b>	<b>(\$1,429,140)</b>	<b>(\$1,358,314)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,123,711)</b>	<b>(\$1,102,851)</b>	<b>(\$1,092,226)</b>

**YOUR RATES AT WORK**

## Planning

Department: Planning

### Purpose

Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions

### Influences

The statutory planning system is complex and seeks to balance many competing policies and diverse range of views. It is influenced by state government policy and involves a third party review process through VCAT.

### Critical Issues / Challenges

The increasing complexity of the system increases the cost to the Council to administer the system. Decision may be challenged which increases the Council's legal costs. The income received from application fees has also not kept pace with the cost to administer the system.

### Link to the Council Plan

Goal 1, Objective 3 – Ensure liveability options are always considered in our decision making activities.

Goal 1, Objective 6 – Value Arts Culture and Heritage as an integral part of our dynamic community.

Goal 2, Objective 1 – Ensure that the environment is a major priority in planning for the future.

Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

Goal 4, Objective 2 – Ensure that the community has access to appropriate transportation infrastructure.

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

Goal 5, Objective 2 - Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Planning

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$220,502	\$0	\$0
102	Fees	\$4,200	\$211,950	\$204,192
103	Grants	\$12,000	\$43,100	\$9,000
104	Other Income	\$50,000	\$64,000	\$52,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$80,000	\$437,000	\$140,000
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$366,702</b>	<b>\$756,050</b>	<b>\$405,192</b>
<b>EXPENSE</b>				
301	Salaries	\$1,343,405	\$1,270,000	\$1,417,500
302	Salary On costs	\$181,169	\$179,000	\$186,980
321	Plant	\$71,842	\$71,842	\$36,065
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$15,000	\$14,000	\$48,000
362	Consultants	\$383,000	\$375,035	\$388,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$39,000	\$25,400	\$0
365	Stationery/Office Consumables	\$2,500	\$1,000	\$1,500
366	Professional Memberships	\$450	\$1,550	\$1,500
367	Publications/Subscriptions	\$7,000	\$8,500	\$5,500
369	Utilities	\$6,000	\$3,500	\$3,000
370	Legal Expenses	\$90,000	\$306,000	\$90,000
371	Materials and Services	\$0	\$0	\$22,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$2,139,366)</b>	<b>(\$2,255,827)</b>	<b>(\$2,200,045)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,772,664)</b>	<b>(\$1,499,777)</b>	<b>(\$1,794,853)</b>

**YOUR RATES AT WORK**



## Waste and Resource Recovery

Department: Environment

### Purpose

The waste department manages the Council's waste services and facilities including landfills, transfer stations, kerbside services and litter bins.

**Landfill:** The landfill assists with the maintenance of a healthy community and clean environment by providing a safe facility for the permanent disposal of household and commercial waste.

**Kerbside Collections and Litter Bins:** To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household food, packing and personal waste.

**Transfer Stations:** To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household and commercial waste.

Most of the services are provided under contract however the landfill and transfer stations are operated with direct labour.

### Influences

Management of waste services including administration of contracts ensures that the Council receives quality services at the lowest cost.

The provision of Landfill services allows for the permanent and safe storage of waste that may otherwise be unsightly, contaminate our environment or be a risk to health. Landfill is closely influenced and regulated through the Environment Protection Authority of Victoria.

The Litter Bin service minimises littering by providing infrastructure for away from home waste disposal.

The provision of the Transfer Station service removes waste that may otherwise be unsightly, contaminate our environment and attract disease carrying vermin.

### Critical Issues / Challenges

Ever increasing environmental protection standards have significantly lifted landfill construction and operational costs. Strategies need to be developed to garner public support for protection of the environment and the flow on effect of increasing waste disposal costs. The surplus made within this program is allocated to a reserve which is used to fund future capital works.

Ever increasing environmental standards and landfill levies have significantly increased the cost of waste disposal. The challenge is to guide the community to a sustainable waste management future.

Critical challenges include the development of a new waste management strategy, tendering for new waste collection services and the capital expenditure associated with the construction of Council's new landfill site.

### Link to the Council Plan

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future.

### Service Growth Areas

New residential areas and adoption of new services in the waste and resource recovery area are proposed for the next few years as contained within Council's recently adopted Waste & Resource Recovery Management Strategy.

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Waste and Resource Recovery

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$12,868,974	\$13,037,000	\$13,574,795
102	Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$47,000	\$77,000	\$49,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$247,025	\$279,525	\$218,025
<b>TOTAL INCOME</b>		<b>\$13,162,999</b>	<b>\$13,393,525</b>	<b>\$13,841,820</b>
<b>EXPENSE</b>				
301	Salaries	\$743,147	\$1,063,725	\$662,712
302	Salary On costs	\$101,772	\$103,975	\$87,452
321	Plant	\$372,928	\$392,428	\$406,818
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$450	\$17,500
362	Consultants	\$20,000	\$280,000	\$20,000
363	Contract Payments	\$5,219,000	\$5,151,000	\$5,376,200
364	General Expenses	\$2,297,500	\$2,684,400	\$1,877,519
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$600	\$600	\$600
367	Publications/Subscriptions	\$0	\$0	\$0
369	Utilities	\$12,200	\$15,050	\$17,500
370	Legal Expenses	\$60,000	\$60,000	\$20,000
371	Materials and Services	\$47,000	\$40,870	\$1,108,400
372	External Labour	\$21,000	\$52,440	\$46,400
373	Repairs and Maintenance	\$500	\$3,100	\$3,000
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$8,000	\$5,000	\$0
<b>TOTAL EXPENSES</b>		<b>(\$8,903,647)</b>	<b>(\$9,853,038)</b>	<b>(\$9,644,101)</b>
<b>Net Surplus/(Loss)</b>		<b>\$4,259,352</b>	<b>\$3,540,487</b>	<b>\$4,197,719</b>

**YOUR RATES AT WORK**

## Environmental Health

Department: Environment

### Purpose

The Environmental Health team carries out Regulatory functions governed by several Acts and Regulations and various Health Promotion activities as detailed below.

The regulatory functions include:

- Food premises registration and inspection, food sampling, investigation of complaints.
- Health premises registration and inspection of accommodation and hair/beauty and skin penetration businesses.
- Investigation of nuisances defined under the Public Health and Wellbeing Act
- Caravan Park registration and inspection
- Septic tank permits for new and alterations to systems for dwellings and small industrial.
- Tobacco Act – education and enforcement program for licensed premises, eating establishments, retailers and workplaces.
- The health promotion functions include:
  - Immunisation Program
  - For Infants and adults – 11 monthly sessions at 13 locations
  - For School students – secondary schools currently year 7, 9 and 10 students – 3 visits per year
  - For businesses – specific on request for example Influenza and Hepatitis A & B
  - Infectious Disease prevention programs
  - Gastroenteritis investigations at institutions e.g. Aged Care and Child Care
  - Single case investigations as requested by the Department of Health
  - Syringe containers provided to persons with diabetic/medical needs
  - Mosquito Monitoring Program – seasonal program October – April each year
  - Emergency Management – response, recovery and relief centre roles.

### Influences

Council assists the State Government in addressing issues of public health through legislative and regulatory processes in areas as discussed above. Part of this is achieved through education processes in rolling out the regulatory function.

A number of services undertaken have fees attached that are determined by regulation whilst in some areas fees may be set by the Council.

### Critical Issues / Challenges

Changes in legislation provide constant challenges to the Environmental Health team. The changes in funded vaccines can also change the delivery of services, for example additional vaccinations to year 9 boys for Gardasil – Human Papillomavirus.

### Link to the Council Plan

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Health

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$14,165	\$14,974	\$13,618
102	Fees	\$285,763	\$291,300	\$293,274
103	Grants	\$90,412	\$97,412	\$90,903
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$390,340</b>	<b>\$403,686</b>	<b>\$397,795</b>
<b>EXPENSE</b>				
301	Salaries	\$862,503	\$814,550	\$904,459
302	Salary On costs	\$117,304	\$114,550	\$119,323
321	Plant	\$94,690	\$94,690	\$61,601
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$4,000	\$1,950	\$1,500
362	Consultants	\$32,000	\$3,000	\$6,000
363	Contract Payments	\$38,000	\$35,000	\$45,080
364	General Expenses	\$6,800	\$6,750	\$0
365	Stationery/Office Consumables	\$3,100	\$2,600	\$5,000
366	Professional Memberships	\$2,400	\$2,400	\$2,400
367	Publications/Subscriptions	\$500	\$500	\$500
369	Utilities	\$5,300	\$5,350	\$4,500
370	Legal Expenses	\$4,500	\$18,200	\$15,500
371	Materials and Services	\$18,500	\$24,500	\$25,800
372	External Labour	\$11,600	\$32,200	\$10,500
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,201,197)</b>	<b>(\$1,156,240)</b>	<b>(\$1,202,163)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$810,857)</b>	<b>(\$752,554)</b>	<b>(\$804,368)</b>

**YOUR RATES AT WORK**

## Environmental Management

Department: Environment

### Purpose

The Council's Sustainability and Environment Department has the role of facilitating sustainable environmental growth and development within Greater Shepparton.

### Influences

We act as an example and a source of information to the community on environmental and sustainability issues. We also assist the community to attain their goals for environmental and sustainability outcomes such as providing advice, assistance and partnerships where appropriate.

Through energy management and implementing efficiency measures, we aim to reduce the budget burden for ratepayers by reducing energy consumption and cost. We seek external funding from other sources for projects that deliver sustainability, environmental economic and social benefits to the Council as an organisation and to the community generally.

Our internal relationships rely on efficient communication. We assist other departments by providing advice on environmental and sustainability best practice and statutory requirements. We focus on providing information early in the development phase of projects through the development of tools to assist project managers to easily understand information such as checklists and management plans. Assist staff and the organisation to reduce council's greenhouse gas emissions.

### Critical Issues / Challenges

Limited resources; staff buy-in; opportunities for external funding; changing legislation.

As a result of Community expectations and the adoption of Council's Environmental Sustainability Strategy, we believe there will be an increase in Energy management; water efficiency; native vegetation offset management; sustainability; community liaison and partnerships

### Link to the Council Plan

Goal 2, Objective 1 - Ensure that the environment is a major priority in planning for the future.

### Service Growth Areas

Nil

### Service Reduction Areas

Nil

# Greater Shepparton City Council

## BUDGET 2014/2015 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Management

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$0	\$9,000	\$0
102	Fees	\$0	\$0	\$0
103	Grants	\$246,159	\$2,618,790	\$607,961
104	Other Income	\$0	\$750	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$982,924	\$835,193
107	Interest	\$0	\$0	\$0
109	Plant Hire	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charges	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$246,159</b>	<b>\$3,611,464</b>	<b>\$1,443,154</b>
<b>EXPENSE</b>				
301	Salaries	\$360,028	\$334,474	\$353,354
302	Salary On costs	\$47,557	\$42,333	\$46,630
321	Plant	\$15,797	\$15,797	\$7,429
341	Interest Expense	\$0	\$0	\$0
361	Advertising/Promotions/Marketing	\$0	\$3,110	\$39,834
362	Consultants	\$305,000	\$431,280	\$158,247
363	Contract Payments	\$47,826	\$2,556,500	\$349,926
364	General Expenses	\$122,390	\$126,780	\$88,500
365	Stationery/Office Consumables	\$18,000	\$18,000	\$3,000
366	Professional Memberships	\$27,600	\$27,600	\$27,500
367	Publications/Subscriptions	\$48,000	\$43,000	\$43,600
369	Utilities	\$4,750	\$4,750	\$5,250
370	Legal Expenses	\$2,010	\$8,010	\$0
371	Materials and Services	\$56,220	\$56,120	\$689,787
372	External Labour	\$161,500	\$231,551	\$688,299
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$100	\$0
<b>TOTAL EXPENSES</b>		<b>(\$1,216,678)</b>	<b>(\$3,899,405)</b>	<b>(\$2,501,356)</b>
<b>Net Surplus/(Loss)</b>		<b>(\$970,519)</b>	<b>(\$287,941)</b>	<b>(\$1,058,202)</b>

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Whole of Organisation

		2013/2014 Adopted Budget	2013/2014 End of Year Forecast	2014/2015
<b>INCOME</b>				
101	User Charges	\$27,705,089	\$27,690,742	\$28,151,889
102	Fees	\$2,370,047	\$3,834,168	\$3,899,552
103	Grants	\$14,953,265	\$19,186,746	\$22,113,535
104	Other Income	\$5,369,759	\$6,289,160	\$5,576,085
105	Rates and Charges	\$52,829,163	\$52,779,163	\$55,996,814
106	Contributions	\$209,600	\$2,362,125	\$1,165,988
107	Interest	\$1,143,500	\$1,136,801	\$1,213,000
108	Parking Fees and Fines	\$1,969,000	\$0	\$0
110	Rent	\$627,601	\$589,547	\$509,204
111	Fines	\$0	\$570,000	\$660,000
199	Internal Revenue Charges	\$247,025	\$321,525	\$218,025
<b>TOTAL INCOME</b>		<b>\$107,424,049</b>	<b>\$114,759,977</b>	<b>\$119,504,092</b>
<b>EXPENSE</b>				
301	Salaries	\$35,846,050	\$37,006,217	\$38,627,734
302	Salary On costs	\$4,789,213	\$4,638,407	\$4,991,783
303	FBT	\$166,000	\$166,000	\$200,000
321	Plant	\$4,762,449	\$4,620,975	\$4,059,478
341	Interest Expense	\$1,176,277	\$1,176,277	\$1,127,033
361	Advertising/Promotions/Marketing	\$1,696,637	\$1,775,046	\$1,909,256
362	Consultants	\$2,087,433	\$3,013,740	\$2,144,168
363	Contract Payments	\$11,229,865	\$12,138,710	\$15,078,738
364	General Expenses	\$11,649,304	\$13,046,738	\$8,608,908
365	Stationery/Office Consumables	\$207,950	\$193,337	\$227,762
366	Professional Memberships	\$270,577	\$261,157	\$215,607
367	Publications/Subscriptions	\$172,155	\$177,495	\$195,967
368	Training	\$850,450	\$981,950	\$1,058,098
369	Utilities	\$3,029,156	\$3,048,840	\$3,259,744
370	Legal Expenses	\$327,510	\$781,708	\$586,000
371	Materials and Services	\$5,735,226	\$6,829,642	\$9,849,572
372	External Labour	\$1,235,325	\$1,290,812	\$1,167,927
373	Repairs and Maintenance	\$3,209,029	\$3,492,526	\$3,142,289
374	Cleaning	\$422,936	\$463,433	\$498,481
375	Corporate Expense	\$1,807,655	\$2,137,655	\$1,848,000
399	Internal Expense Charge	\$247,025	\$212,116	\$218,025
<b>TOTAL EXPENSES</b>		<b>\$90,918,222</b>	<b>\$97,452,781</b>	<b>\$99,014,570</b>
<b>Net Surplus/(Loss)</b>		<b>\$16,505,827</b>	<b>\$17,307,196</b>	<b>\$20,489,522</b>

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix E: Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2014/2015 year.

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

- New works for 2014/2015
- Works re-budgeted from the 2013/2014 year.

### 1. New works

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>AERODROME</b>								
CASA Works	193		193				193	
<b>TOTAL AERODROME</b>	<b>193</b>		<b>193</b>				<b>193</b>	
<b>AQUATICS</b>								
Aquamoves Indoor Pool Concourse Renewal	150		150				150	
Mooroopna– Tile Renewal	35		35				35	
Tatura – Solar Tubing Renewal	25		25				25	
Merrigum – Hypo Storage Tank Renewal	18		18				18	
Mooroopna – Hypo Storage Tank Renewal	18		18				18	
Rural Outdoor Pools – Minor Equipment, Furniture and Fittings Renewals	10		10				10	
<b>TOTAL AQUATICS</b>	<b>256</b>		<b>256</b>				<b>256</b>	



# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>ARTWORK</b>								
SAM Collection Development	85		10	75		45	40	
<b>TOTAL ARTWORK</b>	<b>85</b>		<b>10</b>	<b>75</b>		<b>45</b>	<b>40</b>	
<b>BRIDGES</b>								
Bridge Renewals	300		300				300	
<b>TOTAL BRIDGES</b>	<b>300</b>		<b>300</b>				<b>300</b>	
<b>BUILDINGS</b>								
Building Renewals	805		805				805	
Tatura Park Outdoor Arena Roof Structure	625			625			625	
Aquamoves – Indoor Wet Area Room Renewal	485		485				485	
Philippine House Restoration	300		300				300	
Shepparton Library Development	272		272				272	
Aquamoves – Raymond West Change Room Renewals	180		180				180	
Aquamoves – Indoor Dry Area Change Room Renewal	162		162				162	
Sports Pavilions	100		100				100	
Shepparton Sports Stadium	90	60		30			90	
Master Lock Accessible Key System and Retrofit Signage	50		50				50	
KidsTown – Café/Office Interior Refurb	50		50				50	
Rural Outdoor Pools Minor Building Renewal Program	35		35				35	
Bus Shelters - Urban	35	35					35	
Westside Performing Arts Centre Upgrade	35	9		26			35	

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>BUILDINGS - CONTINUED</b>								
KidsTown Minor Building Renewal Program	30		30				30	
Aquamoves Minor Building Renewals Program	30		30				30	
Active Living Site – Roof Access Requirements	20		20				20	
Indoor Sports (Stadium) Minor Building Renewal program	20		20				20	
Demolition of Queens Gardens Brick Toilet Block	15		15				15	
Indoor Sports Facilities Asset Management	15			15			15	
KidsTown – Café Exterior Paint/Seal Renewal	15		15				15	
Mooroopna Rural Outdoor Pool – Kiosk Renewal	13		13				13	
Shepparton Sports Stadium – Courts/Floor Reseal/Resurface Program	12		12				12	
Mooroopna Stadium – Floor Surface Repairs/Reseal	10		10				10	
<b>TOTAL BUILDINGS</b>	<b>3,404</b>	<b>104</b>	<b>2,604</b>	<b>696</b>			<b>3,404</b>	
<b>CEMETARIES</b>								
Pine Lodge Cemetery Expansion – Stage 1	500	500				500		
<b>TOTAL CEMETERIES</b>	<b>500</b>	<b>500</b>				<b>500</b>		
<b>FOOTPATHS</b>								
Footpath renewals	300		300				300	
<b>TOTAL FOOTPATHS</b>	<b>300</b>		<b>300</b>				<b>300</b>	



# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>FURNITURE &amp; EQUIPMENT</b>								
Eastbank Centre Equipment	141	15		126			141	
Furniture & Equipment renewals	50		50				50	
Aquamoves – Minor furniture and fittings renewal	15		15				15	
Indoor sports (stadiums) equipment, furniture and fittings renewal	10		10				10	
<b>TOTAL FURNITURE &amp; EQUIPMENT</b>	<b>216</b>	<b>15</b>	<b>75</b>	<b>126</b>			<b>216</b>	
<b>GRAVEL RESEAL</b>								
Unsealed Road Resheeting	1,100		1,100				1,100	
<b>TOTAL GRAVEL RESEALS</b>	<b>1,100</b>		<b>1,100</b>				<b>1,100</b>	
<b>GREATER SHEPPARTON REGIONAL SPORTING PRECINCT (GSRSP)</b>								
GSRP Football Complex	3,170	3,170			1,170			2,000
<b>TOTAL GSRSP</b>	<b>3,170</b>	<b>3,170</b>			<b>1,170</b>			<b>2,000</b>
<b>IT</b>								
Workstation Replacement	505		505				505	
Asset Mobile Hardware	203		203				203	
Network Switches	193		193				193	
System Development Upgrades	169			169			169	
New System Development	155	155					155	
Large Format Printer and Copiers	106		106				106	
Backup System	60		60				60	
Business Centre Security Upgrade	14	14					14	
Hardware Purchases	10	10					10	
<b>TOTAL IT</b>	<b>1,415</b>	<b>179</b>	<b>1,067</b>	<b>169</b>			<b>1,415</b>	

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>KERB &amp; CHANNEL</b>								
Kerb and Channel Renewals	575		575				575	
Nixon St and Welsford Street Intersection	370	370					370	
Mooroopna West Growth Corridor – Maclsaac Road and Echuca Rd intersection	350	350				218	132	
Channel Road Blackspot	99	99			99			
Kerb and Channel New and Upgrade	76	63		13			76	
<b>TOTAL KERB &amp; CHANNEL</b>	<b>1,470</b>	<b>882</b>	<b>575</b>	<b>13</b>	<b>99</b>	<b>218</b>	<b>1,153</b>	
<b>LAND</b>								
North Growth Corridor – Land Acquisition	100	100					100	
<b>TOTAL LAND</b>	<b>100</b>	<b>100</b>					<b>100</b>	
<b>OFF STREET CARPARKING</b>								
Aquamoves car park redevelopment	400		400				400	
Off-street car park	50		50				50	
<b>TOTAL OFF STREET CARPARKING</b>	<b>450</b>		<b>450</b>				<b>450</b>	
<b>OUTDOOR FURNITURE &amp; SIGNAGE</b>								
Tourism Signage and Event Signage	58			58			58	
Small Town Entry Signage	50	50					50	
Outdoor signage and furniture	50		50				50	
Wayfinding Signage - CBD	15	15					15	
Eastbank External Signage Upgrade	14			14			14	
KidsTown Equipment, Furniture and Fittings	10		10				10	
<b>TOTAL FURNITURE &amp; SIGNAGE</b>	<b>197</b>	<b>65</b>	<b>60</b>	<b>72</b>			<b>197</b>	

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>PARKS</b>								
Parks infrastructure renewals	281		281				281	
Multi-Purpose Fields Floodlighting (GSRSP)	220		44	176	220			
Monash Pond	81		81				81	
McLennan St Master Plan	60			60			60	
Australian Botanical Gardens	50	50					50	
Recreation Reserve Strategic Planning and Master Plans	30		30				30	
<b>TOTAL PARKS</b>	<b>722</b>	<b>50</b>	<b>436</b>	<b>236</b>	<b>220</b>		<b>502</b>	
<b>PLANT</b>								
Plant Purchases	3,308	787	2,521				3,308	
Coin Counter	15		15				15	
<b>TOTAL PLANT</b>	<b>3,323</b>	<b>787</b>	<b>2,536</b>				<b>3,323</b>	
<b>PUBLIC LIGHTING</b>								
Street Lighting	27		14	13			27	
<b>TOTAL PUBLIC LIGHTING</b>	<b>27</b>		<b>14</b>	<b>13</b>			<b>27</b>	
<b>PUBLIC TOILETS</b>								
Ferrari Park Public Toilet	350			350			350	
Toolamba Public Toilet	120	120					120	
<b>TOTAL PUBLIC TOILETS</b>	<b>470</b>	<b>120</b>		<b>350</b>			<b>470</b>	
<b>RECREATION FACILITIES</b>								
Katandra West Community Centre	1,300	1,300			500		800	
Hockey Complex Synthetic Surface (GSRSP)	750		600	150	750			
Shepparton Show Grounds Grassed Area	350	350					350	
Mooroopna Rec Reserve Power Upgrade	320			320			320	

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>RECREATION FACILITIES - CONTINUED</b>								
Mooroopna Community Storage Shed	300	300			100	100	100	
Sports Infrastructure Renewals	295		295				295	
Victoria Park Lake Playground and Works	200	200					200	
Festive Decorations	150	150					150	
Deakin Reserve – Power Consolidation	150		150				150	
Aquamoves Splashpark Shade Sail	85	85					85	
KidsTown Fruit Bin Play Equipment	70			70			70	
Off Leash Dog Park	62	62					62	
Mooroopna Rec Reserve – Irrigation Pumps	43		23	20			43	
Kialla Green Estate - Wetland	36	36					36	
Lemnos Recreation Reserve	29			29			29	
<b>TOTAL RECREATION FACILITIES</b>	<b>4,140</b>	<b>2,483</b>	<b>1,068</b>	<b>589</b>	<b>1,350</b>	<b>100</b>	<b>2,690</b>	
<b>RURAL DRAINAGE</b>								
Tatura Floodplain Management Study – Stage 3	248		248				248	
Flood mitigation – Tallygaroopna	100		100				100	
Shepparton East Drainage Scheme – Stg 1	57	57					57	
Flood mitigation – Congupna 2012 flood investigation – Stage 3	30		30				30	
Katandra West Basin	25			25			25	
<b>TOTAL RURAL DRAINAGE</b>	<b>460</b>	<b>57</b>	<b>378</b>	<b>25</b>			<b>460</b>	

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types					Funding sources		
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>SALEYARDS</b>								
Shepparton Saleyards Cattle Yards	330			330			330	
Shepparton Saleyards Watermain Relocation	160			160			160	
Saleyards renewals	48		48				48	
<b>TOTAL SALEYARDS</b>	<b>538</b>		<b>48</b>	<b>490</b>			<b>538</b>	
<b>SEALED SURFACE</b>								
Roads for Renewal	1,500		1,500				1,500	
Roads to Recovery	1,450		1,450		1,450			
Verney Road – Ford Road to Balaclava Road	1,284		169	1,115			1,284	
Rural Reseals	950		950				950	
Urban Reseals	450		450				450	
Asphalt overlays and stabilisation treatments	450		450				450	
Maude Street Upgrade – High Street to Ashenden Street	300		300				300	
Local Roads Final Reseal	240		240				240	
Park Street Upgrade (between Elizabeth and William St)	140			140			140	
Reseal Preparation	75		75				75	
Deakin Reserve – Reconstruction of roadway along the Northern boundary fence	74		74				74	
Welsford Street to Knight Street upgrade design	40		40				40	
Pavement surveys	35		35				35	
<b>TOTAL SEALED SURFACES</b>	<b>6,988</b>		<b>5,733</b>	<b>1,255</b>	<b>1,450</b>		<b>5,538</b>	

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix E: Capital Works Program

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>SHARED PATHS</b>								
Congupna Walking Track	70	70					70	
Shared Path Renewals	50		50				50	
<b>TOTAL SHARED PATHS</b>	<b>120</b>	<b>70</b>	<b>50</b>				<b>120</b>	
<b>TREES</b>								
Street Tree replacement	150		150				150	
Offset Tree Planting	50	50					50	
Kialla Lakes South Tree Planting	8	8					8	
<b>TOTAL TREES</b>	<b>208</b>	<b>58</b>	<b>150</b>				<b>208</b>	
<b>URBAN DRAINAGE</b>								
Urban drainage strategy	250		250				250	
Telford Drive basin	50		50				50	
Mitchell Street drainage	30		30				30	
Ivanhoe retention basin – King Richard Drive	30		30				30	
Archer Street drainage	25		25				25	
Bregan Court drainage	20		20				20	
Orchard Circuit retention basin	20		20				20	
<b>TOTAL URBAN DRAINAGE</b>	<b>425</b>		<b>425</b>				<b>425</b>	
<b>WASTE MANAGEMENT</b>								
Cosgrove Landfill 3 Cell 1 Design/Construct	514	514					514	
Cosgrove Landfill 2 Cell 4 Sideliner	243	243					243	
Cosgrove Landfill 2 Gas Collection Works	130	130					130	
Waste management renewals	101		101				101	
<b>TOTAL WASTE MANAGEMENT</b>	<b>988</b>	<b>887</b>	<b>101</b>				<b>988</b>	
<b>TOTAL NEW CAPITAL WORKS 2014/2015</b>	<b>31,565</b>	<b>9,527</b>	<b>17,929</b>	<b>4,109</b>	<b>2,740</b>	<b>645</b>	<b>26,180</b>	<b>2,000</b>





# Greater Shepparton City Council

## Appendix E: Capital Works Program

2. Works re-budgeted from the 2013/2014 year

Capital Works Area	Asset expenditure types				Funding sources			
	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>RE-BUDGETED WORKS</b>								
Cosgrove 3 Land Purchase	1,800	1,800					1,800	
Greater Shepparton Regional Sporting Precinct	1,170	1,170			736		434	
Verney Road reconstruction	831		831				831	
Shepparton Showgrounds grassed area	800	800					800	
Shepparton Senior Citizens Redevelopment	400			400			400	
Shepparton Library Redevelopment	383		28	355			383	
Central Park Recreation Reserve	250	250					250	
Cosgrove 2 Cell 4 Sideline	207	207					207	
Cosgrove 3 Cell 1 Construction Preparation	11	11					11	
<b>TOTAL RE-BUDGETED WORKS 2014/2015</b>	<b>5,852</b>	<b>4,238</b>	<b>859</b>	<b>755</b>	<b>736</b>	<b>0</b>	<b>5,116</b>	<b>0</b>

**YOUR RATES AT WORK**

## Appendix F: Schedule of Fees and Charges

### Discretionary Fees and Charges

(Fees and Charges set by Council)

\*\* Some fees and charges listed in this schedule may be varied subject to commercial agreements

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>AERODROME – Hanger Sites</b>			
Hangar Site Development	Y	\$3,960.00	\$4,248.50
Rental - Commercial	Y	\$1,951.49	\$2,029.55
Landing Fees - Ambulance	Y	\$6,160.00	\$6,655.00
Landing Fees - Stewart Aviation	Y	\$12,320.00	\$13,100.00
Special Event Fee (per event)	Y	\$2,420.00	\$2,618.00
Rental - Northern Hangars (sealed apron)	Y	\$2,214.23	\$2,302.80
Rental - Southern Hangars (unsealed apron)	Y	\$1,490.50	\$1,550.10
Tie Down Fees	Y	\$302.50	\$314.60
Infrastructure Charge (per square metre)	Y	\$1.45	\$1.40
<b>AGED and DISABILITY SERVICES – Shepparton Senior Citizen’s Centre Hire</b>			
Older Person - Half Day	Y	\$26.80	\$27.60
Older Person - Full Day	Y	\$38.40	\$39.55
Community – Half Day	Y	\$63.45	\$65.35
Community - Full Day	Y	\$96.30	\$99.20
Meals On Wheels - Full Cost Recovery	Y	\$20.60	\$21.00
Planned Activity Group - Full Cost Recovery	N	\$70.15	\$72.25
<b>ANIMALS - Cat Cages</b>			
Deposit (Refundable)	N	\$20.00	\$20.00
Hire (per week)	Y	\$12.00	\$12.00
<b>ANIMALS - Pound Fees - Release Fee</b>			
Registered Animal	Y	\$75.00	\$75.00
<b>ANIMALS - Pound Fees – Fee Per Day</b>			
Registered Animal	Y	\$21.00	\$21.00
<b>ANIMALS - Other Fees</b>			
Transfer of animal registration from another Council	Y	\$5.00	\$5.00
Replacement Tag	Y	\$5.00	\$5.00
Rehouse Dogs	Y	\$290.00	\$290.00
Rehouse Cats	Y	\$245.00	\$245.00
Release Livestock (per 5 head)	Y	\$280.00	\$280.00
Sustenance Fee (per head)	Y	\$30.00	\$30.00
Driving of livestock (through the municipality)	Y	\$315.00	\$315.00
Driving livestock bond (through the municipality)	Y	\$700.00	\$700.00
Grazing Permit	N	\$50.00	\$50.00

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>ANIMALS - Premises Registrations - Domestic (Feral and Nuisance) Animal Act</b>			
Animal Boarding Establishments	Y	\$250.00	\$250.00
Dog Training Establishments	Y	\$250.00	\$250.00
Breeding Establishments	Y	\$250.00	\$250.00
Greyhound Establishments	Y	\$250.00	\$250.00
Pet Shops	Y	\$250.00	\$250.00
Local Law Permit	N	\$50.00	\$50.00
Asset Protection Security Bond	Y	\$300.00	\$300.00
<b>AQUATIC FACILITIES – Child Care</b>			
Member 1 Child Per Hour	Y	\$5.30	\$5.50
Non Member 1 Child Per Hour	Y	\$6.00	\$6.25
<b>AQUATIC FACILITIES – Crèche</b>			
Occasional Care	Y	\$0.00	\$8.50
20 Visit Childcare (Member 1)	Y	\$79.50	\$82.50
20 Visit Childcare (Non Member)	Y	\$159.00	\$93.75
<b>BUILDING</b>			
Restump/Underpinning Permits	Y	\$362.00	\$380.00
Demolition/Removals Permits	Y	\$362.00	\$380.00
Dependant Relative Unit (Re-erection/ Removal)	Y	\$362.00	\$380.00
<b>BUILDING - Class 1 Dwellings (Additions) + Applicable Levies</b>			
Minimum fee up to \$30,000	Y	\$570.00	\$580.00
\$30,001 to \$100,000	Y	\$675.00	\$690.00
Greater than \$100,001	Y	\$840.00	\$850.00
<b>BUILDING - Class 1 Dwellings (New) + Applicable Levies</b>			
Minimum fee up to \$100,000	Y	\$840.00	\$850.00
\$100,001 to \$125,000	Y	\$995.00	\$1,000.00
\$125,001 to \$150,000	Y	\$1,180.00	\$1,200.00
\$150,001 to \$200,000	Y	\$1,360.00	\$1,360.00
\$200,001 to \$250,000	Y	\$1,480.00	\$1,480.00
\$200,000 to \$325,000	Y	\$1,600.00	\$1,600.00
\$325,001 - \$500,000	Y	\$1,840.00	\$1,840.00
\$500,001 + (by quotation)	Y	By Quote	By Quote
Multi-Unit Development - 2 Dwellings/Unit	Y	\$1,035.00	\$1,050.00
Removal of Dwellings (into municipality)	Y	\$362.00	\$380.00
<b>BUILDING - Class 10a Out Buildings + Applicable Levies</b>			
Under \$5,000	Y	\$290.00	\$300.00
\$5,001 to \$10,000	Y	\$370.00	\$380.00
\$10,001 to \$40,000	Y	\$505.00	\$515.00
Greater than \$40,000	Y	\$645.00	\$650.00
<b>BUILDING - Swimming Pools</b>			
Under \$5,000, minimum fee	Y	\$270.00	\$275.00
Concrete / Fibreglass Pool – under \$5,000	Y	\$475.00	\$275.00

**YOUR RATES AT WORK**

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>BUILDING - Front Fences on Corner Allotments</b>			
\$5,000 to \$10,000	Y	\$0.00	\$330.00
Over \$10,001 (two inspections)	Y	\$350.00	\$485.00
<b>BUILDING - All other Classes + Applicable Levies</b>			
Change of Use (1 inspection)	Y	\$0.00	\$352.00
Change of Use (2 inspection)	Y	\$0.00	\$440.00
Miscellaneous (3 inspection)	Y	\$0.00	\$550.00
Miscellaneous (4 inspection)	Y	\$0.00	\$600.00
Minimum fee to \$60,000	Y	\$695.00	\$710.00
Fee for inspections associated with building works	N	\$95.00	\$100.00
Inspections for other Municipalities	Y	\$170.00	\$170.00
<b>BUILDING - Misc. Service Fees</b>			
Application for Floor Level Relaxation	N	\$95.00	\$95.00
Non-Siting Consent and Report	N	\$0.00	\$92.50
Council Report and Consent	Y	\$160.00	\$170.00
Project Housing Specification Booklets	Y	\$10.00	\$11.00
Copy of Building Permits/Occupancy Permits/CFI	Y	\$27.00	\$28.00
Retrieval of House Plans	Y	\$46.00	\$50.00
Prescribed Temporary Structure	Y	\$0.00	\$110.00
Place of Public Entertainment (POPE)	Y	\$0.00	\$170.00
Perform Assessment	Y	\$0.00	\$120.00
Partial Compliance (Regulation 608)	Y	\$0.00	\$120.00
Inspections on Lapsed Permits	N	\$72.00	\$75.00
Extension of Expired Permit	N	\$72.00	\$75.00
Assess the suitability of a relocated dwelling for transportation	Y	\$215.00	\$220.00
HER (6 Star)	Y	\$235.00	\$250.00
Crossing Fee	Y	\$90.00	\$90.00
Title Searches for Clients	Y	\$34.00	\$35.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>BUSINESS CENTRE - Office Rental per month - normal rate</b>			
Suite 1	Y	\$610.00	\$626.00
Suite 2	Y	\$630.00	\$647.00
Suite 5	Y	\$456.00	\$468.00
Suite 6	Y	\$584.00	\$600.00
Suite 7	Y	\$518.00	\$532.00
Suite 8	Y	\$584.00	\$600.00
Suite 9	Y	\$518.00	\$532.00
Suite 10	Y	\$543.00	\$557.00
Suite 11	Y	\$378.00	\$388.00
Suite 12	Y	\$378.00	\$388.00
Suite 13	Y	\$456.00	\$468.00
Suite 14	Y	\$497.00	\$510.00
Suite 15	Y	\$497.00	\$510.00
Suite 16	Y	\$651.00	\$669.00
Suite 22	Y	\$989.00	\$1,016.00
Shed 1	Y	\$554.00	\$569.00
Shed 2	Y	\$554.00	\$569.00
Shed 3	Y	\$554.00	\$569.00
Shed 4	Y	\$554.00	\$569.00
Shed 5/6	Y	\$887.00	\$911.00
Shed 7/8	Y	\$887.00	\$911.00
<b>BUSINESS CENTRE - Office Rental per month - incubator rate (5% discount)</b>			
Suite 1	Y	\$579.00	\$595.00
Suite 2	Y	\$599.00	\$615.00
Suite 5	Y	\$433.00	\$445.00
Suite 6	Y	\$555.00	\$570.00
Suite 7	Y	\$492.00	\$505.00
Suite 8	Y	\$555.00	\$570.00
Suite 9	Y	\$492.00	\$505.00
Suite 10	Y	\$516.00	\$530.00
Suite 11	Y	\$359.00	\$369.00
Suite 12	Y	\$359.00	\$369.00
Suite 13	Y	\$433.00	\$444.00
Suite 14	Y	\$472.00	\$485.00
Suite 15	Y	\$472.00	\$485.00
Suite 16	Y	\$618.00	\$635.00
Suite 22	Y	\$940.00	\$965.00
Shed 1	Y	\$526.00	\$540.00
Shed 2	Y	\$526.00	\$540.00
Shed 3	Y	\$526.00	\$540.00
Shed 4	Y	\$526.00	\$540.00
Shed 5/6	Y	\$842.00	\$865.00
Shed 7/8	Y	\$842.00	\$865.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>BUSINESS CENTRE - Venue Hire</b>			
Training Room - Daily Rate	Y	\$185.00	\$190.00
Training Room - Daily Rate Tenant	Y	\$92.50	\$95.00
Training Room - Half Day Rate	Y	\$133.00	\$136.00
Training Room - Half Day Rate Tenant	Y	\$66.50	\$68.00
Board Room - Daily Rate	Y	\$130.00	\$134.00
Board Room - Daily Rate Tenant	Y	\$65.00	\$67.00
Board Room - Half Day Rate	Y	\$80.00	\$82.00
Board Room - Half Day Rate Tenant	Y	\$40.00	\$41.00
Currawong Room - Daily Rate	Y	\$130.00	\$133.00
Currawong Room - Daily Rate Tenant	Y	\$65.00	\$67.00
Currawong Room - Half Daily Rate	Y	\$80.00	\$82.00
Currawong Room - Half Daily Rate Tenant	Y	\$40.00	\$41.00
Meeting Room 1 - Daily Rate	Y	\$98.00	\$101.00
Meeting Room 1 - Half Day (includes Kingfisher)	Y	\$55.00	\$56.00
Conference Phone Hire – Flat Rate	Y	\$15.00	\$15.50
Catering Per Head	N	\$3.25	\$3.30
Virtual Tenancy (with phone service)	Y	\$170.00	\$175.00
Virtual Tenancy (no phone service)	Y	\$130.00	\$133.00
<b>CHILDREN'S SERVICES - Long Day Care Centres - Effective 1 July 2014</b>			
Daily (full day)	N	\$85.20	\$92.00
<b>CHILDREN'S SERVICES - Occasional Care - Effective 1 July 2014</b>			
Occasional Childcare (per hr.)	N	\$8.70	\$9.00
<b>CHILDREN'S SERVICES - Kindergarten</b>			
Kindergarten term fees (1 July 2014 to 31 December 2014)	N	\$242.50	\$280.00
Kindergarten term fees (1 January 2015 to 30 June 2015)	N	\$280.00	\$318.00
Take-a-break fees	N	\$5.50	\$6.00
3 hour session	N	\$0.00	\$0.00
5 hour session	N	\$0.00	\$0.00
6 hour session	N	\$0.00	\$0.00
<b>CHILDREN'S AND YOUTH SERVICES - (\$100 bond required upon collection of keys)</b>			
Youth Club Hall – half day	Y	\$63.45	\$65.35
Youth Club Hall – full day	Y	\$96.30	\$99.20
Riverside – half day	Y	\$26.80	\$31.70
Riverside – full day	Y	\$53.60	\$63.50

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>CORPORATE SERVICES - Provision of Information</b>			
Property Sales Register (per two calendar months)	Y	\$78.00	\$80.00
Land Information Certificates (per rates assessment)	N	\$20.00	\$20.00
Land Information Certificate - Guaranteed 24 Hr. turnaround (per rates assessment includes standard application fee)	Y	\$67.00	\$69.00
Property Information Archive Search (per search per rates assessment)	Y	\$64.00	\$66.00
Copy of current rate notice - Collection from Council office (per current rating year)	Y	\$0.00	\$0.00
Copy of current rate notice - Mail out and invoice required (per current rating year)	Y	\$0.00	\$13.65
Dishonoured Payment Administration Fee (per payment)	N	\$15.00	\$15.00
Copy of non-current rate notice (per non-current rating year - available for the seven (7) rating years preceding the current year)	Y	\$25.00	\$25.00
Copy of non-current rate notice - Mail out and invoice required (per non-current rating year - available for the seven (7) years prior to the current rating year)	Y	\$0.00	\$40.00
<b>CORPORATE SERVICES - Aerial Photography</b>			
Medium Resolution (0.35m) Aerial Photo 1 image	Y	\$38.50	\$39.00
Medium Resolution (0.35m) Aerial Photo 2-4 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 5-9 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 10+ images per image	Y	\$29.70	\$30.00
Medium Resolution (0.35m) Complete set of Municipality	Y	\$3,300.00	\$3,300.00
High Resolution (0.22m) Aerial Photo 1 image	Y	\$49.50	\$50.00
High Resolution (0.22m) Aerial Photo 2-4 images per image	Y	\$39.05	\$39.00
High Resolution (0.22m) Aerial Photo 5-9 images per image	Y	\$39.05	\$39.00
High Resolution (0.22m) Aerial Photo 10+ images per image	Y	\$33.00	\$33.00
High Resolution (0.22m) Complete Set of Shepparton/ Mooroopna	Y	\$2,200.00	\$2,200.00
High Resolution (0.22m) Complete Set of Tatura	Y	\$495.00	\$495.00
High Resolution (0.22m) Complete set of Murchison	Y	\$220.00	\$220.00
<b>CORPORATE SERVICES - Records</b>			
Scanning Fee - A4	Y	\$2.00	\$2.00
Scanning Fee - A3	Y	\$3.00	\$3.00
Scanning Fee - A2	Y	\$5.00	\$5.00
Scanning Fee - A1	Y	\$10.00	\$10.00
Scanning Fee - A0	Y	\$15.00	\$15.00
<b>HEALTH - Registered Premises</b>			
Food Company Certificates	N	\$35.00	\$35.00
Food Sampling	Y	Cost + Mngt + GST	Cost + Mngt + GST
Sale of Food safety templates	Y	\$60.00	\$60.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>HEALTH - Registered Premises</b>			
Food Premises Class 1 – annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served vulnerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.			
Annual registration	N	\$550.00	\$570.00
Fee per person >5	N	\$20.00	\$21.00
Maximum Fee	N	\$3,880.00	\$4,035.00
Food Premises Class 2 – annual registration base fee. Class 2 food premises are those whose main activity is handling unpackaged potentially hazardous foods which need correct temperatures control during the food handling process. This includes restaurants, fast food outlets, pubs, caterers, delicatessens, supermarkets with delicatessens, cafes and most manufacturers.			
Annual registration	N	\$550.00	\$570.00
Fee per person >5	N	\$20.00	\$21.00
Maximum Fee	N	\$3,880.00	\$4,035.00
Food and Accommodation Class 2 (B&Bs and accommodation establishments with breakfast only)	N	\$295.00	\$305.00
Food Vehicle Class 2	N	\$275.00	\$285.00
Food Premises Not for Profit Body/Community Group Class 2	N	\$275.00	\$285.00
Food Premises Class 3 - annual registration base fee. Class 3 food premises are those whose activities involve the supply or handling of unpackaged low risk foods or the sale of pre-packaged potentially hazardous foods. This includes convenience stores selling this type of food only, wholesalers distributing pre-packaged foods, fruit and vegetable shops selling cut fruit/vegetables only.			
Annual registration	N	\$192.00	\$200.00
Fee per employee > 5	N	\$19.00	\$20.00
Food and Accommodation Class 3 (B&Bs and accommodation establishments with breakfast only)	N	\$295.00	\$305.00
Food Vehicle Class 3	N	\$192.00	\$200.00
Food Premises Not for Profit Body/Community Group Class 3	N	\$104.00	\$108.00
<b>HEALTH - Transfers</b>			
Transfer Inspection fee - food premises Class 1 and 2	N	\$273.00	\$284.00
Transfer Inspection fee - food premises Class 3	N	\$95.00	\$100.00
Transfer of Registration Certificate (Food and Health)	N	\$45.00	\$47.00
Transfer Inspection Fee - Health premises	N	\$95.00	\$100.00
Transfer Inspection Fee - Caravan Park	N	\$375.00	\$390.00
<b>HEALTH - Food Act</b>			
Non-compliance inspections	N	\$210.00	\$210.00
<b>HEALTH - Health Act</b>			
Prescribed accommodation only – (more than 5 people accommodated)	N	\$192.00	\$200.00
Hairdresser, beauty parlour, tattooist	N	\$104.00	\$108.00
<b>HEALTH - Head Lice Lotion</b>			
School Visits	Y	Cost + GST	Cost + GST



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>HEALTH - Immunisation costs to visit businesses</b>			
Base fee - businesses up to 10 people	Y	\$98.00	\$100.00
Vaccinations - Flu	Y	\$20.00	\$20.00
Vaccinations - Hep B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep B course	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B course (3)	Y	Cost + GST	Cost + GST
Vaccinations - Hep A dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A course	Y	Cost + GST	Cost + GST
Search Fee of Records - child > 7 years	Y	\$27.00	\$27.00
Immunisation Record Retrievals (for children 18 years and over)	Y	\$26.00	\$27.00
<b>HEALTH - Syringe Containers (Businesses Only)</b>			
Syringe containers purchase 1 litre	Y	Cost + GST	Cost + GST
Syringe containers purchase 2 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 1 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 2 litre	Y	Cost + GST	Cost + GST
<b>HEALTH - Septic Tank Permits</b>			
Installations	N	\$387.00	\$402.00
Septic Tank Plan Retrieval fee	Y	\$26.00	\$27.00
Septic Tank Alteration - Major	N	\$262.00	\$268.00
Septic Tank Alteration - Minor	N	\$131.00	\$134.00
<b>LOCAL LAWS - Footpath/Pavement Board Advertising</b>			
Footpath Advertising (per year)	N	\$80.00	\$80.00
Goods on display - Street Advertising (per year)	N	\$80.00	\$80.00
Fire Prevention Infringement	N	\$200.00	\$200.00
<b>LOCAL LAWS - Liquor</b>			
Liquor Local Law Fines	N	\$200.00	\$200.00
<b>LOCAL LAWS - Fines</b>			
Local Law Fines	N	\$200.00	\$200.00
<b>LOCAL LAWS - Permits</b>			
Permits – Outdoor Dining Unlicensed	N	\$260.00	\$260.00
Permits – Outdoor Dining Licenced	N	\$500.00	\$500.00
Permits - consumption of liquor	N	\$48.00	\$48.00
Local Laws events permits - commercial	N	\$48.00	\$48.00
Parking permits in the Mall - temporary	N	\$12.50	\$12.50
Parking permits - Mall - delivery 6 months (single)	N	\$75.00	\$75.00
Parking permits - Mall - delivery 6 months (multiple)	N	\$190.00	\$190.00
Temporary camping permit	N	\$450.00	\$450.00
<b>LOCAL LAWS - Bicycles, Roller Blades and Skateboards</b>			
Fines	N	\$200.00	\$200.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>LOCAL LAWS - Impounded Items</b>			
Impounded items - trolleys, signs etc.	N	\$75.00	\$75.00
Impounded vehicles - release	N	\$300.00	\$300.00
Sale of Impounded vehicles	Y	\$125.00	\$125.00
<b>PARKING - Meter Bag Permits - Builder (per bay)</b>			
Per day	Y	\$25.00	\$25.00
Per week	Y	\$100.00	\$100.00
<b>PARKING - Meter Bag Permits - Promotional (per bay)</b>			
Per day	Y	\$25.00	\$25.00
<b>PARKING - On Street Parking (per bay)</b>			
Meters (per hour)	Y	\$1.30	\$1.30
<b>PARKING - Off Street Car Parks - Outer CBD</b>			
Edward Street Car Park	Y	\$1.30	\$1.30
Maude Street Car Park	Y	\$1.30	\$1.30
Fryers Street Car Park	Y	\$1.30	\$1.30
Fryers/Edward Street Car Park	Y	\$1.30	\$1.30
<b>PARKING - Off Street Car Parks - Inner CBD</b>			
Wyndham Mall Car Park	Y	\$1.30	\$1.30
High Street Car Park	Y	\$1.30	\$1.30
Stewart Street Car Park	Y	\$1.30	\$1.30
West Walk Car Park	Y	\$1.30	\$1.30
<b>PARKING - Permits</b>			
Annual Parking Permit (designated car parks)	Y	\$1,232.00	\$1,232.00
<b>PERFORMING ARTS</b>			
Ticket Selling charge, per ticket, Commercial hirer	Y	\$4.90	\$4.90
Ticket Selling rebate, per ticket, Community hirer	Y	\$2.45	\$2.45
Ticket reissue fee	Y	\$2.45	\$2.45
Commission on merchandise in conjunction with an event	Y	As Per Contract	As Per Contract
Mobile EFTPOS Machine charge	Y	\$0.00	\$33.00
Standard ticket build - Eastbank	Y	\$55.00	\$60.00
Standard ticket build - WestSide	Y	\$55.00	\$60.00
Ticket build surcharge (over standard) - Eastbank	Y	\$25.00	\$30.00
Ticket build surcharge (over standard) - WestSide	Y	\$25.00	\$30.00
Ticket printing fee - Eastbank (min 100)	Y	\$0.15	\$0.15
Ticket printing fee - WestSide (min 100)	Y	\$0.15	\$0.15
Ticket postage and handling	Y	\$2.50	\$2.50
Flyer distribution - combined - per 500	Y	\$77.00	\$85.00
Flyer distribution - individual - per 100	Y	\$110.00	\$125.00

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>PERFORMING ARTS – Eastbank Centre: Commercial Hire</b>			
Riverlinks Membership – Gold	Y	\$0.00	\$55.00
Riverlinks Membership – Gold Concession	Y	\$0.00	\$45.00
Riverlinks Membership – Silver	Y	\$0.00	\$25.00
Riverlinks Membership – Silver Concession	Y	\$0.00	\$20.00
Entire Venue	Y	\$1,950.00	\$1,980.00
Per head rate	Y	By Neg.	By Neg.
Rehearse/Set up (8 hours max)	Y	\$500.00	\$510.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Commercial Hire</b>			
Per Event/Performance/Concert	Y	\$1,780.00	\$1,820.00
Rehearse/Set up (8 hours max)	Y	\$500.00	\$510.00
Subsequent extra concerts in same day (fee per concert)	Y	\$840.00	\$860.00
Eastbank Venue layover (lost hire opportunity)	Y	\$400.00	\$410.00
WestSide Venue layover (lost hire opportunity)	Y	\$400.00	\$410.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Commercial Hire</b>			
Per Event – Large function space	Y	\$1,420.00	\$1,440.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$780.00	\$790.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 &amp; 2 combines): Commercial Hire</b>			
Per Event – Small function space	Y	\$820.00	\$840.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$395.00	\$400.00
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Commercial Hire</b>			
Meeting/Speaker/Function [One room]	Y	\$165.00	\$165.00
Meeting/Speaker/Function [Two rooms]	Y	\$315.00	\$315.00
<b>PERFORMING ARTS – Westside Performing Arts Centre – The Theatre (Auditorium &amp; Foyer): Commercial Hire</b>			
Westside Performance/Concert	Y	\$1,320.00	\$1,350.00
Subsequent extra concerts in same day (per concert)	Y	\$680.00	\$690.00
Rehearsal Week Day (up to 8hrs)	Y	\$500.00	\$510.00
<b>PERFORMING ARTS – Eastbank Centre: Community Hire</b>			
Entire Venue	Y	\$1,430.00	\$1,460.00
Rehearse/Set up (8hrs max)	Y	\$425.00	\$435.00
Hire of Eastbank (all areas) Schools Rate	Y	\$1,250.00	\$1,280.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Community Hire</b>			
Per Event/Performance/Concert	Y	\$1,290.00	\$1,320.00
Rehearse/Set up (8 hours max)	Y	\$425.00	\$435.00
Subsequent extra concerts in same day (fee per concert)	Y	\$790.00	\$800.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Community Hire</b>			
Per event – Large function space	Y	\$1,030.00	\$1,050.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 or 2 alone): Community Hire</b>			
Per event	Y	\$600.00	\$620.00

**YOUR RATES AT WORK**

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Community Hire</b>			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
<b>PERFORMING ARTS - Westside Performing Arts Centre: Community Hire – The Theatre (Auditorium and Foyer)</b>			
Performance/Concert	Y	\$975.00	\$1,000.00
Subsequent extra concerts in same day (fee per concert)	Y	\$610.00	\$620.00
Rehearsal (up to 8hrs)	Y	\$425.00	\$435.00
<b>PERFORMING ARTS – Eastbank Centre : School Hire</b>			
Entire Venue	Y	\$1,370.00	\$1,400.00
Rehearse/Set Up (8 hrs. max)	Y	\$375.00	\$385.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Schools Hire</b>			
Per Event/Performance/Concert	Y	\$1,260.00	\$1,290.00
Rehearse/Set up (8 hrs. max)	Y	\$375.00	\$385.00
Subsequent extra concerts in same day (fee per concert)	Y	\$735.00	\$750.00
Speech night/Graduation [NO ENTRY FEE TO BE CHARGED BY HIRER] [Schools and educational institutions only. One per year per institution. Rate not further reducible]	Y	\$790.00	\$810.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Schools Hire</b>			
Per event	Y	\$990.00	\$1,010.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 &amp; 2 combined): Schools Hire</b>			
Per event	Y	\$575.00	\$590.00
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Schools Hire</b>			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
<b>PERFORMING ARTS - Westside Performing Arts Centre: School Hire – The Theatre (Auditorium and Foyer)</b>			
Performance/Concert	Y	\$920.00	\$940.00
Subsequent extra concerts in same day (fee per concert)	Y	\$600.00	\$610.00
Rehearsal (up to 8hrs)	Y	\$375.00	\$385.00
<b>PLANNING</b>			
Request for Copies of Planning Permit and Plans	Y	\$50.00	\$50.00
Extension of time to planning Applications	Y	\$102.00	\$102.00
Pre application written advice	Y	\$100.00	\$100.00
Approval of Development Plans <20 Lots	Y	\$102.00	\$102.00
Approval of Development Plans >20 Lots	Y	\$102.00	\$102.00
Mail Out	Y	\$3.00	\$3.00
Sign on site (to produce and erect)	Y	\$148.50	\$148.50
Notice in Newspaper	Y	\$257.50	\$257.50
Sign on Site	Y	\$20.00	20.00
<b>RECREATION &amp; PARKS - Sports Fields - Deakin Reserve</b>			
GVFL prelim & Grand Final	Y	\$4,840.00	\$5,320
GVFL Extra Event Fee	Y	\$605.00	\$665
Deakin Reserve Winter Wicket Covering Fee	Y	\$597.70	\$610.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>RECREATION &amp; PARKS - Sports Fields - Regular Use</b>			
5 Star Facility Hourly Rate: - Deakin Reserve - Sports Precinct Main Soccer Pitch	Y	\$53.50	\$54.55
4 Star Facility Hourly Rate: - John Riordan Oval - Mooroopna Recreation Reserve Main Oval - Rumbalara Sports Field - Sports Precinct Athletics Track - Tatura Park Western Oval	Y	\$35.65	\$36.35
3 Star Facility Hourly Rate: - Frank Howley Oval - Kialla Park Main Oval - McGuire Senior Oval - Sports Precinct Multipurpose Field 1 - Sports Precinct Multipurpose Field 2 - Vibert Reserve Eastern Sports Field - Vibert Reserve Western Sports Field	Y	\$24.41	\$25.90
2 Star Facility Hourly Rate: - Howley Oval II - Kialla Park Recreation Reserve Oval 2 - John Gray Oval - Jim McGregor Oval - Leon Heath Oval - Mooroopna Recreation Reserve No 4 - Sports Precinct Multipurpose Field 3 - Sports Precinct Multipurpose Field 4 - Velodrome Arena - Vibert Reserve Central Sports Fields - Victory Park Oval - Wilmot Road PS Oval - Chas Johnson Reserve	Y	\$19.11	\$19.50
<b>RECREATION &amp; PARKS - Sports Fields - Major Event or Finals</b>			
5 Star Facility % of Gate	Y	11%	11%
2,3 and 4 Star Facility % of Gate	Y	5%	5%
<b>RECREATION &amp; PARKS - Sports Fields - School Use</b>			
Sports Field Daily Hire	Y	\$53.80	\$54.90
Sports Field Hourly Hire	Y	\$18.40	\$18.75
Athletics Track and Field Daily Hire (Primary Schools)	Y	\$97.80	\$99.75
Athletics Track and Field Daily Hire (Secondary Schools)	Y	\$165.00	\$168.30
<b>RECREATION &amp; PARKS - Outdoor Hard Courts</b>			
4 Star Facility Hourly Rate: - Deakin Reserve - Mooroopna Recreation Reserve - Princess Park	Y	\$28.15	\$28.70

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>RECREATION &amp; PARKS - Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts Only)</b>			
Junior Sport (per cent of rate)	Y	30%	30%
Sport Development (per cent of rate)	Y	40%	40%
High Volume / Low Participation (per cent of rate)	Y	75%	75%
<b>RECREATION &amp; PARKS - Outdoor Sports Facilities Commercial (apply to Sports Fields and Hard courts Only)</b>			
Commercial Use (per cent of rate)	Y	2%	2%
<b>RECREATION &amp; PARKS - Sports Pavilions (Seasonal Fees)</b>			
Catering/Social Area - Small	Y	\$214.20	\$218.50
Catering/Social Area - Medium	Y	\$489.15	\$498.95
Catering/Social Area - Large	Y	\$916.55	\$934.90
Change Rooms - Small	Y	\$183.30	\$187.00
Change Rooms - Medium	Y	\$427.80	\$436.30
Change Rooms - Large	Y	\$733.60	\$748.25
Daily Rate (% of Seasonal Fee)	Y	9.0%	9.0%
Infrequent Use (3-6 Uses) (% of Seasonal Fee)	Y	27.0%	27.0%
Junior Training Rate (per cent of rate)	Y	9.0%	9.0%
<b>RECREATION &amp; PARKS - Sports Fields and Outdoor Courts Flood Lights Hourly Hire</b>			
Cost Per Lux Used (All Locations)	Y	\$0.17	\$0.15
<b>RECREATION &amp; PARKS - Waste Servicing</b>			
Additional Litter Bin (Daily Fee)	Y	\$23.35	\$23.85
Litter Bin (Seasonal Fee)	Y	\$183.30	\$187.00
Event Litter Collection (per day)	Y	\$428.10	\$436.65
Additional Clearance of Existing Bin (Per Clearance)	Y	\$7.40	\$7.55
<b>RECREATION &amp; PARKS - Toilet Servicing</b>			
Toilet Service Fee (Single Clean and Service)	Y	\$73.50	\$74.95
Toilet Service Fee (Half day with attendant)	Y	\$391.20	\$399.05
Toilet Service Fee (Full day with attendant)	Y	\$635.80	\$648.50
<b>RECREATION &amp; PARKS - Line Marking , Scoring Apparatus and Additional Mowing</b>			
Standard Line Painting with Existing Set Out - Per Sports Field	Y	\$342.45	\$120.00
Standard Line Painting with Existing Set Out Athletics Track	Y	\$391.20	\$240.00
Athletic Track Set Out and Initial Line Paint	Y	\$391.20	\$480.00
Sports Field Set Out and Initial Line Paint	Y	\$941.20	\$240.00
Sports Fields Additional Mow	Y	\$332.45	\$240.00
<b>RECREATION &amp; PARKS - Deposits and Insurance</b>			
Key Deposit (per key)	N	\$38.05	\$35.00
Sports Fields, POS and Pavilions Security Deposit Reg Low Risk	N	\$543.40	\$500.00
Sports Fields, POS and Pavilions Security Deposit Reg High Risk	N	\$1,086.75	\$1,000.00
Sports Fields, POS and Pavilions Security Deposit Circus	N	\$2,173.50	\$2,000.00
Sports Fields, POS and Pavilions Security Deposit Casual Use	N	\$217.35	\$200.00

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>RECREATION &amp; PARKS - Skate Parks</b>			
Skate Park Daily Hire for Event (No Spectator Fee)	Y	\$67.00	\$58.25
<b>RECREATION &amp; PARKS - Parks and Public Open Space</b>			
5 Star Facility - Seasonal Market Booking	Y	\$2,689.80	\$2,700.00
5 Star Facility - Monthly Market Booking	Y	\$0.00	\$225.00
4 Star Facility - Seasonal Market Booking	Y	\$0.00	\$600.00
4 Star Facility - Monthly Market Booking	Y	\$0.00	\$50.00
Weddings in Council Parks	Y	\$0.00	\$100.00
<b>RECREATION &amp; PARKS - Victoria Park Lake</b>			
VPL Water Body Hourly Hire – Exclusive Use	Y	\$0.00	\$15.00
<b>RECREATION &amp; PARKS – Indoor Sports Facilities – All</b>			
Events Daily Cleaning Fee	Y	\$204.00	\$220.00
<b>RECREATION &amp; PARKS – Indoor Sports Facilities - Programs</b>			
Indoor Sports- Group Fitness	Y	\$5.50	\$6.00
Indoor Sports - Netball - Per Team	Y	\$56.00	\$56.00
Social Badminton	Y	\$3.50	\$4.00
Keen-Agers Table Tennis	Y	\$3.50	\$4.00
<b>RECREATION &amp; PARKS – Main Sports Courts and Multi-Purpose Room</b>			
Off Peak Rate (12.00am to 5.00pm)	Y	\$23.75	\$24.60
Peak Rate (5.00pm to 12.00pm)	Y	\$44.35	\$45.90
Junior Development/Training Rate	Y	\$0.00	\$24.60
4 Court Daily Rate - Weekend Foundation User Group	Y	\$599.25	\$620.25
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$834.20	\$863.40
<b>RECREATION &amp; PARKS – Shepparton Sports Stadium – Commercial Use</b>			
Commercial Exclusive Daily Rate	Y	\$1,870.40	\$1,935.85
<b>RECREATION &amp; PARKS – Shepparton Sports Stadium – Personal Casual Use</b>			
Basketball Half Court Hourly Rate	Y	\$3.00	\$3.00
Badminton Court Hourly Rate	Y	\$3.00	\$3.50
Table Tennis Table Hourly Rate	Y	\$3.00	\$3.50
<b>RECREATION &amp; PARKS – Tatura Community Activity Centre – Main Court</b>			
Off Peak Rate (12.00am to 5.00pm)	Y	\$22.90	\$23.75
Peak Rate (5.00pm to 12.00pm)	Y	\$36.00	\$37.20
<b>RECREATION &amp; PARKS – Tatura Community Activity Centre – Meeting Room</b>			
Programs and Functions Hourly Hire	Y	\$31.25	\$32.35
<b>RECREATION &amp; PARKS – Tatura Community Activity Centre – Change rooms</b>			
Change Rooms Daily Cleaning Fee	Y	\$36.00	\$37.30
<b>SALEYARDS - (Effective 1 January 2015) - Yard Dues</b>			
Bulls (per head)	Y	\$18.79	\$19.55
Sheep (per head)	Y	\$0.87	\$0.90

**YOUR RATES AT WORK**

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>SALEYARDS - (Effective 1 January 2015) - Cattle (per head)</b>			
Cattle Weighed: Singles (per head)	Y	\$13.14	\$13.65
Cattle Weighed: 2 - 5 head (per head)	Y	\$11.11	\$11.55
Cattle Weighed: 6+ head (per head)	Y	\$8.97	\$9.35
Cattle Unweighed (per head - Sale Day Only)	Y	\$11.50	\$11.95
Cattle Unweighed (per head - Special/Store Sale)	Y	\$10.45	\$10.85
Calves Ordinary Monday Sale (per head)	Y	\$2.74	\$2.85
<b>SALEYARDS - (Effective 1 January 2015) - Selling Fees</b>			
Ordinary Sales (each) plus per head fees below	Y	\$126.18	\$131.25
Special Sales (each) plus per head fees below.	Y	\$208.54	\$216.90
- Plus bulls (per head)	Y	\$1.95	\$2.05
- Plus cattle (per head)	Y	\$1.00	\$1.05
- Plus calves (per head)	Y	\$0.39	\$0.40
- Plus sheep (per head)	Y	\$0.14	\$0.15
<b>SALEYARDS - (Effective 1 January 2015) - Misc. Charges</b>			
Office Rent (per annum)	Y	\$2,100.00	\$2,184.00
Private scanning of cattle (per head)	Y	\$3.18	\$3.30
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$2.04	\$2.10
Private Use of Yards for holding stock sale days (per head per day)	Y	\$5.50	\$5.70
Private weighing of Cattle (per head)	Y	\$4.59	\$4.75
Private weighing including scanning of Cattle (per head)	Y	\$7.68	\$8.00
Calves sold on cattle sale day i.e. Tuesday (per head)	Y	\$3.76	\$3.90
Truck wash charges (per minute)	Y	\$0.85	\$0.92
<b>SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements</b>			
Shepparton Showgrounds McIntosh Centre	Y	\$650.00	\$670.00
Shepparton Showgrounds Grandstand Function Room	Y	\$265.00	\$275.00
Shepparton Showgrounds Grandstand Exterior Full Clean Weddings	Y	\$0.00	\$200.00
Shepparton Showgrounds Grandstand Exterior Wedding Photography	Y	\$0.00	\$80.00
Shepparton Showgrounds Site Daily Use	Y	\$1,850.00	\$2,000.00
McIntosh Centre Kitchen	Y	\$220.00	\$225.00
McIntosh Exhibition foyer	Y	\$365.00	\$375.00
Shepparton Showgrounds McIntosh Centre - Full Facility	N	\$795.00	\$815.00
Carpet Hire per sq. metre	Y	\$4.50	\$4.50
Open Space Arena - Commercial Use	Y	\$475.00	\$800.00
Open Space Arena - Commercial Use Half Day	Y	\$0.00	\$400.00
Open Space Arena - Community Use Full Day	Y	\$475.00	\$475.00
Open Space Arena - Community Use Half Day	Y	\$0.00	\$400.00
Trestle Table Hire (each)	Y	\$0.00	\$200.00
Chair Hire (each)	Y	\$0.00	\$6.00
Shepparton Showgrounds - New exhibition building	Y	\$2,000.00	\$2,000.00
Shepparton Showgrounds - Hardstand driving events	Y	\$0.00	\$450.00
Shepparton Showgrounds - Hardstand (non driving)	Y	\$250.00	\$260.00
Shepparton Showgrounds - Acoustic Curtain	Y	\$450.00	\$350.00
Shepparton Showgrounds - Hire of Portable Stage	Y	\$80.00	\$80.00



# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements</b>			
Shepparton Showgrounds – Commercial Entire Facility including MPP, MC, GS, HS & Open space	Y	\$3,550.00	\$3,300.00
Shepparton Showgrounds – Community Entire Facility including MPP, MC, GS, HS & Open space	Y	\$3,550.00	\$3,000.00
Shepparton Showgrounds – Light tower per unit per night use	Y	\$0.00	\$55.00
Shepparton Showgrounds – High St front grass area	Y	\$0.00	\$200.00
Shepparton Showgrounds – MPP Front Grass Area	Y	\$0.00	\$100.00
Shepparton Showgrounds – Promenades with power	Y	\$0.00	\$200.00
Shepparton Showgrounds – circus on open space	Y	\$0.00	\$500.00
<b>TATURA PARK - Blackmore and Leslie Indoor Arena</b>			
Tatura Park - Major events per day	Y	\$420.00	\$440.00
Tatura Park - Horse clinics per day	Y	\$360.00	\$370.00
Tatura Park - Per Hour Casual Hire	Y	\$70.00	\$75.00
<b>TATURA PARK - Outdoor Arena</b>			
Per Day	Y	\$335.00	\$345.00
<b>TATURA PARK - Outdoor Sand Arena</b>			
Per Day	Y	\$265.00	\$270.00
Per Day if used in conjunction with Indoor Arena	Y	\$145.00	\$150.00
Per Hour Casual Hire	Y	\$58.00	\$60.00
<b>TATURA PARK - Stables</b>			
Per Day	Y	\$14.50	\$15.00
Overnight	Y	\$19.00	\$21.00
Stable cleaning hire labour (p/h)	Y	\$35.00	\$40.00
Whole of facility hire IDW only	Y	\$10,000	\$11,000
<b>TATURA PARK - Camping</b>			
Powered Site (per day)	Y	\$16.00	\$17.00
Unpowered Site (per day)	Y	\$10.00	\$11.00
<b>TATURA PARK - Seasonal Rentals</b>			
Agricultural Society	Y	\$500.00	\$500.00
<b>TATURA PARK - Wilson Hall</b>			
Wilson Hall casual rental	Y	\$110.00	\$200.00
Hire of Eastern Oval Meeting Room	Y	\$92.50	\$100.00
<b>TOURISM - Moooving Art</b>			
Accommodation Commission	Y	10%	10%
Tatura Park Measuring Stand Per Day	Y	\$0.00	\$100.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>VICTORIA PARK LAKE HOLIDAY PARK *BASED ON 1-2 PEOPLE</b>			
Luxury Lakeview Cabin – Off Peak	Y	\$140.00	\$140.00
Luxury Lakeview Cabin - Peak	Y	\$160.00	\$160.00
Family Deluxe Cabin - Off Peak	Y	\$130.00	\$130.00
Family Deluxe Cabin - Peak	Y	\$140.00	\$140.00
Deluxe Cabin - Off Peak	Y	\$115.00	\$115.00
Deluxe Cabin - Peak	Y	\$130.00	\$130.00
En-suite Powered Site - Off Peak	Y	\$42.00	\$42.00
En-suite Powered Site - Peak	Y	\$52.00	\$52.00
Waterfront Powered Site – Off Peak	Y	\$32.00	\$32.00
Waterfront Powered Site - Peak	Y	\$37.00	\$37.00
Non Waterfront Powered Site - Off Peak	Y	\$32.00	\$32.00
Non Waterfront Powered Site - Peak	Y	\$37.00	\$37.00
Unpowered Site - Off Peak	Y	\$27.00	\$27.00
Unpowered Site - Peak	Y	\$30.00	\$30.00
Extra Adult	Y	\$15.00	\$15.00
Extra Child	Y	\$0.00	\$10.00
Bedding - per pack	Y	\$15.00	\$15.00
Cancellation Fees - within to 14 days of arrival date	Y	\$30.00	\$30.00
Stay 4 nights pay for 3	Y		
Stay 7 nights pay for 5	Y		
Top Tourist member's special rates - 10% off applicable rates	Y		
Group booking of 10 or more - 10% off applicable rates	Y		
<b>WASTE MANAGEMENT - Transfer Stations (per cubic metre)</b>			
Municipal Waste	Y	\$38.00	\$40.00
Industrial/Commercial waste	Y	\$56.00	\$60.00
Organics waste	Y	\$18.00	\$18.00
Concrete waste	Y	\$23.00	\$24.00
Plaster waste	Y	\$22.00	\$22.00
Recycled concrete sales (Transfer Stations)	Y	\$18.00	\$18.00
Recycled brick sales (Transfer Stations)	Y	\$20.00	\$20.00
Mulch sales (Transfer Stations)	Y	\$6.00	\$6.00
Mattress disposal (Transfer Stations)	Y	\$18.00	\$18.00
e- waste disposal (Transfer Stations)	Y	\$5.00	\$5.00
Upsize kerbside waste bin (Kerbside services)	Y	\$30.00	\$31.00
Minimum Charge	Y	\$10.00	\$10.00
Cancellation of non-compulsory waste/recycling/organics bin	Y	\$30.00	\$31.00
Replacement of waste/recycling/organics bin	Y	\$114.00	\$117.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>WASTE MANAGEMENT - Cosgrove Landfill (per cubic metre)</b>			
Municipal Waste	Y	\$31.00	\$33.00
Industrial/Commercial waste	Y	\$53.00	\$56.00
<b>WASTE MANAGEMENT - Cosgrove Landfill (per tonne)</b>			
Municipal Waste	Y	\$96.00	\$101.00
Industrial/Commercial waste	Y	\$147.00	\$156.00
Prescribed waste	Y	\$185.00	\$189.00
<b>WASTE MANAGEMENT - Tyres (each)</b>			
Car/motorbike tyre (clean)	Y	\$3.00	\$3.00
Car/motorbike tyre (dirty)	Y	\$4.00	\$4.00
Car/motorbike tyre (with rim)	Y	\$4.00	\$4.00
Forklift tyre	Y	\$18.00	\$18.00
Go-cart tyre	Y	\$2.00	\$2.00
Rubber excavator tracks/Conveyor belts	Y	POA	POA
Four wheel motorbike	Y	\$5.00	\$5.00
Light truck (17" rim)	Y	\$6.00	\$6.00
Truck (clean)	Y	\$13.00	\$13.00
Truck (dirty)	Y	\$14.00	\$14.00
Truck (with rim)	Y	\$16.00	\$16.00
Tractor	Y	\$80.00	\$80.00
<b>WASTE MANAGEMENT - General</b>			
Cardboard (commercial customers)	Y	\$6.00	\$6.00
Earthmoving (up to 1.0m)	Y	POA	POA
Earthmoving (1.0 to 1.5m)	Y	POA	POA
Earthmoving (1.5 to 2.0m)	Y	POA	POA
Scraper	Y	POA	POA



## Appendix F: Schedule of Fees and Charges

### Statutory Fees and Charges - Banded

(Fees and Charges set by statute providing Council the authority to set a price within a given range)

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>AGED AND DISABILITY SERVICES - Aged Services Programs</b>			
Planned Activity Group (Program attendance)	N	\$10.00	\$10.00
Community Meals	N	\$8.75	\$8.70
Meals on Wheels	N	\$8.75	\$8.70
Meals on Wheels – Lighter Option	N	\$7.00	\$7.00
Meals on Wheels - Frozen	N	\$8.75	\$8.70
<b>AGED AND DISABILITY SERVICES - Low Income Range</b>			
Household Assistance (per hour)	N	\$5.90	\$5.80
Personal Care (per hour)	N	\$4.30	\$4.30
Respite Care (per hour)	N	\$2.90	\$2.90
Home Maintenance (per hour)	N	\$11.75	\$11.60
<b>AGED AND DISABILITY SERVICES - Medium Income Range</b>			
Household Assistance (per hour)	N	\$14.55	\$14.50
Personal Care (per hour)	N	\$8.75	\$8.50
Respite Care (per hour)	N	\$4.30	\$4.40
Home Maintenance (per hour)	N	\$17.45	\$17.40
<b>AGED AND DISABILITY SERVICES - High Income Range</b>			
Household Assistance (per hour)	N	\$34.35	\$31.50
Personal Care (per hour)	N	\$36.45	\$35.30
Respite Care (per hour)	N	\$36.45	\$32.50
Home Maintenance (per hour)	N	\$45.30	\$45.80
<b>ANIMALS - Dog Registration Fees - Effective 10 April 2015</b>			
Standard fee - Normal	N	\$120.00	\$120.00
Standard fee - Pensioner	N	\$60.00	\$60.00
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Kept for working stock (rural) * Registered with the Victorian Canine Association * Kept for breeding by the proprietor of a domestic animal business	N	\$40.00	\$40.00
Reduced fee - Pensioner	N	\$20.00	\$20.00
<b>ANIMALS - Cat Registration Fees - Effective 10 April 2015</b>			
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Registered with the Feline Control Council * Kept for breeding by the proprietor of a domestic animal business	N	\$40.00	\$40.00
Reduced fee - Pensioner	N	\$20.00	\$20.00

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>ANIMALS - Other Fees</b>			
Animal Management Fines – Fee Unit	N	1.5	1.5
Animal Management Fines – Fee Unit	N	2	2
<b>BUILDING - Information provided to Private Building Surveyors</b>			
Flooding/Floor level/legal point of discharge and Planning/Sitting	N	\$65.75	\$59.60
Bushfire prone area, termites, gust speed, land drainage etc.	N	\$45.35	\$47.60
<b>BUILDING - Lodging of documents - S30 of the Act (Reg. 2.16)</b>			
Other Classes	N	\$34.85	\$35.70
Demolition Report and Consent - Section 29A	N	\$58.15	\$59.60
Preceding 10 Years	N	\$46.45	\$46.45
Beyond 10 Years	N	\$46.45	\$46.45
<b>CORPORATE SERVICES</b>			
Freedom of Information Request – Application fee	N	\$25.70	\$25.70
<b>HEALTH - Registered Premises</b>			
Transfer of registration Certificate – CP – Fee Units	N	5	5
0-25 total ST and LT sites – Fee Units	N	17	17
26-50 total ST and LT sites – Fee Units	N	34	34
51-75 total ST and LT sites – Fee Units	N	51	51
76-100 total ST and LT sites – Fee Units	N	68	68
101-125 total ST and LT sites – Fee Units	N	85	85
126-150 total ST and LT sites – Fee Units	N	103	103
151-175 total ST and LT sites – Fee Units	N	120	120
176-200 total ST and LT sites – Fee Units	N	137	137
201-225 total ST and LT sites – Fee Units	N	154	154
226-250 total ST and LT sites – Fee Units	N	171	171
251-275 total ST and LT sites – Fee Units	N	188	188
276-300 total ST and LT sites – Fee Units	N	205	205
<b>HEALTH - Septic Tank Permits</b>			
Septic Tank Infringements – Individual – Penalty Units	N	5	5
Septic Tank Infringements – Corporate – Penalty Units	N	10	10
<b>PARKING - Fines</b>			
620 - Stopped in a slip lane	N	\$144.00	\$148.00
621 - Stopped contrary to a no parking sign	N	\$72.00	\$75.00
622 - Parallel parking in a road related area	N	\$87.00	\$90.00
623 - Stopped on a painted island	N	\$87.00	\$90.00
625 - Parked less than 3m from dividing line/strip	N	\$87.00	\$90.00
626 - Stopped on/across driveway or other way of access	N	\$87.00	\$90.00
627 - Stopped on a road 10m before/after safety zone	N	\$87.00	\$90.00
701 - Parked - For period longer than indicated	N	\$72.00	\$75.00
702 - Fail to pay fee and obey instructions on sign/meter/ticket etc.	N	\$72.00	\$75.00
704 - Stopped on a bicycle parking area	N	\$72.00	\$75.00
705 - Stopped on a motor bike parking area	N	\$72.00	\$75.00
706 - Parked - Contrary to requirement of parking area	N	\$72.00	\$75.00

**YOUR RATES AT WORK**

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
707 - Parked - Not at an angle of 45o	N	\$72.00	\$75.00
708 - Parked - Not at an angle of 90o	N	\$72.00	\$75.00
711 - Parked - Not completely within a parking bay	N	\$72.00	\$75.00
712 - Parked - Long vehicle exceeding minimum number of bays	N	\$72.00	\$75.00
713 - Parked - Wide vehicle exceeding minimum number of bays	N	\$72.00	\$75.00
715 - Stopped - On a marked foot crossing	N	\$87.00	\$90.00
716 - Stopped - Within 10m before marked foot crossing	N	\$87.00	\$90.00
717 - Stopped - Within 3m after marked foot crossing	N	\$87.00	\$90.00
718 - Stopped - Within 10m before bicycle crossing lights	N	\$87.00	\$90.00
720 - Stopped - In a loading zone	N	\$144.00	\$148.00
721 - Stopped - In a loading zone longer than 30 minutes	N	\$144.00	\$148.00
722 - Stopped - In a loading zone longer than indicated time	N	\$144.00	\$148.00
723 - Stopped - In a truck zone	N	\$87.00	\$90.00
724 - Stopped - In a mail zone	N	\$87.00	\$90.00
725 - Stopped - In a works zone	N	\$87.00	\$90.00
726 - Stopped - In a taxi zone	N	\$87.00	\$90.00
727 - Stopped - In a bus zone	N	\$87.00	\$90.00
728 - Stopped - In a permit zone	N	\$87.00	\$90.00
729 - Stopped - Double Parked	N	\$87.00	\$90.00
730 - Stopped - Within 1m of fire hydrant	N	\$87.00	\$90.00
731 - Stopped - Within 1m of fire hydrant indicator	N	\$87.00	\$90.00
732 - Stopped - Within 1m of fire plug indicator	N	\$87.00	\$90.00
733 - Stopped - On a bus stop	N	\$87.00	\$90.00
734 - Stopped - Within 20m before a bus stop	N	\$87.00	\$90.00
735 - Stopped - Within 10m after a bus stop	N	\$87.00	\$90.00
736 - Stopped - On a bicycle path	N	\$87.00	\$90.00
737 - Stopped - On a footpath	N	\$87.00	\$90.00
738 - Stopped - On a shared path	N	\$87.00	\$90.00
739 - Stopped - On a dividing strip	N	\$87.00	\$90.00
740 - Stopped - On a nature strip	N	\$87.00	\$90.00
741 - Stopped -Within 3m public post-box	N	\$87.00	\$90.00
742 - Stopped - Within 20m of intersection with traffic lights	N	\$87.00	\$90.00
745 - Parked - Not facing direction of travel	N	\$87.00	\$90.00
746 - Parked - Not parallel to far left side of two-way road	N	\$87.00	\$90.00
747 - Parked - Not as near as practicable to far left side of 2-way road	N	\$87.00	\$90.00
748 - Parked - Not parallel to far left side of one-way road	N	\$87.00	\$90.00
749 - Parked -Not parallel to far right side of one way road	N	\$87.00	\$90.00
750 - Parked - Not as near as practicable to far left side of 1-way road	N	\$87.00	\$90.00
751 - Parked - Not as near as practicable to far right side of 1-way road	N	\$87.00	\$90.00
752 - Parked - Less than 1m from other vehicle	N	\$87.00	\$90.00
754 - Parked - Fail to leave 3m of road for other vehicle to pass	N	\$87.00	\$90.00
755 - Parked - Unreasonably obstructing the path of vehicles	N	\$87.00	\$90.00
756 - Parked - Unreasonably obstructing the path of pedestrians	N	\$87.00	\$90.00
758 - Next to a yellow edge line	N	\$87.00	\$90.00

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
759 - Stopped - On a level crossing	N	\$87.00	\$90.00
764 - Stopped - In a bus lane	N	\$87.00	\$90.00
765 - Stopped - In a transit lane	N	\$87.00	\$90.00
766 - Stopped - In a truck lane	N	\$87.00	\$90.00
764 - Stopped - In a bus lane	N	\$87.00	\$90.00
765 - Stopped - In a transit lane	N	\$87.00	\$90.00
766 - Stopped - In a truck lane	N	\$87.00	\$90.00
769 - Stopped - In a shared zone	N	\$87.00	\$90.00
770 - Stopped - In a safety zone	N	\$87.00	\$90.00
771 - Stopped - Within 10m before a safety zone	N	\$87.00	\$90.00
772 - Stopped - Within 10m after a safety zone	N	\$87.00	\$90.00
773 - Stopped - Near an obstruction	N	\$87.00	\$90.00
774 - Stopped - On bridge or similar structure - width less than approach road	N	\$87.00	\$90.00
775 - Stopped - In a tunnel with width less than approach road	N	\$87.00	\$90.00
776 - Stopped - In an underpass with width less than approach road	N	\$87.00	\$90.00
777 - Stopped - On a crest not in a built-up area	N	\$87.00	\$90.00
778 - Stopped - Near a crest not in a built-up area	N	\$87.00	\$90.00
779 - Stopped - On a curve not in a built up area	N	\$87.00	\$90.00
780 - Stopped - Near a curve not in a built up area	N	\$87.00	\$90.00
781 - Stopped - Obstruct access to a footpath	N	\$87.00	\$90.00
782 - Stopped - Obstruct access to bicycle path	N	\$87.00	\$90.00
783 - Stopped - Obstruct access to a passageway	N	\$87.00	\$90.00
784 - Stopped - Obstruct access from a footpath	N	\$87.00	\$90.00
785 - Stopped - Obstruct access from a bicycle path	N	\$87.00	\$90.00
786 - Stopped - Obstruct access from a passageway	N	\$87.00	\$90.00
787 - Stopped - Heavy vehicle not on shoulder of road	N	\$87.00	\$90.00
788 - Stopped - Long vehicle not on shoulder of road	N	\$87.00	\$90.00
789 - Stopped - Heavy vehicle in built up area longer than 1 hr.	N	\$87.00	\$90.00
790 - Stopped - Long vehicle in built up area longer than 1 hr.	N	\$87.00	\$90.00
791 - Stopped - Clearance and side marker lights not effective and visible	N	\$87.00	\$90.00
793 - Stopped - In a no standing area	N	\$144.00	\$148.00
794 - Stopped - On a children's crossing	N	\$144.00	\$148.00
795 - Stopped - Within 20m before children's crossing	N	\$144.00	\$148.00
796 - Stopped - Within 10m after children's crossing	N	\$144.00	\$148.00
797 - Stopped - On a pedestrian's crossing	N	\$144.00	\$148.00
798 - Stopped - Within 20m before pedestrian's crossing	N	\$144.00	\$148.00
799 - Stopped - Within 10m after pedestrian's crossing	N	\$144.00	\$148.00
800 - Stopped - On a clearway	N	\$144.00	\$148.00
803 - Stopped In a parking area for people with disabilities	N	\$144.00	\$148.00
804 - Stopped - Within 10m of intersection	N	\$144.00	\$148.00
805 - Stopped - Within an intersection	N	\$144.00	\$148.00
807 - Disobey direction to move vehicle from disabled parking	N	\$144.00	\$148.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>PLANNING - Amendments to Planning Schemes:</b>			
Considering a request to amend a planning scheme; and taking action required by Division 1 of Part 3 of the Planning and Environment Act: considering any submissions that do not seek a change to the amendment and if applicable, abandoning the amendment.	N	\$798.00	\$798.00
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel, providing assistance to a panel, making a submission to a panel and considering the report in accordance with Section 27.	N	\$798.00	\$798.00
Adopting an amendment or a part of an amendment; and Submitting the amendment for approval	N	\$524.00	\$524.00
Considering a request to approve an amendment, and giving notice of approval of an amendment by the proponent to the Minister.	N	\$798.00	\$798.00
<b>PLANNING - Planning Permit Applications:</b>			
Change of Use	N	\$502.00	\$502.00
<b>PLANNING - Planning Permit Applications: Single Dwellings OR Dependent Persons Units Development Value</b>			
\$10,001 - \$100,000	N	\$239.00	\$239.00
Greater than \$100,000	N	\$490.00	\$490.00
<b>PLANNING - Planning Permit Applications: Development Other Development Value</b>			
\$0 - \$10,000	N	\$102.00	\$102.00
\$10,001 - \$250,000	N	\$604.00	\$604.00
\$250,001 - \$500,000	N	\$707.00	\$707.00
\$500,001 - \$1,000,000	N	\$815.00	\$815.00
\$1,000,001 - \$7,000,000	N	\$1,153.00	\$1,153.00
\$7,000,001 - \$10,000,000	N	\$4,837.00	\$4,837.00
\$10,000,001 - \$50,000,000	N	\$8,064.00	\$8,064.00
Greater than \$50,000,000	N	\$16,130.00	\$16,130.00
<b>PLANNING - Planning Permit Applications: Subdivisions</b>			
Subdivision of a building/s (existing or proposed)	N	\$386.00	\$386.00
Subdivision into two lots only	N	\$386.00	\$386.00
Boundary realignments and consolidations of land	N	\$386.00	\$386.00
Other	N	\$781.00	\$781.00
<b>PLANNING - Planning Permit Applications:</b>			
Remove a restriction within the meaning of the Subdivision Act 1988, in the circumstances described in section 47(2) of the Act 1987.	N	\$249.00	\$249.00
<b>PLANNING - Planning Permit Applications:</b>			
Class 1: To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	N	\$541.00	\$541.00
Class 2: To create, vary or remove an easement within the meaning of the Subdivision Act 1988; or to vary or remove a condition in the nature of an easement in a Crown grant	N	\$404.00	\$404.00



## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>PLANNING - Combined Planning Permit Applications</b>			
Application to amend a permit - Class 1	N	\$502.00	\$502.00
Application to amend a permit - Class 2	N	\$502.00	\$502.00
Application to amend a permit - Class 3	N	\$239.00	\$239.00
Application to amend a permit - Class 4	N	\$490.00	\$490.00
Application to amend a permit - Class 5	N	\$102.00	\$102.00
Application to amend a permit - Class 6	N	\$604.00	\$604.00
Application to amend a permit - Class 7	N	\$707.00	\$707.00
Application to amend a permit - Class 8	N	\$815.00	\$815.00
Application to amend a permit - Class 8A(1) Amend an application for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 8A(2) Amend an application to amend for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 9	N	\$386.00	\$386.00
<b>PLANNING - Subdivision Act</b>			
Certification of consolidation of plans	N	\$100.00	\$100.00
Certification and SOC of subdivision	N	\$100.00	\$100.00
Plus \$20 for each lot within the subdivision	N	\$20.00	\$20.00
<b>WASTE MANAGEMENT - Local Law No. 1 (Fee)</b>			
Using litter bin for unauthorised waste – Penalty Unit	N	1	1
<b>WORKS – Works within Road Reserve Permits</b>			
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where works exceeds 8.5 square metres	N	45 Fee Units	45 Fee Units
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where work exceeds 8.5 square metres. Generally works conducted on Nature Strip.	N	25 Fee Units	25 Fee Units
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works exceeds 8.5 square metres	N	20 Fee Units	20 Fee Units
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works exceeds 8.5 square metres	N	5 Fee Units	5 Fee Units
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where work is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	GST Y/N	2013/2014 Fees incl. GST	2014/2015 Fees incl. GST
<b>WORKS – Works within Road Reserve Permits</b>			
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where works is less than 8.5 square metres	N	5 Fee Units	5 Fee Units
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where work is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

### Banded Fees and Charges

Description of Fees and Charges	2013/2014 Min. Fee incl. GST	2013/2014 Max. Fee incl. GST	2014/2015 Min. Fee incl. GST	2014/2015 Max. Fee incl. GST
<b>AQUATIC FACILITIES - Administration</b>				
Admission Fee	\$2.00	\$2.00	\$2.00	\$2.00
Direct debit joining fee	\$0.00	\$50.00	\$0.00	\$50.00
Direct debit cancellation fee	\$100.00	\$200.00	\$100.00	\$200.00
Lost card charge	\$6.55	\$6.55	\$6.55	\$6.55
Pay phone	\$0.50	\$1.00	\$0.50	\$1.00
Suspension fee	\$7.00	\$7.00	\$7.00	\$7.00
Transfer fee	\$40.00	\$40.00	\$40.00	\$40.00
<b>AQUATIC FACILITIES – Aquatic Entry</b>				
Adult swim	\$3.40	\$6.90	\$3.50	\$7.20
Child swim	\$2.30	\$5.10	\$2.40	\$5.30
Family Swim	\$10.30	\$14.40	\$10.70	\$15.00
Adult Swim/Spa/Sauna	\$3.50	\$8.90	\$3.60	\$9.20
Hydrotherapy	\$3.60	\$5.50	\$3.80	\$5.70
Shower	\$3.60	\$3.60	\$3.80	\$3.80
<b>AQUATIC FACILITIES – Aquatic Visit Passes</b>				
20 Visit Adult Swim Pass	\$52.50	\$81.00	\$54.00	\$84.00
20 Visit Child Swim Pass	\$34.50	\$54.00	\$36.00	\$54.00
20 Visit Hydro Pass	\$54.00	\$82.50	\$57.00	\$85.50
20 Visit Swim/Spa/Sauna Pass	\$87.00	\$133.50	\$90.00	\$138.00
20 Family Swim Pass	\$154.50	\$216.00	\$160.50	\$225.00
20 Visit Swim Club Student Pass	\$76.50	\$76.50	\$79.50	\$79.50
<b>AQUATIC FACILITIES – Gymnasium Entry</b>				
Gym Pass	\$9.90	\$15.20	\$10.30	\$15.80
Fitness Assessment	\$22.80	\$45.65	\$23.60	\$47.25
<b>AQUATIC FACILITIES – Gymnasium Visit Passes</b>				
20 Visit Gym Pass	\$148.50	\$228.00	\$154.50	\$237.00
<b>AQUATIC FACILITIES – Group Fitness Entry</b>				
Group Fitness Pass	\$5.25	\$13.40	\$5.50	\$13.90
<b>AQUATIC FACILITIES – Group Fitness Visit Passes</b>				
20 Visit Group Fitness Pass	\$127.50	\$130.50	\$135.60	\$135.00
<b>AQUATIC FACILITIES – Full Centre</b>				
Full Centre Pass	\$14.10	\$21.70	\$14.60	\$22.50
<b>AQUATIC FACILITIES – Full Centre Visit Passes</b>				
20 Visit Full Centre Pass	\$211.50	\$325.50	\$219.00	\$337.50

**YOUR RATES AT WORK**

# Greater Shepparton City Council

## Appendix F: Schedule of Fees and Charges

Description of Fees and Charges	2013/2014 Min. Fee incl. GST	2013/2014 Max. Fee incl. GST	2014/2015 Min. Fee incl. GST	2014/2015 Max. Fee incl. GST
<b>AQUATIC FACILITIES – Outdoor Pools</b>				
Adult Casual	\$2.50	\$4.30	\$2.60	\$4.50
Child Casual	\$1.00	\$3.10	\$1.00	\$3.20
Spectator	\$0.00	\$1.00	\$0.00	\$1.00
Membership – Family	\$150.00	\$150.00	\$155.35	\$155.35
Membership – Adult	\$75.00	\$75.00	\$77.10	\$77.10
Membership – Child	\$62.00	\$62.00	\$64.30	\$64.30
<b>AQUATIC FACILITIES – Pools</b>				
Schools Lane Hire per hour	\$53.35	\$53.35	\$52.20	\$52.20
Room Hire per hour	\$28.80	\$38.40	\$29.80	\$39.75
Room Hire per day	\$185.85	\$185.85	\$192.35	\$192.35
<b>AQUATIC FACILITIES – Learn to Swim</b>				
Learn to Swim per lesson	\$12.80	\$55.15	\$13.25	\$57.10
<b>AQUATIC FACILITIES –Swim Instructor Hire</b>				
Swim Instructor Hire per hour	\$39.60	\$39.60	\$41.00	\$41.00
<b>AQUATIC FACILITIES – Program</b>				
Tough Mudder/Kokoda Challenge Direct Debit	\$33.00	\$33.00	\$34.20	\$34.20
Mad Cow Mud Run Training	\$0.00	\$0.00	\$70.00	\$70.00
7 Week Challenge	\$0.00	\$0.00	\$180.00	\$207.00
Community Programs	\$6.70	\$6.70	\$6.90	\$6.90
Gecko Kids Fitness Direct Debit	\$21.30	\$27.75	\$21.30	\$27.75
<b>AQUATIC FACILITIES – General Memberships</b>				
1 unit Memberships (upfront payment)	\$30.00	\$775.60	\$30.00	\$802.75
1 unit Memberships DD	\$16.20	\$32.35	\$16.75	\$33.50
2 unit Memberships (upfront payment)	\$30.00	\$942.40	\$30.00	\$40.65
2 unit Memberships DD	\$19.65	\$39.25	\$20.35	\$40.65
3 unit Memberships (upfront payment)	\$30.00	\$1,108.75	\$30.00	\$1,147.55
3 unit Memberships DD	\$23.10	\$46.20	\$23.90	\$47.80
<b>KIDSTOWN</b>				
Area Booking - Per Hour	\$10.00	\$100.00	\$10.00	\$100.00
Event Booking - Per Event	\$55.00	\$550.00	\$55.00	\$550.00
Schools Hire (per student)	\$1.00	\$1.00	\$1.00	\$1.00
Birthday Party - Per Child	\$13.00	\$16.00	\$13.50	\$16.50
Train Ride - Per Ride	\$1.90	\$2.90	\$2.00	\$3.00
Clown Hire - Per Hour	\$50.00	\$200.00	\$50.00	\$200.00
After Hour Train Hire - Per Hour	\$50.00	\$150.00	\$50.00	\$150.00
<b>SHEPPARTON ART MUSEUM</b>				
Workshop bookings	\$0.00	\$350.00	\$0.00	\$350.00
Special exhibition fee	\$0.00	\$0.00	\$0.00	\$30.00
<b>STADIUM</b>				
School Holiday Program - per child charge to provider	\$0.00	\$0.00	\$5.00	\$7.00
School Holiday Program - Facility Hire Rate	\$0.00	\$0.00	\$20.00	\$150.00

## Appendix G: Amendments to the 2014/2015 Budget

This appendix identifies the changes made to the 2014/2015 Budget document following the public display period for the 2014/2015 Budget.

### Schedule of Fees and Charges

- *Page 283* - Sports Fields, Deakin Reserve - GVFL Prelim & Grand Final fee of \$5,320 inclusive of GST (Existing charge - \$4,840, 2013/2014).
- *Page 283* - Sports Fields, Deakin Reserve - Extra Event fee of \$665 inclusive of GST (Existing charge - \$605, 2013/2014).
- *Page 284* - Sports Fields (Regular Use), Howley Oval II, Kialla Park Recreation Reserve Oval II, John Gray Oval are classified under "2 Star" category (previously reported as "3 Star") and to be charge an hourly rate of \$19.50 inclusive of GST (\$19.11 - 2013/2014).
- *Page 286* - Parks and Public Open Space, introducing a new fee of \$100.00 inclusive of GST for Weddings in Council Parks for 2014/2015 (Nil - 2013/2014).

### Other Amendments

- *Page 29* – updated the Consumer Price Index (CPI) of 3 per cent per annum as at June 2014.
- *Page 51* - Current Liability Balances in the Trust Fund (\$2,051,000) and Interest Bearing Liabilities (\$460,000) as at 30 June 2014 and 30 June 2015 were previously reported as Trust Fund (\$460,000) and Interest Bearing Liabilities (\$2,051,000).
- *Page 58* – An internal reconciliation process undertaken during the budget submission period that resulted in changes to the following Financial Performance Indicators:
  - Unrestricted cash compared to current liabilities was changed from 2.5% to 11.44% for the forecast actual 2013/2014 and from 5.1% to 2.5% for 2014/2015 budget.
  - Loans and borrowings repayments compared to rates revenue was changed from 1.95% to 2.65% for the forecast actual 2013/2014 and from 1.76% to 2.48% for 2014/2015 budget.
  - Rates Concentration was changed from 72.52% to 57.21% for the forecast actual 2013/2014 and from 73.56% to 57.56% for 2014/2015 budget.Corresponding figures for 2015/2016, 2016/2017 and 2017/2018 were also changed accordingly.
- *Page 84* - Total budgeted income for the year 2014/2015 is \$119,112,211. A summation error with changes only to the total. This amount was previously reported as \$119,973 ('000).
- *Page 95* - The estimated total amount to be raised by rates and charges for the year 2014/2015 is \$63,938,304 (previously reported as \$63,712,653) which includes:
  - Rates and charges to be declared (excluding supplementary rates) of \$ 63,438,304 (previously reported as \$63,362,653) and;
  - Supplementary rates and adjustments (estimated) of \$500,000 (previously reported as \$350,000).
- Minor amendments have been made where such changes do not alter the substance of the 2014/2015 Budget.