



COUNCIL PLAN IN ACTION

GREATER SHEPPARTON CITY COUNCIL
DRAFT BUDGET
2016/2017



GREATER
SHEPPARTON

Contents

	Page
Mayors Introduction	1
Executive Summary	3
Budget reports	
1. Link to the Council Plan	9
2. Services and service performance indicators	11
3. Financial Statements	24
4. Financial performance indicators	31
5. Other budget information (grants, borrowings)	33
6. Detailed list of capital works	37
7. Rates and charges	46
Budget analysis	
8. Summary of financial position	63
9. Budget influences	68
10. Analysis of operating budget	72
11. Analysis of budgeted cash position	80
12. Analysis of capital budget	83
13. Analysis of budgeted financial position	89
Long term strategies	
14. Strategic resource plan	94
15. Rating information	96
16. Other long term strategies	100
Appendices	
A Fees and charges schedule	104
B Budget process	140
C Program budget	142





Mayor's Introduction

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

- Active and Engaged Community (Social)
- Enhancing the Environment (Natural)
- Economic Prosperity (Economic)
- Quality Infrastructure (Built)
- High Performing Organisation (Leadership and Governance).

The Council Plan 2013-2017 (Year 4), sets out our strategic plan to deliver our vision over the full term of the Council. As this is the final year of the current Council term, the focus over the next year will be on completion of our current commitments.

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

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible and keep its rates as low as possible. In response, Council has initiated an enterprise wide approach to identify savings or alternative sources of income to provide increased value for money to ratepayers. Council will, with the introduction of rate capping in 2016, continue to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community.

The draft budget proposes a rate increase of 2.5 per cent. This is in line with the new Fair Go Rates System (FGRS) which has capped rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). This is lower than the 4.95 per cent projections contained within Council's 2015/2016 Strategic Resource Plan. Council has elected not to apply to the Essential Services Commission (ESC) for a variation in year one of rate capping. Focus has been placed on identifying operational savings and efficiencies to align with the proposed 2.5 per cent increase.

Council has also identified a number of significant and unexpected cost and revenue impacts during the budget process which it has had to fund. These include;

- the withdrawal of indexation from the Commonwealth Government's financial assistance grants program to local government (\$210,000)
- a further increase of 3.3 per cent in the State Government landfill levy (\$54,000)
- increased costs relating to statutory requirements for power line clearances (\$230,000)
- higher than inflation labour cost increases of 3.05 per cent which are linked to the current Enterprise Agreement (\$255,000).



DRAFT

These items alone are equivalent to a 1.2 per cent rate increase, over and above the mandatory 2.5 per cent increase in our base costs for delivering core services and projects allowed by the FGRS.

In this proposed budget we have allocated funding of \$24.8 million for asset renewals, upgrades and expansions. The proposed budget also funds \$14.27 million for new assets. Highlights of the capital program include;

- roads (\$11.33 million) – including roads to recovery projects, roads for renewal programs, sealing, resheeting and Verney Road Stages 2 and 3
- waste management (\$10.58 million) - including the construction Cosgrove 3 landfill Cell 1
- land improvements (\$4.51 million) - including Greater Shepparton Regional Sports Precinct Main Pavilion, Maude st Mall Upgrade and Activation and Stormwater management at Cosgrove 2 landfill
- parks, open space and streetscapes (\$4.43 million) – including the construction of East-West Boulevard and the Urban Forest Strategy.

Our focus for the next year is to continue to deliver on the projects and services that make our Municipality a great place to live in and respond to the challenges we are currently facing. These projects include;

- completion of the Greater Shepparton Regional Sports Precinct
- design and construction of Cosgrove 3 landfill
- increasing investment in the maintenance of our ageing community and infrastructure assets.

Borrowings have been supported to fund major long term community infrastructure rather than rates revenue. This draft budget proposes \$5.06 million in new borrowing. \$4.06 million to complete the Greater Shepparton Regional Sports Precinct and \$1 million to commence the design and investigation works for the proposed new Shepparton Art Museum (SAM).

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

Cr Dinny Adem
MAYOR

DRAFT



Executive Summary

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

The underlying financial principles of this budget and for the organisation going forward are to:

- a - generate an operating surplus
- b - fully fund asset renewals
- c - responsible borrowings.

All 3 principals have been applied in the 2016/2017 budget which is a significant achievement.

This Budget projects a surplus of \$10.39 million for 2016/2017, however, it should be noted that the adjusted underlying result is a surplus of \$0.04 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1).



Although the costs of providing our services and works continue to climb at rates higher than the consumer contribution, Council has determined to limit our income increase from rates to 2.5 per cent in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go System.

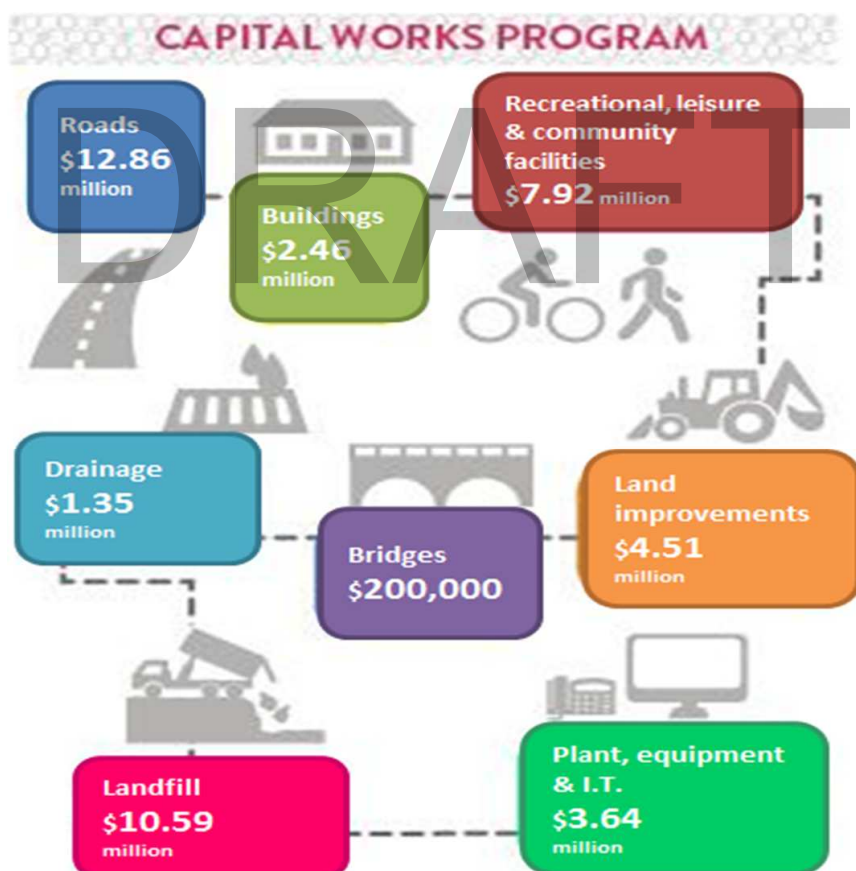
The waste service charge incorporating kerbside collection and recycling will increase on average by 4.5 per cent per property.

This will be a revaluation year valuations will be as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations). The draft budget has been prepared based on 2014 valuation. (section 15.4)
Refer Section 7 & 15 for further Rates and Charges details.

Key Statistics

The following provides a statistical snapshot of the 2016/2017 draft budget:

Total Income	\$128.9 million (2015/2016 forecast = \$122.92 million)
Total Expense	\$118.52 million (2015/2016 forecast = \$119.11 million)
Accounting Result	\$10.74 million surplus (2015/2016 forecast = \$3.81 million surplus) (Refer Income Statement in Section 3)
(Note: Based on total income of \$128.9 million which includes capital grants and contributions)	
Underlying operating result	\$0.04 million surplus (2015/2016 forecast = 9.89 million deficit) (Refer Analysis of operating Budget in section 10.1)
Cash Result	\$3.55 million deficit (2015/2016 forecast = \$11.8 million deficit) (Refer Statement of Cash Flow in Section 3)
This is the net funding result after considering the funding requirement to meet loan principal repayments and the reserve transfers	
Total Capital Works	\$43.49 million - \$30.76 million from Council operations (rates funded) - \$5.06 million from borrowings - \$7.51 million from external grants



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

Appendix C: Program Budget provides further insights into Council allocations



Pressures on our budget include:

- i. Funding ongoing service delivery – business as usual balanced with greater service demands from residents
 - ii. Funding renewal of infrastructure
 - iii. Growth and aging the population
 - iv. Cost shifting from the State Government (refer Paragraph 7)
 - v. Reduction in funding from the Commonwealth Government via the Victoria Grants Commission caused by the freezing of indexation increases.
- (Refer to section 9 for budget influences)

This page has been
intentionally left
blank

Budget Reports

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

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

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







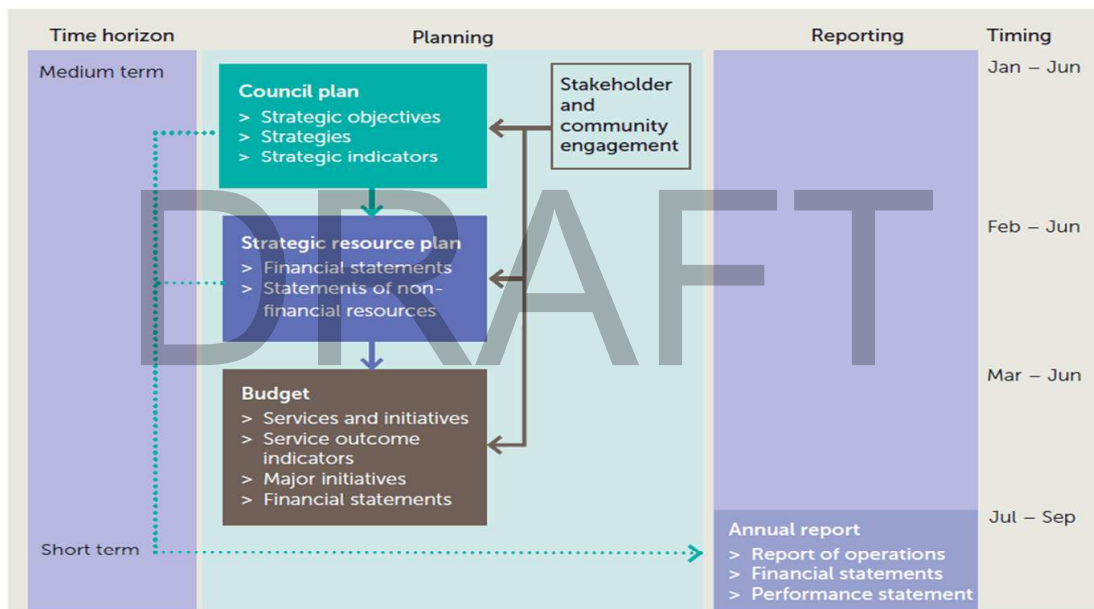
1. Link to the Council Plan

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

1.1 Planning and accountability framework

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

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



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

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

1.2 Our purpose

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

Greater Shepparton City Council has a clear strength in the bond and affinity between its Councillors, the community and staff. Staff support the community leadership and governance role of Councillors, and work together to achieve the commitments of the Council Plan. Having all Greater Shepparton City Council staff practise the following organisational values enhance the quality of this partnership:

- **Leadership** - Promote Leadership, by setting an example that encourages other 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 Great Shepparton.

1.3 Strategic objectives

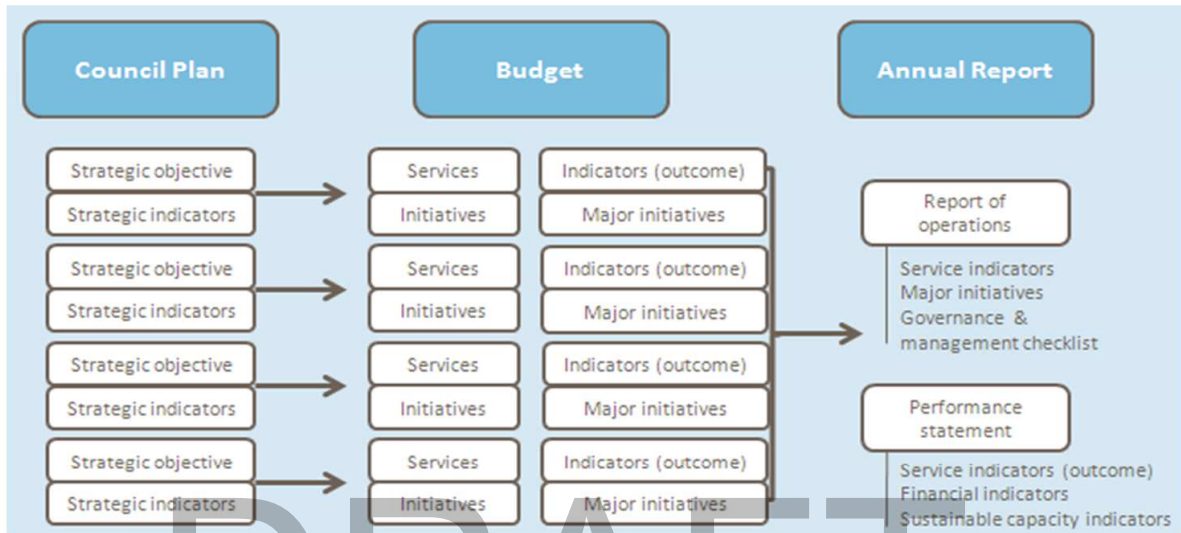
Council delivers activities and initiatives under 4 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the 2013-17 years. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Active and Engaged Community (Social)	We will improve liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.
2. Enhancing the Environment (Natural)	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.
3. Economic Prosperity (Economic)	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 agricultural industry.
4. Quality Infrastructure (Built)	We will provide and maintain urban and rural infrastructure to support the development and liveability of our communities.
5. High Performing Organisation (Leadership and Governance)	We will deliver council services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.



2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/2017 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council’s operations. Council is required by legislation to identify initiatives, major initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning

DRAFT

2.1 Strategic Objective 1: Active and Engaged Community (Social)

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

Services

Service area	Description of services provided	Expenditure
		(Revenue) 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 legislation and striving toward exceeding these requirements.	202 <u>(125)</u> 77
Active Living Management and Coordination	Operations of Aquamoves, seasonal pools, indoor sports stadiums, SPC KidsTown and the Connection venues and a range of Health Promotion programs and activities such as Activities in the Park.	588 <u>(50)</u> 538
Aged Services	Assists our most vulnerable communities, by providing the Home and Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.	4,261 <u>(4,261)</u> 0
Animal Management and Local Laws	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 Laws.	1,203 <u>(680)</u> 523
Arboriculture Services	Deliver Arboriculture management and maintenance services for all trees on Council managed properties.	1,060 <u>(25)</u> 1,035
Building Services	Administration and enforcement of the Building Regulations under Section 212 of the Building Act.	784 <u>(646)</u> 138
Building Works	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.	1,819 <u>0</u> 1,819
Cemeteries	Deliver management and horticulture maintenance services for the Pine Lodge and Kialla West cemeteries.	251 <u>(251)</u> 0
Civic Presentation	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 maintenance services to the Parks, Sports and Recreation department.	562 <u>0</u> 562
Community Facilities	Support and maintain the North Shepparton Community Hub and the Youth Club Hall.	53 <u>(17)</u> 36
Community Management	Appropriately administer the Greater Shepparton City Council Community Directorate.	319 <u>0</u> 319

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Community Strengthening	Bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.	1,776 (61) 1,715
Early Childhood Education	Provide high quality education and care for children from birth to school entry in specialist/purpose built facilities.	8,297 (7,236) 1,061
Emergency Management	Administer the Municipal Emergency Management Plan, including community recovery.	189 (146) 43
Healthy Community Programs	Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing to the overall health and well-being of Greater Shepparton.	292 (50) 242
Indoor Sports	Operation and maintenance of the Shepparton Sports Stadium, Tatura Community Activity Centre and the lease of the Mooroopna Sports Stadium.	334 (235) 99
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 is contracted to provide library services with the boarders of Greater Shepparton, Moira and Strathbogie municipalities.	1,619 0 1,619
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.	1,505 (663) 842
Native Vegetation	Deliver horticulture maintenance to native open space areas, water bodies, wetlands and road side services. Includes provisions of landscaping and irrigation system maintenance services.	604 0 604
Neighbourhood Management	Lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.	685 (92) 593
Parks	Deliver horticulture maintenance to parks, public open spaces, aquatic facilities and childcare centres.	2,427 0 2,427
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 throughout Greater Shepparton and to maximise the usage of the Council owned and operated Centre's.	2,309 (1,169) 1,140
Planning	Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications.	2,980 (544) 2,435
Regional Aquatic Centre	Operation and management of Greater Shepparton's regional aquatic centre and gym Aquamoves.	3,385 (2,845) 539

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Rural Outdoor Pools	Provide seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee management Murchison swimming pool.	377 (61) 316
Shepparton Art Museum	Holds a growing collection of exemplary Contemporary Australian art and one of Australia's most significant ceramic collections along with a painting and works on paper collection.	1,283 (333) 950
Sports Facilities	Deliver horticulture maintenance services to sports fields and recreation reserves. This includes specialist turf management for high profile sports venues and day to day maintenance of more than 25 community sports fields.	925 0 925
Sport, Recreation and Open Space Strategic Services	Deliver administration, project management and strategic planning support.	1,043 (216) 827
Water and Energy	The sustainable management of water and energy demands for all Parks, Sport and Recreation service areas. Includes the management and maintenance of irrigation systems.	1,169 0 1,169
Youth	Work with the agencies currently services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised.	300 (94) 206

Major Initiatives

- 1) Expansion of facilities at the Greater Shepparton Sports Precinct.

Initiatives

- 2) Strategic Planning for KidsTown, Shepparton Sports Stadium, Aquamoves and the Outdoor Pools.

DRAFT

Service Performance Outcome Indicators

The following indicator outlines how we intend to measure achievement of the Active and Engaged Community (Social) service objectives.

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) x 100
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 that received a HACC service / Municipal target population in relation to CALD people for HACC services) x 100
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) x 100
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) x 100
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members).	(Number of active library members / municipal population) x 100
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 about a food premises followed up / Number of critical non-compliance notifications and major non-compliance about food premises) x 100

2.2 Strategic Objective 2: Enhancing the Environment (Natural)

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.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Environmental Health	Regulatory functions governed by several Acts and Regulations and various Health Promotion activities.	\$1,258 (\$410) \$848
Environmental Management	Facilitate sustainable environment growth and development within Greater Shepparton.	\$1,310 (\$348) \$963
Waste and Resource Recovery	Manage Council's waste services and facilities including landfills, transfer stations, kerbside services and litter bins.	\$12,260 (\$8,703) \$3,557

Major Initiatives

3) As a result of community expectations and the adoption of Council's Environmental Sustainability Strategy, there is an increase in energy management; water efficiency; native offset management; sustainability; community liaison and partnerships.

Initiatives

4) 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 and Resource Recovery Management Strategy. Resource recovery efforts have increased and will continue to increase, however these efforts are reactive to market forces.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of the Enhancing the Environment (Natural) service objectives.

Service	Indicator	Performance Measure	Computation
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 about a food premises followed up / Number of critical non-compliance notifications and major non-compliance about food premises) x 100
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) x 100

2.3 Strategic Objective 3: Economic Prosperity (Economic)

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 agricultural industry.

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Business and Industry Development	Identify opportunities to retain, diversify and grow existing business 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.	1,019 (68) 951
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.	248 (183) 64
Events	Promote Greater Shepparton as a vibrant destination, maximising visitation to the region and increasing the length of stay through the development of sustainable events, as a leading regional sports events destination and reduce economic leakage by presenting a range of diverse events to engage local audiences.	1,860 (326) 1,534
Holiday Park	Continue to provide tourist services with suitably meet the needs of visitors to the municipality including the Victoria Lake Holiday Park.	297 (318) (21)
Saleyards	Provide a state-of-the-art selling facility with an emphasis on providing a safe environment for clients, agents, staff and stock.	1,132 (1,987) (855)

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
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 of festival, dine, stay overnight and shop at local businesses.	643 0 643
SPC KidsTown	Greater Shepparton's Regional Adventure Playground (including the Connection) - provides an important facility for local residents to enhance their health and wellbeing and is a key contributor to regional tourism.	667 (444) 223
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 to support the delivery of services to the community.	1,284 (220) 1,064
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.	915 (30) 886

Major Initiatives

No major initiatives identified, refer to the Program Budget to view critical issues and challenges.

Initiatives

5) Increased focus on the delivery of employment response programs to assist businesses reducing employee numbers or ceasing business.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of the Economic Prosperity (Economic) service objectives.

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 they 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) x 100

2.4 Strategic Objective 4: Quality Infrastructure (Built)

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

Services

Service area	Description of services provided	Expenditure
		(Revenue) 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, recreation flying and onsite aeronautical maintenance.	102 (69) 33
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.	993 0 993
Development Team	Works closely with developers and others to facilitate land use and development across the municipality through the planning permit process.	486 (220) 266
Drainage Works	Undertake maintenance work of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.	844 0 844
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.	3,064 (4,380) (1,316)
Investigation Design	To investigate and design Council's capital budget program.	864 0 864
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 supervisions at 23 locations.	1,306 (2,082) (776)
Projects Administration	Provide a consolidated unit across the Projects department.	237 0 237
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 ensuring appropriate and compliant safety standards are being met.	1,057 0 1,057

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
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.	4,460 (2,976) 1,484
Works and Waste Administration	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.	1,468 (70) 1,398

Major Initiatives

- 6) Road works expanded to neighbouring Shires under Regional Partnership model.
- 7) The service expands with the addition of new subdivisions and the drainage assets forming part of Council's ongoing maintenance program.

Initiatives

- 8) No minor initiatives identified, refer to the Program Budget to view critical issues and challenges.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of the Quality Infrastructure (Built) service objectives.

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) x 100.
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2.5 Strategic Objective 5: High Performing Organisation (Leadership and Governance)

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

Services

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Corporate Governance	Provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all Council officers.	1,550 0 1,550
Corporate Services Management	Lead and manage Council's Corporate Services Directorate.	274 0 274
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.	856 0 856
Customer Service	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.	795 0 795
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.	7,796 (15,074) (7,277)
Information Management	Create, receive and maintain records that document the functions, activities and transactions carried out within Council.	619 (0) 619
Information Services	Maintain, develop and implement Council's hardware and software requirements.	2,773 0 2,773
Infrastructure Management	Provide leadership and strategic direction regarding the provision of infrastructure maintenance and capital works.	341 0 341
Marketing and Communications	Facilitate clear and consistent communication ensuring members of the community are fully aware, informed and engaged in Council activities.	1,353 0 1,353
People and Development	Assist the organisation in the effective recruitment, development, management and retention of staff.	3,891 0 3,891
Procurement	Provide advice and assistance to all areas of the organisation on procuring and contracting goods and services for the Council.	385 0 385

Service area	Description of services provided	Expenditure
		(Revenue)
		Net Cost
		\$'000
Rates and Valuations	Administer all of the statutory rating and valuation services for ratepayers in a timely and meaningful manner.	785 (745) 39
Risk Management	Provide a structure and framework to manage organisational risk, and manage the internal and external audit functions for the organisation.	1,609 (88) 1,521
Sustainable Development Management	Oversee the management of the Building, Planning, Economic Development and Environment departments.	303 <u>0</u> 303

Major Initiatives

9) Service Planning across all areas of the organisation. Development of Service Plans.

Initiatives

10) No minor initiatives identified, refer to the Program Budget to view critical issues and challenges.

Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of the High Performing Organisation (leadership & Governance) service objectives.

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

2.6 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/2017 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Active and Engaged Community	22,799	42,600	19,801
Economic Prosperity	4,489	8,064	3,576
Enhancing the Environment	5,368	14,828	9,460
Quality Infrastructure	5,084	14,883	9,798
High Performing Organisation	7,423	23,330	15,907
Total services and initiatives	45,163	103,705	58,542
Other non-attributable	25,141		
Deficit before funding sources	70,304		
Funding sources:			
Rates & charges	(70,734)		
Capital grants & Contributions	(10,353)		
Total funding sources	(81,087)		
Surplus for the year	(10,784)		



3. Financial Statements

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

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

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

3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	68,492	70,734	72,502	74,315	76,173
Statutory fees and fines	581	3,148	3,211	3,276	3,341
User fees	21,449	20,436	21,437	22,488	23,591
Grants - Operating	16,261	22,754	22,982	23,211	23,443
Grants - Capital	9,999	7,509	13,170	13,430	7,530
Contributions - monetary	1,976	1,324	1,714	1,714	1,714
Contributions - non-monetary	3,000	2,000	2,000	2,000	2,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(541)	(636)	100	100	100
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	0	0	0	0
Other income	1,703	2,031	1,791	1,802	1,813
Total income	122,922	129,300	138,907	142,336	139,705
Expenses					
Employee costs	44,842	46,294	48,076	49,903	51,799
Materials and services	48,470	46,038	46,143	46,251	46,794
Bad and doubtful debts	142	144	177	191	197
Depreciation and amortisation	24,161	24,505	24,014	24,734	25,477
Borrowing costs	1,210	1,250	1,544	1,455	1,420
Other expenses	284	285	295	305	316
Total expenses	119,109	118,516	120,249	122,839	126,003
Surplus/(deficit) for the year	3,813	10,784	18,658	19,497	13,702
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment /(decrement)	0	10,271	0	10,743	0
Share of other comprehensive income of associates	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods	0	0	0	0	0
(detail as appropriate)					
Total comprehensive result	3,813	21,055	18,658	30,240	13,702

3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	6,499	2,946	3,311	4,681	6,355
Trade and other receivables	5,261	6,467	6,977	7,178	7,068
Other financial assets	25,100	24,100	24,100	24,100	24,100
Inventories	94	94	94	94	94
Non-current assets classified as held for sale	-	-	-	-	-
Other assets	1,132	1,131	1,131	1,131	1,131
Total current assets	38,085	34,738	35,613	37,184	38,748
Non-current assets					
Trade and other receivables	-	-	-	-	-
Investments in associates and joint ventures	1,514	1,514	1,514	1,514	1,514
Property, infrastructure, plant & equipment	1,027,132	1,057,365	1,074,263	1,101,782	1,121,686
Investment property	-	-	-	-	-
Intangible assets	1,013	1,013	1,013	1,013	1,013
Total non-current assets	1,029,659	1,059,892	1,076,790	1,104,309	1,124,213
Total assets	1,067,744	1,094,630	1,112,403	1,141,493	1,162,961
Liabilities					
Current liabilities					
Trade and other payables	8,680	10,515	10,932	11,178	11,459
Trust funds and deposits	2,748	2,748	2,748	2,748	2,748
Provisions	9,324	9,324	9,324	9,324	9,324
Interest-bearing loans and borrowings	890	1,305	1,394	1,489	1,918
Total current liabilities	21,642	23,892	24,398	24,739	25,449
Non-current liabilities					
Provisions	4,721	4,721	4,721	4,721	4,721
Interest-bearing loans and borrowings	17,840	21,422	20,029	18,539	25,596
Total non-current liabilities	22,561	26,143	24,750	23,260	30,317
Total liabilities	44,203	50,035	49,148	47,999	55,766
Net assets	1,023,541	1,044,596	1,063,255	1,093,494	1,107,195
Equity					
Accumulated surplus	327,694	338,478	357,137	376,633	390,334
Reserves	695,847	706,118	706,118	716,861	716,861
Total equity	1,023,541	1,044,596	1,063,255	1,093,494	1,107,195

3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	1,023,541	327,694	695,847	-
Surplus/(deficit) for the year	10,784	10,784	-	-
Net asset revaluation increment/(decrement)	10,271	-	10,271	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,044,596	338,478	706,118	0
2018				
Balance at beginning of the financial year	1,044,596	338,478	706,118	-
Surplus/(deficit) for the year	18,658	18,658	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,063,254	357,136	706,118	0
2019				
Balance at beginning of the financial year	1,063,254	357,136	706,118	-
Surplus/(deficit) for the year	19,497	19,497	-	-
Net asset revaluation increment/(decrement)	10,743	-	10,743	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,093,494	376,633	716,861	0
2020				
Balance at beginning of the financial year	1,093,494	376,633	716,861	-
Surplus/(deficit) for the year	13,702	13,702	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,107,196	390,335	716,861	0

3.4 Statement of Cash Flows

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	68,492	69,529	72,140	74,108	76,125
Statutory fees and fines	581	3,148	3,195	3,267	3,339
User fees	21,449	20,436	20,621	21,700	22,835
Grants - operating	16,261	22,754	22,866	23,146	23,429
Grants - capital	9,999	7,509	13,104	13,392	7,525
Contributions - monetary	1,976	1,324	1,714	1,714	1,714
Interest received	1,074	1,049	1,054	1,067	1,080
Trust funds and deposits taken	0	0	0	0	0
Other receipts	629	982	1,428	1,450	1,471
Net GST refund / payment	0	0	0	0	0
Employee costs	(44,842)	(46,294)	(47,864)	(49,775)	(51,652)
Materials and services	(48,612)	(44,347)	(45,939)	(46,134)	(46,662)
Trust funds and deposits repaid	0	0	0	0	0
Other payments	(1,354)	(285)	(294)	(305)	(315)
Net cash provided by/(used in) operating activities	25,654	35,805	42,025	43,630	38,889
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(41,149)	(43,493)	(40,000)	(40,000)	(43,500)
Proceeds from sale of property, infrastructure, plant and equipment	530	389	799	589	220
Payments for investments	0	0	0	0	0
Proceeds from investments	0	1,000	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
Net cash provided by/ (used in) investing activities	(40,620)	(42,104)	(39,201)	(39,411)	(43,280)
Cash flows from financing activities					
Finance costs	(1,210)	(1,250)	(1,544)	(1,455)	(1,420)
Proceeds from borrowings	0	5,064	0	0	9,000
Repayment of borrowings	4,372	(1,067)	(1,305)	(1,394)	(1,515)
Net cash provided by/(used in) financing activities	3,162	2,747	(2,849)	(2,849)	6,065
Net increase/(decrease) in cash & cash equivalents	(11,804)	(3,552)	(25)	1,370	1,674
Cash and cash equivalents at the beginning of the financial year	18,303	6,499	2,946	2,921	4,291
Cash and cash equivalents at the end of the financial year	6,499	2,946	2,921	4,291	5,965

3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	1958	0			
Land improvements	13009	4514			
Buildings	1804	2,385			
Heritage buildings	0	0			
Building improvements	2844	0			
Leasehold improvements	0	0			
Art Collection	0	78			
Total property	19,615	6,977			
Plant and equipment					
Heritage plant and equipment	0	0			
Plant, machinery and equipment	2,169	2,661			
Fixtures, fittings and furniture	940	128			
Computers and telecommunications	1,071	851			
Library books	0	0			
Total plant and equipment	4,180	3,640			
Infrastructure					
Roads	11,213	11,603			
Kerb & Channel	0	1,242			
Bridges	259	200			
Footpaths and cycleways	276	444			
Drainage	1,865	1,350			
Recreational, leisure and community facilities	3,740	2,980			
Waste management	2,271	10,565			
Parks, open space and streetscapes	317	4,491			
Aerodromes	75	0			
Off street car parks	0	0			
Other infrastructure	337	0			
Total infrastructure	20,354	32,876			
Total capital works expenditure	44,149	43,493			
Represented by:					
New asset expenditure	17,023	14,692	13,000	13,000	16,500
Asset renewal expenditure	25,285	24,887	21,000	21,000	21,000
Asset expansion expenditure	347	3,314	3,000	3,000	3,000
Asset upgrade expenditure	1,494	600	3,000	3,000	3,000
Total capital works expenditure	44,149	43,493	40,000	40,000	43,500

3.6 Statement of Human Resources

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2015/16	2016/17	2017/18	2018/19	2019/20
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	44,842	46,294	48,076	49,903	51,799
Employee costs - capital	494	1,445	1,335	1,215	1,115
Total staff expenditure	45,336	47,739	49,411	51,118	52,914
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	487.1	571.9	574.8	577.7	580.6
Total staff numbers	487.1	571.9	574.8	577.7	580.6

The 2015/2016 employee numbers are actual equivalent full time as of March 2016 and do not include vacant positions. The 2016/2017 budget was prepared on the assumption that Council has full complement of staff to the approved EFT levels. To allow for natural staff turnover, total salary and related expenses were decreased by 2 per cent across the Council to recognise the possible savings from staff vacancies during the year.

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
		Community	12,812
Corporate Services	9,043	8,049	994
Infrastructure	12,502	12,194	308
Sustainable Development	5,458	4,227	1,231
Total permanent staff expenditure	39,816	30,682	9,133
Casuals and other expenditure	6,478		
Capitalised labour costs	1,445		
Total expenditure	47,739		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Community	163.7	69	94.7
Corporate Services	103.4	92	11.4
Infrastructure	175.8	169	6.8
Sustainable Development	60.2	46	14.2
Total	503.0	376	127.0
Casuals and other	53.1		
Capitalised labour costs	15.8		
Total staff	571.9		



4. Financial Performance Indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend +/-
			2014/15	2015/16	2016/17	Projections	2017/18	2018/19	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.0%	-5.5%	3.9%	-4.9%	-3.8%	-3.0%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	241.0%	176.0%	145.4%	146.0%	150.3%	152.3%	-
Unrestricted cash	Unrestricted cash / current liabilities		24.0%	127.2%	88.7%	95.9%	96.1%	96.3%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	23.0%	27.3%	32.1%	29.5%	27.0%	36.1%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.0%	-4.6%	3.3%	3.9%	3.8%	3.9%	+
Indebtedness	Non-current liabilities / own source revenue		22.0%	24.5%	27.1%	25.0%	22.8%	28.9%	+
Asset renewal	Asset renewal expenditure / depreciation	4	74.0%	104.7%	101.6%	87.4%	84.9%	82.4%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	53.0%	58.1%	56.1%	53.6%	53.6%	56.0%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.7%	0.4%	0.4%	0.4%	0.4%	0.5%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$4,449	\$1,318	\$1,340	\$1,355	\$1,377	\$1,406	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,439	\$625	\$650	\$678	\$706	\$735	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		7.0%	9.3%	8.8%	8.4%	8.0%	7.6%	-

Key to Forecast Trend:

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

Notes to indicators

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

2 Working Capital - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/2017 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

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

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

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

DRAFT



5. Other Budget Information

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

This section includes the following statements and reports

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



5.1.1 Grants operating (\$6.49 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 40 per cent or \$6.49 million compared to 2015/2016. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - operating	Forecast		Variance \$'000
	Actual	Budget	
	2015/16 \$'000	2016/17 \$'000	
Recurrent - Commonwealth Government			
Federal Financial Assistance Grants - General	5,727	11,454	5,727
Family day care	852	578	(275)
Access and Inclusion	120	125	5
Aged Services	266	445	179
Early Childhood Education	1,666	2,571	905
Waste and Resource Recovery	100	0	(100)
Recurrent - State Government			
Aged Services	3,155	3,257	101
Business and Industry Development	15	0	(15)
Early Childhood Education	1,758	1,997	239
Emergency Management	146	146	0
Environmental Health	27	31	4
Environmental Management	114	168	53
Neighbourhood Management	90	92	2
Parking Enforcement	78	78	0
Shepparton Art Museum	150	228	78
Youth	15	20	5
Total recurrent grants	14,280	21,188	6,908

Grants - operating (continued)	Forecast		Variance \$'000
	Actual	Budget	
	2015/16 \$'000	2016/17 \$'000	
Non-recurrent - Commonwealth Government			
Environmental Health	52	45	(7)
Business and Industry Development	57	0	(57)
Community Strengthening	30	0	(30)
Early Childhood Education	38	0	(38)
Environmental Management	200	0	(200)
Non-recurrent - State Government			
Active Living Management and Coordination	50	50	0
Aerodrome Management	125	0	(125)
Business Centre	10	15	5
Community Strengthening	40	51	11
Early Childhood Education	274	303	29
Environmental Management	0	80	80
Events	20	15	(5)
Healthy Communities Programs	80	30	(50)
Maternal and Child Health	646	662	16
Native Vegetation	10	0	(10)
People and Development	5	0	(5)
Performing Arts and Conventions	125	125	0
Rates and Valuations	59	59	0
Shepparton Art Museum	69	69	0
Sports, Recreation and Open Space Strat. Services	30	0	(30)
Waste and Resource Recovery	4	4	0
Youth	57	57	0
Total non-recurrent grants	1,981	1,565	(415)
Total operating grants	16,261	22,754	6,492

Increases in specific operating grant funding reflect expected increased demand for these services. The increase in Federal Financial Assistance Grant funding, distributed through the Victorian Grants Commission (VGC), results from receiving \$5.74 million of the 2015/2016 grant allocations in June 2015. No increase is expected for 2016/2017 Commonwealth Government's decision to pause indexation for three years from 2014/15. The VGC analysis indicates that Victorian Councils will be impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5 per cent.

5.1.2 Grants capital (\$2.49 million decrease)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 25 per cent or \$2.5 million compared to the 2015/2016 forecast actual due mainly to specific non-recurrent funding for some large capital works projects. Section 6, "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2016/2017 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - capital	Forecast		
	Actual	Budget	Variance
	2015/16 \$'000	2016/17 \$'000	\$'000
Recurrent - Commonwealth Government			
Roads to Recovery	4,226	4,881	(655)
Recurrent - State Government			
Drainage	750	0	750
Total recurrent grants	4,976	4,881	96
Non-recurrent - Commonwealth Government			
Parks, open space and street scapes	0	1,262	(1,262)
Land improvements	0	371	(371)
Recreational, Leisure and Community	0	525	(525)
Non-recurrent - State Government			
Footpaths and cycleways	0	150	(150)
Buildings	0	110	(110)
Recreational, Leisure and Community	35	210	(175)
Fixture, fittings and furniture	20	0	20
Land Improvements	4,758	0	4,758
Roads	210	0	210
Total non-recurrent grants	5,023	2,628	2,395
Total capital grants	9,999	7,509	2,490

5.1.3 Statement of Borrowings

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

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	14,400	18,300
Total amount proposed to be borrowed	4,400	5,064
Total amount projected to be redeemed	(500)	(900)
Total amount of borrowings as at 30 June	18,300	22,464



6. Capital Works Program

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

6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land Improvements									
Greater Shepparton Regional Sports Precinct - Main Pavilion	2,371	2,371				371			2,000
Maude Street Upgrade	566			566				566	
Maude Street Mall Activation	300	300						300	
Stormwater Management - Cosgrove 2 Landfill	265	265						265	
Aerodrome - Main Runway Reseal	189		189					189	
BMX Track bitumen berms (turns)	118		118					118	
Parks Renewal Program	105		105					105	
Sports Infrastructure	105		105					105	
Playground Installation and Border Renewals	100		100					100	
Fire Services Upgrade - Dolyes Road Complex	84			84				84	
Splash Equipment - Merrigum Pool	84	84						84	

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Painting - Aquamoves	35		35					35	
Solar Tubing - Mooroopna Outdoor Pool	35		35					35	
Solar Tubing - Merrigum Outdoor Pool	31		31					31	
Slides Renewal - Kidstown	21		21					21	
Water Storage - Kidstown	21		21					21	
Auto Doser Renewals	20		20					20	
Outdoor Pool Tile Renewal - Aquamoves	19		19					19	
Minor Equip, Furn & Fittings - Rural Outdoor Pools	19		19					19	
Change Room Renewal - Tatura Pool	16		16					16	
Tatura Park Internal Speed Humps	12		12					12	
Total Land Improvements	4,514	3,020	844	650	0	371	0	2,143	2,000
Buildings									
Shepparton Art Museum	1,000	1,000							1,000
Building Renewals	722		722					722	
Fraser Street (Mall) Precinct Toilet	366		366			110		256	
Tatura Park - Air conditioning	52	52						52	
Rooftop Building Access	30			30				30	
Courts/Floor Reseal/Resurface	29		29					29	
Shade Structure - Merrigum Outdoor Pool	26		26					26	
Indoor Sports Minor Building Renewal	24		24					24	
Rural Outdoor Pools Minor Building Renewal	24		24					24	
Minor Building Renewals - Aquamoves	24		24					24	

Capital Works Area	Project cost	Asset expenditure type				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Court Seating Renewal - Sports Stadium	21		21					21	
Roof Access - Active Living Sites	18	18						18	
Shade Structure - Mooroopna	19		19					19	
Minor Building Renewals - Kidstown	16		16					16	
Safety Wall Padding - Stadiums	13		13					13	
Total Buildings	2,385	1,070	1,285	30	0	110	0	1,275	1,000
Art Collection									
Acquisitions	78		78				78		
Total Art Collection	78	0	78	0	0	0	78	0	0
TOTAL PROPERTY	6,977	4,090	2,207	680	0	481	78	3,418	3,000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant and Fleet renewal program	2,127		2,127					2,127	
Saleyard Truck Wash Trade Waste System	183	183						183	
Cardio Equipment - Aquamoves	50		50					50	
Gym Equipment - Aquamoves	50		50					50	
Sand Filter and Pump Renewal - Merrigum Pool	43		43					43	
Eastbank Audio Visual Equipment	35	35						35	
Motorised Rigging - Eastbank	29			29				29	
Minor Furniture & Fittings Renewal - Aquamoves	24		24					24	
Leisure Pool & Splash Park Solar	21		21					21	
Mooving Art Replacement	20		20					20	

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Gate Signage - Shepparton Showgrounds	17		17					17	
Pool Pump - Aquamoves 50m Pool	14		14					14	
Pathway Matting - Kidstown	13		13					13	
Picnic Table Renewal - Kidstown	10		10					10	
Backboard Renewal - Tatura Stadium	10		10					10	
Grass Flooring Protection - Shepparton Show Grounds	8	8						8	
Educational/Directive Signage	6			6				6	
Total Plant, Machinery and Equipment	2,661	226	2,400	35	0	0	0	2,661	0
Fixtures, Fittings and Furniture									
Outdoor Furniture and Signage	50		50					50	
Furniture and Equipment Renewal	40		40					40	
Equip, Furn & Fittings Renewal - Kidstown	19		19					19	
Equip, Furn & Fittings Renewal - Indoor Sports	19		19					19	
Total Fixtures, Fittings and Furniture	128	0	128	0	0	0	0	128	0
Computers and Telecommunications									
Finance System Replacement	300	300						300	
Timekeeper Installation	36	36						36	
Total Computers and Telecommunications	336	336	0	0	0	0	0	336	0
TOTAL PLANT AND EQUIPMENT	3,125	562	2,528	35	0	0	0	3,125	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Roads									
Roads to Recovery 2016/2017	4,881		4,881			4,881			
Sealed - Roads for Renewal	1,570		1,570					1,570	
Road Sealing Program	1,179		1,179					1,179	
Gravel Resheeting	1,100		1,100					1,100	
Verney Road - Stage 2	1,047			1,047				1,047	
Verney Road - Stage 3	838			838				838	
Shepparton Alternate Route	514	514						514	
Midland Highway Intersection	300	300						300	
Bicycle Strategy	50	50						50	
Pedestrian Facilities Program	40			40				40	
South Growth Corridor - New Intersection	38	38						38	
Road Renewals	26		26					26	
Traffic Management Devices	20	20						20	
Northside Estate	0						83	(83)	
MWGC Culvert Crossing of Floodway	0						57	(57)	
MWGC Roundabout and Link Road	0						104	(104)	
MWGC Midland Highway Intersection	0						15	(15)	
Total Roads	11,603	922	8,757	1,925	0	4,881	259	6,463	0
Kerb & Channel									
Kerb & Channel Renewal	942		942					942	
Maclsacc Rd / Echuca Rd Intersection	300	300					34	266	
Total Kerb & Channel	1,242	300	942	0	0	0	34	1,208	0
Bridges									
Major culverts renewal	200		200					200	
Total Bridges	200	0	200	0	0	0	0	200	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Footpaths and Cycleways									
Lake Bartlett Circuit Path Tatura	157	157				150		7	
Footpath Renewals	105		105					105	
Footpath - missing links	105	105						105	
Dookie Rail Trail - Dookie - Cosgrove (Detailed Design)	35	35						35	
MWGC Shared Path	0						33	(33)	
High Street Footpath Renewal	14		14					14	
Fryers Street Footpath Replacement	14		14					14	
High Street Footpath Replacement	14		14					14	
Total Footpaths and Cycleways	444	297	147	0	0	150	33	261	0
Drainage									
Marlboro Dve Development	357	357					193	164	
South Growth Corridor	255	255						255	
North Growth Corridor	180	180						180	
MWGC North South Road	115	115					56	59	
Localised Drainage upgrade works	100			100				100	
Drainage Replacement (Rural)	100			100				100	
MWGC Flood Mitigation	0						95	(95)	
Shared Path - Seven Creeks Estate	90	90						90	
Shared Path - Renewal	73		73					73	
Doyles Road	55			55				55	
Drainage Replacement Design Program	25		25					25	
Total Drainage	1,350	997	98	255	0	0	344	1,006	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Recreational, Leisure and Community Facilities									
GSRSP Synthetic Athletic Track	1,300	1,300				525		775	
GSRSP Sports Field Lighting - Mooroopna Recreation Reserve	366			366		110		256	
Deakin Reserve - Female Change rooms	205	205				100		105	
Kialla Community Centre Refurbishment	200	200						200	
GSRSP - Numurkah Rd Entrance	150	150						150	
GSRSP - Community Storage Facility	150	150						150	
Festive Decorations	150	150						150	
Moat Rising Main - Stage 2	100		100					100	
MWGC Community Facilities	0						87	(87)	
Shade Structure - Ferrari Park	60	60						60	
Shade Structure - Murchison Park Playground	60	60						60	
Small Town Recreation Space	52			52				52	
Walking/Cycling Track - Tallygaroopna	52	52						52	
Sports Stadium - Courts 1 & 2 Lights	42		42					42	
Our Sporting Future Program	40	40						40	
Kialla Lakes BBQ & Shelter	31	31						31	
Stadium Scoreboard Upgrade	21		21					21	
Total Rec, Leisure and Comm'y Facilities	2,980	2,399	162	419	0	735	87	2,159	0

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Waste Management									
Cosgrove 3 - Cell 1 Construction	7,550		7,550					7,550	
Cosgrove 3 - Site infrastructure layout construction	2,000		2,000					2,000	
Cosgrove 2 - Cell 4 Sideline Extension	600				600			600	
Cosgrove 2 - Cell 3 Capping Installation	200	200						200	
360 litre waste bins	140		140					140	
Cosgrove 2 - Cell 3 and 4 Gas Field	75	75						75	
Total Waste Management	10,565	275	9,690	0	600	0	0	10,565	0
Parks, Open Space and Streetscapes									
GSRSP Construction of East-West Boulevard	4,035	4,035				1,262		709	2,064
Urban Forest Strategy	200	200						200	
Tree Renewals	100		100					100	
Botanical Gardens	100	100						100	
Wetland and Native Infrastructure Renewal	56		56					56	
MWGC Playgrounds	0						9	(9)	
Total Parks, Open Space and Streetscapes	4,491	4,335	156	0	0	1,262	9	1,156	2,064
TOTAL INFRASTRUCTURE	32,876	9,525	20,152	2,598	600	7,028	766	23,018	2,064
TOTAL NEW CAPITAL WORKS 2016/2017	42,978	14,177	24,887	3,314	600	7,509	844	29,561	5,064

6.2 Works re-budgeted from the 2015/2016 year

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PLANT AND EQUIPMENT									
Finance System Replacement	515	515	0	0	0	0	0	515	0
TOTAL PLANT AND EQUIPMENT	515	515	0	0	0	0	0	515	0
TOTAL RE-BUDGETED WORKS 2015/2016	515	515	0	0	0	0	0	515	0
TOTAL CAPITAL WORKS PROGRAM	43,493	14,692	24,887	3,314	600	7,509	844	30,076	5,064

6.3 Summary

Capital Works Area	Project cost \$'000	Asset expenditure type				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY	6,977	4,090	2,207	680	0	481	78	3,418	3,000
PLANT AND EQUIPMENT	3,125	562	2,528	35	0	0	0	3,125	0
INFRASTRUCTURE	32,876	9,525	20,152	2,598	600	7,028	766	23,018	2,064
TOTAL CAPITAL WORKS	43,493	14,692	24,887	3,314	600	7,509	844	30,076	5,064



7. Rates and Charges

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

7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for over 50 per cent of the total revenue received by Council annually. Planning for future rate increases has historically therefore been an important component of the Strategic Resource Planning process. The State Government, however, have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/2017 the FGRS cap has been set at 2.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Greater Shepparton community.

In order to achieve Council's objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.5 per cent in line with the rate cap, and the kerbside waste and recycling charges by 4.5 per cent. This will raise total rate and charges income for 2016/2017 of \$70.62 million, excluding supplementaries.

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

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
Residential Unimproved Land	0.00497712	0.00510224	2.5%
Residential Improved Land	0.00497712	0.00510224	2.5%
Farm Land	0.00447940	0.00459202	2.5%
Rural Residential Land	0.00497712	0.00510224	2.5%
Commercial Unimproved Land	0.00995423	0.01020449	2.5%
Commercial Improved 1 Land*	0.01080034	0.01107187	2.5%
Commercial Improved 2 Land	0.00995423	0.01020449	2.5%
Industrial Unimproved Land	0.00995423	0.01020449	2.5%
Industrial Improved 1 Land*	0.01015332	0.01040858	2.5%
Industrial Improved 2 Land	0.00995423	0.01020449	2.5%
Cultural and Recreational Land	0.00363295	0.00372413	2.5%

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

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential Unimproved Land	632,013	647,902	2.5%
Residential Improved Land	26,922,364	27,599,186	2.5%
Farm Land	5,954,171	6,103,868	2.5%
Rural Residential Land	4,235,196	4,341,667	2.5%
Commercial Unimproved Land	367,231	376,464	2.5%
Commercial Improved 1 Land*	8,502,523	8,716,283	2.5%
Commercial Improved 2 Land	971,413	995,835	2.5%
Industrial Unimproved Land	346,855	355,575	2.5%
Industrial Improved 1 Land*	3,417,983	3,503,912	2.5%
Industrial Improved 2 Land	1,236,863	1,267,959	2.5%
Cultural and Recreational Land	51,759	53,058	2.5%
Total amount to be raised by general rates	52,638,372	53,961,708	2.5%

^It should be noted that the rates and charges for 2015/2016 have been adjusted for supplementary rates received during the 2015/2016 financial year on a full year rate or annualised basis. 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.

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential Unimproved Land	698	802	15%
Residential Improved Land	21,084	21,541	2%
Farm Land	2,922	2,927	0%
Rural Residential Land	2,388	2,386	(0%)
Commercial Unimproved Land	57	68	19%
Commercial Improved 1 Land*	1,387	1,413	2%
Commercial Improved 2 Land	305	303	(1%)
Industrial Unimproved Land	76	92	21%
Industrial Improved 1 Land*	535	542	1%
Industrial Improved 2 Land	115	118	3%
Cultural and Recreational Land	7	16	129%
Total number of assessments	29,574	30,208	2.1%

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

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential Unimproved Land	130,922,900	126,983,700	(3.0%)
Residential Improved Land	5,256,030,500	5,409,225,500	2.9%
Farm Land	1,331,246,400	1,329,234,000	(0.2%)
Rural Residential Land	846,947,000	850,933,000	0.5%
Commercial Unimproved Land	37,968,000	36,892,000	(2.8%)
Commercial Improved 1 Land*	772,096,488	787,245,888	2.0%
Commercial Improved 2 Land	99,757,000	97,458,000	(2.3%)
Industrial Unimproved Land	32,520,000	34,845,000	7.1%
Industrial Improved 1 Land*	335,335,000	336,637,000	0.4%
Industrial Improved 2 Land	120,693,000	124,255,000	3.0%
Cultural and Recreational Land	13,207,000	14,247,000	7.9%
Total value of land	8,976,723,288	9,147,956,088	0.8%

Independent valuations as at 1 January 2016, to be used for the 2016/2017 rating year are currently being finalised and are due to Council by the end of April 2016.

The valuations used for the Draft 2016/2017 budget have been valued as at the common date of 1 January 2014. This has been done to allow time for the 28 day public submission process (as per Section 223 of the Local Government Act 1989) and meet the statutory timeframe of budget adoption before 30 June.

Upon receipt of the 2016 revaluations, Council will update the estimated total value of each type or class of land in section 7.5 and will disclose the change in Appendix D: Amendments to the 2016/2017 Budget before final adoption.

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

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal	250	256	2.4%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal	7,377,250	7,554,304	2.4%

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

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
80L Waste / Recyclables Service Charge	168	176	4.8%
120L Waste / Recyclables Service Charge	224	234	4.5%
240L Waste / Recyclables Service Charge	372	390	4.8%
120L or 240L Green Organic Waste Service Charge	78	81	3.8%
120L or 240L Recyclables Only Service Charge	78	81	3.8%
Total	920	962	4.5%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
80L Waste / Recyclables Service Charge	1,802,102	1,887,917	4.8%
120L Waste / Recyclables Service Charge	1,796,413	1,876,610	4.5%
240L Waste / Recyclables Service Charge	3,364,145	3,526,926	4.8%
120L or 240L Green Organic Waste Service Charge	1,724,174	1,790,489	3.8%
120L or 240L Recyclables Only Service Charge	22,051	22,899	3.8%
Total	8,708,885	9,104,840	4.5%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
General rates	52,638,372	53,961,708	2.5%
Municipal charge	7,377,250	7,554,304	2.4%
Kerbside collection and recycling	8,708,885	9,104,840	4.5%
Sub Total Rates and charges	68,724,507	70,620,853	2.8%
Supplementary Rates (estimated)		113,629	
Rates and charges	68,724,507	70,734,482	2.9%

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

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

- The making of supplementary valuations (2016/2017: estimated \$113,629, 2015/16: \$644,178)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa;
- Changes of use of land such that residential land becomes business land and vice versa.

7.12 Differential rates

Rates to be levied

A general rate of 0.510224% (0.00510224 cents in the dollar of CIV) for all rateable Residential Unimproved Land

A general rate of 0.510224% (0.00510224 cents in the dollar of CIV) for all rateable Residential Improved Land

A general rate of 0.459202% (0.00459202 cents in the dollar of CIV) for all rateable Farm Land

A general rate of 0.510224% (0.00510224 cents in the dollar of CIV) for all rateable Rural Residential Land

A general rate of 1.020449% (0.01020449 cents in the dollar of CIV) for all rateable Commercial Unimproved Land

A general rate of 1.107187% (0.01107187 cents in the dollar of CIV) for all rateable Commercial Improved 1 Land

A general rate of 1.020449% (0.01020449 cents in the dollar of CIV) for all rateable Commercial Improved 2 Land

A general rate of 1.020449% (0.01020449 cents in the dollar of CIV) for all rateable Industrial Unimproved Land

A general rate of 1.010409% (0.01040858 cents in the dollar of CIV) for all rateable Industrial Improved 1 Land

A general rate of 1.020449% (0.01020449 cents in the dollar of CIV) for all rateable Industrial Improved 2 Land

A general rate of 0.372413% (0.00372413 cents in the dollar of CIV) for all rateable Cultural and Recreational Land

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

Council considers that 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.

DRAFT

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 per cent 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.

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.

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 per cent 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 2016/2017 rating year.

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 per cent 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 2016/2017 rating year.

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 per cent 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.

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 per cent 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 2016/2017 rating year.

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 per cent 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 2016/2017 rating year.

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 per cent 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.

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 per cent 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 2016/2017 rating year.

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 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 per cent 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 2016/2017 rating year.



Budget Analysis

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

This section includes the following analysis and information.

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

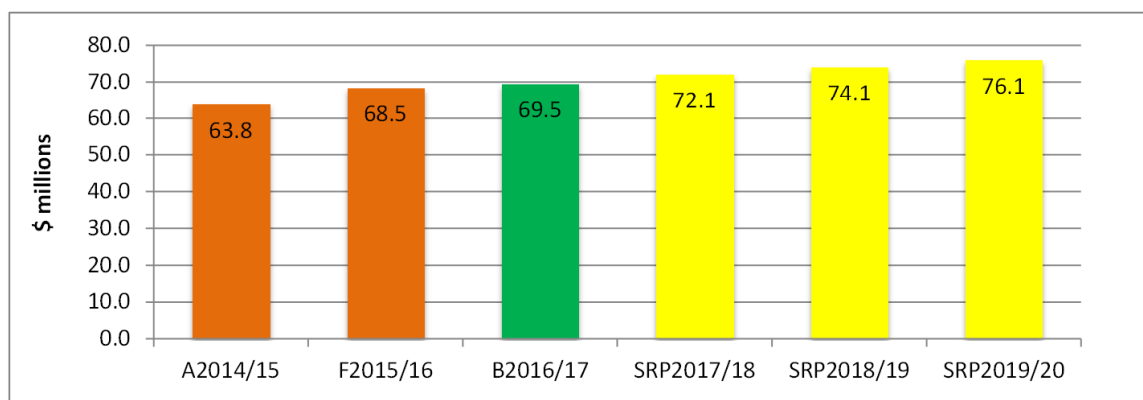
DRAFT



8. Summary of Financial Position

Council has prepared a Budget for the 2016/2017 financial year which seeks to balance the demand for services and infrastructure with the community’s capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

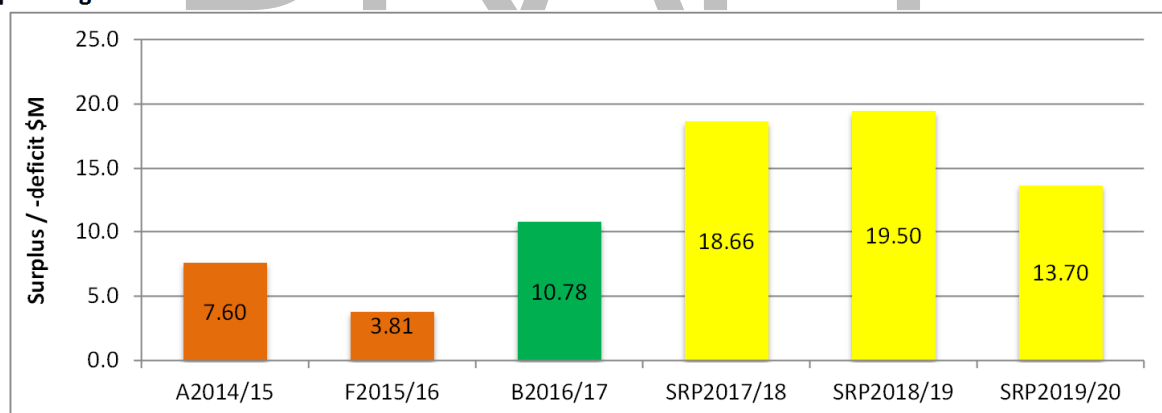
8.1 Rates and charges



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

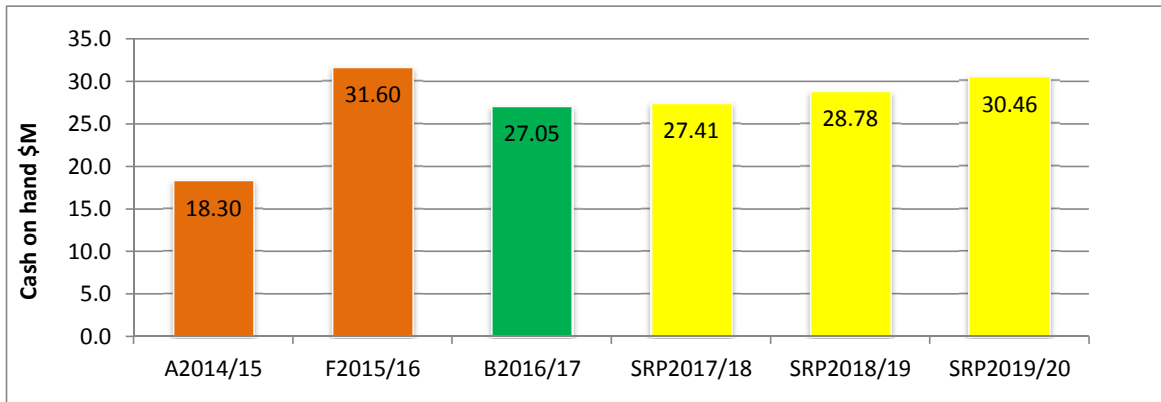
It is proposed that the average rates increase of 2.5 per cent for the 2016/2017 year, raising total rates of \$70.73 million, including \$0.11 million generated from supplementary rates. This rate increase is in line with the rate cap set by the Minister for Local Government (the rate increase for the 2015/2016 year was 5.0 per cent). Refer Sections 7 and 10 for more information.

8.2 Operating result



The expected operating result for the 2016/2017 year is a surplus of \$10.78 million, which is an increase of \$6.97 million over 2015/2016. The forecast operating result for the 2015/2016 year is a surplus of \$3.81 million. The improved operating result is due mainly to Council budgeting for the full Federal Financial Assistance Grant funding an increase of \$4.24 million and a decrease in Materials and Services expense of \$2.43 million. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$0.04 million, which is an increase of \$9.89 million over 2015/2016 - refer to section 10.1 for further information.

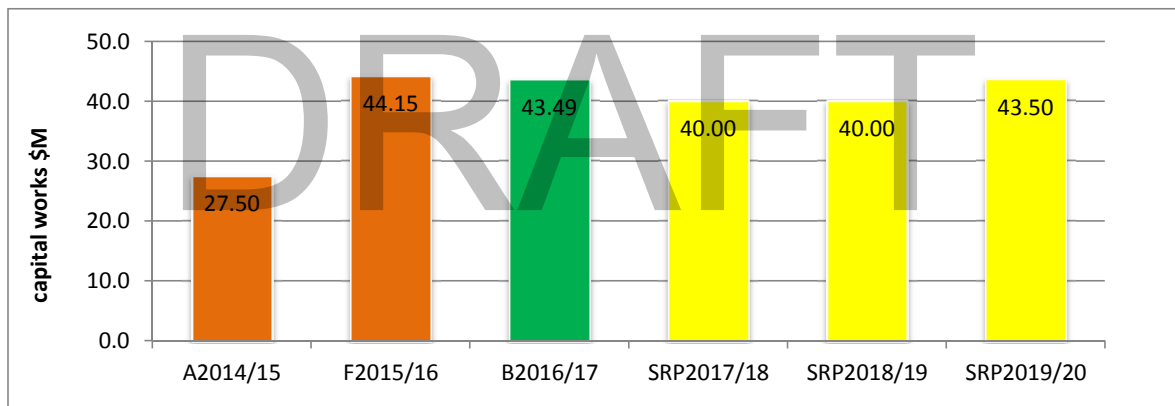
8.3 Cash and investments



Cash and investments are expected to decrease by \$3.55 million during the year to \$2.95 million as at 30 June 2017. This is due mainly to the capital works program budgeted to be \$43.49 million. The reduction in cash and investments is in line with Council's Strategic Resource Plan. (Cash and investments are forecast to be \$6.5 million as at 30 June 2016).

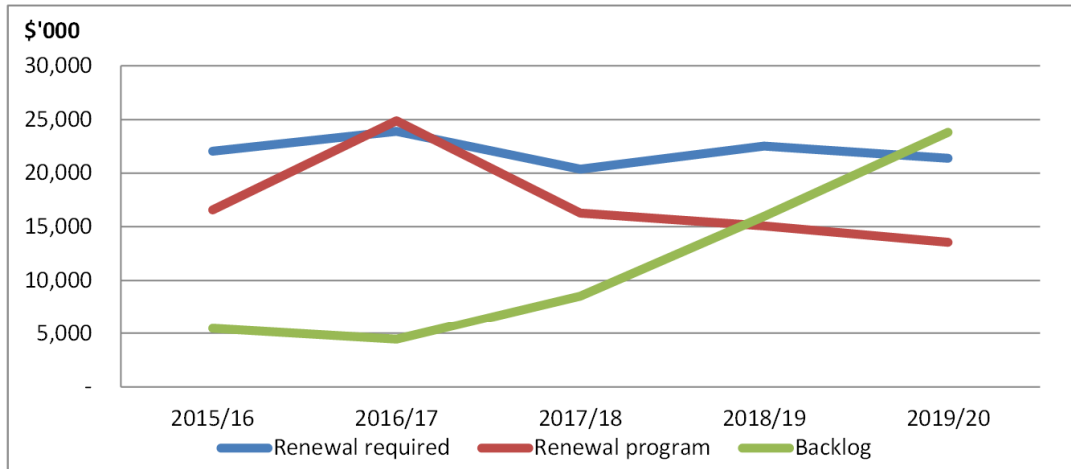
Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

8.4 Capital works



The capital works program for the 2016/2017 year is expected to be \$43.49 million. Of the capital funding required, \$7.51 million will come from external grants, \$0.84 from contributions, \$5.06 million from borrowings, with the balance of \$30.08 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of major projects including continuing works on the Greater Shepparton Sports Precinct and the construction of Cosgrove 3 landfill (Capital works is forecast to be \$44.15 million for the 2015/2016 year).

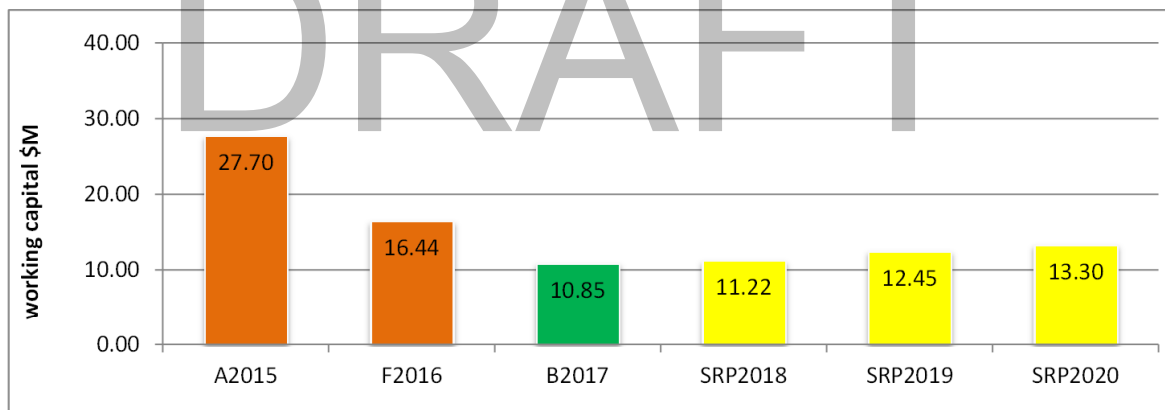
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has increased to \$24.89 million in the 2016/2017 year which will lead to a reduction in the backlog to \$1 million. However over the rest of the four year period, it is expected to increase as funds are directed toward new asset projects with the backlog expected to climb to \$15.98 million at the end of the 2018/2019 year.

Refer also Section 3.5 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

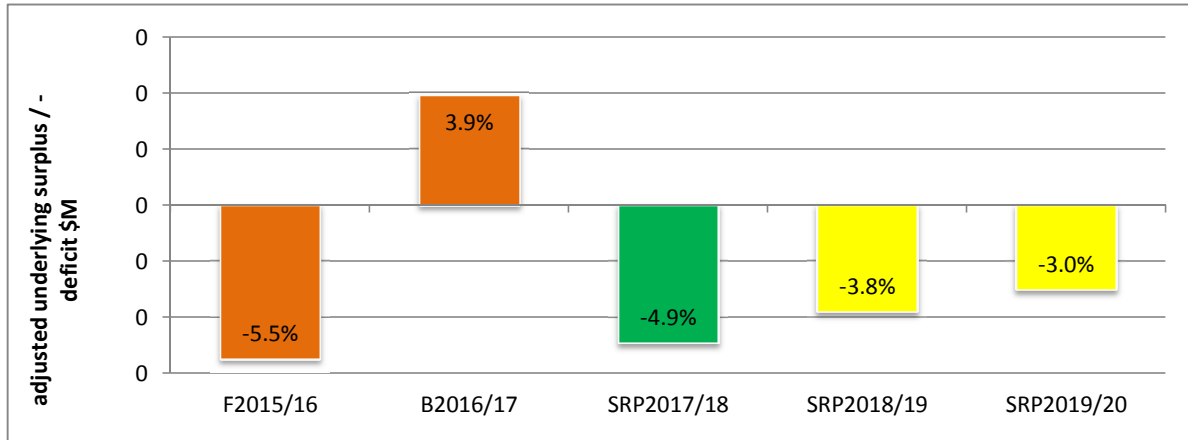
8.5 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$20.67 million to \$1,044 million. Additionally net current assets (working capital) will reduce by \$5.6 million to \$10.85 million as at 30 June 2017. This is mainly due to the use of cash reserves to fund the capital works program. (Total equity is forecast to be \$1,024 million as at 30 June 2016).

Refer also Section 3.2 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

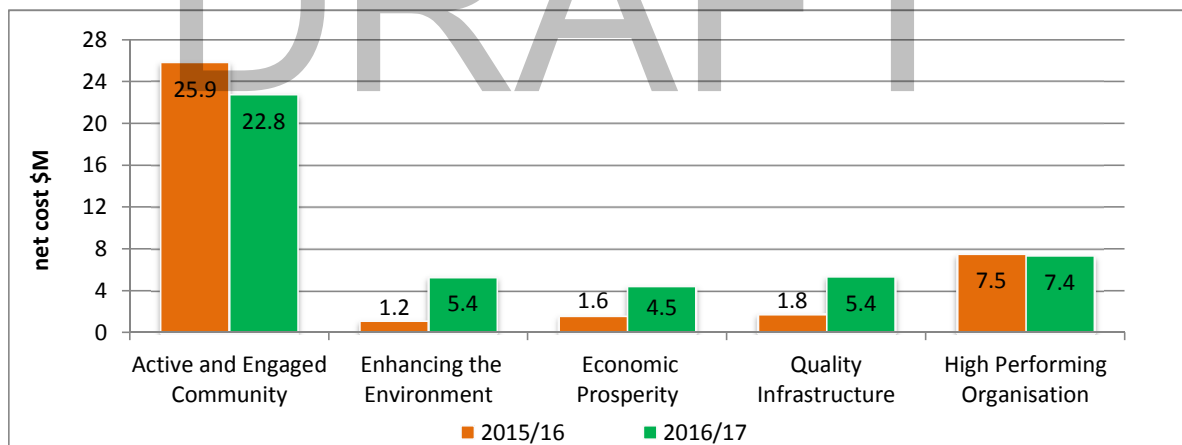
8.6 Financial sustainability



A high level Strategic Resource Plan for the years 2015/2016 to 2019/2020 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing deficit over the four year period.

Refer Section 14 for more information on the Strategic Resource Plan.

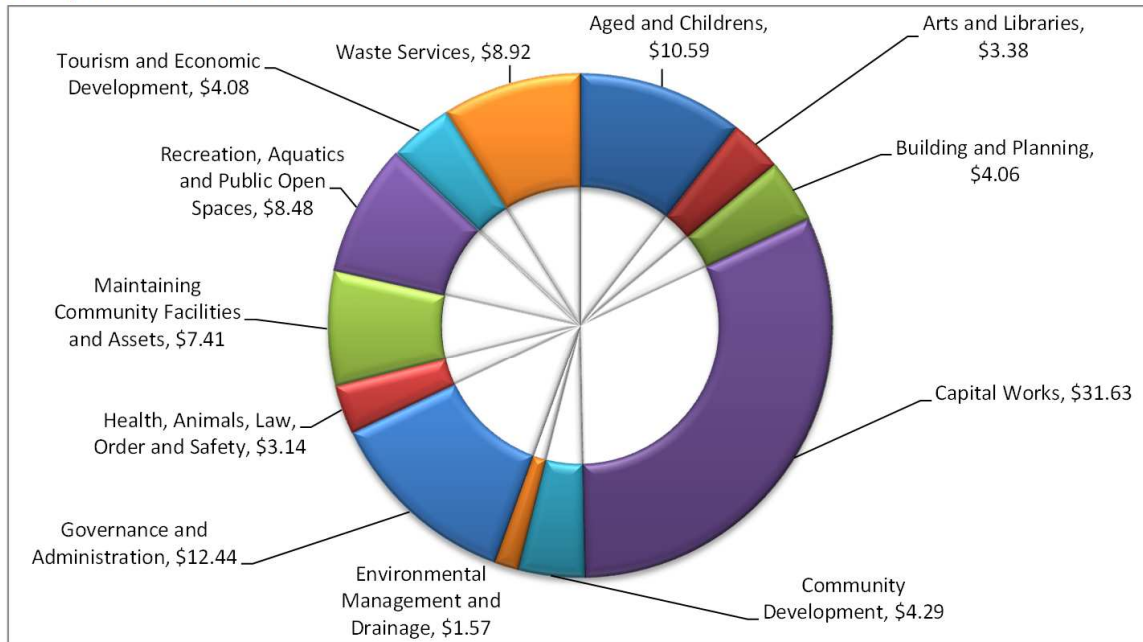
8.7 Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2015/2016 year.

The services that contribute to these objectives are set out in Section 2.

8.9 Council expenditure allocations



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

DRAFT



9. Budget Influences

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

9.1 Snapshot of Victorian City Council

Two hours north of Melbourne, Greater Shepparton's central location is a major advantage and has seen our urban centre emerge as the retail, industry and services hub of Central Victoria.

Located at the intersection of the Midland and Goulburn Valley Highways, Greater Shepparton provides straightforward access to Adelaide, Sydney, Brisbane and Melbourne.

Greater Shepparton is the fifth largest regional centre in Victoria extending over 2,421 kilometres.

Population

The population for Greater Shepparton is over 62,784 (Source: Australian Bureau of Statistics, Estimated Residential Population for 30 June 2013).

The municipality's population is almost evenly split between main urban centres of Shepparton, Mooroopna and Tatura (53 per cent) and the surrounding rural areas, including the smaller townships of Murchison, Dookie, Merrigum, Congupna, Toolamba, Undera, Katandra and Tallygaroopna (43 per cent).

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

The overall population is forecast to grow to almost 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 for government is to provide essential services and infrastructure in a timely

Cultural diversity

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.

Greater Shepparton 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.

Housing

The number of households in the municipality is increasing. From 2006 to 2011, total households increased 8 per cent to 22,799. This is forecast to increase by 42.4 per cent to 32,475 by the year 2031. (Source: Australian Bureau of Statistics, Forecast Household Types)

The percentage split in types of dwellings has remained stable between 2006 and 2011 with roughly 85 per cent of dwellings being a separate house and 13 per cent being medium density which includes townhouses, units and two storey apartments. (Source: Australian Bureau of Statistics, Dwelling Types)

Education and occupation

Greater Shepparton has a range of educational facilities including 15 day care facilities, 27 kindergartens, 26 primary schools, 6 secondary colleges (including Catholic and Grammar schools) and 3 tertiary institutions. Several smaller country schools are located just outside of Shepparton.

Compared to regional Victoria, there is a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational Qualifications).

Overall, 35 per cent of the Greater Shepparton population aged 15 and over hold educational qualifications, while 53 per cent of the local population have no formal qualifications.

In terms of employment, people within Greater Shepparton are primarily employed in Health Care and Social Assistance (14 per cent), Retail Trade (13 per cent) and Manufacturing (12 per cent). These 3 sectors make up 39 per cent of the employed resident population. (Source: Greater Shepparton City Council Annual Report 2014/2015.)

Budget implications

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

- Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens and uses interpreting services for interpersonal communication with citizens.
- The high unemployment rate in comparison to the state and national rates provides an ongoing challenge for Council to achieve economic prosperity by maximising opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
- Over 17 per cent of ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved. In addition, Council has long waiting lists for services to older people such as 'Home Help' and 'Delivered Meals' but not the income to service this demand.
- The forecast growth in population will see an increase demand for services and infrastructure, particularly those that provide for our health and well-being.

9.2 External influences

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

- The Victorian State Government has introduced a cap on rate increases from 2016/2017. The cap for 2016/17 has been set at 2.5 per cent.
- State-wide CPI is forecast to be 2.5 per cent for the 2016/2017 year.
- Council must renegotiate a new Enterprise Agreement during the 2016/2017 year for commencement on 1 July 2017.
- Receipt of significant capital works funding of \$7.51 million for the completion of the Greater Shepparton Regional Sports Precinct and the Roads to Recovery program.
- Increases of 3.3 per cent (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$0.05 million. The levy has increased from \$9 per tonne in 2008/09 to \$60.52 per tonne in 2016/17 (572 per cent increase in 8 years).
- On going cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases.
- A large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.

9.3 Internal influences

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

- Increases in the EPA licencing and levy, plant hire and monitoring expenses related to Cosgrove Operations.
- Wage increases of 3.05 per cent in line with Council's Enterprise Agreement.
- Council's decision to defend Town Planning decisions which incur significant legal and panel hearing costs \$0.75 million.

9.4 Budget principles

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

- Existing fees and charges to be increased space with guidance from the Strategic Resource Plan, but to remain competitive within the municipality
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Service levels to be maintained at 2015/2016 levels with the aim to use less resources with an emphasis on innovation and efficiency
- Contract labour to be minimized
- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2015/2016 to be preserved
- Operating revenues and expenses arising from completed 2015/2016 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.

9.5 Long term strategies

The budget includes consideration of a number of long term strategies and information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 14.), Rating Information (Section 15.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

DRAFT



10. Analysis of Operating Budget

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

10.1 Budgeted income statement

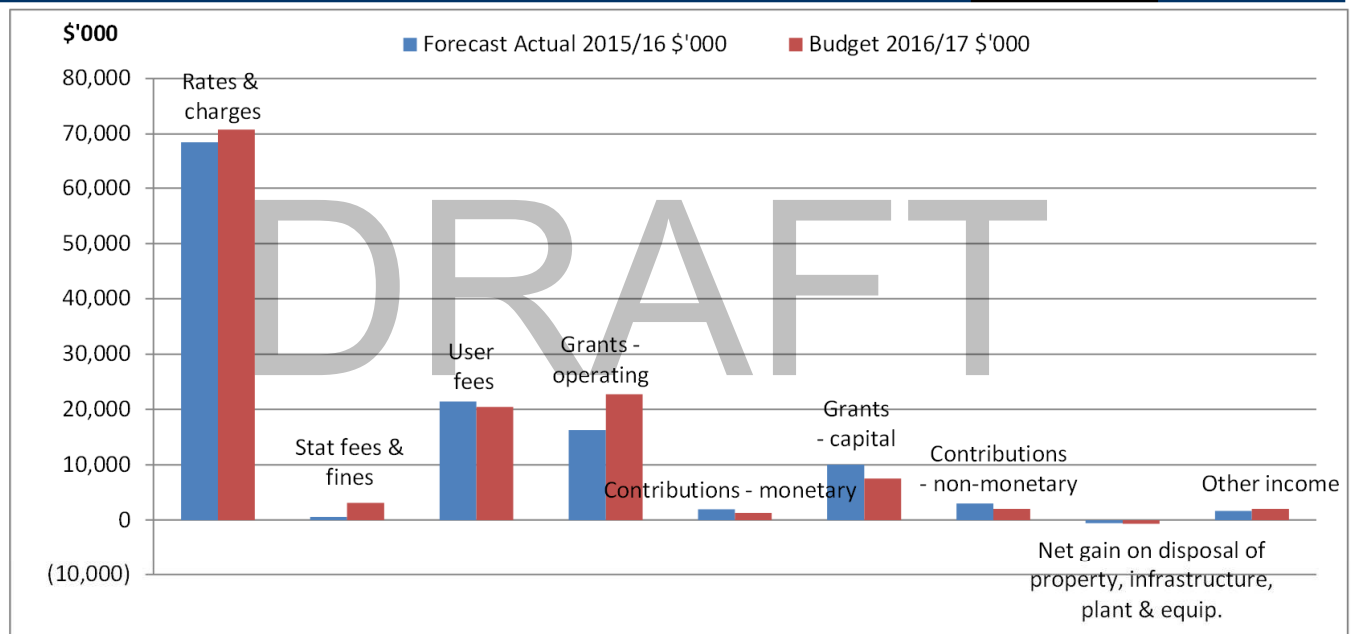
	Ref	Forecast		Variance \$'000
		Actual	Budget	
		2015/16 \$'000	2016/17 \$'000	
Total income	10.2	122,922	129,300	6,378
Total expenses	10.3	(119,109)	(118,516)	593
Surplus (deficit) for the year		3,813	10,784	6,971
Grants –non-recurrent capital	10.2.6	(5,023)	(2,628)	2,395
Contributions - non-monetary assets		(3,000)	(2,000)	1,000
Capital contributions - other sources	10.2.4	(661)	(844)	(183)
Adjusted underlying surplus (deficit)		(4,871)	5,312	10,183

10.1.1 Adjusted underlying surplus (\$10.18 million increase)

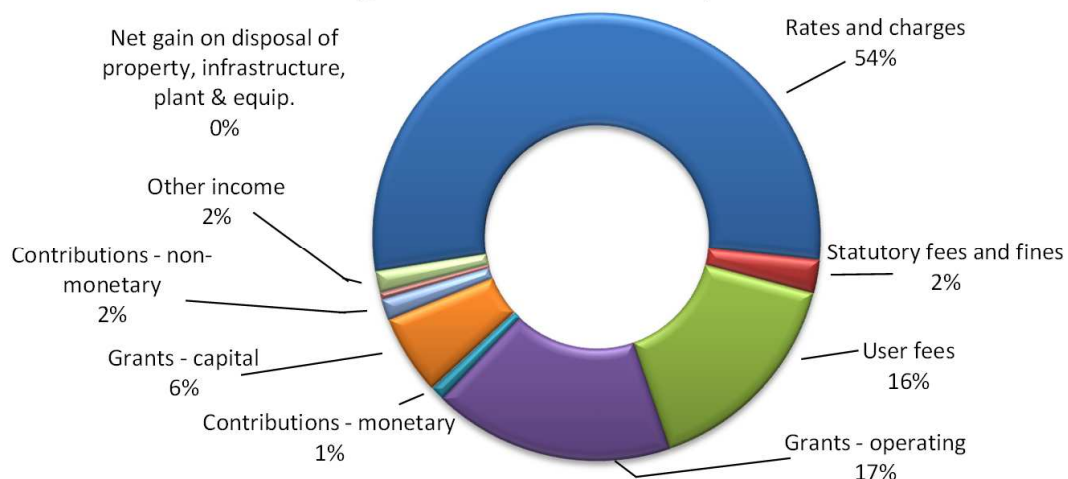
The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/2017 year is a surplus of \$0.04 million which is a increase of \$10.18 million from the 2015/2016 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 also excluded as the value of assets assumed by Council is dependent on the level of development activity each

10.2 Income

Income Types	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Rates and charges	10.2.1	68,492	70,734	2,242
Statutory fees and fines	10.2.2	581	3,148	2,567
User fees	10.2.3	21,449	20,436	(1,014)
Grants - operating	5.1.1	16,261	22,754	6,492
Grants - capital	5.1.2	9,999	7,509	(2,490)
Contributions - monetary	10.2.4	1,976	1,324	(651)
Contributions - non-monetary		3,000	2,000	(1,000)
Net gain/loss on disposal of property, infrastructure, plant & equip.		(541)	(636)	(95)
Other income	10.2.5	1,703	2,031	328
Total income		122,922	129,300	6,378



Budgeted Income 2016/2017



10.2.1 Rates and charges (\$2.24 million increase)

It is proposed that income raised by all rates and charges be increased by 3.3 per cent or \$2.24 million over 2015/2016 to \$70.73 million. This includes an increase in general rates of 2.5 per cent and the Municipal Charge of 2.4 per cent (both as per the 2.5 per cent ratw cap); kerbside collection and recycling charge of 4.5 per cent; and forecasts supplementary rates to decrease by \$0.53 million over 2015/2016 to \$0.11 million.

Section 7. Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/2017 and the rates and charges specifically required by the Regulations.

10.2.2 Statutory fees and fines (\$2.57 million increase)

Statutory fees relate mainly 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.

Statutory fees are forecast to increase by 441.8 per cent or \$2.57 million compared to 2015/2016. Majority of this increase is due to a correction of accounting classification. The main areas contributing to the increase are:

Program Area	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000	Variance %
Parking Enforcement	571	687	116	20%
Animal Management	501	536	35	7%
Planning	309	343	35	11%
Environmental Health	302	317	15	5%

The increase in Parking Enforcement is related to increased income from parking infringements; increase in Animal Management is related to animal registrations; increase in Planning is related to increased income from Strategic Planning Panel and planning permit applications; and the increase in Environmental Health is related to increases in registered premises and septic tank permits.

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

10.2.3 User fees (\$1.01 million decrease)

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use 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 market comparability and benchmarking against like businesses.

User charges are projected to decrease by 4.7 per cent or \$1.01 million over 2015/2016. As noted above in within the Statutory Fees area there has been a correction to accounting classifications. The main areas contributing to the decrease are:

Program Area	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000	Variance %
Early Childhood Education	2,597	1,783	(814)	(31%)
Holiday Park	540	318	(222)	(41%)
Environmental Management	60	0	(60)	(100%)

The decrease in Early Childhood Education is due to an increase in families receiving the childcare rebates from Centre Link, resulting in the income being classified as grant income rather than user charges. The decrease in Holiday Park income is due to Council running the Victoria Park Lake Caravan Park for 6 months of the financial year and a successful tender running the park for the remainder of the year. The decrease in Environmental management is offset by an increase in grants due to a reclassification of income received for Flood Mitigation Studies.

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

10.2.4 Contributions - monetary (\$0.65 million decrease)

Contributions relate to monies paid by various community sources towards capital and operating expenses. This includes contributions from developers in regard to public sport and recreation, drainage and car parking in accordance with planning permits issued for property development.

Contributions are projected to decrease by \$0.65 million or 32.9 per cent compared to 2015/2016 mainly due to the completion of a number of major property developments within the municipality during the 2015/2016 year.

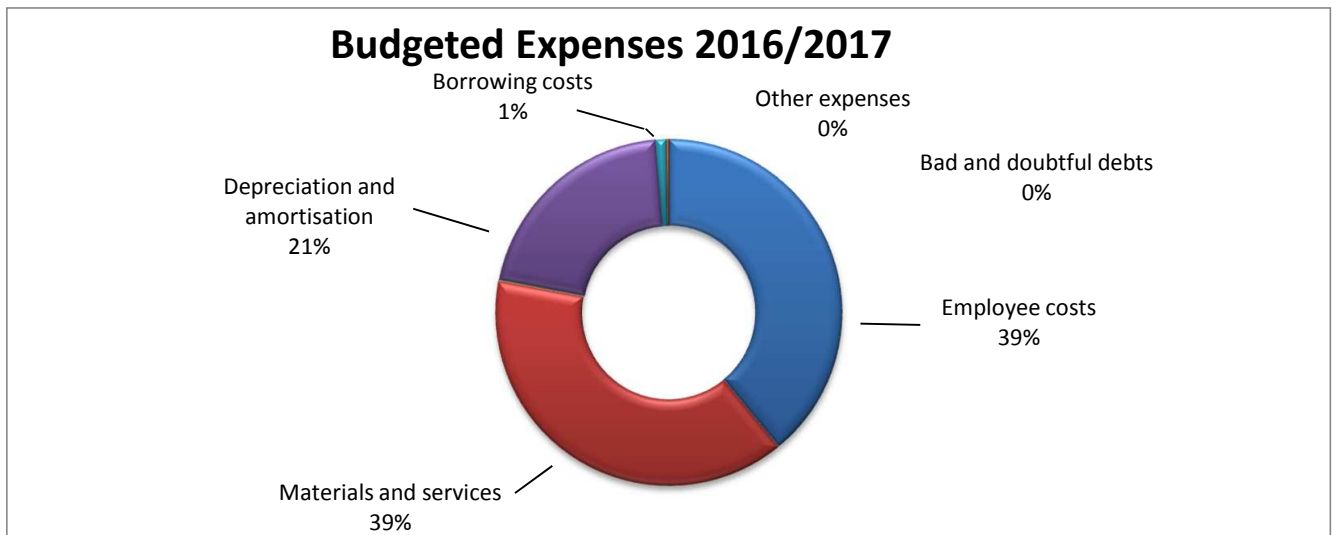
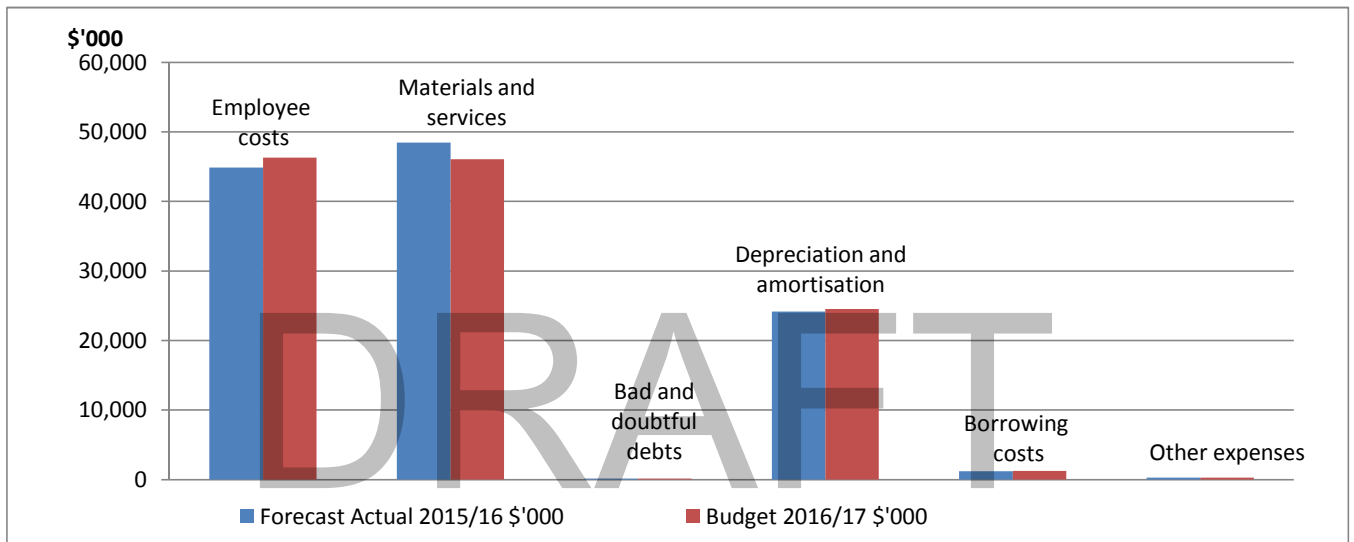
10.2.5 Other income (\$0.33 million increase)

Other income relates to a range of items such as interest revenue on investments and rental income items.

Other income is forecast to increase by 19.2 per cent or \$0.33 million compared to 2015/2016. This increase is partly due to an increase in rent for Eastbank catering, and an increase in the contribution from agents at the Saleyards.

10.3 Expenses

Expense Types	Ref	Forecast		Variance \$'000
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Employee costs	10.3.1	44,842	46,294	1,452
Materials and services	10.3.2	48,470	46,038	(2,432)
Bad and doubtful debts	10.3.3	142	144	3
Depreciation and amortisation	10.3.4	24,161	24,505	344
Borrowing costs	10.3.5	1,210	1,250	40
Other expenses		284	285	0
Total expenses		119,109	118,516	(593)



Source: Section 3

10.3.1 Employee costs (\$1.45 million increase)

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

Employee costs are forecast to increase by 3.24 per cent or \$1.45 million compared to 2015/2016. This increase relates to three key factors:

- Council's Enterprise Bargaining Agreement (EBA) which is estimated to cost \$1.37 million in 2016/2017
- Anticipated non EBA wages growth of 0.5 per cent or \$0.05 million due mainly to small increases in staff numbers

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
		Community	12,812
Corporate Services	9,043	8,049	994
Infrastructure	12,502	12,194	308
Sustainable Development	5,458	4,227	1,231
Total permanent staff expenditure	39,816	30,682	9,133
Casuals and other expenditure	6,478		
Capitalised labour costs	1,445		
Total expenditure	47,739		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Community	163.7	69	94.69
Corporate Services	103.4	92	11.4
Infrastructure	175.8	169	6.75
Sustainable Development	60.2	46	14.19
Total	503.0	376	127.0
Casuals and other	53.1		
Capitalised labour costs	15.8		
Total staff	571.9		

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

Department	Service Unit	Forecast		Variance \$'000
		Actual	Budget	
		2015/16 \$'000	2016/17 \$'000	
Community	Aged Services	1,327	1,470	143
Community	Regional Aquatic Centre	2,467	2,570	103
Corporate Services	Animal Management/Local	744	873	129
Corporate Services	Corporate Services	167	269	102
Infrastructure	Concrete Works	349	497	147
Infrastructure	Road Works	1,524	1,979	455
Infrastructure	Strategic Asset Management	894	1,032	138
Infrastructure	Waste & Resource Recovery	946	1,062	117
Sustainable Development	Environmental Health	922	1,023	102
Sustainable Development	Planning	1,552	1,732	180

10.3.2 Materials and services (\$2.43 million decrease)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 5.02 per cent or \$2.43 million compared to 2015/2016.

Consumables is forecast to decrease by \$2.99 million or 10.2 per cent compared to 2015/2016 and relates mainly to the Goulburn Broken Greenhouse Alliance Street Lighting and the Implement Economic Development project expenditure. Also relates to the reallocation of cleaning expense to external contracts.

External contracts are forecast to increase by 2.5 per cent or \$0.41 million compared to 2015/2016. This is mainly due to the relocation of cleaning expenses from consumables, disposal of waste from bin collections and road sealing materials purchased under contract.

Utility costs relate to telecommunications, including usage of telephones and other utilities such as water, gas and electricity. Utility costs are forecast to increase by 2.8 per cent or \$0.06 million compared to 2015/2016 resulting from additional water and electricity expense due to increased use of the Saleyards truck wash.

10.3.3 Bad and doubtful debts (\$3,000 increase)

Bad and doubtful debts is projected to increase by \$3,000 or 1.7 percent compared to 2015/2016 and is relative to increases in user fees and historical trends.

10.3.4 Depreciation and amortisation (\$0.34 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.34 million for 2016/2017 is due mainly to the completion of the 2016/2017 capital works program and the full year effect of depreciation on the 2015/2016 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/2017 year.

10.3.5 Borrowing costs (\$0.04 million increase)

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs results from the increase in borrowings from 2015/2016.

DRAFT



11. Analysis of Budgeted Cash Position

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

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

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

11.1 Budgeted cash flow statement

	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		68,492	69,529	1,037
User fees and fines		22,030	23,584	1,554
Grants - operating		16,261	22,754	6,492
Grants - capital		9,999	7,509	(2,490)
Interest		1,074	1,049	(25)
Other receipts		2,605	2,306	(299)
		120,462	126,731	6,269
<i>Payments</i>				
Employee costs		(44,842)	(46,294)	(1,452)
Other payments		(49,966)	(44,632)	5,334
		(94,808)	(90,926)	3,882
Net cash provided by operating activities		25,654	35,805	10,151
Cash flows from investing activities	11.1.2			
Payments for property, infrastructure, plant & equip.		(41,149)	(43,493)	(2,343)
Proceeds from sale of property, infrastructure, plant & equipment		530	389	(141)
Payments for investments		0	0	0
Proceeds from investments		0	1,000	1,000
Loans and advances made		0	0	0
Repayments of loans and advances		0	0	0
Net cash used in investing activities		(40,620)	(42,104)	(1,484)

Cash flows from financing activities	11.1.3			
Finance costs		(1,210)	(1,250)	(40)
Proceeds from borrowings		0	5,064	5,064
Repayment of borrowings		4,372	(1,067)	(5,439)
Net cash used in financing activities		3,162	2,747	(415)
Net decrease in cash and cash equivalents		(11,804)	(3,552)	8,252
Cash and cash equivalents at the beginning of the year		18,303	6,499	(11,804)
Cash and cash equivalents at end of the year	11.1.4	6,499	2,946	(3,552)

11.1.1 Operating activities (\$10.51 million increase)

The increase in cash inflows from operating activities is due mainly to an increase in operating grants of \$6.49 million caused by Council budgeting to receive the total Federal Finance Assistance Grant allocations in 2016/2017 of \$5.73 million. Also due to a decrease in materials and services of \$5.46 million caused by reductions in Goulburn Broken Greenhouse Alliance Street Lighting project \$2.07 million; Pinelodge expansion \$0.39 million and Aerodrome feasibility study \$0.25 million.

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

	Forecast		
	Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Surplus (deficit) for the year	284	10,784	10,499
Depreciation	24,161	24,505	344
Loss (gain) on disposal of property, infrastructure, plant & equipment	(541)	(636)	(95)
Finance costs	1,210	1,250	40
Net movement in current assets and liabilities	540	681	141
Cash flows available from operating activities	25,655	36,585	10,930

11.1.2 Investing activities (\$1.48 million increase)

The increase in cash outflows from investing activities represents increase in capital works program.

11.1.3 Financing activities (\$0.42 million increase)

For 2016/2017 the total of principal repayments is \$1.07 million and interest charges is \$1.25 million.

11.1.4 Cash and cash equivalents at end of the year (\$3.55 million decrease)

Overall, total cash and investments is forecast to decrease by \$3.55 million to \$2.95 million as at 30 June 2017, reflecting Council's strategy of using existing cash and investments to enhance existing and create new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 14).

11.2 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 indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$27.05 million, which has been restricted as shown in the following table.

	Ref	Forecast		Variance \$'000
		Actual	Budget	
		2016 \$'000	2017 \$'000	
Total cash and investments		31,599	27,046	(4,552)
Restricted cash and investments				
- Statutory reserves	11.2.1	(1,903)	(1,957)	(54)
- Cash held to carry forward capital works	11.2.2	(515)	0	515
- Trust funds and deposits		(2,748)	(2,748)	0
Unrestricted cash and investments	11.2.3	26,432	22,341	(4,091)
- Discretionary reserves	11.2.4	(16,788)	(12,164)	4,624
Unrestricted cash adjusted for discretionary reserves	11.2.5	9,644	10,177	533

11.2.1 Statutory reserves (\$1.96 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.

11.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/2017 financial year will be fully completed. An amount of \$0.52 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2015/2016 financial year. Section 6.2 contains further details on capital works funding.

11.2.3 Unrestricted cash and investments (\$22.34 million)

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

11.2.4 Discretionary reserves (\$12.16 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2016/2017 year \$5.14 million is budgeted to be transferred from Discretionary Reserves. The decisions about future use of the remaining funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

11.2.5 Unrestricted cash adjusted for discretionary reserves (\$10.18 million)

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



12. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2016/2017 year and the sources of funding for the capital budget.

12.1 Capital works

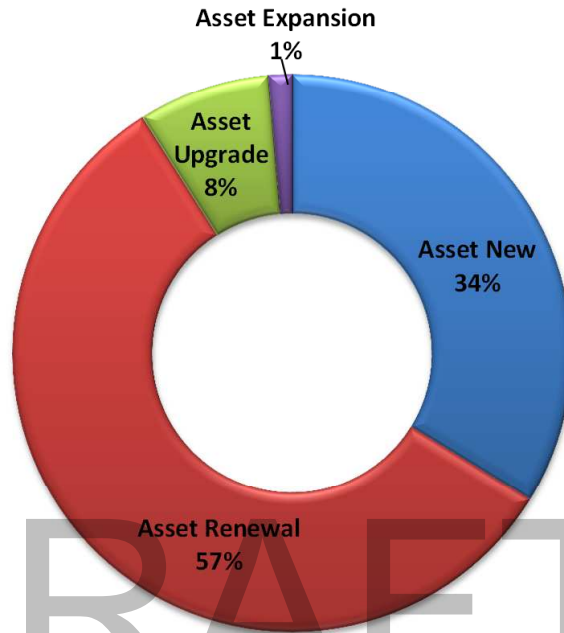
Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Works re-budgeted	12.1.1			
Property				
Land		0	0	0
Land improvements		132	0	(132)
Buildings		0	0	0
Heritage buildings		0	0	0
Building improvements		2,844	0	(2,844)
Leasehold improvements		0	0	0
Art Collection		0	0	0
Total property		2,976	0	(2,844)
Plant and equipment		2,976	0	(2,844)
Heritage plant and equipment		0	0	0
Plant, machinery and equipment		0	0	0
Fixtures, fittings and furniture		59	0	(59)
Computers and telecommunications		0	515	515
Library books		0	0	0
Total plant and equipment		0	0	0
Infrastructure		59	515	456
Roads		124	0	(124)
Kerb & Channel		0	0	0
Bridges		259	0	(259)
Footpaths and cycleways		0	0	0
Drainage		117	0	(117)
Recreational, leisure and community facilities		1,774	0	(1,774)
Waste management		0	0	0
Parks, open space and streetscapes		0	0	0
Aerodromes		75	0	(75)
Off street car parks		0	0	0
Other infrastructure		0	0	0
Total infrastructure		2,348	0	(2,348)
Total works carried forward		5,383	515	(4,736)

	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
Capital Works Areas				
New works				
Property				
	12.1.2			
Land		1,958	0	(1,958)
Land improvements		12,877	4,514	(8,362)
Buildings		1,804	2,385	581
Heritage buildings		0	0	0
Building improvements		0	0	0
Leasehold improvements		0	0	0
Art Collection		0	78	78
Total property		16,639	6,977	(9,662)
Plant and equipment				
	12.1.3			
Heritage plant and equipment		0	0	0
Plant, machinery and equipment		2,169	2,661	492
Fixtures, fittings and furniture		881	128	(754)
Computers and telecommunications		1,071	336	(735)
Library books		0	0	0
Total plant and equipment		4,121	3,125	(997)
Infrastructure				
	12.1.4			
Roads		11,089	11,603	514
Kerb & Channel		0	1,242	1,242
Bridges		0	200	200
Footpaths and cycleways		276	444	167
Drainage		1,748	1,350	(398)
Recreational, leisure and community facilities		1,967	2,980	1,014
Waste management		2,271	10,565	8,294
Parks, open space and streetscapes		317	4,491	4,174
Aerodromes		0	0	0
Off street car parks		0	0	0
Other infrastructure		337	0	(337)
Total infrastructure		18,006	32,876	14,870
Total new works		38,766	42,978	4,212
Total capital works expenditure		44,149	43,493	(525)

Represented by:

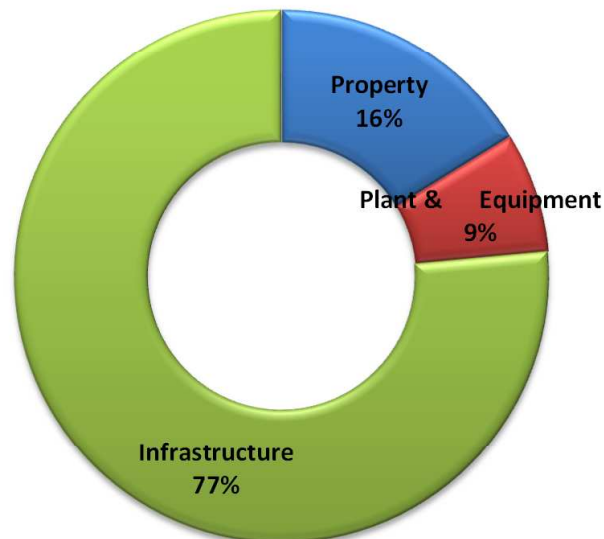
Asset new expenditure	12.1.5	17,023	14,692	(2,331)
Asset renewal expenditure	12.1.5	25,285	24,887	(398)
Asset upgrade expenditure	12.1.5	347	3,314	2,967
Asset expansion expenditure	12.1.5	1,494	600	(894)
Total capital works expenditure		44,149	43,493	(657)

Budgeted capital works 2016/2017



Source: Section 3. A more detailed listing of capital works is included in Section 6.

Budgeted capital works 2016/2017



12.1.1 Carried forward works (\$0.52 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 2015/2016 year it is forecast that \$0.52 million of capital works will be incomplete and be carried forward into the 2016/2017 year. This includes the finance system replacement \$0.52 million.

12.1.2 Property (\$6.98 million)

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

For the 2016/2017 year, \$6.98 million will be expended on building and building improvement projects. The more significant projects include construction of the Greater Shepparton Regional Sports Precinct main pavilion (\$2.37 million), detailed design for new Shepparton Art Museum (\$1.0 million), Building renewals (\$0.72 million), Land acquisition for Maude St. upgrade (\$0.57 million), refurbishment of Fraser street (Mall) precinct toilet (\$0.37 million) and Maude St. Mall Activation (\$0.3 million).

12.1.3 Plant and equipment (\$3.12 million)

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

For the 2016/2017 year, \$3.52 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.13 million), replacement of the finance system (\$0.82 million) and purchase of Saleyard truck wash trade waste system (\$0.18 million).

12.1.4 Infrastructure (\$32.88 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 2016/2017 year, \$11.36 million will be expended on road projects. The more significant projects include federally funded Roads to Recovery projects (\$4.88 million), sealed roads for renewal (\$1.57 million), local road resealing (\$1.18 million), road resheeting (\$1.1 million), and Verney Road Stage 2 Hawkins St. to Graham St. (\$1.05 million).

\$10.57 million will be expended on waste management projects. The more significant of these include construction of Cosgrove 3 landfill cell 1 (\$9.55 million), and cell 3 and cell 4 works at Cosgrove 2 landfill (\$0.88 million).

\$4.44 million will be expended on parks, open space and streetscapes, including \$4.04 million for the construction of East-West boulevard at the Great Shepparton Regional Sports Precinct including the Brauman St. roundabout.

Other infrastructure expenditure includes \$2.78 million on Recreation, Leisure and Community Facilities, \$1.35 million on drainage, \$1.2 million on kerb & channel, \$0.44 million on footpaths & cycleways, and \$0.20 million on bridges.

12.1.5 Asset renewal (\$24.89 million), new assets (\$14.69 million), upgrade (\$3.31 million) and expansion (\$0.60 million)

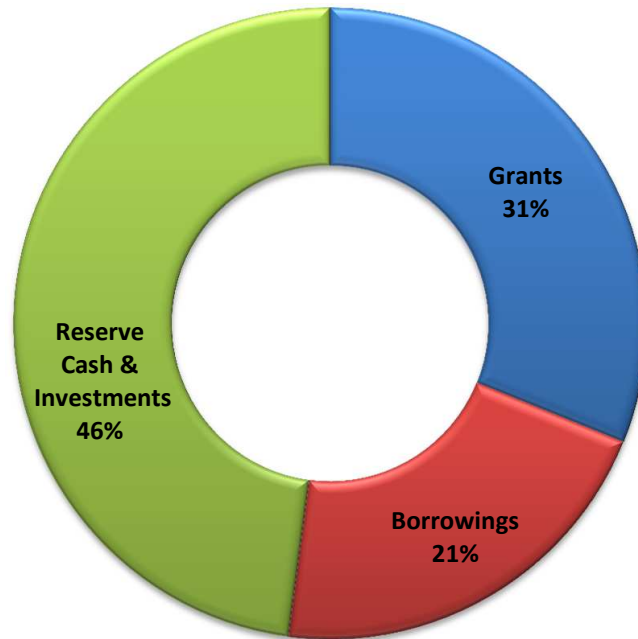
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have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

The major projects included in the above categories, which constitute expenditure on new assets, are the construction of East-West boulevard (\$4.04 million), construction of Great Shepparton Regional Sports Precinct main pavilion (\$2.37 million) and synthetic athletics track (\$1.30 million). The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

12.2 Funding sources

Sources of funding	Ref	Forecast		Variance
		Actual 2015/16 \$'000	Budget 2016/17 \$'000	
New works				
<i>Current year funding</i>				
Grants	12.2.1	9,999	7,509	(2,490)
Contributions		3,400	844	(2,556)
Borrowings		4,064	5,064	1,000
Council cash				
- operations	12.2.2	22,948	18,132	(4,817)
- proceeds on sale of assets		530	389	(141)
- restricted investments	12.2.3	3,208	11,555	8,347
Total new works		44,149	43,493	(657)
Total funding sources		44,149	43,493	(657)

Budgeted total funding sources 2016/2017



Source: Section 6

12.2.1 Grants - Capital (\$7.51 million)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Roads to Recovery projects (\$4.88 million), construction of East-West Boulevard (\$1.26 million), synthetic athletics track (\$0.53 million), and Greater Shepparton Regional Sports Precinct main pavilion (\$0.37 million).

12.2.2 Council cash - operations (\$18.13 million)

Council has a number of sources of funding for capital works program including generation cash from its operating activities and maintaining significant restricted and discretionary cash reserves and investments. Refer to section 11.2 for further information on restricted and unrestricted cash and investments.

12.2.3 Reserve cash - reserve cash and investments (\$11.55 million)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes. For 2016/2017 \$11.55 million will be used to fund part of the new capital works program including Cosgrove 2 and Cosgrove 3 landfills (\$10.42 million), and Saleyards truck wash trade waste system (\$0.18 million).



13. Analysis of Budgeted Financial Position

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

13.1 Budgeted balance sheet

		Forecast		
	Ref	Actual	Budget	Variance
		2015/16	2016/17	
		\$'000	\$'000	\$'000
Current assets	13.1.1			
Cash and cash equivalents		6,499	2,946	(3,552)
Trade and other receivables		5,261	6,467	1,206
Financial assets		25,100	24,100	(1,000)
Other assets		1,226	1,225	(1)
Total current assets		38,085	34,738	(3,347)
Non-current assets	13.1.1			
Trade and other receivables		0	0	0
Investments in associates and joint ventures		1,514	1,514	
Property, infrastructure, plant and equipment		1,027,132	1,057,365	30,233
Intangible Assets		1,013	1,013	
Total non-current assets		1,029,659	1,059,892	30,233
Total assets		1,067,744	1,094,630	26,886
Current liabilities	13.1.2			
Trade and other payables		8,680	10,515	(1,835)
Trust funds and deposits		2,748	2,748	0
Provisions		9,324	9,324	(0)
Interest-bearing loans and borrowings		890	1,305	(415)
Total current liabilities		21,642	23,892	(2,250)
Non-current liabilities	13.1.2			
Provisions		4,721	4,721	0
Interest-bearing loans and borrowings		17,840	21,422	(3,582)
Total non-current liabilities		22,561	26,143	(3,582)
Total liabilities		44,203	50,035	(5,832)
Net assets		1,023,541	1,044,596	21,054
Equity	13.1.4			
Accumulated surplus		327,694	338,478	10,784
Reserves		695,847	706,118	10,271
Total equity		1,023,541	1,044,596	21,054

Source: Section 3

13.1.1 Current Assets (\$3.35 million decrease) and Non-Current Assets (\$29.84 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$3.55 million during the year and are used to fund operations and the capital works program.

Trade and other receivables are monies owed to Council. Short term debtors are not expected to change significantly in the budget. Council does not have any long term debtors.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services .

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$29.84 million increase in this balance is attributable to the net result of the capital works program net assets, depreciation of assets and the sale or disposal of assets.

13.1.2 Current Liabilities (\$2.25 million increase) and Non Current Liabilities (\$3.58 million increase)

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

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease marginally due to more active management of entitlements.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$1.07 million over the year. Council is also budgeting to borrow \$5.06 million for the Greater Shepparton Regional Sports Precinct and Shepparton Art Museum.

13.1.3 Working Capital (\$5.6 million decrease)

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

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

	Forecast		
	Actual	Budget	Variance
	2015/16	2016/17	
	\$'000	\$'000	\$'000
Current assets	38,085	34,738	3,347
Trust funds and deposits	0	0	0
Current liabilities	21,642	23,892	(2,250)
Working capital	16,443	10,846	5,597
Restricted cash and investment current assets			
- Statutory reserves	(1,903)	(1,957)	54
- Cash used to fund carry forward capital works	(515)	0	(515)
Unrestricted working capital	14,025	8,889	5,136

In addition to the restricted cash shown above, Council is also projected to hold \$12.16 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

13.1.4 Equity (\$20.67 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus of \$10.39 million results directly from the operating surplus for the year.

13.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2015/2016 levels
- Employee entitlements to be increased by the Enterprise Bargaining Agreement outcome offset by the impact of more active management of leave entitlements of staff
- Repayment of loan principal to be \$1.07 million
- Total capital expenditure to be \$43.49 million

Long Term Strategies

This section includes the following analysis and information.

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







14. Strategic Resource Plan

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

14.1 Plan development

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

Council has prepared an SRP for the four years 2016/2017 to 2018/2019 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.

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

- Maintain existing service levels
- Achieve a breakeven operating result within five to six years
- Maintain a capital expenditure program of at least \$30 million per annum
- Achieve a balanced budget on a cash basis.

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

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in 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 a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

14.2 Financial resources

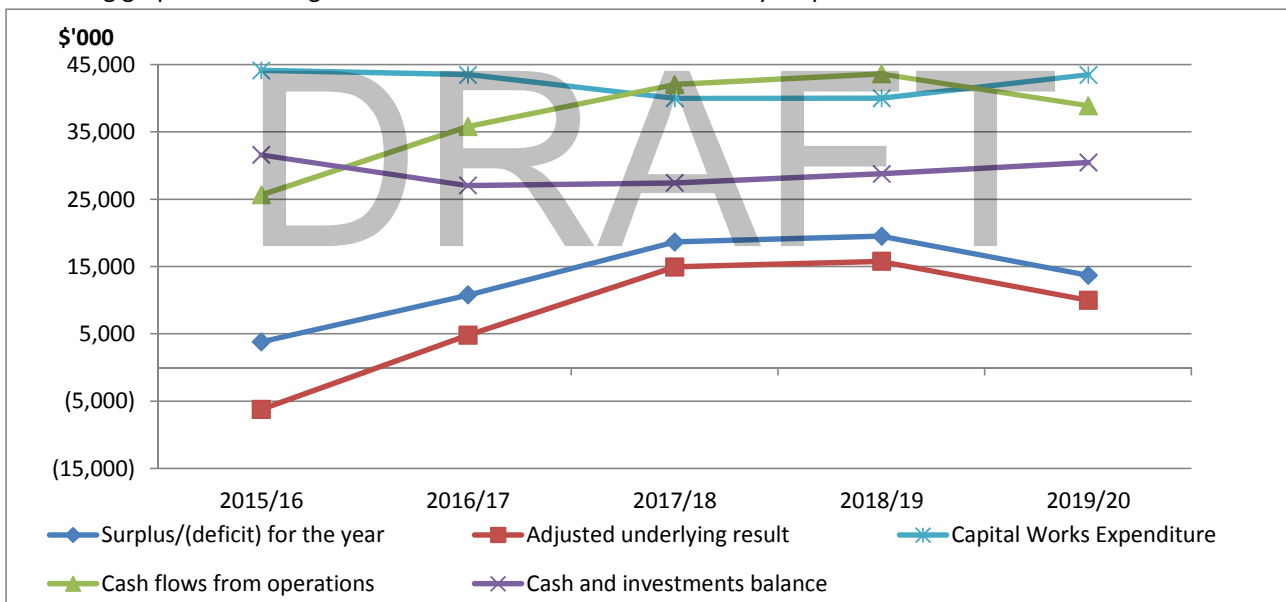
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/2017 to 2018/2019. Section 3 provides includes a more detailed analysis of the financial resources to be used over the four year

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	
	\$'000	\$'000	\$'000	\$'000	\$'000	+/-
Surplus/(deficit) for the year	3,813	10,784	18,658	19,497	13,702	+
Adjusted underlying result	(6,186)	4,831	14,944	15,783	9,988	+
Cash and investments balance	31,599	27,046	27,411	28,781	30,455	+
Cash flows from operations	25,654	35,805	42,025	43,630	38,889	-
Capital works expenditure	44,149	43,493	40,000	40,000	43,500	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.



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments are forecast to increase marginally over the four year period from \$27.05 million to \$30.45 million, which indicates a balanced budget on a cash basis in each year
- **Rating levels (Section 15)** – Rate increases are forecast over the four years at the current rate cap of 2.5 per cent
- **Service delivery strategy (section 16)** – Service levels have been maintained throughout the four year period with operating surpluses forecast in each of the four years. Excluding the effects of items such as capital contributions, the adjusted underlying result is a increasing deficit over the four year period.
- **Borrowing strategy (Section 16)** – Borrowings are forecast to increase from \$18.3 million to \$27.77 million over the four year period. This includes new borrowings of \$5.06 million in 2016/2017 for the Greater Shepparton Regional Sports Precinct and the new Shepparton Art Museum and \$9.0 million in 2019/2020 for the new Shepparton Art Museum.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$167 million at an average of \$41.75 million.



15. Rating Information

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

15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for over 50 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. Historically, the level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Greater Shepparton community.

The following table shows a comparison of the last five years.

Year	Increase%
2011/2012	6.95%
2012/2013	3.95%
2013/2014	4.95%
2014/2015	4.95%
2015/2016	4.95%
Average increase	5.15%

The percentage increase reported above is the increase on total rates and charges. This increase is applied to a base figure, calculated at the time of developing the budget which is adjusted for supplementary rates received during the year as if they were received for the full twelve months.

Comparisons between budgeted amounts and actual results as reported in Council's annual reports are therefore challenging as supplementary valuations are difficult to predict and will significantly influence the final amount of total rates and charges collected.

15.2 Future rate increases

The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/2017 the FGRS cap has been set at 2.5 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income, the planned expenditure on services and works to be undertaken for the Greater Shepparton community.

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the annualised figures for 2015/2016 (see 7.10).

Year	General Rate Increase %	Municipal Charge Increase %	Waste/Recyclin g Charge Increase %	Organics Charge Increase %	Total Rates Raised \$'000
2015/2016	5.60	5.00	1.10	1.30	68,725
2016/2017	2.50	2.40	4.50	3.80	70,621
2017/2018	2.50	2.50	2.50	2.50	72,502
2018/2019	2.50	2.50	2.50	2.50	74,315
2019/2020	2.50	2.50	2.50	2.50	76,173

The 2016/2017 figures do not allow for any supplementary valuations that will be undertaken during 2016/2017. An allowance has been included in the total rates and charges estimate contained within the income statement in Section 3.

15.3 Rating structure

Council's current rating structure is comprised of the following key rates and charges:

- General rates through the application of differential 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 (set at 12.4 per cent of total general rates); and
- A user pays component to reflect usage of kerbside waste collection services provided by Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

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

Being a measure of the realisable value of the property, the CIV most closely reflects wealth and affordability and this is more equitable to ratepayers on the total value of their property rather than the notional value of their land alone.

There are currently no plans to change that basis, but Council does review its rating structure every four years.

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.

The existing rating structure comprises ten differential rates and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

The following table summarises the rates to be determined for the 2016/2017 year. A more detailed analysis of the rates to be raised is contained in Section 7.

Rate type	How applied	2015/16	2016/17	Total Raised \$000's	Change
Residential Unimproved Land	Cents/\$ CIV	\$0.00497712	\$0.00510224	648	2.5%
Residential Improved Land	Cents/\$ CIV	\$0.00497712	\$0.00510224	27,599	2.5%
Farm Land	Cents/\$ CIV	\$0.00447940	\$0.00459202	6,104	2.5%
Rural Residential Land	Cents/\$ CIV	\$0.00497712	\$0.00510224	4,342	2.5%
Commercial Unimproved Land	Cents/\$ CIV	\$0.00995423	\$0.01020449	376	2.5%
Commercial Improved 1 Land*	Cents/\$ CIV	\$0.01080034	\$0.01107187	8,716	2.5%
Commercial Improved 2 Land	Cents/\$ CIV	\$0.00995423	\$0.01020449	996	2.5%
Industrial Unimproved Land	Cents/\$ CIV	\$0.00995423	\$0.01020449	356	2.5%
Industrial Improved 1 Land*	Cents/\$ CIV	\$0.01015332	\$0.01040858	3,504	2.5%
Industrial Improved 2 Land	Cents/\$ CIV	\$0.00995423	\$0.01020449	1,268	2.5%
Cultural and Recreational Land	Cents/\$ CIV	\$0.00363295	\$0.00372413	53	2.5%
Municipal charge	\$/ property	\$250.00	\$256.00	7,554	2.4%
80L Waste / Recyclables Service Charge	\$/ property	\$168.00	\$176.00	1,888	4.8%
120L Waste / Recyclables Service Charge	\$/ property	\$224.00	\$234.00	1,877	4.5%
240L Waste / Recyclables Service Charge	\$/ property	\$372.00	\$390.00	3,527	4.8%
120L or 240L Green Organic Waste Service Charge	\$/ property	\$78.00	\$81.00	1,790	3.8%
120L or 240L Recyclables Only Service Charge	\$/ property	\$78.00	\$81.00	23	3.8%

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

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

15.4 General revaluation of properties

Independent valuations as at 1 January 2016, to be used for the 2016/2017 rating year, are currently being finalised and are due to Council by the end of April 2016.

The valuations used for the Draft 2016/2017 budget have been valued as at the common date of 1 January 2014. This has been done to allow time for the 28 day public submission process (as per Section 223 of the Local Government Act 1989) and meet the statutory timeframe of budget adoption before 30 June.

Upon receipt of the 2016 revaluations, Council will update the estimated total value of each type or class of land in section 7.5, provide a summary of valuation changes in section 15.4 and will disclose all amendments in *Appendix D: Amendments to the 2016/2017 Budget* before final adoption.

15.5 Cultural and Recreational Land

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 Harness Racing Club
2 Fairway Drive MOOROPNA	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

15.6 State Government fire services property levy

Through the Fire Services Property Levy Act 2012 the State Government requires 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 rate notices.

All monies collected under this levy are passed on immediately to the State Government. For more information on the Fire Services Property Levy visit <http://www.firelevy.vic.gov.au>

15.7 Shepparton Show Me

Rates revenue collected from Commercial and Industrial improved properties located within the urban Shepparton location (under the Commercial Improved 1 and Industrial Improved 1 rating classifications) will continue to fund the promotion of business in urban Shepparton (i.e. Shepparton Show Me).

The funding of the Shepparton Show Me scheme forms part of Council's consolidated rates revenue. The proposed funding for 2016/2017 is \$642,793.



16. Summary of Other Strategies

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

16.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 14), borrowings was identified as an important funding source for capital works programs. In the past, Council has borrowed to finance large infrastructure projects such as the Victoria Park Lake and GV Link and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council reserves now forecast to be \$26.96 million at 30 June 2016 and a significant year of capital works expenditure budgeted in 2016/2017 to complete the design and construction of Cosgrove 3 and the completion of the Greater Shepparton Regional Sports Precinct, it has been necessary to reconsider the issue of borrowings.

The SRP includes the results of an analysis of Council's debt position against both State averages and large Council averages over a number of different indicators. It also shows the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators. The outcome of the analysis highlighted that a debt of approximately \$40 million could be comfortably accommodated. Council has set a target goal of reaching \$21.3 million by 2017/2018 to allow spare debt capacity for future major projects.

For the 2016/2017 year, Council has decided to draw down on new borrowings to fund the capital works program and therefore, after making loan repayments, will reduce its total borrowings to \$22.46 million as at 30 June 2017. Future year borrowings are forecast for 2019/2020 with \$9.0 million to be borrowed to fund Council's contribution to the construction of the new Shepparton Art Museum as set out in Council's Strategic Resource Plan. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/2016	4,064	500	1,210	18,300
2016/2017	5,064	1,067	1,250	22,464
2017/2018	0	1,305	1,544	21,300
2018/2019	0	1,395	1,455	20,100
2019/2020	9,000	1,515	1,420	27,775

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

	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	14,400	18,300
Total amount proposed to be borrowed	4,400	5,064
Total amount projected to be redeemed	(500)	(900)
Total amount of borrowings as at 30 June	18,300	22,464

16.2 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.

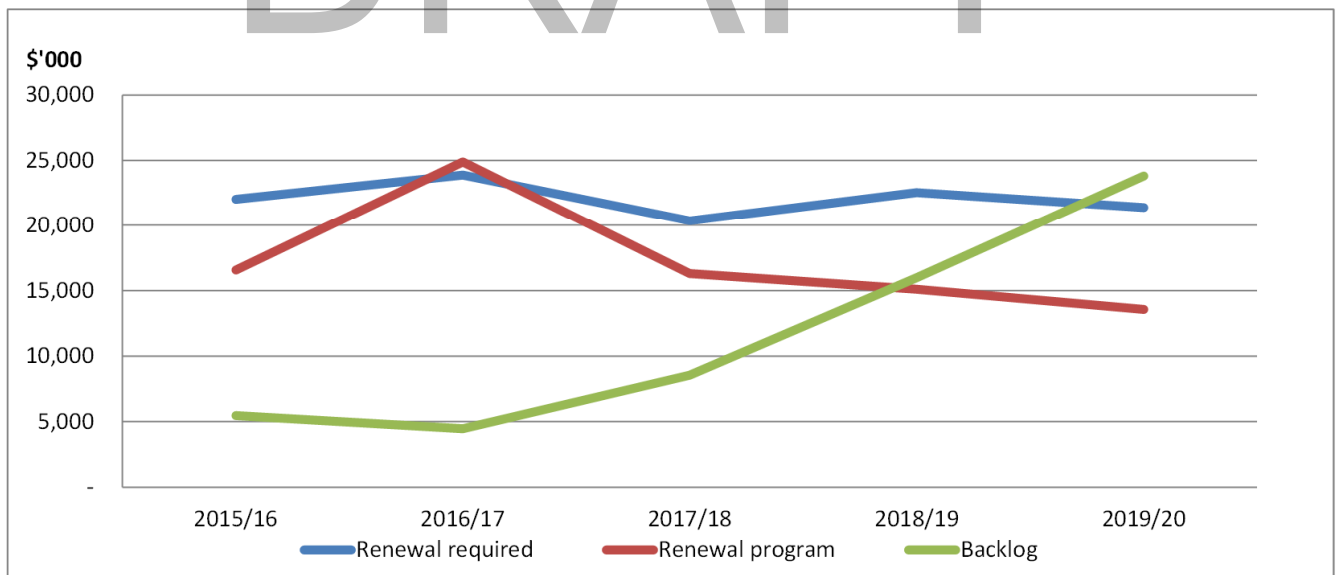
Long term planning for assets is managed through an alignment of Councils Strategic Resource Plan, Long Term Financial Plan, Service Plans and Asset Management Plans. These plans form the framework to manage the peaks and troughs of demand renewal over any ten year period.

Council's Strategic Assets Branch provides support to Service Managers in maintaining their required service levels through tracking asset condition. As a primarily data driven practice, Asset Management seeks to:

- Know where our assets are physically located, and how many we have
- Program surveys to audit the condition of these assets on a cyclical basis
- Drive maintenance programs – both the platform for managing maintenance, and identification of maintenance tasks
- Forecast the cost to renew assets
- Nominate the amount of renewal demand required
- Maintain valuations of assets

Council's Strategic Resource Plan has planned for total renewal expenditure of \$19.25 million for the 2016/2017 financial year. The 2016/2017 budget has included \$26 million for capital renewal. This is impacted by the planned works for the Cosgrove 3 landfill. Against the current depreciation rate this represents a funding level of 107 per cent.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most municipalities in that it is a challenge 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 \$5.47 million and \$34.69 million at the end of the period.

Managing the renewal demand into the future will become more difficult with the introduction of rate capping. Council will continue to focus on renewal expenditure to ensure aging assets are addressed in a timely manner. By focusing on the condition of these assets a greater focus can be placed on renewal without having to replace assets still in a serviceable state, ensuring the overall condition of an asset remains in a state that does not impact negatively on the service experience of the community.

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

Year	Total Capital Program \$'000	Grants \$'000	Summary of funding sources		
			Contributions	Council Cash	Borrowings
			\$'000	\$'000	\$'000
2015/16	44,149	9,999	3,400	26,686	4,064
2016/17	43,493	7,509	844	29,561	5,064
2017/18	40,000	13,170	0	13,835	0
2018/19	40,000	13,430	0	14,836	0
2019/20	43,500	7,530	0	15,982	9,000

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has significant cash or investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or 'discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and include contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

16.3 Service delivery


The key objectives in Council's Strategic Resource Plan (referred to in Section 14.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result. The Rating Information (see Section 15.) also refers to modest rate increases into the future in respect of rate capping. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

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

	2016/17	2017/18	2018/19	2019/20
	%	%	%	%
Consumer Price Index	2.5	2.5	2.5	2.5
Rate increases	2.5	2.5	2.5	2.5
Property growth	1.0	1.0	1.0	1.0
Wages growth	3.1	2.5	2.5	2.5
Government funding	2.0	2.0	2.0	2.0
Statutory fees	2.0	2.0	2.0	2.0
Investment return	1.0	1.0	1.0	1.0

Service levels have been maintained throughout the four year period with operating surpluses forecast in each of the four years. Excluding the effects of items such as capital contributions, the adjusted underlying result is an increasing deficit over the four year period.

DRAFT



Appendix A: Fees and Charges Schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/2017 year.

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
---------------------------------	------------	--------------------------	--------------------------

Discretionary Fees and Charges (Fees and Charges set by Council)

AERODOME - Hanger Sites			
Infrastructure Charge - (per square metre)	Y	\$ 0.74	\$ 0.80
Landing Fees - Ambulance	Y	\$ 6,919.00	\$ 7,264.95
Landing Fees - Stewart Aviation	Y	\$ 13,838.00	\$ 14,529.90
Rental - Commercial	Y	\$ 2,110.00	\$ 2,215.50
Rental - Northern Hangars (sealed apron)	Y	\$ 2,395.00	\$ 2,514.75
Rental - Southern Hangars (unsealed apron)	Y	\$ 1,612.00	\$ 1,692.60
Special Event Fee (per event)	Y	\$ 2,720.00	\$ 2,856.00
Tie Down Fees	Y	\$ 328.00	\$ 344.40
AGED AND DISABILITY - SERVICES Shepparton Senior Citizen's Centre Hire			
Community - Full Day	Y	\$ 102.18	\$ 107.30
Community - Half Day	Y	\$ 67.31	\$ 70.65
Older Person - Full Day	Y	\$ 40.74	\$ 42.80
Older Person - Half Day	Y	\$ 28.44	\$ 29.85
ANIMALS - Cat Cages			
Deposit (refundable)	N	\$ 25.00	\$ 100.00
Deposit (refundable) - Pensioner	N	\$ -	\$ 50.00
ANIMALS - Pound Fees - Fee Per Day			
Registered Animal	Y	\$ 22.00	\$ 23.10
Small Animal - per head (poultry, ferret, rabbit, bird)	Y	\$ -	\$ 5.00
Medium Animal - per head (sheep, goat, pig)	Y	\$ -	\$ 10.00
Large Animal - per head (horse, cattle)	Y	\$ -	\$ 34.00
ANIMALS - Pound Fees - Release Fee			
Registered Animal	Y	\$ 80.00	\$ 84.00
Cattle Release (per head)	Y	\$ -	\$ 80.00
Horse Release (per head)	Y	\$ -	\$ 200.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
ANIMALS - Other Fees			
Rehouse Cat under 6 months	Y	\$ -	\$ 200.00
Rehouse Cat 6 months to 7 years	Y	\$ -	\$ 175.00
Rehouse Cat 7 years +	Y	\$ -	\$ 150.00
Rehouse Dog under 6 months	Y	\$ -	\$ 400.00
Rehouse Dog 6 months to 7 years	Y	\$ -	\$ 320.00
Rehouse Dog 7 years +	Y	\$ -	\$ 250.00
Replacement Tag	Y	\$ 5.00	\$ 5.00
Transfer of animal registration from another Council	Y	\$ 5.00	\$ 5.00
Droving of Livestock - Bond (through municipality)	Y	\$ 730.00	\$ 770.00
Droving of Livestock (through municipality)	Y	\$ 330.00	\$ 350.00
Euthanasia Fee	Y	\$ 50.00	\$ 50.00
Grazing Permit	N	\$ 50.00	\$ 63.00
Ranger Fee Trapping Program - per week	Y	\$ -	\$ 220.00
ANIMALS - Premise Registrations - Domestic (Feral and Nuisance) Animal Act			
Animal Boarding Establishments	Y	\$ 260.00	\$ 273.00
Animal Management Fines	N	\$ 530.84	\$ 557.00
Birds Livestock (lifetime of animal)	Y	\$ -	\$ 69.30
Breeding Establishment	Y	\$ 260.00	\$ 275.00
Dog Training Establishments	Y	\$ 260.00	\$ 275.00
Extra Animal Permit (lifetime of animal)	Y	\$ -	\$ 69.30
Greyhound Establishments	Y	\$ 260.00	\$ 275.00
Pet Shops	Y	\$ 260.00	\$ 275.00
Premises Registration - Greater Shepparton City Council Shelter	Y	\$ -	\$ 275.00
AQUATIC FACILITIES - Aquamoves Aquatic Entry			
20 Family Swim Pass	Y	\$ 231.00	\$ 238.50
20 Sunday Family Swim Pass	Y	\$ 166.50	\$ 172.50
20 visit Adult swim Pass	Y	\$ 87.00	\$ 90.00
20 Visit Child Swim Pass	Y	\$ 57.00	\$ 58.50
20 Visit Hydro Pass	Y	\$ 88.50	\$ 91.50
20 Visit Pension Adult Swim Pass	Y	\$ 55.50	\$ 58.50
20 Visit Pension Child Swim Pass	Y	\$ 37.50	\$ 37.50
20 Visit Pensioner Swim/Spa/Sauna Pass	Y	\$ 93.01	\$ 96.00
20 Visit Shower Pass	Y	\$ 57.00	\$ 58.50
20 Visit Swim Club Pass	Y	\$ 82.30	\$ 85.50
20 Visit Swim/Spa/Sauna Pass	Y	\$ 142.51	\$ 147.00
20 Visit Vic Carers Adult Swim Pass	Y	\$ 54.00	\$ 58.50
4 week Full Centre School of Rural Health	Y	\$ -	\$ 57.40
6 week Full Centre School of Rural Health	Y	\$ -	\$ 86.00
Admission Fee	Y	\$ 2.00	\$ 2.00
Adult Swim	Y	\$ 5.80	\$ 6.00
Adult Swim/Spa/Sauna	Y	\$ 9.50	\$ 9.80
Child Swim	Y	\$ 3.80	\$ 3.90
Community Group Adult Swim	Y	\$ 4.90	\$ 5.10
Community Group Child Swim	Y	\$ 3.30	\$ 3.30
Community Group Hydro Pool	Y	\$ 5.10	\$ 5.30
Community Group/Swim/Spa/Sauna	Y	\$ 8.10	\$ 8.40

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
Corporate - 20% 1 unit DD	Y	\$ -	\$ 28.70
Corporate - 20% 2 unit DD	Y	\$ -	\$ 34.80
Corporate - 20% 3 unit DD	Y	\$ -	\$ 40.70
Corporate - 30% 1 unit DD	Y	\$ -	\$ 25.10
Corporate - 30% 2 unit DD	Y	\$ -	\$ 30.50
Corporate - 30% 3 unit DD	Y	\$ -	\$ 35.90
Corporate - 40% 1 unit DD	Y	\$ -	\$ 21.50
Corporate - 40% 2 unit DD	Y	\$ -	\$ 26.20
Corporate - 40% 3 unit DD	Y	\$ -	\$ 30.80
Corporate - 50% 1 unit DD	Y	\$ -	\$ 17.90
Corporate - 50% 2 unit DD	Y	\$ -	\$ 23.80
Corporate - 50% 3 unit DD	Y	\$ -	\$ 29.70
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00
Family Swim	Y	\$ 15.40	\$ 15.90
General - 1 unit DD	Y	\$ -	\$ 35.80
General - 1 unit 3 months	Y	\$ -	\$ 301.20
General - 1 unit 6 months	Y	\$ -	\$ 559.40
General - 1 unit 12 months	Y	\$ -	\$ 860.00
General - 2 units 3 months	Y	\$ -	\$ 365.70
General - 2 units DD	Y	\$ -	\$ 43.50
General - 2 units 6 months	Y	\$ -	\$ 679.20
General - 2 units 12 months	Y	\$ -	\$ 1,045.00
General - 3 units DD	Y	\$ -	\$ 51.30
General - 3 units 3 months	Y	\$ -	\$ 430.30
General - 3 units 6 months	Y	\$ -	\$ 799.00
General - 3 units 12 months	Y	\$ -	\$ 1,229.50
Group booking >100 people - additional lifeguard	Y	\$ -	\$ 40.00
Hydrotherapy pool	Y	\$ 5.90	\$ 6.10
Inflatable Hire (per hour)	Y	\$ -	\$ 80.00
Lane Hire (per hour)	Y	\$ 57.15	\$ 60.00
Motel Adult Swim	Y	\$ 4.70	\$ 4.80
Motel Child Swim	Y	\$ 3.10	\$ 3.10
Motel Family Swim	Y	\$ 12.30	\$ 12.70
Motel Hydro pool	Y	\$ 4.80	\$ 4.90
Motel Swim/Spa/Sauna	Y	\$ 7.55	\$ 7.80
Motel Swim/Spa/Sauna Upgrade	Y	\$ 2.85	\$ 3.00
Off Peak - 1 unit DD	Y	\$ -	\$ 17.90
Off Peak - 1 unit 3 months	Y	\$ -	\$ 150.60
Off Peak - 1 unit 6 months	Y	\$ -	\$ 279.70
Off Peak - 1 unit 12 months	Y	\$ -	\$ 430.00
Off Peak 2 units DD	Y	\$ -	\$ 21.80
Off Peak 2 units 3 months	Y	\$ -	\$ 182.80
Off Peak 2 units 6 months	Y	\$ -	\$ 339.60
Off Peak 2 units 12 months	Y	\$ -	\$ 522.50
Off Peak - 3 units DD	Y	\$ -	\$ 25.60
Off Peak - 3 units 3 months	Y	\$ -	\$ 215.20
Off Peak - 3 units 6 months	Y	\$ -	\$ 399.50
Off peak - 3 units 12 months	Y	\$ -	\$ 614.70

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
Outdoor Pool Membership 1/2 price Child Swim	Y	\$ 1.90	\$ 2.00
Outdoor Pool Membership 1/2 price Adult Swim	Y	\$ 2.90	\$ 3.30
Outdoor Pool Membership 1/2 price Family Swim	Y	\$ 7.70	\$ 8.00
Outdoor Pool Membership 1/2 price Hydro Pool	Y	\$ 2.95	\$ 3.00
Outdoor Pool Membership 1/2 price Swim/Spa/Sauna	Y	\$ 4.75	\$ 4.90
Over 60's - 1 unit DD	Y	\$ -	\$ 25.10
Over 60's - 1 unit 3 months	Y	\$ -	\$ 210.90
Over 60's - 1 unit 6 months	Y	\$ -	\$ 391.50
Over 60's - 1 unit 12 months	Y	\$ -	\$ 602.00
Over 60's - 2 units DD	Y	\$ -	\$ 30.50
Over 60's - 2 units 3 months	Y	\$ -	\$ 256.00
Over 60's - 2 units 6 months	Y	\$ -	\$ 475.50
Over 60's - 2 units 12 months	Y	\$ -	\$ 731.50
Over 60's - 3 units DD	Y	\$ -	\$ 35.90
Over 60's - 3 units 3 months	Y	\$ -	\$ 301.00
Over 60's - 3 units 6 months	Y	\$ -	\$ 560.00
Over 60's - 3 units 12 months	Y	\$ -	\$ 860.50
Pension Child Swim	Y	\$ 2.50	\$ 2.50
Pension Swim/Spa/Sauna Upgrade	Y	\$ 2.50	\$ 2.50
Pensioner Adult Swim	Y	\$ 3.70	\$ 3.90
Pensioner Hydro Pool	Y	\$ 3.80	\$ 3.90
Pensioner/Swim/Spa/Sauna	Y	\$ 6.20	\$ 6.40
Pool Lifeguard Hire per hour	Y	\$ 36.25	\$ 38.10
Promotional joining fee	Y	\$ -	\$ 10.00
Promotional Membership - DD	Y	\$ -	\$ 30.00
Promotional Membership - Up Front	Y	\$ -	\$ 50.00
Promotional Membership - Up Front	Y	\$ -	\$ 100.00
Promotional Membership - Up Front	Y	\$ -	\$ 69.70
Promotional Membership - Up Front	Y	\$ -	\$ 30.00
Promotional Membership - Up Front	Y	\$ -	\$ 40.00
Promotional Membership - Up Front	Y	\$ -	\$ 60.00
Rumbalara - 20 Full Centre	Y	\$ -	\$ 275.00
Rumbalara - 20 S/S/S	Y	\$ -	\$ 168.00
Rumbalara 3 units 3 months	Y	\$ -	\$ 387.00
School Hydro Pool	Y	\$ 5.01	\$ 5.20
Schools Recreation Swim	Y	\$ 3.30	\$ 3.30
Shower	Y	\$ 3.80	\$ 3.90
Special Needs Family - 1 unit 12 months	Y	\$ 415.40	\$ 430.05
Student -1 units 3 months	Y	\$ -	\$ 120.50
Student - 2 units 3 months	Y	\$ -	\$ 146.30
Student- 3 units 3 months	Y	\$ -	\$ 172.10
Summer Family Pool Membership	Y	\$ -	\$ 220.00
Sunday Family Swim	Y	\$ 11.10	\$ 11.50
Swim Club - 1 unit DD	Y	\$ 18.00	\$ 18.65
Swim Club - 1 unit DD	Y	\$ 19.80	\$ 18.65
Swim Club - 1 unit 12 months	Y	\$ 367.50	\$ 380.40
Swim Club - 1 unit 12 months Aquatic	Y	\$ 432.36	\$ 447.50
Swim Club - 2 unit DD	Y	\$ 28.27	\$ 26.60

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
Swim Club - 2 unit 12 months	Y	\$ 678.76	\$ 638.70
Swim Club - 3 unit DD	Y	\$ 32.84	\$ 30.90
Swim Club - 3 unit 12 months	Y	\$ 788.54	\$ 741.90
Swim/Spa/Sauna Upgrade	Y	\$ 3.70	\$ 3.80
Vic Carer Card Adult Swim	Y	\$ 3.60	\$ 3.00
AQUATIC FACILITIES - Aquamoves Elite			
20 Visit full Centre	Y	\$ 349.31	\$ 361.50
20 visit Gym pass	Y	\$ 243.00	\$ 252.00
20 Visit Pension full Centre	Y	\$ 226.66	\$ 234.50
20 visit Pensioner Gym Pass	Y	\$ 158.25	\$ 163.80
4 week Full Centre School of Rural Health	Y	\$ 55.40	\$ 57.40
6 week Full Centre School of Rural Health	Y	\$ 83.11	\$ 86.00
Community Group Full Centre	Y	\$ 19.75	\$ 20.50
Corporate - 20% 1 unit DD	Y	\$ -	\$ 28.70
Corporate - 20% 2 unit DD	Y	\$ -	\$ 34.80
Corporate - 20% 3 unit DD	Y	\$ -	\$ 40.70
Corporate - 30% 1 unit DD	Y	\$ -	\$ 25.10
Corporate - 30% 2 unit DD	Y	\$ -	\$ 30.50
Corporate - 30% 3 unit DD	Y	\$ -	\$ 35.90
Corporate - 40% 1 unit DD	Y	\$ -	\$ 21.50
Corporate - 40% 2 unit DD	Y	\$ -	\$ 26.20
Corporate - 40% 3 unit DD	Y	\$ -	\$ 30.80
Corporate - 50% 1 unit DD	Y	\$ -	\$ 17.90
Corporate - 50% 2 unit DD	Y	\$ -	\$ 23.80
Corporate - 50% 3 unit DD	Y	\$ -	\$ 29.70
Corporate Joining Fee	Y	\$ 10.00	\$ 10.00
Direct Debit Cancellation Fee	Y	\$ 100.00	\$ 100.00
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00
Fitness Assessment	Y	\$ 48.90	\$ 51.50
Full Centre Pass	Y	\$ 23.30	\$ 24.10
General - 1 unit DD	Y	\$ 34.60	\$ 35.80
General - 1 unit 3 months	Y	\$ 291.05	\$ 301.20
General - 1 unit 6 months	Y	\$ 540.45	\$ 559.40
General - 1 unit 12 months	Y	\$ 830.85	\$ 860.00
General - 2 units DD	Y	\$ 42.05	\$ 43.55
General - 2 units 3 months	Y	\$ 353.35	\$ 365.70
General - 2 units 6 months	Y	\$ 656.25	\$ 675.95
General - 2 units 12 months	Y	\$ 1,009.55	\$ 1,044.90
General - 3 units DD	Y	\$ 49.50	\$ 51.30
General - 3 units 3 months	Y	\$ 415.40	\$ 430.30
General - 3 units 6 months	Y	\$ 771.95	\$ 799.00
General - 3 units 12 months	Y	\$ 1,187.70	\$ 1,229.50

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
Gym Pass	Y	\$ 16.20	\$ 16.80
Gym Pass (community rate)	Y	\$ 13.81	\$ 14.30
Lost Card	Y	\$ 6.55	\$ 7.00
Measure and Weigh	Y	\$ 24.40	\$ 25.60
Membership Upgrade Fee	Y	\$ 7.00	\$ 7.00
Motel Full Centre	Y	\$ 18.65	\$ 19.30
Motel Gym Pass	Y	\$ 13.00	\$ 13.50
Off Peak - 1 unit DD	Y	\$ 17.30	\$ 17.90
Off Peak - 1 unit 3 months	Y	\$ 145.50	\$ 150.60
Off Peak - 1 unit 6 months	Y	\$ 270.25	\$ 279.70
Off Peak - 1 unit 12 months	Y	\$ 415.70	\$ 430.00
Off Peak - 2 units DD	Y	\$ 21.05	\$ 21.80
Off Peak - 2 units 3 months	Y	\$ 176.65	\$ 182.80
Off Peak - 2 units 6 months	Y	\$ 328.10	\$ 339.60
Off Peak - 2 units 12 months	Y	\$ 504.75	\$ 522.40
Off Peak - 3 units DD	Y	\$ 24.75	\$ 25.60
Off Peak - 3 units 3 months	Y	\$ 207.90	\$ 215.20
Off Peak - 3 units 6 months	Y	\$ 386.00	\$ 399.50
Off peak - 3 units 12 months	Y	\$ 593.90	\$ 614.70
Over 60's - 1 unit DD	Y	\$ -	\$ 25.05
Over 60's - 1 unit 3 months	Y	\$ -	\$ 210.85
Over 60's - 1 unit 6 months	Y	\$ -	\$ 391.55
Over 60's - 1 unit 12 months	Y	\$ -	\$ 601.95
Over 60's - 2 units DD	Y	\$ -	\$ 30.45
Over 60's - 2 units 3 months	Y	\$ -	\$ 256.00
Over 60's - 2 units 6 months	Y	\$ -	\$ 475.45
Over 60's - 2 units 12 months	Y	\$ -	\$ 731.40
Over 60's - 3 units DD	Y	\$ -	\$ 35.85
Over 60's - 3 units 3 months	Y	\$ -	\$ 301.20
Over 60's - 3 units 3 months	Y	\$ 249.45	\$ 301.20
Over 60's - 3 units 6 months	Y	\$ -	\$ 559.25
Over 60's - 3 units 12 months	Y	\$ -	\$ 860.50
Pensioner Full Centre	Y	\$ 15.10	\$ 15.60
Pensioner Gym	Y	\$ 10.55	\$ 10.90
Promotional joining fee	Y	\$ -	\$ 10.00
Promotional Membership - DD	Y	\$ -	\$ 30.00
Promotional Membership - Up Front	Y	\$ -	\$ 460.00
Rumbalara - 20 Full Centre	Y	\$ -	\$ 275.00
Rumbalara 3 units 3 months	Y	\$ -	\$ 387.00
Student -1 unit 3 months	Y	\$ 116.45	\$ 120.50
Student - 2 units 3 months	Y	\$ 141.35	\$ 146.30
Student- 3 units 3 months	Y	\$ 166.25	\$ 172.10
Suspension Fee	Y	\$ 7.70	\$ 7.00
Swim Club - 2 unit DD	Y	\$ 25.70	\$ 26.60
Swim Club - 2 unit 12 month	Y	\$ 617.05	\$ 638.70
Swim Club - 3 unit DD	Y	\$ 29.85	\$ 30.90
Swim Club - 3 unit 12 month	Y	\$ 716.85	\$ 741.90
Transfer Fee	Y	\$ 40.00	\$ 40.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
AQUATIC FACILITIES - Aquamoves Group Fitness			
20 Visit full Centre	Y	\$ 349.31	\$ 361.50
20 Visit Group Fitness Pass	Y	\$ 136.50	\$ 223.50
20 Visit Pension full Centre	Y	\$ 226.66	\$ 235.45
20 Visit Pension Group Fitness Pass	Y	\$ 136.50	\$ 142.50
4 week Full Centre School of Rural Health	Y	\$ 55.40	\$ 57.40
6 week Full Centre School of Rural Health	Y	\$ 83.11	\$ 86.00
Community Group Fitness Pass	Y	\$ 12.20	\$ 12.70
Community Group Full Centre	Y	\$ 19.75	\$ 20.50
Corporate - 20% 1 unit DD	Y	\$ -	\$ 28.70
Corporate - 20% 2 unit DD	Y	\$ -	\$ 34.80
Corporate - 20% 3 unit DD	Y	\$ -	\$ 40.70
Corporate - 30% 1 unit DD	Y	\$ -	\$ 25.10
Corporate - 30% 2 unit DD	Y	\$ -	\$ 30.50
Corporate - 30% 3 unit DD	Y	\$ -	\$ 35.90
Corporate - 40% 1 unit DD	Y	\$ -	\$ 21.50
Corporate - 40% 2 unit DD	Y	\$ -	\$ 26.20
Corporate - 40% 3 unit DD	Y	\$ -	\$ 30.80
Corporate - 50% 1 unit DD	Y	\$ -	\$ 17.90
Corporate - 50% 2 unit DD	Y	\$ -	\$ 23.80
Corporate - 50% 3 unit DD	Y	\$ -	\$ 29.70
Corporate Joining Fee	Y	\$ 10.00	\$ 11.00
Direct Debit Cancellation Fee	Y	\$ 100.00	\$ 100.00
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00
Full Centre Pass	Y	\$ 23.30	\$ 24.10
General - 1 unit DD	Y	\$ 34.60	\$ 35.80
General - 1 unit 3 months	Y	\$ 291.05	\$ 301.20
General - 1 unit 6 months	Y	\$ 540.45	\$ 615.35
General - 1 unit 12 months	Y	\$ 830.85	\$ 946.00
General - 2 units DD	Y	\$ 42.05	\$ 43.50
General - 2 units 3 months	Y	\$ 353.35	\$ 402.25
General - 2 units 6 months	Y	\$ 656.25	\$ 742.10
General - 2 units 12 months	Y	\$ 1,009.55	\$ 1,045.00
General - 3 units DD	Y	\$ 49.50	\$ 51.30
General - 3 units 3 months	Y	\$ 415.70	\$ 430.30
General - 3 units 6 months	Y	\$ 771.95	\$ 798.95
General - 3 units 12 months	Y	\$ 1,187.70	\$ 1,229.50
Group Fitness Pass	Y	\$ 14.40	\$ 14.90
Lost Card	Y	\$ 6.55	\$ 7.00
Membership Upgrade Fee	Y	\$ 7.00	\$ 7.00
Motel Full Centre	Y	\$ 18.65	\$ 19.30
Motel Group Fitness Pass	Y	\$ 11.50	\$ 11.90
Off Peak - 1 unit DD	Y	\$ 34.60	\$ 39.10
Off Peak - 1 unit 3 months	Y	\$ 19.03	\$ 165.65
Off Peak - 1 unit 6 months	Y	\$ 270.25	\$ 279.70
Off Peak - 1 unit 12 months	Y	\$ 415.40	\$ 429.95
Off Peak - 2 units DD	Y	\$ 21.05	\$ 21.80
Off Peak - 2 units 3 months	Y	\$ 176.65	\$ 182.80

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
Off Peak - 2 units 6 months	Y	\$ 328.10	\$ 339.60
Off Peak - 2 units 12 months	Y	\$ 504.75	\$ 522.50
Off Peak - 3 units DD	Y	\$ 29.85	\$ 25.60
Off Peak - 3 units 3 months	Y	\$ 207.90	\$ 215.20
Off Peak - 3 units 6 months	Y	\$ 386.00	\$ 399.50
Off peak - 3 units 12 months	Y	\$ 653.29	\$ 614.70
Over 60's - 1 unit DD	Y	\$ -	\$ 25.10
Over 60's - 1 unit 3 months	Y	\$ -	\$ 231.95
Over 60's - 1 unit 6 months	Y	\$ -	\$ 391.50
Over 60's - 1 unit 12 months	Y	\$ -	\$ 662.15
Over 60's - 2 units DD	Y	\$ -	\$ 30.50
Over 60's - 2 units 3 months	Y	\$ -	\$ 256.00
Over 60's - 2 units 6 months	Y	\$ -	\$ 475.45
Over 60's - 2 units 12 months	Y	\$ -	\$ 731.50
Over 60's - 3 units DD	Y	\$ -	\$ 35.90
Over 60's - 3 units 3 months	Y	\$ -	\$ 301.00
Over 60's - 3 units 6 months	Y	\$ -	\$ 560.00
Over 60's - 3 units 12 months	Y	\$ -	\$ 860.50
Over 60's - Group Fitness Pass	Y	\$ 9.10	\$ 9.70
Pensioner Full Centre	Y	\$ 15.10	\$ 15.70
Pensioner Group Fitness Pass	Y	\$ 9.10	\$ 9.50
Promotional joining fee	Y	\$ -	\$ 10.00
Promotional Membership - DD	Y	\$ -	\$ 30.00
Promotional Membership - Up Front	Y	\$ -	\$ 50.00
Promotional Membership - Up Front	Y	\$ -	\$ 70.00
Promotional Membership - Up Front	Y	\$ -	\$ 40.00
Promotional Membership - Up Front	Y	\$ -	\$ 60.00
Promotional Membership - Up Front	Y	\$ -	\$ 100.00
Promotional Membership - Up Front	Y	\$ -	\$ 30.00
Rumbalara - 20 Full Centre	Y	\$ -	\$ 275.00
Rumbalara 3 units 3 months	Y	\$ -	\$ 387.00
Student - 1 unit 3 months	Y	\$ 116.45	\$ 120.50
Student - 2 units 3 months	Y	\$ 141.35	\$ 146.30
Student - 3 units 3 months	Y	\$ 166.25	\$ 172.10
Suspension Fee	Y	\$ 7.00	\$ 7.00
Swim Club - 2 unit DD	Y	\$ 25.70	\$ 26.60
Swim Club - 2 units 12 months	Y	\$ 617.05	\$ 638.70
Swim Club - 3 unit DD	Y	\$ 32.84	\$ 30.90
Swim Club - 3 unit 12 months	Y	\$ 788.54	\$ 741.90
Transfer Fee	Y	\$ 40.00	\$ 40.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
AQUATIC FACILITIES - Aquamoves LTS (per lesson)			
Adult 1 hour lesson	Y	\$ -	\$ 23.10
Adult Swimming Lesson	N	\$ 16.20	\$ 17.00
Advanced Squad 1.5hrs	N	\$ 17.55	\$ 18.40
Advanced Squad DD	N	\$ 27.00	\$ 29.70
High Squad 1 hr	N	\$ 14.75	\$ 16.20
High Squad DD	N	\$ 22.69	\$ 25.00
Holiday Splash Program	Y	\$ -	\$ 15.60
Junior Lifeguard Club	N	\$ 14.75	\$ 16.20
Junior Lifeguard Club DD	N	\$ 22.69	\$ 25.00
Learn to Swim	N	\$ 13.55	\$ 14.20
Learn to Swim DD	N	\$ 20.85	\$ 21.90
Learn to Swim Private Lessons 1:1	N	\$ 31.75	\$ 33.60
Learn to Swim Private Lessons 1:1	N	\$ 48.65	\$ 51.10
Learn to Swim Private Lessons 1:2	N	\$ 63.10	\$ 66.30
Learn to Swim Private Lessons 1:2	N	\$ 41.02	\$ 43.10
Learn to Swim Private lessons Special Needs	N	\$ 22.25	\$ 23.40
Learn to Swim Private lessons Special Needs	N	\$ 33.92	\$ 35.60
Low Squad 1 hr	N	\$ 14.75	\$ 16.20
Low Squad DD	N	\$ 22.69	\$ 25.00
Squad 1 hr	N	\$ 14.75	\$ 16.20
Squad DD	N	\$ 22.69	\$ 25.00
Transition Squad 0.5hr	N	\$ 13.55	\$ 14.20
Transition Squad DD	N	\$ 20.85	\$ 21.90
AQUATIC FACILITIES - Aquamoves Program			
Community Child Group Fitness	Y	\$ 7.10	\$ 7.50
Gecko Kids Fitness 1 session per week direct	Y	\$ 22.06	\$ 23.15
Gecko Kids Fitness 2 session per week direct	Y	\$ 28.70	\$ 30.15
Gecko Kids Holiday Program	Y	\$ 10.85	\$ 11.40
Happy Steps	Y	\$ 7.10	\$ 7.50
Health and Wellbeing Programs - Member 2 sessions per week	Y	\$ -	\$ 60.00
Health and Wellbeing Programs - Member 3 sessions per week	Y	\$ -	\$ 85.00
Health and Wellbeing Programs - Non - Member 3 sessions per week	Y	\$ -	\$ 250.00
Health and Wellbeing Programs - Non - Member 2 sessions per week	Y	\$ -	\$ 220.00
Huff n Puff Program	Y	\$ 7.10	\$ 7.50
Pay Phone	Y	\$ 0.50	\$ 0.50
Personal Training Weekly Facility Hire	Y	\$ -	\$ 200.00
Purchase of Council's Public Liability Insurance	Y	\$ 25.00	\$ 26.50
Room Hire - Community Group per hour	Y	\$ 30.86	\$ 32.50
Room Hire per hour	Y	\$ 41.15	\$ 43.50
Room per day hire	Y	\$ 199.10	\$ 210.00
School Dry Area Program	Y	\$ 7.10	\$ 7.50
Senior Strength Training	Y	\$ 7.10	\$ 7.50

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
AQUATIC FACILITIES - Aquamoves Schools Wet Area			
50m Pool Full Day Hire	Y	\$ 1,193.90	\$ 1,253.50
50m Pool Half Day Hire	Y	\$ 875.55	\$ 920.00
Aquatic Education - Child	N	\$ -	\$ 3.50
Group booking >100 people - additional lifeguard	N	\$ -	\$ 36.80
Inflatable Hire (per hour)	Y	\$ -	\$ 80.00
Lane Hire (per hour)	Y	\$ 57.15	\$ 60.00
Purchase of Council's Public Liability Insurance	Y	\$ -	\$ 27.50
Room Hire (per hour)	Y	\$ -	\$ 43.50
Room Hire (per day)	Y	\$ -	\$ 210.00
Schools Recreational Swim	Y	\$ -	\$ 3.50
Swim Instructor Hire 0.5 hours	N	\$ -	\$ 22.30
Swim Instructor Hire 1 hour	Y	\$ 42.45	\$ 49.05
Swim Instructor Hire 1.25 hours	Y	\$ 53.00	\$ 61.15
Swim Instructor hire 1.50 hours	Y	\$ 63.65	\$ 73.50
Swim Instructor 1.75 hours	Y	\$ 74.25	\$ 85.80
AQUATIC FACILITIES - Aquamoves Schools Dry Area			
Purchase of Council's Public Liability Insurance	Y	\$ -	\$ 26.50
Room Hire Community Group (per hour)	Y	\$ -	\$ 32.50
Room Hire (per hour)	Y	\$ -	\$ 43.50
Room Hire (per day)	Y	\$ -	\$ 210.00
School Group Fitness Pass	Y	\$ -	\$ 7.50
School Gym Pass	Y	\$ -	\$ 7.50
Schools Group Fitness (Bulk Booking)	Y	\$ -	\$ 6.00
BUILDING			
Demolition/Removal Permits	Y	\$ 380.11	\$ 409.20
Dependant Relative Unit (removal/re-erection)	Y	\$ 380.11	\$ 409.20
Restump/Underpinning Permits	Y	\$ 380.11	\$ 409.20
BUILDING - All other Classes + Applicable Levies			
Change of Use (1 inspection)	Y	\$ 360.00	\$ 377.30
Change of Use (2 inspections)	Y	\$ 450.00	\$ 471.90
Fee for all extra inspections other than those specified	Y	\$ 93.50	\$ 110.00
Fee for inspections associated with building works	Y	\$ 115.50	\$ 121.00
Inspections for other Municipalities	Y	\$ 175.00	\$ 187.00
Minimum fee to \$60,000	Y	\$ 730.00	\$ 765.60
Miscellaneous (3 inspections)	Y	\$ 565.00	\$ 592.90
Miscellaneous (4 inspections)	Y	\$ 615.00	\$ 645.70
BUILDING - Class 1 Dwelling (Additions) + Applicable Levies			
\$50,001 to \$100,000	Y	\$ 710.00	\$ 744.70
Greater than \$100,001	Y	\$ 870.00	\$ 913.00
Minimum fee up to \$50,000	Y	\$ 595.00	\$ 660.00
Minor Internal Alterations and Applicable Levies (minimum fee)	Y	\$ -	\$ 440.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
BUILDING - Class 1 Dwelling (New) + Applicable Levies			
\$100,001 to \$125,000	Y	\$ 1,025.00	\$ 1,075.80
\$125,001 to \$150,000	Y	\$ 1,230.00	\$ 1,291.40
\$150,001 to \$200,000	Y	\$ 1,395.01	\$ 1,464.10
\$200,001 to \$250,000	Y	\$ 1,515.00	\$ 1,590.60
\$250,001 to \$325,000	Y	\$ 1,640.00	\$ 1,721.50
\$325,001 to \$500,000	Y	\$ 1,885.00	\$ 1,978.90
\$500,001 +	Y	\$ 2,200.00	\$ 2,310.00
Building - Class 1 Dwellings - New + Applicable Levies - Multi-Unit Development - 2 Dwellings/Units	Y	\$ 1,075.00	\$ 1,128.60
Minimum fee up to \$100,000	Y	\$ 870.00	\$ 913.00
Re-erection of Dwelling (into municipality)	Y	\$ 390.01	\$ 440.00
BUILDING - Class 10a Out Buildings + Applicable Levies			
\$10,001 to \$40,000	Y	\$ 525.00	\$ 551.10
\$5,001 to \$10,000	Y	\$ 390.01	\$ 409.20
Over \$40,001	Y	\$ 665.01	\$ 697.40
Under \$5,000	Y	\$ 310.00	\$ 324.50
BUILDING - Front Fences on Corner Allotments			
Under \$5,000	Y	\$ 270.00	\$ 288.20
Over \$5,001	Y	\$ 350.00	\$ 377.30
BUILDING - Misc. Service Fees			
Amendment/Variation to a Building Permit	Y	\$ 75.00	\$ 88.00
Application for Floor Level Relaxation	N	\$ 100.00	\$ 250.00
Assess the suitability of a relocated dwelling for transportation	Y	\$ 225.01	\$ 275.00
Building - Title Searches (as requested by Clients)	Y	\$ 40.00	\$ 44.00
Copy of Building Permits/Occupancy Permits/CFI (photocopying and file retrieval)	Y	\$ 30.00	\$ 33.00
Council Report and Consent	N	\$ 163.64	\$ 250.00
Crossing Fee	N	\$ 81.82	\$ 95.00
Demolition Report and Consent - Section 29A	N	\$ 60.90	\$ 62.60
Extension of Expired Permit	Y	\$ 88.00	\$ 110.00
Flooding/Floor Level, Planning/Siting Requirements, Bushfire Prone Area, Termites, Gust Speed, Land Drainage, PBS requests	N	\$ 48.60	\$ 49.90
HER (6 Star)	Y	\$ 260.00	\$ 275.00
Inspections on Lapsed Permits	Y	\$ 88.00	\$ 110.00
Legal point of discharge (PBS requested)	N	\$ 60.90	\$ 62.60
Liquor Licence Report (patron calculations)	Y	\$ 160.00	\$ 187.00
Non-Siting Council Consent and Report	N	\$ 92.50	\$ 92.50
Partial Compliance (Regulation 608)	Y	\$ 130.00	\$ 165.00
Performance Assessment/Combined Allotment	Y	\$ 130.00	\$ 154.00
Place of Public Entertainment (POPE)	Y	\$ 180.00	\$ 220.00
Prescribed Temporary Structure	N	\$ 109.09	\$ 175.00
Project Housing Specification Booklets	Y	\$ 12.00	\$ 13.20
Retrieval of House Plans (photocopying and file retrieval)	Y	\$ 55.00	\$ 66.00
BUILDING - Swimming Pools			
Under \$5,000 (minimum fee)	Y	\$ 280.01	\$ 293.70
Over \$5,001	Y	\$ 500.01	\$ 524.70

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
BUSINESS CENTRE - Office Rental Per month - Anchor Rate			
Shed 1	Y	\$ 569.00	\$ 597.45
Shed 2	Y	\$ 569.00	\$ 597.45
Shed 3	Y	\$ 569.00	\$ 597.45
Shed 4	Y	\$ 569.00	\$ 597.45
Shed 5	Y	\$ 911.00	\$ 956.55
Shed 6	Y	\$ 911.00	\$ 956.55
Suite 1	Y	\$ 638.00	\$ 701.80
Suite 2	Y	\$ 659.00	\$ 724.90
Suite 5	Y	\$ 477.00	\$ 524.70
Suite 6	Y	\$ 612.00	\$ 673.20
Suite 7	Y	\$ 542.00	\$ 596.20
Suite 8	Y	\$ 612.00	\$ 673.20
Suite 9	Y	\$ 542.00	\$ 596.20
Suite 10	Y	\$ 568.00	\$ 624.80
Suite 11	Y	\$ 395.00	\$ 434.50
Suite 12	Y	\$ 395.00	\$ 434.50
Suite 13	Y	\$ 477.00	\$ 524.70
Suite 14	Y	\$ 520.00	\$ 572.00
Suite 15	Y	\$ 520.00	\$ 572.00
Suite 16	Y	\$ 682.00	\$ 750.20
Suite 22	Y	\$ 1,036.00	\$ 1,139.60
BUSINESS CENTRE - Office Rental Per month - Anchor Rate (New Contract)			
Shed 1	Y	\$ -	\$ 597.45
Shed 2	Y	\$ -	\$ 597.45
Shed 3	Y	\$ -	\$ 597.45
Shed 4	Y	\$ -	\$ 597.45
Shed 5	Y	\$ -	\$ 956.55
Shed 6	Y	\$ -	\$ 956.55
Suite 1	Y	\$ -	\$ 745.35
Suite 2	Y	\$ -	\$ 779.25
Suite 5	Y	\$ -	\$ 508.20
Suite 6	Y	\$ -	\$ 711.50
Suite 7	Y	\$ -	\$ 609.85
Suite 8	Y	\$ -	\$ 711.50
Suite 9	Y	\$ -	\$ 609.85
Suite 10	Y	\$ -	\$ 609.85
Suite 11	Y	\$ -	\$ 338.80
Suite 12	Y	\$ -	\$ 338.80
Suite 13	Y	\$ -	\$ 542.10
Suite 14	Y	\$ -	\$ 575.95
Suite 15	Y	\$ -	\$ 575.95
Suite 16	Y	\$ -	\$ 813.10
Suite 22	Y	\$ -	\$ 1,287.45

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
BUSINESS CENTRE - Office Rental Per month - Incubator Rate (5 per cent discount)			
Shed 1	Y	\$ 540.00	\$ 567.00
Shed 2	Y	\$ 540.00	\$ 567.00
Shed 3	Y	\$ 540.00	\$ 567.00
Shed 4	Y	\$ 540.00	\$ 567.00
Shed 5	Y	\$ 865.00	\$ 908.25
Shed 6	Y	\$ 865.00	\$ 908.25
Suite 1	Y	\$ 606.00	\$ 636.30
Suite 2	Y	\$ 626.00	\$ 657.30
Suite 5	Y	\$ 453.00	\$ 475.65
Suite 6	Y	\$ 581.00	\$ 610.05
Suite 7	Y	\$ 514.00	\$ 539.70
Suite 8	Y	\$ 581.00	\$ 610.05
Suite 9	Y	\$ 514.00	\$ 539.70
Suite 10	Y	\$ 539.00	\$ 565.95
Suite 11	Y	\$ 375.00	\$ 393.75
Suite 12	Y	\$ 375.00	\$ 393.75
Suite 13	Y	\$ 453.00	\$ 475.65
Suite 14	Y	\$ 494.00	\$ 518.70
Suite 15	Y	\$ 494.00	\$ 518.70
Suite 16	Y	\$ 647.00	\$ 679.35
Suite 22	Y	\$ 984.01	\$ 1,033.20
BUSINESS CENTRE - Office Rental Per month - Incubator Rate (New Contract)			
Shed 1	Y	\$ -	\$ 567.00
Shed 2	Y	\$ -	\$ 567.00
Shed 3	Y	\$ -	\$ 567.00
Shed 4	Y	\$ -	\$ 567.00
Shed 5	Y	\$ -	\$ 908.25
Shed 6	Y	\$ -	\$ 908.25
Suite 1	Y	\$ -	\$ 711.50
Suite 2	Y	\$ -	\$ 743.80
Suite 5	Y	\$ -	\$ 485.10
Suite 6	Y	\$ -	\$ 679.15
Suite 7	Y	\$ -	\$ 582.10
Suite 8	Y	\$ -	\$ 679.15
Suite 9	Y	\$ -	\$ 582.10
Suite 10	Y	\$ -	\$ 582.10
Suite 11	Y	\$ -	\$ 323.40
Suite 12	Y	\$ -	\$ 323.40
Suite 13	Y	\$ -	\$ 517.45
Suite 14	Y	\$ -	\$ 549.80
Suite 15	Y	\$ -	\$ 549.80
Suite 16	Y	\$ -	\$ 1,228.90
Suite 22	Y	\$ -	\$ 1,228.90

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
BUSINESS CENTRE - Venue Hire			
Board Room - Full Day	Y	\$ -	\$ 157.30
Board Room - Half Day	Y	\$ -	\$ 95.70
Board Room - Full Day (incubator tenant rate)	Y	\$ -	\$ 78.65
Board Room - Half Day (incubator tenant rate)	Y	\$ -	\$ 47.85
Catering - Tea and Coffee (per head)	Y	\$ -	\$ 3.65
Conference Phone Hire	Y	\$ -	\$ 17.60
Currawong - Half Day	Y	\$ -	\$ 95.70
Currawong - Full Day	Y	\$ -	\$ 157.30
Currawong - Full Day (incubator tenant rate)	Y	\$ -	\$ 78.65
Currawong - Half Day (incubator tenant rate)	Y	\$ -	\$ 47.85
Kingfisher Room - Full Day	Y	\$ -	\$ 113.30
Kingfisher Room - Half Day	Y	\$ -	\$ 62.70
Meeting Room - Full Day	Y	\$ -	\$ 25.30
Meeting Room - Half Day	Y	\$ -	\$ 90.20
Office Space	Y	\$ -	\$ 66.00
Projector Hire	Y	\$ -	\$ 57.75
Training Room - Full Day	Y	\$ -	\$ 223.30
Training Room - Half Day	Y	\$ -	\$ 159.50
Training Room - Full Day (incubator tenant rate)	Y	\$ -	\$ 111.65
Training Room - Half Day (incubator tenant rate)	Y	\$ -	\$ 79.75
Virtual Tenancy (no phone service)	Y	\$ 135.00	\$ 141.75
Virtual Tenancy (with phone service)	Y	\$ 178.00	\$ 186.90
Phone Calls - Tenant	Y	Cost + GST	Cost + GST
ADSL (per month)	Y	\$ 44.00	\$ 44.00
Photocopying/Scanning	Y	Cost + GST	Cost + GST
Phone Calls - Tenant Line Rental	Y	\$ 27.55	\$ 29.00
CHILDREN AND YOUTH SERVICES			
ACE College	Y	As per lease agreement	As per lease agreement
Battle of the Bands	Y	\$ -	\$ 5.50
Community Users	N	\$ -	\$ 3,000.00
Nerdmania	N	\$ -	\$ 10.00
Zombies	Y	\$ -	\$ 5.50
CHILDREN AND YOUTH SERVICES - (\$100 bond required upon collection of keys)			
Youth Club Hall - half day	Y	\$ 74.75	\$ 78.65
Youth Club Hall - full day	Y	\$ 113.32	\$ 119.35
Riverside - half day	N	\$ 32.95	\$ 34.50
Riverside - full day	N	\$ 66.05	\$ 69.50

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
CHILDREN'S SERVICES - Best Start Levies			
Encouraging Language Development in Early Childhood Settings	N	\$ -	\$ 195.00
Integrated Practice training	N	\$ -	\$ 260.00
CHILDREN'S SERVICES - Family Day Care			
Educator Levy	Y	\$ -	\$ 19.80
Parent levy	Y	\$ -	\$ 23.10
Fun Group Term Fees (1 January 2017 to 30 June 2017)	N	\$ 145.00	\$ 160.00
Fun Group Term Fees (1 July 2016 to 31 December 2016)	N	\$ 135.00	\$ 145.00
Kindergarten Fees (1 January 2017 to 30 June 2017)	N	\$ 328.00	\$ 347.00
Kindergarten Fees (1 July 2016 to 31 December 2016)	N	\$ 318.00	\$ 328.00
CHILDREN'S SERVICES - Long Day Care Centres - Effective 1 July 2016			
Daily (full day)	N	\$ 96.20	\$ 102.00
CHILDREN'S SERVICES - Occasional Care - Effective 1 July 2016			
Nancy Vibert Occasional Care - 1 Child (per day)	N	\$ 93.60	\$ 98.50
Nancy Vibert Occasional Care - 1 Child (per hour)	N	\$ 9.36	\$ 10.00
Rural Occasional Care - 3 hour session	N	\$ 18.75	\$ 19.50
Rural Occasional Care - 5 hour session	N	\$ 31.25	\$ 32.50
Rural Occasional Care - 6 hour session	N	\$ 37.50	\$ 39.00
Aquamoves Occasional Care - 1 Child (per hour)	Y	\$ 8.80	\$ 10.45
Aquamoves Occasional Care - Member - 1 Child (per hour)	Y	\$ 5.70	\$ 7.15
Aquamoves Occasional Care - Non Member - 1 Child (per hour)	Y	\$ 6.50	\$ 7.70
CORPORATE SERVICES - Provision of Information			
Copy of current rates notice - Mail out and invoice required (email/electronic copy of current notice is free of charge)	Y	\$ 15.00	\$ 15.50
Copy of non-current rate notice (per non-current rating year - available for seven (7) years prior to the current rating year)	Y	\$ 40.00	\$ 42.00
Dishonoured Payment Administration Fee (per search per rates assessment)	N	\$ 15.00	\$ 15.00
Debt Collection legal fees passed on to ratepayers	Y	Cost inclusive of GST	Cost inclusive of GST
Land Information Certificate Statutory Fee - Guaranteed 24 Hr. turnaround (per rates assessment includes standard application fee)	Y	\$ 75.00	\$ 80.00
Land Information Certificate (per rates assessment)	N	\$ 20.00	\$ 24.60
Property Information Archive Search (per search per rates assessment)	Y	\$ 70.00	\$ 73.50
Property Sales Register (per two calendar months)	Y	\$ 80.00	\$ 84.00
Rates Accounts Reconciliation (per current rating year per property)	Y	\$ 11.00	\$ 11.50
CORPORATE SERVICES - Records			
Scanning Fee - A0	Y	\$ 14.99	\$ 15.75
Scanning Fee - A1	Y	\$ 10.00	\$ 10.50
Scanning Fee - A2	Y	\$ 4.99	\$ 5.25
Scanning Fee - A3	Y	\$ 2.99	\$ 3.15
Scanning Fee - A4	Y	\$ 1.99	\$ 2.10

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
HEALTH - Registered Premises			
Food Company Certificates	N	\$ 35.00	\$ 37.00
Food Sampling	Y	\$ 11.00	\$ 11.00
Food Premises Class 1 - annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served to venerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.			
Annual Registration	N	\$ 580.00	\$ 600.00
Fee per employee >5	N	\$ 21.00	\$ 22.00
Maximum Fee	N	\$ 4,100.00	\$ 4,300.00
Food Premises Class 2 - annual registration base fee. Class 1 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	\$ 580.00	\$ 600.00
Fee per employee >5	N	\$ 21.00	\$ 22.00
Maximum Fee	N	\$ 4,100.00	\$ 4,300.00
Food and Accommodation Class 2 (B&Bs and accommodation establishments with breakfast only)	N	\$ 310.00	\$ 325.00
Food Vehicle Class 2	N	\$ 290.00	\$ 300.00
Food Premises Not for Profit Body/Community Group Class 2	N	\$ 290.00	\$ 300.00
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	\$ 205.00	\$ 215.00
Fee per employee >5	N	\$ 20.00	\$ 21.00
Food and Accommodation Class 3 (B&Bs and accommodation establishments with breakfast only)	N	\$ 310.00	\$ 325.00
Food Vehicle Class 3	N	\$ 205.00	\$ 215.00
Food Premises Not for Profit Body/Community Group Class 3	N	\$ 110.00	\$ 115.00
HEALTH - Transfers			
Transfer Inspection Fee - food premises Class 1 and 2	N	\$ 290.00	\$ 305.00
Transfer Inspection Fee - Food premises FSP exempt	N	\$ 102.00	\$ 107.00
Transfer Inspection Fee - Health premises	N	\$ 102.00	\$ 107.00
Transfer of Registration Certificate (Food and Health)	N	\$ 48.00	\$ 50.00
Transfer Inspection Fee - Caravan Park	N	\$ 400.00	\$ 420.00
Health - Transfer of registration Certificate - CP	N	\$ -	\$ 68.00
Statutory Fee	N	\$ -	\$ 68.00
HEALTH - Food Act			
Non-compliance inspections	N	\$ 210.00	\$ 221.00
HEALTH - Health Act			
Hairdresser, Beauty Parlour, Tattooist	N	\$ 110.00	\$ 115.00
Prescribed Accommodation only - (more than 5 people accommodated)	N	\$ 205.00	\$ 215.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
HEALTH - Head Lice Lotion			
School Visits	Y	Cost + GST	Cost + GST
HEALTH - Immunisations costs to visit businesses			
Base fee - businesses up to 10 people	Y	\$ 100.00	\$ 105.00
Vaccinations - Flu	Y	Cost + GST	Cost + GST
Vaccinations - Hep A course	Y	Cost + GST	Cost + GST
Vaccinations - Hep A dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep B course	Y	Cost + GST	Cost + GST
Vaccinations - Hep B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and Hep B course (3)	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and Hep B dose	Y	Cost + GST	Cost + GST
Immunisation Record Retrievals (for children 18 years and over)	Y	\$ 27.01	\$ 28.00
HEALTH - Syringe Containers (Businesses Only)			
Syringe container	Y	\$ -	\$ 8.80
Syringe container purchase 1 litre	Y	Cost + GST	Cost + GST
Syringe container purchase 2 litre	Y	Cost + GST	Cost + GST
Syringe container disposal 1 litre	Y	Cost + GST	Cost + GST
Syringe container disposal 2 litre	Y	Cost + GST	Cost + GST
HEALTH - Septic Tank Permits			
Installation	N	\$ 402.00	\$ 410.00
Septic Tank Alteration - Major	N	\$ 268.00	\$ 273.00
Septic Tank Alteration - Minor	N	\$ 134.00	\$ 137.00
Septic Tank Infringement - Corporate	N	5 penalty units	5 penalty units
Septic Tank Infringement - Individual	N	10 penalty units	10 penalty units
Septic Tank Plan Retrieval fee	Y	\$ 27.01	\$ 28.05
KIDSTOWN			
Area Booking (per hour)	Y	\$ -	\$ 11.00
Casual Ride	Y	\$ -	\$ 3.50
Casual Ride (special)	Y	\$ -	\$ 2.20
Event Booking - per event	Y	\$ -	\$ 55.00
Ride Multi Ride Pass (15)	Y	\$ -	\$ 35.20
School Booking (per student)	Y	\$ -	\$ 1.40
Shop 1 and 2 Room Hire	Y	\$ -	\$ 55.00
LOCAL LAWS - Footpath/Pavement Board Advertising			
Footpath Advertising (per year)	N	\$ 85.00	\$ 90.00
Goods on display - Street advertising (per year)	N	\$ 85.00	\$ 90.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
LOCAL LAWS - Permits			
Permits - Outdoor Dining Unlicensed	N	\$ 285.00	\$ 300.00
Permits - Outdoor Dining Licenced	N	\$ 550.00	\$ 580.00
Permits - Consumption of Liquor	N	\$ 50.00	\$ 63.00
Local Laws Events Permit - commercial	N	\$ 60.00	\$ 63.00
Parking Permits in the Mall - temporary	N	\$ 15.00	\$ 16.00
Parking Permits - Mall - delivery 12 months (single)	N	\$ 160.00	\$ 168.00
Parking Permits - Mall - delivery 12 months (multiple)	N	\$ 320.00	\$ 336.00
Temporary camping permit	N	\$ 470.00	\$ 494.00
Schedule 13 Permit to Burn	Y	\$ -	\$ 69.30
Busking Permit	N	\$ -	\$ 63.00
Event Insurance	N	\$ -	\$ 25.00
Itinerant Trader Application Fee	N	\$ -	\$ 63.00
Itinerant Trader Full Year	N	\$ -	\$ 630.00
Itinerant Trader Power Charge Per Day	N	\$ -	\$ 6.00
Itinerant Trader Seasonal Permit (6 months)	N	\$ -	\$ 420.00
Itinerant Trader Single Day	N	\$ -	\$ 63.00
Itinerant Trader Weekend Trade (Fri-Sun Only)	N	\$ -	\$ 525.00
LOCAL LAWS - Bicycles, Roller Blades and Skateboards			
Fine	Y	\$ 220.00	\$ -
Release Fee	Y	\$ 88.00	\$ -
LOCAL LAWS - Impounded items			
Impounded Items	N	\$ 75.00	\$ 79.00
Impounded vehicles - release	N	\$ 320.00	\$ 320.00
Impounded vehicles - towing	Y	\$ 130.00	\$ 137.00
Sale of impounded vehicles	Y	\$ 150.00	\$ 150.00
NEIGHBOURHOODS			
Street Rider - User Charges	Y	Gold Coin Donation	Gold Coin Donation
PARKING - Meter Bag Permits - Builder (per bay)			
Per Day	Y	\$ 25.00	\$ 26.00
Per Week	Y	\$ 100.00	\$ 105.00
PARKING - Meter Bag Permits Promotional (per bay)			
Per Day	Y	\$ 25.00	\$ 26.00
PARKING - On Street Parking (per bay)			
Meters (per hour)	Y	\$ 1.40	\$ 1.50
PARKING - Off Street Car Parks - Outer CBD			
Edward Street Car Park (per hour)	Y	\$ 1.40	\$ 1.50
Fryers Street Car Park (per hour)	Y	\$ 1.40	\$ 1.50
Fryers/Edward Street Car Park (per hour)	Y	\$ 1.40	\$ 1.50
Maude Street Car Park (per hour)	Y	\$ 1.40	\$ 1.50
PARKING - Off Street Car Parks - Inner CBD			
High Rowe Car Park (per hour)	Y	\$ 1.40	\$ 1.50
Stewart Street Car Park (per hour)	Y	\$ 1.40	\$ 1.50
West Walk Car Park (per hour)	Y	\$ 1.40	\$ 1.50
Wyndham Mall Car Park (per hour)	Y	\$ 1.40	\$ 1.50
PARKING - Permits			
Annual Parking Permit (designated car parks)	Y	\$ 1,280.00	\$ 1,340.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PERFORMING ARTS - Marketing and Administration			
Flyer distribution - combined (with newsletter) - per 500	Y	\$ 90.00	\$ 99.00
Flyer distribution - individual - per 100	Y	\$ 135.00	\$ 149.00
Performing Arts - Standard Ticket Build	Y	\$ -	\$ 66.00
Performing Arts - Promoter Ticket	Y	\$ -	\$ 0.75
Performing Arts - Ticket build surcharge - over standard	Y	\$ 30.00	\$ 35.00
Performing Arts - Ticket printing fee - min 100	Y	\$ 0.18	\$ 0.20
Poster distribution per 50	Y	\$ 99.00	\$ 99.00
Commission on merchandise in conjunction with an event	Y	As per contract	As per contract
PERFORMING ARTS - Riverlinks Membership			
Riverlinks Membership - Gold	Y	\$ 60.00	\$ 60.00
Riverlinks Membership - Gold Concession	Y	\$ 50.00	\$ 50.00
Riverlinks Membership - Silver	Y	\$ 30.00	\$ 30.00
Riverlinks Membership - Silver Concession	Y	\$ 25.00	\$ 25.00
PERFORMING ARTS - Alex Rigg Meeting Rooms (Eastbank First Floor): Commercial Hire			
Meeting/Speaker/Function (large room - full day)	Y	\$ 315.00	\$ 315.00
Meeting/Speaker/Function (large room - half day)	Y	\$ 165.00	\$ 165.00
Meeting/Speaker/Function (small room - full day)	Y	\$ 165.00	\$ 165.00
Meeting/Speaker/Function (small room - half day)	Y	\$ 90.00	\$ 90.00
PERFORMING ARTS - Alex Rigg Meeting Rooms (Eastbank First Floor): Community Hire			
Meeting/Speaker/Function (large room - full day)	Y	\$ 180.00	\$ 180.00
Meeting/Speaker/Function (small room - full day)	Y	\$ 90.00	\$ 90.00
PERFORMING ARTS - Eastbank Centre: Commercial Hire			
Entire Venue	Y	\$ 2,010.00	\$ 2,030.00
Per head rate	Y	By Neg.	By Neg.
Rehearse/Set up (8 hours max)	Y	\$ 520.00	\$ 530.00
Eastbank Venue Layover (lost hire opportunity)	Y	\$ 420.00	\$ 430.00
PERFORMING ARTS - Eastbank Centre: Community Hire			
Eastbank Venue Layover (lost hire opportunity)	Y	\$ 335.01	\$ 340.00
Rehearse/Set up (8 hours max)	Y	\$ 445.01	\$ 450.00
Entire Venue	Y	\$ 1,380.01	\$ 1,510.00
PERFORMING ARTS - Eastbank Centre: School Hire			
Eastbank Venue Layover (lost hire opportunity)	Y	\$ 295.00	\$ 300.00
Entire Venue	Y	\$ 1,430.00	\$ 1,450.00
Rehearse/Set up (8 hours max)	Y	\$ 395.00	\$ 400.00
Subsequent extra concerts in same day (fee per concert)	Y	\$ 770.00	\$ 795.00
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	\$ 825.00	\$ 850.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PERFORMING ARTS - Large Function Space (Function Rooms 1 & 2 combined): Commercial Hire			
Half Day Meeting (Bus hours up to max 3 hours)	Y	\$ 800.00	\$ 810.00
Per event - Large function space	Y	\$ 1,470.00	\$ 1,510.00
PERFORMING ARTS - Large Function Space (Function Rooms 1 & 2 combined): Community Hire			
Per event - Large function space	Y	\$ 1,070.00	\$ 1,100.00
PERFORMING ARTS - Large Function Space (Function Rooms 1 & 2 combined): School Hire			
Per event	Y	\$ 1,030.00	\$ 1,060.00
PERFORMING ARTS - Main Auditorium/Concert Hall: Commercial Hire			
Per Event/Performance/Concert	Y	\$ 1,880.00	\$ 1,890.00
Subsequent extra concerts in same day (fee per concert)	Y	\$ 880.00	\$ 905.00
PERFORMING ARTS - Main Auditorium/Concert Hall: Community Hire			
Per Event/Performance/Concert	Y	\$ 1,340.00	\$ 1,390.00
Subsequent extra concerts in same day (fee per concert)	Y	\$ 820.00	\$ 845.00
PERFORMING ARTS - Main Auditorium/Concert Hall: School Hire			
Per Event/Performance/Concert	Y	\$ 1,310.00	\$ 1,360.00
PERFORMING ARTS - Small Function Space (Function Rooms 1 & 2 alone): Commercial Hire			
Half Day Meeting (Bus hours up to max 3 hours)	Y	\$ 410.00	\$ 420.00
Per event - Small function space	Y	\$ 860.00	\$ 890.00
PERFORMING ARTS - Small Function Space (Function Rooms 1 & 2 alone): Community Hire			
Per event	Y	\$ 635.00	\$ 660.00
PERFORMING ARTS - Small Function Space (Function Rooms 1 & 2 alone): School Hire			
Per event	Y	\$ 600.00	\$ 620.00
PERFORMING ARTS - Westside Performing Arts Centre - School Hire - The Theatre			
Performance/Concert	Y	\$ 960.00	\$ 1,000.00
Rehearsal (up to 8 hours max)	Y	\$ 395.00	\$ 400.00
Subsequent extra concerts in the same day (fee per concert)	Y	\$ 620.00	\$ 640.00
Venue layover (lost hire opportunity)	Y	\$ 295.00	\$ 300.00
PERFORMING ARTS - Westside Performing Arts Centre - The Theatre (Auditorium & Foyer): Commercial Hire			
Rehearsal Weekday (up to 8 hours)	Y	\$ 520.00	\$ 530.00
Westside Performance/Concert	Y	\$ 1,380.01	\$ 1,425.00
Westside Venue layover (lost hire opportunity)	Y	\$ 420.00	\$ 430.00
Subsequent extra concerts in the same day	Y	\$ 710.00	\$ 720.00
PERFORMING ARTS - Westside Performing Arts Centre - Community Hire - The Theatre			
Performance/Concert	Y	\$ 1,020.00	\$ 1,060.00
Rehearsal (up to 8 hours max)	Y	\$ 445.01	\$ 450.00
Subsequent extra concerts in the same day (fee per concert)	Y	\$ 630.00	\$ 650.00
Venue layover (lost hire opportunity)	Y	\$ 335.01	\$ 340.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PLANNING			
Approval of Development Plans <20 lots	N	\$ 102.00	\$ 108.00
Approval of Development Plans >20 lots	N	\$ 102.00	\$ 108.00
Extension of time to Planning Application	N	\$ 102.00	\$ 108.00
Full Copy Title Searches for Clients	N	\$ 50.00	\$ 52.50
Lodgement fee	N	\$ 36.40	\$ 37.40
Pre application written advice	N	\$ 100.00	\$ 105.00
Request for Copies of Planning Permit and Plans	N	\$ 50.00	\$ 52.50
Individual Person Infringement Fee	Y	\$ -	\$ 833.80
Statutory Fees associated with Planning Scheme Amendments	Y	\$ -	\$ 2,255.00
Fees associated with proponent driven planning panels	Y	\$ -	\$ 16,500.00
Company Infringement Fee	Y	\$ -	\$ 1,623.60
Title agreement (Section 173 Agreement) - in addition to legal fees	N	\$ 120.00	\$ 126.00
Notice in Newspaper	Y	Cost including GST	Cost including GST
Sign on Site	Y	\$ 22.00	\$ 23.10
Sign on Site (to produce and erect)	Y	\$ 163.35	\$ 156.20
Mail Out	Y	\$ 3.30	\$ 3.85
PARKS, SPORT & RECREATION - Sports Fields - Deakin Reserve			
GVFL Extra Event Fee	Y	\$ 733.15	\$ 731.50
GVFL Prelim & Grand Final	Y	\$ 5,852.00	\$ 5,852.00
Deakin Reserve Winter Market Covering	Y	\$ 630.25	\$ 662.20
Major Event Irregular Use	Y	\$ -	\$ 880.00

DRAFT

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PARKS, SPORT & RECREATION - Sports Fields - Regular Use			
5 Star Facility Hourly Rate:	Y	\$ 56.45	\$ 59.40
- Deakin Reserve			
- Sports Precinct Main Soccer Pitch			
4 Star Facility Hourly Rate:	Y	\$ 37.62	\$ 39.60
- John Riordan Oval			
- Mooroopna Recreation Reserve Main Oval			
- Rumbalara Sports Field			
- Sports Precinct Athletics Track			
- Tatura Park Western Oval			
3 Star Facility Hourly Rate:	Y	\$ 26.80	\$ 28.60
- 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			
2 Star Facility Hourly Rate:	Y	\$ 20.19	\$ 21.45
- Howley Oval II			
- Kialla Park Recreation Reserve Oval 2			
- John Gray Oval			
- Jim McGregor Oval			
- Leon Heath Oval			
- Mooroopna Park Recreation Reserve No 4			
- Sports Precinct Multipurpose Field 3			
- Sports Precinct Multipurpose Field 4			
- Velodrome Arena			
- Vibert Reserve Central Sports Field			
- Victory Park Oval			
- Wilmot Road PS Oval			
- Chas Johnson Reserve			
PARKS, SPORT & RECREATION - Sports Fields - Major Events or Finals			
5 Star Facility % of Gate	Y	11%	11%
2, 3 or 4 Star Facility % of Gate	Y	5%	5%
PARKS, SPORT & RECREATION - Outdoor Hard Courts			
4 Star Facility Hourly Rate:	Y	\$ 29.70	\$ 31.35
- Deakin Reserve			
- Mooroopna Recreation Reserve			
- Princess Park			
PARKS, SPORT & RECREATION - Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts only)			
High Volume/Low Participation (per cent of rate)	Y	30%	30%
Junior Sport (per cent of rate)	Y	40%	40%
Sports Development (per cent of rate)	Y	75%	80%

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PARKS, SPORT & RECREATION - Outdoor Sports Facilities Commercial (apply to Sports Fields and Hard courts only)			
Commercial Use (per cent of rate)	Y	2%	2%
PARKS, SPORT & RECREATION - Sports Pavilions (Seasonal Fees)			
Catering/Social area - Large	Y	\$ 968.65	\$ 1,017.50
Catering/Social area - Medium	Y	\$ 516.41	\$ 542.30
Catering/Social area - Small	Y	\$ 226.14	\$ 237.60
Change Rooms - Large	Y	\$ 774.43	\$ 814.00
Change Rooms - Medium	Y	\$ 451.57	\$ 475.20
Change Rooms - Small	Y	\$ 193.55	\$ 203.50
Daily Rate	Y	\$ 11.00	\$ 16.50
Infrequent Use (3-6 Uses)	Y	\$ 11.00	\$ 16.50
Junior Training Rate	Y	\$ 11.00	\$ 11.00
PARKS, SPORT & RECREATION - Sports Fields and Outdoor Courts Flood Lights Hourly Rate			
Cost Per Lux Used (All Locations)	Y	\$ 0.15	\$ 0.15
PARKS, SPORT & RECREATION - Sports Fields - Line Marking, Scoring Apparatus and Additional Mowing			
Athletics Track Set Out and Initial Line Paint	Y	\$ 480.00	\$ 504.35
Sports Field Set Out and Initial Line Paint	Y	\$ 240.00	\$ 253.00
Sports Finals Logo Line marking	Y	\$ -	\$ 880.00
Standard Line Paining with Existing Set Out - Per Sports Field	Y	\$ 120.00	\$ 126.50
Standard Line Painting with Existing Set Out - Athletics track	Y	\$ 240.00	\$ 252.45
PARKS, SPORT & RECREATION - Deposits and Insurance			
Key Deposit (per key)	N	\$ 26.22	\$ 27.50
Major Event in Park Security Deposit High Risk	Y	\$ -	\$ 5,500.00
Sports Fields, POS and Pavilions Security Deposit Casual Use	N	\$ 200.00	\$ 200.00
Sports Fields, POS and Pavilions Security Deposit High Risk	N	\$ 1,000.00	\$ 1,000.00
Sports Fields, POS and Pavilions Security Deposit Low Risk	N	\$ 500.00	\$ 500.00
Sports Fields, POS and Pavilions Security Deposits Circus	N	\$ 2,000.00	\$ 2,000.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PARKS, SPORT & RECREATION - Parks and Public Open Space			
4 Star Facility - Monthly Market Booking	Y	\$ 50.00	\$ 275.00
4 Star Facility - Seasonal Market Booking	Y	\$ 600.00	\$ 3,300.00
5 Star Facility - Monthly Market Booking	Y	\$ 225.00	\$ 550.00
5 Star Facility - Seasonal Market Booking	Y	\$ 2,700.00	\$ 6,600.00
Minor Community Event in Council Park (under 50 people)	Y	\$ -	\$ 55.00
Weddings in Council Parks	Y	\$ 103.50	\$ 220.00
PARKS, SPORT & RECREATION - Victoria Park Lake			
VPL User (seasonal fee)	Y	\$ -	\$ 550.00
VPL Water Body Hourly Hire - Exclusive Use	Y	\$ 150.00	\$ 158.40
PARKS, SPORT & RECREATION - Indoor Sports Facilities - All			
Events Daily Cleaning Fee	Y	\$ 227.70	\$ 239.10
PARKS, SPORT & RECREATION - Indoor Sports Facilities - Programs			
Group Fitness (10 visit multi pass)	Y	\$ -	\$ 55.45
Group Fitness (20 visit multi pass)	Y	\$ -	\$ 94.50
Indoor Sports - Group Fitness	Y	\$ 6.00	\$ 6.30
Indoor Sports - Netball - Per Team	Y	\$ 56.00	\$ 60.00
Keen-Agers Table Tennis	Y	\$ 4.00	\$ 4.50
Social Badminton	Y	\$ 4.00	\$ 4.50
PARKS, SPORT & RECREATION - Main Sports Courts and Multi-Purpose Room			
4 Court Daily Rate - Weekend Foundation User Group	Y	\$ 641.96	\$ 674.10
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$ 893.62	\$ 938.30
Junior Development/Training	Y	\$ 25.47	\$ 26.80
Off Peak Rate (12:00am to 5:00pm)	Y	\$ 25.47	\$ 26.80
Peak Rate (5:00pm to 12:00am)	Y	\$ 47.51	\$ 49.90
PARKS, SPORT & RECREATION - Shepparton Sports Stadium - Commercial Use			
Commercial Exclusive Daily Rate	Y	\$ 2,003.61	\$ 2,103.80
PARKS, SPORT & RECREATION - Shepparton Sports Stadium - Personal Casual Use			
Badminton Court Hourly Rate	Y	\$ 3.50	\$ 4.00
Basketball Half Court Hourly Rate	Y	\$ 3.00	\$ 3.50
Table Tennis Hourly Rate	Y	\$ 3.50	\$ 4.00
PARKS, SPORT & RECREATION - Sports Fields - School Use			
Athletics Track and Field Daily Hire (primary schools)	Y	\$ 103.24	\$ 108.90
Athletics Track and Field Daily Hire (secondary schools)	Y	\$ 174.19	\$ 183.70
Sports Field Daily Hire	Y	\$ 56.80	\$ 59.95
Sports Field Hourly Hire	Y	\$ 19.40	\$ 20.90
PARKS, SPORT & RECREATION - Tatura Community Activity Centre - Change Rooms			
Change Rooms Daily Cleaning Fee	Y	\$ 38.61	\$ 40.55
PARKS, SPORT & RECREATION - Tatura Community Activity Centre - Main Court			
Off Peak Rate (12:00am to 5:00pm)	Y	\$ 24.59	\$ 25.80
Peak Rate (5:00pm to 12:00am)	Y	\$ 38.50	\$ 40.45
PARKS, SPORT & RECREATION - Tatura Community Activity Centre - Meeting Room			
Programs and Functions Hourly Hire	Y	\$ 33.48	\$ 35.20

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
SALEYARDS - (Effective 1 January 2016) - Cattle (per head)			
Calves sold on cattle sale day (per head)	Y	\$ 4.05	\$ 4.25
Calves Ordinary Monday Sale (per head)	Y	\$ 2.95	\$ 3.10
Cattle Unweighed (per head - Sale Day Only)	Y	\$ 12.40	\$ 13.04
Cattle Unweighed (per head - Special/Store Sale)	Y	\$ 11.25	\$ 11.81
Cattle Weighed: Single (per head)	Y	\$ 14.15	\$ 14.85
Cattle Weighed: 2-5 head (per head)	Y	\$ 11.95	\$ 12.54
Cattle Weighed: 6+ head (per head)	Y	\$ 9.65	\$ 10.12
SALEYARDS - (Effective 1 January 2016) - Misc. Charges			
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$ 2.18	\$ 2.29
Private Use of Yards for holding stock sale days (per head per day)	Y	\$ 5.92	\$ 6.49
Private weighing of Cattle including scanning (per head)	Y	\$ 8.31	\$ 8.69
Truck Wash user charges - 1 January 2017 - 30 June 2017 (per minute)	Y	\$ -	\$ 1.10
Truck Wash user charges - 1 July 2016 - 31 December 2016 (per minute)	Y	\$ -	\$ 1.01
SALEYARDS - (Effective 1 January 2016) - Selling Fees			
Ordinary Sales (each) plus per head fees below	Y	\$ 140.00	\$ 148.50
Special Sales (each) plus per head fees below	Y	\$ -	\$ 236.50
Plus Bulls (per head)	Y	\$ 2.15	\$ 2.26
Plus Calves (per head)	Y	\$ 0.42	\$ 0.44
Plus Cattle (per head)	Y	\$ 1.09	\$ 1.16
Plus Sheep (per head)	Y	\$ 0.15	\$ 0.17
Horses and Camels (per head)	Y	\$ -	\$ 14.85
SALEYARDS - (Effective 1 January 2016) - Yard Dues			
Bulls (per head)	Y	\$ 20.23	\$ 21.23
Sheep (per head)	Y	\$ 0.94	\$ 0.99
SHEPPARTON ART MUSEUM			
Education Program	Y	\$ -	\$ 11.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
SHEPPARTON SHOWGROUNDS **May be varied subject to commercial agreements			
Chair Hire (each)	Y	\$ 4.00	\$ 3.00
Open Space Arena - Commercial Use Full Day	Y	\$ 800.00	\$ 1,200.00
Open Space Arena - Community Use Full Day	Y	\$ 600.00	\$ 600.00
Open Space Arena - Community Use Half Day	Y	\$ 400.00	\$ 401.10
Shepparton Showgrounds - Acoustic Curtain	Y	\$ 300.00	\$ 300.00
Shepparton Showgrounds - Bump in days - commercial	Y	\$ -	\$ 300.00
Shepparton Showgrounds - Bump in days - community	Y	\$ 200.00	\$ 200.00
Shepparton Showgrounds - Circus Bookings on open space	Y	\$ 500.01	\$ 500.00
Shepparton Showgrounds - Commercial Entire Facility including MPP, MC, GS, HS and Open Space - commercial	Y	\$ 3,300.00	\$ 4,000.00
Shepparton Showgrounds - Community Entire Facility including MPP, MC, GS, HS & Open Space - community	Y	\$ 3,000.00	\$ 3,000.00
Shepparton Showgrounds - Full Venue (excluding MPP) - commercial	Y	\$ -	\$ 3,000.00
Shepparton Showgrounds - Full Venue (excluding MPP) Daily Use	Y	\$ 2,000.00	\$ 1,800.00
Shepparton Showgrounds - Grandstand Exterior Full Clean Weddings	Y	\$ 200.00	\$ 200.00
Shepparton Showgrounds - Grandstand Exterior Wedding Photography	Y	\$ 88.00	\$ 80.00
Shepparton Showgrounds - Grandstand Function Room	Y	\$ 275.00	\$ 275.00
Shepparton Showgrounds - Hardstand (non-driving) - community	Y	\$ 275.00	\$ 275.00
Shepparton Showgrounds - Hardstand driving events - community	Y	\$ 450.00	\$ 450.00
Shepparton Showgrounds - Hardstand Static Use - commercial	Y	\$ -	\$ 500.00
Shepparton Showgrounds - High St front grassed area	Y	\$ 200.00	\$ 200.00
Shepparton Showgrounds - Hire of Portable Stage	Y	\$ 80.00	\$ 80.00
Shepparton Showgrounds - Light tower per unit per night use	Y	\$ 50.00	\$ 50.00
Shepparton Showgrounds - McIntosh Centre - Foyer Only - community	Y	\$ 375.00	\$ 380.00
Shepparton Showgrounds - McIntosh Centre - Kitchen Only - community	Y	\$ 225.01	\$ 230.00
Shepparton Showgrounds - McIntosh Centre Full Facility - community	Y	\$ 880.00	\$ 830.00
Shepparton Showgrounds - McIntosh Centre Main Room inc Foyer - community	Y	\$ 660.00	\$ 665.00
Shepparton Showgrounds - Multi Purpose Pavilion - community	Y	\$ 2,000.00	\$ 1,800.00
Shepparton Showgrounds - Open Space Arena - commercial	Y	\$ -	\$ 1,200.00
Shepparton Showgrounds - Promenades with power	Y	\$ 200.00	\$ 200.00
Trestle Table Hire (each)	Y	\$ 6.00	\$ 6.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
TATURA PARK - Blackmore and Leslie Indoor Arena			
Tatura Park - Indoor Arena per half day	Y	\$ -	\$ 250.00
Tatura Park - Indoor Arena per night	Y	\$ -	\$ 150.00
Tatura Park - Major event per day	Y	\$ 450.00	\$ 460.00
Tatura Park - Per Hour Casual Hire	Y	\$ 75.00	\$ 75.00
TATURA PARK - Camping			
Powered Site (per day)	Y	\$ 20.00	\$ 20.00
Unpowered Site (per day)	Y	\$ 15.00	\$ 15.00
TATURA PARK - Measuring stand per day			
Tatura Park Measuring stand per day	Y	\$ 150.00	\$ 150.00
TATURA PARK - Outdoor Eastern Arena			
Grandstand Seating per day	Y	\$ -	\$ 80.00
Per Day	Y	\$ -	\$ 350.00
Per Day if used in conjunction with Indoor Arena/Outdoor Arena	Y	\$ -	\$ 280.00
TATURA PARK - Outdoor Sand Arena			
Per Day	Y	\$ 350.00	\$ 360.00
Per Hour - Casual Hire	Y	\$ 60.01	\$ 60.00
Per Day if used in conjunction with Indoor Arena/Eastern Oval	Y	\$ -	\$ 230.00
TATURA PARK - Stables			
Stable Cleaning (per hour)	Y	\$ 40.00	\$ 40.00
Tatura Park Stables	Y	\$ 21.00	\$ 21.00
Tatura Park Stables five nights or more	Y	POA	POA
Whole of Facility Hire IDW only	Y	\$ 15,000.00	\$ 15,000.00
TATURA PARK - Wilson Hall			
Hire of Eastern Oval Meeting Room	Y	\$ 100.00	\$ 105.00
Wilson Hall Casual Rental (per day)	Y	\$ 250.00	\$ 250.00
TOURISM - MooovingArt			
MooovingArt - "Sponsor a Cow" annual sponsorship	Y	\$ 825.00	\$ 550.00
MooovingArt - Six Monthly Hire rate	Y	\$ -	\$ 275.00
MooovingArt Hire Cost - community rate (per day)	Y	\$ 71.50	\$ 50.00
MooovingArt Hire Cost - community rate (per week)	Y	\$ 165.00	\$ 120.00
MooovingArt Hire Cost - commercial rate (per day)	Y	\$ 93.50	\$ 75.00
MooovingArt Hire Cost - commercial rate (per week)	Y	\$ 247.50	\$ 200.00
Visitor Centre - Monthly Display Space hire - Inside - Mid Peak	Y	\$ 105.00	\$ 105.00
Visitor Centre - Monthly Display Space hire - Inside - Off Peak	Y	\$ 69.99	\$ 70.00
Visitor Centre - Monthly Display Space hire - Inside - Peak	Y	\$ 120.01	\$ 120.00
Visitor Centre - Monthly Display Space hire - Window - Mid Peak	Y	\$ 150.00	\$ 150.00
Visitor Centre - Monthly Display Space hire - Window - Off Peak	Y	\$ 100.00	\$ 100.00
Visitor Centre - Monthly Display Space hire - Window - Peak	Y	\$ 200.00	\$ 200.00
Visitor Centre - Tour Guide for commercial groups - First hour	Y	\$ 69.99	\$ 70.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
VICTORIA PARK LAKE HOLIDAY PARK *BASED ON 1-2 PEOPLE			
Deluxe Cabin - Off Peak	Y	\$ 115.01	\$ 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
Extra Adult	Y	\$ 15.00	\$ 15.00
Extra Child	Y	\$ 10.00	\$ 10.00
Family Deluxe Cabin - Off Peak	Y	\$ 130.00	\$ 130.00
Family Deluxe Cabin - Peak	Y	\$ 140.00	\$ 140.00
Luxury Lakeview Cabin - Off Peak	Y	\$ 140.00	\$ 140.00
Luxury Lakeview Cabin - Peak	Y	\$ 160.00	\$ 160.00
Non Waterfront Powered Site - Off Peak	Y	\$ 32.00	\$ 32.00
Unpowered Site - Off Peak	Y	\$ 27.01	\$ 27.00
Unpowered Site - Peak	Y	\$ 30.00	\$ 30.00
Waterfront Powered Site - Off Peak	Y	\$ 32.00	\$ 32.00
Waterfront Powered Site - Peak	Y	\$ 37.00	\$ 37.00
Non Waterfront Powered Site - Peak	Y	\$ 37.00	\$ 37.00
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		
Bedding - per pack	Y	\$ 10.00	\$ 10.00
Cancellation Fees - within 14 days of arrival date	Y	\$ 30.00	\$ 30.00
WASTE MANAGEMENT - Cosgrove Landfill (per cubic metre)			
Industrial/Commercial Waste	Y	\$ 58.00	\$ 46.00
Municipal Waste	Y	\$ 35.00	\$ 48.20
WASTE MANAGEMENT - Cosgrove Landfill (per tonne)			
Industrial/Commercial Waste	Y	\$ 161.00	\$ 225.50
Municipal Waste	Y	\$ 105.00	\$ 144.65
Prescribed Waste	Y	\$ 192.01	\$ 278.60
WASTE MANAGEMENT - General			
120 litre bins (waste and recycle)	Y	\$ -	\$ 264.00
240 litre bin (recycle)	Y	\$ -	\$ 88.00
240 litre bins (waste and recycle)	Y	\$ -	\$ 432.30
360 litre bins (recycle)	Y	\$ -	\$ 88.00
80 litre bins -waste & recycle	Y	\$ -	\$ 198.00
Cardboard commercial (per cubic metre)	Y	\$ 7.00	\$ 7.50
Earthmoving	Y	POA	POA
Organics Waste Charge	Y	\$ -	\$ 88.00
Upsize kerbside waste bin	Y	\$ 31.00	\$ 31.00
Upsize kerbside waste bin (240ltr to 360ltr)	Y	\$ -	\$ 33.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
WASTE MANAGEMENT - Transfer Stations			
Air conditioners	Y	\$ -	\$ 10.00
All other	Y	\$ -	\$ 55.00
Car/motorbike tyre (clean)	Y	\$ 4.00	\$ 4.50
Car/motorbike tyre (dirty)	Y	\$ 5.01	\$ 11.00
Car/motorbike tyre (with rim)	Y	\$ 5.01	\$ 6.60
Cardboard commercial (per cubic metre)	Y	\$ 7.00	\$ 7.50
Commercial wood waste (per skip)	Y	\$ -	\$ 176.00
Concrete Waste	Y	\$ 25.00	\$ 26.50
Earthmoving	Y	\$ 22.00	\$ 22.00
e-waste disposal (Transfer Stations)	Y	\$ 5.01	\$ 5.50
Forklift (large 0.45m to 0.6m)	Y	\$ -	\$ 73.15
Forklift (small to medium)	Y	\$ 20.00	\$ 21.00
Four wheel motorbike tyre	Y	\$ 6.00	\$ 6.50
Fridges	Y	\$ -	\$ 20.00
Gas Bottles	Y	\$ -	\$ 10.00
Go-cart tyre	Y	\$ 3.00	\$ 3.50
Handling Charge (per hour)	Y	\$ -	\$ 88.00
Industrial/Commercial Waste	Y	\$ 63.00	\$ 66.50
Light truck (17" rim)	Y	\$ 7.00	\$ 12.65
Mattress disposal (Transfer Stations)	Y	\$ 19.00	\$ 28.05
Mulch sales (Transfer Stations)	Y	\$ 6.00	\$ 6.50
Municipal Waste	Y	\$ 43.00	\$ 45.50
Municipal Waste (per 0.25 cubic metre)	Y	\$ -	\$ 11.50
Organics Waste	Y	\$ 20.00	\$ 39.05
Plaster Waste	Y	\$ 22.00	\$ 23.50
Polystyrene commercial (per cubic metre)	Y	\$ -	\$ 7.50
Recycled brick sales (Transfer Stations)	Y	\$ 20.00	\$ 21.00
Recycled concrete sales (Transfer Stations)	Y	\$ 18.00	\$ 19.00
Rubber Excavation tracks/conveyor belts	Y	\$ 11.00	\$ 12.00
Tractor (large over 1m)	Y	\$ -	\$ 144.10
Tractor (small up to 1m)	Y	\$ 82.01	\$ 86.90
Truck (clean)	Y	\$ 14.00	\$ 15.00
Truck (dirty)	Y	\$ 15.00	\$ 46.40
Truck (with rim)	Y	\$ 17.00	\$ 18.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
---------------------------------	------------	--------------------------	--------------------------

Statutory Fees and Charges (Fees and Charges set by a statute)

AGED AND DISABILITY SERVICES - Aged Services Programs

Community Meals	N	\$ 8.85	\$ 9.00
Home Care Package - client contribution fee	N	\$ -	\$ 15.50
Meals on Wheels	N	\$ 8.85	\$ 9.00
Meals on Wheels - Frozen	N	\$ 8.85	\$ 9.00
Meals on Wheels - Full Cost Recovery	N	\$ 21.35	\$ 21.75
Meals on Wheels - Lighter Option	N	\$ 7.15	\$ 7.30
Planned Activity Group - Full Cost Recovery	N	\$ 73.70	\$ 75.20
Planned Activity Group - HACC Rate	N	\$ 10.00	\$ 10.20

AGED AND DISABILITY SERVICES - Low Income Range

Home Maintenance (per hour)	N	\$ 11.85	\$ 12.05
Household Assistance (per hour)	N	\$ 5.90	\$ 6.00
Personal Care (per hour)	N	\$ 4.40	\$ 4.50
Respite Care (per hour)	N	\$ 2.95	\$ 3.00

AGED AND DISABILITY SERVICES - Medium Income Range

Home Maintenance (per hour)	N	\$ 17.75	\$ 18.10
Household Assistance (per hour)	N	\$ 14.80	\$ 15.10
Personal Care (per hour)	N	\$ 8.65	\$ 8.80
Respite Care (per hour)	N	\$ 4.50	\$ 4.60

AGED AND DISABILITY SERVICES - High Income Range

Home Maintenance (per hour)	N	\$ 46.70	\$ 47.60
Household Assistance (per hour)	N	\$ 32.15	\$ 32.80
Personal Care (per hour)	N	\$ 36.00	\$ 36.70
Respite Care (per hour)	N	\$ 33.15	\$ 33.80

ANIMALS - Cat Registration Fees - Effective 10 April 2016

Standard Fee - Normal	N	\$ 120.00	\$ 126.00
Standard Fee - Pensioner	N	\$ 60.00	\$ 63.00
Transfer Fee	N	\$ -	\$ 5.00
Reduced Fee if one of the following apply	N	\$ 40.00	\$ 42.00

* 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

Reduced Fee - Pensioner	N	\$ 20.00	\$ 21.00
-------------------------	---	----------	----------

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
ANIMALS - Dog Registration Fees - Effective 10 April 2016			
Standard Fee - Normal	N	\$ 120.00	\$ 126.00
Standard Fee - Pensioner	N	\$ 60.00	\$ 63.00
Transfer Fee	N	\$ -	\$ 4.55
Reduced Fee if one of the following apply	N	\$ 40.00	\$ 42.00
* 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			
Reduced Fee - Pensioner	N	\$ 20.00	\$ 21.00
BUILDING - Lodging of documents - S30 of the Act (Reg. 2.16)			
Beyond 10 Years	N	\$ 48.60	\$ 49.90
Preceding 10 Years	N	\$ 48.60	\$ 49.90
CORPORATE SERVICES			
Freedom of Information Requests - Application Fee	N	\$ 26.50	\$ 27.20
HEALTH - Registered Premises (fee units)			
0-25 total ST & LT sites - Fee Units	N	17	17
26-50 total ST & LT sites - Fee Units	N	34	34
51-75 total ST & LT sites - Fee Units	N	51	51
76-100 total ST & LT sites - Fee Units	N	68	68
101-125 total ST & LT sites - Fee Units	N	85	85
126-150 total ST & LT sites - Fee Units	N	103	103
151-175 total ST & LT sites - Fee Units	N	120	120
176-200 total ST & LT sites - Fee Units	N	137	137
201-225 total ST & LT sites - Fee Units	N	154	154
226-250 total ST & LT sites - Fee Units	N	171	171
251-275 total ST & LT sites - Fee Units	N	188	188
276-300 total ST & LT sites - Fee Units	N	205	205
PARKING - Fines			
620 - Parking Stopped in a slip lane	N	\$ 152.00	\$ 156.00
621 - Parking Stopped contrary to a no parking sign	N	\$ 76.00	\$ 78.00
622 - Parking Parallel parking in a road related area	N	\$ 91.00	\$ 93.00
623 - Parking Stopped on a printed island	N	\$ 91.00	\$ 93.00
625 - Parking Less than 3 meters from dividing line/strip	N	\$ 91.00	\$ 93.00
626 - Parking Stopped on/across driveway or other way of access	N	\$ 91.00	\$ 93.00
627 - Parking Stopped on a road 10m before/after safety zone	N	\$ 91.00	\$ 93.00
701 - Parking Parked for period longer than indicated	N	\$ 76.00	\$ 78.00
702 - Parking Fail to pay fee & obey instructions on sign/meter/ ticket etc.	N	\$ 76.00	\$ 78.00
704 - Parking Stopped on a bicycle parking area	N	\$ 76.00	\$ 78.00
705 - Parking Stopped on a motorbike parking area	N	\$ 76.00	\$ 78.00
706 - Parking Parked contrary to requirement of parking area	N	\$ 76.00	\$ 78.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
707 - Parking Parked not at an angle of 45 degree	N	\$ 76.00	\$ 78.00
708 - Parking Parked not at an angle of 90 degree	N	\$ 76.00	\$ 78.00
711 - Parked Not completely within a parking bay	N	\$ 76.00	\$ 78.00
712 - Parked Long Vehicle exceeding minimum number of bays	N	\$ 76.00	\$ 78.00
713 - Parked Wide vehicle exceeding minimum number of bays	N	\$ 76.00	\$ 78.00
715 - Stopped On a marked foot crossing	N	\$ 91.00	\$ 93.00
716 - Stopped Within 10m before marked foot crossing	N	\$ 91.00	\$ 93.00
717 - Stopped Within 3m after marked foot crossing	N	\$ 91.00	\$ 93.00
718 - Stopped Within 10m before bicycle crossing lights	N	\$ 91.00	\$ 93.00
719 - Stopped Within 3m after bicycle crossing lights	N	\$ 91.00	\$ 93.00
720 - Stopped In a loading zone	N	\$ 152.00	\$ 156.00
721 - Stopped In a loading zone longer than 30 minutes	N	\$ 152.00	\$ 156.00
722 - Stopped In a loading zone longer than indicated time	N	\$ 152.00	\$ 156.00
723 - Stopped In a truck zone	N	\$ 91.00	\$ 93.00
724 - Stopped In a mail zone	N	\$ 91.00	\$ 93.00
725 - Stopped In a works zone	N	\$ 91.00	\$ 93.00
726 - Stopped In a taxi zone	N	\$ 91.00	\$ 93.00
727 - Stopped In a bus zone	N	\$ 91.00	\$ 93.00
728 - Stopped In a permit zone	N	\$ 91.00	\$ 93.00
729 - Stopped Double parked	N	\$ 91.00	\$ 93.00
730 - Stopped Within 1m of fire hydrant	N	\$ 91.00	\$ 93.00
731 - Stopped Within 1m of fire hydrant indicator	N	\$ 91.00	\$ 93.00
732 - Stopped Within 1m of fire plug indicator	N	\$ 91.00	\$ 93.00
733 - Stopped On a bus stop	N	\$ 91.00	\$ 93.00
734 - Stopped Within 20m before a bus stop	N	\$ 91.00	\$ 93.00
735 - Stopped Within 10m after a bus stop	N	\$ 91.00	\$ 93.00
736 - Stopped On a bicycle path	N	\$ 91.00	\$ 93.00
737 - Stopped On a footpath	N	\$ 91.00	\$ 93.00
738 - Stopped On a shared path	N	\$ 91.00	\$ 93.00
739 - Stopped On a dividing strip	N	\$ 91.00	\$ 93.00
740 - Stopped On a nature strip	N	\$ 91.00	\$ 93.00
741 - Stopped Within 3m public post box	N	\$ 91.00	\$ 93.00
742 - Stopped Within 20m of intersection with traffic lights	N	\$ 91.00	\$ 93.00
745 - Parked Not facing direction of travel	N	\$ 91.00	\$ 93.00
747 - Parked Not as near as practicable to far left side of 2 way road	N	\$ 91.00	\$ 93.00
748 - Parked Not parallel to far left side of one way road	N	\$ 91.00	\$ 93.00
749 - Parked Not parallel to far right side of one way road	N	\$ 91.00	\$ 93.00
750 - Parked Not as near as practicable to far left side of 1 way road	N	\$ 91.00	\$ 93.00
751 - Parked Not as near as practicable to far right side of 1 way road	N	\$ 91.00	\$ 93.00
752 - Parked Less than 1m from other vehicle	N	\$ 91.00	\$ 93.00
754 - Parked Fail to leave 3m of road for other vehicle to pass	N	\$ 91.00	\$ 93.00
755 - Parked Unreasonably obstructing the path of vehicles	N	\$ 91.00	\$ 93.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
756 - Parked Unreasonably obstructing the path of pedestrians	N	\$ 91.00	\$ 93.00
758 - Parked Next to a yellow edge line	N	\$ 91.00	\$ 93.00
759 - Stopped On a level crossing - Stopped	N	\$ 91.00	\$ 93.00
760 - Stopped Within 20m before level crossing	N	\$ 91.00	\$ 93.00
761 - Stopped Within 20m after level crossing	N	\$ 91.00	\$ 93.00
762 - Stopped On a freeway	N	\$ 91.00	\$ 93.00
763 - Stopped In an emergency stopping lane	N	\$ 91.00	\$ 93.00
764 - Stopped In a bus lane	N	\$ 91.00	\$ 93.00
765 - Stopped In a transit lane	N	\$ 91.00	\$ 93.00
766 - Stopped In a bus lane	N	\$ 91.00	\$ 93.00
769 - Stopped In a shared zone	N	\$ 91.00	\$ 93.00
770 - Stopped In a safety zone	N	\$ 91.00	\$ 93.00
771 - Stopped Within 10m before a safety zone	N	\$ 91.00	\$ 93.00
772 - Stopped Within 10m after a safety zone	N	\$ 91.00	\$ 93.00
773 - Stopped Near an obstruction	N	\$ 91.00	\$ 93.00
774 - Stopped On bridge or similar structure - width less than approach road	N	\$ 91.00	\$ 93.00
775 - Stopped In a tunnel with width less than approach road	N	\$ 91.00	\$ 93.00
776 - Stopped In an underpass with width less than approach road	N	\$ 91.00	\$ 93.00
777 - Stopped On a crest not in a built up area	N	\$ 91.00	\$ 93.00
778 - Stopped Near a crest not in a built up area	N	\$ 91.00	\$ 93.00
779 - Stopped On a curve not in a built up area	N	\$ 91.00	\$ 93.00
780 - Stopped Near a curve not in a built up area	N	\$ 91.00	\$ 93.00
781 - Stopped Obstruct access to a footpath	N	\$ 91.00	\$ 93.00
782 - Stopped Obstruct access to a bicycle path	N	\$ 91.00	\$ 93.00
783 - Stopped Obstruct access to passageway	N	\$ 91.00	\$ 93.00
784 - Stopped Obstruct access from a footpath	N	\$ 91.00	\$ 93.00
785 - Stopped Obstruct access from a bicycle path	N	\$ 91.00	\$ 93.00
786 - Stopped Obstruct access from a passageway	N	\$ 91.00	\$ 93.00
787 - Stopped Heavy vehicle not on shoulder of road	N	\$ 91.00	\$ 93.00
788 - Stopped Long vehicle not on shoulder of road	N	\$ 91.00	\$ 93.00
789 - Stopped Heavy vehicle in built up area longer than 1 hour	N	\$ 91.00	\$ 93.00
790 - Stopped Long vehicle in built up area longer than 1 hour	N	\$ 91.00	\$ 93.00
791 - Stopped Clearance & side marker lights not effective & visible	N	\$ 91.00	\$ 93.00
793 - Stopped in a no stopping area	N	\$ 152.00	\$ 156.00
794 - Stopped On a children's crossing	N	\$ 152.00	\$ 156.00
795 - Stopped Within 20m before children's crossing	N	\$ 152.00	\$ 156.00
796 - Stopped Within 10m after children's crossing	N	\$ 152.00	\$ 156.00
797 - Stopped On a pedestrian's crossing	N	\$ 152.00	\$ 156.00
798 - Stopped Within 20m before pedestrian's crossing	N	\$ 152.00	\$ 156.00
799 - Stopped Within 10m after pedestrian's crossing	N	\$ 152.00	\$ 156.00
800 - Stopped On a Clearway	N	\$ 152.00	\$ 156.00
803 - Stopped in a parking area for people with disabilities	N	\$ 152.00	\$ 156.00
804 - Stopped Within 10m of intersection 804	N	\$ 152.00	\$ 156.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
805 - Stopped Within an intersection	N	\$ 152.00	\$ 156.00
807 - Disobey direction to move vehicle from disable parking	N	\$ 152.00	\$ 156.00
PLANNING - Planning Permit Applications:			
Change of Use	N	\$ 502.00	\$ 502.00
PLANNING - Planning Permit Applications:			
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
Class 1: To create, vary or remove a restriction within 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 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
PLANNING - Combined Planning Permit Applications			
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
PLANNING - Planning Permit Applications: Development Other Development Value			
\$0 - \$10,000	N	\$ 102.00	\$ 102.00
\$10,000 - \$250,000	N	\$ 604.00	\$ 604.00
\$250,000 - \$500,000	N	\$ 707.00	\$ 707.00
\$500,000 - \$1,000,000	N	\$ 815.00	\$ 815.00
\$1,000,000 - \$7,000,000	N	\$ 1,153.00	\$ 1,153.00
\$7,000,000 - \$10,000,000	N	\$ 4,837.00	\$ 4,837.00
\$10,000,000 - \$50,000,000	N	\$ 8,064.00	\$ 8,064.00
Greater than \$50,000,000	N	\$ 16,130.00	\$ 16,130.00
PLANNING - Planning Permit Applications: Single Dwellings or Dependent Person Units			
\$10,000-\$100,000	N	\$ 239.00	\$ 239.00
Greater than \$100,000	N	\$ 409.00	\$ 490.00

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
PLANNING - Planning Permit Applications: Subdivisions			
Boundary realignment and consolidation of land	N	\$ 386.00	\$ 386.00
Other	N	\$ 781.00	\$ 781.00
Plan Checking Services at SOC for Developers	Y	0.75% of estimated cost of construction works	0.75% of estimated cost of construction works
Subdivision into two lots only	N	\$ 386.00	\$ 386.00
Subdivision of a building/s (existing or proposed)	N	\$ 386.00	\$ 386.00
Supervision for SOC Subdivisions	Y	2.5% of estimated cost of construction works	2.5% of estimated cost of construction works
PLANNING - Subdivision Act			
Applications made under the Subdivision Act 1988	Y	\$ -	\$ 132.00

DRAFT

Description of Fees and Charges	GST Y/N	2015/2016 Fee Inc GST	2016/2017 Fee Inc GST
WORKS - Works within Road Reserve Permits			
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 anytime 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 anytime 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 anytime 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 anytime 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 anytime is 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 anytime 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 anytime 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 anytime is not more than 50kph where works is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units



Appendix B: Budget Processes

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.

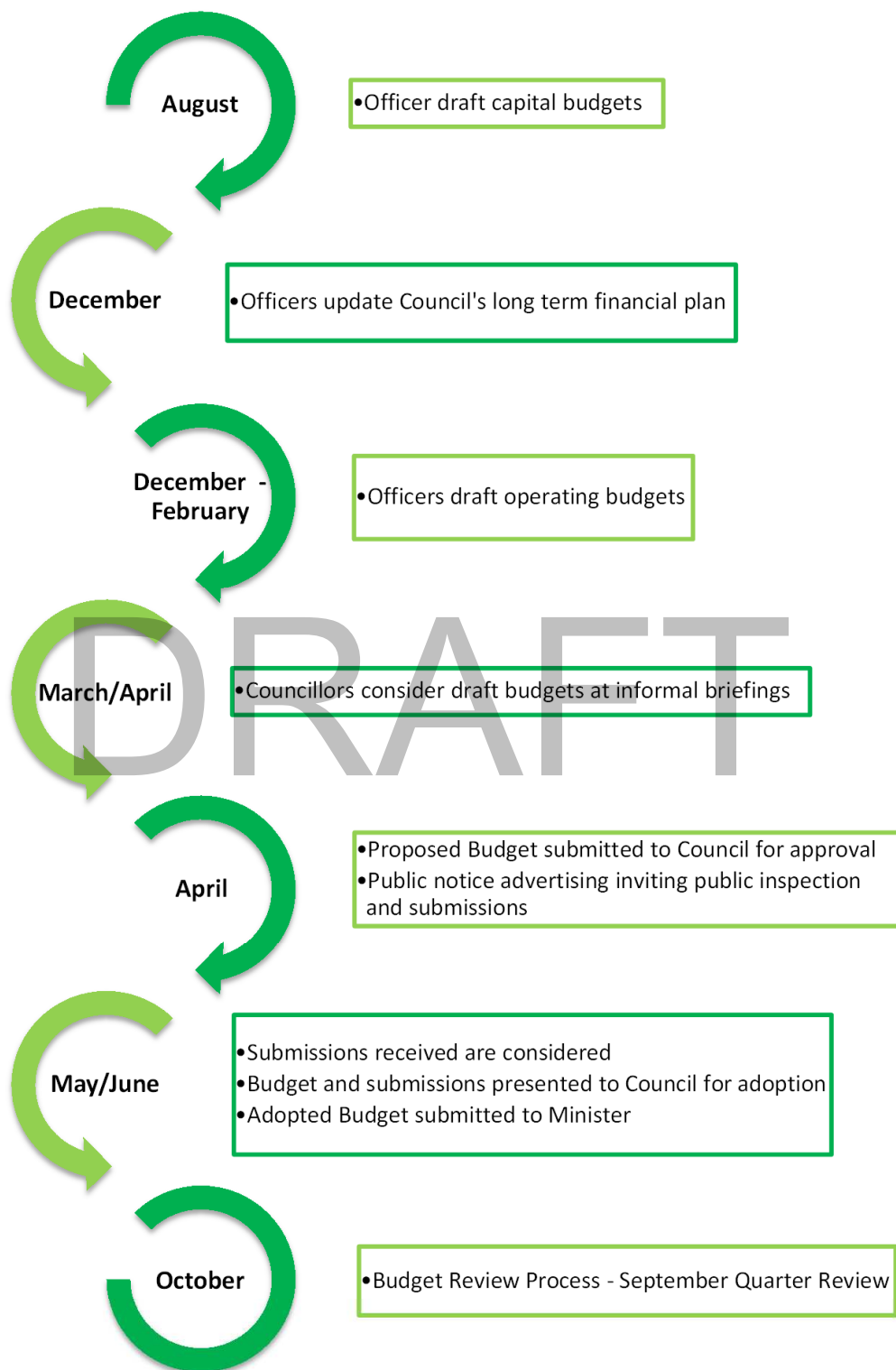
The 2016/2017 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information 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 capital components of the annual budget during August and the operating components during January & February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers can answer questions submitted via the council website. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption.

Budget Process

The key dates for the budget process are summarised below:





Appendix C: Program Budgets

The Program Budget details the purpose, influences, challenges, Council Plan links and service reduction/growth areas for each Council function.

The aim of the Program Budget is to increase transparency and give users an indication of what each program costs Council.

As it is based on internal costing structures, and not the statutory budgeted statements, the Program Budget should not be used for comparative purposes with other sections of this budget, any previous budgets or annual financial reports.

For example, non-cash expenses such as depreciation and written down value of assets sold are not included in the program budget as they are recorded centrally and are not allocated to individual programs.

To assist the user to make comparisons the Program Budget includes the 2015/2016 Adopted Budget and the 2015/2016 Mid-Year Budget Review.

Due to reporting timeframes the 2015/2016 March Quarter Budget Review forecasts will not be available for the revision presented for public submission. However, the 2015/2016 March Quarter Budget Review forecasts will be included in the final draft submitted for adoption in June.

Program	Page
Whole of Organisation	145
Corporate Services Directorate	146
Corporate Services Management	147
Animal Management/Local Laws	149
Customer Service	151
Parking Enforcement	153
Procurement	155
Councillor Management and Support	157
Corporate Governance	159
Risk Management	161
Financial Services	163
Rates and Valuations	165
Information Management	167
Information Services	169
Marketing and Communications	171
Shepparton Show Me	173
People and Development	175
Community Directorate	178
Community Management	179
Emergency Management	181
Library	183
Active Living Management and Coordination	185
Healthy Communities Programs	187
Indoor Sports	189
Regional Aquatic Centre	191
Rural Outdoor Pools	193
SPC Kids Town	195
Community Facilities	197

Program	Page
Early Childhood Education	199
Maternal and Child Health	201
Youth	203
Access and Inclusion	205
Aged Services	207
Community Strengthening	209
Neighbourhood Management	211
Performing Arts & Conventions	213
Shepparton Art Museum (SAM)	215
Infrastructure Directorate	218
Infrastructure Services Business Management	219
Arboriculture Services	221
Cemeteries	223
Civic Presentation	225
Native Vegetation	227
Parks	229
Sports Facilities	231
Sport, Recreation and Open Space Strategic Services	233
Water and Energy	235
Development Team	237
Investigation Design	239
Project Management Office	241
Projects Administration	243
Building Works	245
Fleet and Stores	247
Holiday Park	249
Saleyards	251
Strategic Asset Management	253
Concrete Works	255
Drainage Works	257
Regulatory Maintenance	259
Road Works	261
Works and Waste Administration	263
Aerodrome Management	265
Waste and Resource Recovery	267
Sustainable Development Directorate	270
Sustainable Development Management	271
Building Services	273
Business and Industry Development	275
Business Centre	277
Events	279
Tourism	281
Environmental Health	283
Environmental Management	285
Planning	287

DRAFT

Reporting categories definitions

<p>Rates and Charges Directly related to the collection of rates revenue.</p>
<p>Statutory Fees Includes items for which there is an statutory obligation for a fee to be issued. Eg. Planning permits, animal registrations, premises registrations, health certificates etc.</p>
<p>User Fees Includes items which are a provision for a service provided by Greater Shepparton City Council. Eg. Child care centre charges, Aquamoves charges, senior citizen charges, Eastbank & Westside charges etc. Also includes any monies received as a result of a fine for someone not being compliant. Eg. Parking fines, animals on the loose, signage blocking footpath etc.</p>
<p>Grants - Operating Grant monies received by the council for specific operating works or programs. Funding is typically sourced from State or Federal Government Departments. Eg. Victoria Grants Commission etc.</p>
<p>Contributions - Operating - Monetary Any monies received as a contribution towards operating works or programs to be undertaken. Eg. Community Contributions</p>
<p>Interest Interest received on investments.</p>
<p>Rent Any monies received as rental/lease payments on Council property.</p>
<p>Other Income Internally generated charges between departments to allow proper costing. E.g Waste charges for Council departments, as well as any other source of income not elsewhere included.</p>
<p>Employee Costs Includes salary, superannuation, long service leave and workcover insurance for Council employees.</p>
<p>Materials and Services Expenditure associated with the purchase of materials or services required to allow the delivery of a service including advertising, promotion or marketing; services provided by outside professionals offering specialist support that facilitate the decision making of the council not including the provision of works; office requisitions to be used in the course of daily activity; memberships for employees who are members of professional bodies; organisational publications & subscriptions; staff and councillor training including staff development; legal advice, opinion or service; labour sourced from external agencies; routine maintenance or repairs on council's plant or property; cleaning of council properties; insurance premiums or registrations; sponsorships, grants contributions & donations made by Council; finance charges; licences & levies; and internally generated charges between departments Eg. Waste charges.</p>
<p>Bad and doubtful debts Rates, parking fine and other debtors deemed unlikely to be recovered.</p>
<p>Borrowing Costs Interest payments on loans</p>
<p>External Contracts Expenditure relating to activities which are outsourced to contractors. Eg. Waste Collection, Homecare services, major projects.</p>
<p>Utilities Any expenditure relating to utility payments made for services provided to Council. Eg. Telephone usage, water, power, gas etc.</p>

Whole of Organisation Summary

See following pages for Directorate summaries and Program Breakdown

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$67,706,345	\$68,492,197	\$70,734,482
Statutory Fees	\$3,090,758	\$3,078,575	\$3,147,662
User Fees	\$18,519,897	\$18,434,342	\$20,435,522
Grants - Operating	\$21,601,703	\$16,261,181	\$22,753,502
Contributions - Monetary - Operating	\$1,520,717	\$1,601,024	\$480,444
Interest	\$1,094,000	\$1,074,000	\$1,049,000
Rent	\$585,189	\$636,934	\$598,027
Other income	\$10,943,041	\$10,938,892	\$10,078,094
TOTAL INCOME	\$125,061,650	\$120,517,145	\$129,276,733
EXPENSE			
Employee Costs	\$51,380,247	\$50,420,533	\$51,873,591
Materials and Services	\$31,390,847	\$34,310,347	\$30,631,319
Bad and doubtful debts	\$146,500	\$141,500	\$144,000
Borrowing costs	\$1,210,000	\$1,210,000	\$1,250,000
External Contracts	\$16,390,570	\$16,391,062	\$16,802,495
Utilities	\$3,196,469	\$2,942,369	\$3,003,539
TOTAL EXPENSES	\$103,714,633	\$105,415,811	\$103,704,944
Net Surplus/(Loss)	\$21,347,017	\$15,101,334	\$25,571,789

Total for Corporate Services Directorate

See following pages for Program breakdowns

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$59,390,753	\$60,000,000	\$61,516,676
Statutory Fees	\$1,162,157	\$1,072,658	\$1,222,831
User Fees	\$1,720,519	\$1,784,683	\$2,137,301
Grants - Operating	\$8,605,492	\$4,380,429	\$8,614,629
Contributions - Monetary - Operating	\$80,550	\$93,112	\$85,500
Interest	\$1,070,000	\$1,050,000	\$1,025,000
Rent	\$0	\$0	\$0
Other income	\$5,865,046	\$5,785,814	\$5,584,280
TOTAL INCOME	\$77,894,517	\$74,166,696	\$80,186,217
EXPENSE			
Employee Costs	\$15,540,588	\$14,709,385	\$15,286,568
Materials and Services	\$8,079,474	\$8,737,608	\$8,261,241
Bad and doubtful debts	\$146,500	\$141,500	\$144,000
Borrowing costs	\$1,210,000	\$1,210,000	\$1,250,000
External Contracts	\$677,950	\$677,519	\$612,200
Utilities	\$276,689	\$279,339	\$285,004
TOTAL EXPENSES	\$25,931,201	\$25,755,351	\$25,839,013
Net Surplus/(Loss)	\$51,963,316	\$48,411,345	\$54,347,204

Corporate Services Management

Department: Corporate Services

Purpose

Lead and manage the Council's Corporate Services 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Corporate Services Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$266,062	\$167,000	\$269,312
Materials and Services	\$500	\$1,500	\$2,850
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$750	\$750	\$2,280
TOTAL EXPENSES	\$267,312	\$169,250	\$274,442
Net Surplus/(Loss)	(\$267,312)	(\$169,250)	(\$274,442)

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 Local 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 at 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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Animal Management/Local Laws

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$491,211	\$501,212	\$536,047
User Fees	\$146,009	\$147,074	\$144,054
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$637,220	\$648,286	\$680,101
EXPENSE			
Employee Costs	\$782,250	\$744,250	\$873,141
Materials and Services	\$457,997	\$457,097	\$270,297
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$41,000	\$40,569	\$41,000
Utilities	\$17,000	\$17,000	\$19,000
TOTAL EXPENSES	\$1,298,247	\$1,258,916	\$1,203,438
Net Surplus/(Loss)	(\$661,027)	(\$610,630)	(\$523,337)

DRAFT

Customer Service

Department: Citizen Services

Purpose

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

The Customer Service Department strives to support Council's vision through ensuring that our customer's enquiries and issues are acknowledged, understood and where possible, resolved at the first point of contact.

The Customer Service Department is focused on continuing to improve 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 Customer Service 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 customers.
- 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 customers on matters not directly dealt with by Council.

Critical Issues / Challenges

The critical issues and challenges currently being addressed by the Customer Service Team are:

- The roll out of a new customer relationship management system that will allow Council to capture quality information about our citizens and create an organisation wide accountability to customer outcomes that is measurable.
- Developing the Customer Service Team to engage in progressive service that is open, transparent and elicits feedback from the community.
- Creating service delivery standards that are achievable, sustainable and supported by the organisation .

Previously customer service provision has been viewed as a single department responsibility and distinctly separate from other functions of Council. The focus for Customer Service 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 Customer Service 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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Customer Service

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$794,903	\$769,903	\$752,796
Materials and Services	\$127,859	\$127,998	\$27,876
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$17,100	\$17,100	\$13,200
Utilities	\$2,400	\$2,400	\$1,200
TOTAL EXPENSES	\$942,262	\$917,401	\$795,072
Net Surplus/(Loss)	(\$942,262)	(\$917,401)	(\$795,072)

Parking Enforcement

Department: Citizen Services

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 community 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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Parking Enforcement

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$670,946	\$570,946	\$686,784
User Fees	\$1,150,000	\$1,178,000	\$1,317,588
Grants - Operating	\$64,022	\$77,849	\$77,849
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$100,000	\$100,000	\$0
TOTAL INCOME	\$1,984,968	\$1,926,795	\$2,082,221
EXPENSE			
Employee Costs	\$1,059,979	\$1,060,850	\$985,895
Materials and Services	\$185,843	\$185,343	\$182,042
Bad and doubtful debts	\$120,000	\$120,000	\$120,000
Borrowing costs	\$0	\$0	\$0
External Contracts	\$8,000	\$8,000	\$8,000
Utilities	\$10,000	\$10,000	\$10,540
TOTAL EXPENSES	\$1,383,822	\$1,384,193	\$1,306,477
Net Surplus/(Loss)	\$601,146	\$542,602	\$775,744

Purpose

The Contracts and Procurement team provide advice and assistance to all areas of the organisation on procuring and contracting goods and services for the Council. The team ensures that the procurement of all goods and services is conducted in an honest, competitive, fair and transparent manner that delivers the best value for money outcome whilst at the same time protecting the reputation of the Council.

Influences

There are a number of external forces that can make the organisation vulnerable, these include financial, political, technological, social and environmental. These factors all have ramifications for procurement, from price to trade and supplier management.

Critical Issues / Challenges

The critical issues are:-

- Relationship building with suppliers.
- Compliance of contracts.
- Managing spend creep and ensuring cost containment.
- Internal engagements and relationship building.
- Resourcing to appropriately respond to enquires and issues.
- Skills gap with recruitment.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Procurement

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$344,907	\$290,907	\$360,932
Materials and Services	\$15,300	\$15,300	\$24,050
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$360,207	\$306,207	\$384,982
Net Surplus/(Loss)	(\$360,207)	(\$306,207)	(\$384,982)

Councillor Management and Support

Department: Corporate Governance

Purpose

Councillor Management and Support provides assistance to Councillors which enables them operate within all relevant legislation and provides a framework to facilitate setting the organisations strategic direction.

Councillors, functioning as the Council, set the overall direction for the municipality through long-term planning. They work together to adopt plans and policies which reflect the strategic goals identified in the Council Plan, monitor its implementation and keep the community informed of its progress.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Councillor Management and Support

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees *	\$0	\$500	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$2,289	\$0
TOTAL INCOME	\$0	\$2,789	\$0
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services **	\$364,839	\$529,639	\$846,386
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$7,000	\$7,000	\$9,180
TOTAL EXPENSES	\$371,839	\$536,639	\$855,566
Net Surplus/(Loss)	(\$371,839)	(\$533,850)	(\$855,566)

* Includes Council election fees and fines from 2008 election

** Includes 2016 Councillor Election and increase in councillors from seven to nine

Corporate Governance

Department: Corporate Governance

Purpose

The purpose of Corporate Governance is to provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all Council officers.

The team:

- Facilitates capacity building for staff.
- Ensures adherence to Governance, Procurement and Risk Management requirements.
- Promotes transparency and accountability through Council processes and decision making.
- Service and business planning support.

The team delivers these key elements through:

- Strategic Planning.
- Coordination of legal advice.
- Identifying innovative solutions and encouraging continuous improvement.
- Sharing of Information
- Development of Policies and Procedures
- Supporting the activities and projects of the Goulburn Valley Regional Collaborative Alliance.

Influences

The Council Plan is one of the key influences behind all decisions made by the Executive team and Councillors, as it sets the overall direction for the organisation.

- Provision of a best practice approach to service delivery .
- Sourcing appropriate support to enable community growth.
- 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

- Achieving financial sustainability.
- Lobbying State and Federal Government for improved services and funding allocation.
- 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 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

Service Planning

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Corporate Governance

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Rates and Charges	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$250	\$10,214	\$0
TOTAL INCOME	\$250	\$10,214	\$0
EXPENSE			
Employee Costs	\$962,835	\$985,455	\$1,000,779
Materials and Services	\$539,365	\$803,633	\$544,892
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$8,000	\$8,000	\$4,020
TOTAL EXPENSES	\$1,510,200	\$1,797,088	\$1,549,691
Net Surplus/(Loss)	(\$1,509,950)	(\$1,786,874)	(\$1,549,691)

Risk Management

Department: Corporate Governance

Purpose

The Risk Management team provides a structure and framework to manage Council's strategic and operational risks. This includes performing a facilitatory function throughout Council to identify, manage and monitor key risks. It also includes providing risk management training to staff and preparing timely and accurate risk information for the executive team and Audit and Risk Management Committee.

The Risk Management area also manage specific areas of risk for the Council. This includes:

- Business Continuity Planning: managing the development of plans, testing plans and updating plans.
- Fraud Management: developing and managing the fraud policy, fraud training, and the fraud control plan.
- Councils insurance portfolio: including management of incidents that are potential or actual claims.
- Rollout of risk management tools: Integrated Risk Module and Risk templates.

This team manages internal and external audit functions for the organisation, which includes providing input into the internal audit plan, ensuring that individual audits run smoothly, and monitoring and formally reporting the status of audit recommendations. It also includes co-ordinating an Audit and Risk Management Committee - a forum for review of predominantly risk related issues for Council.

Influences

The need to minimise risks for Council in the delivery of services and facilities underpins the risk management framework. 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 an Integrated Risk Management software system.

The risk management team are influenced by current risk management best practices being followed by the risk management community in general and other local government entities in particular. Other influences are internal and external audit, and community expectations.

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. Another challenge is increasing the level of awareness and appreciation of Council's risk management framework and ensuring compliance.

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Risk Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$80,550	\$93,112	\$85,500
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$3,331	\$2,500
TOTAL INCOME	\$80,550	\$96,443	\$88,000
EXPENSE			
Employee Costs	\$166,851	\$155,851	\$199,223
Materials and Services *	\$1,380,190	\$1,420,186	\$1,409,290
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$200	\$200	\$0
TOTAL EXPENSES	\$1,547,241	\$1,576,237	\$1,608,513
Net Surplus/(Loss)	(\$1,466,691)	(\$1,479,794)	(\$1,520,513)

* Includes insurance premiums and fire services levy for council owned properties

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 transparent Strategic Resource Plan and Long Term Financial Plan. In particular, the Financial Services Team will be working with all areas of the organisation to ensure the targets of the Strategic Resource Plan are met.

Critical Issues / Challenges

- Implement and transition to new Finance System.
- Efficiently and effectively manage the long term financial sustainability of the Council.
- Promoting the community's understanding of Council's financial performance and sustainability.

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Financial Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$174,109	\$187,609	\$214,331
Grants - Operating *	\$8,477,780	\$4,238,890	\$8,477,780
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$845,000	\$825,000	\$800,000
Rent	\$0	\$0	\$0
Other income **	\$5,764,796	\$5,652,302	\$5,581,780
TOTAL INCOME	\$15,261,685	\$10,903,801	\$15,073,891
EXPENSE			
Employee Costs ***	\$6,397,861	\$6,112,310	\$6,179,390
Materials and Services ****	\$347,159	\$56,981	\$354,606
Bad and doubtful debts	\$15,000	\$10,000	\$12,000
Borrowing costs	\$1,210,000	\$1,210,000	\$1,250,000
External Contracts	\$0	\$0	\$0
Utilities	\$500	\$500	\$500
TOTAL EXPENSES	\$7,970,520	\$7,389,791	\$7,796,496
Net Surplus/(Loss)	\$7,291,165	\$3,514,010	\$7,277,395

* Includes Federal Financial Assistance grant funding.

** Centralised oncost income which offsets salary oncost of all programs.

*** Includes superannuation expense for the whole organisation.

**** 2015/2016 forecast includes cancellation of Purchase Orders from previous year.

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 State Government.
- Production of the Council's voter's roll.
- Maintaining the Council's databases for:
 - o Property and land records;
 - o Rate and charges assessments;
 - o Municipal valuation assessments;
 - o 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 State Government.
- Implementation of legislative changes.
- Ensuring compliance with the Ministerial Guidelines on Differential Rating which became operative 1 July 2013.
- Coordination of the 201 Property Revaluation return.
- Ongoing implementation of the Council's Rating Strategy.
- Increased community expectations for ongoing communications and engagement.
- Increasing demand for online delivery of services, such as rate notices.

Critical Issues / Challenges

- Implementation of rate capping in 2016/2017.
- Managing the completion of the 2016 Property Revaluation process.
- Implementation of electronic rates notices and online payment options.
- Managing the completion of the 2014 Property Revaluation process.

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.
- Payment arrangements, particularly those by Direct Debits.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Rates and Valuations

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$59,390,753	\$60,000,000	\$61,516,676
Statutory Fees	\$0	\$0	\$0
User Fees *	\$250,401	\$272,000	\$461,295
Grants - Operating	\$58,690	\$58,690	\$59,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$225,000	\$225,000	\$225,000
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$59,924,844	\$60,555,690	\$62,261,971
EXPENSE			
Employee Costs	\$420,052	\$410,000	\$390,194
Materials and Services	\$279,000	\$277,500	\$278,500
Bad and doubtful debts	\$11,500	\$11,500	\$12,000
Borrowing costs	\$0	\$0	\$0
External Contracts	\$393,850	\$393,850	\$104,000
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$1,104,402	\$1,092,850	\$784,694
Net Surplus/(Loss)	\$58,820,442	\$59,462,840	\$61,477,277

* User Fees increase due to increase in reimbursement expenses from State Revenue Office revaluation of property. Revaluation happens once in every two years.

Information Management

Department: Information Services

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 per cent paper reduction and creating strong digital capture of
- 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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Information Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$33
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$33
EXPENSE			
Employee Costs	\$352,990	\$352,990	\$362,894
Materials and Services	\$260,100	\$320,400	\$256,600
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$613,090	\$673,390	\$619,494
Net Surplus/(Loss)	(\$613,090)	(\$673,390)	(\$619,461)

Information Services

Department: Information Services

Purpose

The Information Services Business Unit maintains, develops and implements Council's hardware and software.

Influences

The Information Services Business Unit has completed a large asset renewal project replacing the existing core network infrastructure and upgrading Councils disaster recovery capabilities, ensuring Councils 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 Councils the 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Information Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$1,075,144	\$1,003,144	\$1,006,009
Materials and Services	\$1,119,166	\$1,151,277	\$1,092,811
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$218,000	\$218,000	\$446,000
Utilities	\$223,824	\$224,574	\$228,364
TOTAL EXPENSES	\$2,636,134	\$2,596,995	\$2,773,184
Net Surplus/(Loss)	(\$2,636,134)	(\$2,596,995)	(\$2,773,184)

Marketing and Communications

Department: Marketing and Communications

Purpose

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

Influences

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.
- 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.
- Management of external and inaccurate messages that may influence community perceptions.
- Working with a range of Council departments to engage and communicate with the community.

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.
- Dated corporate image that fails to resonate with the community and reflect Council's more contemporary business model.
- The community's limited understanding of the breadth of services delivered by Council and Council's roles and responsibilities.
- Perceived excessive high residential and commercial rates.
- The need to embrace the diverse nature of our community.
- Negative media attention that negatively impacts on Council's reputation and that of Greater Shepparton.
- Increased use of digital technologies by our target markets and the broad way in which the community communicates, engages and receives information.

Link to the Council Plan

Goal 1, Objective 1.1 - Continue to enhance community capacity building.

Goal 1, Objective 1.5 - Embrace and strengthen cultural harmony and diversity.

Goal 5, Objective 5.1 - Develop and implement best practice communication strategies.

Goal 5, Objective 5.3 - Develop stronger relationships between Council and State and Federal Governments, local government sector and non-government partnerships to enhance our position.

Service Growth Areas

- Increase use of digital platforms in engaging and communicating with the community.
- Increased use of digital platforms that will enable Council to more directly control and lead the messaging.
- Rejuvenation of Council's identity.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Marketing and Communications

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$966,524	\$966,524	\$1,043,819
Materials and Services	\$484,585	\$484,585	\$307,606
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$1,415	\$1,415	\$2,000
TOTAL EXPENSES	\$1,452,524	\$1,452,524	\$1,353,425
Net Surplus/(Loss)	(\$1,452,524)	(\$1,452,524)	(\$1,353,425)

DRAFT

Shepparton Show Me

Department: Marketing and Communications

Purpose

Shepparton Show Me is a collaborative marketing program that strategically promotes Shepparton as the premier place to do business, shop, stay and play. Shepparton Show Me is the brand name for the innovative marketing program that combines entices people to come to Shepparton, utilise the city's services, attend an event or festival, eat out, stay overnight and shop at local businesses. Its intention is to showcase the commercial, industrial and entertainment offerings in attracting business for the key stakeholders in which it serves.

Influences

Shepparton Show Me, through strategic marketing activities including promotion, events and sponsorship opportunities, stimulates activity to provide opportunities for the professional, 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 neighbouring centres with consistent extended trading hours and more diverse retail mix.

With the current challenges facing business in Greater Shepparton, Shepparton Show Me is having a greater strategic focus in working with key partners to position the whole of Greater Shepparton is the key regional destination in northern Victoria.

Link to the Council Plan

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

Goal 3, 3.2 – Ensure retail strategies deliver appropriate outcomes for the community.

Goal 5, 5.2 – Develop stronger relationships between Council and State and Federal Governments, local government sector and non-government partnerships to enhance our position.

Service Growth Areas

- Continued increase demand to engage with target markets via digital technology.
- Increased demand to invest in the SSM brand as competition with other regional and metro areas intensifies.
- Increased collaboration between key stakeholders such as SSM, Shepparton Chamber of Industry and Commerce and Tourism Greater Shepparton.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Show Me

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$83,585	\$83,585	\$120,160
Materials and Services	\$560,625	\$554,425	\$518,793
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$600	\$2,500	\$3,840
TOTAL EXPENSES	\$644,810	\$640,510	\$642,793
Net Surplus/(Loss)	(\$644,810)	(\$640,510)	(\$642,793)

DRAFT

People and Development

Department: People and Development

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 objectives of the Council Plan.

People and Development build organisational capability through strategic recruitment and job analysis, workforce planning, performance management, employee health and wellbeing and early intervention 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

Continued and increased focus on working with other Departments to become a proactive internal consultancy resource to Directors, Managers and Team Leaders and staff.

Continuing requirement to build resilience, people skills, techniques and empowerment for all.

The strategic centralisation of the following functions from across Council have enabled the link between strategic and operational excellence for the organisation in the following areas:

- Learning and Development delivery at a high standard.
- Travel and accommodation.
- Recruitment and Selection.
- Labour Hire and casual recruitment.
- Induction and OHS processes and procedures.
- Staff wellbeing and early intervention program.

Critical Issues / Challenges

- Development of a highly successful early intervention program for the staff and the bottom line of the organisation and reduced Workcover premiums and reduced risk for Council in the future.
- Empowerment of staff from a highly inclusive corporate learning and development program, increased opportunity for staff to learn and develop both professionally and personally.
- Enabling Cultural change and strategic thinking and enabling about the future for Managers following through on strategic
- Workforce planning to enable GSCC to meet the challenges of the future.
- Aging Workforce and redesign of positions based on functional assessment to fulfil current roles.

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

Increase in learning and development opportunities for employees.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: People and Development

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$5,000	\$5,000	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$17,678	\$0
TOTAL INCOME	\$5,000	\$22,678	\$0
EXPENSE			
Employee Costs	\$1,866,645	\$1,606,616	\$1,742,024
Materials and Services *	\$1,956,946	\$2,351,744	\$2,144,642
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$5,000	\$5,000	\$4,080
TOTAL EXPENSES	\$3,828,591	\$3,963,360	\$3,890,746
Net Surplus/(Loss)	(\$3,823,591)	(\$3,940,682)	(\$3,890,746)

* Includes training, external labour, workcover premium and workcover medical expenses (Early Intervention Program) expenses for the whole organisation.

This page has been
intentionally left
blank

DRAFT

Total for Community Directorate

See following pages for Program breakdowns

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$679,156	\$679,156	\$536,896
User Fees	\$6,789,607	\$6,712,111	\$6,069,811
Grants - Operating	\$9,461,747	\$9,627,989	\$10,804,413
Contributions - Monetary - Operating	\$36,460	\$37,385	\$114,944
Interest	\$0	\$0	\$0
Rent	\$140,900	\$125,900	\$143,969
Other income	\$308,188	\$397,118	\$212,200
TOTAL INCOME	\$17,416,058	\$17,579,659	\$17,882,233
EXPENSE			
Employee Costs	\$16,669,597	\$16,808,958	\$17,260,228
Materials and Services	\$5,483,619	\$5,662,172	\$4,894,605
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$5,617,659	\$5,752,729	\$5,304,126
Utilities	\$903,955	\$954,246	\$981,322
TOTAL EXPENSES	\$28,674,830	\$29,178,105	\$28,440,281
Net Surplus/(Loss)	(\$11,258,772)	(\$11,598,446)	(\$10,558,048)

Community Management

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 - Continue to enhance community capacity building.

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.
- Quality service provision.
- Service planning.
- Visual and performing Arts presentation.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Community Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$294,280	\$294,280	\$289,536
Materials and Services	\$27,863	\$32,979	\$27,856
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$1,200	\$1,400	\$1,400
TOTAL EXPENSES	\$323,343	\$328,659	\$318,792
Net Surplus/(Loss)	(\$323,343)	(\$328,659)	(\$318,792)

DRAFT

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.

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 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$146,106	\$146,106	\$146,106
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$25,000	\$0
TOTAL INCOME	\$146,106	\$171,106	\$146,106
EXPENSE			
Employee Costs	\$104,482	\$100,428	\$106,637
Materials and Services	\$87,225	\$82,225	\$81,107
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$1,000	\$1,000	\$1,140
TOTAL EXPENSES	\$192,707	\$183,653	\$188,884
Net Surplus/(Loss)	(\$46,601)	(\$12,547)	(\$42,778)

DRAFT

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 the borders of Greater Shepparton City Council, Moira Shire and Strathbogie Shire.

The region includes libraries in Shepparton, Mooroopna, Tatura, Nathalia, Numurkah, Cobram, Yarrawonga, Euroa, Nagambie, and Violet Town. The GVRLC has a mobile library that brings 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

Continual upgrade of facilities and services.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Library

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services	\$40,000	\$51,233	\$5,000
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$1,507,050	\$1,504,204	\$1,552,261
Utilities	\$56,000	\$60,000	\$62,000
TOTAL EXPENSES	\$1,603,050	\$1,615,437	\$1,619,261
Net Surplus/(Loss)	(\$1,603,050)	(\$1,615,437)	(\$1,619,261)

DRAFT

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 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.

Goal 3, Objective 3 - Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Service Growth Areas

Shift in operational directions linked to long term sustainability focussed on partnership development.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Active Living Management and Coordination

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$50,000	\$50,000	\$50,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$50,000	\$50,000	\$50,000
EXPENSE			
Employee Costs	\$319,039	\$319,039	\$324,400
Materials and Services	\$446,332	\$325,207	\$261,410
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$159,950	\$0
Utilities	\$2,900	\$2,900	\$2,400
TOTAL EXPENSES	\$768,271	\$807,096	\$588,210
Net Surplus/(Loss)	(\$718,271)	(\$757,096)	(\$538,210)

DRAFT

Healthy Communities Programs

Department: Active Living

Purpose

Facilitate a number of actions of the current Council and Municipal Public Health and Well-Being Plan and contributing the overall Health and Well-Being of the Greater Shepparton community through sports development and programming linked to physical activity and healthy eating.

Influences

The Healthy Communities Program incorporates the Get Moving Greater Shepparton Program which aims to help reduce the prevalence of obesity within the target populations of participating communities.

Greater Shepparton rates amongst the highest prevalence of poor health outcomes in many areas nationally including obesity where it has been reported as being the highest in Victoria and the 3rd highest in Australia.

The Activities in the Park program which in partnership with the People and Parks Foundation held over 250 free and low cost events continues to be regarded as the benchmark in open space activation programming across local government.

Critical Issues / Challenges

The Healthy Communities Team provides the current link to the Allied Health Sector and is critical in facilitating overall Department sustainability linked to health programming .

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 3 - Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Service Growth Areas

Sports Hall of Fame.

Linkages to Allied Health Programming.

Continued support of sports development through programs such as Sporting Chance and the Sports Equipment Library.

Further development of the Regional Sports Academy Concept.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Healthy Communities Programs

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$30,000	\$80,000	\$30,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$20,000	\$50,000	\$20,000
TOTAL INCOME	\$50,000	\$130,000	\$50,000
EXPENSE			
Employee Costs	\$147,094	\$166,009	\$146,869
Materials and Services	\$140,000	\$220,408	\$145,000
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$37,000	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$287,094	\$423,417	\$291,869
Net Surplus/(Loss)	(\$237,094)	(\$293,417)	(\$241,869)

DRAFT

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 2015/2016, it is expected the stadiums combined will have 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.

Goal 3, Objective 3 - Make Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

Service Growth Areas

Ongoing implementation of Shepparton Sports Stadium Re-Development.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Indoor Sports

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$183,602	\$183,602	\$192,782
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$43,000	\$43,000	\$42,646
Other income	\$0	\$0	\$0
TOTAL INCOME	\$226,602	\$226,602	\$235,428
EXPENSE			
Employee Costs	\$180,090	\$170,260	\$199,526
Materials and Services	\$81,814	\$95,311	\$70,804
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$61,800	\$61,800	\$63,760
TOTAL EXPENSES	\$323,704	\$327,371	\$334,090
Net Surplus/(Loss)	(\$97,102)	(\$100,769)	(\$98,662)

DRAFT

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 and aging infrastructure .

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Regional Aquatic Centre

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$3,039,050	\$2,728,316	\$2,757,764
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$35,000	\$35,000	\$32,727
Other income	\$47,343	\$54,735	\$55,000
TOTAL INCOME	\$3,121,393	\$2,818,051	\$2,845,491
EXPENSE			
Employee Costs	\$2,467,134	\$2,467,134	\$2,569,904
Materials and Services	\$481,431	\$498,798	\$436,952
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$328,900	\$349,000	\$378,000
TOTAL EXPENSES	\$3,277,465	\$3,314,932	\$3,384,856
Net Surplus/(Loss)	(\$156,072)	(\$496,881)	(\$539,365)

DRAFT

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 2015/2016 the combined pools are expected to have approximately 12,000 visits including a number of school aquatic education programs, community events and bookings by sporting clubs.

Critical Issues / Challenges

- Use of pools has stabilised after a period of reduced patronage to the extent that the long term sustainability of their provision is questioned - the Draft GSCC Seasonal Pools Review and Strategy 2016 provides a framework for implementation to re-invigorate the 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

Focus on maintaining operating costs while reducing the cost per visit of pools based on a combination of increasing visitation, increasing revenue and reducing costs.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Rural Outdoor Pools

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$58,725	\$58,725	\$60,958
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$58,725	\$58,725	\$60,958
EXPENSE			
Employee Costs	\$167,769	\$167,769	\$200,291
Materials and Services	\$121,215	\$121,215	\$126,519
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$48,788	\$48,788	\$50,588
TOTAL EXPENSES	\$337,772	\$337,772	\$377,398
Net Surplus/(Loss)	(\$279,047)	(\$279,047)	(\$316,440)

DRAFT

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.
- Lack of growth in 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: SPC KidsTown

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$322,917	\$322,917	\$336,995
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating *	\$0	\$0	\$91,500
Interest	\$0	\$0	\$0
Rent	\$15,000	\$0	\$15,600
Other income *	\$87,595	\$87,595	\$0
TOTAL INCOME	\$425,512	\$410,512	\$444,095
EXPENSE			
Employee Costs	\$376,510	\$393,157	\$396,570
Materials and Services	\$236,163	\$236,163	\$235,164
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$33,660	\$33,660	\$35,360
TOTAL EXPENSES	\$646,333	\$662,980	\$667,094
Net Surplus/(Loss)	(\$220,821)	(\$252,468)	(\$222,999)

* Sponsorships reclassified from other income to monetary contributions

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 Youth Club Hall 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

Increasing Community use of facility.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Community Facilities

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$25,500	\$25,500	\$16,636
Other income	\$0	\$0	\$0
TOTAL INCOME	\$25,500	\$25,500	\$16,636
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services	\$11,915	\$13,715	\$5,315
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$45,432	\$45,432	\$47,302
TOTAL EXPENSES	\$57,347	\$59,147	\$52,617
Net Surplus/(Loss)	(\$31,847)	(\$33,647)	(\$35,981)

DRAFT

Early Childhood Education

Department: Children's and Youth Services

Purpose

We provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.

Family Day Care

Greater Shepparton Family Day Care Scheme

Long Day Care

Arthur Dickmann Child Care Centre

Frank R Pullar Child Care Centre

Nancy Vibert Child Care Centre

Aquamoves Occasional Child Care

Occasional Child Care

Nancy Vibert Occasional Child Care Centre

Rural Occasional Care

Tallygaroopna Children's Centre

Katandra West Children's Centre

Kindergartens

Alexandra Street

Arthur Dickmann

Arthur Mawson

Colliver Road

Dookie

Dolena Young

Echuca Road

Gowrie Park

Frank R Pullar

Isabel Pearce

Katandra West

Leslie Gribble

Patricia Smith

Rodney Neighbourhood

Tallygaroopna

Influences

Greater Shepparton City Council provides services at 17 locations. 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 Federal Government Departments and families pay fees for the services provided.

Critical Issues / Challenges

- Maintaining affordability for service users.
- Transitional implementation of Council of Australian Governments Children's services reforms ceased on December 31 2015. 2016 is the first year of the improved adult child ratios for children over three years of age. This has required additional staffing or a reduction in group sizes across the majority of our services. The improved ratios will provide stronger learning opportunities for all children as well as a greater educator awareness of each child's individual needs. The implementation of a new employment agreement for early childhood educators working in kindergartens will also require some adaptation during 2016.
- A 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.

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

The high level of skill and increasing qualifications requirement is providing a challenge within the municipality. An additional funded kindergarten programs, may commence at the Nancy Vibert Occasional Child Care Centre to meet community needs.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Early Childhood Education

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$4,120	\$4,120	\$0
User Fees	\$2,584,113	\$2,597,324	\$1,783,119
Grants - Operating	\$4,360,810	\$4,587,720	\$5,448,472
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$9,000	\$33,408	\$4,200
TOTAL INCOME	\$6,958,043	\$7,222,572	\$7,235,791
EXPENSE			
Employee Costs	\$6,480,195	\$6,560,852	\$6,658,562
Materials and Services	\$1,150,505	\$1,268,595	\$965,108
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$762,200	\$787,200	\$577,500
Utilities	\$107,249	\$110,507	\$95,822
TOTAL EXPENSES	\$8,500,149	\$8,727,154	\$8,296,992
Net Surplus/(Loss)	(\$1,542,106)	(\$1,504,582)	(\$1,061,201)

Maternal and Child Health

Department: Children's and Youth 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.

Arthur Dickmann
Dookie
Katandra West
Merrigum
Murchison
Rumbalara
Tatura

Balaclava Road
Frank R Pullar
Kialla Park
Mooroopna Hub
North Shepparton Hub
Riverside Plaza
Westmorland Crescent

Influences

Maternal and Child Health is a well-respected universal service that is free to all families. The service operates under family centred practices and strength based education.

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

The delivery of Maternal and Child Health Services is flexible and alters periodically to meet the needs of families as they move in and out of neighbourhoods. Alterations to individual service timetables is an ongoing balance between the capacity of staff, buildings and the needs of the community. In recognising high levels of vulnerability in Greater Shepparton, service delivery through outreach home visits successfully meets the needs of some families with highly complete needs who would otherwise not access this service.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Maternal and Child Health

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$652,621	\$646,107	\$662,260
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$1,000
TOTAL INCOME	\$652,621	\$646,107	\$663,260
EXPENSE			
Employee Costs	\$1,481,683	\$1,479,683	\$1,405,871
Materials and Services	\$105,585	\$105,585	\$66,919
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$26,000	\$26,000	\$32,480
TOTAL EXPENSES	\$1,613,268	\$1,611,268	\$1,505,270
Net Surplus/(Loss)	(\$960,647)	(\$965,161)	(\$842,010)

DRAFT

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.

To develop youth inspired and led activities for young people in Greater Shepparton, while offering positive volunteering opportunities to young people.

Influences

The development of The Greater Shepparton Lighthouse Project , in particular the 1000 conversations, has opened up new opportunities for initiatives such as Youth Hub . Council's Youth Strategy and Action Plan 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

Word and Mouth has returned to Council, with a focus on maintaining youth engagement and participation in decision making.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Youth

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$20,000	\$16,000
Grants - Operating	\$54,000	\$72,000	\$76,600
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$1,000
TOTAL INCOME	\$54,000	\$92,000	\$93,600
EXPENSE			
Employee Costs	\$73,281	\$174,436	\$162,706
Materials and Services	\$222,500	\$150,045	\$131,600
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$700	\$12,100	\$5,740
TOTAL EXPENSES	\$296,481	\$336,581	\$300,046
Net Surplus/(Loss)	(\$242,481)	(\$244,581)	(\$206,446)

DRAFT

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

As part of this program the Department of Human Services provides funding for the position of a Rural Access Officer operating across the three municipalities of Greater Shepparton, Moira Shire and Strathbogie Shire Council.

Council appoints community members and local organisations' to the Greater Shepparton Disability Advisory Committee and the Positive Ageing 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Access and Inclusion

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$119,962	\$119,962	\$124,883
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$33	\$0
TOTAL INCOME	\$119,962	\$119,995	\$124,883
EXPENSE			
Employee Costs	\$141,023	\$141,023	\$150,084
Materials and Services	\$48,387	\$48,387	\$50,302
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$1,500	\$1,500	\$1,200
TOTAL EXPENSES	\$190,910	\$190,910	\$201,586
Net Surplus/(Loss)	(\$70,948)	(\$70,915)	(\$76,703)

DRAFT

Aged Services

Department: Neighbourhoods

Purpose

Greater Shepparton assists our most vulnerable communities, by providing the 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 & Human Services and the Commonwealth Department of Social Services delivers assessment, home care, personal care, respite care, home maintenance/modifications assessments, food services, social support and management of senior citizen centres. Council also provides 18 Commonwealth funded Home Care Packages to eligible members of the community; each package is valued at approximately \$14,000.

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. These program aim to build the capacity of individuals to manage independently through the accomplishment of new skills.

Council provides a financial contribution towards the suite of HACC services.

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

- Implementation of the Commonwealth Home Support Program (CHSP).
- Understanding the implementation (rollout) of the National Disability Insurance Scheme.
- Increasing Ageing population as detailed census data.
- Declining numbers of Meals on Wheels, as people are now actively ageing.
- Ageing infrastructure of Senior Citizens buildings within the municipality.
- Split of funding between Commonwealth and State for over 65/under 65.
- Increase in number of population with Dementia.

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

- Funding received from the Department of Health and Human Services to deliver the Access and Support Officer positions until 30 June 2019.
- Changes as part of the National Disability Insurance Scheme
- Opportunity to market out home care packages program to attract new clients as a result of the Commonwealth reforms allowing clients to change providers.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Aged Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$675,036	\$675,036	\$536,896
User Fees	\$20,000	\$20,000	\$22,565
Grants - Operating	\$3,420,754	\$3,421,454	\$3,701,326
Contributions - Monetary - Operating	\$0	\$760	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$1,500	\$3,727	\$0
TOTAL INCOME	\$4,117,290	\$4,120,977	\$4,260,787
EXPENSE			
Employee Costs	\$1,324,979	\$1,327,172	\$1,470,103
Materials and Services	\$464,981	\$507,298	\$326,772
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$2,533,041	\$2,508,041	\$2,420,873
Utilities	\$32,920	\$32,046	\$43,039
TOTAL EXPENSES	\$4,355,921	\$4,374,557	\$4,260,787
Net Surplus/(Loss) *	(\$238,631)	(\$253,580)	\$0

* This net result does not include employee costs as detailed in the Neighbourhoods Management business unit

Community Strengthening

Department: Neighbourhoods

Purpose

To bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.

Influences

Building community capacity is a fundamental requisite to progress towards 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 strengthening through the following areas:

- Community Safety & Safer City Camera Network.
- Street Rider Night Bus.
- Municipal Health and Wellbeing.
- Cultural Development.
- Aboriginal Partnerships.
- Multilanguage Information Lines Services (MILS).
- Community Matching Grants (\$75,000).
- Neighbourhood, Small Town & Locality Community Planning.
- InfoXchange Service Seeker Directory.
- Women's Charter Alliance Advisory Committee.
- Volunteer development .
- Community Development.
- Community Donations (\$190,000).
- Section 86 Committee of Management.
- Cemetery Trust – Pine Lodge and Kialla West Cemeteries.
- Community leadership program (\$75,000).

Critical Issues / Challenges

All portfolios are based on understanding the communities demographics, strengths, weaknesses, opportunities & threats - this requires constant & honest engagement.

Reduced funding opportunities for projects and managing community expectations.

Diverse community is a strength but requires an equally diverse skill base from staff.

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

Service Growth Areas

Continued push in to the new Volunteer Development space for all of Council.

Aboriginal Employment Project.

Additional grant program Greater Shepparton Greater Health Grant.

Implementation of Hume Region and local area family violence actions.

Community Leadership Program.

Aboriginal Health Graduate Funding.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Community Strengthening

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$2,200	\$2,200	\$3,000
Grants - Operating	\$232,854	\$70,000	\$50,500
Contributions - Monetary - Operating	\$7,400	\$7,565	\$7,324
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$400	\$4,919	\$400
TOTAL INCOME	\$242,854	\$84,684	\$61,224
EXPENSE			
Employee Costs	\$906,517	\$892,517	\$886,516
Materials and Services	\$818,254	\$689,338	\$619,668
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$339,000	\$264,000	\$264,000
Utilities	\$4,520	\$6,457	\$5,630
TOTAL EXPENSES	\$2,068,291	\$1,852,312	\$1,775,814
Net Surplus/(Loss)	(\$1,825,437)	(\$1,767,628)	(\$1,714,590)

Neighbourhoods Management

Department: Neighbourhoods

Purpose

To lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department. This program also supports the five neighbourhoods/community houses in Greater Shepparton through a memorandum of understanding providing financial assistance of \$18,089 per house.

Influences

- Managing community needs, expectations and aspirations.
- Managing funding bodies.
- Delivering of the Council Plan 2013-2017.
- Shape, develop and deliver policy, strategy and services to ensure an enhanced sense of community connectedness and wellbeing.
- Support community development through Neighbourhood/Community Houses.

Critical Issues / Challenges

- Managing 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Neighbourhood Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$90,340	\$90,340	\$91,966
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$90,340	\$90,340	\$91,966
EXPENSE			
Employee Costs	\$532,102	\$521,511	\$555,336
Materials and Services	\$39,950	\$36,950	\$34,750
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$90,445	\$90,445	\$92,250
Utilities	\$2,000	\$5,000	\$2,400
TOTAL EXPENSES	\$664,497	\$653,906	\$684,736
Net Surplus/(Loss)	(\$574,157)	(\$563,566)	(\$592,770)

DRAFT

Performing Arts & Conventions

Department: Performing Arts and Conventions

Purpose

The department encourages and facilitates participation and in the performing arts both within the managed venues (Westside PAC and Eastbank PAC) and throughout Greater Shepparton. Riverlinks also encourages and supports the pursuit of excellence in the performing arts by entering into partnerships with organisations that share this purpose. Riverlinks also maintains safe and well-presented venues and manages them responsibly with the aim of to maximizing commercial and community use while minimising operational expenditure.

Influences

- Community needs and expectations for the programming and presentation of performing arts events.
- Community and commercial user groups expectations relating to suitability and affordability of venues for hire.
- Changing trends relating to the role and purpose of arts centres in the community.
- An ageing traditional audience base and an emerging audience with diverse tastes and needs.
- Availability of high quality affordable productions suitable for our programs.
- Emergence of digital and social media platforms.

Critical Issues / Challenges

- General downturn in discretionary spending and theatre attendances.
- Increasing activity from the commercial entertainment industry and market saturation.
- Replacing ageing audiences and ensuring relevance to diverse audiences.
- Competition with digital entertainment mediums.
- Age and condition of WestSide PAC.
- Successful completion of a Joint Use Agreement for the WestSide PAC.
- Potential to lose funding or receive reduced funding under Regional Partnerships Program as Arts Victoria transitions to Creative Victoria.

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

Service Growth Areas

Community partnerships delivering arts programs.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Performing Arts and Conventions

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$568,000	\$768,000	\$885,628
Grants - Operating	\$120,000	\$125,000	\$125,000
Contributions - Monetary - Operating	\$29,060	\$29,060	\$16,120
Interest	\$0	\$0	\$0
Rent	\$22,400	\$22,400	\$36,360
Other income	\$105,600	\$105,600	\$105,600
TOTAL INCOME	\$845,060	\$1,050,060	\$1,168,708
EXPENSE			
Employee Costs	\$1,016,277	\$985,546	\$1,058,112
Materials and Services	\$468,278	\$672,602	\$771,193
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$368,949	\$383,949	\$374,225
Utilities	\$103,456	\$103,456	\$105,187
TOTAL EXPENSES	\$1,956,960	\$2,145,553	\$2,308,717
Net Surplus/(Loss)	(\$1,111,900)	(\$1,095,493)	(\$1,140,009)

Shepparton Art Museum (SAM)

Department: Shepparton Art Museum

Purpose

The Shepparton Art Museum has a growing collection of exemplary Contemporary Australian art, and holds one of Australia's most significant ceramic collections along with a painting and works on paper collection developed over 80 years. The Shepparton Art Museum (SAM) houses, conserves, researches, publishes, communicates and exhibits art for the purposes of study, education and enjoyment, the permanent collection and temporary exhibitions.

Influences

- Growth of external stakeholder relationships.
- Attendance at exhibitions.
- Curating and publishing rigorous and compelling art exhibitions.

Critical Issues / Challenges

- Project management for the new SAM project.
- Engaging an ever diversifying local audience while growing attendance numbers.
- Growth of tourism visitors to expand economic regional impact.
- Storage capacity for a growing collection of acquisitions and gifted works.
- Planning for the Museums 80th Anniversary in 2016.
- Space for Community exhibitions and events.

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

New SAM project.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Art Museum

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$11,000	\$11,027	\$11,000
Grants - Operating	\$184,300	\$219,300	\$297,300
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$36,750	\$32,101	\$25,000
TOTAL INCOME	\$232,050	\$262,428	\$333,300
EXPENSE			
Employee Costs	\$657,142	\$648,142	\$679,205
Materials and Services	\$491,221	\$506,118	\$533,166
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$16,974	\$17,940	\$23,017
Utilities	\$45,930	\$53,200	\$47,874
TOTAL EXPENSES	\$1,211,267	\$1,225,400	\$1,283,262
Net Surplus/(Loss)	(\$979,217)	(\$962,972)	(\$949,962)

DRAFT

This page has been
intentionally left
blank

DRAFT

Total for Infrastructure Directorate

See following pages for Program breakdowns

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$8,315,592	\$8,492,197	\$9,217,806
Statutory Fees	\$65,061	\$65,061	\$70,342
User Fees	\$9,652,691	\$9,534,868	\$11,816,310
Grants - Operating	\$3,065,222	\$1,757,396	\$2,980,222
Contributions - Monetary - Operating	\$434,020	\$434,020	\$40,000
Interest	\$24,000	\$24,000	\$24,000
Rent	\$354,289	\$353,204	\$296,082
Other income	\$4,602,807	\$4,611,370	\$4,209,114
TOTAL INCOME	\$26,513,682	\$25,272,116	\$28,653,876
EXPENSE			
Employee Costs	\$13,573,124	\$13,316,532	\$13,286,233
Materials and Services	\$12,148,634	\$13,896,958	\$13,298,971
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$9,726,391	\$9,597,392	\$10,588,934
Utilities	\$1,863,975	\$1,560,408	\$1,574,663
TOTAL EXPENSES	\$37,312,124	\$38,371,290	\$38,748,801
Net Surplus/(Loss)	(\$10,798,442)	(\$13,099,174)	(\$10,094,925)

Infrastructure Management

Department: Infrastructure

Purpose

To provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance, capital works projects, and asset management. Provide leadership and oversight of the Works and Waste, Parks Sport and Recreation, Strategic Assets and Project departments.

Influences

Best practice Council Service and Asset 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. Improving prediction models for asset renewals and long term financial planning, and updating Councils asset management plans.

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 - 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.

New Asset management plans and optimisation of the Project Management Office to improve capital project selection, planning, delivery and governance.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Infrastructure Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$277,674	\$277,674	\$283,316
Materials and Services	\$65,463	\$66,092	\$55,986
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$2,000	\$2,000	\$1,740
TOTAL EXPENSES	\$345,137	\$345,766	\$341,042
Net Surplus/(Loss)	(\$345,137)	(\$345,766)	(\$341,042)

DRAFT

Arboriculture Services

Department: Parks, Sport and Recreation

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.
- Species selection suited to predicted climate change.

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

Implementation of Council's Urban Forest Strategy will challenge resources in the department.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Arboriculture Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$25,000	\$25,000	\$25,000
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$25,000	\$25,000	\$25,000
EXPENSE			
Employee Costs	\$332,956	\$334,456	\$364,676
Materials and Services	\$633,032	\$631,532	\$464,878
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$140,000	\$380,000	\$230,000
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$1,105,988	\$1,345,988	\$1,059,554
Net Surplus/(Loss)	(\$1,080,988)	(\$1,320,988)	(\$1,034,554)

DRAFT

Cemeteries

Department: Parks, Sport and Recreation

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.
- 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.

Expansion of Pine Lodge Cemetery.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Cemeteries

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$253,402	\$251,919	\$250,548
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$390,000	\$390,000	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$643,402	\$641,919	\$250,548
EXPENSE			
Employee Costs	\$137,697	\$141,467	\$136,846
Materials and Services	\$508,992	\$505,222	\$113,702
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$646,689	\$646,689	\$250,548
Net Surplus/(Loss)	(\$3,287)	(\$4,770)	\$0

DRAFT

Civic Presentation

Department: Parks, Sport and Recreation

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 maintenance services to the Parks, Sport and Recreation 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Civic Presentation

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$460,780	\$426,680	\$391,718
Materials and Services	\$301,130	\$220,441	\$169,979
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$761,910	\$647,121	\$561,697
Net Surplus/(Loss)	(\$761,910)	(\$647,121)	(\$561,697)

DRAFT

Native Vegetation

Department: Parks, Sport and Recreation

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 Parks, Sport and Recreation 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.
- Increased responsibility of, managing pests and weeds within the Road Reserve (previously managed by DEPI).

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 Inspections and management of pest and weeds on all Council Roads Reserves.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Native Vegetation

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$10,345	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$10,345	\$0
EXPENSE			
Employee Costs	\$388,984	\$388,984	\$404,767
Materials and Services	\$193,620	\$198,361	\$199,675
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$582,604	\$587,345	\$604,442
Net Surplus/(Loss)	(\$582,604)	(\$577,000)	(\$604,442)

DRAFT

Parks

Department: Parks, Sport and Recreation

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.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Parks

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$1,718,761	\$1,723,411	\$1,664,173
Materials and Services	\$687,130	\$767,269	\$757,500
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$5,000	\$5,000	\$5,000
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$2,410,891	\$2,495,680	\$2,426,673
Net Surplus/(Loss)	(\$2,410,891)	(\$2,495,680)	(\$2,426,673)

DRAFT

Sports Facilities

Department: Parks, Sport and Recreation

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 venues, and the development of the Greater Shepparton Regional Sports Precinct and upgrading of other facilities will position our City as the regional sporting capital of Victoria.

Critical Issues/Challenges

- Increasing demand for expansion of sports fields & facilities and generally higher quality expectations of users and user groups.
- Completing the a \$19 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Sports Facilities

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$480,654	\$480,654	\$473,158
Materials and Services	\$483,029	\$483,029	\$451,566
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$963,683	\$963,683	\$924,724
Net Surplus/(Loss)	(\$963,683)	(\$963,683)	(\$924,724)

DRAFT

Sport, Recreation and Open Space Strategic Services

Department: Parks, Sport and Recreation

Purpose

The delivery of strategic planning support services across Council to ensure high quality and well planned facilities and services meet community need now and into the future.

Influences

Increasing focus on more efficient methods and processes of service delivery and developing systems to support and encourage best practice.

Critical Issues/Challenges

- Responding to demographic and participation trends.
- Responding to changing values, for example, the importance of open space in physical and mental health and wellbeing.
- Changing community values in terms of playspace.
- Responding to ageing and single use infrastructure.
- The need to evaluate a sustainable service planning approach to changing and increasing community demand.

Link to the Council Plan

Objective 1, Goal 1 - Continue to enhance Community Capacity Building.

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

Objective 3, Goal 3 - Making Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

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

Service Growth Areas

Changes in demographics and participation trends across informal and formal sport and recreation activities require careful planning to ensure community need is to be met now and into the future:

- Increased value of open space by both rural and city communities throughout the municipality.
- A significant increase in the demand for walking and cycling facilities.
- Participation increases are being experienced by juniors and women in organised sport.
- Increased demand for accessible play spaces rather than traditional playgrounds across age groups.
- Effects of the ageing population on facility development.
- Significant growth in new residential developments and the importance of open space to communities now and into the future.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Sports, Recreation and Open Space Strat. Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$156,060	\$156,060	\$216,377
Grants - Operating	\$30,000	\$30,000	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$20,000	\$20,000	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$206,060	\$206,060	\$216,377
EXPENSE			
Employee Costs	\$655,268	\$615,268	\$640,980
Materials and Services	\$419,800	\$390,800	\$335,714
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$27,745	\$26,745	\$66,325
TOTAL EXPENSES	\$1,102,813	\$1,032,813	\$1,043,019
Net Surplus/(Loss)	(\$896,753)	(\$826,753)	(\$826,642)

DRAFT

Water and Energy

Department: Parks, Sport and Recreation

Purpose

The sustainable management of water and energy demands for all Parks, Sport and Recreation 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 of renewable energy sources.
- Less availability of water for irrigation due to the Murray Darling Basin Plan and application of environmental flows.
- Increase irrigation systems to a raw water source rather than using potable water.

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

Sports Precinct irrigation system.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Water and Energy

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$5,629	\$0
TOTAL INCOME	\$0	\$5,629	\$0
EXPENSE			
Employee Costs	\$414,155	\$433,535	\$436,417
Materials and Services	\$154,920	\$154,920	\$152,628
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$580,614	\$580,614	\$580,000
TOTAL EXPENSES	\$1,149,689	\$1,169,069	\$1,169,045
Net Surplus/(Loss)	(\$1,149,689)	(\$1,163,440)	(\$1,169,045)

DRAFT

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Development Team

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$201,000	\$236,031	\$205,000
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$15,000	\$15,000	\$15,000
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$216,000	\$251,031	\$220,000
EXPENSE			
Employee Costs	\$400,608	\$400,608	\$408,370
Materials and Services	\$101,718	\$217,354	\$73,012
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$27,940	\$0
Utilities	\$9,000	\$9,000	\$5,000
TOTAL EXPENSES	\$511,326	\$654,902	\$486,382
Net Surplus/(Loss)	(\$295,326)	(\$403,871)	(\$266,382)

DRAFT

Investigation Design

Department: Projects

Purpose

The purpose of the Investigation & Design Team is to investigate and design Council's capital budget program.

The Investigation & Design Team provides proactive planning, investigations and designs in a timely manner for the Council's capital budget program.

The Investigation & Design Team also provide technical support to other Council departments.

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.

Deficiencies identified in Council Infrastructure particularly in relation to the Council's road and drainage networks are investigated and designed as required.

Critical Issues/Challenges

Investigation, planning and design of Council's adopted capital works budget.

The Investigation & Design Team will ensure that the investigation, planning and design functions are performed a year prior to proposed delivery to ensure detailed designs and estimates are ready for input into the capital works program.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Investigation Design

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$806,469	\$634,648	\$717,785
Materials and Services	\$301,409	\$223,118	\$144,506
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$47,967	\$0
Utilities	\$1,360	\$1,160	\$1,910
TOTAL EXPENSES	\$1,109,238	\$906,893	\$864,201
Net Surplus/(Loss)	(\$1,109,238)	(\$906,893)	(\$864,201)

DRAFT

Project Management Office

Department: Projects

Purpose

The purpose of this business unit, 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Project Management Office

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs*	\$989,543	\$897,543	\$0
Materials and Services*	\$113,119	\$88,119	\$0
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts*	\$0	\$0	\$0
Utilities*	\$14,500	\$14,500	\$0
TOTAL EXPENSES	\$1,117,162	\$1,000,162	\$0
Net Surplus/(Loss)	(\$1,117,162)	(\$1,000,162)	\$0

* Project Management Office Expenses moved from Operating to Capital.

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, oncost, 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Projects Administration

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$189,117	\$189,117	\$167,985
Materials and Services	\$98,281	\$284,405	\$68,781
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$6,000	\$6,000	\$600
TOTAL EXPENSES	\$293,398	\$479,522	\$237,366
Net Surplus/(Loss)	(\$293,398)	(\$479,522)	(\$237,366)

DRAFT

Building Works

Department: Strategic Assets

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

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:

- Improving building asset data and occupancy information.
- 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.
- Rationalisation of building stock.
- Implementation of proactive servicing practices in place of current reactive maintenance.

Link to the Council Plan

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

Service Reduction Areas

Potential for rationalisation of building stock resulting in a reduction of the number of buildings being maintained.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Building Works

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$331,000	\$399,480	\$408,796
Materials and Services *	\$267,859	\$541,788	\$508,596
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$513,800	\$273,648	\$715,725
Utilities	\$185,000	\$185,000	\$186,200
TOTAL EXPENSES	\$1,297,659	\$1,399,916	\$1,819,317
Net Surplus/(Loss)	(\$1,297,659)	(\$1,399,916)	(\$1,819,317)

* Includes building repairs and maintenance expenses. Council entered into a Trade Services contract in 2015/2016.

Fleet and Stores

Department: Strategic Assets

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 collection and control of plant and fleet data to ensure we can provide those departments we service with fit for purpose plant and fleet based on whole of life costs and utilisation rates. Reporting on plant and fleet items to department managers will greatly improve in order to allow them make more informed decisions about future plant and fleet resourcing requirements.

Critical Issues / Challenges

Issues being examined during this Council Plan include:

- Improved Whole of Life cost analysis and use of business cases in decision making.
- Vehicle scheduled servicing reducing reactive maintenance.
- Improvement in the process to procure plant, materials and services.
- Managing Plant and Fleet asset data in a macros spread sheet, rather than specialised fleet management software.
- Unpredictable fuel and oil costs.
- 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Fleet and Stores

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$165,000	\$173,812	\$245,531
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income *	\$4,547,307	\$4,544,461	\$4,134,614
TOTAL INCOME	\$4,712,307	\$4,718,273	\$4,380,145
EXPENSE			
Employee Costs	\$532,830	\$532,898	\$558,460
Materials and Services	\$1,355,379	\$1,287,079	\$1,348,385
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$1,227,116	\$1,162,000	\$1,153,000
Utilities	\$2,000	\$3,500	\$4,400
TOTAL EXPENSES	\$3,117,325	\$2,985,477	\$3,064,245
Net Surplus/(Loss)	\$1,594,982	\$1,732,796	\$1,315,900

* Centralised offset of total Plant costs across all program areas

Holiday Park

Department: Strategic Asset

Purpose

The Victoria Lake Holiday Park is a Council owned Caravan Park facility which was up until 2013 leased to a private business. Council has operated the facility over the past three years. The Caravan Park is a visitor/tourist accommodation facility.

Influences

The Caravan Park has suffered from under investment over the past decade and is in need of a considerable upgrade. The Park still continues to attract tourists and visitors, however numbers have been declining. In 2016/2017 there will be need to consider the long term future of the Caravan Park in the context of a revised Victoria Park Master Plan and the potential for a new SAM.

Critical Issues / Challenges

- Safety and OH&S requirements.
- Expiry of management teams contract term.
- Halt declining occupancy rates.
- Updating/upgrading of the Tourist Park.

A feasibility study was conducted in 2014 which made recommendations regarding the Victoria Lake Caravan Park being upgraded to a Premium Caravan Park. This study will assist with planning for the Parks future.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Holiday Park

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$540,000	\$540,000	\$317,967
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$540,000	\$540,000	\$317,967
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services	\$189,250	\$190,700	\$137,851
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$252,000	\$252,000	\$126,000
Utilities	\$65,000	\$63,550	\$32,800
TOTAL EXPENSES	\$506,250	\$506,250	\$296,651
Net Surplus/(Loss)	\$33,750	\$33,750	\$21,316

DRAFT

Saleyards

Department: Strategic Asset

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.

Critical Issues / Challenges

- Increasing numbers of cattle sold, and the need to cap numbers.
- OH&S requirements.
- National Livestock Identification Scheme for sheep.

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

The number of livestock sold through the Shepparton Saleyards has steadily increased and with the construction of the new selling facilities in 2014/2015 and 2015/2016, this trend is expected to continue.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Saleyards

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$1,934,000	\$1,771,300	\$1,914,268
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$24,000	\$24,000	\$24,000
Rent	\$30,300	\$30,204	\$29,370
Other income	\$10,500	\$10,500	\$19,500
TOTAL INCOME	\$1,998,800	\$1,836,004	\$1,987,138
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services	\$167,000	\$177,916	\$188,043
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$818,875	\$832,875	\$845,726
Utilities	\$81,000	\$81,000	\$98,600
TOTAL EXPENSES	\$1,066,875	\$1,091,791	\$1,132,369
Net Surplus/(Loss)	\$931,925	\$744,213	\$854,769

DRAFT

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.

Manage Council's leased properties and handle all of Council's property purchase and sale transactions.

Influences

The services provided by Greater Shepparton City Council 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. High level asset condition information is essential to ensure the targeting of our highest priorities to ensure we do not allow asset failure; which effects our service standards.

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 from new developments. The value of assets gifted to Council during the 2014/2015 financial years was \$13.6 million; in 2013/2014 this was \$2.6m, in 2012/2013 this figure was \$3.5m and 2011/2012 \$3.3m. As at March 2016, this figure is \$1.2m.
- 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.
- Updating Councils property deed register.
- Getting all of Council's property leases up to date.

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Strategic Asset Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$5,000	\$5,000	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$259,000	\$259,000	\$220,000
Other income	\$0	\$0	\$0
TOTAL INCOME	\$264,000	\$264,000	\$220,000
EXPENSE			
Employee Costs	\$761,072	\$894,180	\$1,032,402
Materials and Services	\$143,062	\$153,274	\$106,440
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$190,000	\$180,000	\$140,000
Utilities	\$4,700	\$5,000	\$5,280
TOTAL EXPENSES	\$1,098,834	\$1,232,454	\$1,284,122
Net Surplus/(Loss)	(\$834,834)	(\$968,454)	(\$1,064,122)

DRAFT

Concrete Works

Department: Waste and 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

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to users of the footpath network. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

Critical Issues / Challenges

- Appropriate response 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.
- Extension of the network due to subdivision growth.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Concrete Works

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$402,061	\$349,234	\$496,541
Materials and Services	\$315,758	\$319,388	\$326,430
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$150,000	\$146,370	\$170,000
Utilities	\$0	\$0	\$0
TOTAL EXPENSES	\$867,819	\$814,992	\$992,971
Net Surplus/(Loss)	(\$867,819)	(\$814,992)	(\$992,971)

DRAFT

Drainage Works

Department: Waste and 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.
- Extension of the network due to subdivision growth.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Drainage Works

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$344,521	\$331,524	\$292,866
Materials and Services	\$294,862	\$296,662	\$329,635
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$155,000	\$155,000	\$175,000
Utilities	\$46,500	\$46,500	\$46,500
TOTAL EXPENSES	\$840,883	\$829,686	\$844,001
Net Surplus/(Loss)	(\$840,883)	(\$829,686)	(\$844,001)

DRAFT

Regulatory Maintenance

Department: Waste and 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

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to road users. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

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.
- Extension of the network due to subdivision growth.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Regulatory Maintenance

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$408,620	\$142,890	\$99,957
Materials and Services	\$146,196	\$388,819	\$407,588
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$60,000	\$60,000	\$60,000
Utilities	\$789,100	\$483,600	\$489,100
TOTAL EXPENSES	\$1,403,916	\$1,075,309	\$1,056,645
Net Surplus/(Loss)	(\$1,403,916)	(\$1,075,309)	(\$1,056,645)

DRAFT

Road Works

Department: Waste and 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.

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to road users. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

Critical Issues / Challenges

- Continue the implementation of proactive maintenance strategies.
- 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.
- Developing succession plan for staff.
- Extension of the network due to subdivision growth.

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Road Works

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$2,500	\$0
Grants - Operating *	\$2,976,222	\$1,488,111	\$2,976,222
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$2,976,222	\$1,490,611	\$2,976,222
EXPENSE			
Employee Costs	\$1,672,494	\$1,524,133	\$1,978,842
Materials and Services	\$1,440,536	\$1,419,986	\$1,590,288
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$661,500	\$679,557	\$889,083
Utilities	\$0	\$250	\$1,620
TOTAL EXPENSES	\$3,774,530	\$3,623,926	\$4,459,833
Net Surplus/(Loss)	(\$798,308)	(\$2,133,315)	(\$1,483,611)

* Includes Federal Financial Assistance grants for local roads

Waste and Works Administration

Department: Waste and 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, while the construction of Cosgrove 3 and the necessary compliance obligation of the EPA regulatory waste management continue to challenge us.

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.
- Managing the after hour's emergency maintenance service.
- Capping of Cosgrove 2 and optimising use of remaining airspace.
- Design and construction of Cosgrove 3 Landfill.

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

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Works and Waste Administration

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$65,061	\$65,061	\$70,342
User Fees	\$0	\$0	\$0
Grants - Operating *	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$900	\$0
TOTAL INCOME	\$65,061	\$65,961	\$70,342
EXPENSE			
Employee Costs	\$864,003	\$1,252,548	\$1,265,857
Materials and Services	\$151,199	\$151,181	\$170,360
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$18,856	\$18,856	\$32,048
TOTAL EXPENSES	\$1,034,058	\$1,422,585	\$1,468,265
Net Surplus/(Loss)	(\$968,997)	(\$1,356,624)	(\$1,397,923)

DRAFT

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.

An Aerodrome Relocation feasibility study was completed in 2015/2016. Work to progress this study will occur over the next 10 to 15 years.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Aerodrome Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$29,145	\$29,145	\$22,724
Grants - Operating	\$55,000	\$125,000	\$0
Contributions - Monetary - Operating	\$4,020	\$4,020	\$0
Interest	\$0	\$0	\$0
Rent	\$44,989	\$44,000	\$46,712
Other income	\$0	\$0	\$0
TOTAL INCOME	\$133,154	\$202,165	\$69,436
EXPENSE			
Employee Costs	\$0	\$0	\$0
Materials and Services	\$62,800	\$64,465	\$44,500
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$164,400	\$288,035	\$48,400
Utilities	\$10,500	\$10,500	\$9,240
TOTAL EXPENSES	\$237,700	\$363,000	\$102,140
Net Surplus/(Loss)	(\$104,546)	(\$160,835)	(\$32,704)

DRAFT

Waste and Resource Recovery

Department: Waste and Works

Purpose

The waste department manages the Council's waste services and facilities including landfills, transfer stations, kerbside services and litter bins.

Landfill: 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: Maintenance of a healthy community and clean environment by providing a convenient and cost effective means of disposing of household waste.

Transfer Stations: 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.

Landfill is closely influenced and regulated through the Environment Protection Authority of Victoria.

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 and to assist in monitoring operating and closed landfills to ensure compliance with EPA requirements.

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 through continuing education.

Critical challenges include the implementation of a new waste management strategy, compliance with the State Government's waste strategy 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. Resource recovery efforts have increased and will continue to increase, however these efforts are reactive to market forces.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Waste and Resource Recovery

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$8,315,592	\$8,492,197	\$9,217,806
Statutory Fees	\$0	\$0	\$0
User Fees	\$6,369,084	\$6,369,101	\$8,643,895
Grants - Operating	\$4,000	\$103,940	\$4,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$45,000	\$49,880	\$55,000
TOTAL INCOME	\$14,733,676	\$15,015,118	\$17,920,701
EXPENSE			
Employee Costs	\$1,003,857	\$945,600	\$1,062,321
Materials and Services *	\$3,553,090	\$4,675,038	\$5,152,928
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts **	\$5,388,700	\$5,107,000	\$6,031,000
Utilities	\$20,100	\$22,633	\$13,300
TOTAL EXPENSES	\$9,965,747	\$10,750,271	\$12,259,549
Net Surplus/(Loss)	\$4,767,929	\$4,264,847	\$5,661,152

* Includes expensed for EPA Levy and Licence, plant hire and monitoring expense related to Cosgrove Operations

** Includes expense for collection and disposal of waste.

This page has been
intentionally left
blank

Total for Sustainable Development Directorate

See following pages for Program breakdowns

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$1,184,384	\$1,261,700	\$1,317,593
User Fees	\$357,080	\$402,680	\$412,100
Grants - Operating	\$469,242	\$495,367	\$354,238
Contributions - Monetary - Operating	\$969,687	\$1,036,507	\$240,000
Interest	\$0	\$0	\$0
Rent	\$90,000	\$157,830	\$157,976
Other income	\$167,000	\$144,590	\$72,500
TOTAL INCOME	\$3,237,393	\$3,498,674	\$2,554,407
EXPENSE			
Employee Costs	\$5,596,938	\$5,585,658	\$6,040,562
Materials and Services	\$5,679,120	\$6,013,609	\$4,176,502
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$368,570	\$363,422	\$297,235
Utilities	\$151,850	\$148,376	\$162,550
TOTAL EXPENSES	\$11,796,478	\$12,111,065	\$10,676,849
Net Surplus/(Loss)	(\$8,559,085)	(\$8,612,391)	(\$8,122,442)

Purpose

The Sustainable Development Directorate is made up of four departments :

Building - to ensure that buildings within the city comply with the provisions of the Building Act and Regulations.

Investment Attraction - to identify opportunities to retain, diversify and grow existing businesses and jobs, encourage new investment and promote the city and increase visitation through tourism and events.

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.
- Visitation

Critical Issues / Challenges

Critical issues for the Sustainable Development Directorate include the need to balance local needs with State, Federal and market objectives, and attract funding to enhance regional infrastructure and services to increase liveability and investment attraction.

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Sustainable Development Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$0	\$0	\$0
EXPENSE			
Employee Costs	\$280,864	\$294,000	\$282,828
Materials and Services	\$16,302	\$15,302	\$17,506
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$4,000	\$3,000	\$2,740
TOTAL EXPENSES	\$301,166	\$312,302	\$303,074
Net Surplus/(Loss)	(\$301,166)	(\$312,302)	(\$303,074)

DRAFT

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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Building Services

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$669,000	\$640,000	\$646,079
User Fees	\$0	\$0	\$0
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$669,000	\$640,000	\$646,079
EXPENSE			
Employee Costs	\$757,891	\$735,000	\$736,339
Materials and Services	\$58,547	\$48,547	\$44,179
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$4,000	\$3,000	\$3,600
TOTAL EXPENSES	\$820,438	\$786,547	\$784,118
Net Surplus/(Loss)	(\$151,438)	(\$146,547)	(\$138,039)

DRAFT

Business and Industry Development

Department: Economic Development

Purpose

To identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment in Greater Shepparton. 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. Promoting the reinvestment occurring in manufacturing is imperative.

Link to the Council Plan

Goal 1, Objective 2 – 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

Increased focus on the delivery of employment response programs to assist businesses reducing employee numbers or ceasing business. The Economic Development, Tourism and Events Strategy will provide the framework and prioritisation of proactive, outcome focused initiatives.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Business and Industry Development

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$0	\$0
Grants - Operating	\$152,242	\$72,022	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$67,830	\$67,830
Other income	\$0	\$0	\$0
TOTAL INCOME	\$152,242	\$139,852	\$67,830
EXPENSE			
Employee Costs	\$516,329	\$557,143	\$639,823
Materials and Services	\$599,248	\$637,387	\$361,406
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$17,800	\$19,376	\$17,740
TOTAL EXPENSES	\$1,133,377	\$1,213,906	\$1,018,969
Net Surplus/(Loss)	(\$981,135)	(\$1,074,054)	(\$951,139)

DRAFT

Business Centre

Department: Economic Development

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. Providing these services at competitive rates enables businesses to minimise start-up 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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Business Centre

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$81,000	\$66,500	\$78,044
Grants - Operating	\$0	\$10,000	\$15,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$90,000	\$90,000	\$90,146
Other income	\$0	\$0	\$0
TOTAL INCOME	\$171,000	\$166,500	\$183,190
EXPENSE			
Employee Costs	\$161,621	\$135,600	\$164,158
Materials and Services	\$82,900	\$85,915	\$54,350
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$29,000	\$29,000	\$29,000
TOTAL EXPENSES	\$273,521	\$250,515	\$247,508
Net Surplus/(Loss)	(\$102,521)	(\$84,015)	(\$64,318)

DRAFT

Events

Department: Economic Development

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.
- Infrastructure requirements from events corporations increasing.
- Volunteerism within associations and committees is declining and there is increased pressure on Council resources to ensure events are sustainable.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Events

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$1,000	\$1,000	\$0
User Fees	\$260,000	\$260,000	\$289,514
Grants - Operating	\$30,000	\$20,000	\$15,000
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$48,000	\$33,000	\$21,500
TOTAL INCOME	\$339,000	\$314,000	\$326,014
EXPENSE			
Employee Costs	\$468,164	\$494,433	\$528,315
Materials and Services	\$1,309,934	\$1,297,278	\$1,262,038
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$70,000	\$67,000	\$69,200
TOTAL EXPENSES	\$1,848,098	\$1,858,711	\$1,859,553
Net Surplus/(Loss)	(\$1,509,098)	(\$1,544,711)	(\$1,533,539)

DRAFT

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.

Operations of the Visitor Centre which has now moved to 33 Nixon Street following lakeside centre in 2013 are now returning back to pre-fire numbers with positive response from visitors and community.

Participation in the development of the Destination Management plan for the Goulburn River Valley Region in partnerships with Goulburn River Valley Tourism member councils: Strathbogie, Murrindindi, Mitchell has identified tourism development opportunities and catalysts.

Next stages of the Discover Your Own Backyard program campaign targeting local residents will have key influences for visitation to the region and length of stay.

Critical Issues / Challenges

- 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.

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

- Website platform upgrade.
- Destination brand development.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Tourism

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$1,180	\$1,180	\$2,623
Grants - Operating	\$0	\$0	\$0
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$27,000	\$28,490	\$27,000
TOTAL INCOME	\$28,180	\$29,670	\$29,623
EXPENSE			
Employee Costs	\$428,224	\$431,263	\$443,520
Materials and Services	\$317,195	\$306,175	\$318,366
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$142,640	\$139,492	\$143,790
Utilities	\$9,600	\$9,600	\$9,700
TOTAL EXPENSES	\$897,659	\$886,530	\$915,376
Net Surplus/(Loss)	(\$869,479)	(\$856,860)	(\$885,753)

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 and outbreaks.
- 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, workplaces, playgrounds and sporting fields.
- 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.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Health

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$303,300	\$302,100	\$317,100
User Fees	\$14,900	\$15,000	\$15,919
Grants - Operating	\$78,000	\$79,000	\$76,560
Contributions - Monetary - Operating	\$0	\$0	\$0
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$0	\$0
TOTAL INCOME	\$396,200	\$396,100	\$409,579
EXPENSE			
Employee Costs	\$1,004,205	\$921,820	\$1,023,361
Materials and Services	\$148,311	\$136,311	\$175,921
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$46,600	\$44,600	\$44,100
Utilities	\$8,800	\$7,550	\$14,620
TOTAL EXPENSES	\$1,207,916	\$1,110,281	\$1,258,002
Net Surplus/(Loss)	(\$811,716)	(\$714,181)	(\$848,423)

DRAFT

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 are leaders 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.

Link to the Council Plan

Goal 1, Objective 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 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.

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

Service Growth Areas

As a result of community expectations and the adoption of Council's Environmental Sustainability Strategy, there is an increase in Energy management; water efficiency; native vegetation offset management; sustainability; community liaison and partnerships.

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Management

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$0	\$0	\$0
User Fees	\$0	\$60,000	\$0
Grants - Operating	\$200,000	\$314,345	\$247,678
Contributions - Monetary - Operating	\$829,687	\$829,687	\$100,000
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$0	\$100	\$0
TOTAL INCOME	\$1,029,687	\$1,204,132	\$347,678
EXPENSE			
Employee Costs	\$461,039	\$464,008	\$490,072
Materials and Services	\$2,556,543	\$2,541,464	\$705,293
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$179,330	\$179,330	\$109,345
Utilities	\$5,250	\$5,250	\$5,780
TOTAL EXPENSES	\$3,202,162	\$3,190,052	\$1,310,490
Net Surplus/(Loss)	(\$2,172,475)	(\$1,985,920)	(\$962,812)

DRAFT

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. It includes strategic and transport planning.

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.

DRAFT

BUDGET 2016/2017 OPERATING INCOME & EXPENDITURE

Business Unit: Planning

	2015/2016 Adopted Budget	2015/2016 Forecast	2016/2017 Draft Budget
INCOME			
Rates and Charges	\$0	\$0	\$0
Statutory Fees	\$211,084	\$318,600	\$354,414
User Fees	\$0	\$0	\$26,000
Grants - Operating	\$9,000	\$0	\$0
Contributions - Monetary - Operating	\$140,000	\$206,820	\$140,000
Interest	\$0	\$0	\$0
Rent	\$0	\$0	\$0
Other income	\$92,000	\$83,000	\$24,000
TOTAL INCOME	\$452,084	\$608,420	\$544,414
EXPENSE			
Employee Costs	\$1,518,601	\$1,552,391	\$1,732,146
Materials and Services	\$590,140	\$945,230	\$1,237,443
Bad and doubtful debts	\$0	\$0	\$0
Borrowing costs	\$0	\$0	\$0
External Contracts	\$0	\$0	\$0
Utilities	\$3,400	\$4,600	\$10,170
TOTAL EXPENSES	\$2,112,141	\$2,502,221	\$2,979,759
Net Surplus/(Loss)	(\$1,660,057)	(\$1,893,801)	(\$2,435,345)

DRAFT