

SOUTH GIPPSLAND SHIRE COUNCIL

Proposed Annual Budget 2019 - 2020



*South Gippsland
Shire Council*

Glossary

	Definition
Capital Expenditure	The purchase or construction of assets that are expected to have a life of more than 1 year.
Capital Grants	Grants that are received to fund projects of a capital nature, including capital expenditure on Council owned land and operating expenditure of a capital nature on Crown land.
Cash	Includes cash on hand and highly liquid investments.
Contributions	Includes income for works performed by Council on behalf of third parties, contributions from community groups towards the construction or upgrade of community assets, contributions either in cash or in kind from developers, and minor recoups of some operating expenditure.
Council Plan	An annual plan containing Council's strategic objectives, strategic indicators and business plan strategies for the next 4 years.
CPI	Consumer Price Index, being a measure of the movement of prices in the economy over time (All Groups CPI Index Melbourne).
Current Assets	Assets that are expected to be consumed or converted into cash within 1 year such as stock on hand, debtors, cash and investments.
Current Liabilities	Amounts owed to third parties by the Council that are expected to be settled within 1 year, such as trust funds, sundry creditors, and annual leave accrued.
Debt Servicing	The interest expense of borrowings.
Depreciation	The systematic allocation of the net cost of a long-term asset over its useful life. Depreciation is an annual operating expense; therefore it is the annual process of expensing long-term costs.
Employee Costs	Wages and salaries paid to employees plus labour on-costs such as superannuation, WorkCover premium, long service leave and Fringe Benefits Tax.
FGRS	Fair Go Rates System. The State Government's system for capping rate increases.
Grants	Includes granted assets (usually cash) received from third parties such as Government Departments towards the cost of programs and capital expenditure.
LTFP	Long Term Financial Plan. This sets out Council's financial strategy over a 15 year period.
Materials and Services	Includes payments to third parties for goods received and services rendered.
MAV	Municipal Association of Victoria – the main industry body representing Victorian Councils.
Non-Current Assets	Assets with a useful life of more than 1 year, such as land, buildings, plant and machinery, furniture and equipment, and infrastructure.
Non-Current Liabilities	Amounts owed to third parties by the Council that are not expected to be settled within 1 year, such as long-term loans.
Operating Expenditure	Expenditure on Materials and Services, employee costs, depreciation and debt servicing.
Income	Income received from rates and charges, grants and subsidies, contributions and recoupments, user fees, interest on investments and net gain/(loss) on disposal.
SRP	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for a four-year period. This document forms part of the Council Plan.
Supplementary rates	Rates levied on properties during the year as a result of new building works, land subdivisions, or land consolidations.
"The Act"	Unless otherwise stated, the Local Government Act 1989.
Underlying Result from Operations	The annual operating surplus or deficit in a 'normal' year. It excludes major 'one-off' items (developer contributions, special rates or capital grants) that distort the true financial performance of the Council.
Underlying Working Capital Ratio	The ratio of current assets compared to current liabilities excluding cash-backed reserves.
VGC	Victoria Grants Commission – a body charged with the allocation of federal untied grants to Victorian Councils.
WDV of Assets Sold	The Written Down Value of an asset is an operating expense, represent the undepreciated net cost of a long-term asset at the time it is sold. In the case of land sales, it represents the cost of land sold.
Working Capital	A measure of short-term liquidity represented by current assets less current liabilities.

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Mayor's Introduction

It gives me great pleasure to introduce the Council Budget to the residents and ratepayers of South Gippsland Shire. The importance of the Annual Budget as one of Council's preeminent planning documents cannot be overstated. The Budget embodies the Council's aspirations for the community for the year ahead. It identifies the cost of providing essential services to the community and the sources of income needed to fund those activities. It identifies the annual initiatives flowing from the Council Plan that are included in the Budget. Importantly, it reinforces Council's unwavering commitment to long-term financial sustainability as evidenced by the financial performance indicators in Section 5. Preparing a Council Budget is a delicate balancing act. Council has finite resources, and as a result, difficult decisions need to be made in the allocation of resources among competing priorities. Council also has to balance the need to keep rates as low as possible with the need to maintain financial and community sustainability in the long term. Next year's Budget funds a number of important projects and new initiatives, including:

- \$5.6m for road reseals and other road improvements;
- \$4.4m redevelop the Mirboo North Pool (funded from borrowings and cash reserves);
- \$2.7m for the Leongatha Business Precinct Project (subject to grant funding);
- \$2.6m for the Korumburra Community Hub project (subject to grant funding);
- \$1.9m to extend and enhance the Great Southern Rail Trail (subject to grant funding) plus an additional \$57k for ongoing maintenance;
- \$1.7m to renew and upgrade buildings across the shire;
- \$ 1.1m for pool renewals at Leongatha, Toora, and Foster;
- An extra \$914k for road maintenance, including \$414k for gravel re-sheeting;
- \$901k for footpath extensions;
- \$250k for new toilet block and improve car parking facilities at Port Welshpool Long Jetty (subject to grant funding);

Council recently made a decision to exit the Home and Community Care Program as a result of the Commonwealth Government's decision to introduce competition into the provision of services. On 1 April 2019, the Government appointed Mecwacare to provide these services in our municipality. Council is committed to ensuring a smooth exit from the program and to limit any negative impacts on our geographically isolated residents. To that end, the budget includes an allowance of \$250k to enable the current level of services to continue up to 30 June 2020. Council has also agreed to fund an ongoing Positive Ageing Officer to support our elderly and vulnerable people.

The Council Plan contains a strategy from 2016 to reduce Council rates by 3 per cent over the life of the plan. Whilst the Council Plan removes the previous resolution of Council, in its place a ten-year cost-reduction strategy has been included with future savings to be utilised for value for money service improvements, better infrastructure and/or rate reductions. The rate increase incorporated for 2019/20 is 2.5 per cent in line with the rate cap announced by the Minister for Local Government.

In addition to reviewing the Council Plan, Council is also in the process of reviewing its Rating Strategy. The Rating Strategy is not about how much rate revenue Council collects, but rather about the distribution of the rates among different property classes. Council has considered additional categories in the rating system and seeks comment and justification from the community with regard to what level of differential should be applied to each class of property to ensure an equitable distribution of the rate burden.

The draft Rating Strategy, Council Plan Review and Proposed Budget will all go on public exhibition on 26th March 2019 with submissions closing on 26 April 2019.

Every member of the South Gippsland community has the opportunity to make a submission on the Budget. All submissions will be carefully considered by Council before the final budget is adopted in June.

Cr Don Hill Mayor

Financial Snapshot

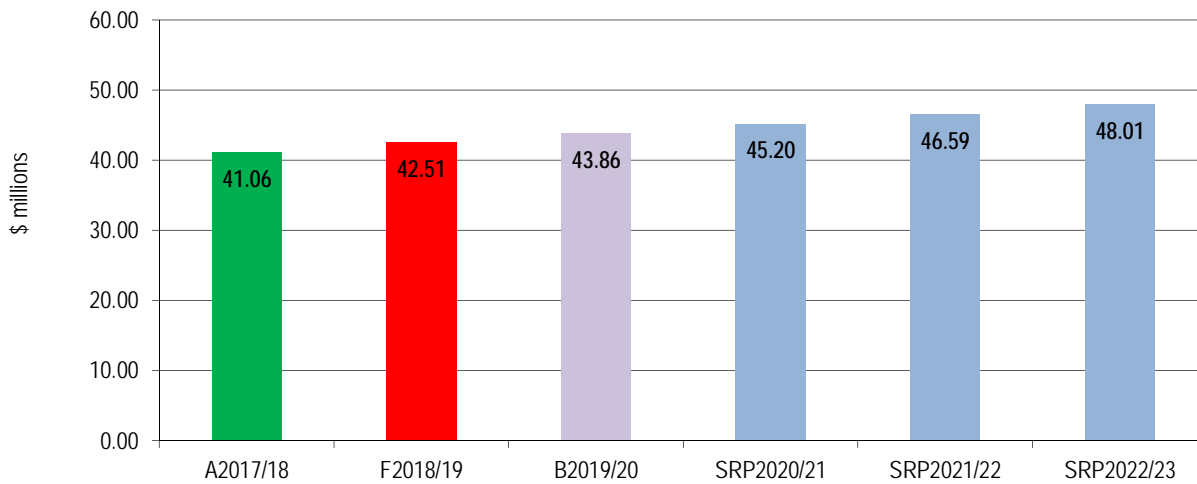
Key Statistics	2018-19 Forecast \$million	2019-20 Budget \$million
Operating Income	67.79	70.86
Operating Expenditure	67.51	61.62
Surplus/(deficit) for the year	0.28	9.24
Underlying operating surplus / (Deficit)	-4.18	1.46
Cash result	13.49	10.26
Loan Borrowings	3.35	3.29
Rates	38.72	39.96
Capital Works Program	19.05	25.95
Funding the Capital Works Program		
Council	14.97	14.97
Reserves	0	0
Borrowings	0	3.60
Contributions	0.25	0.80
Grants	3.83	6.58
Staff	28.00	26.00
Operating	27.00	25.00
Capital	1.00	1.00

Executive Summary

Council has prepared a budget for the 2019/20 financial year which seeks to balance the demand for services and infrastructure with a rate cap which reflects the cost of living. Key budget information is provided below about rates and charges, operating result, cash and investments, cash from operations, capital works, borrowings, financial position and financial sustainability of the Council.

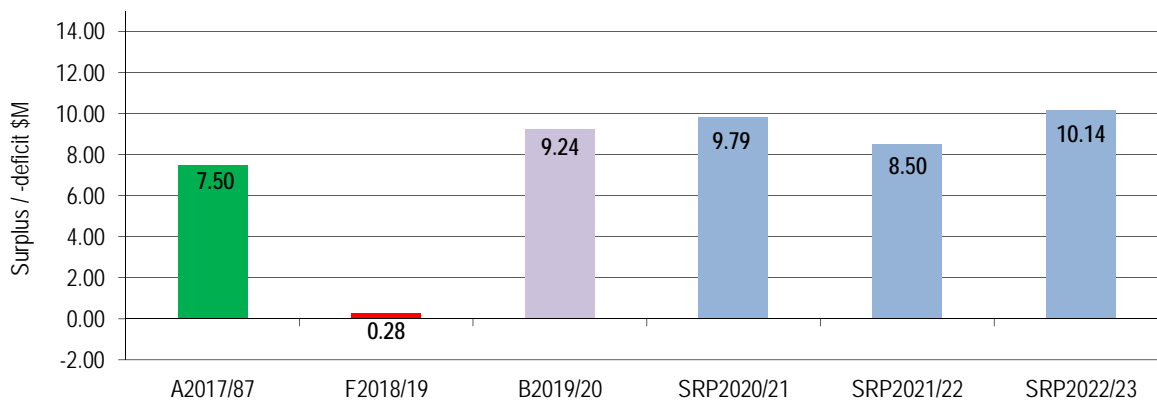
A = Actual F= Forecast B= Budget SRP= Strategic Resource Plan estimates

Rates and charges



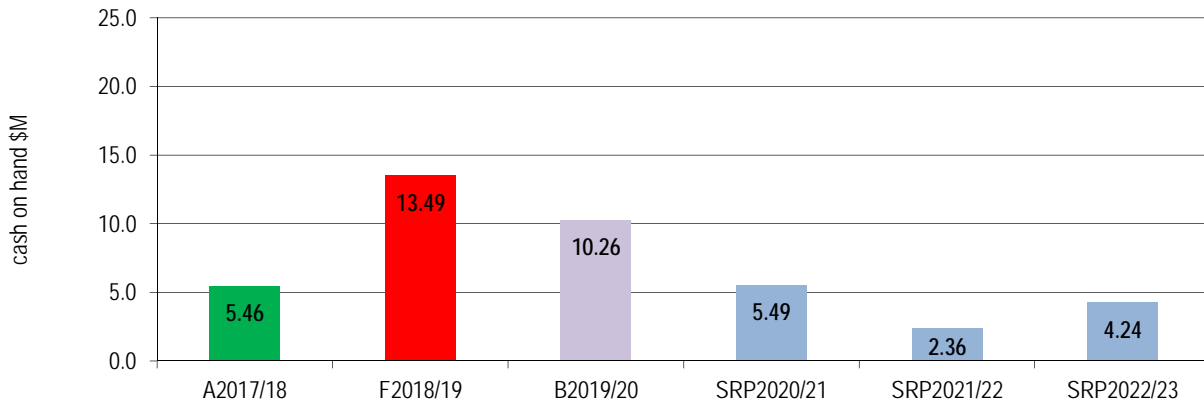
It is proposed that the rates will increase by an average of 2.5% for the 2019/20 year, raising total rates and charges of \$43.86M, including \$0.26M generated from supplementary rates. This rate increase is equal to the rate cap set by the Minister for Local Government. For the 18/19 financial year, the rate cap was set at 2.25% yet Council only increased rates by 2.00%.

Operating Result



The expected operating result for the 2019/20 year is a surplus of \$9.24M, which is \$8.96M more than the projected \$0.28M surplus result for 2018/19. The main contributors to the variation are (i) materials and services expenditure being \$4.55M less in 19/20 due primarily to fewer major operating projects, and (ii) capital grants being \$2.76M higher in 19/20 due to a larger capital works program.

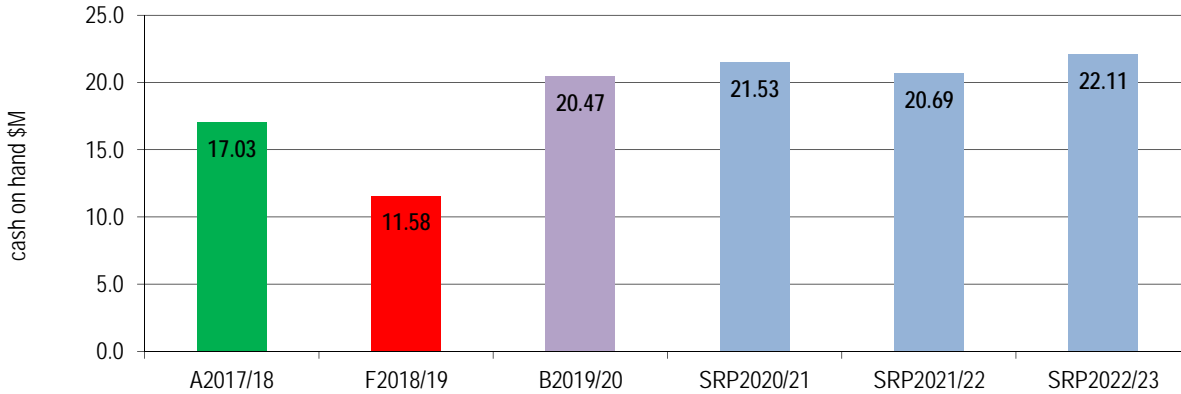
Cash and investments



The cash position is expected to decrease by \$3.23M during the 2019/20 year to \$10.26M as at 30 June 2020.

Significant proposed capital works projects over the next two years will place some pressure on cash reserves leaving little room to fund unexpected or unforeseen events or for additional discretionary capital expenditure over the next few years. Council will continue to closely monitor underlying cash reserves.

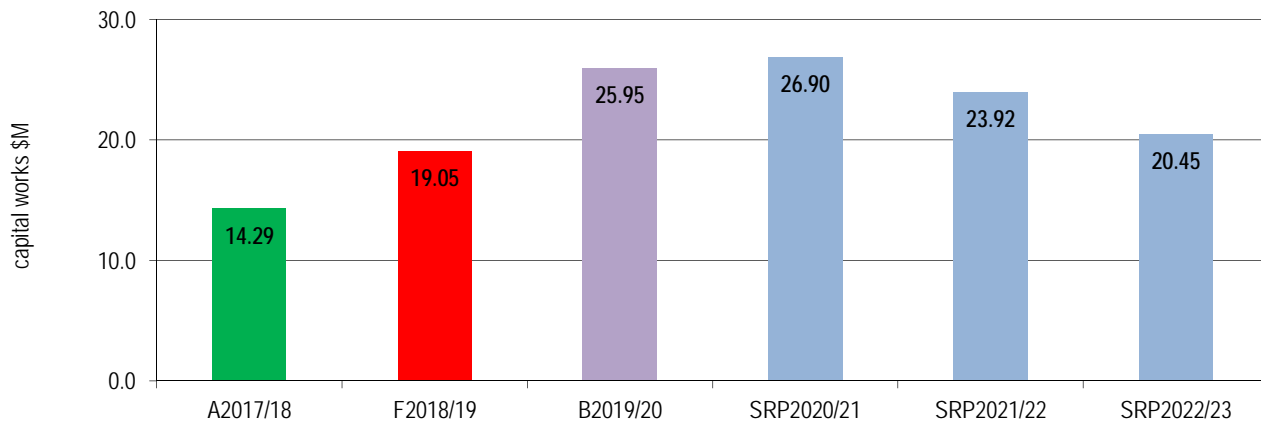
Cash from Operations



Net cash from operations in 2019/20 is forecast to be \$20.47M. This is an increase of \$8.89M on the previous year's projection of \$11.58M. Cash from operations is anticipated to be higher in 2019/20 primarily due to higher capital grants to fund a larger capital works program, an increase of rates based on the rate cap of 2.5 and fewer major operating projects undertaken in 19/20 compared to the 18/19 financial year.

Cash generated from operations is primarily used to fund capital work projects, loan repayments and financing requirements (refer Budgeted Statement of Cash Flows p.26).

Capital works

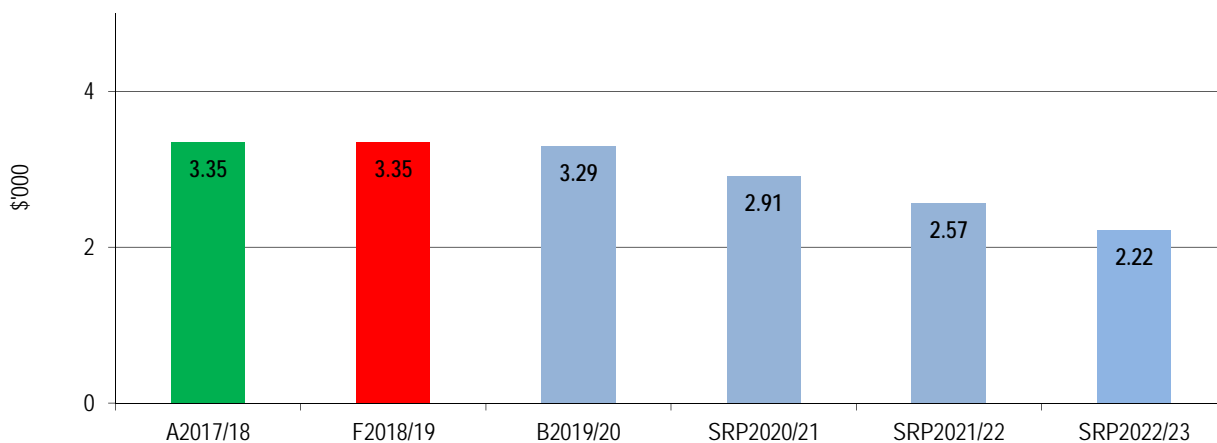


The capital expenditure program for 2019/20 is projected to be \$25.95M which is \$6.9M more than the 2018/19 projected result due primarily to the carry forward of incomplete capital projects from 2018/19. The program will be funded by capital grants of \$6.58M, contributions of \$0.8M, \$3.6M from borrowings and the remainder from Council cash. The 2019/20 program includes a number of major projects including those identified in the Mayor's Introduction.

The capital expenditure program has been prioritised based on a rigorous process of consultation, assessment of needs, alignment with the Council Plan, and reference to existing strategic plans such as the Asset Management Plan and Roads Hierarchy.

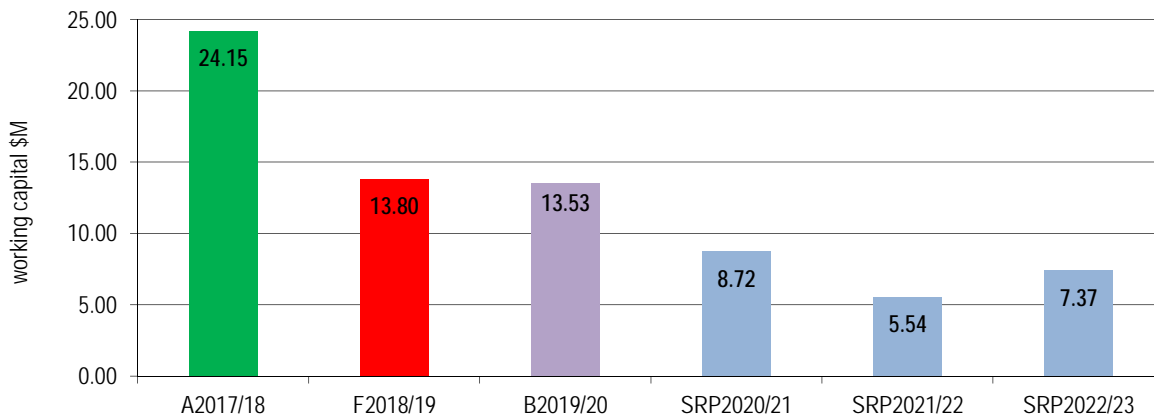
Over the 15-year LTFP, Council has provided adequate funding to renew and maintain its assets to the standards described in Council's Asset Management Plans.

Outstanding Borrowings



Council borrowed \$4.00M in 2013/14 to fund a \$4.59M unfunded superannuation obligation. These borrowings will be repaid in July 2019 from a cash reserve that has built up over that time. In 2019/20, Council proposes to borrow \$3.6M to redevelop the Mirboo North Outdoor Pool. These funds will be borrowed from Treasury Corporation Victoria at discounted interest rates. Sport and Recreation Victoria will subsidize half of the interest cost.

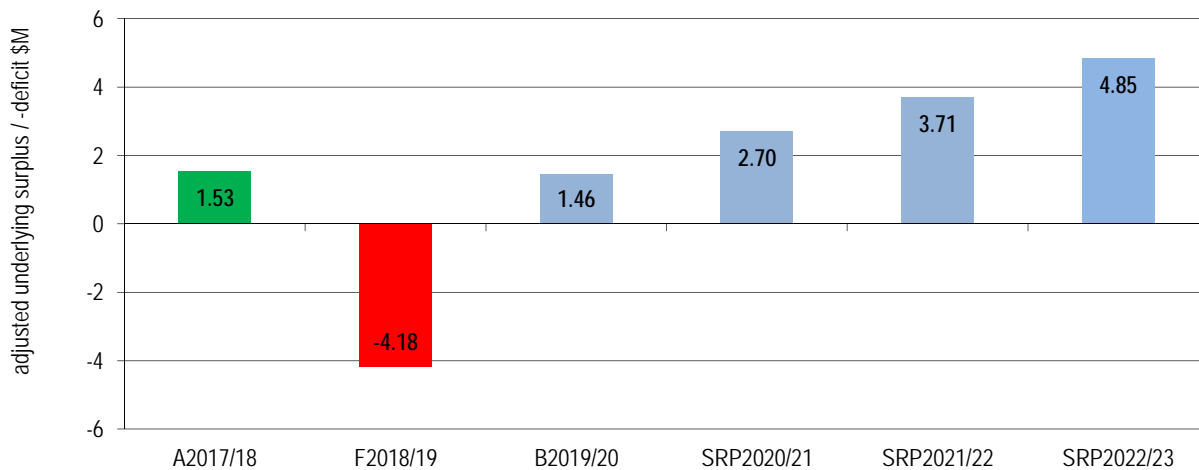
Financial Position (Working Capital)



Net Current Assets (working capital) will decrease by \$0.27M to \$13.53M as at 30 June 2020. Working capital is projected to be \$13.8M as at 30 June 2019.

The financial position tightens somewhat in the next few years of the LTFP before gradually and progressively strengthening in the later years (refer Appendix 2 - 2.2 Balance Sheet). The higher capital works funding requirements in the years 2019/20 - 2022/23 contribute to the working capital decline.

Financial sustainability



A detailed LTFP for the 15 years 2019/20 to 2033/34 has been developed to assist Council to adopt an annual budget within a longer term prudent financial framework. The key objective of the LTFP is to achieve financial sustainability in the long term, whilst still achieving the Council’s strategic objectives as specified in the Council Plan 2017 - 2021. When capital grant funding for 2019/2020 of \$6.58M and donated / granted assets \$1.20M are backed out of the operating result (\$9.44M surplus) the underlying result (net result not including capital funding sources) for 2019/20 is projected to be a \$1.46M (2.31%) underlying surplus.

The underlying loss of \$4.18M in 18/19 is due to recognising half of the 2018/19 VGC grant early in the 17/18 financial year as it was paid in June 2018. This is simply a timing issue and does not present any cause for alarm with the ratio.

Council is financially sustainable for the foreseeable future based on the LTFP budget projections.

Long Term Key Performance Indicators

The table below shows a series of key performance indicators that are used to assess the financial integrity of the budgeted financial statements in the Long Term Financial Plan. The indicators and their target ranges are stipulated in Council's Long Term Financial strategies.

2019/20 Proposed Budget	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Financial performance																
Underlying result	-6.60%	2.31%	4.15%	5.66%	7.20%	7.40%	7.23%	7.63%	7.44%	8.43%	8.20%	8.79%	9.29%	9.61%	10.64%	11.26%
Underlying Working Capital	1.59	1.96	1.47	1.11	1.22	1.32	1.51	1.32	1.40	1.29	1.35	1.45	1.39	1.37	1.29	1.38
Funding capacity																
Self-financing	17.19%	29.05%	30.00%	29.61%	30.61%	28.68%	28.80%	31.09%	28.73%	28.45%	27.98%	28.44%	28.88%	29.07%	30.56%	30.23%
Sustainability Index	137%	207%	205%	191%	131%	132%	123%	130%	115%	157%	140%	127%	136%	139%	130%	127%
Borrowing capacity																
Indebtedness	4.05%	9.81%	9.08%	8.32%	7.56%	6.85%	6.16%	5.50%	4.88%	4.27%	4.23%	4.25%	4.23%	4.23%	4.30%	4.32%
Total Debt as a % of Rate revenue	7.88%	7.51%	6.53%	5.60%	4.70%	3.84%	3.02%	2.23%	1.47%	0.75%	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt servicing costs as a % of Total revenue	0.21%	0.15%	0.07%	0.06%	0.05%	0.04%	0.04%	0.03%	0.02%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Note: green = low risk; yellow = medium risk; red = sustainability concerns.

The **'Underlying Result'** compares recurrent income and recurrent expenditure. The underlying result is forecast to be in the yellow zone in 2018/19 as a result of having to bring to account \$4.82M Victoria Grants Commission allocation for 2018/19 in the prior financial year (2017/18) because it was received in June 2018. The dipping of the ratio into the yellow zone does not present any strategic concern. For the remainder of the forward plan, the underlying result trends in the green zone. This result has improved significantly from the previous plan mainly due to lower depreciation charges on infrastructure assets.

The **'Underlying Working Capital'** assesses Balance Sheet strength and in particular Council's ability to pay existing liabilities. In the forward plan, the ratio is consistently above the strategic target of 1.25:1 for the 15 years of the Long Term Financial Plan.

The **'Self Financing Indicator'** compares net operating cash flows to underlying revenue and capital grants. It is forecast to be in the green zone in 2018/19 and all the forward budgets.

The **'Sustainability Indicator'** is a measure of asset renewal and upgrade expenditure compared to depreciation expense. It assesses the extent to which Council renews its assets over time. The Sustainability Index is significantly stronger than in previous budgets and this reflects Council's commitment to renewing and maintaining assets over the long term.

The three borrowing capacity indicators, **'Indebtedness'**, **'Total Debt as a percentage of Rate Revenue'** and **'Debt Servicing Costs as a percentage of Total Revenue'** are forecast to be in the green zone for 2019/20 and beyond. Due to the inherent strength of the Balance Sheet, Council has capacity in the forward years to borrow for major capital projects.

The key financial performance indicators in the LTFP serve as very important lead indicators to identify future years' financial ramifications of decisions that are made in the present period.

The 2019/20 Budget and LTFP are financially sustainable. Council will continue to monitor the LTFP on a monthly basis to ensure that it remains that way.

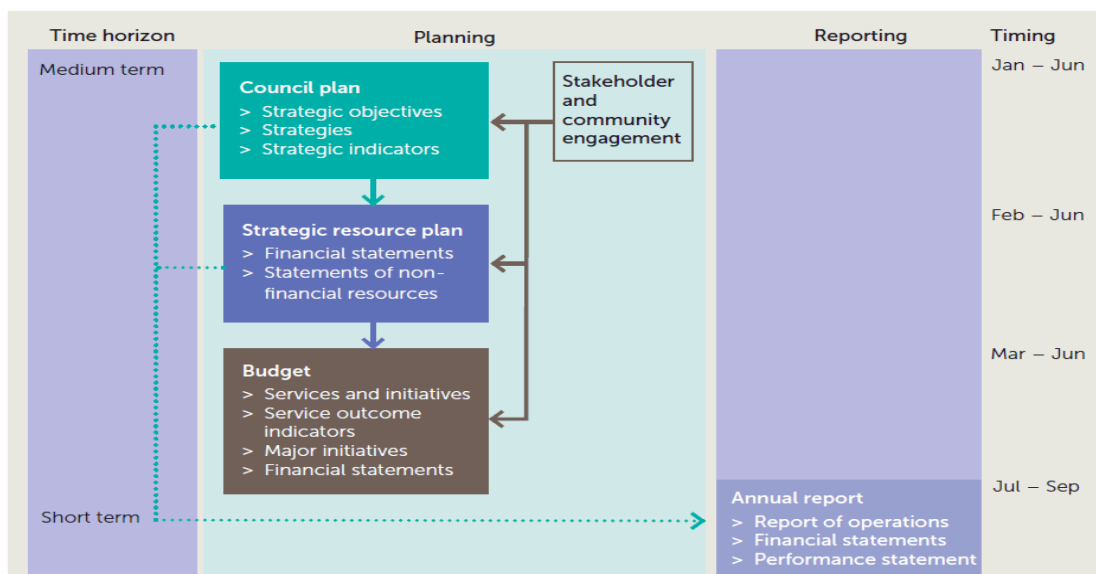
Key Financial Indicators

Indicator	Council Target	2019/20 Budget
Indebtedness	< 40%	9.81%
Underlying Working Capital Ratio	> 1.25:1	1.96
Self-financing Index	> 20%	29.05%
Sustainability Index	> 95%	207%
Underlying Operating Result	> 0%	2.31%

1. Link to the Council Plan

1.1 Planning and accountability framework

The Strategic Resource Plan (SRP), which is part of the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve its strategic objectives. The Annual Budget, which is framed within the SRP, identifies the financial and non-financial resources needed to achieve the annual initiatives that 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

In addition, Council has a Community Plan that articulates the community's values and long-term vision. The Community Plan informs the Council Plan, which, in turn, informs the budget.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

1.2 Our purpose

Our vision

South Gippsland Shire will be a place where our quality of life and sense of community are balanced by sustainable and sensitive development, population and growth.

Our values

As Councillors, we are committed to demonstrating leadership by working constructively together and with the organisation to achieve success. The next four years we commit to:

- Value the contribution made by everyone; to listen to you and each other.
- Value individual diversity, act with respect and professionalism in our interactions with you and each other, and never seek to undermine, mislead or undervalue anyone.
- Value opportunities that come from change, keeping our focus on the future and our responses flexible for a constantly evolving world.
- Value the community spirit, vibrancy and unique character of each of our towns and rural areas.

- Encourage our communities and support our community leaders.
- Value the depth and breadth of creative thinking and the outcomes that can be achieved from working closely with our communities, businesses, supporting agencies, government agencies and other councils.
- Embrace and encourage community engagement, work collaboratively with others and establish partnerships that benefit our communities and the wider region.
- Value our reputation in the community and the region, and acknowledge that we are the guardians of community information.
- Respect the trust placed in us by seeking to be as open and transparent in our decisions as the law allows, to help the community understand the decisions Council makes.
- Value constructive criticism that helps us understand how and where we need to improve.
- Proactively reflect on our own behaviour, that of each other and of the organisation as a whole, to continually build the capacity, passion and success of this Council.

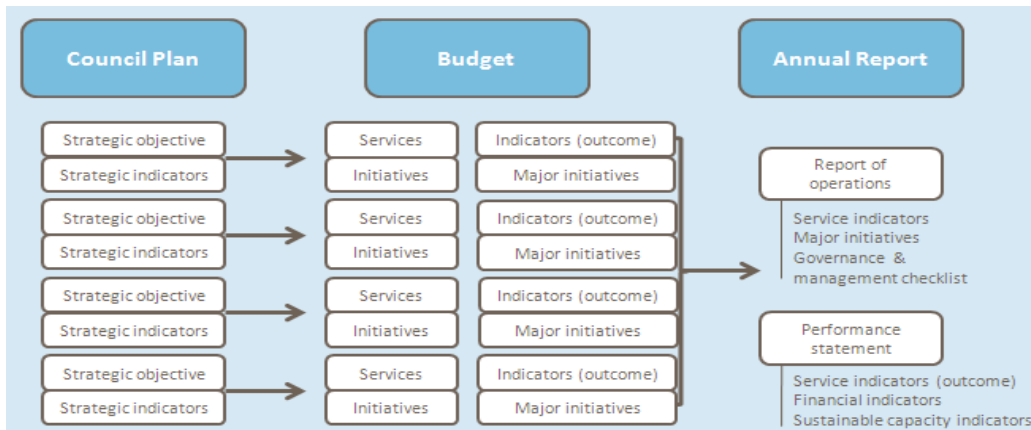
1.3 Strategic objectives

The 2017-2021 Council Plan responds to community requests in relation to Infrastructure, Lifestyle, Growth and Prosperity and Communication. The Strategic Objectives with their Strategic Overviews and Strategic Outcomes provide the overarching direction for the Council over its four year term.

The Strategies provide greater detail on the focus areas that Council realistically aims to address and the Strategic Indicators assist in monitoring progress to achieve them.

Strategic Objective	Description
1. Strengthen Economic Growth & Prosperity	<p>A strong, resilient and growing regional economy with vibrant commercial precincts where businesses are supported and jobs created.</p> <p>Our region's agriculture, value adding, food production and manufacturing sectors are promoted and supported, recognising that the diversity and strength of these industries is the major economic base of the Shire.</p> <p>Attracting businesses, investments, tourism and new residents will grow the Shire.</p> <p>A well-planned Shire that identifies areas for population growth, protects natural resources and agricultural land, guides development, considers climate change and encourages sustainable economic growth – all supported by appropriate infrastructure.</p> <p>The unique character of our smaller towns is recognised and supported.</p>
2. Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes	<p>A Council that listens and continues to involve its community in decision making and delivery of services and projects.</p> <p>Support for the Arts and Culture sector and its role in both enhancing community identity and contributing to wellbeing, tourism and economic development.</p> <p>Communities are supported by appropriate and relevant services.</p> <p>A Council committed to act in ways that are compatible with human rights.</p>
3. Improve South Gippsland's Built Assets & Value our Natural Environment	<p>Our infrastructure is well-maintained and our asset management practices ensure they are sustainable and fit for purpose.</p> <p>Council encourages sustainable practices, seeks to reduce its carbon footprint and diverts a greater proportion of its waste away from landfill.</p> <p>Council seeks to protect and enhance the natural environment.</p> <p>Revitalisation of our major commercial precincts will be encouraged through infrastructure and streetscape renewals.</p>
4. Enhance Organisational Development & Implement Governance Best Practice	<p>Council will focus on becoming a more responsive, innovative, productive and effective organisation that follows best practice in transparency and governance and continually improves delivery of services and projects.</p> <p>Councillors will work with the organisation, community and other levels of government for the benefit of the Shire.</p> <p>Council will explore ways to share services between partners and will work with communities to deliver cost effective facilities and services.</p>

2. Services and service performance indicators



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1 - Strengthen Economic Growth and Prosperity

The strategies to assist Council achieving this objective are to:

- 1.1 Develop a 'vision' for the future growth and development of the Shire in partnership with the community.
- 1.2 Identify Priority Projects and advocate to the State and Federal Governments for funding and support.
 - Leongatha Revitalisation Project
 - Korumburra Revitalisation Project
 - Great Southern Rail Trail Extension - Welshpool to Alberton Link
 - Great Southern Rail Trail Extension - Leongatha to Korumburra
 - Mirboo North Pool Refurbishment
 - Leongatha Community Hub Development
- 1.3 Develop a strategy to grow the Shire, attract investment and promote tourism consistent with the 'vision'.
 - 1.3.1 Review and implement the Economic Development and Tourism Strategy to provide direction to support our businesses to grow, generate employment and pursue economic development and the attraction of visitors.
 - 1.3.2 Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.
 - 1.3.3 Support our diversified agricultural sector.
 - 1.3.4 Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.
 - 1.3.5 Finalise South Gippsland's Branding Strategy that supports the regional 'Destination Gippsland' branding and use both brands to promote the Shire.
 - 1.3.6 Encourage increased tourism through the support of local community events and initiatives.
 - 1.3.7 Undertake a feasibility study into establishing a multipurpose 'Equestrian / Expo Centre' within the Shire.
- 1.4 Undertake a coastal study to explore opportunities for developing the Shire's coastal areas, while still protecting the coastline and environment.

Services				
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Development Services Management	<p>The Development Services Management unit is accountable for ensuring that Council's objectives for the Development Services Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> • Planning; • Regulatory Services; and • Economic Development and Tourism <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, undertake regional advocacy to facilitate planned growth in the Shire, education and enforcement activities and implement the strategic directions set by Council relevant to the Directorate.</p> <p>Note this Department Budget includes Caravan Park management.</p>			
		<i>Exp</i>	1,066	1,169
		<i>Rev</i>	957	952
		<i>NET</i>	109	217
Economic Development & Tourism	<p>The Economic Development and Tourism Department strategically plans for and facilitates economic expansion and investment within the Shire by actively promoting and supporting sustainable industry, business and tourism development.</p> <p>The Department manages Council's Coal Creek Community Park & Museum which aims to enhance the liveability of the Shire as the largest cultural heritage site in South Gippsland.</p>			
		<i>Exp</i>	1,583	1,410
		<i>Rev</i>	301	242
		<i>NET</i>	1,282	1,168
Planning	<p>The Planning Department provides statutory, strategic and social planning services to the community to provide for development, land use and community policy.</p> <p>The Department actively supports planned growth across the municipality, protects and enhances the unique identity and liveability of local districts and advocates to other levels of government and stakeholders for developments that will prosper the Shire.</p>			
		<i>Exp</i>	1,568	1,487
		<i>Rev</i>	656	631
		<i>NET</i>	912	856

Major Initiatives

- Identify and target Priority Projects requiring external funding and advocate to State and Federal Governments seeking funds to implement them, particularly 'project ready' priorities of:
 - Leongatha Streetscape;
 - Korumburra Hub; and
 - Rail Trail - Leongatha to Korumburra.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

Initiatives

- Coastal Strategy developed and presented to Council for adoption by 30 June 2020.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

Council Plan 2017/21 Indicator

At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Statutory Planning	Decision making	80%	Equal to or higher to 2017/18	Equal to or higher to 2018/19

2.2 Strategic Objective 2 - Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes

The strategies to assist Council achieving this objective are to:

- 2.1 Update and implement strategies for 'Community Strengthening' and 'Engagement'.
 - 2.1.1 Where appropriate support community groups to achieve projects they have ownership of and want to progress.
 - 2.1.2 Investigate opportunities to consider a model for community self-determination to facilitate working in partnership with the community.
- 2.2 Review and update recreation, aquatic and the paths and trails strategies.
 - 2.2.1 Review the Recreation Strategy.
 - 2.2.2 Review and update the Paths and Trails Strategy to determine where regional and local connections are required.
 - 2.2.3 Renew and maintain aquatic facilities in accordance with the Asset Management Plan and the Aquatic Strategy.
- 2.3 Update and continue to implement the Blueprint for Social Community Infrastructure so that services and the associated supporting infrastructure are planned, ready for business and population growth.
- 2.4 Implement the Arts and Culture Strategy and support growth of the sector.
- 2.5 Implement the Active Ageing Strategy.
- 2.6 Determine and implement the arrangements for the future Aged and Disability services provision, including advocating for those affected by Federal policy service delivery changes.
- 2.7 Develop and implement a Youth Strategy to determine the needs of young people and assist them to have a voice regarding matters that affect them.

Services

Service area	Description of services provided	2018/19 Forecast \$'000	2019/20 Budget \$'000
Corporate and Community Services Management	<p>The Corporate and Community Services Directorate Management is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments and Teams:</p> <ul style="list-style-type: none"> • Community Services; • Finance, Risk & Procurement; • Business Innovation & Technology; • Corporate Planning & Council Business; and • Community Strengthening, including Community Grants. <p>Together these Departments provide policy advice to inform Council decision making, coordinate the four year Council Plan, plan for long term financial sustainability, facilitate community strengthening programs, manage corporate technologies and systems, provide children, family and aged services, support the libraries and implement strategic directions relevant to the Directorate set by Council.</p> <p>Note: This Department Budget contains Community Strengthening and Community Grants that connect and support community groups, volunteers, committees and other Council Departments, to provide services beyond those that Council, by itself, can deliver.</p> <p>Note: This Department Budget contains Corporate Planning and Council Business that supports Council in setting the four year Council Plan and annual strategic initiatives, manages organisational performance reporting, Councillor allowances and the coordination of briefings, meeting agendas and minutes for Council's.</p>	<p><i>Exp</i> 3,852</p> <p><i>Rev</i> 314</p> <hr/> <p><i>NET</i> 3,538</p>	<p>4,066</p> <p>100</p> <hr/> <p>3,966</p>
Community Services	<p>The Community Services Department provide policy advice and program delivery for the following services:</p> <ul style="list-style-type: none"> • Aged & Disability (Assessment) Service; • Children and Family Services; including Maternal and Child Health; Immunisation, Pre-school and Playgroup support; • Libraries; and • Create the Municipal Public Health and Wellbeing Plan. <p>Together these teams work towards creating a collaborative, self-supporting community.</p>	<p><i>Exp</i> 4,042</p> <p><i>Rev</i> 2,618</p> <hr/> <p><i>NET</i> 1,424</p>	<p>1,564</p> <p>950</p> <hr/> <p>614</p>

Initiatives

1. Recreation Strategy completed and presented to Council for adoption by 30 June 2020.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

2. Implement first year activities of the Youth Strategy to encourage initiatives in youth participation and engagement and report progress through Council's Organisational Performance Reports.

[No additional funding is required for this initiative. The first year activities are contained within existing budget allocations]

Council Plan 2017/21 Indicator

The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30% of applications submitted to be funded.

The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted by Council on behalf of community groups

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Libraries	Participation	17%	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Aquatic Facilities	Utilisation	5.34	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Maternal and Child Health	Participation	76%	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Maternal and Child Health	Participation by Aboriginal children	58%	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.3 Strategic Objective 3 - Improve South Gippsland Built Assets and Value our Natural Environment

The strategies to assist Council achieving this objective are to:

- 3.1 Improve management of roads and roadsides through enhanced operational practices, increased funding and continued advocacy to VicRoads.
 - 3.1.1 Implement the Footpath Extension Program.
- 3.2 Facilitate community and business renewable energy programs and sustainable practices to reduce the Shire's carbon footprint.
 - 3.2.1 Waste Management and Sustainability strategies implemented.
- 3.3 Promote a safe and healthy community through our municipal public health programs, Emergency Management Plans and regulatory activities that meet our statutory obligations.
 - 3.3.1 Establish a Council Committee to review the implementation of Council's 'Compliance and Enforcement Policy', taking into consideration community concerns and regulatory requirements.
 - 3.3.2 Develop educative tools and processes to assist community members understand the Planning and Enforcement processes.
- 3.4 Undertake a review of the Council's Building Portfolio to ensure it meets community needs.
 - 3.4.1 Council to receive a report on the use of Design Panels for major projects and other development in the municipality.
- 3.5 Review the Strategic Land Review Project in regard to public open spaces in Venus Bay.
- 3.6 Advocate to Parks Victoria, DELWP and other relevant stakeholders to improve access, parking, safety and user-friendliness of beaches, State and National Parks, conservation areas and natural assets.
 - 3.6.1 Undertake an investigation of caravan parks and camping grounds at Sandy Point.
- 3.7 Council to play an advocacy role for townships that demonstrate 70 per cent or greater community support, for sewerage infrastructure.

Services				
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Infrastructure Management	<p>The Infrastructure Directorate is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> • Infrastructure Planning; • Infrastructure Delivery; and • Operations. <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, prepare and deliver the Capital Works Program and Asset Management Plans, along with maintaining infrastructure, parks, gardens and public places.</p>			
		<i>Exp</i>	274	280
		<i>Rev</i>	-	-
		<i>NET</i>	274	280
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Infrastructure Planning	<p>The Infrastructure Planning Department assists Council in achieving the objectives of its strategies and plans by providing services that contribute to a closely connected and engaged community.</p> <p>Services include managing Council's property portfolio (acquisition, disposal, leasing, and licensing of property), planning for and managing Council's building and recreational assets, managing waste disposal services, and promotion of a sustainable environment and solutions.</p> <p>The teams support and partner with a strong volunteer base to deliver a variety of community projects and education programs for all age groups and abilities.</p>			
		<i>Exp</i>	9,444	8,636
		<i>Rev</i>	3,150	4,395
		<i>NET</i>	6,294	4,241
Infrastructure Delivery	<p>The Infrastructure Delivery Department assists Council in achieving the objectives of its strategies and plans by planning for and providing integrated services and community infrastructure.</p> <p>Services include coordinating and delivering Council's civil works design program for community infrastructure, determining future capital / community infrastructure projects for inclusion in the 15 Year Capital Works Program, and delivery of the annual Capital Works Program including community infrastructure projects (Major Capital Projects).</p> <p>The department also delivers a range of services including contract management, preparing funding submissions for community projects, issuing engineering conditions for developments referred from Planning, and managing Council's infrastructure assets which incorporates the collection, management, and analysis of asset data.</p>			
		<i>Exp</i>	7,374	4,048
		<i>Rev</i>	4,002	484
		<i>NET</i>	3,372	3,564
Operations	<p>The Operations Department assists Council in achieving the objectives of its strategies and plans by planning for and providing integrated services and infrastructure in order to meet current and future needs of the community.</p> <p>Services include delivering maintenance, construction, replacements and capital programs for roads, streets, drainage, culverts, bridges, parks, gardens, and playgrounds.</p> <p>The Department is also responsible for cleaning Council owned and managed public toilets and BBQ amenities, workshop operations, fleet and plant and the after-hours operations call out service.</p> <p>All services are to be in accordance with the Road Management Act, Road Management Plan, and associated Asset Management Plans.</p>			
		<i>Exp</i>	21,073	22,082

		Rev	3,402	4,055
		NET	17,671	18,027
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Regulatory Services	<p>The Regulatory Services Department is responsible for administration, education and enforcement of varied Victorian legislation along with Council's General Local Law. Services include</p> <ul style="list-style-type: none"> • animal management; • building and planning enforcement; • fire prevention; • Local Law development and enforcement; • Litter prevention; • permits for places of public entertainment; • parking control; • registration of food, health and accommodation premises; • report and consent applications for new building work; • school crossings; and • wastewater. 			
		<i>Exp</i>	1,850	1,850
		<i>Rev</i>	1,202	1,263
		<i>NET</i>	648	587

Major Initiatives

1. Invest a further \$1M for one year into the maintenance of Council's road and roadside infrastructure and report on activities in the Performance Reports.
 - Gravel roads;
 - Rural roadside vegetation;
 - Footpath extensions; and
 - Drainage.

[The additional funding of \$1M for this initiative can be funded through \$400K savings in the local sealed road program, \$100K from the footpath renewal program and \$500K from the rate rise. It is included to address on-going community concerns with the condition of Council's gravel roads]

Initiatives

2. Commence a review of Council's Building Portfolio by 30 June 2020.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

3. Open Space Strategy completed and presented to Council for adoption by 30 June 2020.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

4. Review and update the Compliance and Enforcement Policy and presented to Council for adoption.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

5. Work collaboratively with leaders from various water management authorities and agencies through DELWP's 'Western Port Integrated Water Management Forum' and the 'Central and South Gippsland Integrated Water Management Forum,' to create a vision and strategic actions reflecting the unique and environmental context of each catchment and their communities. Updates will be reported in Council's Organisational Performance Reports.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

6. Advocate infrastructure interests of the local boating community to the State Government, for access to improved facilities, car parking, boat ramp fees and financial support to the Coast Guard.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

7. Investigate safer alternatives and effective mechanisms in roadside weed management, than the use of herbicides and generate an 'Options Paper' for Council's consideration.

[This initiative will generate an 'options paper' for Council's consideration. If funds are required following that review these would be raised separately for Council consideration and funding.]

Council Plan 2017/21 Indicator

The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.

Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.

Service Performance Outcome Indicators

Service		Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Roads	Satisfaction		46	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Waste Collection	Waste Diversion		51%	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Animal Management	Health and Safety		19	Equal to or slightly higher than 2017/18	Equal to or slightly higher than 2018/19
Food Safety	Health and Safety		100%	Equal to or slightly lower than 2017/18	Equal to or slightly lower than 2018/19

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 4 - Enhance Organisational Development and Implement Governance Best Practice

The strategies to assist Council achieving this objective are to:

- 4.1 Develop Digital Strategies for Council and the community.
- 4.2 Actively pursue continuous improvement and innovation, consider best practice and encourage the creation of higher valued services.
 - 4.2.1 Increase transparency through more items being held in open Council Meetings and communicating more clearly the reasons behind decisions.
 - 4.2.2 Enhance customer service experiences through the development of a continuous feedback and improved customer service system.
 - 4.2.3 Enhance staff skills, capabilities and wellbeing through the implementation and ongoing development of SGSC people.
- 4.3 Develop a ten year 'Sustainable Cost Reduction Strategy' based on improved operational efficiencies and population growth, to be utilised for value for money service improvements, better infrastructure and/or rate reductions.

Services				
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Executive Office/ Management	<p>The Executive Office builds strong and productive relationships with government and key regional agencies to strengthen the performance of Council.</p> <p>The Executive Office is accountable for ensuring that Council's objectives for the Council Plan are achieved through the allocation of appropriate resources, the provision of strategic policy and legal advice to Council and the establishment of good governance practices to guide the management of the organisation.</p>	<p><i>Exp</i></p> <p><i>Rev</i></p> <p><i>NET</i></p>	<p>1,171</p> <p>-</p> <p>1,171</p>	<p>570</p> <p>-</p> <p>570</p>
Finance, Risk and Procurement	<p>The Finance, Risk and Procurement Department deliver financial planning, budget management oversight, risk management coordination and procurement coordination for the organisation. The Department comprises:</p> <ul style="list-style-type: none"> Accounting includes strategic financial advice, accounting systems and services, management accounting support and financial reporting; Rates and Valuations includes property valuations for rating purposes and administration of rate collection; and Risk and Procurement including contract and quotation management, risk and insurance management, internal audit and regulatory compliance. <p>Together the teams improve the financial sustainability of Council by pursuing continuous improvement in processes and procedures, pro-actively managing risks, sustainably managing finances and gaining efficiencies through procurements.</p>	<p><i>Exp</i></p> <p><i>Rev</i></p> <p><i>NET</i></p>	<p>3,554</p> <p>729</p> <p>2,825</p>	<p>4,790</p> <p>782</p> <p>4,008</p>
Service area	Description of services provided		2018/19 Forecast \$'000	2019/20 Budget \$'000
Business Innovation and Technology	<p>The Business Innovation and Technology Department leads organisation wide planning and implementation of innovation, technology and corporate information management practices. The Department comprises:</p> <ul style="list-style-type: none"> Innovation incorporates information technology strategy, policy, planning, project development and delivery, systems management and on-going management of hardware and software; and Corporate Information Management incorporates strategy, policies, systems' coordination and operational support to capture, manage and archive corporate records and respond to Freedom of Information requests and Privacy enquiries. 	<p><i>Exp</i></p> <p><i>Rev</i></p> <p><i>NET</i></p>	<p>2,500</p> <p></p> <p>2,500</p>	<p>2,537</p> <p></p> <p>2,537</p>
People and Culture	<p>The People and Culture Unit ensure our people are developed and supported so they have the opportunity to deliver services to the best of their ability for the benefit of the community.</p> <p>The team's contribution to employee and organisation success is achieved through business partnership with Directorates using people and culture processes and systems; developing employee work environment, mindset and culture; providing people and culture expertise in role, work design, staffing, professional development, performance, remuneration, recognition, OHS, return to work, and wellbeing.</p>	<p><i>Exp</i></p> <p><i>Rev</i></p> <p><i>NET</i></p>	<p>1,082</p> <p>159</p> <p>923</p>	<p>1,103</p> <p>158</p> <p>945</p>

Community Information	The Community Information Unit plays a pivotal role in raising community awareness of Council services and strategic directions. It creates a working interface between Council, Council Departments and the Community through customer services, media management, publishing material, social media, website management and internal liaison.	<i>Exp</i>	720	767
		<i>Rev</i>	-	-
		NET	720	767

Major Initiatives

1. Continue involvement in the Gippsland Local Government Network Shared Services Project.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

Initiatives

2. Develop a ten year 'Sustainable Cost Reduction Strategy' based on improved operational efficiencies and population growth, to be utilised for value for money service improvements, better infrastructure and/or rate reductions.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

3. Support Rural Councils Victoria's advocacy efforts requiring the Victorian Government to action recommendations from the 'Rural Inquiry into Sustainability of Rural Councils', identified as State Government responsibilities.

[No additional funding is required for this initiative. It is contained within existing budget allocations]

Council Plan 2017/21 Indicator

Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with our Public Presentation Policy and report on participation rates.

Council decisions made at meetings closed to the public will be monitored in accordance with the Local Government Performance Reporting Framework.

Councillor attendance at Council meetings will be monitored in accordance with the Local Government Performance Reporting Framework.

Productivity savings identified and reported annually.

Service Performance Outcome Indicators

Service	Indicator	2017/18 Actual	2018/19 Forecast	2019/20 Budget
Governance	Satisfaction	42	Equal to or higher than 2017/18	Equal to or higher than 2018/19

* refer to table at end of section 2.2 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic 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	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation by Aboriginal Children	Participation in MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Strengthen Economic Growth, Tourism and Prosperity	2,243	4,067	1,824
Build Strong Partnerships, Develop Arts and Culture and Deliver Equitable Outcomes	5,134	10,479	5,345
Enhance South Gippsland Assets and natural and Built Environments	22,212	28,014	5,802
Focus on organisational and Governance Best Practice	12,792	13,833	1,041
Total	42,381	56,393	14,012
Expenses added in:			
Finance costs	108		
Others	(95)		
Deficit before funding sources	42,394		
Funding sources added in:			
Rates revenue	40,625		
Waste charge revenue	3,231		
Special Rates and Charges	5		
Capital grants and contributions	7,777		
Total funding sources	51,638		
Surplus/(deficit) for the year	9,244		
Less			
Capital grants	6,582		
Capital contributions	1,195		
Special Rates and Charges	5		
Underlying surplus/(deficit) for the year	1,462		

3. Financial Statements

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting regulations 2014.

3.1 Budgeted Comprehensive Income Statement

3.2 Budgeted Balance Sheet

3.3 Budgeted Statement of Changes in Equity

3.4 Budgeted Statement of Cash Flows

3.5 Budgeted Statement of Capital Works

3.6 Budgeted Statement of Human Resources

3.1 Budgeted Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
				2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Income						
Rates and charges	4.1.1	42,510	43,861	45,203	46,585	48,008
Statutory fees and fines	4.1.2	911	919	964	980	992
User fees	4.1.3	4,542	4,335	4,442	4,527	4,629
Grants - Operating	4.1.4.1	13,035	11,508	12,599	11,587	11,842
Grants - Capital	4.1.4.2	3,819	6,582	6,094	3,675	3,908
Contributions - monetary	4.1.5	678	1,023	652	766	1,031
Contributions - non-monetary	4.1.5	387	395	404	413	422
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		179	528	70	-	40
Other income	4.1.6	1,730	1,711	1,729	1,750	1,768
Total income		67,791	70,862	72,157	70,283	72,640
Expenses						
Employee costs	4.1.7	26,792	24,817	25,213	25,953	26,713
Materials and services	4.1.8	25,753	21,173	21,801	20,023	20,085
Depreciation and amortisation	4.1.9	11,623	11,939	12,055	12,449	12,279
Bad and doubtful debts		1	-	-	-	-
Borrowing costs		142	108	49	43	38
Other expenses	4.1.10	3,198	3,581	3,250	3,316	3,384
Total expenses		67,509	61,618	62,368	61,784	62,499
Surplus / (deficit) for the year		282	9,244	9,789	8,499	10,141
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	27,526	-	30,014	-
Total comprehensive result		282	36,770	9,789	38,513	10,141
Underlying result reconciliation						
Surplus / (deficit) for the year		282	9,244	9,789	8,499	10,141
Less Contributions - cash		(253)	(807)	(589)	(702)	(965)
Less Contributions - non-monetary		(387)	(395)	(404)	(413)	(422)
Less Grants - capital (non-recurrent)		(3,819)	(6,582)	(6,094)	(3,675)	(3,908)
Underlying result	4.1.11	(4,177)	1,460	2,702	3,709	4,846

3.2 Budgeted Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projections 2021/22 2022/23 \$'000	
Assets						
Current assets						
Cash and cash equivalents		13,494	10,260	5,492	2,358	4,237
Trade and other receivables		5,610	5,610	5,610	5,610	5,610
Other financial assets		9,266	9,266	9,266	9,266	9,266
Inventories		281	281	281	281	281
Other assets		61	61	61	61	61
Total current assets	4.2.1	28,712	25,478	20,710	17,576	19,455
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		1,237	1,237	1,237	1,237	1,237
Property, infrastructure, plant and equipment		533,471	573,523	587,847	629,258	637,281
Investment property		763	763	763	763	763
Total non-current assets	4.2.3	535,471	575,523	589,847	631,258	639,281
Total assets		564,183	601,001	610,557	648,834	658,736
Liabilities						
Current liabilities						
Trade and other payables		3,883	3,883	3,883	3,883	3,883
Trust funds and deposits		911	911	911	911	911
Provisions		6,771	6,811	6,851	6,891	6,931
Interest-bearing liabilities		3,350	340	345	350	356
Total current liabilities	4.2.2	14,915	11,945	11,990	12,035	12,081
Non-current liabilities						
Provisions		2,019	2,084	2,151	2,221	2,293
Interest-bearing liabilities		-	2,953	2,608	2,257	1,900
Total non-current liabilities	4.2.4	2,019	5,037	4,759	4,478	4,193
Total liabilities		16,934	16,982	16,749	16,513	16,274
Net assets		547,249	584,019	593,808	632,321	642,462
Equity						
Accumulated surplus		219,265	231,402	240,214	247,639	257,217
Reserves		327,984	352,617	353,594	384,682	385,245
Total equity		547,249	584,019	593,808	632,321	642,462

3.3 Budgeted Statement of Changes in Equity

For the four years ending 30 June 2023

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
18/19 Forecast Actual					
Balance at beginning of the financial year		546,967	219,590	322,973	4,404
Surplus/(deficit) for the year		282	282	-	-
Transfers to other reserves		-	(2,386)	-	2,386
Transfers from other reserves		-	1,779	-	(1,779)
Balance at end of the financial year		547,249	219,265	322,973	5,011
19/20 Budget					
Balance at beginning of the financial year		547,249	219,265	322,973	5,011
Surplus/(deficit) for the year		36,770	9,244	27,526	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(1,612)	-	1,612
Transfers from other reserves	4.3.1	-	4,505	-	(4,505)
Balance at end of the financial year	4.3.2	584,019	231,402	350,499	2,118
20/21					
Balance at beginning of the financial year		584,019	231,402	350,499	2,118
Surplus/(deficit) for the year		9,789	9,789	-	-
Transfers to other reserves		-	(2,247)	-	2,247
Transfers from other reserves		-	1,270	-	(1,270)
Balance at end of the financial year		593,808	240,214	350,499	3,095
21/22					
Balance at beginning of the financial year		593,808	240,214	350,499	3,095
Surplus/(deficit) for the year		38,513	8,499	30,014	-
Transfers to other reserves		-	(2,438)	-	2,438
Transfers from other reserves		-	1,364	-	(1,364)
Balance at end of the financial year		632,321	247,639	380,513	4,169
22/23					
Balance at beginning of the financial year		632,321	247,639	380,513	4,169
Surplus/(deficit) for the year		10,141	10,141	-	-
Transfers to other reserves		-	(2,868)	-	2,868
Transfers from other reserves		-	2,305	-	(2,305)
Balance at end of the financial year		642,462	257,217	380,513	4,732

3.4 Budgeted Statement of Cash Flows

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		42,510	43,861	45,203	46,585	48,008
Statutory fees and fines		911	919	964	980	992
User fees		4,542	4,335	4,442	4,527	4,629
Grants - operating		13,035	11,508	12,599	11,587	11,842
Grants - capital		3,819	6,582	6,094	3,675	3,908
Contributions - monetary		678	1,023	652	766	1,031
Interest received		500	550	550	550	550
Dividends received		-	-	-	-	-
Trust funds and deposits taken		-	-	-	-	-
Other receipts		1,230	1,161	1,179	1,200	1,218
Net GST refund / payment		-	-	-	-	-
Employee costs		(26,689)	(24,712)	(25,106)	(25,843)	(26,601)
Materials and services		(25,754)	(21,173)	(21,801)	(20,023)	(20,085)
Trust funds and deposits repaid		-	-	-	-	-
Other payments		(3,198)	(3,581)	(3,250)	(3,316)	(3,384)
Net cash provided by/(used in) operating activities	4.4.1	11,584	20,473	21,526	20,688	22,108
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(19,048)	(25,949)	(26,902)	(23,924)	(20,455)
Proceeds from sale of property, infrastructure, plant and equipment		641	2,407	997	491	615
Redemption of financial investments		15,000	-	-	-	-
Proceeds from sale of investments		-	-	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(3,407)	(23,542)	(25,905)	(23,433)	(19,840)
Cash flows from financing activities						
Finance costs		(142)	(108)	(49)	(43)	(38)
Proceeds from borrowings		-	3,600	-	-	-
Repayment of borrowings		-	(3,657)	(340)	(346)	(351)
Net cash provided by/(used in) financing activities	4.4.3	(142)	(165)	(389)	(389)	(389)
Net increase/(decrease) in cash and cash equivalents		8,035	(3,234)	(4,768)	(3,134)	1,879
Cash and cash equivalents at the beginning of the financial year		5,459	13,494	10,260	5,492	2,358
Cash and cash equivalents at the end of the financial year		13,494	10,260	5,492	2,358	4,237

3.5 Budgeted Statement of Capital Works

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2018/19 \$'000	2019/20 \$'000	Projections		
				2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Property						
Land		-	-	-	-	-
Total land		-	-	-	-	-
Buildings		2,157	4,304	8,804	4,196	2,455
Total buildings		2,157	4,304	8,804	4,196	2,455
Total property		2,157	4,304	8,804	4,196	2,455
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		2,336	2,452	2,474	2,396	2,241
Fixtures, fittings and furniture		-	-	-	-	-
Computers and telecommunications		1,925	721	683	700	467
Library books		-	-	-	-	-
Total plant and equipment		4,261	3,172	3,157	3,097	2,708
Infrastructure						
Roads		6,070	5,557	6,528	9,859	9,431
Bridges		2,112	195	880	287	253
Major Culverts		110	95	612	103	67
Footpaths and cycleways		1,066	2,401	2,974	494	3,568
Drainage		299	100	-	390	-
Recreational, leisure and community facilities		-	-	-	-	-
Waste management		946	-	72	2,642	970
Other infrastructure		2,028	10,125	3,874	2,857	1,002
Total infrastructure		12,631	18,473	14,941	16,631	15,291
Total capital works expenditure	4.5.1	19,049	25,950	26,902	23,924	20,454
Represented by:						
New asset expenditure		-	-	-	-	-
Asset renewal expenditure		14,679	22,113	20,213	17,880	14,809
Asset expansion expenditure		2,963	423	2,464	4,253	1,233
Asset upgrade expenditure		1,407	3,414	4,224	1,792	4,412
Total capital works expenditure	4.5.1	19,049	25,950	26,902	23,924	20,454
Funding sources represented by:						
Grants		3,832	6,582	6,094	3,674	3,908
Contributions		248	800	582	695	958
Council cash		14,969	14,968	20,226	19,554	15,588
Borrowings		-	3,600	-	-	-
Total capital works expenditure	4.5.1	19,049	25,950	26,902	23,924	20,454

3.6 Budgeted Statement of Human Resources

For the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	26,792	24,817	25,213	25,953	26,713
Employee costs - capital	1,218	1,381	1,367	1,410	1,452
Total staff expenditure	28,010	26,198	26,580	27,363	28,165
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	270.38	251.56	246.80	246.80	246.80
Total staff numbers	270.38	251.56	246.80	246.80	246.80

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

	Budget	Permanent	
	2019/20	Full Time	Part time
	\$'000	\$'000	\$'000
Corporate and Community Services	4,903	3,719	1,184
Development Services	4,286	3,366	920
Infrastructure Services	10,891	10,404	487
Executive Services	955	835	120
Total permanent staff expenditure	21,035	18,324	2,711
Casuals, temporary and other expenditure	5,163		
Total expenditure	26,198		

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

	Budget	Permanent	
	2019/20	Full Time	Part time
Corporate and Community Services	44.08	32.00	12.08
Development Services	41.30	31.00	10.30
Infrastructure Services	110.22	103.60	6.62
Executive Services	10.65	8.00	2.65
Total permanent staff expenditure	206.25	174.60	31.65
Casuals, temporary and other expenditure	45.31		
Total staff	251.56		

4. Notes to the budgeted financial statements

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue, accounting for around 63% of the total recurrent revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year based on the cost of living. The FGRS cap for 2019/20 has been set at 2.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.50%. Council does not have a Municipal Charge.

This will raise total rates and charges for 2019/20 to \$43.86M.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual	Budget	Change	
	\$'000	\$'000	\$'000	%
General rates*	38,715	39,963	1,248	3.22%
Waste management charge	3,154	3,231	77	2.44%
Supplementary rates and rate adjustments	279	294	15	5.38%
Special Rates and Charges	5	5	0	0.00%
Interest on rates and charges	171	177	6	3.51%
Revenue in lieu of rates	186	191	5	2.69%
Total rates and charges	42,510	43,861	1,351	3.18%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under s.158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change
Residential properties	0.520201	0.488919	-6.01%
Industrial properties	0.546211	0.513365	-6.01%
Extractive Industries	n/a	0.513365	n/a
Infrastructure and Utilities	n/a	0.513365	n/a
Commercial properties	0.546211	0.513365	-6.01%
Farm properties	0.364140	0.342243	-6.01%
Rural residential properties	0.364140	0.342243	-6.01%
Vacant Rural	n/a	0.928946	n/a
Vacant other properties	1.040401	0.977837	-6.01%
Cultural and recreational properties	0.260100	0.244459	-6.01%

4.1.1(c) 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	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	23,361	24,415	1,054	4.51%
Industrial	1,225	824	(401)	-32.73%
Extractive Industries	0	118	118	
Infrastructure and Utilities	0	246	246	
Commercial	1,416	1,381	(35)	-2.47%
Farm	10,442	10,673	231	2.21%
Rural residential	75	79	4	5.33%
Vacant Rural	0	312	312	
Vacant other	2,174	1,893	(281)	-12.93%
Cultural and recreational	22	22	0	0.00%
Total amount to be raised by general rates	38,715	39,963	1,248	3.22%

4.1.1(d) 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	2018/19	2019/20	Change	
	Number	Number	\$'000	%
Residential	13,682	13,895	213	1.56%
Industrial	337	217	(120)	-35.61%
Extractive Industries	0	12	12	
Infrastructure and Utilities	0	111	111	
Commercial	646	647	1	0.15%
Farm	3,290	3,295	5	0.15%
Rural residential	37	39	2	5.41%
Vacant Rural	0	209	209	
Vacant other	1,583	1,331	(252)	-15.92%
Cultural and recreational	22	22	0	0.00%
Total number of assessments	19,597	19,778	181	0.92%

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

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year. Includes value of windfarm in Industrial.

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	4,490,711	4,993,582	502,871	11.20%
Industrial	224,188	160,581	(63,607)	-28.37%
Extractive Industries		23,059	23,059	
Infrastructure and Utilities		47,876	47,876	
Commercial	259,281	269,040	9,759	3.76%
Farm	2,867,582	3,118,549	250,967	8.75%
Rural residential	20,464	23,167	2,703	13.21%
Vacant Rural		33,585	33,585	
Vacant other	209,059	193,562	(15,497)	-7.41%
Cultural and recreational	8,483	8,952	469	5.53%
Total value of land	8,079,768	8,871,953	792,185	9.80%

4.1.1(g) The municipal charge under s.159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Municipal	-	-	-	-

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	-	-	-	-

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under s.162 of the Act compared with the previous financial year.

Type of Charge	Per Rateable Property 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Waste Services Charge A - Kerbside garbage and recycling collection service charge – Residential (120 litre weekly garbage/240 litre fortnightly recycling).	211.20	213.10	1.90	0.90%
Waste Services Charge B - Kerbside recycling only collection service charge - Commercial (2 x 240 litre fortnightly recycling service only),	211.20	213.10	1.90	0.90%
Waste Services Charge C - Kerbside garbage and recycling collection service – Commercial premises only (240 litre weekly garbage / 240 litre fortnightly recycling).	297.45	300.10	2.65	0.89%
Waste Services Charge D – Kerbside garbage and recycling collection service - Sandy Point (120 litre weekly garbage/240 litre fortnightly recycling, plus 3 additional recycling collections during Summer).	218.30	220.30	2.00	0.92%
Waste Services Charge E – Kerbside garbage and recycling collection service - Waratah Bay (120 litre weekly garbage/240 litre fortnightly recycling, plus 3 additional recycling collections during Summer).	250.30	252.50	2.20	0.88%
Waste Services Charge G – Kerbside garbage and recycling collection service – Venus Bay (120 litre weekly garbage / 240 litre fortnightly recycling) for 6 months from November to April	159.70	161.10	1.40	0.88%
Waste Services Charge H – Kerbside garbage and recycling collection service – Venus Bay (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	253.75	256.00	2.25	0.89%
Waste Services Charge J – Kerbside garbage and recycling collection service – Walkerville (120 litre weekly garbage / 240 litre fortnightly recycling) for 6 months from November to April	146.35	147.70	1.35	0.92%
Waste Services Charge K – Kerbside garbage and recycling collection service Walkerville (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	261.10	263.40	2.30	0.88%
Garb Green Waste Bin – Kerbside greenwaste collection service (240 litre fortnightly) for 12 months	82.00	82.70	0.70	0.85%

4.1.1(j) 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	2018/19	2019/20	Change	
	\$	\$	\$	%
Waste Services Charge A	1,942,406	1,985,453	43,046	2.22%
Waste Services Charge B	12,672	12,786	114	0.90%
Waste Services Charge C	82,394	82,828	434	0.53%
Waste Services Charge D	151,500	153,329	1,829	1.21%
Waste Services Charge E	28,284	28,785	501	1.77%
Waste Services Charge G	192,598	184,782	(7,817)	-4.06%
Waste Services Charge H	131,696	151,808	20,112	15.27%
Waste Services Charge J	1,171	886	(285)	-24.31%
Waste Services Charge K	4,178	5,005	827	19.80%
Garb Green Waste Bin	607,456	625,460	18,004	2.96%
Total	3,154,355	3,231,121	76,766	2.43%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
General rates	38,715	39,963	1,248	3.22%
Revenue in lieu	186	191	5	2.69%
Waste service charges	3,154	3,231	77	2.44%
Total Rates and charges	42,055	43,385	1,330	3.16%

4.1.1(l) Fair Go Rates System Compliance

South Gippsland Shire Council is fully compliant with the State Government's Fair Go Rates System

	2018/19	2019/20
Total Rates Annualised 30th June previous year	\$ 37,956	\$ 38,988
Number of rateable properties	19,597	19,778
Base Average Rates	\$ 1,936.83	\$ 1,971.28
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 1,980.41	\$ 2,020.56
Maximum General Rates and Municipal Charges Revenue	\$ 38,810	\$ 39,963
Budgeted General Rates and Municipal Charges Revenue	\$ 38,715	\$ 39,963

4.1.1(m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

In 2018/19, the biennial revaluation cycle of all rateable properties changed to an annual revaluation. Whilst this change does not have any impact on the quantum of rates to be raised, it does change the distribution of total rates between various rate categories. Whilst valuations are required to be lodged with the Valuer General by 28th February, final sign-off does not occur until the 31st March. Any changes notified will be updated for budget adoption and may alter the proposed rates in the dollar. The total amount to be raised by rates and charges may also be affected by:

- The making of supplementary valuations (2019/20: estimated \$257k and 2018/19: \$250k);
- 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 land is re-classified from one property type to another.

4.1.1(n) Differential rates (Please refer to Appendix 1)

4.1.2 Statutory fees and fines

Program	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
Engineering Services	44	45	1	2.00%
Environmental Health	3	3	0	1.98%
Local Laws	177	177	0	0.00%
Municipal Building	174	174	0	0.00%
Rates and Valuations	31	32	1	2.00%
Risk and Procurement	1	1	0	1.99%
Statutory Planning	460	469	9	2.00%
Strategic Planning	22	19	(3)	-12.16%
Total statutory fees and fines	911	919	8	0.89%

Statutory fees will increase by \$8,112 (0.89%), which is predominately made up of an increase in Statutory Planning revenue. Appendix 3,

4.1.3 User fees

Program	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
Aged and Disability Services	492	0	(492)	-99.94%
Assets	3	3	0	2.00%
Caravan Parks	929	925	(5)	-0.51%
Children and Family Services	11	11	(0)	-0.13%
Coal Creek Community Park and Museum	75	97	21	28.04%
Community Strengthening	5	5		
Engineering Services	14	15	0	2.25%
Environmental Health	278	290	11	4.10%
Infrastructure Delivery Management	29	29	0	0.00%
Local Laws	464	499	35	7.49%
Maintenance - Civil Infrastructure	31	47	15	49.36%
Municipal Building	6	10	3	51.24%
Statutory Planning	63	65	2	2.74%
Strategic Planning	1	1	0	1.29%
Sustainability	2,138	2,339	202	9.45%
Visitor Services	0	0	0	3.50%
Total user fees	4,542	4,335	(207)	-4.55%

User fees will decrease by \$206,915 (4.55%). These fees relate to the recovery of service delivery costs from the users of the service.

User fee increases are generally increased in line with the rate increase to ensure full cost recovery is achieved. Council's decision to exit the Home and Community Care program has reduced user fees by \$492k. Appendix 3, 'Fees and Charges' details all user charges fees.

4.1.4 Grants

	Forecast Actual	Budget	Change	
	2018/19	2019/20	\$'000	%
Grants were received in respect of the following:				
Commonwealth funded grants	11,434	12,024	590	5.2%
State/other bodies funded grants	5,420	6,066	646	11.9%
Total grants received	16,854	18,090	1,236	7.3%

4.1.4.1 Operating grants

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
<u>Recurrent - Commonwealth Government</u>				
Financial Assistance Grants (VGC)	4,821	9,837	5,016	104%
Immunisation	3	4	1	33%
Home and Community Care	1,218	268		0%
Senior Citizens	25	0	(25)	-100%
<u>Recurrent - State Government</u>				
PreSchool Inclusion Program	79	81	2	3%
Supported Playgroups	112	115	3	3%
Immunisation	8	8	0	0%
Maternal and Child Health	313	319	6	2%
Home and Community Care	313	125	(188)	-60%
Senior Citizens	2	2	0	0%
Local Laws	8	9	1	13%
Valuations	269	137	(132)	-49%
Childrens Crossings	59	60	1	2%
Building Inclusive Communities	109	0	(109)	-100%
Strategic Partnerships Program	8	0	(8)	-100%
<u>Recurrent - Other Bodies</u>				
Environmental Health	0	6	6	100%
Total recurrent grants	7,347	10,971	4,574	62%
<u>Non-recurrent - Commonwealth Government</u>				
Long Jetty Restoration	2,915	0	(2,915)	-100%
Gippsland Tracks and Trails Feasibility Study	60	7	(53)	-88%
Financial Assistance Grants (VGC)	35	0	(35)	-100%
<u>Non-recurrent - State Government</u>				
Economic Development	75	0	(75)	-100%
Arts and Culture	5	0	(5)	-100%
Community Building	34	4	(30)	-88%
Youth Development	85	86	1	1%
Property and Revenue	49	49	0	0%
Planning Management	25	0	(25)	-100%
Nyora Recreation Reserve Oval Development	10	0	(10)	-100%
Strategic Planning	10	0	(10)	-100%
Poowong Netball Court Redevelopment	100	0	(100)	-100%
Black Spur Bridge Investigation - Koonwarra	53	0	(53)	-100%
Arthur Sutherland Recreation Reserve – Stadium Floor Upgrade	10	0	(10)	100%
Leongatha Knights Lights and Pitch Upgrade	10	0	(10)	100%
Leognatha Netball Club Court Development	10	0	(10)	100%
Leongatha Gymnastics Extension	10	0	(10)	100%
Major Projects and Emergency Management	60	60	0	0%
Boat Ramps	13	0	(13)	-100%
Storm Event - 1 - 3 May 2016	328	0	(328)	-100%
Storm Event - 5 July 2016	590	0	(590)	-100%
Storm Event - 12 July 2016	85	0	(85)	-100%
Storm Event - 17 March 2018	90	0	(90)	-100%
Storm Event - 17 July 2018	150	0	(150)	-100%
Biodiversity	46	46	0	0%
Environmental Services	30	10	(20)	-67%
Garbage and Recycling Collections	21	0	(21)	-100%
Leongatha and District Netball Association Courts redevelopment	325	175	(150)	-46%
Transfer Stations	400	100	(300)	-75%
Sustainability Services	3	0	(3)	-100%
Foster Flood Study	20	0	(20)	-100%
<u>Non-recurrent - Other Bodies</u>				
Arts and Culture	11	0	(11)	-100%
Sustainability Services	20	0	(20)	-100%
Total non-recurrent grants	5,688	537	(5,151)	-91%
Total operating grants	13,035	11,508	(1,527)	-11.7%

Operating grants include all monies received from State and Federal sources for the purpose of funding the delivery of Council services to ratepayers, as well as one-off funding for projects undertaken on behalf of community organisations. Overall, the level of grants is similar to 2018/19.

4.1.4.2 Capital grants

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
<u>Recurrent - Commonwealth Government</u>				
Roads to Recovery	1,657	1,908	251	15%
<u>Recurrent - State Government</u>			0	
	0	0	0	
Total recurrent grants	1,657	1,908	251	15%
<u>Non-recurrent - Commonwealth Government</u>				
Bena Kongwak Bridge	700	0	(700)	100%
<u>Non-recurrent - State Government</u>			0	
Foster Streetscape	100	0	(100)	-100%
Child Care Hub - Korumburra	0	1,104	1,104	100%
Leongatha Business Precinct	0	1,350	1,350	100%
Powneys Road Bridge	21	0	(21)	-100%
Bena Kongwak Bridge	13	0	(13)	-100%
Fish Creek Netball Courts	10	0	(10)	-100%
Swimming Pools Renewal Program	225	25	(200)	-89%
Great Southern Rail Trail		1,513	1,513	100%
Sealed Roads Rehabilitation Program	540	0	(540)	200%
Footpaths Extension Program	12	0	(12)	300%
Baromi Park Masterplan	225	25	(200)	400%
Venus Bay Skate Park	0	130	130	500%
Mirboo North Swimming Pool Refurbishment Design	0	194	194	600%
Venus Bay Jetty	91	0	(91)	600%
Korumburra Recreation Reserve Change Room Refurbishment	225	25	(200)	600%
Ruby Arawata Road Bridge		150	150	700%
Korumburra Skate Park	0	10	10	100%
Early Years Renewal Program		148	148	100%
Total non-recurrent grants	2,162	4,674	2,512	116%
Total capital grants	3,819	6,582	2,763	72%

Capital grants include all monies received from State and Federal governments for the purposes of funding the capital works program.

The increase in funding compared to 2018/19 is predominately due to the Leongatha Business Precinct, Korumburra Hub and Great Southern Rail Trail Projects.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
Monetary	678	1,023	345	50.88%
Non-monetary	387	395	8	2.07%
Total contributions	1,065	1,418	353	33.15%

Monetary contributions relate to capital contributions as well as contributions made for non-capital related activities and projects. Contributions are expected to increase by \$345k (51%) in 2019/20.

Contributions for 2019/20 are expected for statutory open space contributions (\$64k), Building Operational Works (\$4k), Leongatha Netball Courts Redevelopment (\$150k), Environmental Services (\$5k) and Mirboo North Pool Refurbish Design (\$800k).

In the previous 2018/19 year contributions were received for statutory open space contributions (\$63k), Nyora Recreation Reserve Oval Development (\$55k), Arthur Sutherland Welshpool Recreation Reserve (\$25k), Leongatha Knights Soccer Club (\$40k), Poowong Cenotaph Relocation (\$8k), Leongatha Football Netball Club (\$50k), Leongatha Gymnastics Extension (\$60k), Poowong Netball Court redevelopment (\$51k), Building Operations Works (\$4k), Gippsland Tracks and Trails Feasibility Study (\$58k), Environmental Services (\$15k), Great Southern Rail Trail (\$42k), Fish Creek Netball Courts (\$85k) and Walkerville North – Road and Retaining Wall Protection (\$121k).

Non-monetary contributions include gifted assets to Council such as roads, footpath and kerb and channels from developers who create new subdivisions. Council expects to receive an additional \$8k from developers in 2019/20 compared to 2018/19.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
Other income	1,730	1,711	(19)	-1.10%
Total other income	1,730	1,711	(19)	-1.10%

Other Income is projected to decrease by \$20k (1.10%) in 2019/20.

Other income relates to a range of items such as interest received, reimbursements, rental income, cost recoups and other miscellaneous income items.

The major reductions are Preschool Inclusion Program Sundry Revenue \$14k, Arts and Culture Sales \$19k, Community Building Sundry Revenue \$38k. Interest on investments is expected to increase by \$50k.

4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
Employee costs	26,792	24,817	(1,975)	-7.37%
Total employee costs	26,792	24,817	(1,975)	-7.37%

Employee costs include all labour-related expenditure such as wages and salaries and on-costs such as leave entitlements, superannuation and fringe benefits tax.

Employee costs are forecast to decrease by \$1.98m (7.37%) compared to the 2018/19 forecast.

The 2019/20 budgeted employee costs takes into account:

- A 2.0% allowance for banding and contract staff increments, higher duties, and associated oncosts;
- Mandatory superannuation contributions of 9.5%; and
- A 7% decrease in FTE from 272.38 to 251.56 mainly as a result of Council's decision to exit the Aged and Disability Services Program.

In delivering services to the community in a way that provides best value for money, Council uses a combination of in-house employees and outsourced contractors.

There is also a vast number of volunteers that provide unpaid assistance across many areas of Council operations. Council gratefully acknowledges the contribution of those volunteers.

4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Materials and services	25,753	21,173	(4,580)	-17.78%
Total materials and services	25,753	21,173	(4,580)	-17.78%

Materials and consumables are forecast to decrease by \$4.55M or 17.66% compared to 2018/19.

The projected operating results in the forward budgets are maintained at a sustainable level taking into account projected future services, service levels and capital works.

4.1.9 Depreciation and amortisation

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
Buildings - Specialised	2,621	2,706	85	3.24%
Heritage Buildings	52	52	0	0.00%
Plant Machinery and Equipment	1,517	1,515	(2)	-0.13%
Fixtures, Fittings and Furniture	10	10	0	0.00%
Computers and Telecommunications	965	1,025	60	6.22%
Waste Management	854	854	0	0.00%
Roads	3,610	3,626	16	0.44%
Footpaths and Cycleways	228	280	52	22.81%
Kerb and Channels	157	157	0	0.00%
Bridges	369	370	1	0.27%
Major Culverts	118	118	0	0.00%
Drainage	344	344	0	0.00%
Off Street Car Parks	60	60	0	0.00%
Other Structures	718	822	104	14.48%
Total depreciation and amortisation	11,623	11,939	316	2.72%

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation systematically allocates the cost of those assets over their useful lives as an annual expense in the Income Statement.

Annual depreciation charges to specific projects and services are impacted by periodic asset revaluations, revisions of estimated useful lives, and the extent to which assets are used on the project.

4.1.10 Other expenses

	Forecast Actual	Budget	Change	
	2018/19 \$'000	2019/20 \$'000	\$'000	%
Other expenses	3,198	3,581	383	11.98%
Total other expenses	3,198	3,581	383	11.98%

Other expenses relate to a range of items including Councillor allowances, contributions to community groups, advertising, insurances, motor vehicle registrations, library service, future known cost commitments associated with landfill rehabilitation and other miscellaneous expenditure.

The major reason for the increase in 2019/20 is an allocation of \$400,000 toward a new mobile library.

4.1.11 Underlying surplus

	Forecast	Budget	Change
	2017/18 \$'000	2018/19 \$'000	\$'000
Total Income	67,791	70,862	3,071
Total Expenses	67,509	61,618	5,891
Surplus / (deficit) for the year	282	9,244	8,962
Grants - capital	(3,819)	(6,582)	(2,763)
Contributions - non monetary assets	(387)	(395)	(8)
Capital contributions - other sources	(253)	(807)	(554)
Adjusted underlying surplus / (deficit)	(4,177)	1,460	5,637

The adjusted underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and capital contributions from other sources. It is a measure of financial sustainability and indicates Council's ability to achieve its service delivery objectives.

The adjusted underlying result for 2019/20 is a surplus of \$1.46m which is a favourable movement of \$5.64m over 2018/19. The major contributor to the improved adjusted underlying surplus is the reduced level of expenditure on major operating projects. Major operating projects are those projects which are significant in value but are not capitalized as Council assets, but rather expensed to the Income Statement. In 2019/20, Council will spend almost \$3m less in major operating projects. Please note that Council's Capital Works program will increase by \$6.9M.

In calculating the underlying result, Council has excluded capital grants and capital contributions received for capital purposes. Contributions of non-monetary assets are also excluded, as these are usually capital in nature and are difficult to predict.

A key strategic objective is to achieve underlying surpluses in the medium to long term.

4.2 Balance Sheet

4.2.1 Current Assets (\$3.23M decrease)

Current assets are projected to be \$3.2m less than 2019/20, due to a decrease in the cash position. A more detailed analysis of this change is included in section 4.4. 'Statement of Cashflows'. Rate and other debtors are not expected to change significantly.

4.2.2 Current Liabilities (\$2.97M decrease)

Current liabilities (obligations that Council must pay within the next 12 months) are expected to decrease by \$3M due primarily to repayment of \$3.35M loan in July 2019 that was recognised as a current liability in the 18/19 financial year.

4.2.3 Non Current Assets (\$40.05M increase)

The increase in non-current assets is due to a revaluation increase in Buildings (\$11.64M), Roads (\$20.30M), Footpaths (\$3.17M), Kerb and Channeling (\$0.93M), Bridges & Culverts (\$2.72M), Drainage (\$2.24M), Carparks (\$0.34M), Telecommunications (\$0.72M), and other structures (\$9.35M). Plant and Equipment has had a net reduction of \$1.68M.

4.2.4 Non Current Liabilities (\$3.02M increase)

The increase primarily represents a new loan of \$3.6M to be drawn down in 2019/20 for redevelopment of the Mirboo North Pool through the Community Sports Infrastructure Loan Scheme.

4.2.5 Working Capital (\$0.26M 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.

Below is a reconciliation of Working Capital to Underlying Working Capital.

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000
Current Assets	28,712	25,478	(3,234)
Current Liabilities	14,915	11,945	2,970
Working Capital	13,797	13,533	(264)
-Trust funds and deposits	(911)	(911)	0
-Discretionary reserves	(5,011)	(2,118)	(2,893)
Underlying working capital	7,875	10,504	2,629

Council is projecting to hold \$10.5M in underlying working capital at 30 June 2020. Although not required by legislation, Council has set aside \$2.1M in discretionary reserves for future use. Unless there is a Council resolution to the contrary, these funds should be used only for the stated purposes.

4.2.6 Equity (\$36.77M increase)

The increase in the accumulated surplus is impacted by the budgeted Comprehensive Surplus of \$9.24M and a net asset revaluation increment of \$27.53M.

A more detailed analysis of reserve transfers is included in Section 4.3.1 Reserves and 4.3.2 Equity.

4.2.7 Key assumptions

In preparing the budgeted Balance Sheet for the year ended 30 June 2020 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- The collection level of rates and charges in 2019/20 will be at similar levels to that of previous years;
- Trade creditors and other creditors and debtors to remain consistent with 2018/19 levels;
- Employee entitlements to be increased to allow for wage movements. No increase in the average rate of leave taken is expected;
- Total capital expenditure to be \$25.95M; and
- A total net \$2.89M to be transferred to accumulated surplus from internal reserves.

4.2.3 Borrowings

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

	2018/19 \$	2019/20 \$
Amount borrowed as at 30 June 2019	3,350,000	3,350,000
Amount proposed to be borrowed	0	3,600,000
Amount projected to be redeemed	0	(3,657,000)
Amount of borrowings as at 30 June 2020	3,350,000	3,293,000

4.3 Statement of Changes in Equity

4.3.1 Reserves

	Forecast Bal 2018/19 \$'000	Transfer To 2019/20 \$'000	Transfer From 2019/20 \$'000	Budget Bal 2019/20 \$'000
General Reserve	1,492	456	0	1,948
Venus Bay Surf Life Saving Club	150	0	0	150
Corner Inlet Seawall Drainage	19	1	0	20
Open Space Contributions	0	64	64	0
Caravan Parks	0	1,091	1,091	0
Loan Reserve	3,350	0	3,350	0
Closing Reserve Balance 30th June	5,011	1,612	4,505	2,118

In normal circumstances, allocations to Discretionary Reserves do not exceed the underlying operating surplus. Reserve funds can be created for any purpose that Council sees fit.

The General Reserve's primary purpose is to accumulate funding for likely future funding calls made for defined benefits superannuation liabilities.

The Venus Bay Surf Life Saving Club Reserve has quarantined funds from a community capital works allocation to allow the club time to attract further funding from other agencies.

The Corner Inlet Seawall Drainage Reserve is for future works on the asset.

The Open Space Contributions Reserve ensures that develop contributions for open space are spent for that purpose.

The Caravan Parks Reserve quarantines revenue from operations to fund caravan park operating expenditure and capital work requirements.

The Loan Reserve was established to accumulating funds to enable repayment of a \$3.35M loan when it falls due in 2019/20.

There are no restrictions on the use of these funds other than as Council may itself impose. Any changes in future use of the funds should be made having regard to Council's long-term strategic funding requirements. The decisions about future use of these funds can then be updated into Council's Long Term Financial Plan.

4.3.2 Equity

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Change	
			\$'000	%
Asset Revaluation Reserve	322,973	350,499	27,526	8.52%
Other Reserves (See 4.3.1)	5,011	2,118	(2,893)	-57.73%
Accumulated Surplus	219,265	231,402	12,137	5.54%
Total Equity as at 30 June	547,249	584,019	36,770	6.72%

The Asset Revaluation Reserve represents the difference between the previously recorded value of assets and their current valuations. By its very nature, it is not a cash-backed reserve.

Other Reserves are cash-backed reserves that represent funds set aside to meet specific purposes in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed as shown in 4.3.1.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

These activities refer to the cash generated or used in carrying out the normal service delivery functions of Council.

The increase in net cash inflows from operating activities is due to a reduction in employee costs related primarily to the cessation of the Home and Community Care service, an increase in the level of budgeted capital grants and a reduction in materials and services as funds are directed more to capital works in the 2019/20 financial year.

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement. Conversely, the Statement of Cash Flows includes capital expenditure, whereas this is excluded from the operating result. The budgeted operating result is reconciled to budgeted cash flows available from operating activities as set out in the following table.

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000
Surplus / (deficit) for the year	282	9,244	8,962
Depreciation	11,623	11,939	316
Contributions - non cash	(387)	(395)	(8)
Loss / (gain) on sale of assets	(179)	(528)	(349)
Finance costs	142	108	(34)
AASB119 employee overhead provision	103	105	2
Cash flows from operating activities	11,584	20,473	8,889

4.4.2 Net cash flows provided by/ (used in) investing activities

These activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.

The \$20M increase in net cash used in investing activities is due to the reclassification of \$15M from investments to cash in 2018/19, additional capital expenditure of \$6.85M in 2019/20, offset by an increase of \$1.77M in proceeds from asset sales. The budgeted increase in capital expenditure is largely the result of carrying forward incomplete projects from 2018/19.

4.4.3 Net cash flows provided by / (used in) financing activities

Financing activities includes new borrowings, the principal component of loan repayments for the year as well as the interest costs. During 19/20, Council will extinguish a \$3.35M loan and take out a new loan of \$3.6M for the Mirboo North Pool. Interest costs on both these loans equates to \$108K.

4.4.4 Cash at end of year

Total cash and investments at June 2020 is forecast to be \$3.16M less than at June 2019. The opening cash position of \$13.49M (July 2018) and contribution of cash from operating activities (\$20.44M) has provided enough cash to fund a significant Capital works program (\$25.85M) in 19/20 and associated financing activities. Cash is expected to be \$10.33M as at 30 June 2020, which is \$3.16M less than the previous year forecast (\$13.49M).

4.4.5 Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2020 it will have cash and cash equivalents of \$19.53M, which has been restricted as shown in the table below.

	Reference	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Change \$'000
Total cash and cash equivalents		22,760	19,526	(3,234)
Restricted cash and cash equivalents				
Statutory Reserves	4.4.5.1	0	0	0
Cash held to fund carry forward capital works	4.4.5.2	5,214	0	(5,214)
Trust funds and deposits	4.4.5.3	911	911	0
Unrestricted cash and investments	4.4.5.4	16,635	18,615	1,980
Discretionary reserves	4.4.5.5	(5,011)	(2,118)	
Unrestricted cash and cash equivalents	4.4.5.6	21,646	20,733	1,980

4.4.5.1 Statutory Reserves

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.

Council estimates that it will receive \$64,000 public open space contributions in 2019/20. This will be transferred to the Open Space Contributions Reserve. Council in 2019/20 will be utilising this contribution to partly fund costs associated with the Corner Inlet Tourism – Great Southern Rail Trail project. It is projected that as at 30 June 2020 there will be nil funds in Statutory Reserves from open space contributions.

4.4.5.2 Cash held to fund carry forward capital works

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation or other delays.

There is no amount shown as cash held to fund carry forward works at 30 June 2020, as it is planned that the capital works budget in the 2019/20 financial year will be completed.

There are a number of capital work projects being carried forward from 2018/19 to 2019/20 and these are listed in detail in section 4.5.3.

4.4.5.3 Trust funds and deposits

The level of trust funds and deposits is expected to remain at similar levels to the previous financial year.

4.4.5.4 Discretionary Reserves

Discretionary Reserve	Opening Balance	Trf to Reserve \$	Trf from Reserve \$	Closing Balance \$
Open Space	0	63,985	63,985	0
Corner Inlet Seawall Drainage	19,601	686	0	20,287
Venus Bay Surf Life Saving Club	150,000	0	0	150,000
General	1,491,901	456,081	0	1,947,982
Caravan Parks	0	1,091,267	1,091,267	0
LGFV Bond	3,350,000	0	3,350,000	0
Total	5,011,502	1,612,019	4,505,252	2,118,269

These funds are shown as Discretionary Reserves. Although not restricted by a statutory purpose, Council has made decisions regarding their future use. Unless there is a Council resolution, these funds should be used for those earmarked purposes. During the 2019/20 year \$1.61M (includes \$52,903 interest allocations) is budgeted to be transferred to the Discretionary Reserves and \$4.51M from Discretionary Reserves.

4.4.5.5 Unrestricted cash and cash equivalents

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 year following their receipt 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.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual	Budget	Change	%
	2018/19 \$'000	2019/20 \$'000	\$'000	
Property	2,157	4,304	2,147	99.56%
Plant and equipment	4,261	3,172	(1,088)	-25.54%
Infrastructure	12,631	18,473	5,842	46.25%
Total	19,049	25,950	6,901	36.23%

The Capital budget for 2019/20 incorporates \$5.214M of carry forward expenditure from projects budgeted in 2018/19 but for various reasons could not be completed in that year. Those projects are detailed in section 4.5.3 below.

	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	4,304	-	4,049	150	105	1,277	-	3,028	-
Plant and equipment	3,172	-	3,172	-	-	-	-	3,172	-
Infrastructure	18,473	-	14,892	373	3,209	5,305	800	8,768	3,600
Total	25,950	-	22,113	523	3,314	6,582	800	14,968	3,600

The detailed capital works budget for 2019/20 is comprised of \$20.735M of new works as detailed in section 4.5.2 and \$5.214M of works carried forward from 2018/19 which is detailed in section 4.5.3.

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
BUILDINGS									
73530 - Buildings - Early Years Renewal Program 17100 - Pre School, Toora	54	-	54	-	-	-	-	54	-
73530 - Buildings - Early Years Renewal Program 21050 - Prom Coast Centre for Children	59	-	59	-	-	-	-	59	-
73580 - Buildings - Renewal Program 12410 - Coleman Park, Korumburra	189	-	189	-	-	-	-	189	-
73580 - Buildings - Renewal Program 13470 - Foster Childrens Centre	80	-	80	-	-	-	-	80	-
73580 - Buildings - Renewal Program 13520 - Foster War Memorial	142	-	142	-	-	-	-	142	-
73580 - Buildings - Renewal Program 15450 - Main Office	2	-	2	-	-	-	-	2	-
73620 - Coal Creek - Capital Projects	130	-	130	-	-	-	-	130	-
73630 - Buildings - Community Hub - Korumburra	2,412	-	2,412	-	-	1,104	-	1,308	-
73630 - Buildings - Community Hub - Korumburra 18590 - Survey / Design	151	-	151	-	-	-	-	151	-
73670 - Buildings - Caravan Park Capital Works Upgrade - Waratah Bay 16330 - New Power Heads	15	-	15	-	-	-	-	15	-
73670 - Buildings - Caravan Park Capital Works Upgrade - Waratah Bay 22560 - Camp Toilets	154	-	154	-	-	-	-	154	-
73690 - Buildings - Library, Leongatha	105	-	-	-	105	-	-	105	-
73710 - Buildings - Office Refurbishment Stage One	105	-	-	105	-	-	-	105	-
98010 - Long Jetty Caravan Park Capital 12060 - Camp Kitchen and Communal Area	45	-	-	45	-	-	-	45	-
98010 - Long Jetty Caravan Park Capital 16290 - New Cabins Program	65	-	65	-	-	-	-	65	-
98020 - Yanakie Caravan Park Capital 18830 - Toilet Block	135	-	135	-	-	-	-	135	-
TOTAL BUILDINGS	3,843	-	3,587	150	105	1,104	-	2,739	-
TOTAL PROPERTY	3,843	-	3,587	150	105	1,104	-	2,739	-
PLANT AND EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
79110 - Fleet - Fleet Purchases	904	-	904	-	-	-	-	904	-
79120 - Plant - Plant Purchases	1,548	-	1,548	-	-	-	-	1,548	-
TOTAL PLANT AND EQUIPMENT	2,452	-	2,452	-	-	-	-	2,452	-
COMPUTERS AND TELECOMMUNICATIONS									
80110 - IT Capital Works	721	-	721	-	-	-	-	721	-
TOTAL COMPUTERS AND TELECOMMUNICATIONS	721	-	721	-	-	-	-	721	-
TOTAL PLANT AND EQUIPMENT	3,172	-	3,172	-	-	-	-	3,172	-

Capital Works Area	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
ROADS									
82110 - Roads - Reseals	1,575	-	1,575	-	-	-	-	1,575	-
82120 - Roads - Reseal Preparation	880	-	880	-	-	-	-	880	-
82210 - Roads - Sealed Rehabilitation Program	493	-	493	-	-	-	-	493	-
82210 - Roads - Sealed Rehabilitation Program 12910 - Dollar Road, Dumbalk	125	-	125	-	-	-	-	125	-
82210 - Roads - Sealed Rehabilitation Program 13070 - Dyrings Road, Foster	342	-	342	-	-	-	-	342	-
82210 - Roads - Sealed Rehabilitation Program 15340 - Loch Poowong Road, Loch	869	-	869	-	-	-	-	869	-
82210 - Roads - Sealed Rehabilitation Program 15460 - Main South Road, Poowong	130	-	130	-	-	-	-	130	-
82210 - Roads - Sealed Rehabilitation Program 21910 - Jetho West Road, Jetho	331	-	331	-	-	-	-	331	-
82225 - Roads to Recovery Capital	236	-	236	-	-	1,908	-	1,672	-
82240 - Guard Rails - Replacement Program 14030 - Gwyther Siding Road, Koonwarra	37	-	37	-	-	-	-	37	-
82240 - Guard Rails - Replacement Program 15730 - McDonalds Road, Meeniyan	37	-	37	-	-	-	-	37	-
82240 - Guard Rails - Replacement Program 17770 - Sewells Road, Koonwarra	41	-	41	-	-	-	-	41	-
82250 - Civil - Capital Works Design	204	-	163	41	-	-	-	204	-
82420 - Roads - Gardner Lane Poowong	257	-	257	-	-	-	-	257	-
TOTAL ROADS	5,557	-	5,516	41	-	1,908	-	3,649	-
BRIDGES									
85040 - Bridge - Rehabilitation Program	93	-	93	-	-	-	-	93	-
85070 - Bridge - Bass Valley Road (KB080)	101	-	101	-	-	-	-	101	-
TOTAL BRIDGES	195	-	195	-	-	-	-	195	-
MAJOR CULVERTS									
85050 - Major Culvert - Renewal Program 14080 - Harding and Lawson Road, Fish Creek	95	-	95	-	-	-	-	95	-
TOTAL MAJOR CULVERTS	95	-	95	-	-	-	-	95	-
FOOTPATHS AND CYCLEWAYS									
88040 - Footpaths - Extension Program 14380 - Horn Street, Leongatha	29	-	-	-	29	-	-	29	-
88040 - Footpaths - Extension Program 15760 - McKitterick Street, Meeniyan	19	-	-	-	19	-	-	19	-
88040 - Footpaths - Extension Program 20560 - Peacock Street Mirboo North	69	-	-	-	69	-	-	69	-
88040 - Footpaths - Extension Program 21970 - Koala Drive, Koonwarra	21	-	-	-	21	-	-	21	-
88040 - Footpaths - Extension Program 21980 - Grand Ridge East, Mirboo North	31	-	-	-	31	-	-	31	-
88050 - Footpaths - Renewal 19840 - Whitelaw Street, Meeniyan	198	-	198	-	-	-	-	198	-
88050 - Footpaths - Renewal 20320 - Boundary Road, Foster	29	-	29	-	-	-	-	29	-
88090 - Footpath Extension - Jumbunna Road, Korumburra	17	-	-	-	17	-	-	17	-
93120 - Great Southern Rail Trail 21320 - Welshpool to Hedley	500	-	-	-	500	300	-	200	-
93120 - Great Southern Rail Trail 35990 - Leongatha to Korumburra	1,000	-	-	-	1,000	1,000	-	-	-
TOTAL FOOTPATHS AND CYCLEWAYS	1,912	-	227	-	1,685	1,300	-	612	-

Capital Works Area	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
INFRASTRUCTURE									
DRAINAGE									
80240 - Upgrade Works at the Walkerville Retarding Basin	100			100				100	
TOTAL DRAINAGE	100	-	-	100	-	-	-	100	-
WASTE MANAGEMENT									
TOTAL WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-
OTHER STRUCTURES									
82040 - Leongatha Business Precinct Project - Bair Street 11470 - Bair Street, Leongatha	2,700	-	2,700	-	-	1,350	-	1,350	-
93010 - Recreation - Community Infrastructure Projects	27	-	27	-	-	-	-	27	-
93020 - Recreation - Kindergartens Playground Replacement Program 19840 - Whitelaw Street, Meeniyan	37	-	37	-	-	-	-	37	-
93060 - Playgrounds - Replacement Program 17690 - Saturn Reserve, Venus Bay	41	-	41	-	-	-	-	41	-
93060 - Playgrounds - Replacement Program 17850 - Shingler Street, Leongatha	31	-	31	-	-	-	-	31	-
93060 - Playgrounds - Replacement Program 18080 - Speight Street, Loch	51	-	51	-	-	-	-	51	-
93060 - Playgrounds - Replacement Program 18180 - Station Street, Foster	43	-	43	-	-	-	-	43	-
93070 - Pools - Renewal Program 13510 - Foster Swimming Pool	197	-	197	-	-	-	-	197	-
93070 - Pools - Renewal Program 18110 - SPLASH, Leongatha	194	-	194	-	-	-	-	194	-
93070 - Pools - Renewal Program 23160 - Toora Swimming Pool Stage 2 (Splash Park & Carpark Upgrade)	631	-	631	-	-	25	-	606	-
93120 - Great Southern Rail Trail 23170 - Leongatha Railway Station Stage One	425	-	425	-	-	213	-	213	-
93130 - Recreation - Baromi Park Masterplan & Associated Works 22460 - Mirboo North Active Play	-	-	-	-	-	20	-	280	-
93140 - Recreation - Venus Bay Skate Park	131	-	-	-	131	131	-	-	-
98020 - Yanakie Caravan Park Capital 18150 - Stage 2 Fire Fighting	232	-	-	232	-	-	-	232	-
99020 - Pools - Refurbishment Design - Mirboo North	1,122	-	1,122	-	-	194	600	3,272	3,600
TOTAL OTHER STRUCTURES	5,862	-	5,499	232	131	1,932	600	29	3,600
TOTAL INFRASTRUCTURE	13,721	-	11,532	373	1,816	5,140	600	4,680	3,600
TOTAL NEW CAPITAL WORKS	20,735	-	18,292	523	1,921	6,244	600	10,592	3,600

4.5.3 Works carried forward from the 2018/19 year

Capital Works Area	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
BUILDINGS									
73530 - Buildings - Early Years Renewal Program 21050 - Prom Coast Centre for Children	308		308			148		160	
73580 - Buildings - Renewal Program 15450 - Main Office	73		73					73	
73580 - Buildings - Renewal Program 15970 - Mirboo North Hall	80		80					80	
93170 - Korumburra Recreation Reserve - Change Room Refurbishment	-					25	-	25	
TOTAL BUILDINGS	462	-	462	-	-	173	-	289	-
TOTAL PROPERTY	462	-	462	-	-	173	-	289	-
PLANT AND EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
TOTAL PLANT, MACHINERY & EQUIPMENT	-	-	-	-	-	-	-	-	-
COMPUTERS AND TELECOMMUNICATIONS									
TOTAL COMPUTERS & TELECOMM'S	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	-	-	-	-	-	-	-	-	-
INFRASTRUCTURE									
ROADS									
TOTAL ROADS	-	-	-	-	-	-	-	-	-

Capital Works Area	Project Cost \$'000	Expenditure Type				Funding Source			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
BRIDGES									
85060 - Bridge - Ruby Arawata Road (WB330)						150	-	150	
TOTAL BRIDGES	-	-	-	-	-	150	-	150	-
MAJOR CULVERTS									
TOTAL MAJOR CULVERTS	-	-	-	-	-	-	-	-	-
FOOTPATHS AND CYCLEWAYS									
88090 - Footpath Extension - Jumbunna Road, Korumburra	489				489			489	
TOTAL FOOTPATHS AND CYCLEWAYS	489	-	-	-	489	-	-	489	-
DRAINAGE									
TOTAL DRAINAGE	-	-	-	-	-	-	-	-	-
WASTE MANAGEMENT									
TOTAL WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-
OTHER STRUCTURES									
93070 - Pools - Renewal Program 18110 - SPLASH, Leongatha	62		62					62	
93130 - Recreation - Baromi Park Masterplan & Associated Works 22460 - Mirboo North Active Play	300				300				
93130 - Recreation - Baromi Park Masterplan & Associated Works 22550 - Baromi Community Space – Nature Based Playground	55				55			55	
93130 - Recreation - Baromi Park Masterplan & Associated Works 22590 - Baromi Community Space – Arts Performance	85				85	5		80	
93140 - Recreation - Venus Bay Skate Park	119				119			119	
93150 - Recreation - Venus Bay Environmental Projects	105				105			105	
93180 - Recreation - Korumburra Skate Park	240				240	10		230	
99020 - Pools - Refurbishment Design - Mirboo North	3,298		3,298				200	3,098	
TOTAL OTHER STRUCTURES	4,264	-	3,360	-	904	15	200	3,749	-
TOTAL INFRASTRUCTURE	4,753	-	3,360	-	1,393	165	200	4,088	-
TOTAL CARRIED FORWARD CAPITAL WORKS	5,214	-	3,821	-	1,393	338	200	4,376	-
TOTAL CAPITAL WORKS	25,950	-	22,113	523	3,314	6,582	800	14,968	3,600

4.6 Budget Influences

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

4.6.1 Snapshot of South Gippsland Shire Council

South Gippsland Shire was formed in 1994 from the amalgamation of four municipalities. Located 90 minutes south east of Melbourne, the Shire has a population of 29,324 (ERP 30 July 2017). It has an area of 3,300 square kilometres with substantial coastal frontage. South Gippsland Shire is a spectacular region, with communities nestled among the rolling green hills, and along the coast, linking the mountains to the sea.

Its major centres are Leongatha, Korumburra, Mirboo North and Foster, and other significant townships include Nyora, Toora, Venus Bay, Sandy Point, Poowong, Port Welshpool, Loch, Dumbalk, Welshpool, Meeniyar, Fish Creek, Port Franklin, Koonwarra, Kongwak and Tarwin Lower.

Our Economic Base

South Gippsland has a thriving economy with over 7,000 businesses contributing to an annual output of over \$3.2B. South Gippsland has one of the lower unemployment rates in Australia.

Key industry sectors contributing to this output are:

- Manufacturing \$640M;
- Agriculture, Forestry and Fishing \$615M;
- Construction \$386M;
- Property services \$292M;
- Health care and social assistance \$150M;
- Utilities \$140M;
- Wholesale Trade \$117M; and
- Retail trade \$113M.

Major Industries

Agriculture

South Gippsland's economy centres around agricultural production. It is one of the key dairy farming locations in Australia, is a major beef farming area and also has significant sheep farming. The Victorian Livestock Exchange operates a modern regional saleyards at Koonwarra.

Horticultural food production, such as snow pea and potato farming, are also key industries in South Gippsland. For part of the year most of Australia's snow peas are produced here.

South Gippsland has an increasing range of specialty food production including cheese, meat, eggs, wine production and brewing.

Food Processing

- Saputo Dairy Australia, Leongatha dairy production;
- Burra Foods, Dairy Production Korumburra;
- ViPlus Dairy production at Toora;
- Select Produce, a significant snow pea packing and distribution centre at Korumburra;
- GBP Australia, operating a major export abattoir at Poowong; and
- Schreurs, Celery producers at Middle Tarwin

Tourism

The tourism industry is also a major contributor to the South Gippsland economy with visitors contributing over \$100M annually to the economy. Marketed as "Prom Country" - the region attracts over 1 million visitors each year. The region is rich in nature based activities, with the world renowned Wilsons Promontory National Park, spectacular scenery, unspoilt beaches and quaint villages.

Other Industries

Qube has a major marine terminal located at Barry Point near Toora that is used to provide services to their Bass Strait oil and gas platforms. 'Port Anthony', a private port, is located next to the Qube facility. An important fishing industry operates from Port Welshpool and Port Franklin. A wind farm is located on the hills around Toora and the Bald Hills Wind Farm is located near Tarwin Lower. The agricultural and manufacturing sectors also support a substantial service industry including: transport, engineering, construction and agricultural supplies.

Major Infrastructure and Investment Projects

There are a number of key infrastructure and investment projects currently underway or recently completed in South Gippsland Shire. These include:

- Foster Streetscape Project completed November 2017 and the Laneway project completed July 2018.
- Lance Creek Water Connection project provides water supply to Korumburra, Loch, Poowong and Nyora, completed December 2018;
- Port Welshpool Long Jetty reconstruction substantially completed December 2018;
- South Gippsland Highway Black Spur Re-alignment, funded by the Federal and State Governments is currently under tender.
- New Primary Care Centre located adjacent to Leongatha Hospital opened in 2018.
- Bena Kongwak Bridge over railway and road realignment completed October 2018.
- Completion of bridges at Black Spur Creek on the Great Southern Rail Trail opened March 2016 provides a trail open from Leongatha to Port Welshpool;
- Rollout of the National Broadband Network was completed across South Gippsland in 2018 and is being continually upgraded.
- Expansion of the mobile telephone network across South Gippsland with new towers and upgrades to existing installations.

Our Community

South Gippsland features many vibrant communities where people can enjoy a healthy and rewarding lifestyle. Our affordable housing options and excellent education and medical facilities offer the chance to have both a family life and career in a safe and relaxed environment.

Resident Profile

The latest population estimate is 29,300 people as at July 2017. Council's recently prepared population forecasts project that the Shire's population will increase to 36,000 by 2036. This is an increase of almost 7,700 people at an average annual growth rate of 1.3%. The Shire has approximately 15,000 dwellings and about 19,000 rateable properties.

The number of households within South Gippsland increased by 834 between 2011 and 2016 to a total of 11,718.

This trend is expected to continue over the next 20 year period as population growth increases. The increase in the total number of households will require a diverse range of housing opportunities including higher density dwelling development in serviced townships and lifestyle living opportunities in a low density residential or rural living context.

The age profile of South Gippsland Shire in 2016 reflected a similar profile to Regional Victoria as a whole. The proportion of residents aged 20-34 years (12.8%) continues to be lower than the average for Regional Victoria (16.4%). There has been a marked increase in residents aged between 55 and 79. The proportion of people aged 55 - 74 was 29.9%, 4.8 percentage points higher than the average for these ages in Regional Victoria.

South Gippsland's age profile compared with Regional Victoria is shown in the following table:

Age Group	South Gippsland	Regional Victoria
0-9	11.7%	12.2%
10-19	11.7%	12.2%
20-29	8.3%	11.1%
30-39	9.2%	10.1%
40-49	12.4%	12.7%
50-59	15.0%	13.9%
60-69	16.2%	13.5%
70-79	9.9%	8.5%
80-	5.6%	5.3%

(ID consulting for South Gippsland Shire Council, Community Profile 2016)

There are high levels of home ownership in South Gippsland with 43% of dwellings fully owned compared with 31% nationally. The proportion of rental dwellings at 18.2% is much lower than the national average of 28.7%.

There has been a large increase in lone person households (329) since 2011. South Gippsland has 26.8% of lone person households, higher than the national rate of 22.8%. There are 15,909 dwellings in South Gippsland with 73.7% occupied in comparison with 84.2% of dwellings occupied in Regional Victoria.

South Gippsland has high levels of volunteering with 29.3% of the population participating in the last year in comparison with 19.2% for Victoria.

Labour Force

South Gippsland Shire has an unemployment rate of 4.1% as at September Quarter 2018.

This remains the lowest unemployment rate in Gippsland and one of the lower rates in the State. This is below the average for Victoria of 5.3%.

Key industry sectors by employment in the South Gippsland Shire in 2016 were Agriculture, Forestry & Fishing (17.1%), Health Care and Social Assistance (11.4%), Retail Trade (9.5%), and Construction (9.4%).

The Shire's top eight employment sectors compared with that of Regional Victoria as shown in the table below:

Employment by Industry	South Gippsland	Regional Victoria
Agriculture, Forestry and Fishing	17.1%	7.7%
Health Care and Social Assistance	11.4%	14.3%
Retail Trade	9.5%	10.6%
Construction	9.4%	8.8%
Manufacturing	7.4%	8.1%
Education and Training	7.0%	8.7%
Accommodation and Food Services	5.6%	7.0%
Professional, Scientific & Technical Services	4.0%	4.2%

ABS 2016 Census

Since 2006 the greatest rise has been in the Manufacturing sector and in Transport, Postal and Warehousing. There has been a drop in those working in Agriculture, Forestry and Fishing.

In 2016, key employment by occupation groups in South Gippsland were managers (20.1%), technicians and trades workers (15.1%) and professionals (13.4%).

Employment by occupation in South Gippsland compared with that of Regional Victoria are as follows:

Occupation	South Gippsland	Regional Victoria
Managers	20.9%	14.6%
Technicians and Trades	15.1%	14.8%
Professionals	13.4%	17.4%
Labourers	13.1%	12.4%
Clerical and Administrative Services	10.2%	11.3%
Community and personal service workers	9.8%	11.7%
Sales workers	8.6%	9.7%
Machinery operators and drivers	7.3%	6.5%
Inadequately described and not stated	1.5%	1.7%

Community Infrastructure

South Gippsland boasts a wide range of community assets that are appreciated and enjoyed by our residents and visitors. These include:

- Three public hospitals and five medical centres;
- Residential aged care facilities in four towns;
- Childcare centres operate in Leongatha, Korumburra, Mirboo North and Foster. Uniting Care Gippsland facilitate Family Day Care available in Leongatha, Toora and Foster;
- Five public libraries in Leongatha, Korumburra, Mirboo North, Poowong, Foster and a mobile library service to Nyora.
- Daily V/Line Coach services to and from Melbourne and the Latrobe Valley, Yarram and Wonthaggi;
- Numerous galleries and museums, a cinema, theatres and clubs;
- Over 200 sporting clubs with facilities such as a cycling velodrome and indoor basketball stadiums, a regional leisure centre incorporating a heated indoor swimming pool, six public swimming pools of which two are heated, and seven golf courses;
- The Great Southern Rail Trail, is approximately 72km of bike/walking trails and has recently been completed from Leongatha to Port Welshpool;
- The Grand Ridge Rail Trail runs between Mirboo North and Boolarra over 13km;
- Over 50 parks, reserves and sanctuaries including coastal/beach assets, trails in the Strzelecki Ranges, Coal Creek Community Park and Museum and Mossvale Park at Berrys Creek.

South Gippsland is well serviced by modern education facilities. These include:

- 18 Primary Schools, including four independent primary schools and one specialist school;
- 6 Secondary Colleges, including two independent colleges;
- Leongatha Specialist School;
- Community College Gippsland;
- Federation Training TAFE;
- South Gippsland Bass Coast Local Learning and Employment Network;
- Apprenticeships Group Australia (AGA);
- 12 Kindergartens;
- 4 Neighbourhood/Community Houses; and
- South Gippsland Trade Skills Alliance.

4.6.2 External Influences

In preparing the 2019/20 budget, the following external factors were taken into consideration because they are likely to impact significantly on the services delivered by Council in the ensuing twelve months:

- The Victorian State Government introduced a cap on rate increases from 2016/17. The Minister for Local Government has set the 2019/20 rates cap at 2.50%. The cap is based on Treasury's forecast for the Melbourne CPI for the next financial year.
- The Consumer Price Index (CPI) for Victoria is forecast to be 2.50% for the 2019/20 year which sets the rate cap.
- The Victorian Wage Price Index is projected by Treasury to be 2.75% in 2018/19 and 3.00% in 2019/20.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government and over time, the funds provided by government do not increase to take into account the actual cost of providing the service.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government. Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Australian Prudential Regulation Authority introduced a Prudential Standard in 2014 to assess the market value of assets in defined benefit superannuation funds. It is likely that more frequent calls will be made upon Council to fund defined benefits superannuation liabilities.

4.7 Long Term Financial Strategies

4.7.1 Principles of Sound Financial Management

The Act requires Council to comply with the following principles of sound financial management:

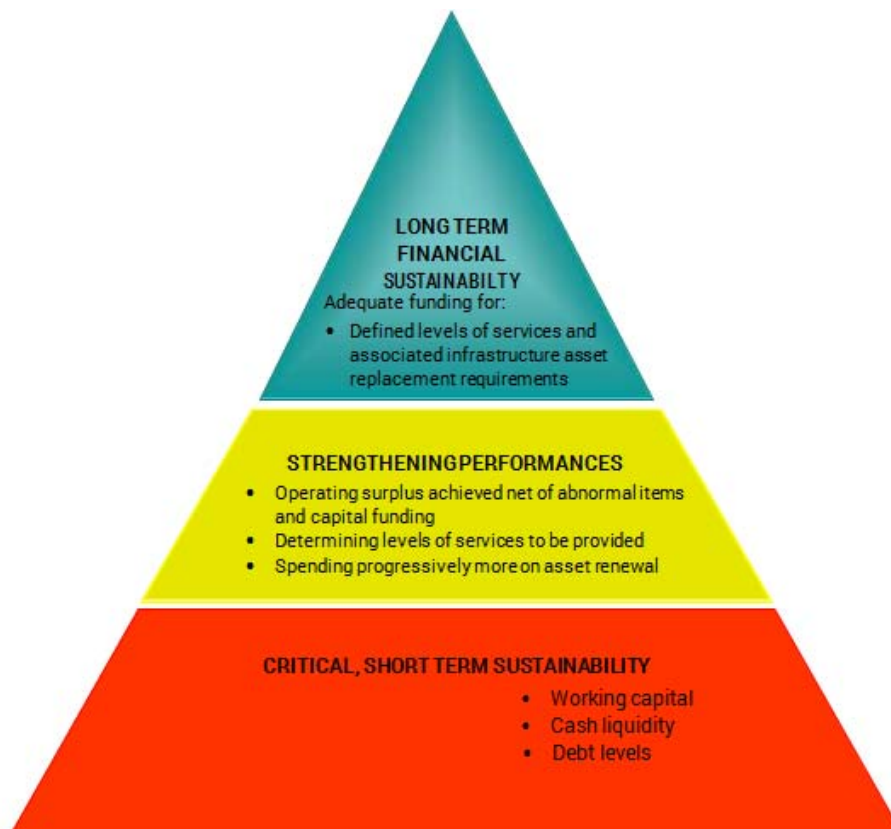
- Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- Ensure that decisions are made and actions taken having regard to their financial effects on future generations; and
- Ensure full, accurate and timely disclosure of financial information relating to the Council.

Council is also required by the Local Government Act 1989 to prepare an SRP covering both financial and non-financial resources for at least the next four financial years to support the Council Plan.

This 15 year LTFP for the years 2018/19 to 2032/33 has been further refined as part of Council's strategic financial planning framework. It ensures that Council adopts a financially responsible and accountable Annual Budget and SRP that sits within a longer term framework.

The budgeted financial statements of the LTFP are in Appendix 2. This includes the budgeted statements in the SRP which are a four year subset of the 15 year Long Term Financial Plan.

Sound financial management can best be described as a series of financial objectives classified on a hierarchical needs basis, as shown in the pyramid diagram on the following page:



The bottom tier's financial objective 'Critical Short Term Sustainability' relates to issues of liquidity, debt ratios and working capital, which underpin good business planning. In order for Council to operate successfully, it is essential that these 'fundamentals' are both understood and adhered to.

Second tier financial objectives focus on progressively improving financial outcomes to strengthen Council's financial position. It is vitally important to define and then consistently achieve planned operational and financial outcomes, before beginning to attempt to address the ultimate third tier goal of 'Long Term Financial Sustainability'. This is achieved when adequate funding is being provided in current and forward budgets for a defined level of services, including associated infrastructure asset requirements, which meets community needs and which they are prepared to pay for.

A financially sustainable council would be capable of:

- Providing and funding the service needs of its community;
- Meeting contingencies without needing to make radical changes to spending and / or revenue policies;
- Maintaining stability and equity in rating levels; and
- Preserving intergenerational equity.

When developing long term financial plans it is important that an assessment is made of the community's capacity and preparedness to pay for current and desired service expectations. This requires a consideration of the inherent structural characteristics of the community, including community income and population.

Similarly, it is important that Council's performance in providing services to its community is transparent and measurable.

4.7.2 Long Term Financial Strategies

The Long Term Financial Strategies developed and adopted by Council align with the financial objectives in the 'financial pyramid'. The financial strategies that underpin the development of the Long Term Financial Plan, Strategic Resource Plan and Annual Budget include:

1. Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements.
2. Target the Balance Sheet having at least a 1.25 to 1 underlying working capital ratio in the Long Term Financial Plan.
3. Transfers to discretionary reserves will only be included in the Annual Budget if matched by an equivalent budgeted underlying surplus in the Income Statement to preserve the accumulated surplus position of Council.
4. Material favourable budget variations realised at the end of a financial year will be allocated to a general reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs.
5. Annual transfers equivalent to 1.0% of rate income are made to the general reserve.
6. Annual transfers equivalent to the average interest earned on investments during the financial year are made to all reserves, Loan Reserve excepted.
7. Budgeted underlying cash at the end of each year shall be measured by referencing it against the underlying working capital ratio in the Long Term Financial Plan.
8. Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps)
9. A series of key financial performance indicators, with appropriate threshold targets, will be utilised to strategically analyse the financial integrity of the Plan. These include:
 - underlying working capital ratio – greater than 1.25
 - underlying result – greater than 0.0
 - financial sustainability indicator – greater than 95%
 - self-financing greater than 20%
 - indebtedness – less than 40%
 - total debt as a % of rate revenue – less than 60%
 - debt service costs as a % of total revenue – less 5%

10. The amount of asset renewal funding required to maintain specified service levels as documented in asset management plans will be updated into the Long Term Financial Plan, subject to the available resource requirements, to ensure that the financial integrity of the plan is not compromised.
11. Any new, upgrade and expansion capital work proposals in the first four years of the Long Term Financial Plan must include a lifecycle cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
12. Capital income must only be utilised as a funding source for capital or 'one off' expenditure requirements.
13. Council considers borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.
14. For borrowings to be considered, projects must have had a full lifecycle cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively that the additional costs are quantified in the Long Term Financial Plan and the integrity of the financial strategies are not compromised.
15. Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for Council's consideration.
16. Any services that undergo service level review process which have non statutory fees and charges will have those fees and charges identified to reflect their level of community benefit which clearly articulates the basis for the fee or charge relative to the service being provided.
17. Council consider the most appropriate rating strategy to provide adequate funds to:
 - achieve sustainable underlying surpluses;
 - achieve sustainable cash flows; and
 - fund capital renewal projects;

in both the Annual Budget and Long Term Financial Plan to support defined service and infrastructure asset requirements.

5. 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 interpreted in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.30%	-3.87%	5.19%	6.89%	8.34%	9.76%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	309.56%	192.50%	213.29%	172.73%	146.04%	161.04%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	-49.39%	50.77%	60.54%	12.39%	-22.62%	-11.64%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	8.16%	7.88%	7.51%	6.53%	5.60%	4.70%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.35%	0.33%	8.59%	0.86%	0.84%	0.81%	+
Indebtedness	Non-current liabilities / own source revenue		12.73%	4.05%	9.81%	9.08%	8.32%	7.56%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	99.83%	126.28%	185.21%	167.68%	143.63%	120.61%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	61.51%	65.40%	67.47%	67.47%	69.10%	69.31%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.54%	0.53%	0.53%	0.54%	0.54%	0.55%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,175	\$3,445	\$3,141	\$3,176	\$3,143	\$3,176	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,847	\$1,919	\$1,938	\$1,957	\$1,976	\$1,996	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.90%	9.90%	9.90%	9.90%	9.90%	9.90%	o

Key to Forecast Trend:

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

Notes to indicators

1. Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Aside from the spike and dip in 2017/18 and 2018/19 as a result of receiving one half of VGC allocations in advance (in 2017/18), financial performance is expected to marginally improve over the period as a result of budgeted reduced depreciation expenditure.

2. Working Capital

The proportion of current liabilities represented by current assets.

3. Unrestricted Cash

Although the indicator trends into negative territory in 21/22 and 22/23, Council has other financial assets that can be converted to cash and cash equivalents if required.

4. Loans and Borrowings

Loans and borrowings are expected to remain relatively stable over the period. A \$3.35M loan is paid out in 19/20 and a new loan for \$3.60M was taken.

5. Asset renewal

This percentage indicates the extent of Council's expenditure on asset renewals against its depreciation charge (cost of consumption of the assets service potential). 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. The fluctuations over the years do not present as a strategic concern. This is expected because the nature of capital renewal expenditure requirements tends to have a profile that varies over the years. There are no asset renewal primary funding gaps for all major classes of assets.

6. Rates concentration

Reflects the extent of reliance on rate revenues to fund all of Council's on-going services.

In addition to the above indicators, Council also uses the indicators on the following page to measure and monitor its financial performance and position in the long term.

5.1 Key Financial Performance Indicators

Council uses the following performance indicators to assess the financial integrity of the budgeted financial statements in the long term.

Listed on the following pages are the financial performance indicators including a brief description of what is measured, why and the relevant thresholds.




Underlying result

Measures strength of financial result

Adjusted net surplus / underlying revenue

Adjusted net surplus is underlying revenue less expenses

Underlying revenue does not include developer contributions, special rates income or capital grants

Indicator	Range	Budget	Comment
	> 0%	2.31%	Low risk of financial sustainability concerns
	0 - 10%		Risk of long term run down of cash reserves and inability to fund asset renewals
	< 10%		Insufficient revenue to fund operations and asset renewal




Underlying Working Capital Ratio

Measures ability to pay existing liabilities

Current assets / current liabilities

Current assets as per Balance Sheet not including cash backed reserves

Current liabilities as per Balance Sheet

Indicator	Range	Budget	Comment
	> 125%	196%	Low risk of financial sustainability concerns
	100% - 125%		Caution with cash flow as issues could arise with meeting obligations as they fall due
	< 125%		Immediate sustainability issues with insufficient current assets to cover liabilities




Self-Financing

Measures ability to self-fund asset replacement

Net operating cash flows / underlying revenue and capital grants

Net operating cash flows as per Cash Flow statement

Underlying revenue does not include developer contributions

Indicator	Range	Budget	Comment
	> 20%	29%	Generating enough cash from operations to fund assets
	10% - 20%		May not be generating sufficient cash from operations to fund new assets
	< 10%		Insufficient funds from operations to fund new assets and renewals




Sustainability Index

Measures level of spending on assets

Capital spend / depreciation

Capital renewal and upgrade spend as per Cash Flow Statement

Depreciation as per Income Statement

Indicator	Range	Budget	Comment
	> 95%	207%	Low risk of insufficient spending on asset renewal and upgrades
	90% - 95%		May indicate that spending on asset renewals is insufficient
	< 90%		Spending on asset renewals and upgrades has not kept pace with consumption of assets.




Indebtedness

Measures ability to cover long term liabilities from own revenue

Non current liabilities / own sourced revenue

Non current liabilities as per Balance Sheet




Own sourced revenue does not include operational and capital grants and contributions

Indicator	Range	Budget	Comment
	< 40%	9.81%	No concern over the ability to repay debt from own source revenue
	40% - 60%		Some concern over the ability to repay debt from own source revenue
	> 60%		Potential long term concern over the ability to repay debt levels from own source revenues

Total Debt as a % of rate revenue

Measures level of rate income relative to total debt




Includes current and non-current liabilities in Balance Sheet
Rate income as per Income Statement

Indicator	Range	Budget	Comment
	< 60%	7.50%	Reasonable reliance on rate revenue to fund debt
	60% - 100%		Undesirable reliance on rate revenue to fund debt
	> 100%		Unsustainable reliance on rate revenue to fund debt.

Debt servicing costs as a % of total revenue

Measures portion of revenue committed to fund debt finance costs

Borrowing cost expenses as per Income Statement
Total revenue in Income Statement not including donated assets and gain/loss on asset disposals

Indicator	Range	Budget	Comment
	< 5%	0.20%	Reasonable proportion of total revenue to fund debt finance costs
	5% - 10%		Undesirable reliance on proportion of total revenue to fund debt finance costs
	> 10%		Unustainable reliance on proportion of total revenue to fund debt finance costs

Appendix 1 - Differential Rates

1 Differential Rates

1.1 Rates to be Levied

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

- a general rate of 0.488919% (0.488919 cents in the dollar of CIV) for all rateable General Land;
- a general rate of 0.513365% (0.513365 cents in the dollar of CIV) for all rateable Commercial Land;

- a general rate of 0.513365% (0.513365 cents in the dollar of CIV) for all rateable Industrial Land;

- a general rate of 0.977837% (0.977837 cents in the dollar of CIV) for all rateable Vacant Land;
- a general rate of 0.342243% (0.342243 cents in the dollar of CIV) for all rateable Farming Land;
- a general rate of 0.244459% (0.244459 cents in the dollar of CIV) for all rateable Cultural and Recreational Lands; and

- a general rate of 0.342243% (0.342243 cents in the dollar of CIV) for all rateable Rural Residential Land; and

- a general rate of 0.928946% (0.928946 cents in the dollar of CIV) for all rateable Rural Vacant Land; and

- a general rate of 0.513365% (0.513365 cents in the dollar of CIV) for all rateable Extractive Industries; and

- a general rate of 0.513365% (0.513365 cents in the dollar of CIV) for all rateable Infrastructure and Utilities Land.

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

The objective of the differential rates is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. Council has chosen to define the categories of land to which each differential rate applies by reference to the Australian Valuation Property Classification Code (AVPCC) that is allocated to it in accordance with the Valuation of Land Act 1960.

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

1.2 General Land

- 1.2.1 General Land is any land which is not:
- 1.2.1.1 Commercial Land, as described in subparagraph 1.3.1;
 - 1.2.1.2 Industrial Land, as described in subparagraph 1.4.1;
 - 1.2.1.3 Vacant Land, as described in subparagraph 1.5.1;
 - 1.2.1.4 Farming Land, as described in subparagraph 1.6.1;
 - 1.2.1.5 Cultural and Recreational Land, as described in subparagraph 1.7.1;
- or
- 1.2.1.6 Rural Residential Land as described in subparagraph 1.8.1.
- 1.2.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.2.2.1 construction and maintenance of infrastructure assets;
 - 1.2.2.2 development and provision of health and community services; and
 - 1.2.2.3 provision of general support services.
- 1.2.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.2.1 above.
- 1.2.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.2.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.2.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in paragraph 1.2.1 above.
- 1.2.7 The land affected by this rate is that which displays the characteristics described in subparagraph 1.2.1 above, and may be located in any zone created by the South Gippsland Planning Scheme.
- 1.2.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.2.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.3 Commercial Land

- 1.3.1 Commercial Land is any land which is used predominantly for commercial purposes and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 202–299, 656, 657, 669–672, 674, 675, 684, 687, 688, 690, 696, 711, 715, 803–816, 818–820, 822, 823, 825, 827 and 828.
- 1.3.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.3.2.1 construction and maintenance of infrastructure assets;
 - 1.3.2.2 development and provision of health and community services; and
 - 1.3.2.3 provision of general support services.
- 1.3.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.3.1 above.
- 1.3.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.3.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.3.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 1.3.1 above.
- 1.3.7 The land affected by this rate is that which is in any zone where commercial development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.3.1 above.
- 1.3.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.3.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.4 Industrial Land

- 1.4.1 Industrial Land is any land which is used predominantly for industrial purposes and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 303–399, 400–481, 483–499, 602–612, 615–623, 626–637, 639–644, 647–649, 659, 661–664, 666, 667, 673, 676–679, 681–683, 685, 689, 691, 693, 694 and 697–699.
- 1.4.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.4.2.1 construction and maintenance of infrastructure assets;
 - 1.4.2.2 development and provision of health and community services; and
 - 1.4.2.3 provision of economic development and general support services.
- 1.4.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.4.1 above.
- 1.4.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.4.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.4.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 1.4.1 above.

- 1.4.7 The land affected by this rate is that which is in any zone where industrial development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.4.1 above.
- 1.4.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.4.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.5 Vacant Land

- 1.5.1 Vacant Land is any land which is vacant, to the extent that no buildings are erected on it, and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 100–108, 150, 151, 200, 201, 300, 301, 482, 600, 601, 700–706, 782 or 800–802.
- 1.5.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - 1.5.2.1 promote responsible land management through appropriate maintenance and development of the land;
 - 1.5.2.2 ensure that foregone community and economic development resulting from underutilisation of land is minimised; and
 - 1.5.2.3 ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - 1.5.2.3.1 construction and maintenance of infrastructure assets;
 - 1.5.2.3.2 development and provision of health and community services; and
 - 1.5.2.3.3 provision of economic development and general support services.
- 1.5.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.5.1 above.
- 1.5.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.5.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.5.6 The vacant land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described under subparagraph 1.5.1 above.
- 1.5.7 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.6 Farm Land

1.6.1 Farm Land is any land on which the business of farming is being carried out, and which:

1.6.1.1 has a total area of less than 2 hectares and is –

1.6.1.1.1 used predominantly for farming purposes; AND

1.6.1.1.2 forms part of a farm business which straddles the boundary with an adjoining municipality;

OR

1.6.1.1.3 (where the farm business is entirely within the municipality) to which any of the following AVPCC codes, or AVPCC codes in the following range, have been allocated:

AVPCC 540–543 or 564

OR

1.6.1.1.4 used predominantly for farming purposes;

AND

1.6.1.1.5 is operated in combination with other property within Council's municipal district which, when combined, have a total area exceeding 20 hectares, to which AVPCC codes in the following range apply:

AVPCC 570–572

OR

1.6.1.2 has a total area of between 2 and 20 hectares and –

1.6.1.2.1 is used predominantly for farming purposes; AND

1.6.1.2.2 if there is a dwelling situated on the land, or a current planning permit for construction of a dwelling on the land, has applied to it an AVPCC code within the following range:

AVPCC 540–583;

OR

1.6.1.2.3 if there is no dwelling situated on the land, and no current planning permit for construction of a dwelling on the land, has applied to it an AVPCC code within the following range:

AVPCC 500–583;

OR

1.6.1.3 has a total area exceeding 20 hectares and –

1.6.1.3.1 is used predominantly for farming purposes; AND

1.6.1.3.2 has applied to it an AVPCC code within the following range:

AVPCC 500–583.

To avoid doubt, 'business' for the purposes of identifying Farm Land, has the same meaning as that given to it by section 2(1) of the Valuation of Land Act 1960 for the same purpose, being a business that: has a significant and substantial commercial purpose or character; and seeks to make a profit on a continuous or repetitive basis from its activities on the land; and is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

1.6.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

1.6.2.1 ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

1.6.2.1.1 construction and maintenance of public infrastructure assets;

1.6.2.1.2 development and provision of health, environmental and community services; and

1.6.2.1.3 provision of general support services; encourage and support the business of primary production; and retain and, where appropriate, expand the business of primary production.

1.6.2.2 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.6.1 above.

- 1.6.2.3 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.6.2.4 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.6.2.5 The use of the land within this differential rate is any use of land creating the relevant characteristics described in subparagraph 1.6.1 above.
- 1.6.2.6 The land affected by this rate is that which is in any zone where farming is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.6.1 above.
- 1.6.2.7 The types of buildings on the land within this differential rate (if any) are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.6.2.8 Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.7 Cultural and Recreational Land

- 1.7.1 Cultural and Recreational Land is any land that has the characteristics of 'recreational lands' as defined by section 2 of the Cultural and Recreational Lands Act 1963.
- 1.7.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - 1.7.2.1 ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
 - 1.7.2.1.1 construction and maintenance of public infrastructure assets;
 - 1.7.2.1.2 development and provision of health, environmental and community services; and
 - 1.7.2.1.3 provision of general support services; and
 - 1.7.2.2 encourage the provision of land and facilities for the enjoyment of residents of and visitors to the municipal district.
- 1.7.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.7.1 above.
- 1.7.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.7.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.7.6 The use of the land within this differential rate is any use of land creating the relevant characteristics described in subparagraph 1.7.1 above.
- 1.7.7 The land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.7.1 above.
- 1.7.8 The types of buildings on the land within this differential rate (if any) are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.7.9 Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.8 Rural Residential Land

- 1.8.1 Rural residential land is any land which:-
- 1.8.1.1 has a total area equal to or greater than 18.30 hectares; and
 - 1.8.1.2 where primary production uses and associated improvements are secondary to the residential uses; and
 - 1.8.1.3 has applied to it an AVPCC code 117
- 1.8.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.8.2.1 construction and maintenance of infrastructure assets;
 - 1.8.2.2 development and provision of health and community services; and
 - 1.8.2.3 provision of general support services.
- 1.8.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.8.1 above.
- 1.8.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.8.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.8.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 1.8.1 above.
- 1.8.7 The land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.8.1 above.
- 1.8.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.8.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.9 Rural Vacant Land

- 1.9.1 Vacant Land is any land which is vacant, to the extent that no buildings are erected on it, and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 100–108, 190, 191, 200, 201, 300, 301, 482, 600, 601, 700–706,782 or 800–802.
- 1.9.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
- 1.9.2.1 promote responsible land management through appropriate maintenance and development of the land;
 - 1.9.2.2 ensure that foregone community and economic development resulting from underutilisation of land is minimised; and
 - 1.9.2.3 ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited) to the:
 - 1.9.2.3.1 construction and maintenance of infrastructure assets;
 - 1.9.2.3.2 development and provision of health and community services; and
 - 1.9.2.3.3 provision of economic development and general support services.
- 1.9.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.9.1 above.
- 1.9.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.9.5 The geographic location of the land within this differential rate is rural land wherever located within the municipal district, without reference to ward boundaries.
- 1.9.6 The rural vacant land affected by this rate is that which is located in a farming or rural activity zone under the South Gippsland Planning Scheme and which displays the characteristics described under subparagraph 1.5.1 above.
- 1.9.7 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.10 Extractive Industries Land

- 1.10.1 Extractive Industries Land is any land which is used predominantly for quarrying purposes and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 410-411
- 1.10.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.10.2.1 construction and maintenance of infrastructure assets;
 - 1.10.2.2 development and provision of health and community services; and
 - 1.10.2.3 provision of economic development and general support services.
- 1.10.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.10.1 above.
- 1.10.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.10.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.10.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 1.10.1 above.
- 1.10.7 The land affected by this rate is that which is in any zone where Extractive Industries development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.10.1 above.
- 1.10.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.10.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

1.11 Infrastructure and Utilities Land

- 1.11.1 Infrastructure and Utilities Land is any land which is used predominantly for the purpose of providing specialist infrastructure and/or cabling, conduits or tunnels and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:
AVPCC 622-623, 682 and 694-698
- 1.11.2 The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:
- 1.11.2.1 construction and maintenance of infrastructure assets;
 - 1.11.2.2 development and provision of health and community services; and
 - 1.11.2.3 provision of economic development and general support services.
- 1.11.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 1.11.1 above.
- 1.11.4 The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.
- 1.11.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 1.11.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 1.11.1 above.
- 1.11.7 The land affected by this rate is that which is in any zone where infrastructure and utilities development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 1.11.1 above.
- 1.11.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2019/20 financial year.
- 1.11.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

Appendix 2 - Long Term Financial Plan (2019/20 - 2033/34)

2.1 Income Statement

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000	Budget 2032/33 \$'000	Budget 2033/34 \$'000
INCOME																
Rates and charges	42,510	43,861	45,203	46,585	48,008	49,473	50,980	52,533	54,130	55,775	57,462	59,202	61,549	63,848	64,740	66,695
Statutory fees and fines	911	919	964	980	992	1,024	1,041	1,066	1,100	1,114	1,149	1,204	1,205	1,235	1,284	1,241
User fees	4,542	4,335	4,442	4,527	4,629	4,732	4,850	4,970	5,094	5,220	5,350	5,483	5,619	5,759	5,902	6,049
Grants - Operating	13,035	11,508	12,599	11,587	11,842	12,101	12,395	12,696	13,006	13,322	13,647	13,980	14,320	14,670	15,027	15,398
Grants - Capital	3,819	6,582	6,094	3,675	3,908	1,908	2,157	4,212	1,672	1,883	1,672	1,672	1,672	1,672	1,672	1,672
Contributions - monetary	678	1,023	652	766	1,031	1,070	1,352	1,362	1,330	652	677	701	727	621	643	96
Contributions - non monetary	387	395	404	413	422	431	442	453	465	476	488	500	513	526	539	552
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment	179	528	70	0	40	0	(9)	0	(87)	0	(10)	0	0	0	0	0
Fair value adjustment for investment property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other income	1,730	1,711	1,729	1,750	1,768	1,792	1,813	1,839	1,861	1,889	1,913	1,961	1,967	2,007	2,022	2,058
TOTAL INCOME	67,791	70,862	72,157	70,283	72,640	72,531	75,021	79,131	78,571	80,331	82,348	84,703	87,572	90,338	91,829	93,761
EXPENSES																
Employee costs	26,792	24,817	25,213	25,953	26,713	27,471	28,306	29,177	29,951	30,746	31,562	32,401	33,256	34,141	34,545	35,470
Materials and services	25,753	21,173	21,801	20,023	20,085	20,615	21,387	21,553	22,231	22,742	23,674	24,040	24,390	24,982	24,768	25,387
External contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Utilities (Do not delete)																
Bad and doubtful debts	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation and amortisation	11,623	11,939	12,055	12,449	12,279	12,502	12,749	13,232	13,691	13,598	13,972	14,326	14,689	15,030	16,054	16,054
Borrowing costs	142	108	49	43	38	32	27	21	15	10	4	0	0	0	0	0
Other expenses	3,198	3,581	3,250	3,316	3,384	3,453	3,531	3,611	3,693	3,778	3,859	3,946	4,037	4,130	4,225	4,323
TOTAL EXPENSES	67,509	61,618	62,368	61,784	62,499	64,073	66,000	67,594	69,581	70,874	73,071	74,713	76,372	78,283	79,592	81,234
SURPLUS (DEFICIT)	282	9,244	9,789	8,499	10,141	8,458	9,021	11,537	8,990	9,457	9,277	9,990	11,200	12,055	12,237	12,527
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to surplus or deficit																
Net Asset revaluation increment (decrement)	0	27,526	0	30,014	0	32,786	0	36,063	0	39,569	0	43,950	0	46,146	0	48,453
Previously unrecognised assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE RESULT	282	36,770	9,789	38,513	10,141	41,244	9,021	47,600	8,990	49,026	9,277	53,940	11,200	58,201	12,237	60,980

2.2 Balance Sheet

SOUTH GIPPSLAND SHIRE COUNCIL

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000	Budget 2032/33 \$'000	Budget 2033/34 \$'000
BUDGETED BALANCE SHEET																
Current assets																
Cash and cash equivalents	13,494	10,260	5,492	2,358	4,237	6,689	10,305	9,362	11,739	11,317	12,531	15,179	16,228	17,657	18,555	20,987
Trade and other receivables	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610	5,610
Other financial assets	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266	9,266
Inventories	281	281	281	281	281	281	281	281	281	281	281	281	281	281	281	281
Other assets	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61
Total current assets	28,712	25,478	20,710	17,576	19,455	21,907	25,523	24,580	26,957	26,535	27,749	30,397	31,446	32,875	33,773	36,205
Non current assets																
Trade and other receivables	0	0	0	0	0	0	0	0	0	0	0	0	367	962	962	962
Investments in associates and joint ventures	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237
Property, infrastructure, plant and equipment	533,471	573,523	587,847	629,258	637,281	675,832	680,993	729,289	735,653	784,849	792,656	844,049	853,970	910,287	921,769	980,464
Investment property	763	763	763	763	763	763	763	763	763	763	763	763	763	763	763	763
Total non current assets	535,471	575,523	589,847	631,258	639,281	677,832	682,993	731,289	737,653	786,849	794,656	846,049	856,337	913,249	924,731	983,426
Total assets	564,183	601,001	610,557	648,834	658,736	699,739	708,516	755,869	764,610	813,384	822,405	876,446	887,783	946,124	958,504	1,019,631
Current liabilities																
Trade and other payables	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883	3,883
Trust funds and deposits	911	911	911	911	911	911	911	911	911	911	911	911	911	911	911	911
Provisions	6,771	6,811	6,851	6,891	6,931	6,971	7,011	7,051	7,091	7,131	7,171	7,211	7,251	7,291	7,331	7,371
Interest bearing loans and borrowings	3,350	340	345	350	356	362	367	373	379	385	32	0	0	0	0	0
Total current liabilities	14,915	11,945	11,990	12,035	12,081	12,127	12,172	12,218	12,264	12,310	11,997	12,005	12,045	12,085	12,125	12,165
Non current liabilities																
Provisions	2,019	2,084	2,151	2,221	2,293	2,368	2,446	2,527	2,611	2,698	2,788	2,881	2,978	3,078	3,181	3,288
Interest bearing loans and borrowings	0	2,953	2,608	2,257	1,900	1,538	1,171	797	418	33	0	0	0	0	0	0
Total non current liabilities	2,019	5,037	4,759	4,478	4,193	3,906	3,617	3,324	3,029	2,731	2,788	2,881	2,978	3,078	3,181	3,288
Total liabilities	16,934	16,982	16,749	16,513	16,274	16,033	15,789	15,542	15,293	15,041	14,785	14,886	15,023	15,163	15,306	15,453
Net assets	547,249	584,019	593,808	632,321	642,462	683,706	692,727	740,327	749,317	798,343	807,620	861,560	872,760	930,961	943,198	1,004,178
Equity																
Accumulated surplus	219,265	231,402	240,214	247,639	257,217	264,487	272,339	282,565	290,163	298,785	307,142	315,690	325,182	335,561	346,027	357,257
Reserves	327,984	352,617	353,594	384,682	385,245	419,219	420,388	457,762	459,154	499,558	500,478	545,870	547,578	595,400	597,171	646,921
Total equity	547,249	584,019	593,808	632,321	642,462	683,706	692,727	740,327	749,317	798,343	807,620	861,560	872,760	930,961	943,198	1,004,178

2.3 Cash Flow Statement

SOUTH GIPPSLAND SHIRE COUNCIL

BUDGETED CASH FLOW STATEMENT

Cash flows from operating activities

	Forecast 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000	Budget 2032/33 \$'000	Budget 2033/34 \$'000
Rates and charges	42,510	43,861	45,203	46,585	48,008	49,473	50,980	52,533	54,130	55,775	57,461	59,202	61,182	63,253	64,740	66,695
Statutory fees & fines	911	919	964	980	992	1,024	1,041	1,066	1,100	1,114	1,149	1,204	1,205	1,235	1,284	1,241
User fees	4,542	4,335	4,442	4,527	4,629	4,732	4,850	4,970	5,094	5,220	5,350	5,483	5,619	5,759	5,902	6,049
Grants - operating	13,035	11,508	12,599	11,587	11,842	12,101	12,395	12,696	13,006	13,322	13,647	13,980	14,320	14,670	15,027	15,398
Grants - capital	3,819	6,582	6,094	3,675	3,908	1,908	2,157	4,212	1,672	1,883	1,672	1,672	1,672	1,672	1,672	1,672
Contributions- monetary	678	1,023	652	766	1,031	1,070	1,352	1,362	1,330	652	677	701	727	621	643	96
Interest received	500	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550
Other receipts	1,230	1,161	1,179	1,200	1,218	1,242	1,263	1,289	1,311	1,339	1,363	1,411	1,417	1,457	1,472	1,508
Employee costs	(26,689)	(24,712)	(25,106)	(25,843)	(26,601)	(27,356)	(28,188)	(29,056)	(29,827)	(30,619)	(31,432)	(32,268)	(33,119)	(34,001)	(34,402)	(35,323)
Materials and services	(25,754)	(21,173)	(21,801)	(20,023)	(20,085)	(20,615)	(21,387)	(21,553)	(22,231)	(22,742)	(23,674)	(24,040)	(24,390)	(24,982)	(24,768)	(25,387)
Other payments	(3,198)	(3,581)	(3,250)	(3,316)	(3,384)	(3,453)	(3,531)	(3,611)	(3,693)	(3,778)	(3,859)	(3,946)	(4,037)	(4,130)	(4,225)	(4,323)

Net cash provided by (used in) operating activities

Cash flows from investing activities

Payments for property, infrastructure, plant & equipment	(19,048)	(25,949)	(26,902)	(23,924)	(20,455)	(18,533)	(18,126)	(25,741)	(20,505)	(23,537)	(22,099)	(22,077)	(24,925)	(25,524)	(27,867)	(26,636)
Proceeds from sale of property, infrastructure, plant and equipment	641	2,407	997	491	615	697	649	729	828	788	798	808	828	849	870	892
Payments for / from investments	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust Funds and deposits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan advances made	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) investing activities	(3,407)	(23,542)	(25,905)	(23,433)	(19,840)	(17,836)	(17,477)	(25,012)	(19,677)	(22,749)	(21,301)	(21,269)	(24,097)	(24,675)	(26,997)	(25,744)

Cash flows from financing activities

Finance costs	(142)	(108)	(49)	(43)	(38)	(32)	(27)	(21)	(15)	(10)	(4)	0	0	0	0	0
Proceeds from borrowing	0	3,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	0	(3,657)	(340)	(346)	(351)	(356)	(362)	(368)	(373)	(379)	(385)	(32)	0	0	0	0
Net cash provided by (used in) financing activities	(142)	(165)	(389)	(389)	(389)	(388)	(389)	(389)	(388)	(389)	(389)	(32)	0	0	0	0

Net increase (decrease) in cash and cash equivalents

Cash and cash equivalents at the beginning of the financial year	5,459	13,494	10,260	5,492	2,358	4,237	6,689	10,305	9,362	11,739	11,317	12,531	15,179	16,228	17,657	18,555
Cash and cash equivalents at the end of the financial year	13,494	10,260	5,492	2,358	4,237	6,689	10,305	9,362	11,739	11,317	12,531	15,179	16,228	17,657	18,555	20,987

2.4 Capital Works Statement

Cost Centre	2019/20 \$,000	2020/21 \$,000	2021/22 \$,000	2022/23 \$,000	2023/24 \$,000	2024/25 \$,000	2025/26 \$,000	2026/27 \$,000	2027/28 \$,000	2028/29 \$,000	2029/30 \$,000	2030/31 \$,000	2031/32 \$,000	2032/33 \$,000	2033/34 \$,000
C 80110 IT Capital Works	721	683	700	467	985	754	773	792	812	832	853	875	897	919	942
C 98010 Long Jetty Caravan Park Capital	110	66	108	38	42	-	42	-	46	478	-	50	-	52	-
C 98020 Yanakie Caravan Park Capital	367	511	137	260	-	39	-	41	-	43	-	45	-	47	-
C 73620 Coal Creek - Capital Projects	130	-	137	-	144	-	151	-	159	-	167	-	175	-	184
C 82250 Civil - Capital Works Design	204	209	214	219	225	231	236	242	248	254	261	267	274	281	288
C 93080 Pools - Splash Hydro Therapy Pool and Gymnasium- L	-	-	-	-	-	-	4,108	-	-	-	-	-	-	-	-
C 82040 Leongatha Business Precinct Project - Bair Street	2,700	2,700	-	-	-	-	-	-	-	-	-	-	-	-	-
C 82270 Civil - Korumburra Commercial Streetscape	-	-	3,533	-	-	-	-	-	-	-	-	-	-	-	-
C 95020 Waste - Landfills	-	72	2,413	970	-	-	-	99	3,017	1,213	-	1,115	1,158	1,202	-
C 88050 Footpaths - Renewal	227	238	287	253	360	374	114	403	418	434	451	468	486	504	523
C 91010 Drainage - Rehabilitation Program	-	-	390	-	139	144	150	155	161	167	174	180	187	194	202
C 82240 Guard Rails - Replacement Program	115	107	121	119	93	186	146	158	132	132	144	176	183	190	197
C 73630 Buildings - Community Hub - Korumburra	2,563	2,627	-	-	-	-	-	-	-	-	-	-	-	-	-
C 82300 Roads - Jumbunna Rd, Bena Rd, Princess St and Geor	-	-	-	-	-	-	877	-	-	-	-	-	-	-	-
C 73640 Buildings - Sports Pavillion - Leongatha South	-	-	-	-	-	-	1,491	-	-	-	-	-	-	-	-
C 93090 Recreation - Soccer/Hockey fields (x3) - Leongatha	-	-	-	-	-	-	1,189	-	-	-	-	-	-	-	-
C 73650 Buildings - Kindergarten - Nyora	-	-	-	1,097	-	-	-	-	-	-	-	-	-	-	-
C 82320 Roads - Roads/Drainage (Special Charge Scheme 33.3	-	-	-	-	-	-	-	-	-	-	-	1,613	2,257	-	-
C 95070 Waste - Transfer Stations	-	-	229	-	-	-	-	-	-	-	-	-	-	-	-
C 93120 Great Southern Rail Trail	1,925	2,925	-	3,000	-	-	-	-	-	-	-	-	-	-	-
C 85070 Bridge - Bass Valley Road (KB080)	101	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 85080 Bridge - Bass Valley Road (KB090)	-	240	-	-	-	-	-	-	-	-	-	-	-	-	-
C 85100 Bridge - Bass Valley Road (KB120)	-	-	287	-	-	-	-	-	-	-	-	-	-	-	-
C 85120 Bridge - Huttons Road (KB200)	-	-	-	-	-	-	-	-	421	-	-	-	-	-	-
C 85130 Bridge - Berrys Road (KB140)	-	-	-	-	-	-	-	-	-	206	-	-	-	-	-
C 85150 Bridge - Wynnes Road (KB390)	-	-	-	-	-	-	-	-	-	-	452	-	-	-	-
C 85170 Bridge - Standfields Road (SB670)	-	-	-	-	-	-	-	-	-	-	-	169	-	-	-
C 73690 Buildings - Library, Leongatha	105	1,373	1,407	-	-	-	-	-	-	-	-	-	-	-	-
C 88090 Footpath Extension - Jumbunna Road, Korumburra	506	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 80240 Upgrade Works at the Walkerville Retarding Basin	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 88040 Footpaths - Extension Program	168	235	207	315	151	157	163	169	176	182	189	196	204	212	220
C 82225 Roads to Recovery Capital	236	236	236	236	236	-	-	-	-	-	-	-	-	-	-
C 82210 Roads - Sealed Rehabilitation Program	2,290	1,790	3,118	5,658	4,637	4,719	4,687	4,461	5,492	5,680	5,680	5,896	6,120	6,353	6,594
C 85210 Bridge - Timms Road (ID 6767; KB330)	-	531	-	-	-	-	-	-	-	-	-	-	-	-	-
C 82420 Roads - Gardner Lane Poowong	257	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 82110 Roads - Reseals	1,575	1,630	1,692	2,218	2,302	2,390	2,480	2,575	2,673	2,774	2,879	2,989	3,102	3,220	3,343
C 93140 Recreation - Venus Bay Skate Park	250	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 93180 Recreation - Korumburra Skate Park	240	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 73580 Buildings - Renewal Program	567	166	1,001	109	3,357	2,722	2,122	2,936	2,986	1,738	2,963	3,036	3,184	3,190	3,269
C 93070 Pools - Renewal Program	1,084	247	2,384	592	116	119	122	125	128	131	134	138	141	145	148
C 73670 Buildings - Caravan Park Capital Works Upgrade - Waratah Bay	169	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 99020 Pools - Refurbishment Design - Mirboo North	4,420	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 73710 Buildings - Office Refurbishment Stage One	105	1,373	1,407	-	-	-	-	-	-	-	-	-	-	-	-
C 93130 Recreation - Baromi Park Masterplan & Associated Works	440	-	-	-	-	-	-	-	-	-	-	-	-	-	-
C 73730 Buildings - Foster Indoor Stadium Redevelopment Project	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-
C 73530 Buildings - Early Years Renewal Program	421	808	57	1,030	-	61	914	-	66	984	-	-	-	-	-
C 73680 Unallocated Future Capital	-	-	-	-	1,000	1,500	1,500	3,000	2,000	2,000	3,000	3,000	2,000	6,000	5,000
C 93010 Recreation - Community Infrastructure Projects	27	205	212	221	229	238	247	256	266	276	286	297	309	320	332
C 82120 Roads - Reseal Preparation	880	911	946	982	1,019	1,058	1,098	1,140	1,183	1,228	1,274	1,323	1,373	1,425	1,480
C 82330 Roads - Bass Highway / Simons Lane Intersection an	-	917	-	-	-	-	-	-	-	-	-	-	-	-	-
C 82340 Roads - Relocated Simons Lane Sealing - Leongatha	-	728	-	-	-	-	-	-	-	-	-	-	-	-	-
C 85040 Bridge - Rehabilitation Program	93	109	-	253	263	273	283	294	94	110	-	58	354	367	381

Cost Centre	2019/20 \$,000	2020/21 \$,000	2021/22 \$,000	2022/23 \$,000	2023/24 \$,000	2024/25 \$,000	2025/26 \$,000	2026/27 \$,000	2027/28 \$,000	2028/29 \$,000	2029/30 \$,000	2030/31 \$,000	2031/32 \$,000	2032/33 \$,000	2033/34 \$,000
C_85050 Major Culvert - Renewal Program	95	612	103	67	151	115	119	54	200	152	152	158	164	170	176
C_93020 Recreation - Kindergartens Playground Replacement	37	-	48	-	28	-	-	-	36	-	58	-	-	-	-
C_93060 Playgrounds - Replacement Program	166	177	154	189	216	304	199	163	125	268	219	68	79	126	223
C_79120 Plant - Plant Purchases	1,548	1,475	1,436	1,208	1,778	1,743	1,504	2,389	1,621	1,613	1,605	1,645	1,686	1,728	1,772
C_79110 Fleet - Fleet Purchases	904	999	960	954	978	1,002	1,027	1,053	1,079	1,106	1,134	1,162	1,191	1,221	1,252
C_95060 Waste - Landfill Cover	-	-	-	-	86	-	-	-	-	97	-	-	-	-	110
C_93150 Recreation - Venus Bay Environmental Projects	105	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditure Total	25,950	26,902	23,924	20,454	18,534	18,126	25,741	20,506	23,538	22,100	22,077	24,926	25,524	27,867	26,636

2.5 Key Performance Indicators

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Financial performance																
Underlying result	-6.60%	2.31%	4.15%	5.66%	7.20%	7.40%	7.23%	7.63%	7.44%	8.43%	8.20%	8.79%	9.29%	9.61%	10.64%	11.26%
Underlying Working Capital	1.59	1.96	1.47	1.11	1.22	1.32	1.51	1.32	1.40	1.29	1.35	1.45	1.39	1.37	1.29	1.38
Funding capacity																
Self-financing	17.19%	29.05%	30.00%	29.61%	30.61%	28.68%	28.80%	31.09%	28.73%	28.45%	27.98%	28.44%	28.88%	29.07%	30.56%	30.23%
Sustainability Index	137%	207%	205%	191%	131%	132%	123%	130%	115%	157%	140%	127%	136%	139%	130%	127%
Borrowing capacity																
Indebtedness	4.05%	9.81%	9.08%	8.32%	7.56%	6.85%	6.16%	5.50%	4.88%	4.27%	4.23%	4.25%	4.23%	4.23%	4.30%	4.32%
Total Debt as a % of Rate revenue	7.88%	7.51%	6.53%	5.60%	4.70%	3.84%	3.02%	2.23%	1.47%	0.75%	0.06%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt servicing costs as a % of Total revenue	0.21%	0.15%	0.07%	0.06%	0.05%	0.04%	0.04%	0.03%	0.02%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Appendix 3 - Fees and Charges

At the time of printing our budget the 2019/20 statutory fees and fines have not been finalised by the Victorian Government so they're currently showing the 2018/19 rates but will be updated once gazetted.

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Assets				
Unused Road Opening Application Fee	694.00	707.85	2.00%	Non - Statutory
Building and Recreation				
SPLASH - Stadium Netball Team sheet Fee (Senior)	46.40	45.00	-3.02%	Non - Statutory
SPLASH - Stadium Netball Team Registration Fee (Senior)	82.40	65.00	-21.12%	Non - Statutory
SPLASH - Stadium Indoor Soccer Team sheet (Senior)	46.40	45.00	-3.02%	Non - Statutory
SPLASH - Stadium Indoor Soccer Team Registration (Senior)	82.40	65.00	-21.12%	Non - Statutory
SPLASH - Stadium Basketball Rental (single court)	43.30	43.00	-0.69%	Non - Statutory
SPLASH - Stadium Birthday Parties	18.50	19.00	2.70%	Non - Statutory
SPLASH - Children's Programs Facility Rental - Casual Lane Hire	33.00	33.00	0.00%	Non - Statutory
Toora - Outdoor Swimming Pool - Family Season Ticket	312.00	325.00	4.17%	Non - Statutory
Toora - Outdoor Swimming Pool - Adult Entry	6.30	6.50	3.17%	Non - Statutory
Toora - Outdoor Swimming Pool - Child Entry	5.10	5.30	3.92%	Non - Statutory
Toora - Outdoor Swimming Pool - School Single Entry	3.50	3.70	5.71%	Non - Statutory
Toora - Outdoor Swimming Pool - Spectator	1.00	1.00	0.00%	Non - Statutory
Toora - Outdoor Swimming Pool - Single Season Ticket Adult	166.00	172.00	3.61%	Non - Statutory
Toora - Outdoor Swimming Pool - Weekly Family Ticket	75.00	78.00	4.00%	Non - Statutory
Toora - Outdoor Swimming Pool - Single Season Ticket Child	120.00	125.00	4.17%	Non - Statutory
Outdoor Swimming Pool - Spectator	1.00	1.00	0.00%	Non - Statutory
SPLASH - Aquatic Adventure Day - Per participant	9.30	9.00	-3.23%	Non - Statutory
SPLASH - Older Adults Programs Strength Training Session	7.70	7.90	2.60%	Non - Statutory
SPLASH - Aquatic Membership Fortnightly Fee	27.30	28.40	4.03%	Non - Statutory
SPLASH - Memberships Aquatic Membership Monthly Fee (Concession)	49.40	51.00	3.24%	Non - Statutory
SPLASH - Memberships Pryme Movers Membership Monthly Fee	46.40	43.70	-5.82%	Non - Statutory
SPLASH - Aquatic Education Aquasafe Plus Membership Fortnightly Fee	31.70	33.70	6.31%	Non - Statutory
SPLASH - Aquatic Education Aquasafe Membership Fortnightly Fee	29.50	30.40	3.05%	Non - Statutory
SPLASH - Aquatic Education Aquasafe Membership Fortnightly Fee (Family)	23.60	24.30	2.97%	Non - Statutory
SPLASH - Memberships Aquasafe School Holiday Program Participant Fee	61.80	67.00	8.41%	Non - Statutory
SPLASH - Schools - Aquatic Education (YMCA Teacher)	7.40	7.90	6.76%	Non - Statutory
SPLASH - Schools - Aquatic Education (School Instructor)	4.00	4.40	10.00%	Non - Statutory
SPLASH - Schools - Aquatic Carnival Hire	750.00	770.00	2.67%	Non - Statutory
SPLASH - Stadium Netta / Fun Net Clinic	9.80	15.00	53.06%	Non - Statutory
SPLASH - Full Centre Membership Fortnightly Fee	39.10	41.00	4.86%	Non - Statutory
SPLASH - Full Centre Membership Concession Fee	31.30	32.70	4.47%	Non - Statutory
SPLASH - Aquatic Membership Concession Fee	21.80	22.90	5.05%	Non - Statutory
SPLASH - Full Centre Membership Concession Family Fortnightly Fee	23.50	24.20	2.98%	Non - Statutory
SPLASH - Aquatics (Casual) Adult Rec Swim	6.40	6.60	3.12%	Non - Statutory
SPLASH - Aquatics (Casual) Concession Rec Swim	5.20	5.40	3.85%	Non - Statutory
SPLASH - Aquatics (Casual) Family Rec Swim	18.00	18.50	2.78%	Non - Statutory
SPLASH - Aquatics (Casual) Spectator	2.00	2.00	0.00%	Non - Statutory
SPLASH - Group Fitness Aqua Aerobics	12.60	13.00	3.17%	Non - Statutory
SPLASH - Group Fitness Aqua Aerobics (Concession)	10.10	10.40	2.97%	Non - Statutory
SPLASH - Older Adults Programs Aqua Movers	7.70	7.90	2.60%	Non - Statutory
SPLASH - Stadium Basketball Clinic	9.80	15.00	53.06%	Non - Statutory
SPLASH - Stadium Schools Rental (single court)	43.30	43.00	-0.69%	Non - Statutory
SPLASH - Stadium Entry fee - all persons	2.00	2.00	0.00%	Non - Statutory
SPLASH - Memberships Aquatic Membership Monthly Fee	55.10	58.40	5.99%	Non - Statutory
SPLASH - Aquatic Education Aquasafe Plus Membership Fortnightly Fee (Family Membership)	25.90	27.00	4.25%	Non - Statutory
SPLASH - Schools - Aquatic Full Pool Hire (Sole Use)	125.00	115.00	-8.00%	Non - Statutory
SPLASH - Full Centre Membership Family Fortnightly Fee	31.30	32.70	4.47%	Non - Statutory
SPLASH - Aquatics (Casual) Child Rec Swim	5.20	5.30	1.92%	Non - Statutory
SPLASH - Older Adults Programs Disability Access Program	7.70	7.90	2.60%	Non - Statutory
SPLASH - Stadium Soccer Clinic	9.80	15.00	53.06%	Non - Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Building and Recreation				
Outdoor Swimming Pool - School Single Entry	3.30	4.00	21.21%	Non - Statutory
Outdoor Swimming Pool - Child Entry	4.30	4.50	4.65%	Non - Statutory
Outdoor Swimming Pool - Adult Entry	5.40	5.60	3.70%	Non - Statutory
Outdoor Swimming Pool - Single Season Ticket	82.00	82.00	0.00%	Non - Statutory
Outdoor Swimming Pool - Family Season Ticket	158.00	160.00	1.27%	Non - Statutory
Outdoor Swimming Pool - Daily Family Entry	16.20	17.00	4.94%	Non - Statutory
Outdoor Swimming Pool - Season Ticket Child	72.00	67.00	-6.94%	Non - Statutory
Caravan Parks				
Large Deluxe Jayco Cabin (Off Peak)	137.00	140.00	2.19%	Non - Statutory
Deluxe Cabins (Jaycos) (Peak)	149.00	153.00	2.68%	Non - Statutory
Powered sites (Bonus Night / Negotiable Rate)	31.00	32.00	3.23%	Non - Statutory
Powered Sites (Peak)	48.00	49.00	2.08%	Non - Statutory
Powered sites Peak - Concession	41.00	42.00	2.44%	Non - Statutory
Standard Cabins (Bonus Night / Negotiable Rate)	81.00	83.00	2.47%	Non - Statutory
Standard Cabins(Peak)	137.00	140.00	2.19%	Non - Statutory
Extra Adult (Off Peak)	10.00	10.00	0.00%	Non - Statutory
Extra Adult Peak	10.00	10.00	0.00%	Non - Statutory
Extra Child Peak	5.00	5.00	0.00%	Non - Statutory
Extra Child (Off Peak)	5.00	5.00	0.00%	Non - Statutory
Large Deluxe Jayco Cabin (Bonus Night / Negotiable Rate)	120.00	123.00	2.50%	Non - Statutory
Large Deluxe Jayco Cabin (Peak)	171.00	175.00	2.34%	Non - Statutory
Deluxe Cabins (Jaycos) (Bonus Night / Negotiable Rate)	104.00	107.00	2.88%	Non - Statutory
Deluxe Cabins (Jaycos) (Off Peak)	119.00	122.00	2.52%	Non - Statutory
Powered Sites (Off Peak)	38.00	39.00	2.63%	Non - Statutory
Standard Cabins (Off Peak)	110.00	113.00	2.73%	Non - Statutory
Weekly hardship rental Cabins (Standard)	382.00	392.00	2.62%	Non - Statutory
Weekly hardship rental Deluxe Jayco	414.00	424.00	2.42%	Non - Statutory
Weekly hardship rental Large Deluxe	476.00	488.00	2.52%	Non - Statutory
Weekly powered site hardship rental	134.00	137.00	2.24%	Non - Statutory
Weekly unpowered hardship site rental	106.00	109.00	2.83%	Non - Statutory
Standard Cabins off peak stay 7 pay 6	655.00	671.00	2.44%	Non - Statutory
Deluxe Cabin off peak stay 7 pay 6	709.00	727.00	2.54%	Non - Statutory
Large Deluxe Jayco off peak stay 7 pay 6	817.00	837.00	2.45%	Non - Statutory
Powered site off peak stay 7 pay 6	229.00	235.00	2.62%	Non - Statutory
Unpowered off peak stay 7 pay 6	181.00	186.00	2.76%	Non - Statutory
Large Deluxe Jayco peak	1,039.00	969.00	-6.74%	Non - Statutory
Powered site peak stay 7 pay 6	283.00	1,116.00	294.35%	Non - Statutory
Unpowered site peak stay 7 pay 6	223.00	313.00	40.36%	Non - Statutory
Standard Cabins off peak stay 10 pay 8	873.00	246.00	-71.82%	Non - Statutory
Laundry / Linen Hire Extra	2.00	5.00	149.75%	Non - Statutory
Boom Gate Pass / Security Deposit (Refundable)	20.00	21.00	5.00%	Non - Statutory
Cleaning Charge	30.00	31.00	3.33%	Non - Statutory
Laundry / Washing Machines	3.00	3.00	-0.03%	Non - Statutory
Laundry / Linen Hire	15.00	15.00	0.00%	Non - Statutory
Administration Fee	20.00	21.00	5.00%	Non - Statutory
Seasonal Site Holder 6 month	2,260.00	2,317.00	2.52%	Non - Statutory
Annual Site Holders	3,480.00	3,567.00	2.50%	Non - Statutory
Permanent Site Holders (Weekly Fee)	88.00	90.00	2.27%	Non - Statutory
Electricity quarterly Reading Charge to each Annual and Permanent Sites	88.00	90.00	2.27%	Non - Statutory
Electricity Usage Charge - quarterly estimates - Annuals and Permanents	228.98	235.00	2.63%	Non - Statutory
Seasonal Site holder 3 month	1,561.00	1,600.00	2.50%	Non - Statutory
Annual Site holder large/premium	4,160.00	4,264.00	2.50%	Non - Statutory
6 Standard cabins (Off Peak)	92.00	94.00	2.17%	Non - Statutory
6 Standard Cabins (Peak)	115.00	118.00	2.61%	Non - Statutory
2 Seaview Cabins (Peak)	171.00	175.00	2.34%	Non - Statutory
Seaview Cottage (Off Peak)	226.00	232.00	2.65%	Non - Statutory
Seaview Cottage (Peak)	281.00	288.00	2.49%	Non - Statutory
Powered sites (Peak)	48.00	49.00	2.08%	Non - Statutory
Unpowered Site (Off Peak)	31.00	32.00	3.23%	Non - Statutory
Unpowered Sites (Peak)	38.00	39.00	2.63%	Non - Statutory
Extra Adult Peak	10.00	10.00	0.00%	Non - Statutory
Extra Child Peak	5.00	5.00	0.00%	Non - Statutory
2 Couples Cabin (Peak)	166.00	170.00	2.41%	Non - Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Caravan Parks				
2 Seaview Cabins (Off Peak)	137.00	140.00	2.19%	Non - Statutory
2 Family Park Cabins (Off Peak)	135.00	138.00	2.22%	Non - Statutory
2 Family Park Cabins (Peak)	169.00	173.00	2.37%	Non - Statutory
Powered Sites (Off Peak)	39.00	40.00	2.56%	Non - Statutory
6 Standard Cabins - (Bonus Night / Negotiable Rate)	81.00	83.00	2.47%	Non - Statutory
2 Couples Cabin - (Bonus Night / Negotiable Rate)	117.00	120.00	2.56%	Non - Statutory
2 Family Park Cabins - (Bonus Night / Negotiable Rate)	119.00	122.00	2.52%	Non - Statutory
Powered Sites - (Bonus Night / Negotiable Rate)	33.00	34.00	3.03%	Non - Statutory
Unpowered Site - (Bonus Night / Negotiable Rate)	28.00	29.00	3.57%	Non - Statutory
Premium Powered Site (beach front / larger sites) Peak	57.00	58.00	1.75%	Non - Statutory
2 Seaview Cabins - (Bonus Night / Negotiable Rate)	120.00	123.00	2.50%	Non - Statutory
2 Couples Cabin (Off Peak)	133.00	136.00	2.26%	Non - Statutory
Extra Adult (Off Peak)	10.00	10.00	0.00%	Non - Statutory
Extra Child (Off Peak)	5.00	5.00	0.00%	Non - Statutory
Premium Powered Site (Beach front / larger sites) Off peak	45.00	46.00	2.22%	Non - Statutory
Weekly Standard cabin hardship rental	316.00	324.00	2.53%	Non - Statutory
Weekly Couples cabin hardship rental	463.00	475.00	2.59%	Non - Statutory
Weekly Seaview cabins Hardship rental	477.00	489.00	2.52%	Non - Statutory
Weekly Seaview Cottage Hardship rental	788.00	808.00	2.54%	Non - Statutory
Weekly Powered site Hardship rental	191.00	196.00	2.62%	Non - Statutory
Weekly Unpowered Hardship rental	151.00	155.00	2.65%	Non - Statutory
7 Night Special Standard Cabins Off Peak Stay 7 pay 6	541.00	555.00	2.59%	Non - Statutory
7 Night Special Seaview Cabins Off Peak Stay 7 pay 6	817.00	837.00	2.45%	Non - Statutory
7 Night Special Couples Cabins Off Peak Stay 7 pay 6	793.00	813.00	2.52%	Non - Statutory
7 Night Special Seaview Cottage Off Peak Stay 7 pay 6	1,351.00	1,385.00	2.52%	Non - Statutory
7 Night Special Powered Off Peak Stay 7 pay 6	229.00	235.00	2.62%	Non - Statutory
7 Night Special Unpowered Off Peak Stay 7 pay 6	181.00	186.00	2.76%	Non - Statutory
7 Night Special Powered Peak Stay 7 pay 6	283.00	283.00	0.00%	Non - Statutory
10 Night Special Standard Cabins Off Peak Stay 10 pay 8	721.00	739.00	2.50%	Non - Statutory
10 Night Special Seaview Cabins Off Peak Stay 10 pay 8	1,089.00	1,116.00	2.48%	Non - Statutory
10 Night Special Couples Cabins Off Peak Stay 10 pay 8	1,057.00	1,083.00	2.46%	Non - Statutory
10 Night Special Seaview Cottage Off Peak Stay 10 pay 8	1,801.00	1,846.00	2.50%	Non - Statutory
10 Night Special Powered Off Peak Stay 10 pay 8	305.00	313.00	2.62%	Non - Statutory
10 Night Special Unpowered Cabins Off Peak Stay 10 pay 8	241.00	247.00	2.49%	Non - Statutory
10 Night Special Premium Powered site Off Peak Stay 10 pay 8	361.00	370.00	2.49%	Non - Statutory
Balancing budget	50,000.00	66,000.00	32.00%	Non - Statutory
Laundry / Linen Hire	15.00	15.00	0.00%	Non - Statutory
Boom Gate Pass / Security Deposit (Refundable)	20.00	21.00	5.00%	Non - Statutory
Cleaning Charge	30.00	31.00	3.33%	Non - Statutory
Laundry / Linen Hire Extra	2.00	5.00	150.03%	Non - Statutory
Laundry Usage / Washing Machines	3.00	3.00	0.01%	Non - Statutory
Administration Fee	20.00	21.00	5.00%	Non - Statutory
Annual Site Holders	4,200.00	4,305.00	2.50%	Non - Statutory
Seasonal Site Holders 6 Month	2,720.00	2,788.00	2.50%	Non - Statutory
Seasonal Site Holders 3 months	1,900.00	1,948.00	2.53%	Non - Statutory
Annual Site Holders Large site / Premium	5,020.00	5,146.00	2.51%	Non - Statutory
Children and Family Services				
Flu	25.00	25.00	0.00%	Non - Statutory
Hep A Paediatric	49.00	49.00	0.00%	Non - Statutory
Hep A Adult	77.50	78.00	0.65%	Non - Statutory
Hep B Paediatric	19.00	19.00	0.00%	Non - Statutory
Hep B Adult	32.50	32.00	-1.54%	Non - Statutory
Boostrix	40.80	42.00	2.94%	Non - Statutory
Twinrix	89.80	80.00	-10.91%	Non - Statutory
Varicella	80.00	80.00	0.00%	Non - Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Coal Creek Community Park and Museum				
Loads of Fire wood sold to volunteers	80.00	85.00	6.25%	Non - Statutory
Auditorium /Boardroom Hire - 1/2 day	85.65	90.00	5.07%	Non - Statutory
Auditorium /Boardroom Hire - Full Day	170.00	175.00	2.94%	Non - Statutory
Coal Creek Package - A Pioneers Life	13.00	13.70	5.38%	Non - Statutory
Coal Creek Package - Changing Technologies	11.00	11.60	5.45%	Non - Statutory
Coal Creek Package - Coal Creek Discovery	10.00	11.00	10.00%	Non - Statutory
Coal Creek Package - Everyday Life	11.00	11.60	5.45%	Non - Statutory
Coal Creek Package - Hands on Past	11.00	11.60	5.45%	Non - Statutory
Education Program - Self Guided Interactive Tour	5.00	5.00	0.00%	Non - Statutory
Coal Creek Package - It's a child's life! 1901 Style	13.50	14.20	5.19%	Non - Statutory
General Store Demonstration	2.00	2.00	0.00%	Non - Statutory
School Group Administration Fee - Base Fee	25.00	25.50	2.00%	Non - Statutory
Train Rides	6.50	7.00	7.69%	Non - Statutory
Education Program - Bush Tramway Ride	3.00	3.00	0.00%	Non - Statutory
Venue Hire-Pig& Whistle	365.00	370.00	1.37%	Non - Statutory
Community Strengthening				
Music For the People At Mossvale Park - Adult (Over 15 years of age)	15.00	15.00	0.00%	Non - Statutory
Corporate Planning and Council Business				
Non Voters - VEC Infringements (50% of one penalty unit) To be updated once notified and gazetted	80.60	80.60	0.00%	Statutory
Engineering Services				
Road Reserve Activity Permit (Road RAP)	89.00	91.00	2.25%	Non - Statutory
Supervision Fees (Up to 2.50% per job)	32,640.30	33,292.60	2.00%	Statutory
Plan Checking (Up to 0.75% per job)	15,605.70	15,918.10	2.00%	Statutory
Environmental Health				
Transfer of Registrations (50% of rego fee)	-	-	0.00%	Non - Statutory
Skin Penetration - Health Act	258.00	264.00	2.33%	Non - Statutory
Comb Hair/Beauty & Skin - Health Act	258.00	264.00	2.33%	Non - Statutory
PA8FC4 - Prescribed Accommodation with Food Class 4 for 8 or less people.	190.00	195.00	2.63%	Non - Statutory
New Premises Establishment Fee - Large	449.00	460.00	2.45%	Non - Statutory
Hair/Beauty- Health Act	200.00	205.00	2.50%	Non - Statutory
Class 1 (Non Standard FSP) Food Act Premises	725.00	743.00	2.48%	Non - Statutory
Class 2 - Food Act Premises	580.00	595.00	2.59%	Non - Statutory
Class 3 - Commercial Food Premises	370.00	379.00	2.43%	Non - Statutory
PA8FC2 - Prescribed Accommodation with Food Class 2 for 8 or less people	365.00	374.00	2.47%	Non - Statutory
PA8FC3 - Prescribed Accommodation with Food Class 3 for 8 or less people.	259.00	265.00	2.32%	Non - Statutory
Inspection on request (50% of registration fee)	-	-	0.00%	Non - Statutory
Class 1 (Standard FSP) Food Act Premises	1,005.00	1,030.00	2.49%	Non - Statutory
PAFC3 - Prescribed accommodation with Food Class 3 for > 8 people.	520.00	533.00	2.50%	Non - Statutory
PAFC4 - Prescribed Accommodation with Food Class 4 for > 8 people.	190.00	195.00	2.63%	Non - Statutory
PAFC2 - Prescribed Accommodation with Food Class 2 for > 8 people.	730.00	748.00	2.47%	Non - Statutory
New Premises Establishment Fee - Small	109.00	112.00	2.75%	Non - Statutory
Registration of Temporary or Mobile Food Premises (attached to principal premises)	114.00	117.00	2.63%	Non - Statutory
Class 1 Initial Registration	1,174.00	1,203.00	2.47%	Non - Statutory
Class 2 Initial Registration	940.00	964.00	2.55%	Non - Statutory
Class 3-Domestic Food Premises	190.00	195.00	2.63%	Non - Statutory
Class 3 Commercial Initial Registration	547.00	561.00	2.56%	Non - Statutory
Class 3 Domestic Initial Registration	277.00	284.00	2.53%	Non - Statutory
PA8FC2 Initial Registration	453.00	464.00	2.43%	Non - Statutory
PA8FC3 Initial Registration	346.00	355.00	2.60%	Non - Statutory
PAFC3 Initial Registration	698.00	715.00	2.44%	Non - Statutory
PAFC2 Initial Registration	1,089.00	1,116.00	2.48%	Non - Statutory
Class 2 - Sporting Club	145.00	295.00	103.45%	Non - Statutory
Class 3 - Sporting Club	92.50	188.00	103.24%	Non - Statutory
Request for Septic Plans and Permit	138.00	141.00	2.17%	Non - Statutory
Permit to Install a septic tank	733.00	751.00	2.46%	Non - Statutory
Permit to alter a septic tank system - Major Works	517.00	530.00	2.51%	Non - Statutory
Permit to alter a septic tank - Minor Works	409.50	420.00	2.56%	Non - Statutory
Request for copies of plans for septic.	79.50	81.00	1.89%	Non - Statutory
Request for Assessment of the Waste Water Disposal System for a constructed dwelling or extra initial, construction or Final Inspection	206.00	211.00	2.43%	Non - Statutory
Extension of time to existing Septic Tank PTI	405.50	200.00	-50.68%	Non - Statutory
Assessment of Land Capability Assessment	108.50	111.00	2.30%	Non - Statutory
Minor permit amendment - no inspection	112.50	115.00	2.22%	Non - Statutory
Major permit amendment - includes inspection	206.00	373.00	81.07%	Non - Statutory
Report & Consent (Septic)	267.20	267.20	0.00%	Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Infrastructure Delivery Management				
Private Functions - Korumburra Office Meeting Room full day	155.00	155.00	0.00%	Non - Statutory
Private Functions - Korumburra Office Meeting Room 1/2 day	80.00	80.00	0.00%	Non - Statutory
Commercial - Korumburra Office Meeting Room full day	190.00	190.00	0.00%	Non - Statutory
Commercial - Korumburra Office Meeting Room 1/2 day	100.00	100.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Whole Complex Hire	825.00	825.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Whole Complex Hire 1/2 Day	430.00	430.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Meeting Rm 1 - full day	185.00	185.00	0.00%	Non - Statutory
Non Commercial - Hall Bond where liquor is served (refundable)	735.00	735.00	0.00%	Non - Statutory
Non Commercial - Hall Bond where liquor is not served (refundable)	190.00	190.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Whole Complex Hire	1,030.00	1,030.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Whole Complex Hire 1/2 Day	535.00	535.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Rental - full day or evening	735.00	735.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall 1/2 day use set up rehearsals	370.00	370.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	550.00	550.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Rehearsals 1-4 hours	65.00	65.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Full week hire 7 days	3,255.00	3,255.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	1,030.00	1,030.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Meeting Rm 1 - full day	225.00	225.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	115.00	115.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	820.00	820.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Meeting Rm 2 - full day	185.00	185.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	95.00	95.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial contractor Set up Costs (if used)	35.00	35.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Kitchen full day	185.00	185.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Balcony Seating 1/2 day	115.00	115.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Behind Stage full day	115.00	115.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Behind Stage 1/2 day	70.00	70.00	0.00%	Non - Statutory
Commercial - Hall Bond where liquor is served (refundable)	920.00	920.00	0.00%	Non - Statutory
Commercial - Hall Bond where liquor is not served (refundable)	225.00	225.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Rental - full day or evening	590.00	590.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall 1/2 day use set up rehearsals	295.00	295.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	95.00	95.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - full day	150.00	150.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	75.00	75.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial contractor Set up Costs (if used)	26.00	26.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Kitchen full day	150.00	150.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Kitchen 1/2 day	95.00	95.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Crockery Hire per setting	4.00	4.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Balcony Seating full day	190.00	190.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	440.00	440.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Balcony Seating 1/2 day	95.00	95.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Behind Stage full day	95.00	95.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Behind Stage 1/2 day	55.00	55.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Kitchen 1/2 day	115.00	115.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Crockery Hire per setting	5.00	5.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Full week hire 7 days	2,625.00	2,625.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	820.00	820.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	655.00	655.00	0.00%	Non - Statutory
Commercial - Leongatha Memorial Hall Balcony Seating full day	225.00	225.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Whole Complex Hire	825.00	825.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Whole Complex Hire 1/2 Day	430.00	430.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Rental - full day or evening	590.00	590.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall 1/2 day use set up rehearsals	295.00	295.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	440.00	440.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Rehearsals 1-4 hours	50.00	50.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Full week hire 7 days	2,625.00	2,625.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	820.00	820.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Meeting Rm 1 - full day	185.00	185.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	95.00	95.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	655.00	655.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - full day	150.00	150.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	75.00	75.00	0.00%	Non - Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Infrastructure Delivery Management				
Private Functions - Leongatha Memorial contractor Set up Costs (if used)	26.00	26.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Kitchen full day	150.00	150.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Kitchen 1/2 day	95.00	95.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Hall Crockery Hire per setting	4.00	4.00	0.00%	Non - Statutory
Private Functions - Leongatha Memorial Balcony Lounge Meeting Room - full day	115.00	115.00	0.00%	Non - Statutory
Private Functions - Leongatha Balcony Lounge Meeting Room - 1/2 day	75.00	75.00	0.00%	Non - Statutory
Private Functions - Leongatha Balcony Seating full day	190.00	190.00	0.00%	Non - Statutory
Private Functions - Leongatha Balcony Seating 1/2 day	95.00	95.00	0.00%	Non - Statutory
Private Functions - Leongatha Behind Stage full day	95.00	95.00	0.00%	Non - Statutory
Private Functions - Leongatha Behind Stage 1/2 day	55.00	55.00	0.00%	Non - Statutory
Private Functions - Leongatha Hall Bond where liquor is served (refundable)	735.00	735.00	0.00%	Non - Statutory
Private Functions -Leongatha Hall Bond where liquor is not served (refundable)	190.00	190.00	0.00%	Non - Statutory
Leongatha Memorial Hall Kitchen per hour	30.00	30.00	0.00%	Non - Statutory
Non Commercial - Leongatha Memorial Hall Rehearsals 1-4 hours	50.00	50.00	0.00%	Non - Statutory
Local Laws				
Impounded vehicle release	226.70	232.00	2.34%	Non - Statutory
Roadside trading permit	1,063.80	1,090.00	2.46%	Non - Statutory
Local Law 1 release fees	142.70	146.00	2.31%	Non - Statutory
Sheep (Subsequent animals) - Release fee	3.20	3.20	0.00%	Non - Statutory
Block Clearing (Fire Prevention / Hazards)	118.03	121.00	2.52%	Non - Statutory
Pensioner fee for dog registration for working dogs, microchipped only (C4P)	26.20	27.00	3.05%	Non - Statutory
Dog registration for working dogs, microchipped only (C4)	52.40	54.00	3.05%	Non - Statutory
Exotic Animals (Subsequent animals)	7.00	7.00	0.00%	Non - Statutory
Access - Additional Records	9.30	9.30	0.00%	Non - Statutory
Goats & Pigs (Subsequent animals)	7.00	7.00	0.00%	Non - Statutory
Sheep (First animal) - Release fee	29.20	30.00	2.74%	Non - Statutory
Dogs / Cats - First Offence - Pound release fee	95.47	98.00	2.65%	Non - Statutory
Goats & Pigs (First animal)	58.40	60.00	2.74%	Non - Statutory
NC2P – Dogs/Cats that qualify for reduced fee Pension	26.20	27.00	3.05%	Non - Statutory
Dogs / Cats - Subsequent Offence - Pound release fee	155.05	159.00	2.55%	Non - Statutory
FOI Supervision Search Fee	14.00	14.00	0.00%	Non - Statutory
Cattle (First animal) - Release fee	143.00	146.00	2.10%	Non - Statutory
Cattle (Subsequent animals) - Release fee	7.15	7.15	0.00%	Non - Statutory
NC1 – Dogs/Cats not included under NC2	155.05	159.00	2.55%	Non - Statutory
NC1P - Dogs/Cats not included under NC2 Pension	77.50	79.00	1.94%	Non - Statutory
NC2 – Dogs/Cats that qualify for reduced fee	52.40	54.00	3.05%	Non - Statutory
Access - All Records	16.60	17.00	2.41%	Non - Statutory
Sustenance Stock	16.15	17.00	5.26%	Non - Statutory
Sustenance Cat & Dog	14.25	15.00	5.26%	Non - Statutory
Other (Per animal)	3.20	3.20	0.00%	Non - Statutory
Burning off offensive material permit	518.00	531.00	2.51%	Non - Statutory
Animal permit - Excess animals	56.00	57.00	1.79%	Non - Statutory
Droving of Livestock - Application fee (no refund)	249.00	255.00	2.41%	Non - Statutory
Vic Roads (Stock Control on Declared Roads)	720.65	739.00	2.55%	Non - Statutory
Door to Door trading permit	477.00	489.00	2.52%	Non - Statutory
Local Law Footpath Occupation Permit	61.90	63.00	1.78%	Non - Statutory
Bulk rubbish container permit	131.70	135.00	2.51%	Non - Statutory
Domestic Animal Business Registration	298.10	305.00	2.31%	Non - Statutory
Grazing Sheep - daily fee per head	1.10	1.10	0.00%	Non - Statutory
Grazing Other Livestock - daily fee per head	1.70	1.70	0.00%	Non - Statutory
Droving Other Livestock - daily fee per head	3.20	3.20	0.00%	Non - Statutory
Grazing of Livestock - Application Fee (no refund)	122.80	126.00	2.61%	Non - Statutory
Grazing Cattle - daily fee per head	1.70	1.70	0.00%	Non - Statutory
Dog registration for dangerous, menacing and restricted breeds (RDM)	298.25	306.00	2.60%	Non - Statutory
Animal registration undesexed dogs and cats (C2)	55.50	57.00	2.70%	Non - Statutory
Pensioner fee for undesexed dogs and cats (C2P)	26.20	27.00	3.05%	Non - Statutory
Animal registration for micro-chipped and desexed dogs and cats (C3)	52.40	54.00	3.05%	Non - Statutory
Pensioner fee for micro-chipped and desexed dogs and cats (C3P)	26.20	27.00	3.05%	Non - Statutory
Droving of Livestock - Bond	2,186.30	2,240.00	2.46%	Non - Statutory
Droving Cattle - daily fee per head	3.20	3.20	0.00%	Non - Statutory
Droving Sheep - daily fee per head	1.70	1.70	0.00%	Non - Statutory
Late Application for Cattle Crossing	418.50	429.00	2.51%	Non - Statutory
Exotic Animals (First animal)	58.40	60.00	2.74%	Non - Statutory
All other Local Law 1 permits-that are not specifically excluded	118.00	121.00	2.54%	Non - Statutory
Open Air Burning Local Law Permit	61.60	63.00	2.27%	Non - Statutory
Infringement - Dog at large (daytime) - 1.5 penalty units	242.00	242.00	0.00%	Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Local Laws				
Infringement - Fail to register - 2 penalty units	322.00	322.00	0.00%	Statutory
Fire Fines - 10 penalty units	1,612.00	1,612.00	0.00%	Statutory
Infringement - No tag displayed - 0.5 penalty units	81.00	81.00	0.00%	Statutory
Infringement - Dog at large (night times) - 2 penalty units	322.00	322.00	0.00%	Statutory
Local Law Infringement - 2 penalty units	200.00	200.00	0.00%	Statutory
Failure to display permit - Port Welshpool Boat Ramp - 0.6 penalty units	81.00	81.00	0.00%	Statutory
Infringement - No Standing / Disabled Parking - 1 penalty units	161.00	161.00	0.00%	Statutory
Infringement - Permit Zone - 0.6 penalty units	97.00	97.00	0.00%	Statutory
Infringement - Overtime Parking - 0.5 penalty units	81.00	81.00	0.00%	Statutory
Local Law Infringement - 5 penalty units	500.00	500.00	0.00%	Statutory
Maintenance - Civil Infrastructure				
Port Welshpool boat ramp - Daily Car Park	10.20	10.20	-0.01%	Non - Statutory
Port Welshpool boat ramp - Annual Car Park Fee	52.00	53.00	1.92%	Non - Statutory
Municipal Building				
Building Permit Document Search / Certificate Fees	160.89	165.00	2.55%	Non - Statutory
Place of public entertainment occupancy permit	657.80	674.00	2.46%	Non - Statutory
Farm Shed Permit Exemptions	283.40	290.00	2.33%	Non - Statutory
Building and Planning Infringements	806.00	806.00	0.00%	Statutory
Stormwater information Request	141.20	141.20	0.00%	Statutory
Building Approval Lodgement - Commercial	118.90	118.90	0.00%	Statutory
Building/Property Information Requests	46.10	46.10	0.00%	Statutory
Building Approval Lodgement - Residential	118.90	118.90	0.00%	Statutory
Report & Consent	283.40	283.40	0.00%	Statutory
Section 29A demolition report and consent	83.10	83.10	0.00%	Statutory
Report & Consent (reg 116 Protection of Public)	287.60	287.60	0.00%	Statutory
Parks and Gardens				
Mossvale Park Event - Commercial (market / event that makes profit)	500.00	500.00	0.00%	Non - Statutory
Mossvale Park Event - Non Commercial (free community event, wedding, funeral or private function)	-	-	0.00%	Non - Statutory
Mossvale Park Event - Commercial - Electricity	100.00	100.00	0.00%	Non - Statutory
Mossvale Park Event - Non Commercial - Electricity	50.00	50.00	0.00%	Non - Statutory
Mossvale Park Event - Commercial - Parking Area Behind Sound Shell	200.00	200.00	0.00%	Non - Statutory
Mossvale Park Event - Non Commercial Commercial - Parking Area Behind Sound Shell	100.00	100.00	0.00%	Non - Statutory
Mossvale Park Event - Commercial - Sound Shell (fit out of sides)	400.00	400.00	0.00%	Non - Statutory
Mossvale Park Event - Non Commercial - Sound Shell (fit out of sides)	200.00	200.00	0.00%	Non - Statutory
Rates and Valuations				
Land Information Certificates	26.42	26.42	0.00%	Statutory
Risk and Procurement				
Applicant B&W Photocopying (Amount per A4 page)	0.21	0.21	0.00%	Statutory
FOI Application Fee	26.10	26.10	0.00%	Statutory
FOI Supervision Search Fee	5.20	5.20	0.00%	Statutory
Applicant B&W Photocopying (Amount per A3 page)	2.00	2.00	0.00%	Statutory
FOI Council Search Fee	20.80	20.80	0.00%	Statutory
Applicant B&W Photocopying (Amount per A1 page)	10.75	10.75	0.00%	Statutory
Statutory Planning				
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development increases by 10,001 - 100,000	308.00	316.00	2.60%	Non - Statutory
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by less than 100,000	629.00	645.00	2.54%	Non - Statutory
Request for extension of time (first request)	275.00	282.00	2.55%	Non - Statutory
Request for extension of time (second or subsequent request)	500.00	512.00	2.40%	Non - Statutory
To register a new Section 173 Agreement with titles office or to remove or amend Section 173 Agreement from title by agreement of all parties	643.00	660.00	2.64%	Non - Statutory
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by more than 1,000,000	1,665.00	1,705.00	2.40%	Non - Statutory
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development increases by more than 100,000	629.00	645.00	2.54%	Non - Statutory
Secondary Consent (subdivision)	643.00	660.00	2.64%	Non - Statutory
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development does not increase by more than 10,000	100.00	102.00	2.00%	Non - Statutory
Title Searches	35.00	40.00	14.29%	Non - Statutory
Request for copies of Planning Permit or Approved Plans	80.00	82.00	2.50%	Non - Statutory
Request for copies of Planning Permit and Approved Plans	140.00	144.00	2.86%	Non - Statutory
Request for copies of Planning Permit Applications on Advertising (per page)	1.00	1.00	0.00%	Non - Statutory
Applications or Requests to respond to written Planning Enquiries	90.00	92.00	2.22%	Non - Statutory
Title Searches (cost of each covenant or Section 173 Agreement listed on title)	15.00	16.00	6.67%	Non - Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Statutory Planning				
Notification of an application (less than 10 letters - does not include cost of sign or newspaper notice)	125.00	128.00	2.40%	Non - Statutory
Notification of an application (cost of each additional letter where more than 10 letters required, no sign, no newspaper)	6.00	6.00	0.00%	Non - Statutory
Re-checking plans if plans for endorsement are not submitted in line with the condition on the permit	100.00	103.00	3.00%	Non - Statutory
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by more than 100,000 but less than 1,000,000	755.00	765.00	1.32%	Non - Statutory
Notification of an application (sign on site)	250.00	256.00	2.40%	Non - Statutory
Notification of an application (per newspaper notice - some applications may require notices in multiple papers)	300.00	308.00	2.67%	Non - Statutory
Certificate of Compliance	317.90	317.90	0.00%	Statutory
Development of Land Revenue - Average	460,000.00	469,200.00	2.00%	Statutory
Class 1 - Change or allow a new use of the land	1,286.10	1,286.10	0.00%	Statutory
Single Dwelling Class 2 - Up to \$10,000	195.10	195.10	0.00%	Statutory
Single Dwelling Class 3 - \$10,001 to \$100,000	614.10	614.10	0.00%	Statutory
Single Dwelling Class 4 - \$100,001 to \$500,000	1,257.20	1,257.20	0.00%	Statutory
Single Dwelling Class 5 - \$500,001 to \$1M	1,358.30	1,358.30	0.00%	Statutory
Single Dwelling Class 6 - \$1M to \$2M	1,459.50	1,459.50	0.00%	Statutory
VicSmart Class 7 - Up to \$10,000	195.10	195.10	0.00%	Statutory
VicSmart Class 8 - More than \$10,001	419.10	419.10	0.00%	Statutory
VicSmart Class 9 - Application to subdivide or consolidate land	195.10	195.10	0.00%	Statutory
VicSmart Class 10 - Application other than Class 7, 8 or 9	195.10	195.10	0.00%	Statutory
All Other Development Class 11 - Up to \$100,000	1,119.90	1,119.90	0.00%	Statutory
All Other Development Class 12 - \$100,001 to \$1M	1,510.00	1,510.00	0.00%	Statutory
All Other Development Class 13 - \$1M to \$5M	3,330.70	3,330.70	0.00%	Statutory
All Other Development Class 14 - \$5M to \$15M	8,489.40	8,489.40	0.00%	Statutory
All Other Development Class 15 - \$15M to \$50M	25,034.60	25,034.60	0.00%	Statutory
All Other Development Class 16 - More than \$50M	56,268.30	56,268.30	0.00%	Statutory
Subdivision Class 17 - Subdivide an existing building	1,286.10	1,286.10	0.00%	Statutory
Subdivision Class 18 - Subdivide land into 2 lots	1,286.10	1,286.10	0.00%	Statutory
Subdivision Class 19 - Realignment of a common boundary between 2 lots or to consolidate 2 or more lots	1,286.10	1,286.10	0.00%	Statutory
Subdivision Class 20 - To subdivide land (per 100 lots created)	1,286.10	1,286.10	0.00%	Statutory
Subdivision Class 21 - To create, vary or remove a restriction Subdivision Act 1988; or Create or move a right of way/easement	1,286.10	1,286.10	0.00%	Statutory
Subdivision Class 22 - A permit not otherwise provided for in this Regulation	1,286.10	1,286.10	0.00%	Statutory
Application to Amend or end a Section 173 agreement under Section 178A	643.00	643.00	0.00%	Statutory
Satisfaction matters	317.90	317.90	0.00%	Statutory
Reg. 6 - Certification of a plan of subdivision	170.50	170.50	0.00%	Statutory
Reg. 7 - Alteration of plan	108.40	108.40	0.00%	Statutory
Reg. 8 - Amendment of certified plan	137.30	137.30	0.00%	Statutory
Strategic Planning				
Development Plans and subsequent amendments to development plans	529.90	529.90	0.00%	Non - Statutory
Notification of a Development Plan 0-10 letters	102.50	102.50	0.00%	Non - Statutory
Notification of a Development Plan 10+ letters	205.00	205.00	0.00%	Non - Statutory
Notification of Development Plan – sign on site	256.30	256.30	0.00%	Non - Statutory
Planning Scheme Amendment – Stage 3 – Adopting the amendment, submitting the amendment for approval or giving notice of the approval of the amendment Fee - (All non-council initiated amendments pay this fee)	469.60	469.60	0.00%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Considering Fee (This fee is only collected if up to 10 public submissions to an amendment are made)	14,753.40	14,753.40	0.00%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Considering Fee (This fee is only collected if between 11 to 20 public submissions to an amendment are made)	29,478.00	29,478.00	0.00%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Considering Fee (This fee is only collected if 21+ public submissions to an amendment are made)	39,405.10	39,405.10	0.00%	Statutory
Planning Scheme Amendment - Stage 1 - Considering a request to Amend a planning scheme, Exhibition and notice and considering submissions that do not seek to change the amendment Application Fee - (All non-council initiated amendments pay this fee)	2,976.70	2,976.70	0.00%	Statutory

Description	Fee	Fee	Change	Fee Type
	2018/19 \$	2019/20 \$	%	
Sustainability				
Hard Waste Collection - Regular	98.00	100.00	2.04%	Non - Statutory
Hard Waste Collection - Pensioner	34.00	35.00	2.94%	Non - Statutory
Asbestos	176.50	180.00	1.98%	Non - Statutory
Concrete	82.00	84.00	2.44%	Non - Statutory
Prescribed Waste	218.00	240.00	10.09%	Non - Statutory
Commercial Waste by weight	176.50	190.00	7.65%	Non - Statutory
Transfer Station Waste to Landfill	158.00	161.00	1.90%	Non - Statutory
Tree Stumps	47.00	48.00	2.13%	Non - Statutory
Disposal of Clean Fill	176.50	180.00	1.98%	Non - Statutory
General Waste - Garbage Bag up to 120L	5.00	5.00	0.00%	Non - Statutory
General Waste - Car Boot	22.50	23.00	2.22%	Non - Statutory
General Waste - 240L Bin	12.00	12.00	0.00%	Non - Statutory
General Waste - 120 L Bin	6.00	6.00	0.00%	Non - Statutory
General Waste - Ute - up to one cubic meter	45.00	46.00	2.22%	Non - Statutory
General Waste - Other Domestic	45.00	46.00	2.22%	Non - Statutory
Silage Wrap bundled	45.00	46.00	2.22%	Non - Statutory
Concrete Bricks Fill up to one m3	45.00	46.00	2.22%	Non - Statutory
Car Bodies (Tyres and Gas Bottles removed and drained of fluids)	-	-	0.00%	Non - Statutory
Car Tyres	9.50	10.00	5.26%	Non - Statutory
Small Truck / Four Wheel Drive Tyres	21.50	22.00	2.33%	Non - Statutory
Large Truck Tyre	44.00	45.00	2.27%	Non - Statutory
Tractor Tyre	110.00	112.00	1.82%	Non - Statutory
Extra Charge for Tyre on Rim	12.00	12.50	4.17%	Non - Statutory
Green Waste - 120L Bin	2.50	2.50	0.00%	Non - Statutory
Green Waste - Car Boot / Station Wagon	6.50	6.50	0.00%	Non - Statutory
Green Waste - Standard 6 x 4 Trailer (Level Load)	12.00	12.50	4.17%	Non - Statutory
Green Waste - 240L Bin	5.00	5.00	0.00%	Non - Statutory
Green Waste - 6 x 4 Trailer With Cage	43.00	44.00	2.33%	Non - Statutory
Green Waste - Large Single Axle Trailer (Level Load)	15.50	16.00	3.23%	Non - Statutory
Green Waste - Large Single Axle Trailer (Heaped Load)	29.00	29.50	1.72%	Non - Statutory
Green Waste - Large Single Axle Trailer With Cage	59.00	60.00	1.69%	Non - Statutory
Green Waste - Tandem Trailer (Level Load)	23.50	24.00	2.13%	Non - Statutory
Gas Bottles - up to 10kg	7.00	7.00	0.00%	Non - Statutory
Mattress - Single Bed	15.50	16.00	3.23%	Non - Statutory
Gas Bottles - Larger than 20kg	26.50	27.00	1.89%	Non - Statutory
Green Waste - Tandem Trailer (Heaped Load)	43.00	44.00	2.33%	Non - Statutory
Green Waste - Tandem Trailer With Cage	87.00	89.00	2.30%	Non - Statutory
Green Waste - Ute (Level Load)	12.00	12.50	4.17%	Non - Statutory
Green Waste - Ute (Heaped Load)	21.50	22.00	2.33%	Non - Statutory
Green Waste - Amnesty Period (No Fees Charged) 1st November to 31st December	-	-	0.00%	Non - Statutory
Green Waste - Standard 6 x 4 Trailer (Heaped Load)	21.50	22.00	2.33%	Non - Statutory
Mattress - Double Bed	21.50	22.00	2.33%	Non - Statutory
Gas Bottles - 10 to 20kg	14.50	15.00	3.45%	Non - Statutory
E-Waste - Laptops, Computers, Printers, DVD & VCR Players etc	7.00	7.50	7.14%	Non - Statutory
E-Waste - Small CRT TV/Computer Monitor (Smaller than 40cm)	14.00	14.50	3.57%	Non - Statutory
E-Waste - Large CRT TV (Larger than 40cm)	20.50	21.00	2.44%	Non - Statutory
E-Waste - Small Plasma/LCD TV (Smaller than 100cm)	6.50	6.50	0.00%	Non - Statutory
Sustainability				
E-Waste - Large Plasma/LCD TV (Larger than 100cm)	14.00	14.50	3.57%	Non - Statutory
General Waste - Standard single axle trailer up to 6 x 4 (Heaped Load)	80.00	81.50	1.88%	Non - Statutory
General Waste - Standard single axle trailer up to 6 x 4 (With a Cage)	121.50	124.00	2.06%	Non - Statutory
General Waste - Standard single axle trailer up to 6 x 4 (Level Load)	45.00	46.00	2.22%	Non - Statutory
General Waste - Single axle trailer over 6 x 4 (Level Load)	58.50	59.50	1.71%	Non - Statutory
General Waste - Single axle trailer over 6 x 4 (With a Cage)	176.50	180.00	1.98%	Non - Statutory
General Waste - Small tandem trailer up to 8 X 5 (Level Load)	67.00	68.50	2.24%	Non - Statutory
Silage Plastic – Clean, in bulk bags (designated collection periods and sites only)	11.00	11.50	4.55%	Non - Statutory
General Waste - Small tandem trailer up to 8 X 5 (With a Cage)	201.00	205.00	1.99%	Non - Statutory
General Waste - Large tandem trailer over 8 X 5 (Level Load)	100.00	102.00	2.00%	Non - Statutory
General Waste - Large tandem trailer over 8 X 5 (Heaped Load)	201.00	205.00	1.99%	Non - Statutory
General Waste - Large tandem trailer over 8 X 5 (With a Cage)	301.00	307.00	1.99%	Non - Statutory
General Waste - Single axle trailer over 6 x 4 (Heaped Load)	117.00	119.50	2.14%	Non - Statutory
General Waste - Small tandem trailer up to 8 X 5 (Heaped Load)	135.00	137.50	1.85%	Non - Statutory
Visitor Services				
Postcards	1.03	1.10	7.14%	Non - Statutory
Maps	11.22	11.50	2.50%	Non - Statutory

Appendix 4 - Budget Process

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

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

The 2019/20 Budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared in accordance with the Act and Regulations, and are 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 15 years are included in Council's Long Term Financial Plan which is produced on a rolling basis. From this, financial projections for four years are included in Council's Strategic Resource Plan.

The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the annual budget during October through to February. A draft consolidated budget is then prepared and various iterations are considered by Council at briefings during December and February. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in March 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 internet web site. A person has a right to make a submission on any proposal contained in the budget.

The final step is for Council to adopt the budget after receiving and considering submissions. The budget must be adopted by 30 June 2019 and a copy submitted to the Minister within 28 days of adoption. The key dates for the budget process are summarised below:

Budget Process	Timing
Council Plan / Business plan requirements reviewed	Jul 2018 - Jan 2019
Previous years financial results updated into Financial Plan	Aug - Sep 2018
Capital Works requirements reviewed	Sep - Dec 2018
Financial strategies reviewed	Oct - Dec 2018
Operating budgets prepared	Dec 2018 - Feb 2019
Councillors consider draft budgets at briefing sessions	Dec 2018 - Feb 2019
Proposed budget submitted to Council for approval	20-Mar-19
Public notice advising intention to endorse proposed budget	20-Mar-19
Budget available for public inspection & comment	26-Mar-19
Submission period closes	26-Apr-19
Submission hearing meeting	22-May-19
Special Council meeting - Submissions considered by Council	29-May-19
Budget presented to Council for adoption	26-Jun-19
Copy of adopted budget submitted to the Minister	28-Jun-19

