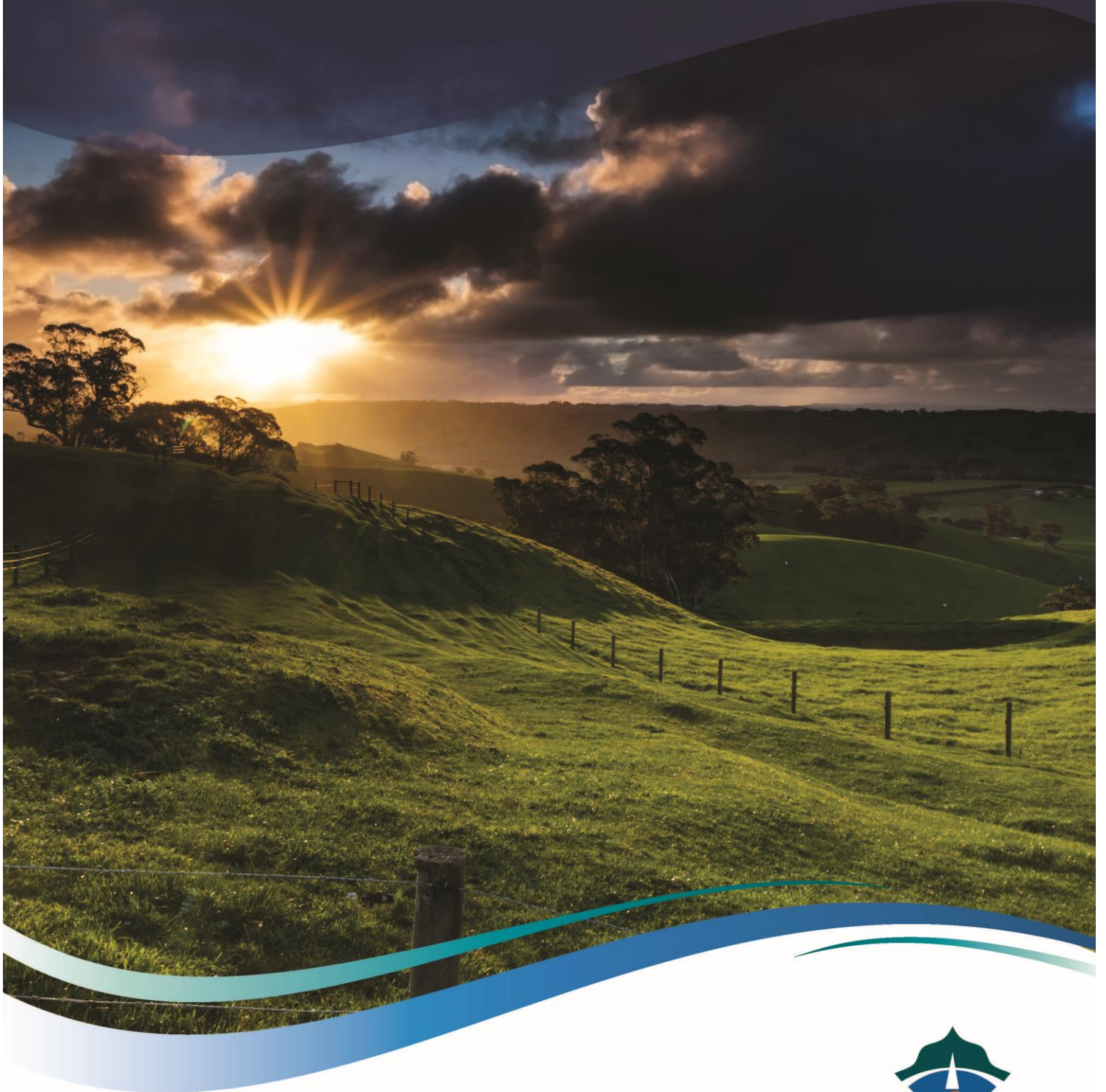


SOUTH GIPPSLAND SHIRE COUNCIL

Proposed Annual Budget 2020 - 21



*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 Ratio	The ratio of current assets compared to current liabilities.

Contents

Page

Glossary	2
Administrators Introduction	5
COVID-19 Impacts on budget	6
Executive Summary	7
Budget Reports	
1 Link to the Council Plan	12
2 Services and service performance indicators	14
3 Financial statements	24
4 Notes to the financial statements	31
4.1 Comprehensive Income Statement	31
4.2 Balance Sheet	40
4.3 Statement of changes in Equity	42
4.4 Statement of Cash Flows	43
4.5 Capital works program	45
4.6 Budget Influences	51
4.7 Long Term Financial Strategies	55
5 Financial Performance Indicators	58
5.1 Key Financial Performance Indicators	59
Appendix	
1 Differential Rates	61
2 Long Term Financial Plan (2019/20 - 2033/34)	68
3 Fees and Charges	72
4 Budget Process	81

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COVID-19 Impacts on budget

COVID-19 has had an enormous impact on every aspect of our community; family and personal impacts, commercial and business impacts, and everything in between.

Thought and debate at all levels of Council has been given to how we respond in the best interests of the ratepayers and community we serve. While a shutdown to minimise all spending would provide some immediate reduction to Council costs, it would have much broader implications through adding to the loss of earnings of Council staff and their families, suppliers, vendors and contractors. As a significant source of employment and activity in the local economy, a shut down of Councils activities would have added to the already tremendous negative effects of this pandemic.

A much more responsible direction for us in supporting our region is to keep people employed, able to spend in the local economy, able to keep purchasing from local businesses, and keep cashflow moving. To have our many contracted projects and services continue in turn means their employees, their subcontractors and suppliers all keep progressing work, remaining productive, and staying financially viable through all levels of the local economy. For what this pandemic will take us through, it is the most appropriate action for our region that we use our financial position to help lead the recovery through reinvestment in our community.

Community Support Package

A key component of the reinvestment and recovery is a \$2M Community Support Package focused in two different ways; to assist local businesses, and to assist impacted individuals. These programs consider the health, connectivity of individuals and businesses, in particular looking to encourage innovative approaches.

This package will provide for hardship assistance caused by COVID-19, subsidized influenza vaccines, a range of supports for vulnerable community members, and programs to help connect people through shared activity. For businesses, the package will increase the focus on local procurement, encourage innovative opportunities, provide support and collaboration platforms, and offer a range of assistance for businesses experiencing hardship.

Funding the Community Grant Package

Budgeting of the package in this current financial year has seen \$0.5M redistributed from deferred and reduced spending in infrastructure projects. The remainder comes from cash reserves. This has required reprioritization in the forward capital program over the coming four financial years to ensure cash flow remains strong.

Limitations caused by the current situation has seen some loss of income in the form of revenue including fees and charges, caravan parks, and Council facility leases. This has been partially offset by reduced costs, with reduced Council running costs through staff operating from home, reduction in casual employees, and some works simply not able to occur with current restrictions.

Financial Rates

The previously forecast rate rise of 2% will still be included in the budget. A reduction in the rate rise to 1% or even 0% as has been contemplated by some Councils however the compounded effect of this decision would create a detrimental impact on Council finances for many years, or would require a mitigating increase above the rate cap in future financial years, which then would have been considered unacceptable to a recovering and rebuilding community. Hardship for those genuinely impacted, will be handled through the Community Support Package.

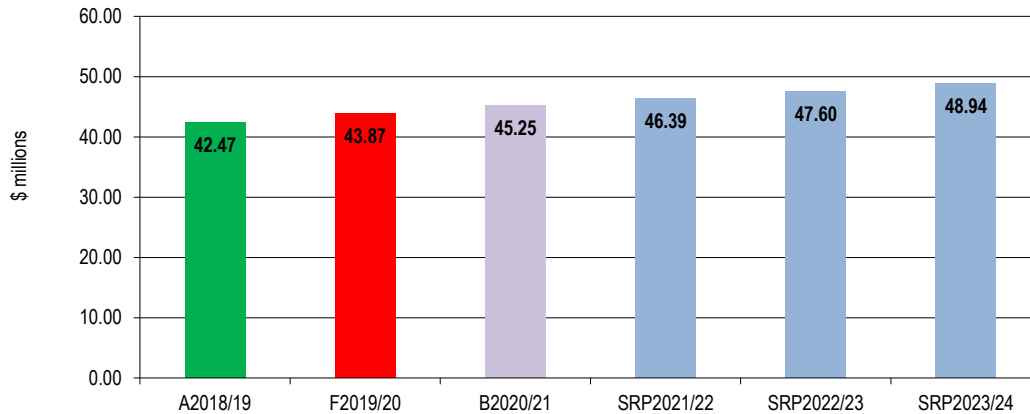
The CPI forecasts have been eased recently by the Reserve Bank of Australia in response to the pandemic and these rates are considered in the budget forecast and long-term financial model.

Executive Summary

Council has prepared a budget for the 2020/21 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 regarding rates and charges, operating result, cash and investments, cash from operations, capital works, borrowings, financial position and financial sustainability of the Council.

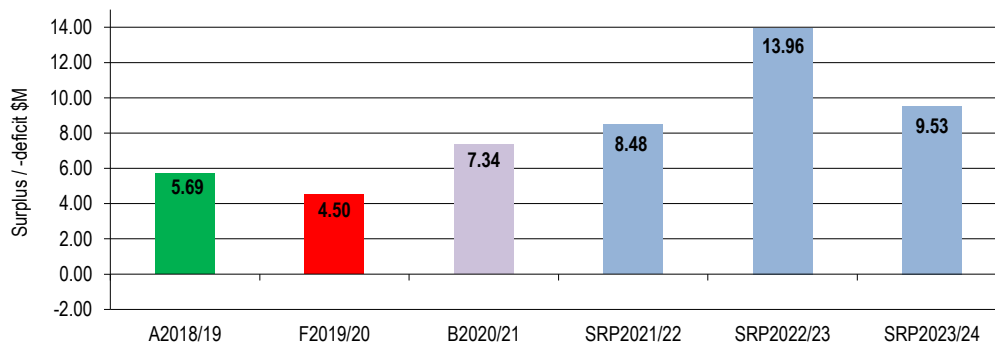
A = Actual F= Forecast B= Budget SRP= Strategic Resource Plan estimates

Rates and charges



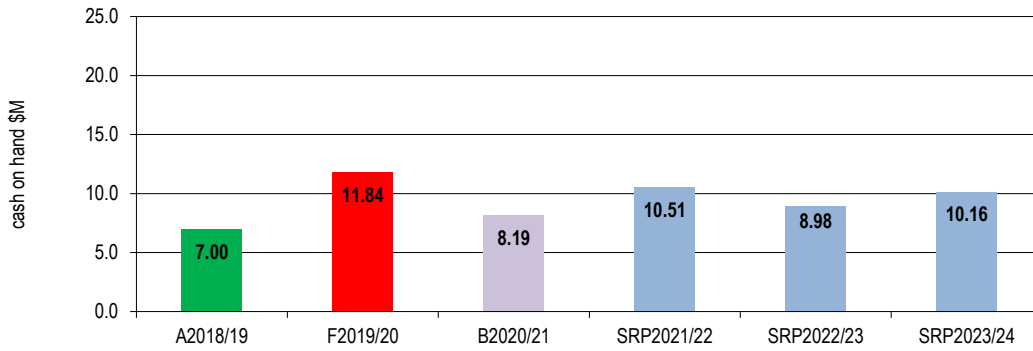
It is proposed that the rates will increase by an average of 2.0% for the 2020/21 year, raising total rates and charges of \$45.25M, including \$0.31M generated from supplementary rates. This rate increase is equal to the rate cap set by the Minister for Local Government. For the 2019/20 financial year, the rate cap was set at 2.50%.

Operating Result



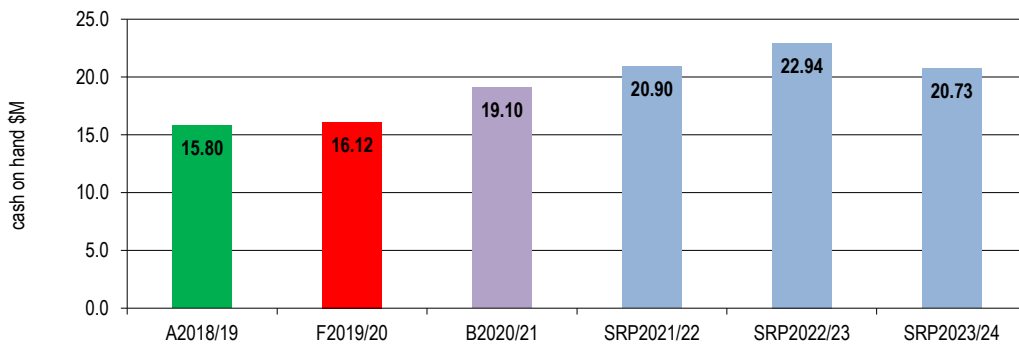
The expected operating result for the 2020/21 year is a surplus of \$7.34M, which is \$2.84M higher than the projected \$4.50M surplus result for 2019/20. Variations include rates increased by \$1.38M reflecting the annual rate increase, operating grants increased by \$1.75M, capital grants increased by \$0.67M and materials and services expenditure reduced by \$0.55M reflecting an increased focus on capital projects and reduction in major operating projects.

Cash and investments



The cash position is expected to decrease by \$3.65M during the 2020/21 year to \$8.19M as at 30 June 2021 as Council undertakes an extensive capital works program as well as \$2M for the COVID-19 Community Support Package.

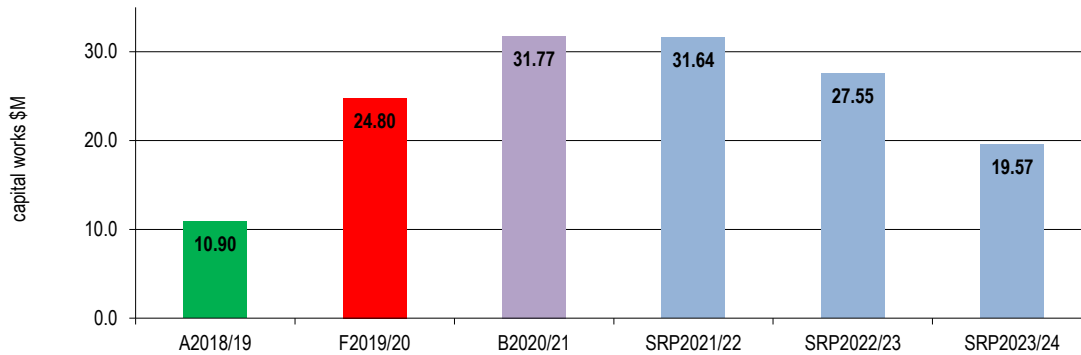
Cash from Operations



Net cash from operations in 2020/21 is forecast to be \$19.10M. This is \$2.98M higher than the previous year's projection of \$16.12M driven by \$2.41M increased grant funding.

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

Capital works



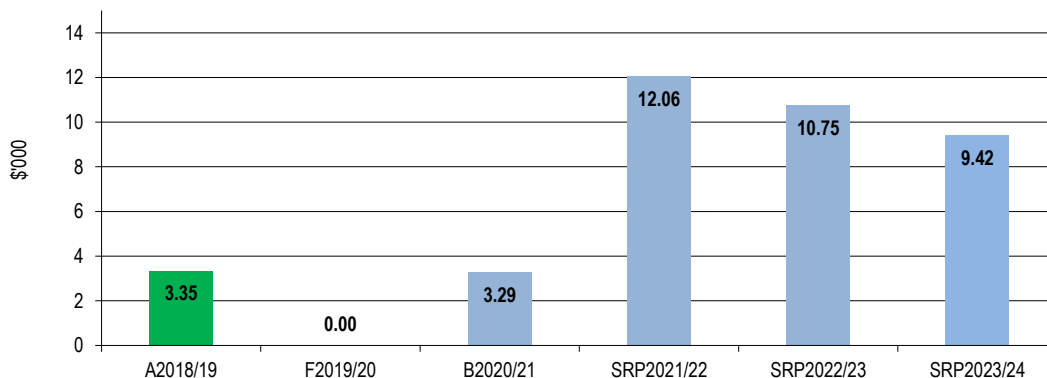
The capital expenditure program for 2020/21 is projected to be \$31.77M which is \$6.97M higher than the 2019/20 projected result due to the carry forward of incomplete capital projects from 2019/20 including \$1.5M for the Leongatha Bair Street redevelopment project (total \$4.2M in 2020/21), \$2M for the Mirboo North pool (total \$2.9M in 2020/21), \$0.9M for Great Southern Rail Trail (total \$2.9M in 2020/21) and \$2M for the Korumburra Community Hub (total \$5.0M in 2020/21), in addition to other projects including the Korumburra Commercial Streetscape of \$1M, and the Early Years Renewal program of \$0.2M.

The program will be funded by capital grants of \$6.65M, borrowings of \$3.6M and the remainder from Council cash.

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.

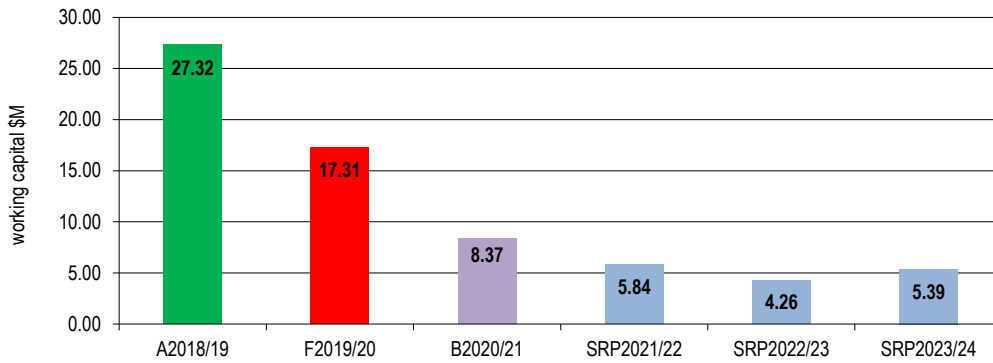
Over the 15-year Long Term Financial Plan, Council has provided adequate funding to renew and maintain its assets to the standards described in Council's Asset Management Plans.

Outstanding Borrowings



Council borrowed \$4M in 2013/14 to fund a \$4.59M unfunded superannuation obligation. These borrowings were repaid in 2019 from a cash reserve that was built up over that time. In 2020/21, 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 subsidise half of the interest cost. A further \$10M is proposed to be borrowed in 2021/22 to fund priority capital works projects.

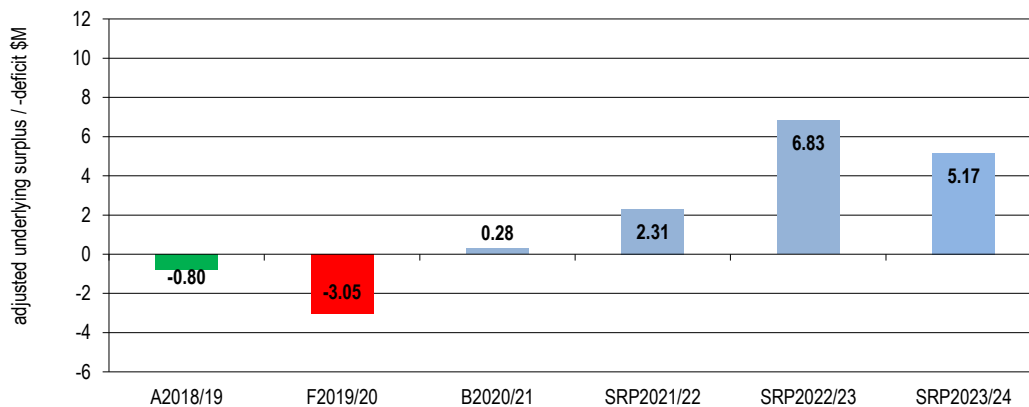
Financial Position (Working Capital)



Net Current Assets (working capital) will decrease by \$9.14M to \$8.17M as at 30 June 2021. Working capital is projected to be \$17.31M as at 30 June 2020.

The financial position tightens somewhat in the next few years of the Long Term Financial Plan with an intensive capital works program in 2020/21 and 2021/22, before stabilising in 2022/23 and 2023/24 (refer Appendix 3 - 3.2 Balance Sheet).

Financial sustainability



A detailed Long Term Financial Plan for the 15 years 2020/21 to 2034/35 has been developed to assist Council to adopt an annual budget within a longer term prudent financial framework. The key objective of the Long Term Financial Plan is to achieve financial sustainability in the long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan. When capital grant funding for 2020/2021 of \$6.65M and donated / granted assets \$0.4 are backed out of the operating result (\$7.34M surplus) the underlying result (net result not including capital funding sources) for 2020/21 is projected to be a \$0.28M (0.44%) underlying surplus. The underlying deficit in 2019/20 was as a result of the State's decision to pay 50% of the 2019/20 financial assistance grants (\$4.92M) early in 2018/19.

Council is financially sustainable for the foreseeable future based on the Long Term Financial Plan 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.

LTFP	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	2034/35
Financial performance																
Underlying result	-5.02%	0.43%	3.52%	9.82%	7.45%	7.08%	6.75%	7.37%	7.30%	8.02%	8.01%	9.51%	9.00%	11.23%	10.72%	10.27%
Underlying Working Capital	2.35	1.62	1.40	1.25	1.28	1.40	1.43	1.52	1.23	1.22	1.21	1.30	1.35	1.62	1.97	2.52
Funding capacity																
Sustainability Index	177%	242%	163%	158%	148%	150%	152%	140%	196%	166%	166%	169%	163%	175%	155%	158%
Borrowing capacity																
Indebtedness	7.51%	12.81%	27.25%	23.21%	21.13%	18.61%	15.92%	13.38%	10.91%	8.58%	6.87%	6.63%	6.54%	6.59%	6.54%	6.58%
Total Debt as a % of Rate revenue	0.00%	7.26%	26.00%	22.58%	19.24%	16.01%	12.93%	9.99%	7.19%	4.53%	1.99%	0.14%	0.00%	0.00%	0.00%	0.00%
Debt servicing costs as a % of Total revenue	0.10%	0.05%	0.17%	0.15%	0.14%	0.12%	0.10%	0.08%	0.06%	0.04%	0.02%	0.01%	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 green zone in 2020/21. The ratio is projected to dip into the yellow zone in 2019/20 as a result of having to bring to account 50% (\$4.912M) Victoria Grants Commission allocation for 2019/20 in the prior financial year (2018/19) as it was received in June 2019. The target for this indicator is > 0%. The budget indicator for the 2020/21 budget is 0.43%.

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 projected to dip into the yellow zone for 2022/33 and 2027/28 to 2029/30 for the 15 years of the Long Term Financial Plan with these dips attributed to the introduction of the \$2M COVID-19 Community Support Package and its effect on cash reserves and reprioritisation of capital. The target for this indicator is > 1.25. The budget indicator for the 2020/21 budget is 1.61.

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 consistently in the green zone and this reflects Council's commitment to renewing and maintaining assets over the long term. The target for this indicator is > 100%. The budget indicator for the 2020/21 budget is 223%. This figure is higher than corresponding years due to the roll over of incomplete Capital Works during the 2019/20 financial year.

The three borrowing capacity indicators, '**Indebtedness**' (Target < 40%), '**Total Debt as a percentage of Rate Revenue**' (Target < 60%) and '**Debt Servicing Costs as a percentage of Total Revenue**' (Target < 5%) are forecast to be in the green zone for 2020/21 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 budget indicators for the 2020/21 budget are Indebtedness 12.81%, Total Debt as % of Rate revenue 7.26% and Debt servicing costs as a % of Total revenue 0.05%.

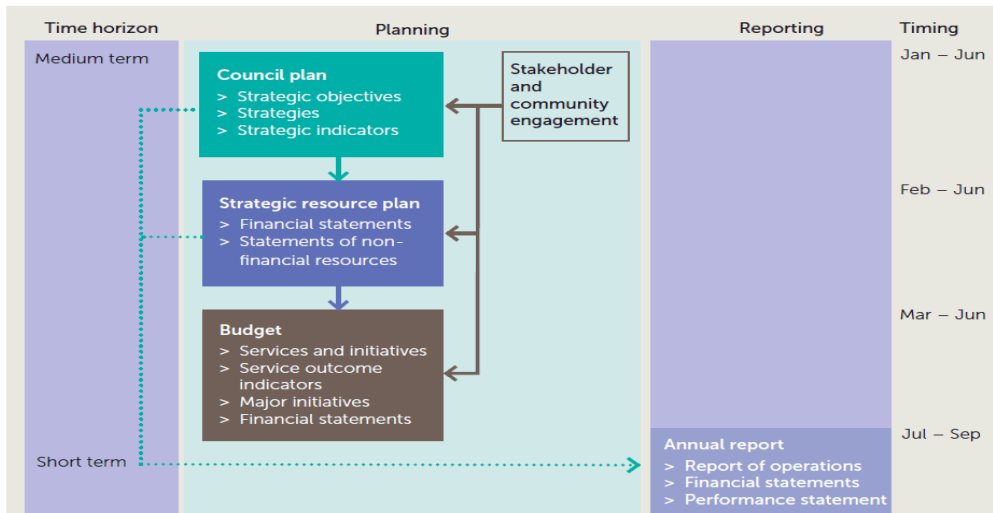
The key financial performance indicators in the Long Term Financial Plan serve as very important lead indicators to identify future years' financial ramifications of decisions that are made in the present period.

The 2020/21 Budget and Long Term Financial Plan are financially sustainable. Council will continue to monitor the Long Term Financial Plan on a monthly basis to ensure that it remains that way.

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

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

To serve in the best interests of the whole Shire, delivering quality services and advocating for community needs.

Our values

- Customer Focused;
- Respectful;
- Accountable;
- Acting in the interests of the whole Shire; and
- Pursuing excellence in everything we do.

Our Vision & Success

By 2024 Council aims to:

- Be known for being Customer focused;
- Have made significant progress to entrench a sense of shared community direction across the Shire;
- Have successfully delivered the agreed Capital Works Program; and
- Be known for excellence in the services we deliver.

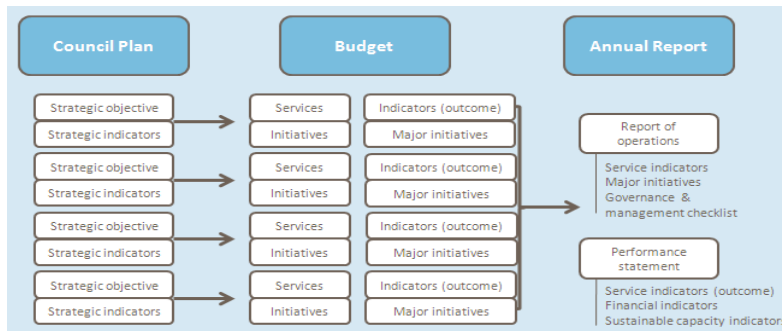
1.3 Strategic objectives

The 2020-2024 Council Plan responds to community priorities 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 aims to address and the Strategic Indicators assist in monitoring progress to achieve them.

Strategic Objective	Description
1. United Shire	To establish a shared long term community direction that unites the Shire and guides its future direction. To provide services that are accessible and support the various sectors of the community.
2. Economic Prosperity	To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.
3. Integrated Services and Infrastructure	To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations. To establish a long term program for capital works, in conversation with the community.
4. Customer Focused Organisation	To be recognised as a customer focused organisation, aligning Council services to changing community needs.

2. Services and service performance indicators



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1 - United Shire

The strategies to assist Council achieving this objective are to:

- 1.1 Develop a shared vision for the future direction of the Shire in partnership with the community.
- 1.2 Develop and support the leadership skills of existing and emerging community leaders, volunteers, community groups and networks.
- 1.3 Deliver efficient and responsive services that enhance the health, safety and well-being of the community.
- 1.4 Deliver Council's 'Community Support Package' to support the community to respond to the COVID-19 pandemic in the recovery and re-investment of community and economic activity across the Shire.

Services Funded

Service area	Description of services provided	2019/20 Forecast \$'000	2020/21 Budget \$'000
Corporate and Community Services Management	<p>Corporate and Community Services Directorate includes:</p> <ul style="list-style-type: none"> - Community Services; - Finance - Risk; - Innovation and Technology; and - Corporate Planning and Council Business. <p>Together these Departments provide strategic policy advice to Council to inform their decisions, coordinate the preparation of the four year Council Plan, coordinate Council meetings, develop good governance practices, plan for long term financial sustainability, facilitate community strengthening programs, proactively manage risks, manage corporate technologies and systems, and implement strategic directions relevant to the Directorate once set by Council.</p> <p><i>Note: this Department Budget contains Corporate Planning and Council Business, Risk Management and Libraries</i></p>	<p>Exp 3,616</p> <p>Rev 267</p> <p>NET 3,349</p>	<p>3,128</p> <p>133</p> <p>2,995</p>
Community Services	<p>Community Services Department provides policy advice and program delivery for the following services:</p> <ul style="list-style-type: none"> - Aged & Disability Services; - Children and Family Services; including Maternal and Child Health; Immunisation, Pre-school and Playgroup support; - Community Strengthening; and - Progresses the Municipal Public Health and Wellbeing Plan. <p>Together these teams work towards creating a collaborative, self-supporting community.</p>	<p>Exp 2,547</p> <p>Rev 950</p> <p>NET 1,597</p>	<p>2,571</p> <p>861</p> <p>1,710</p>

Council Plan 2020 - 2024 - Measure of Success Indicators

Measure of Success Indicators	TARGET
1. The effectiveness of Council and community partnerships will be measured by the quality of community projects supported financially by Council through the Community Grants Program.	All community grants funded will require a minimum ranking of 8 out of 10
2. The effectiveness of the Community Leadership Development Program will be measured by the number of participants actively engaged in the Program and the representation across the Shire. <i>Note: this is a two year initiative</i>	Minimum of 75 participants with broad representation from across the Shire per annum <i>Note: this is a two year initiative</i>
3. The effectiveness of the Three Year Old Kindergarten Program will be measured by the increase in the number of children participating in the Program, the diversity of locations in which those children reside and the optimum use of Kindergarten facilities.	95% of children enrolled through central enrolment are granted their first or second preference
	Aim for equal to or greater than 75% of existing providers offering a 15 hour Kindergarten Program weekly
	Baseline aims for 75% of eligible children in each location attending subsidised Three Year Old Kindergarten Program

Council Plan 2020 - 2024 - Initiatives

Initiatives	TARGET
1. Implement the 'Community Leadership Development Program' to enhance skills and capabilities of our broader community.	by 30 June 2021
2. Work with Council's newly convened Advisory Groups to develop strategies to meet community needs that are related to the Advisory Groups' Terms Of Reference.	Report by each Advisory Group by 30 June 2021
3. Implement Council's \$2M 'Community Support Package' to assist the recovery of, and re-investment in, the Shire following the COVID-19 pandemic.	by 30 June 2021

Service Performance Outcome Indicators

Service	Indicator	2018/19 Actual	2019/20 Forecast	2020/21 Budget
Aquatic Facilities	Utilisation of aquatic facilities	5	Equal to or slightly higher than 2018/19	5 to 10 visits
Libraries	Participation - active Library borrowers in municipality	16%	Equal to or slightly higher than 2018/19	> 16%
Maternal and Child Health	Participation in the MCH service	75%	Equal to or slightly higher than 2018/19	> 70%
Maternal and Child Health	Participation in the MCH service by Aboriginal Children	63%	Equal to or slightly higher than 2018/19	> 60%

* refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators

2.2 Strategic Objective 2 - Economic Prosperity

The strategies to assist Council achieving this objective are to:

- 2.1 Build a sustainable and growing economy that:
- Attracts and supports businesses to thrive and grow;
 - Broadens, builds and strengthens industry sectors;
 - Creates and sustains local employment opportunities; and
 - Establishes the Shire as the 'food hub' that feeds our State and beyond.
- 2.2 Develop plans that will balance and utilise the natural values of the environment, improve the Shire's liveability and build on the benefits of our proximity to Melbourne.
- 2.3 Deliver services that support the growth of the local and regional economy.
- 2.4 Work together with surrounding councils to support regional growth and prosperity.

Services Funded

Service area	Description of services provided	2019/20 Forecast \$'000	2020/21 Budget \$'000
Development Services Management	<p>The Development Services Directorate includes:</p> <ul style="list-style-type: none"> - Planning; - Regulatory Services; and - Economic Development and Tourism. <p>Together these Departments provide strategic policy advice to Council to inform 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><i>Exp</i> 288</p> <p><i>Rev</i> -</p> <p><i>NET</i> 288</p>	<p>356</p> <p>-</p> <p>356</p>
Planning Department	<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 help the Shire prosper.</p>	<p><i>Exp</i> 1,635</p> <p><i>Rev</i> 631</p> <p><i>NET</i> 1,004</p>	<p>1,557</p> <p>645</p> <p>912</p>
Economic Development and 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 and Museum which aims to enhance the liveability of the Shire as the largest cultural heritage site in South Gippsland.</p> <p>The Department overseas Council's Caravan Parks at Yanakie and Port Welshpool.</p> <p><i>Note this Department Budget includes Caravan Park management.</i></p>	<p><i>Exp</i> 2,245</p> <p><i>Rev</i> 1,211</p> <p><i>NET</i> 1,034</p>	<p>2,267</p> <p>1,241</p> <p>1,026</p>
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. 	<p><i>Exp</i> 1,873</p> <p><i>Rev</i> 1,266</p> <p><i>NET</i> 607</p>	<p>1,883</p> <p>1,302</p> <p>581</p>

Council Plan 2020 - 2024 - Measure of Success Indicators

Measure of Success Indicators	TARGET
1. Advocacy efforts by Council aim to influence: <ul style="list-style-type: none"> - an increase in the Gross Regional Product (<i>the measure of all goods and services produced within the Shire</i>) - an increase in the Gross Revenue of businesses of all industry sectors in South Gippsland - an increase in the number of businesses in the Shire as measured by the Australian Business Register 	Equal to or greater than 5% increase by 2024 BASELINE: Gross Regional Product \$1,741,092 Equal to or greater than 5% increase by 2024 BASELINE: Gross Revenue Baseline \$3,543,907 Equal to or greater than 5% increase in business registrations by 2024 Baseline of 7,300
2. The effectiveness of supporting small businesses will be measured by reducing timelines and streamlining the regulatory process through the Better Approvals Program.	90% of business applications processed utilising the Better Approval Program
3. The effectiveness of efforts to increase local procurement will be measured by the percentage of local spend on Council goods and services.	An adopted policy position and definition of 'local spend', together with baseline targets established by June 2021
4. Time taken to decide planning applications.	Aim to reduce the number of days from 2019/20 baseline of 72 days, down to equal to or less than 60 days by June 2024

Council Plan 2020 - 2024 - Initiatives

Initiatives	TARGET
1. Identify and advocate for Council's adopted Priority Projects to State and Federal Governments and other relevant stakeholders for funding support.	by 30 June 2021
2. Draft Economic Development Strategy presented to Council for adoption.	by 30 June 2021
3. Draft Tourism Strategy presented to Council for adoption.	by 30 June 2021
4. The Foster Structure Plan Refresh draft presented to Council for adoption.	by 30 June 2021

Service Performance Outcome Indicators

Service	Indicator	2018/19 Actual	2019/20 Forecast	2020/21 Budget
Statutory Planning	Council planning decision upheld at VCAT	80%	Equal to or slightly higher than 2018/19	80% or higher

* refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators

2.3 Strategic Objective 3 - Integrated Services & Infrastructure

The strategies to assist Council achieving this objective are to:

- 3.1 Establish a sustainable long-term program for capital works.
- 3.2 Optimise the lifecycle of Council's infrastructure through the use of predictive modelling to develop the asset renewal program.
- 3.3 Deliver services that enhance liveability and environmental sustainability for current and future generations.

Services Funded			
Service area	Description of services provided	2019/20 Forecast \$'000	2020/21 Budget \$'000
Infrastructure Management	<p>The Infrastructure Directorate includes 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 inform decisions, prepare and deliver the Capital Works Program and Asset Management Plans, along with maintaining infrastructure, parks, gardens and public places.</p>	<p><i>Exp</i> 280</p> <p><i>Rev</i> -</p> <hr/> <p><i>NET</i> 280</p>	<p>287</p> <p>-</p> <hr/> <p>287</p>
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>	<p><i>Exp</i> 9,378</p> <p><i>Rev</i> 4,238</p> <hr/> <p><i>NET</i> 5,140</p>	<p>9,513</p> <p>2,729</p> <hr/> <p>6,784</p>
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>	<p><i>Exp</i> 3,729</p> <p><i>Rev</i> 651</p> <hr/> <p><i>NET</i> 3,078</p>	<p>2,400</p> <p>159</p> <hr/> <p>2,241</p>
Infrastructure 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>	<p><i>Exp</i> 23,628</p> <p><i>Rev</i> 4,109</p> <hr/> <p><i>NET</i> 19,519</p>	<p>19,944</p> <p>4,264</p> <hr/> <p>15,680</p>

Council Plan 2020 - 2024 - Measure of Success Indicators				
Measure of Success Indicators		TARGET		
1.	The sustainability and improvement of Council's infrastructure will be measured by the percentage of completed capital works projects due for delivery in the current financial year, excluding grant funding reliant projects with funding pending.	70% or greater completion each year		
2.	The sustainability and improvement of Council's infrastructure will be measured by the renewal projects returning the condition of the asset back to 'as new' condition. (Level 1 condition score)	100% of renewal projects to 'as new' condition		
3.	Optimising the lifecycle of Council's infrastructure will be measured by establishing asset management baselines from predictive modelling to develop the asset renewal program.	Baseline established for Roads and Buildings, and funding requirements reviewed against long term financial plans by June 2021		
Council Plan 2020 - 2024 - Initiatives				
		TARGET		
1.	Great Southern Rail Trail extension between Leongatha and Korumburra completed. <i>Note: Note: Project progression is subject to Grant Funding by Federal and State Government</i>	by 30 June 2021		
2.	Mirboo North Swimming Pool re-development completed.	by 31 December 2020		
3.	Korumburra streetscape re-development commenced. <i>Note: Project progression is subject to Grant Funding by Federal and State Government</i>	by 30 June 2021		
4.	Korumburra Hub development significantly progressed.	by 30 June 2021		
5.	Bair Street Leongatha streetscape significantly progressed (due for completion December 2021).	by 30 June 2021		
6.	Commence planning and advocacy to address kindergarten capacity shortfalls identified in the Early Years Infrastructure Strategy, and inclusion of requirements in the 'Blueprint for Social Community Infrastructure'.	by 30 June 2021		
7.	Commence development of an Integrated Public Transport Strategy, in consultation with surrounding Shires and the State Government, which seeks to create public transport services between rural towns.	by 30 June 2021		
8.	Review and update the Sustainability Strategy and present to Council for adoption.	by 30 June 2021		
9.	Establish a Capital Works Program budgeting policy to be presented to Council for adoption.	by 30 June 2021		
10.	Review and update the 'Social and Community Infrastructure Blueprint' and present to Council for adoption.	by 31 December 2020		
11.	Establish baselines from predictive modelling for roads and buildings, and review funding requirements against the long-term financial plan.	by 30 June 2021		
Service Performance Outcome Indicators				
Service	Indicator	2018/19 Actual	2019/20 Forecast	2020/21 Budget
Roads	Satisfaction with sealed local roads	48	Equal to or slightly higher than 2018/19	>50
Waste Collection	Waste diversion from landfill	52%	Equal to or slightly higher than 2018/19	50% to 57%
Animal Management	Health and safety - Animal management prosecutions	New in 2020	Equal to or slightly higher than 2018/19	Baseline target to be established between 0 to 50
Food Safety	Health and safety - Critical and major non-compliance outcome notifications	100%	Equal to or slightly higher than 2018/19	1

* refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators

2.4 Strategic Objective 4 - Customer Focused Organisation

The strategies to assist Council achieving this objective are to:

- 4.1 Engage the community in developing significant strategic plans and continued involvement in decision making.
- 4.2 Review and implement changes to Council plans, policies and practices to align with the new Local Government Act and the Commission of Inquiry recommendations.
- 4.3 Provide meaningful and timely communication and quality customer service.
- 4.4 Build on the organisation's leadership, governance, financial sustainability, shared values and cultural capabilities.

Services Funded			
Service area	Description of services provided	2019/20 Forecast \$'000	2020/21 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>Exp 574</p> <p>Rev -</p> <p>NET 574</p>	<p>585</p> <p>-</p> <p>585</p>
Finance and Procurement	<p>The Finance Department deliver financial planning, budget management oversight 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 - Procurement including contract and quotation management. <p>Together the teams improve the financial sustainability of Council by pursuing continuous improvement in processes and procedures, sustainably managing finances and gaining efficiencies through procurement.</p>	<p>Exp 3,883</p> <p>Rev 795</p> <p>NET 3,088</p>	<p>3,623</p> <p>808</p> <p>2,815</p>
Innovation Technology	<p>The Innovation and Technology Department leads innovation, technology and corporate information management practices.</p> <p>The Department comprises:</p> <ul style="list-style-type: none"> - Innovation and Technology, incorporates information technology strategy, policy, planning, process mapping, 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. 	<p>Exp 2,562</p> <p>Rev -</p> <p>NET 2,562</p>	<p>2,674</p> <p>-</p> <p>2,674</p>
People and Culture	<p>The People and Culture Department 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 partnerships 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>Exp 1,119</p> <p>Rev 158</p> <p>NET 961</p>	<p>1,242</p> <p>228</p> <p>1,014</p>
Community Information	<p>The Community Information Department 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.</p>	<p>Exp 798</p> <p>Rev -</p> <p>NET 798</p>	<p>830</p> <p>-</p> <p>830</p>

Council Plan 2020 - 2024 - Measure of Success Indicators	
Measure of Success Indicators	TARGET
1. Measure customer satisfaction with community consultation and engagement.	Prepare a comprehensive review of the Community Engagement Framework by December 2020 Aim for a result of equal to or greater than 50 points in the annual Customer Satisfaction Survey results by June 2024 <i>Note: LGPRF indicator</i>
2. Community satisfaction with Council's performance in Customer Service. <i>Note: LGPRF indicator</i>	Equal to or greater than the average annual Customer Service result for large rural Councils by June 2024
3. Council continues to actively explore options for delivery of shared services in partnership with other Councils.	Progress update reports included in the Organisational Performance Reports
4. All legislated policies and procedures reviewed and adopted.	Prepared and adopted in accordance with legislated timelines
5. Council meets its legislative requirements for annual financial performance reporting and the Local Government Performance Framework (LGPRF).	Annual Report adopted and unqualified VAGO Audit achieved in accordance with legislative requirements and timelines

Council Plan 2020 - 2024 - Initiatives	
	TARGET
1. Customer Service requests and complaint handling systems and process enhancements implemented.	by 30 June 2021
2. Undertake a review and refreshment of Council's Website.	by 30 June 2021
3. Undertake a review and update of the Customer Service Charter.	by 31 December 2020
4. A Service Review Framework and timetable developed and implementation commenced.	by 30 June 2021
5. Implement a program to better inform our community of the services, projects and activities their rates support.	by 30 June 2021
6. Finalise and implement South Gippsland Shire Council's 'Good Governance Framework' and report to the Minister for Local Government and the Community on activities achieved.	by 30 June 2021
7. Governance policies and procedures reviewed and gap analysis completed to assemble a contemporary suite of appropriate policies under the Good Governance Framework.	by 30 June 2021
8. Implement the required changes legislated and regulated by the new Local Government Act. - Budget reviewed and adopted by 30 June 2021. - Community Engagement Policy reviewed and adopted by 30 December 2020. - Councillor Expenses Policy reviewed and adopted by 1 September 2020. - Governance Rules adopted to replace Local Law No.3 2010, including Election Period Policy by 1 September 2020. - Audit and Risk Committee Charter Policy adopted by 1 September 2020. - Public Transparency Policy developed and adopted by 1 September 2020.	by 30 June 2021
9. Digital Strategy - phase one - basic community self-service capability available to the public.	by 30 June 2021

Service Performance Outcome Indicators				
Service	Indicator	2018/19 Actual	2019/20 Forecast	2020/21 Budget
Governance	Satisfaction with Council's decisions	35	Equal to or slightly higher than 2018/19	40

* refer to table at end of section 2.4 for information on the calculation of Service Performance Outcome Indicators

Service Performance Outcome Indicators Explanation

Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation of aquatic facilities	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	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 outcome notifications	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
Governance	Satisfaction with Council's decisions	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
Libraries	Participation - active Library borrowers in municipality	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Roads	Satisfaction with sealed local roads	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.
Statutory planning	Council planning decision upheld at VCAT	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
Waste collection	Waste diversion from landfill	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
Food safety	Health and safety - Critical and major non-compliance outcome notifications	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
Maternal and Child Health	Participation in the MCH service	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 in the MCH service 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
United Shire	4,705	5,699	994
Economic Prosperity	2,875	6,063	3,188
Integrated Services & Infrastructure	24,992	32,144	7,152
Customer Focused Organisation	7,918	8,954	1,036
Total	40,490	52,860	12,370
Expenses added in:			
Finance costs	38		
Others	2,512		
COVID-19 Stimulus	2,000		
Deficit before funding sources	45,040		
Funding sources added in:			
Rates revenue	41,875		
Waste charge revenue	3,371		
Special Rates and Charges	7		
Capital grants and contributions	7,126		
Total funding sources	52,379		
Surplus/(deficit) for the year	7,339		
Less			
Capital grants	6,652		
Capital contributions	404		
Underlying surplus/(deficit) for the year	283		

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

Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that may impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

3.1 Budgeted Comprehensive Income Statement

For the four years ending 30 June 2024

		Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Strategic Resource Plan Projections		
	NOTES			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Income						
Rates and charges	4.1.1	43,869	45,253	46,388	47,596	48,943
Statutory fees and fines	4.1.2	924	960	988	1,006	1,032
User fees	4.1.3	4,232	4,388	4,482	4,582	4,685
Grants - Operating	4.1.4.1	9,741	11,835	11,712	11,807	12,045
Grants - Capital	4.1.4.2	6,333	6,652	5,585	6,135	3,385
Contributions - monetary	4.1.5	1,191	70	247	648	620
Contributions - non-monetary	4.1.5	395	404	413	422	431
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		22	209	-	2,573	750
Other income	4.1.6	1,739	1,772	1,786	1,801	1,824
Total income		68,446	71,543	71,601	76,570	73,715
Expenses						
Employee costs	4.1.7	25,567	26,197	26,499	26,811	27,456
Materials and services	4.1.8	23,428	22,876	20,761	20,618	21,078
Depreciation	4.1.9	11,554	11,917	12,290	11,523	11,937
Amortisation - intangible assets	4.1.10	225	225	225	225	225
Amortisation - right of use assets	4.1.11	87	87	80	-	-
Bad and doubtful debts		-	-	-	-	-
Borrowing costs		59	32	119	115	101
Finance costs - leases		9	6	2	-	-
Other expenses	4.1.12	3,017	2,864	3,142	3,319	3,386
Total expenses		63,946	64,204	63,118	62,611	64,183
Surplus / (deficit) for the year		4,500	7,339	8,483	13,959	9,532
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total comprehensive result		4,500	7,339	8,483	13,959	9,532
Underlying result reconciliation						
Surplus / (deficit) for the year		4,500	7,339	8,483	13,959	9,532
Less Contributions - cash		(821)	-	(176)	(575)	(545)
Less Contributions - non-monetary		(395)	(404)	(413)	(422)	(431)
Less Grants - capital (non-recurrent)		(6,333)	(6,652)	(5,585)	(6,135)	(3,385)
Underlying result	4.1.13	(3,049)	283	2,309	6,827	5,171

3.2 Budgeted Balance Sheet

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	Projections 2022/23 2023/24 \$'000	
Assets						
Current assets						
Cash and cash equivalents		11,842	8,193	10,509	8,981	10,162
Trade and other receivables		5,518	5,518	5,518	5,518	5,518
Other financial assets		12,273	7,273	3,273	3,273	3,273
Inventories		240	240	240	240	240
Other assets		58	58	58	58	58
Total current assets	4.2.1	29,931	21,282	19,598	18,070	19,251
Non-current assets						
Investments in associates, joint arrangement and subsidiaries		1,358	1,358	1,358	1,358	1,358
Property, infrastructure, plant and equipment		564,574	583,866	602,834	617,118	624,256
Right-of-use assets	4.2.5	167	80	-	-	-
Investment property		587	587	587	587	587
Total non-current assets	4.2.3	566,686	585,891	604,779	619,063	626,201
Total assets		596,617	607,173	624,377	637,133	645,452
Liabilities						
Current liabilities						
Trade and other payables		5,568	5,481	5,398	5,398	5,398
Trust funds and deposits		1,025	1,025	1,025	1,025	1,025
Provisions		5,936	5,976	6,016	6,056	6,096
Interest-bearing liabilities	4.2.8	-	347	1,315	1,328	1,341
Lease liabilities	4.2.5	88	83	-	-	-
Total current liabilities	4.2.2	12,617	12,912	13,754	13,807	13,860
Non-current liabilities						
Provisions		3,732	3,799	3,869	3,941	4,016
Interest-bearing liabilities	4.2.8	-	2,938	10,747	9,419	8,078
Lease liabilities	4.2.5	83	-	-	-	-
Total non-current liabilities	4.2.4	3,815	6,737	14,616	13,360	12,094
Total liabilities		16,432	19,649	28,370	27,167	25,954
Net assets		580,185	587,524	596,007	609,966	619,498
Equity						
Accumulated surplus		231,792	239,065	247,481	260,998	269,884
Reserves		348,393	348,459	348,526	348,968	349,614
Total equity	4.2.7	580,185	587,524	596,007	609,966	619,498

3.3 Budgeted Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Forecast Actual					
Balance at beginning of the financial year		577,834	224,706	348,149	4,979
Impact of adoption of new accounting standards		(2,149)	(2,149)	-	-
Adjusted opening balance		575,685	222,557	348,149	4,979
Surplus/(deficit) for the year		4,500	4,500	-	-
Transfers to other reserves		-	(1,515)	-	1,515
Transfers from other reserves		-	6,250	-	(6,250)
Balance at end of the financial year		580,185	231,792	348,149	244
2020/21 Budget					
Balance at beginning of the financial year		580,185	231,792	348,149	244
Surplus/(deficit) for the year		7,339	7,339	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(1,563)	-	1,563
Transfers from other reserves	4.3.1	-	1,497	-	(1,497)
Balance at end of the financial year	4.3.2	587,524	239,065	348,149	310
2021/22					
Balance at beginning of the financial year		587,524	239,065	348,149	310
Surplus/(deficit) for the year		8,483	8,483	-	-
Transfers to other reserves		-	(1,762)	-	1,762
Transfers from other reserves		-	1,695	-	(1,695)
Balance at end of the financial year		596,007	247,481	348,149	377
2022/23					
Balance at beginning of the financial year		596,007	247,481	348,149	377
Surplus/(deficit) for the year		13,959	13,959	-	-
Transfers to other reserves		-	(2,270)	-	2,270
Transfers from other reserves		-	1,828	-	(1,828)
Balance at end of the financial year		609,966	260,998	348,149	819
2023/24					
Balance at beginning of the financial year		609,966	260,998	348,149	819
Surplus/(deficit) for the year		9,532	9,532	-	-
Transfers to other reserves		-	(2,209)	-	2,209
Transfers from other reserves		-	1,563	-	(1,563)
Balance at end of the financial year		619,498	269,884	348,149	1,465

3.4 Budgeted Statement of Cash Flows

For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2019/20	2020/21	2021/22	2022/23	2023/24
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		43,869	45,253	46,388	47,596	48,943
Statutory fees and fines		924	960	988	1,006	1,032
User fees		4,232	4,388	4,482	4,582	4,685
Grants - operating		9,740	11,835	11,712	11,807	12,045
Grants - capital		6,334	6,652	5,585	6,135	3,385
Contributions - monetary		1,191	70	247	648	620
Interest received		550	550	550	550	550
Other receipts		1,189	1,221	1,236	1,251	1,274
Employee costs		(25,462)	(26,090)	(26,389)	(26,699)	(27,341)
Materials and services		(23,323)	(22,783)	(20,659)	(20,532)	(20,990)
Short-term, low value and variable lease payments		(105)	(93)	(105)	(86)	(88)
Other payments		(3,017)	(2,864)	(3,142)	(3,319)	(3,386)
Net cash provided by/(used in) operating activities	4.4.1	16,122	19,099	20,893	22,939	20,729
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(24,799)	(31,765)	(31,641)	(27,545)	(19,566)
Proceeds from sale of property, infrastructure, plant and equipment		1,021	856	491	4,508	1,447
Redemption of financial investments		16,000	5,000	4,000	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(7,778)	(25,909)	(27,150)	(23,037)	(18,119)
Cash flows from financing activities						
Finance costs		(68)	(37)	(121)	(115)	(101)
Repayment of lease liabilities		(84)	(87)	(83)	-	-
Proceeds from borrowings		-	3,600	10,000	-	-
Repayment of borrowings		(3,350)	(315)	(1,223)	(1,315)	(1,328)
Net cash provided by/(used in) financing activities	4.4.3	(3,502)	3,161	8,573	(1,430)	(1,429)
Net increase/(decrease) in cash and cash equivalents		4,842	(3,649)	2,316	(1,528)	1,181
Cash and cash equivalents at the beginning of the financial year		7,000	11,842	8,193	10,509	8,981
Cash and cash equivalents at the end of the financial year		11,842	8,193	10,509	8,981	10,162

3.5 Budgeted Statement of Capital Works

For the four years ending 30 June 2024

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual 2019/20 \$'000	2020/21 \$'000	Projections		
				2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Property						
Land		750	-	-	-	-
Total land		750	-	-	-	-
Buildings		2,681	6,511	10,816	11,559	4,401
Total buildings		2,681	6,511	10,816	11,559	4,401
Total property		3,431	6,511	10,816	11,559	4,401
Plant and equipment						
Plant, machinery and equipment		2,851	3,338	2,396	2,166	2,756
Computers and telecommunications		2,054	763	850	617	985
Total plant and equipment		4,905	4,101	3,246	2,783	3,741
Infrastructure						
Roads		7,937	6,644	11,319	9,293	8,672
Bridges		1,033	523	287	253	263
Major Culverts		96	636	156	67	151
Footpaths and cycleways		1,640	3,269	3,455	568	512
Drainage		260	-	390	-	139
Off street car parks		-	-	-	-	-
Waste management		-	-	304	2,505	1,093
Other infrastructure		5,497	10,081	1,668	517	594
Total infrastructure		16,463	21,153	17,579	13,203	11,424
Total capital works expenditure	4.5.1	24,799	31,765	31,641	27,545	19,566
Represented by:						
New asset expenditure		-	-	-	-	-
Asset renewal expenditure		21,162	26,688	18,227	14,709	16,592
Asset expansion expenditure		3,120	4,271	12,208	10,112	1,151
Asset upgrade expenditure		517	806	1,205	2,724	1,823
Total capital works expenditure	4.5.1	24,799	31,765	31,641	27,545	19,566
Funding sources represented by:						
Grants		6,333	6,652	5,585	6,135	3,385
Contributions		821	-	176	575	545
Council cash		17,645	21,513	15,880	20,835	15,636
Borrowings		-	3,600	10,000	-	-
Total capital works expenditure	4.5.1	24,799	31,765	31,641	27,545	19,566

3.6 Budgeted Statement of Human Resources

For the four years ending 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	25,567	26,197	26,499	26,811	27,456
Employee costs - capital	753	1,114	1,119	1,153	1,186
Total staff expenditure	26,320	27,311	27,618	27,964	28,642
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	252.36	255.04	251.54	248.67	247.67
Total staff numbers	252.36	255.04	251.54	248.67	247.67

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

	Budget	Permanent	
	2020/21	Full Time	Part time
	\$'000	\$'000	\$'000
Corporate and Community Services	5,375	4,312	1,063
Development Services	4,173	3,429	744
Infrastructure Services	11,377	10,858	519
Executive Services	1,079	863	216
Total permanent staff expenditure	22,004	19,462	2,542
Casuals, temporary and other expenditure	5,307		
Total expenditure	27,311		

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

	Budget	Permanent	
	2020/21	Full Time	Part time
Corporate and Community Services	46.60	37.27	9.33
Development Services	39.43	30.75	8.68
Infrastructure Services	116.42	110.46	5.96
Executive Services	9.85	7.60	2.25
Total permanent staff expenditure	212.30	186.08	26.22
Casuals, temporary and other expenditure	42.74		
Total staff	255.04		

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 2020/21 has been set at 2.0%. 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 2.0%. Council does not have a Municipal Charge.

This will raise total rates and charges for 2020/21 to \$45.25M.

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*	39,960	41,193	1,233	3.09%
Waste management charge	3,242	3,371	129	3.98%
Supplementary rates and rate adjustments	292	307	15	5.14%
Special Rates and Charges	7	7	0	0.00%
Interest on rates and charges	177	180	3	1.69%
Revenue in lieu of rates	191	195	4	2.09%
Total rates and charges	43,869	45,253	1,384	3.15%

*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. The rates in the dollar proposed for 20/21 may vary to the rates presented below in the final budget due to an unresolved valuation at the time of preparing the budget. The outcome of the valuation will be finalised in time for final adoption on 30th June.

The increase in rate for Rural Residential properties is due to the phasing out of this category over two years as per Council direction. The differential rate for 2020/21 has increased from 0.80 to 0.90 of the General rate.

A Council decision to consolidate the previous categories of Extractive Industries and Infrastructure and Utilities into the Industrial category has been reflected in this table.

Type or class of land	2019/20 cents/\$CIV*	2020/21 cents/\$CIV*	Change
General / Residential properties	0.491133	0.474112	-3.47%
Industrial properties	0.515689	0.497818	-3.47%
Extractive Industries	0.515689		n/a
Infrastructure and Utilities properties	0.515689		n/a
Commercial properties	0.515689	0.497818	-3.47%
Farm properties	0.343793	0.331879	-3.47%
Rural residential properties	0.392906	0.426701	8.60%
Vacant Rural properties	0.343793	0.331879	-3.47%
Vacant other properties	0.982265	0.948224	-3.47%
Cultural and recreational properties	0.245566	0.237056	-3.47%

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.

The increase in rate for Rural Residential properties is due to the phasing out of this category over two years. The differential rate for 2020/21 has increased from 0.80 to 0.90 of the General rate.

A Council decision to consolidate the previous categories of Extractive Industries and Infrastructure and Utilities into the Industrial category has been reflected in this table.

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
General / Residential	24,558	25,528	970	3.95%
Industrial	828	1,224	396	47.83%
Extractive Industries	119	0	(119)	-100.00%
Infrastructure and Utilities	249	0	(249)	-100.00%
Commercial	1,387	1,396	9	0.65%
Farm	10,727	10,943	216	2.01%
Rural residential	91	97	6	6.59%
Vacant Rural	111	107	(4)	-3.60%
Vacant other	1,868	1,878	10	0.54%
Cultural and recreational	22	20	(2)	-9.09%
Total amount to be raised by general rates	39,960	41,193	1,233	3.09%

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	2019/20	2020/21	Change	
	Number	Number	Assessments	%
General / Residential	13,894	14,093	199	1.43%
Industrial	216	352	136	62.96%
Extractive Industries	12	0	(12)	-100.00%
Infrastructure and Utilities	112	0	(112)	-100.00%
Commercial	647	647	0	0.00%
Farm	3,297	3,270	(27)	-0.82%
Rural residential	39	35	(4)	-10.26%
Vacant Rural	205	197	(8)	-3.90%
Vacant other	1,335	1,302	(33)	-2.47%
Cultural and recreational	22	22	0	0.00%
Total number of assessments	19,779	19,918	139	0.70%

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.

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
General / Residential	5,000,197	5,384,545	384,348	7.69%
Industrial	160,591	245,774	85,183	53.04%
Extractive Industries	23,059	0	(23,059)	-100.00%
Infrastructure and Utilities	48,342	0	(48,342)	-100.00%
Commercial	269,047	280,381	11,334	4.21%
Farm	3,120,128	3,297,230	177,102	5.68%
Rural residential	23,278	22,752	(526)	-2.26%
Vacant Rural	32,245	32,199	(46)	-0.14%
Vacant other	190,168	198,127	7,959	4.19%
Cultural and recreational	8,953	8,279	(674)	-7.53%
Total value of land	8,876,008	9,469,287	593,279	6.68%

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 2019/20	Per Rateable Property 2020/21	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	2019/20	2020/21	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. Due to the State Government increasing the landfill levy, the kerbside pickup will need to increase beyond 2% to cover the increased costs. Initial estimates put this increase between \$6 and \$10 per household. The final charges once determined will be updated into the final budget document.

Type of Charge	Per Rateable Property 2019/20	Per Rateable Property 2020/21	Change	
	\$	\$	\$	%
Waste Services Charge A - Kerbside garbage and recycling collection service charge – Residential (120 litre weekly garbage/240 litre fortnightly recycling).	213.10	217.35	4.25	1.99%
Waste Services Charge B - Kerbside recycling only collection service charge - Commercial (2 x 240 litre fortnightly recycling service only),	213.10	217.35	4.25	1.99%
Waste Services Charge C - Kerbside garbage and recycling collection service – Commercial premises only (240 litre weekly garbage / 240 litre fortnightly recycling).	300.10	306.10	6.00	2.00%
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).	220.30	224.70	4.40	2.00%
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).	252.50	257.55	5.05	2.00%
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	161.10	164.30	3.20	1.99%
Waste Services Charge H – Kerbside garbage and recycling collection service – Venus Bay (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	256.00	261.10	5.10	1.99%
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	147.70	150.65	2.95	2.00%
Waste Services Charge K – Kerbside garbage and recycling collection service Walkerville (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	263.40	268.65	5.25	1.99%
Garb Green Waste Bin – Kerbside green waste collection service (240 litre fortnightly) for 12 months	82.70	84.35	1.65	2.00%

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.

Due to the State Government increasing the landfill levy, the kerbside pickup will need to increase to cover the increased costs. Initial estimates put this increase between \$6 and \$10 per charge. The final charges once determined will be updated into the final budget document.

Type of Charge	2019/20	2020/21	Change	
	\$	\$	\$	%
Waste Services Charge A	1,990,354	2,066,346	75,992	3.82%
Waste Services Charge B	13,638	14,780	1,142	8.37%
Waste Services Charge C	83,728	84,790	1,062	1.27%
Waste Services Charge D	153,549	156,841	3,292	2.14%
Waste Services Charge E	28,785	29,361	576	2.00%
Waste Services Charge G	183,976	179,251	(4,725)	-2.57%
Waste Services Charge H	152,576	172,065	19,489	12.77%
Waste Services Charge J	886	904	18	2.02%
Waste Services Charge K	6,058	7,791	1,733	28.60%
Garb Green Waste Bin	628,768	658,858	30,090	4.79%
Total	3,242,318	3,370,986	128,668	3.97%

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

	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
General rates	39,960	41,193	1,233	3.09%
Revenue in lieu	191	195	4	2.09%
Waste service charges	3,242	3,371	129	3.98%
Total Rates and charges	43,393	44,759	1,366	3.15%

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

	2019/20	2020/21
Total Rates Annualised 30th June previous year	\$ 38,986	\$ 40,387
Number of rateable properties	19,779	19,918
Base Average Rates	\$ 1,971.08	\$ 2,027.66
Maximum Rate Increase (set by the State Government)	2.50%	2.00%
Capped Average Rate	\$ 2,020.36	\$ 2,068.22
Maximum General Rates and Municipal Charges Revenue	\$ 39,961	\$ 41,195
Budgeted General Rates and Municipal Charges Revenue	\$ 39,960	\$ 41,193

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

Due to the State Government increasing the landfill levy, the kerbside pickup will need to increase to cover the increased costs. Initial estimates put this increase between \$6 and \$10 per charge. The final charges once determined will be updated into the final budget document.

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

4.1.2 Statutory fees and fines

Program	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
Engineering Services	49	50	1	2.04%
Environmental Health	3	16	13	433.33%
Local Laws	177	181	4	2.26%
Municipal Building	174	174	0	0.00%
Rates and Valuations	32	39	7	21.88%
Risk and Procurement	1	1	(0)	-43.70%
Statutory Planning	469	480	11	2.35%
Strategic Planning	19	19	0	0.00%
Total statutory fees and fines	924	960	36	3.85%

Statutory fees are projected to increase by \$36k (3.85%), which is predominately made up of an increase in Environmental Health and Statutory Planning revenue. Environmental Health increase is for Caravan Park Residential Tenancies Act fees and Planning revenue due to anticipated increase in activity.

4.1.3 User fees

Program	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
Assets	23	22	(1)	-4.35%
Caravan Parks	925	957	32	3.46%
Children and Family Services	11	11	0	0.00%
Coal Creek Community Park and Museum	97	100	3	3.09%
Community Strengthening	5	5	0	0.00%
Engineering Services	15	15	0	0.00%
Environmental Health	290	297	7	2.41%
Local Laws	501	510	9	1.80%
Municipal Building	10	10	0	0.00%
Statutory Planning	65	67	2	3.08%
Strategic Planning	1	2	1	100.00%
Sustainability	2,289	2,392	103	4.50%
Total user fees	4,232	4,388	156	3.69%

User fees will increase by \$156k (3.69%). 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. The majority of the increase is in Sustainability which is driven by an increase in the estimated tonnage of waste being deposited to landfill by commercial operators.

In March 2020, the State Government announced an increase to the landfill levy. This will increase Council's costs which will have to be passed on to the users of the service. As such, the final fees for landfill operations are still under review and will be updated into final budget for adoption in June 2020.

4.1.4 Grants

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Grants were received in respect of the following:				
Commonwealth funded grants	11,146	14,243	3,097	27.8%
State/other bodies funded grants	4,928	4,244	(684)	-13.9%
Total grants received	16,074	18,487	2,413	15.0%

4.1.4.1 Operating grants

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Recurrent - Commonwealth Government				
Financial Assistance Grants (VGC)	5,121	10,368	5,247	102%
Immunisation	4	4	0	0%
Home and Community Care	268	201	(67)	-25%
Recurrent - State Government				
Preschool Inclusion Program	81	83	2	2%
Supported Playgroups	115	117	2	2%
Immunisation	8	8	0	0%
Maternal and Child Health	319	326	7	2%
Home and Community Care	125	93	(32)	-26%
Senior Citizens	2	2	0	0%
Local Laws	9	9	0	0%
Valuations	137	137	0	0%
Children's Crossings	60	62	2	3%
Building Inclusive Communities	61	0	(61)	-100%
Strategic Partnerships Program	8	8	0	0%
Recurrent - Other Bodies				
Environmental Health	5	5	0	0%
Total recurrent grants	6,323	11,423	5,100	81%
Non-recurrent - Commonwealth Government				
Long Jetty Restoration	972	0	(972)	-100%
Gippsland Tracks and Trails Feasibility Study	7	0	(7)	-100%
Financial Assistance Grants (VGC)	0	35	35	100%
Non-recurrent - State Government				
Economic Development	10	0	(10)	-100%
People and Culture	0	20	20	100%
Community Building	13	0	(13)	-100%
Youth Development	86	63	(23)	-27%
Property and Revenue	49	51	2	4%
Poowong Netball Court Redevelopment	10	0	(10)	-100%
Leongatha Knights Soccer Club - Lights and Pitch Upgrade	10	0	(10)	-100%
Leongatha Gymnastics Extension	0	10	10	100%
Access and I+C550nclusion Program	60	60	0	0%
Major Projects and Emergency Management	60	60	0	0%
Boat Ramps	60	60	0	0%
Storm Event - 1 - 3 May 2016	246	0	(246)	-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	53	53	0	0%
Environmental Services	20	0	(20)	-100%
Flood Events - August 2019	672	0	(672)	-100%
Leongatha and District Netball Association Courts redevelopment	175	0	(175)	-100%
Total non-recurrent grants	3,418	412	(3,006)	-88%
Total operating grants	9,741	11,835	2,094	21.5%

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 higher in 2020/21 due mainly to recognising a full year worth of Victorian Grants Commission Financial Assistance Grants compared to only 50% in 2019/20.

4.1.4.2 Capital grants

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Recurrent - Commonwealth Government				
Roads to Recovery	2,385	2,385	0	0%
Recurrent - State Government				
	0	0	0	0%
Total recurrent grants	2,385	2,385	0	0%
Non-recurrent - Commonwealth Government				
Bena Kongwak Bridge	309	0	(309)	-100%
Leongatha Business Precinct Project - Bair Street	250	1,250	1,000	400%
Pools - Refurbishment - Mirboo North	600	0	(600)	-100%
Federal Blackspot Program	1,230	0	(1,230)	-100%
Non-recurrent - State Government				
Leongatha Business Precinct Project - Bair Street	600	300	(300)	-50%
E-Waste Sheds	350	0	(350)	-100%
Child Care Hub - Korumburra	0	750	750	100%
Bass Valley Road Bridge	0	157	157	100%
Timms Road Bridge	240	0	(240)	-100%
Swimming Pools Renewal Program	25	0	(25)	-100%
Great Southern Rail Trail	0	1,300	1,300	100%
Baromi Park Masterplan	25	0	(25)	-100%
Mirboo North Swimming Pool Refurbishment Design	116	0	(116)	-100%
Korumburra Recreation Reserve Change Room Refurbishment	25	0	(25)	-100%
Ruby Arawata Road Bridge	30	0	(30)	-100%
Korumburra Skate Park	0	10	10	100%
Early Years Renewal Program	148	500	352	238%
Total non-recurrent grants	3,948	4,267	319	8%
Total capital grants	6,333	6,652	319	5%

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 2019/20 is predominately due to the Great Southern Rail Trail Project.

4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Monetary	1,191	70	(1,121)	-94.12%
Non-monetary	395	404	9	2.28%
Total contributions	1,586	474	(1,112)	-70.11%

Monetary contributions relate to capital contributions as well as contributions made for non-capital related activities and projects. Contributions are expected to decrease by \$1.1M (70.11%) in 2020/21 compared to 2019/20.

Contributions for Mirboo North Pool (\$800k), Great Southern Rail Trail (\$21k), Leongatha Knights Soccer Club (\$40k), Leongatha Gymnastics extension (\$60k), Poowong Netball court redevelopment (\$51k) and Leongatha and District Netball association courts redevelopment (\$150k) which were budgeted for in 2019/20 have no further contributions expected in 2020/21.

4.1.6 Other income

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Other income	1,739	1,772	33	1.90%
Total other income	1,739	1,772	33	1.90%

Other Income is projected to increase by \$33k (1.90%) in 2020/21.

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

The major changes are an increase in reimbursements for Workcover claims (\$50k) and a reduction in Miscellaneous income for Gippsland Network Creative Gippsland (\$11k) and Cafe Culture Series (\$25k) programs not continuing in 2020/21.

4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Employee costs	25,567	26,197	630	2.46%
Total employee costs	25,567	26,197	630	2.46%

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 increase by \$0.63M (2.46%) compared to the 2019/20 forecast.

The 2020/21 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%
- An increase of \$50k for anticipated WorkCover claims
- Increase in FTE for funded disability program, increase in biodiversity FTE to manage rail trail extension funded from existing rail trail budget
- An additional Parks and Gardens officer and Open Space assets officer.

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	
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Materials and services	23,428	22,876	(552)	-2.36%
Total materials and services	23,428	22,876	(552)	-2.36%

Materials and consumables are forecast to decrease by \$0.55M or 2.36% in 2020/21 compared to 2019/20 forecast. In 2020/21 there is less expenditure on non-capital major projects, but an increase in expenditure as a result of COVID-19 (\$2M). Major Projects which had expenditure in 2019/20 but not in 2020/21 include Leongatha Gymnastics Extension (\$206k), Leongatha and District Netball Court redevelopment (\$755k), Long Jetty restoration (\$195k), Agnes Falls (\$48k), Food Events in August 2019 (\$716k), Poowong netball court redevelopment (\$202k) and Leongatha Knights soccer club lights and pitch upgrade (\$165k)

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

	Forecast Actual	Budget	Change	
	2019/20	2020/21	\$'000	%
	\$'000	\$'000	\$'000	%
Buildings - Specialised	2,814	2,801	(13)	-0.46%
Heritage Buildings	52	52	0	0.00%
Plant Machinery and Equipment	1,323	1,323	0	0.00%
Computers and Telecommunications	1,089	1,227	138	12.67%
Waste Management	459	459	0	0.00%
Roads	3,625	3,717	92	2.54%
Footpaths and Cycleways	250	290	40	16.00%
Kerb and Channels	155	158	3	1.94%
Bridges	380	380	0	0.00%
Major Culverts	115	115	0	0.00%
Drainage	339	346	7	2.06%
Off Street Car Parks	52	53	1	1.92%
Other Structures	901	996	95	10.54%
Total depreciation	11,554	11,917	363	3.14%

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 Amortisation - Intangible assets

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Intangible assets	225	225	0	0.00%
Total amortisation - intangible assets	225	225	0	0.00%

Amortisation - intangible assets relates to landfill airspace.

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

4.1.11 Amortisation - Right of use assets

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Right of use assets	87	87	0	0.00%
Total amortisation - right of use assets	87	87	0	0.00%

4.1.12 Other expenses

	Forecast Actual	Budget	Change	
	2019/20 \$'000	2020/21 \$'000	\$'000	%
Other expenses	3,017	2,864	(153)	-5.07%
Total other expenses	3,017	2,864	(153)	-5.07%

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 difference of \$0.15M is primarily due to a \$0.20M carry forward allocation in 2019/20 for library projects. This service is operated by the West Gippsland Regional Library service.

4.1.13 Underlying surplus

	Forecast	Budget	Change
	2019/20 \$'000	2020/21 \$'000	\$'000
Total Income	68,446	71,543	3,097
Total Expenses	63,946	64,204	(258)
Surplus / (deficit) for the year	4,500	7,339	2,839
Grants - capital	(6,333)	(6,652)	(319)
Contributions - non monetary assets	(395)	(404)	(9)
Capital contributions - other sources	(821)	0	821
Adjusted underlying surplus / (deficit)	(3,049)	283	3,332

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 2020/21 is a surplus of \$0.28M which is a favourable movement of \$3.33M over 2019/20 projected \$3.05M deficit. As the total of capital grants and contributions remains steady across the two years, the adjusted underlying surplus improvement is the result of a stronger operating surplus in 2020/21.

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

4.2 Balance Sheet

4.2.1 Current Assets (\$8.85M decrease)

Current assets are projected to be \$8.85M less as at June 2021, due to a decrease in the cash and other financial assets 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 (\$0.38M increase)

Current liabilities (obligations that Council must pay within the next 12 months) are expected to increase by \$0.38M due primarily to current portion of loan for Mirboo North Pool owing at June 2021.

4.2.3 Non Current Assets (\$19.21M increase)

The increase in non-current assets is due to net additions to the asset base through proposed capital works in 2020/21, adjusted for reassessment of useful lives. The major increases are in Buildings (\$4.36M), Roads (\$3.11M), Footpaths (\$2.99M), and other structures (\$8.59M).

4.2.4 Non Current Liabilities (\$2.92M increase)

The increase is primarily represented by the non-current proportion of the \$3.6M loan for the redevelopment of the Mirboo North Pool through the Community Sports Infrastructure Loan Scheme owing at June 2021.

4.2.5 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2019/20 \$'000	Budget 2020/21 \$'000	Change \$'000
Right-of-use assets			
- Property	167	80	(87)
Total right-of-use assets	167	80	(87)
Lease liabilities			
Current lease liabilities			
- Land and buildings	88	83	(5)
Total current lease liabilities	88	83	(5)
Non-Current lease liabilities			
- Land and buildings	83	0	(83)
Total non-current lease liabilities	83	0	(83)
Total lease liabilities	171	83	(88)

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 4.24%.

4.2.6 Working Capital (\$9.14M decrease)

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

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

	Forecast 2019/20 \$'000	Budget 2020/21 \$'000	Change \$'000
Current Assets	29,931	21,282	(8,649)
Current Liabilities	12,617	12,912	(295)
Working Capital	17,314	8,370	(8,944)
-Trust funds and deposits	(1,025)	(1,025)	0
-Discretionary reserves	(244)	(310)	66
Underlying working capital	16,045	7,035	(9,010)

Council is projecting to hold \$7.03M in underlying working capital at 30 June 2021. Although not required by legislation, Council has set aside \$0.3M 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.

4.2.7 Equity (\$7.34M increase)

The increase in the accumulated surplus relates to the budgeted surplus for the year.

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

4.2.8 Borrowings (\$3.29M increase)

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

	2019/20	2020/21
	\$	\$
Amount borrowed as at 30 June 2020	0	0
Amount proposed to be borrowed	0	3,600,000
Amount projected to be redeemed	0	(315,000)
Amount of borrowings as at 30 June 2021	0	3,285,000

4.2.9 Key assumptions

In preparing the budgeted Balance Sheet for the year ended 30 June 2021 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 2020/21 will be at similar levels to that of previous years;
- Trade creditors and other creditors and debtors to remain consistent with 2019/20 levels;
- Employee entitlements to be increased to allow for wage movements. No increase in the average rate of leave taken is expected; and
- Total capital expenditure to be \$31.97M

4.3 Statement of Changes in Equity

4.3.1 Reserves

	Forecast Bal 2019/20 \$'000	Transfer To 2020/21 \$'000	Transfer From 2020/21 \$'000	Budget Bal 2020/21 \$'000
General Reserve	0	414	414	0
Venus Bay Surf Life Saving Club	150	0	0	150
Corner Inlet Seawall Drainage	18	0	0	18
Open Space Contributions	76	66	0	142
Caravan Parks	0	1,083	1,083	0
Closing Reserve Balance 30th June	244	1,563	1,497	310

In normal circumstances, allocations to Discretionary Reserves do not exceed the 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. However, over the next couple of years, the reserve balance plus annual allocations have been used to fund the expanded capital works program.

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 developer 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.

There are no restrictions on the use of these funds other than as Council may itself impose. One exception is the Open Space Reserve which is a statutory reserve and must be used for public open space. 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 2019/20 \$'000	Budget 2020/21 \$'000	Change	
			\$'000	%
Asset Revaluation Reserve	348,149	348,149	0	0.00%
Other Reserves (See 4.3.1)	244	310	66	27.05%
Accumulated Surplus	231,792	239,065	7,273	3.14%
Total Equity as at 30 June	580,185	587,524	7,339	1.26%

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.

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.

	Forecast 2019/20 \$'000	Budget 2020/21 \$'000	Change \$'000
Surplus / (deficit) for the year	4,500	7,339	2,839
Depreciation	11,554	11,917	363
Amortisation - intangible assets	225	225	0
Amortisation - right of use assets	87	87	0
Contributions - non cash	(395)	(404)	(9)
Loss / (gain) on sale of assets	(22)	(209)	(187)
Borrowing costs	59	32	(27)
Finance costs - leases	9	6	(3)
AASB119 employee overhead provision	105	106	1
Cash flows from operating activities	16,122	19,099	2,977

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 \$18.13M increase in net cash used in investing activities is due to an increased capital works program in 2020/21 compared to 2019/20 (\$7.17M) and a change in reclassification of long term investments to cash as at 30th June 2021 (\$11.0M) less than in 2019/20.

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 2019/20, Council extinguished a \$3.35M loan. In 2020/21, Council are planning to take out a new loan of \$3.6M for the Mirboo North Pool and repay \$0.35M at a financing cost of \$0.03M

4.4.4 Cash at end of year

The opening forecast cash position of \$11.84M (June 2020) and contribution of cash from operating activities (\$19.10M) has provided cash to fund a significant Capital works program (\$31.77M) in 2020/21. There has also been a re-classification of long term investments (original term > 90 days) to cash as at 30th June 2021. Cash is expected to be \$8.19M as at 30 June 2021, which is \$3.65M less than the previous year forecast (\$11.84M).

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 2021 it will have cash and cash equivalents of \$9.51M, which has been restricted as shown in the table below.

	Reference	Forecast 2019/20 \$'000	Budget 2020/21 \$'000	Change \$'000
Total cash and cash equivalents		11,842	8,193	(3,649)
Restricted cash and cash equivalents				
Statutory Reserves	4.4.5.1	76	142	66
Cash held to fund carry forward capital works	4.4.5.2	9,987	0	(9,987)
Trust funds and deposits	4.4.5.3	1,025	1,025	0
Unearned grants	4.4.5.4	2,149	2,149	0
Discretionary reserves	4.4.5.5	168	168	0
Total Restricted cash and cash equivalents		13,405	3,484	(9,921)
Unrestricted cash	4.4.5.6	(1,563)	4,709	6,272

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 \$65,000 public open space contributions in 2020/21. 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 2021 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 2021, as it is planned that the capital works budget in the 2020/21 financial year will be completed.

There are a number of capital work projects amounting to \$9.99M being carried forward from 2019/20 to 2020/21 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 Unearned Grants

Grants received for projects that contain performance obligations that haven't been met at reporting date are considered as unearned and held specifically to complete works.

4.4.5.5 Discretionary Reserves

Discretionary Reserve	Opening Balance	Trf to Reserve \$	Trf from Reserve \$	Closing Balance \$
Corner Inlet Seawall Drainage	17,721	0	0	17,721
Venus Bay Surf Life Saving Club	150,000	0	0	150,000
General	0	414,792	414,792	0
Caravan Parks	0	1,082,614	1,082,614	0
LGFV Bond	0	0	0	0
Total	167,721	1,497,406	1,497,406	167,721

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 2020/21 year \$1.56M is budgeted to be transferred to the Discretionary Reserves and \$1.50M from Discretionary Reserves.

4.4.5.6 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 2020/21 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	%
	2019/20 \$'000	2020/21 \$'000	\$'000	
Property	3,431	6,511	3,080	89.77%
Plant and equipment	4,905	4,101	(804)	-16.39%
Infrastructure	16,463	21,153	4,690	28.49%
Total	24,799	31,765	6,966	28.09%

The Capital budget for 2020/21 incorporates \$9,987M of carry forward expenditure from projects budgeted in 2019/20 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	6,511	-	5,943	162	406	1,250	-	5,261	-
Plant and equipment	4,101	-	4,101	-	-	-	-	4,101	-
Infrastructure	21,153	-	16,644	644	3,865	5,402	-	12,151	3,600
Total	31,765	-	26,688	806	4,271	6,652	-	21,513	3,600

The detailed capital works budget for 2020/21 is comprised of \$21,778M of new works as detailed in section 4.5.2 and \$9,987M of works carried forward from 2019/20 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	102	-	-	102	-			102	
73530 - Buildings - Early Years Renewal Program 23790 - Leongatha Integrated Early Years Facility	200	-	-	-	200	500	-	300	
73580 - Buildings - Renewal Program 13460 - Foster Basketball Stadium	45	-	45	-	-			45	
73580 - Buildings - Renewal Program 15120 - Leongatha Childrens Centre	65	-	65	-	-			65	
73580 - Buildings - Renewal Program 15130 - Leongatha Depot	220	-	220	-	-			220	
73580 - Buildings - Renewal Program 15800 - Meeniyan Public Toilets	15	-	15	-	-			15	
73580 - Buildings - Renewal Program 15860 - Memorial Hall, Leongatha	125	-	125	-	-			125	
73580 - Buildings - Renewal Program 16950 - Poowong Sports Stadium	14	-	14	-	-			14	
73580 - Buildings - Renewal Program 23740 - Roof Improvements	30	-	-	30	-			30	
73580 - Buildings - Renewal Program 23750 - Air Movement Systems	30	-	-	30	-			30	
73580 - Buildings - Renewal Program 23760 - Leongatha Basketball Stadium	210	-	210	-	-			210	
73580 - Buildings - Renewal Program 23770 - Mirboo North Stadium	72	-	72	-	-			72	
73580 - Buildings - Renewal Program 23780 - Port Welshpool Maritime Museum	45	-	45	-	-			45	
73580 - Buildings - Renewal Program 23800 - Shelter Replacement Program	52	-	52	-	-			52	
73630 - Buildings - Community Hub - Korumburra	2,837	-	2,837	-	-			2,837	
73760 - Buildings - Leongatha Traffic Flow Investigation	100	-	-	-	100			100	
73790 - Buildings - SPLASH Solar System	44	-	-	-	44			44	
TOTAL BUILDINGS	4,206	-	3,700	162	344	500	-	3,706	-
TOTAL PROPERTY	4,206	-	3,700	162	344	500	-	3,706	-
PLANT AND EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
79110 - Fleet - Fleet Purchases	999	-	999	-	-			999	
79120 - Plant - Plant Purchases	1,237	-	1,237	-	-			1,237	
79120 - Plant - Plant Purchases 19680 - Plant - 461 - EXCAVATOR - VOLVO - EC 210C (ZEC 517)	238	-	238	-	-			238	
TOTAL PLANT AND EQUIPMENT	2,474	-	2,474	-	-	-	-	2,474	-
COMPUTERS AND TELECOMMUNICATIONS									
80110 - IT Capital Works	613	-	613	-	-			613	
80110 - IT Capital Works 23970 - Innovation - New Initiative 20/21 to 22/23	150	-	150	-	-			150	
TOTAL COMPUTERS AND TELECOMMUNICATIONS	763	-	763	-	-	-	-	763	-
TOTAL PLANT AND EQUIPMENT	3,237	-	3,237	-	-	-	-	3,237	-

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	1,629	-	1,629	-	-			1,629	
82120 - Roads - Reseal Preparation	639	-	639	-	-			639	
82120 - Roads - Reseal Preparation	273	-	273	-	-			273	
82210 - Roads - Sealed Rehabilitation Program	242	-	242	-	-			242	
82210 - Roads - Sealed Rehabilitation Program 18160 - Stanley Street, Toora	795	-	795	-	-			795	
82210 - Roads - Sealed Rehabilitation Program 20950 - Welshpool Road, Welshpool	458	-	458	-	-			458	
82210 - Roads - Sealed Rehabilitation Program 23440 - Foster Road, Toora	294	-	294	-	-			294	
82210 - Roads - Sealed Rehabilitation Program 23720 - Atherton Drive, Venus Bay	177	-	-	177	-			177	
82210 - Roads - Sealed Rehabilitation Program 23730 - Ryeburn Road, Outtrim	61	-	-	61	-			61	
82225 - Roads to Recovery Capital	-					2,385	-	2,385	
82240 - Guard Rails - Replacement Program 12400 - Cochranes Road, Poowong North	34	-	34	-	-			34	
82240 - Guard Rails - Replacement Program 13020 - Dumbalk East - Stony Creek Road	39	-	39	-	-			39	
82240 - Guard Rails - Replacement Program 13020 - Dumbalk East - Stony Creek Road	34	-	34	-	-			34	
82270 - Civil - Korumburra Commercial Streetscape	1,000	-	1,000	-	-			1,000	
82450 - Roads - Clancys Road, Korumburra	713	-	713	-	-			713	
TOTAL ROADS	6,388	-	6,150	238	-	2,385	-	4,003	-
BRIDGES									
85040 - Bridge - Rehabilitation Program	109	-	109	-	-			109	
85080 - Bridge - Bass Valley Road (KB090)	313	-	313	-	-	157		156	
TOTAL BRIDGES	422	-	422	-	-	157	-	265	-
MAJOR CULVERTS									
85050 - Major Culvert - Renewal Program 12150 - Cashins Road, Middle Tarwin	47	-	47	-	-			47	
85050 - Major Culvert - Renewal Program 20320 - Boundary Road, Foster	589	-	589	-	-			589	
TOTAL MAJOR CULVERTS	636	-	636	-	-	-	-	636	-
FOOTPATHS AND CYCLEWAYS									
88040 - Footpaths - Extension Program 11570 - Baths Road, Mirboo North	169	-	-	-	169			169	
88040 - Footpaths - Extension Program 21990 - Weildon Street, Mirboo North	21	-	-	-	21			21	
88040 - Footpaths - Extension Program 22480 - Scarlett Street, Mirboo North	45	-	-	-	45			45	
88050 - Footpaths - Renewal 17340 - Ridgeway, Mirboo North	119	-	119	-	-			119	
88050 - Footpaths - Renewal 17490 - Roughead Street, Leongatha	120	-	120	-	-			120	
93120 - Great Southern Rail Trail Capital 35990 - Leongatha to Korumburra	2,000	-	-	-	2,000	1,300		700	
TOTAL FOOTPATHS AND CYCLEWAYS	2,474	-	239	-	2,235	1,300	-	1,174	-

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									
	-								
TOTAL DRAINAGE	-	-	-	-	-	-	-	-	-
WASTE MANAGEMENT									
	-								
TOTAL WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-
OTHER STRUCTURES									
93220 - Recreation - Venus Bay Activity Centre Projects	643	-	643	-	-			643	
73780 - Pools - SPLASH Stadium Seating	1	-	-	1	-			1	
82040 - Leongatha Business Precinct Project - Bair Street 11470 - Bair Street, Leongatha	2,700	-	2,700	-	-	1,550		1,150	
93010 - Recreation - Community Infrastructure Projects	205	-	205	-	-			205	
93060 - Playgrounds - Replacement Program 13040 - Dumbalk Memorial Park	45	-	45	-	-			45	
93060 - Playgrounds - Replacement Program 14390 - Horticultural Park, Leongatha	39	-	39	-	-			39	
93060 - Playgrounds - Replacement Program 15580 - Mary Checkley Reserve, Leongatha	49	-	49	-	-			49	
93060 - Playgrounds - Replacement Program 19650 - Waratah Bay Caravan Park	40	-	40	-	-			40	
93210 - Recreation - Recreation - Foster Showgrounds Irrigation and Resurfacing 11010 - General	300	-	300	-	-			300	
98020 - Yanakie Caravan Park Capital 19740 - Water Management / Delivery	60	-	-	60	-			60	
98020 - Yanakie Caravan Park Capital 19740 - Water Management / Delivery	60	-	60	-	-			60	
98040 - Car Park Lighting 15880 - Michael Place, Leongatha	20	-	-	-	20			20	
98050 - Other Structures - Portable Stage	50	-	-	-	50			50	
99020 - Pools - Refurbishment - Mirboo North	203	-	203	-	-			3,397	3,600
TOTAL OTHER STRUCTURES	4,415	-	4,284	61	70	1,550	-	735	3,600
TOTAL INFRASTRUCTURE	14,335	-	11,731	299	2,305	5,392	-	5,343	3,600
TOTAL NEW CAPITAL WORKS	21,778	-	18,668	461	2,649	5,892	-	12,286	3,600

4.5.3 Works carried forward from the 2019/20 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									
73580 - Buildings - Renewal Program 15970 - Mirboo North Hall	80	-	80	-	-			80	
73630 - Buildings - Community Hub - Korumburra	2,163	-	2,163	-	-	750		1,413	
73790 - Buildings - SPLASH Solar System	62	-	-	-	62			62	
TOTAL BUILDINGS	2,305	-	2,243	-	62	750	-	1,555	-
TOTAL PROPERTY	2,305	-	2,243	-	62	750	-	1,555	-
PLANT AND EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
79120 - Plant - Plant Purchases 14310 - Plant - 611 - HEAVY TRUCK - HINO - 700	186	-	186	-	-			186	
79120 - Plant - Plant Purchases 14320 - Plant - 648 - HEAVY TRUCK - HINO - 700	236	-	236	-	-			236	
79120 - Plant - Plant Purchases 14340 - Plant - 649 - HEAVY TRUCK - HINO - 700	221	-	221	-	-			221	
79120 - Plant - Plant Purchases 14350 - Plant - 655 - HEAVY TRUCK - HINO - 700	221	-	221	-	-			221	
TOTAL PLANT, MACHINERY & EQUIPMENT	864	-	864	-	-	-	-	864	-
COMPUTERS AND TELECOMMUNICATIONS									
TOTAL COMPUTERS & TELECOMM'S	-	-	-	-	-	-	-	-	-
TOTAL PLANT AND EQUIPMENT	864	-	864	-	-	-	-	864	-
INFRASTRUCTURE									
ROADS									
82420 - Roads - Gardner Lane Poowong 11010 - General	256	-	256	-	-			256	
TOTAL ROADS	256	-	256	-	-	-	-	256	-

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									
85070 - Bridge - Bass Valley Road (KB080)	101	-	101	-	-			101	
TOTAL BRIDGES	101	-	101	-	-	-	-	101	-
MAJOR CULVERTS									
TOTAL MAJOR CULVERTS	-	-	-	-	-	-	-	-	-
FOOTPATHS AND CYCLEWAYS									
93120 - Great Southern Rail Trail Capital 35990 - Leongatha to Korumburra	795	-	-	-	795			795	
TOTAL FOOTPATHS AND CYCLEWAYS	795	-	-	-	795	-	-	795	-
DRAINAGE									
TOTAL DRAINAGE	-	-	-	-	-	-	-	-	-
WASTE MANAGEMENT									
TOTAL WASTE MANAGEMENT	-	-	-	-	-	-	-	-	-
OTHER STRUCTURES									
73780 - Pools - SPLASH Stadium Seating	30	-	-	30	-			30	
82040 - Leongatha Business Precinct Project - Bair Street 11470 - Bair Street, Leongatha	1,483	-	1,483	-	-			1,483	
93070 - Pools - Renewal Program 13510 - Foster Swimming Pool	197	-	197	-	-			197	
93120 - Great Southern Rail Trail Capital 23170 - Leongatha Railway Station Stage One	100	-	100	-	-			100	
93130 - Recreation - Baromi Park Masterplan & Associated Works 22460 - Mirboo North Active Play	200	-	-	-	200			200	
93140 - Recreation - Venus Bay Skate Park	250	-	-	-	250			250	
93150 - Recreation - Venus Bay Environmental Projects	65	-	-	-	65			65	
93180 - Recreation - Korumburra Skate Park	250	-	-	-	250	10		240	
98020 - Yanakie Caravan Park Capital 13150 - Electrical Upgrade	83	-	83	-	-			83	
98020 - Yanakie Caravan Park Capital 13150 - Electrical Upgrade	83	-	-	83	-			83	
98020 - Yanakie Caravan Park Capital 18150 - Stage 2 Fire Fighting	232	-	-	232	-			232	
99020 - Pools - Refurbishment - Mirboo North	2,693	-	2,693	-	-			2,693	
TOTAL OTHER STRUCTURES	5,666	-	4,556	345	765	10	-	5,656	-
TOTAL INFRASTRUCTURE	6,818	-	4,913	345	1,560	10	-	6,808	-
TOTAL CARRIED FORWARD CAPITAL WORKS	9,987	-	8,020	345	1,622	760	-	9,227	-
TOTAL CAPITAL WORKS	31,765	-	26,688	806	4,271	6,652	-	21,513	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 29,576 (ERP 30 June 2018). 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, Meeniyah, 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 \$3.5B. South Gippsland has one of the lower unemployment rates in Australia.

Key industry sectors contributing to this output are:

- Agriculture, Forestry and Fishing \$717 million;
- Manufacturing \$670 million;
- Construction \$393 million;
- Property services \$310 million;
- Health care and social assistance \$159 million;
- Utilities \$152 million;
- Wholesale Trade \$126 million; and
- Retail trade \$117 million.

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

Major food producers in South Gippsland include:

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

Tourism

The tourism industry is also a major contributor to the South Gippsland economy with visitors contributing over \$110 million 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 Ports operate a major marine terminal located at Barry Beach 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 completed December 2018 and officially opened June 2019;
- South Gippsland Highway Black Spur Re-alignment, funded by the Federal and State Governments for \$115 million with construction commencing in 2020.
- Redevelopment of Bair Street Leongatha with funding from the Victorian and Federal Governments. Works upgrading the existing water mains were completed in November 2019 and undergrounding the power services will commence in early 2020.
- 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 72km rail 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 just over 29,576 people as at June 2018. 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.

The age profile for South Gippsland 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 2019)

There are high levels of home ownership in South Gippsland with 40% of dwellings fully owned compared with 30% nationally. The proportion of rental dwellings at 17.6% is much lower than the national average of 29.4%.

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 15,914 dwellings in South Gippsland with 73.6% occupied in comparison with 83.6% 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 2.2% as at the September Quarter 2019.

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 4.7%.

Key industry sectors by employment in the South Gippsland Shire in 2016 were Agriculture, Forestry and 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 2011 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 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, a mobile library service to Nyora and a community library in Welshpool.
- 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 connects Leongatha to Port Welshpool;
- The Grand Ridge Rail Trail runs between Mirboo North and Boolarra over 13km;
- Over 50 parks, reserves and sanctuaries include 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;
- 6 Secondary Colleges, including two independent colleges;
- South Gippsland Specialist School;
- Community College Gippsland;
- TAFE Gippsland;
- South Gippsland Bass Coast Local Learning and Employment Network;
- Apprenticeships Group Australia (AGA);
- 12 Kindergartens;
- 5 Child Care Centres;
- 4 Neighbourhood/Community Houses; and
- South Gippsland Trade Skills Alliance.

4.6.2 External Influences

In preparing the 2020/21 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 2020/21 rates cap at 2.00%. 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 2.00% for the 2020/21 year which sets the rate cap.
- The Victorian Wage Price Index is projected by Treasury to be 3.00% in 2019/20 and 3.25% in 2020/21.
- 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 possible 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:

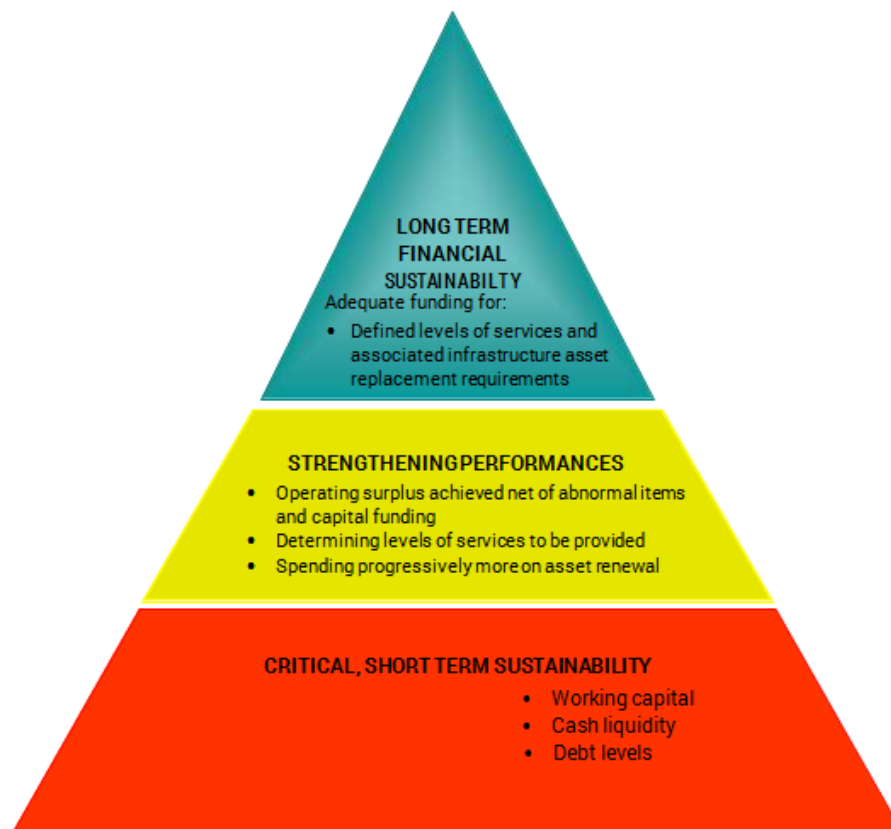
- Manage financial risks faced by the Council prudently, having regard to economic circumstances;
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden;
- Ensure that decisions are made and actions taken having regard to their 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 Long Term Financial Plan for the years 2019/20 to 2034/35 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 Long Term Financial Plan 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 should only be included in the Annual Budget if matched by an equivalent budgeted surplus in the Income Statement to preserve the accumulated surplus position of Council.
4. Annual transfers equivalent to 1.0% of rate income are made to the general reserve.
5. 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.
6. 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)
7. 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%
 - indebtedness – less than 40%
 - total debt as a % of rate revenue – less than 60%
 - debt service costs as a % of total revenue – less than 5%

8. 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.

9. 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.

10. Capital income from grants must only be utilised as a funding source for capital expenditure or maintenance of existing capital assets.

11. Council considers borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.

12. 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.

13. 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.

14. 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.

15. 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
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.70%	-5.01%	0.44%	3.53%	9.83%	7.46%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	298.31%	237.23%	164.82%	142.49%	130.88%	138.90%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	-74.51%	-12.40%	36.46%	50.58%	36.11%	39.83%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	7.89%	0.00%	7.26%	25.92%	22.41%	19.06%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.33%	7.79%	0.78%	2.89%	2.98%	2.89%	+
Indebtedness	Non-current liabilities / own source revenue		7.42%	7.35%	12.49%	26.77%	22.77%	20.69%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	74.16%	183.16%	223.95%	162.96%	127.65%	92.92%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	63.48%	72.04%	70.17%	70.90%	68.54%	70.57%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.53%	0.49%	0.48%	0.48%	0.48%	0.48%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,355	\$3,233	\$3,243	\$3,185	\$3,156	\$3,232	+
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,919	\$1,981	\$2,050	\$2,089	\$2,112	\$2,143	+
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 dip in 2019/20 as a result of receiving one half of VGC allocations in advance (in 2018/19), 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. Working capital is expected to gradually taper down over the period.

3. Unrestricted Cash

The indicator is negative in 2019/20 due to cash being held at balance date for incomplete capital works items that have been carried forward to 2020/21. The following years assume that all budgeted capital works will be completed in the budget year. This indicator does not take into account other financial assets (cash investments at balance date with original maturity > 90 days). Projected, "other financial assets" at 30th June 2020 total \$7.27M.

4. Loans and Borrowings

Loans and borrowings are totally paid off in 2019/20. In 2020/21, Council will take a loan of \$3.6M through the Sport and Recreation Infrastructure Loan Scheme for refurbishment of the Mirboo North swimming pool. In 2021/22, a further \$10M in proposed borrowings will be investigated to fund priority capital works projects.

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. Fluctuations across years are expected because the nature of capital renewal expenditure requirements tends to have a profile that varies from year to year. There are no asset renewal primary funding gaps for all major classes of assets.

6. Rates concentration

This measure 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%	3.62%	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
	> 1.25	1.51	Low risk of financial sustainability concerns
	1.00 - 1.25		Caution with cash flow as issues could arise with meeting obligations as they fall due
	< 1.00		Immediate sustainability issues with insufficient current assets to cover liabilities




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
	> 100%	244%	Low risk of insufficient spending on asset renewal and upgrades
	90% - 99%		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



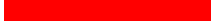
Own sourced revenue does not include operational and capital grants and contributions

Indicator	Range	Budget	Comment
	< 40%	12.81%	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%	7.26%	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%	0.04%	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%		Unstable 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 0.474112% (0.00474112 cents in the dollar of CIV) for all rateable General / Residential Land;
- a general rate of 0.497818% (0.00497818 cents in the dollar of CIV) for all rateable Commercial Land;
- a general rate of 0.0497818% (0.000497818 cents in the dollar of CIV) for all rateable Industrial Land;
- a general rate of 0.331879% (0.00331879 cents in the dollar of CIV) for all rateable Rural Vacant Land; and
- a general rate of 0.948224% (0.00948224 cents in the dollar of CIV) for all rateable Vacant Land other;
- a general rate of 0.331879% (0.00331879 cents in the dollar of CIV) for all rateable Farming Land;
- a general rate of 0.237056% (0.00237056 cents in the dollar of CIV) for all rateable Cultural and Recreational Lands; and
- a general rate of 0.426701% (0.00426701 cents in the dollar of CIV) for all rateable Rural Residential Land; and

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;
 - 1.2.1.6 Rural Residential Land as described in subparagraph 1.8.1;
 - 1.2.1.7 Rural Vacant Land as described in subparagraph 1.9.1;
 - 1.2.1.8 Extractive Industries Land as described in subparagraph 1.10.1;
- or
- 1.2.1.9 Infrastructure and Utilities Land as described in subparagraph 1.11.1
- 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 and 693-699.
- 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, 150, 151, 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.

Appendix 2 - Long Term Financial Plan (2019/20 - 2034/35)

2.1 Income Statement

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 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	Budget 2034/35 \$'000
INCOME																
Rates and charges	43,869	45,253	46,388	47,596	48,943	50,441	51,983	53,570	55,204	56,881	58,610	60,946	63,234	64,114	66,058	68,058
Statutory fees and fines	924	960	988	1,006	1,032	1,050	1,075	1,109	1,123	1,159	1,214	1,215	1,245	1,294	1,296	1,329
User fees	4,232	4,388	4,482	4,582	4,685	4,801	4,920	5,043	5,168	5,297	5,428	5,563	5,702	5,843	5,989	6,138
Grants - Operating	9,740	11,835	11,712	11,807	12,045	12,289	12,539	12,794	13,054	13,319	13,590	13,867	14,148	14,436	14,730	15,030
Grants - Capital	6,334	6,652	5,585	6,135	3,385	2,870	4,081	2,385	2,596	2,385	2,385	2,385	2,385	2,385	2,385	2,385
Contributions - monetary	1,191	70	247	648	620	1,190	610	561	693	353	440	424	448	403	515	439
Contributions - non monetary	395	404	413	422	431	442	453	465	476	488	500	513	526	539	552	566
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment	22	209	0	2,573	750	(9)	0	(87)	32	(10)	0	33	0	0	72	(914)
Fair value adjustment for investment property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other income	1,739	1,772	1,786	1,801	1,824	1,845	1,870	1,894	1,922	1,946	1,993	2,000	2,040	2,054	2,086	2,140
TOTAL INCOME	68,446	71,543	71,601	76,570	73,715	74,919	77,531	77,734	80,268	81,818	84,160	86,946	89,728	91,068	93,683	95,171
EXPENSES																
Employee costs	25,567	26,197	26,499	26,811	27,456	28,411	29,284	30,078	30,895	31,734	32,595	33,570	34,482	35,063	36,016	36,997
Materials and services	23,428	22,876	20,761	20,618	21,078	21,779	21,988	22,730	23,203	24,139	24,486	24,852	25,447	25,578	25,974	26,646
Depreciation	11,554	11,917	12,290	11,523	11,937	11,530	12,453	12,198	12,914	12,452	13,246	12,639	13,557	12,963	14,190	14,233
Amortisation - intangible assets	225	225	225	225	225	225	225	225	225	225	225	225	225	225	225	225
Amortisation - right of use assets	87	87	80	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing costs	59	32	119	115	101	88	75	61	47	33	19	7	0	0	0	0
Finance costs - leases	9	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Other expenses	3,017	2,864	3,142	3,319	3,386	3,463	3,541	3,622	3,704	3,784	3,869	3,958	4,049	4,142	4,238	4,343
TOTAL EXPENSES	63,946	64,204	63,118	62,611	64,183	65,496	67,566	68,914	70,988	72,367	74,440	75,251	77,760	77,971	80,643	82,444
SURPLUS (DEFICIT)	4,500	7,339	8,483	13,959	9,532	9,423	9,965	8,820	9,280	9,451	9,720	11,695	11,968	13,097	13,040	12,727
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to surplus or deficit																
Net Asset revaluation increment (decrement)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Previously unrecognised assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE RESULT	4,500	7,339	8,483	13,959	9,532	9,423	9,965	8,820	9,280	9,451	9,720	11,695	11,968	13,097	13,040	12,727

2.2 Balance Sheet

SOUTH GIPPSLAND SHIRE COUNCIL

BUDGETED BALANCE SHEET

Current assets

	Forecast 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	Budget 2034/35 \$'000
Cash and cash equivalents	11,842	8,193	10,509	8,981	10,162	12,480	13,774	15,908	12,791	13,506	13,951	15,005	16,597	21,134	26,840	35,150
Trade and other receivables	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518	5,518
Other financial assets	12,273	7,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273	3,273
Inventories	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240	240
Other assets	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58	58
Total current assets	29,931	21,282	19,598	18,070	19,251	21,569	22,863	24,997	21,880	22,595	23,040	24,094	25,686	30,223	35,929	44,239

Non current assets

Trade and other receivables	0	0	0	0	0	0	0	0	0	0	0	367	962	962	962	962
Investments in associates and joint ventures	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358	1,358
Property, infrastructure, plant and equipment	167	80	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Right-of-use assets	564,574	583,866	602,834	617,118	624,256	630,137	637,574	643,015	654,157	661,626	669,624	678,958	688,792	697,495	704,976	757,997
Investment property	587	587	587	587	587	587	587	587	587	587	587	587	587	587	587	587
Total non current assets	566,686	585,891	604,779	619,063	626,201	632,082	639,519	644,960	656,102	663,571	671,569	681,270	691,699	700,402	707,883	760,904

Total assets

	596,617	607,173	624,377	637,133	645,452	653,651	662,382	669,957	677,982	686,166	694,609	705,364	717,385	730,625	743,812	805,143
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Current liabilities

Trade and other payables	5,568	5,481	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398	5,398
Trust funds and deposits	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025
Provisions	5,936	5,976	6,016	6,056	6,096	6,136	6,176	6,216	6,256	6,296	6,336	6,376	6,416	6,456	6,496	6,536
Interest bearing loans and borrowings	0	347	1,315	1,328	1,341	1,355	1,368	1,382	1,396	1,410	1,076	87	0	0	0	0
Lease liabilities	88	83	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total current liabilities	12,617	12,912	13,754	13,807	13,860	13,914	13,967	14,021	14,075	14,129	13,835	12,886	12,839	12,879	12,919	12,959

Non current liabilities

Provisions	3,732	3,799	3,869	3,941	4,016	4,094	4,175	4,259	4,346	4,436	4,529	4,626	4,726	4,829	4,936	5,047
Interest bearing loans and borrowings	0	2,938	10,747	9,419	8,078	6,722	5,354	3,971	2,575	1,164	88	0	0	0	0	0
Lease liabilities	83	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total non current liabilities	3,815	6,737	14,616	13,360	12,094	10,816	9,529	8,230	6,921	5,600	4,617	4,626	4,726	4,829	4,936	5,047

Total liabilities

	16,432	19,649	28,370	27,167	25,954	24,730	23,496	22,251	20,996	19,729	18,452	17,512	17,565	17,708	17,855	18,006
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Net assets

	580,185	587,524	596,007	609,966	619,498	628,921	638,886	647,706	656,986	666,437	676,157	687,852	699,820	712,917	725,957	787,137
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Equity

Accumulated surplus	231,792	239,065	247,481	260,997	269,883	278,671	287,821	295,936	304,313	312,930	321,669	332,382	343,326	355,426	367,340	378,998
Reserves	348,393	348,459	348,526	348,969	349,615	350,250	351,065	351,770	352,673	353,507	354,488	355,470	356,494	357,491	358,617	408,139
Total equity	580,185	587,524	596,007	609,966	619,498	628,921	638,886	647,706	656,986	666,437	676,157	687,852	699,820	712,917	725,957	787,137

2.3 Cash Flow Statement

SOUTH GIPPSLAND SHIRE COUNCIL

BUDGETED CASH FLOW STATEMENT

Cash flows from operating activities

	Forecast 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	Budget 2034/35 \$'000
Rates and charges	43,869	45,253	46,388	47,596	48,943	50,441	51,983	53,570	55,204	56,880	58,610	60,578	62,640	64,114	66,058	68,058
Statutory fees & fines	924	960	988	1,006	1,032	1,050	1,075	1,109	1,123	1,159	1,214	1,215	1,245	1,294	1,296	1,329
User fees	4,232	4,388	4,482	4,582	4,685	4,801	4,920	5,043	5,168	5,297	5,428	5,563	5,702	5,843	5,989	6,138
Grants - operating	9,740	11,835	11,712	11,807	12,045	12,289	12,539	12,794	13,054	13,319	13,590	13,867	14,148	14,436	14,730	15,030
Grants - capital	6,334	6,652	5,585	6,135	3,385	2,870	4,081	2,385	2,596	2,385	2,385	2,385	2,385	2,385	2,385	2,385
Contributions- monetary	1,191	70	247	648	620	1,190	610	561	693	353	440	424	448	403	515	439
Interest received	550	550	550	550	550	550	550	550	550	550	550	550	550	550	550	564
Other receipts	1,189	1,221	1,236	1,251	1,274	1,295	1,320	1,344	1,372	1,396	1,443	1,450	1,490	1,504	1,536	1,576
Employee costs	(25,462)	(26,090)	(26,389)	(26,699)	(27,341)	(28,293)	(29,163)	(29,954)	(30,768)	(31,604)	(32,462)	(33,433)	(34,342)	(34,920)	(35,869)	(36,846)
Materials and services	(23,323)	(22,783)	(20,659)	(20,522)	(21,078)	(21,779)	(21,988)	(22,730)	(23,203)	(24,139)	(24,486)	(24,852)	(25,447)	(25,578)	(25,974)	(26,646)
Short-term, low value and variable lease payments	(105)	(93)	(105)	(96)	0	0	0	0	0	0	0	0	0	0	0	0
Other payments	(3,017)	(2,864)	(3,142)	(3,319)	(3,386)	(3,463)	(3,541)	(3,622)	(3,704)	(3,784)	(3,869)	(3,958)	(4,049)	(4,142)	(4,238)	(4,343)
Net cash provided by (used in) operating activities	16,122	19,099	20,893	22,939	20,729	20,951	22,386	21,050	22,085	21,812	22,843	23,789	24,770	25,889	26,978	27,684
Cash flows from investing activities																
Payments for property, infrastructure, plant & equipment	(24,799)	(31,765)	(31,641)	(27,545)	(19,566)	(17,852)	(20,391)	(18,314)	(24,593)	(20,466)	(21,777)	(22,513)	(23,939)	(22,222)	(22,236)	(19,374)
Proceeds from sale of property, infrastructure, plant and equipment	1,021	856	491	4,508	1,447	649	729	828	820	798	808	861	849	870	964	0
Payments for / from investments	16,000	5,000	4,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) investing activities	(7,778)	(25,909)	(27,150)	(23,037)	(18,119)	(17,203)	(19,662)	(17,486)	(23,773)	(19,668)	(20,969)	(21,652)	(23,090)	(21,352)	(21,272)	(19,374)
Cash flows from financing activities																
Finance costs	(59)	(31)	(119)	(115)	(101)	(88)	(75)	(61)	(47)	(33)	(19)	(7)	0	0	0	0
Repayment of lease liabilities	(93)	(93)	(85)	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from borrowing	0	3,600	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	(3,350)	(315)	(1,223)	(1,315)	(1,328)	(1,342)	(1,355)	(1,369)	(1,382)	(1,396)	(1,410)	(1,076)	(88)	0	0	0
Net cash provided by (used in) financing activities	(3,502)	3,161	8,573	(1,430)	(1,429)	(1,430)	(1,430)	(1,430)	(1,429)	(1,429)	(1,429)	(1,083)	(88)	0	0	0
Net increase (decrease) in cash and cash equivalents	4,842	(3,649)	2,316	(1,528)	1,181	2,318	1,294	2,134	(3,117)	715	445	1,054	1,592	4,537	5,706	8,310
Cash and cash equivalents at the beginning of the financial year	7,000	11,842	8,193	10,509	8,981	10,162	12,480	13,774	15,908	12,791	13,506	13,951	15,005	16,597	21,134	26,840
Cash and cash equivalents at the end of the financial year	11,842	8,193	10,509	8,981	10,162	12,480	13,774	15,908	12,791	13,506	13,951	15,005	16,597	21,134	26,840	35,150

2.4 Capital Expenditure Total

SOUTH GIPPSLAND SHIRE COUNCIL

BUDGETED CAPITAL WORKS

	Forecast 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	Budget 2034/35 \$'000
Land - Specialised	750	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Buildings - Specialised	2,681	6,511	10,816	11,558	4,401	3,547	5,187	2,977	3,000	3,243	3,129	3,081	3,359	3,237	3,454	3,351
Plant machinery & equipment	2,851	3,338	2,396	2,166	2,756	2,815	2,531	3,442	2,776	2,719	2,739	2,969	2,878	2,950	3,199	0
Computers and telecommunications	2,054	763	850	617	985	754	773	792	812	832	853	875	897	919	942	965
Waste management	0	0	304	2,505	1,093	0	0	99	3,017	1,310	0	1,115	1,158	1,202	110	0
Roads	7,936	6,645	11,105	9,294	8,673	9,066	9,124	9,046	10,190	10,504	12,993	11,449	11,955	11,902	12,325	12,769
Footpaths and cycleways	1,642	3,268	3,455	568	511	531	1,668	572	594	616	641	1,320	1,286	715	743	776
Bridges	1,033	524	287	253	263	273	282	294	515	316	452	227	354	367	381	396
Major culverts	96	636	371	67	151	115	119	54	200	152	152	158	164	170	176	183
Drainage	260	0	390	0	139	144	150	155	161	167	174	786	1,384	194	202	209
Other structures	5,496	10,080	1,667	517	594	607	557	883	3,328	607	644	533	504	566	704	725
Total Capital Works	24,799	31,765	31,641	27,545	19,566	17,852	20,391	18,314	24,593	20,466	21,777	22,513	23,939	22,222	22,236	19,374

2.4 Key Performance Indicators

	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	2034/35
Financial performance																
Underlying result	-5.02%	0.43%	3.52%	9.82%	7.45%	7.08%	6.75%	7.37%	7.30%	8.02%	8.01%	9.51%	9.00%	11.23%	10.72%	10.27%
Underlying Working Capital	2.35	1.62	1.40	1.25	1.28	1.40	1.43	1.52	1.23	1.22	1.21	1.30	1.35	1.62	1.97	2.52
Funding capacity																
Sustainability Index	177%	242%	163%	158%	148%	150%	152%	140%	196%	166%	166%	169%	163%	175%	155%	158%
Borrowing capacity																
Indebtedness	7.51%	12.81%	27.25%	23.21%	21.13%	18.61%	15.92%	13.38%	10.91%	8.58%	6.87%	6.63%	6.54%	6.59%	6.54%	6.58%
Total Debt as a % of Rate revenue	0.00%	7.26%	26.00%	22.58%	19.24%	16.01%	12.93%	9.99%	7.19%	4.53%	1.99%	0.14%	0.00%	0.00%	0.00%	0.00%
Debt servicing costs as a % of Total revenue	0.10%	0.05%	0.17%	0.15%	0.14%	0.12%	0.10%	0.08%	0.06%	0.04%	0.02%	0.01%	0.00%	0.00%	0.00%	0.00%

Appendix 3 - Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during FY 2020/21. Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Description of Fees and Charges	Unit of Measure	GST Status	2019/20 Fee Inc GST	2020/21 Fee Inc GST	Fee Increase / Decrease	Fee Increase / Decrease	Basis of Fee
Community Services - Immunisation							
Boostrix	Per Dose	Non-Taxable	\$ 42.00	\$ 42.00	\$ -	0%	Non-statutory
Flu	Per Dose	Non-Taxable	\$ 25.00	\$ 25.00	\$ -	0%	Non-statutory
Hep A Adult	Per Dose	Non-Taxable	\$ 78.00	\$ 78.00	\$ -	0%	Non-statutory
Hep A Paediatric	Per Dose	Non-Taxable	\$ 49.00	\$ 49.00	\$ -	0%	Non-statutory
Hep B Adult	Per Dose	Non-Taxable	\$ 32.00	\$ 32.00	\$ -	0%	Non-statutory
Hep B Paediatric	Per Dose	Non-Taxable	\$ 19.00	\$ 19.00	\$ -	0%	Non-statutory
Twinrix	Per Dose	Non-Taxable	\$ 80.00	\$ 80.00	\$ -	0%	Non-statutory
Varicella	Per Dose	Non-Taxable	\$ 80.00	\$ 80.00	\$ -	0%	Non-statutory
Community Services - Council Business Operations							
Non Voters - VEC Infringements (50% of one penalty unit)	1 Each	Non-Taxable	\$ 80.60	\$ 80.60	\$ -	0%	Statutory
Corporate and Community Services Management - Arts and Culture							
Music For the People At Mossvale Park - Adult (Over 15 ye	Each	Taxable	\$ 15.00	\$ 15.00	\$ -	0%	Non-statutory
Economic Development and Tourism Management - Coal Creek - Community Services							
Auditorium /Boardroom Hire - 1/2 day	Each	Taxable	\$ 90.00	\$ 95.00	\$ 5.00	6%	Non-statutory
Auditorium /Boardroom Hire - Full Day	Each	Taxable	\$ 175.00	\$ 180.00	\$ 5.00	3%	Non-statutory
Economic Development and Tourism Management - Coal Creek - Education Programs							
Coal Creek Package - A Pioneers Life	Each	Taxable	\$ 13.70	\$ 14.00	\$ 0.30	2%	Non-statutory
Coal Creek Package - Changing Technologies	Each	Taxable	\$ 11.60	\$ 12.00	\$ 0.40	3%	Non-statutory
Coal Creek Package - Coal Creek Discovery	Each	Taxable	\$ 11.00	\$ 11.25	\$ 0.25	2%	Non-statutory
Coal Creek Package - Everyday Life	Each	Taxable	\$ 11.60	\$ 12.00	\$ 0.40	3%	Non-statutory
Coal Creek Package - Hands on Past	Each	Taxable	\$ 11.60	\$ 12.00	\$ 0.40	3%	Non-statutory
Education Program - Self Guided Interactive Tour	Each	Taxable	\$ 5.00	\$ 5.00	\$ -	0%	Non-statutory
Coal Creek Package - It's a child's life! 1901 Style	Each	Taxable	\$ 14.20	\$ 14.50	\$ 0.30	2%	Non-statutory
General Store Demonstration	Each	Taxable	\$ 2.00	\$ 2.10	\$ 0.10	5%	Non-statutory
School Group Administration Fee - Base Fee	Each	Taxable	\$ 25.50	\$ 27.50	\$ 2.00	8%	Non-statutory
Economic Development and Tourism Management - Coal Creek - Gardens							
Loads of Fire wood sold to volunteers	Each	Taxable	\$ 85.00	\$ 86.90	\$ 1.90	2%	Non-statutory
Economic Development and Tourism Management - Coal Creek - Tramway							
Train Rides	Each	Taxable	\$ 7.00	\$ 7.20	\$ 0.20	3%	Non-statutory
Education Program - Bush Tramway Ride	Each	Taxable	\$ 3.00	\$ 3.50	\$ 0.50	17%	Non-statutory
Economic Development and Tourism Management - Coal Creek - Weddings							
Venue Hire-Pig& Whistle	Each	Taxable	\$ 370.00	\$ 377.50	\$ 7.50	2%	Non-statutory
Economic Development and Tourism Management - Information Centres							
Maps	Per Item	Taxable	\$ 11.50	\$ 12.00	\$ 0.50	4%	Non-statutory
Postcards	Each	Taxable	\$ 1.10	\$ 1.20	\$ 0.10	9%	Non-statutory
Economic Development and Tourism Management - Long Jetty Caravan Park							
Deluxe Cabin off peak stay 7 pay 6	Each	Taxable	\$ 727.00	\$ 742.00	\$ 15.00	2%	Non-statutory
Deluxe Cabins (Jaycos) (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 107.00	\$ 107.00	\$ -	0%	Non-statutory
Deluxe Cabins (Jaycos) (Off Peak)	Each	Taxable	\$ 122.00	\$ 127.00	\$ 5.00	4%	Non-statutory
Deluxe Cabins (Jaycos) (Peak)	Each	Taxable	\$ 153.00	\$ 159.60	\$ 6.60	4%	Non-statutory
Extra Adult (Off Peak)	Each	Taxable	\$ 10.00	\$ 11.70	\$ 1.70	17%	Non-statutory
Extra Adult Peak	Each	Taxable	\$ 10.00	\$ 14.50	\$ 4.50	45%	Non-statutory

Extra Child (Off Peak)	Each	Taxable	\$ 5.00	\$ 5.20	\$ 0.20	4%	Non-statutory
Extra Child Peak	Each	Taxable	\$ 5.00	\$ 5.50	\$ 0.50	10%	Non-statutory
Large Deluxe Jayco Cabin (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 123.00	\$ 127.60	\$ 4.60	4%	Non-statutory
Large Deluxe Jayco Cabin (Off Peak)	Each	Taxable	\$ 140.00	\$ 145.50	\$ 5.50	4%	Non-statutory
Large Deluxe Jayco Cabin (Peak)	Each	Taxable	\$ 175.00	\$ 184.00	\$ 9.00	5%	Non-statutory
Large Deluxe Jayco off peak stay 7 pay 6	Each	Taxable	\$ 837.00	\$ 854.00	\$ 17.00	2%	Non-statutory
Large Deluxe Jayco peak	Each	Taxable	\$ 969.00	\$ 989.00	\$ 20.00	2%	Non-statutory
Powered site off peak stay 7 pay 6	Each	Taxable	\$ 235.00	\$ 240.00	\$ 5.00	2%	Non-statutory
Powered site peak stay 7 pay 6	Each	Taxable	\$ 1,116.00	\$ 1,138.00	\$ 22.00	2%	Non-statutory
Powered sites (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 32.00	\$ 32.00	\$ -	0%	Non-statutory
Powered Sites (Off Peak)	Each	Taxable	\$ 39.00	\$ 39.00	\$ -	0%	Non-statutory
Powered Sites (Peak)	Each	Taxable	\$ 49.00	\$ 50.00	\$ 1.00	2%	Non-statutory
Powered sites Peak - Concession	Each	Taxable	\$ 42.00	\$ 43.00	\$ 1.00	2%	Non-statutory
Standard Cabins (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 83.00	\$ 84.00	\$ 1.00	1%	Non-statutory
Standard Cabins (Off Peak)	Each	Taxable	\$ 113.00	\$ 114.75	\$ 1.75	2%	Non-statutory
Standard Cabins off peak stay 10 pay 8	Each	Taxable	\$ 246.00	\$ 251.00	\$ 5.00	2%	Non-statutory
Standard Cabins off peak stay 7 pay 6	Each	Taxable	\$ 671.00	\$ 685.00	\$ 14.00	2%	Non-statutory
Standard Cabins(Peak)	Each	Taxable	\$ 140.00	\$ 147.00	\$ 7.00	5%	Non-statutory
Unpowered off peak stay 7 pay 6	Each	Taxable	\$ 186.00	\$ 190.00	\$ 4.00	2%	Non-statutory
Unpowered site peak stay 7 pay 6	Each	Taxable	\$ 313.00	\$ 319.50	\$ 6.50	2%	Non-statutory
Weekly hardship rental Cabins (Standard)	Each	Taxable	\$ 392.00	\$ 400.00	\$ 8.00	2%	Non-statutory
Weekly hardship rental Deluxe Jayco	Each	Taxable	\$ 424.00	\$ 432.50	\$ 8.50	2%	Non-statutory
Weekly hardship rental Large Deluxe	Each	Taxable	\$ 488.00	\$ 498.00	\$ 10.00	2%	Non-statutory
Weekly powered site hardship rental	Each	Taxable	\$ 137.00	\$ 140.00	\$ 3.00	2%	Non-statutory
Weekly unpowered hardship site rental	Each	Taxable	\$ 109.00	\$ 111.00	\$ 2.00	2%	Non-statutory
Administration Fee	Each	Taxable	\$ 21.00	\$ 21.00	\$ -	0%	Non-statutory
Boom Gate Pass / Security Deposit (Refundable)	Each	Taxable	\$ 21.00	\$ 21.50	\$ 0.50	2%	Non-statutory
Cleaning Charge	Each	Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3%	Non-statutory
Laundry / Linen Hire	Each	Taxable	\$ 15.00	\$ 15.50	\$ 0.50	3%	Non-statutory
Laundry / Linen Hire Extra	Each	Taxable	\$ 5.00	\$ 5.00	\$ -	0%	Non-statutory
Laundry / Washing Machines	Each	Taxable	\$ 3.00	\$ 3.00	\$ -	0%	Non-statutory
Annual Site holder large/premium	Each	Taxable	\$ 4,264.00	\$ 4,350.00	\$ 86.00	2%	Non-statutory
Annual Site Holders	Each	Taxable	\$ 3,567.00	\$ 4,608.00	\$ 1,041.00	29%	Non-statutory
Electricity quarterly Reading Charge to each Annual and Pe	Each	Taxable	\$ 90.00	\$ 92.00	\$ 2.00	2%	Non-statutory
Electricity Usage Charge - quarterly estimates - Annuals ar	Each	Taxable	\$ 235.00	\$ 90.00	\$ (145.00)	-62%	Non-statutory
Permanent Site Holders (Weekly Fee)	Each	Taxable	\$ 90.00	\$ 92.00	\$ 2.00	2%	Non-statutory
Seasonal Site holder 3 month	Each	Taxable	\$ 1,600.00	\$ 1,632.00	\$ 32.00	2%	Non-statutory
Seasonal Site Holder 6 month	Each	Taxable	\$ 2,317.00	\$ 2,370.00	\$ 53.00	2%	Non-statutory

Economic Development and Tourism Management - Yanakie Caravan Park

10 Night Special Couples Cabins Off Peak Stay 10 pay 8	Each	Taxable	\$ 1,083.00	\$ 1,104.70	\$ 21.70	2%	Non-statutory
10 Night Special Powered Off Peak Stay 10 pay 8	Each	Taxable	\$ 313.00	\$ 319.30	\$ 6.30	2%	Non-statutory
10 Night Special Premium Powered site Off Peak Stay 10 p	Each	Taxable	\$ 370.00	\$ 377.40	\$ 7.40	2%	Non-statutory
10 Night Special Seaview Cabins Off Peak Stay 10 pay 8	Each	Taxable	\$ 1,116.00	\$ 1,138.50	\$ 22.50	2%	Non-statutory
10 Night Special Seaview Cottage Off Peak Stay 10 pay 8	Each	Taxable	\$ 1,846.00	\$ 1,883.00	\$ 37.00	2%	Non-statutory
10 Night Special Standard Cabins Off Peak Stay 10 pay 8	Each	Taxable	\$ 739.00	\$ 754.00	\$ 15.00	2%	Non-statutory
10 Night Special Unpowered Cabins Off Peak Stay 10 pay 8	Each	Taxable	\$ 247.00	\$ 252.00	\$ 5.00	2%	Non-statutory
2 Couples Cabin - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 120.00	\$ 124.00	\$ 4.00	3%	Non-statutory
2 Couples Cabin (Off Peak)	Each	Taxable	\$ 136.00	\$ 140.50	\$ 4.50	3%	Non-statutory
2 Couples Cabin (Peak)	Each	Taxable	\$ 170.00	\$ 175.50	\$ 5.50	3%	Non-statutory
2 Family Park Cabins - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 122.00	\$ 124.50	\$ 2.50	2%	Non-statutory
2 Family Park Cabins (Off Peak)	Each	Taxable	\$ 138.00	\$ 140.80	\$ 2.80	2%	Non-statutory
2 Family Park Cabins (Peak)	Each	Taxable	\$ 173.00	\$ 176.50	\$ 3.50	2%	Non-statutory
2 Seaview Cabins - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 123.00	\$ 127.00	\$ 4.00	3%	Non-statutory
2 Seaview Cabins (Off Peak)	Each	Taxable	\$ 140.00	\$ 143.50	\$ 3.50	3%	Non-statutory
2 Seaview Cabins (Peak)	Each	Taxable	\$ 175.00	\$ 181.00	\$ 6.00	3%	Non-statutory
6 Standard Cabins - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 83.00	\$ 85.00	\$ 2.00	2%	Non-statutory
6 Standard cabins (Off Peak)	Each	Taxable	\$ 94.00	\$ 97.00	\$ 3.00	3%	Non-statutory
6 Standard Cabins (Peak)	Each	Taxable	\$ 118.00	\$ 121.50	\$ 3.50	3%	Non-statutory
7 Night Special Couples Cabins Off Peak Stay 7 pay 6	Each	Taxable	\$ 813.00	\$ 829.25	\$ 16.25	2%	Non-statutory
7 Night Special Powered Off Peak Stay 7 pay 6	Each	Taxable	\$ 235.00	\$ 239.70	\$ 4.70	2%	Non-statutory
7 Night Special Powered Peak Stay 7 pay 6	Each	Taxable	\$ 283.00	\$ 283.00	\$ -	0%	Non-statutory
7 Night Special Seaview Cabins Off Peak Stay 7 pay 6	Each	Taxable	\$ 837.00	\$ 854.00	\$ 17.00	2%	Non-statutory
7 Night Special Seaview Cottage Off Peak Stay 7 pay 6	Each	Taxable	\$ 1,385.00	\$ 1,412.70	\$ 27.70	2%	Non-statutory
7 Night Special Standard Cabins Off Peak Stay 7 pay 6	Each	Taxable	\$ 555.00	\$ 566.10	\$ 11.10	2%	Non-statutory
7 Night Special Unpowered Off Peak Stay 7 pay 6	Each	Taxable	\$ 186.00	\$ 189.70	\$ 3.70	2%	Non-statutory

Extra Adult (Off Peak)	Each	Taxable	\$ 10.00	\$ 10.20	\$ 0.20	2%	Non-statutory
Extra Adult Peak	Each	Taxable	\$ 10.00	\$ 10.65	\$ 0.65	7%	Non-statutory
Extra Child (Off Peak)	Each	Taxable	\$ 5.00	\$ 5.10	\$ 0.10	2%	Non-statutory
Extra Child Peak	Each	Taxable	\$ 5.00	\$ 5.30	\$ 0.30	6%	Non-statutory
Powered Sites - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 34.00	\$ 34.10	\$ 0.10	0%	Non-statutory
Powered Sites (Off Peak)	Each	Taxable	\$ 40.00	\$ 41.00	\$ 1.00	3%	Non-statutory
Powered sites (Peak)	Each	Taxable	\$ 49.00	\$ 50.00	\$ 1.00	2%	Non-statutory
Premium Powered Site (Beach front / larger sites) Off peak	Each	Taxable	\$ 46.00	\$ 45.00	\$ (1.00)	-2%	Non-statutory
Premium Powered Site (beach front / larger sites) Peak	Each	Taxable	\$ 58.00	\$ 59.60	\$ 1.60	3%	Non-statutory
Seaview Cottage (Off Peak)	Each	Taxable	\$ 232.00	\$ 240.00	\$ 8.00	3%	Non-statutory
Seaview Cottage (Peak)	Each	Taxable	\$ 288.00	\$ 298.00	\$ 10.00	3%	Non-statutory
Unpowered Site - (Bonus Night / Negotiable Rate)	Each	Taxable	\$ 29.00	\$ 28.80	\$ (0.20)	-1%	Non-statutory
Unpowered Site (Off Peak)	Each	Taxable	\$ 32.00	\$ 32.00	\$ -	0%	Non-statutory
Unpowered Sites (Peak)	Each	Taxable	\$ 39.00	\$ 40.00	\$ 1.00	3%	Non-statutory
Weekly Couples cabin hardship rental	Each	Taxable	\$ 475.00	\$ 484.50	\$ 9.50	2%	Non-statutory
Weekly Powered site Hardship rental	Each	Taxable	\$ 196.00	\$ 200.00	\$ 4.00	2%	Non-statutory
Weekly Seaview cabins Hardship rental	Each	Taxable	\$ 489.00	\$ 499.00	\$ 10.00	2%	Non-statutory
Weekly Seaview Cottage Hardship rental	Each	Taxable	\$ 808.00	\$ 824.50	\$ 16.50	2%	Non-statutory
Weekly Standard cabin hardship rental	Each	Taxable	\$ 324.00	\$ 330.50	\$ 6.50	2%	Non-statutory
Weekly Unpowered Hardship rental	Each	Taxable	\$ 155.00	\$ 158.10	\$ 3.10	2%	Non-statutory
Administration Fee	Each	Non-Taxable	\$ 21.00	\$ 21.00	\$ -	0%	Non-statutory
Boom Gate Pass / Security Deposit (Refundable)	Each	Taxable	\$ 21.00	\$ 21.45	\$ 0.45	2%	Non-statutory
Cleaning Charge	Each	Taxable	\$ 31.00	\$ 31.65	\$ 0.65	2%	Non-statutory
Laundry / Linen Hire	Each	Taxable	\$ 15.00	\$ 15.00	\$ -	0%	Non-statutory
Laundry / Linen Hire Extra	Each	Taxable	\$ 5.00	\$ 5.10	\$ 0.10	2%	Non-statutory
Laundry Usage / Washing Machines	Each	Taxable	\$ 3.00	\$ 3.00	\$ -	0%	Non-statutory
Annual Site Holders	Each	Taxable	\$ 4,305.00	\$ 4,401.85	\$ 96.85	2%	Non-statutory
Annual Site Holders Large site / Premium	Each	Taxable	\$ 5,146.00	\$ 5,249.00	\$ 103.00	2%	Non-statutory
Seasonal Site Holders 3 months	Each	Taxable	\$ 1,948.00	\$ 2,202.20	\$ 254.20	13%	Non-statutory
Seasonal Site Holders 6 Month	Each	Taxable	\$ 2,788.00	\$ 2,850.80	\$ 62.80	2%	Non-statutory

Finance, Risk and Procurement - Property and Revenue

Land Information Certificates	Per Request	Non-Taxable	\$ 26.42	\$ 27.01	\$ 0.59	2%	Statutory
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Finance, Risk and Procurement - Risk and Insurances

Applicant B&W Photocopying (Amount per A1 page)	Per Page	Non-Taxable	\$ 10.75	\$ 10.75	\$ -	0%	Statutory
Applicant B&W Photocopying (Amount per A3 page)	Per Page	Non-Taxable	\$ 2.00	\$ 2.00	\$ -	0%	Statutory
Applicant B&W Photocopying (Amount per A4 page)	Per Page	Non-Taxable	\$ 0.21	\$ 0.22	\$ 0.01	5%	Statutory
FOI Application Fee	Per Application	Non-Taxable	\$ 29.60	\$ 30.00	\$ 0.40	1%	Statutory
FOI Council Search Fee	Per Hour	Non-Taxable	\$ 22.20	\$ 22.65	\$ 0.45	2%	Statutory
FOI Supervision Search Fee (per 15 minutes)	Per 1/4 hr	Non-Taxable	\$ 5.60	\$ 5.70	\$ 0.10	2%	Statutory

Infrastructure Delivery - Design Services

Plan Checking (Up to 0.75% per job)	Each	Non-Taxable	0.75% per job	0.75% per job	\$ 358.60	2%	Statutory
Road Reserve Activity Permit (Road RAP)	Each	Non-Taxable	\$ 91.00	\$ 93.05	\$ 2.05	2%	Non-statutory
Supervision Fees (Up to 2.50% per job)	Each	Non-Taxable	Up to 2.50% per job	Up to 2.50% per job	\$ 749.10	2%	Statutory

Infrastructure Delivery - Facility Management and Cleaning

Commercial - Korumburra Office Meeting Room 1/2 day	Per Half Day	Taxable	\$ 100.00	\$ 105.00	\$ 5.00	5%	Non-statutory
Commercial - Korumburra Office Meeting Room full day	Per Day	Taxable	\$ 190.00	\$ 195.00	\$ 5.00	3%	Non-statutory
Private Functions - Korumburra Office Meeting Room 1/2 d	Per Half Day	Taxable	\$ 80.00	\$ 82.00	\$ 2.00	3%	Non-statutory
Private Functions - Korumburra Office Meeting Room full d	Per Day	Taxable	\$ 155.00	\$ 160.00	\$ 5.00	3%	Non-statutory
Rebated Organisations (users) - Hall Bond where liquor is r	Per Booking	Taxable	\$ -	\$ 190.00	\$ 190.00	100%	Non-statutory
Rebated Organisations (users) - Hall Bond where liquor is s	Per Booking	Taxable	\$ -	\$ 735.00	\$ 735.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Balcc	Per Hour	Taxable	\$ -	\$ 15.00	\$ 15.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall C	Per Hour	Taxable	\$ -	\$ 26.00	\$ 26.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall C	Per Hour	Taxable	\$ -	\$ 10.00	\$ 10.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall I	Per Hour	Taxable	\$ -	\$ 75.00	\$ 75.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall I	Per Hour	Taxable	\$ -	\$ 15.00	\$ 15.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall I	Per Hour	Taxable	\$ -	\$ 23.00	\$ 23.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall I	Per Hour	Taxable	\$ -	\$ 15.00	\$ 15.00	100%	Non-statutory

Rebated Organisations (users) - Leongatha Memorial Hall F Per Booking	Taxable	\$	-	\$	50.00	\$	50.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall s Per Hour	Taxable	\$	-	\$	50.00	\$	50.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall v Per Hour	Taxable	\$	-	\$	100.00	\$	100.00	100%	Non-statutory
Rebated Organisations (users) - Leongatha Memorial Hall v Per Booking	Taxable	\$	-	\$	1,600.00	\$	1,600.00	100%	Non-statutory
Rebated Organisations (users) - Sale of Alcohol during eve Per Booking	Taxable	\$	-	\$	200.00	\$	200.00	100%	Non-statutory
Trade, Commercial & Individual Users - Hall Bond where lic Per Booking	Taxable	\$	-	\$	225.00	\$	225.00	100%	Non-statutory
Trade, Commercial & Individual Users - Hall Bond where lic Per Booking	Taxable	\$	-	\$	920.00	\$	920.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	25.00	\$	25.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	35.00	\$	35.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	15.00	\$	15.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	95.00	\$	95.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	23.00	\$	23.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	28.00	\$	28.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	25.00	\$	25.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Booking	Taxable	\$	-	\$	65.00	\$	65.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	70.00	\$	70.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Hour	Taxable	\$	-	\$	130.00	\$	130.00	100%	Non-statutory
Trade, Commercial & Individual Users - Leongatha Memori: Per Booking	Taxable	\$	-	\$	3,255.00	\$	3,255.00	100%	Non-statutory
Trade, Commercial & Individual Users - Sale of Alcohol dur Per Booking	Taxable	\$	-	\$	400.00	\$	400.00	100%	Non-statutory

Infrastructure Planning - Assets

Unused Road Opening Application Fee	Per Application	Taxable	\$	707.85	\$	723.80	\$	15.95	2%	Non-statutory
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Infrastructure Planning - Hard Waste Collection

Hard Waste Collection - Pensioner	Each	Taxable	\$	35.00	\$	36.00	\$	1.00	3%	Non-statutory
Hard Waste Collection - Regular	Each	Taxable	\$	100.00	\$	102.00	\$	2.00	2%	Non-statutory

Infrastructure Planning - Landfills Operations

Asbestos	Per Tonne	Taxable	\$	180.00	\$	194.00	\$	14.00	8%	Non-statutory
Commercial Waste by weight	Per Tonne	Taxable	\$	190.00	\$	194.00	\$	4.00	2%	Non-statutory
Concrete	Per Tonne	Taxable	\$	84.00	\$	86.00	\$	2.00	2%	Non-statutory
Disposal of Clean Fill	Per Tonne	Taxable	\$	180.00	\$	194.00	\$	14.00	8%	Non-statutory
Prescribed Waste	Per Tonne	Taxable	\$	240.00	\$	245.00	\$	5.00	2%	Non-statutory
Transfer Station Waste to Landfill	Per Tonne	Taxable	\$	161.00	\$	165.00	\$	4.00	2%	Non-statutory

Infrastructure Planning - Swimming Pools - Operational

Outdoor Swimming Pool - Adult Entry	Per Entry	Taxable	\$	5.60	\$	5.60	\$	-	0%	Non-statutory
Outdoor Swimming Pool - Child Entry	Per Entry	Taxable	\$	4.50	\$	4.60	\$	0.10	2%	Non-statutory
Outdoor Swimming Pool - Daily Family Entry	Per Entry	Taxable	\$	17.00	\$	18.00	\$	1.00	6%	Non-statutory
Outdoor Swimming Pool - Family Season Ticket	Per Applicant	Taxable	\$	160.00	\$	164.00	\$	4.00	3%	Non-statutory
Outdoor Swimming Pool - School Single Entry	Per Entry	Taxable	\$	4.00	\$	4.20	\$	0.20	5%	Non-statutory
Outdoor Swimming Pool - Season Ticket Child	Per Entry	Taxable	\$	67.00	\$	69.00	\$	2.00	3%	Non-statutory
Outdoor Swimming Pool - Single Season Ticket	Per Applicant	Taxable	\$	82.00	\$	84.00	\$	2.00	2%	Non-statutory
Outdoor Swimming Pool - Spectator	Per Entry	Taxable	\$	1.00	\$	1.00	\$	-	0%	Non-statutory
SPLASH - Aquatic Education Aquasafe Membership Fortni	Per Applicant	Taxable	\$	24.30	\$	25.50	\$	1.20	5%	Non-statutory
SPLASH - Aquatic Adventure Day - Per participant	Per Applicant	Taxable	\$	9.00	\$	9.20	\$	0.20	2%	Non-statutory
SPLASH - Aquatic Education Aquasafe Membership Fortni	Per Applicant	Taxable	\$	30.40	\$	31.90	\$	1.50	5%	Non-statutory
SPLASH - Aquatic Education Aquasafe Plus Membership F	Per Applicant	Taxable	\$	33.70	\$	35.40	\$	1.70	5%	Non-statutory
SPLASH - Aquatic Education Aquasafe Plus Membership F	Per Applicant	Taxable	\$	27.00	\$	28.40	\$	1.40	5%	Non-statutory
SPLASH - Aquatic Membership Concession Fee	Each	Taxable	\$	22.90	\$	23.40	\$	0.50	2%	Non-statutory
SPLASH - Aquatic Membership Fortnightly Fee	Each	Taxable	\$	28.40	\$	29.00	\$	0.60	2%	Non-statutory
SPLASH - Aquatics (Casual) Adult Rec Swim	Per Entry	Taxable	\$	6.60	\$	6.70	\$	0.10	2%	Non-statutory
SPLASH - Aquatics (Casual) Child Rec Swim	Per Entry	Taxable	\$	5.30	\$	5.40	\$	0.10	2%	Non-statutory
SPLASH - Aquatics (Casual) Concession Rec Swim	Per Entry	Taxable	\$	5.40	\$	5.40	\$	-	0%	Non-statutory
SPLASH - Aquatics (Casual) Family Rec Swim	Per Entry	Taxable	\$	18.50	\$	18.90	\$	0.40	2%	Non-statutory
SPLASH - Aquatics (Casual) Spectator	Per Entry	Taxable	\$	2.00	\$	2.00	\$	-	0%	Non-statutory
SPLASH - Children's Programs Facility Rental - Casual La	Per Applicant	Taxable	\$	33.00	\$	33.70	\$	0.70	2%	Non-statutory
SPLASH - Full Centre Membership Concession Family Fort	Each	Taxable	\$	24.20	\$	24.70	\$	0.50	2%	Non-statutory
SPLASH - Full Centre Membership Concession Fee	Each	Taxable	\$	32.70	\$	33.40	\$	0.70	2%	Non-statutory
SPLASH - Full Centre Membership Family Fortnightly Fee	Each	Taxable	\$	32.70	\$	33.40	\$	0.70	2%	Non-statutory
SPLASH - Full Centre Membership Fortnightly Fee	Each	Taxable	\$	41.00	\$	4.18	\$	(36.82)	-90%	Non-statutory
SPLASH - Group Fitness Aqua Aerobics	Per Applicant	Taxable	\$	13.00	\$	13.30	\$	0.30	2%	Non-statutory
SPLASH - Group Fitness Aqua Aerobics (Concession)	Per Applicant	Taxable	\$	10.40	\$	10.60	\$	0.20	2%	Non-statutory
SPLASH - Memberships Aquasafe School Holiday Program	Per Applicant	Taxable	\$	67.00	\$	68.30	\$	1.30	2%	Non-statutory

SPLASH - Memberships Aquatic Membership Monthly Fee	Per Applicant	Taxable	\$ 58.40	\$ 59.60	\$ 1.20	2%	Non-statutory
SPLASH - Memberships Aquatic Membership Monthly Fee	Per Applicant	Taxable	\$ 51.00	\$ 52.00	\$ 1.00	2%	Non-statutory
SPLASH - Memberships Pryme Movers Membership Monthl	Per Applicant	Taxable	\$ 43.70	\$ 44.60	\$ 0.90	2%	Non-statutory
SPLASH - Older Adults Programs Aqua Movers	Per Applicant	Taxable	\$ 7.90	\$ 8.10	\$ 0.20	3%	Non-statutory
SPLASH - Older Adults Programs Disability Access Progra	Per Applicant	Taxable	\$ 7.90	\$ 8.10	\$ 0.20	3%	Non-statutory
SPLASH - Older Adults Programs Strength Training Sessio	Per Applicant	Taxable	\$ 7.90	\$ 8.10	\$ 0.20	3%	Non-statutory
SPLASH - Schools - Aquatic Carnival Hire	Per Day	Taxable	\$ 770.00	\$ 800.00	\$ 30.00	4%	Non-statutory
SPLASH - Schools - Aquatic Full Pool Hire (Sole Use)	Per Hour	Taxable	\$ 115.00	\$ 120.00	\$ 5.00	4%	Non-statutory
SPLASH - Schools - Aquatic Education (School Instructor)	Per Applicant	Taxable	\$ 4.40	\$ 4.50	\$ 0.10	2%	Non-statutory
SPLASH - Schools - Aquatic Education (YMCA Teacher)	Per Applicant	Taxable	\$ 7.90	\$ 8.10	\$ 0.20	3%	Non-statutory
SPLASH - Stadium Basketball Clinic	Per Entry	Taxable	\$ 15.00	\$ 15.50	\$ 0.50	3%	Non-statutory
SPLASH - Stadium Basketball Rental (single court)	Per Hour	Taxable	\$ 43.00	\$ 44.00	\$ 1.00	2%	Non-statutory
SPLASH - Stadium Birthday Parties	Per Applicant	Taxable	\$ 19.00	\$ 19.50	\$ 0.50	3%	Non-statutory
SPLASH - Stadium Entry fee - all persons	Per Entry	Taxable	\$ 2.00	\$ 2.00	\$ -	0%	Non-statutory
SPLASH - Stadium Indoor Soccer Team Registration (Seni	Per Entry	Taxable	\$ 65.00	\$ 67.00	\$ 2.00	3%	Non-statutory
SPLASH - Stadium Indoor Soccer Team sheet (Senior)	Per Entry	Taxable	\$ 45.00	\$ 46.00	\$ 1.00	2%	Non-statutory
SPLASH - Stadium Netball Team Registration Fee (Senior)	Per Entry	Taxable	\$ 65.00	\$ 67.00	\$ 2.00	3%	Non-statutory
SPLASH - Stadium Netball Team sheet Fee (Senior)	Per Entry	Taxable	\$ 45.00	\$ 46.00	\$ 1.00	2%	Non-statutory
SPLASH - Stadium Netta / Fun Net Clinic	Per Entry	Taxable	\$ 15.00	\$ 15.50	\$ 0.50	3%	Non-statutory
SPLASH - Stadium Schools Rental (single court)	Per Hour	Taxable	\$ 43.00	\$ 44.00	\$ 1.00	2%	Non-statutory
SPLASH - Stadium Soccer Clinic	Per Entry	Taxable	\$ 15.00	\$ 15.50	\$ 0.50	3%	Non-statutory
Toora - Outdoor Swimming Pool - Adult Entry	Per Entry	Taxable	\$ 6.50	\$ 6.60	\$ 0.10	2%	Non-statutory
Toora - Outdoor Swimming Pool - Child Entry	Per Entry	Taxable	\$ 5.30	\$ 5.40	\$ 0.10	2%	Non-statutory
Toora - Outdoor Swimming Pool - Family Season Ticket	Per Applicant	Taxable	\$ 325.00	\$ 330.00	\$ 5.00	2%	Non-statutory
Toora - Outdoor Swimming Pool - School Single Entry	Per Entry	Taxable	\$ 3.70	\$ 4.00	\$ 0.30	8%	Non-statutory
Toora - Outdoor Swimming Pool - Single Season Ticket Ad	Per Applicant	Taxable	\$ 172.00	\$ 180.00	\$ 8.00	5%	Non-statutory
Toora - Outdoor Swimming Pool - Single Season Ticket Chi	Per Applicant	Taxable	\$ 125.00	\$ 130.00	\$ 5.00	4%	Non-statutory
Toora - Outdoor Swimming Pool - Spectator	Per Entry	Taxable	\$ 1.00	\$ 1.00	\$ -	0%	Non-statutory
Toora - Outdoor Swimming Pool - Weekly Family Ticket	Per Application	Taxable	\$ 78.00	\$ 80.00	\$ 2.00	3%	Non-statutory
Infrastructure Planning - Transfer Stations							
Car Bodies (Tyres and Gas Bottles removed and drained o	Per Car	Taxable	\$ -	\$ -	\$ -	0%	Non-statutory
Car Tyres	Size	Taxable	\$ 10.00	\$ 10.00	\$ -	0%	Non-statutory
Concrete Bricks Fill up to one m3	Per Cubic metre	Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2%	Non-statutory
E-Waste - Bag up to 120L capacity (excluding e-waste item	Each	Taxable	\$ -	\$ 5.50	\$ 5.50	0%	Non-statutory
E-Waste - Laptops, Computers, Printers, DVD & VCR Play	Each	Taxable	\$ 7.50	\$ 7.50	\$ -	0%	Non-statutory
E-Waste - Large CRT TV (Larger than 40cm)	Each	Taxable	\$ 21.00	\$ 21.50	\$ 0.50	2%	Non-statutory
E-Waste - Large Fluro Tube (longer than 4 foot)	Each	Taxable	\$ -	\$ 1.00	\$ 1.00	0%	Non-statutory
E-Waste - Large Plasma/LCD TV (Larger than 100cm)	Each	Taxable	\$ 14.50	\$ 15.00	\$ 0.50	3%	Non-statutory
E-Waste - Light globe or small fluro tube (less than 4 foot)	Each	Taxable	\$ -	\$ 0.50	\$ 0.50	0%	Non-statutory
E-Waste - Small CRT TV/Computer Monitor (Smaller than 4	Each	Taxable	\$ 14.50	\$ 15.00	\$ 0.50	3%	Non-statutory
E-Waste - Small Plasma/LCD TV (Smaller than 100cm)	Each	Taxable	\$ 6.50	\$ 7.00	\$ 0.50	8%	Non-statutory
E-Waste - Solar panel (less than 1m in length)	Each	Taxable	\$ -	\$ 7.00	\$ 7.00	0%	Non-statutory
E-Waste - Solar panel (over 1m in length)	Each	Taxable	\$ -	\$ 15.00	\$ 15.00	0%	Non-statutory
Extra Charge for Tyre on Rim	Size	Taxable	\$ 12.50	\$ 13.00	\$ 0.50	4%	Non-statutory
Gas Bottles - 10 to 20kg	Each	Taxable	\$ 15.00	\$ 15.50	\$ 0.50	3%	Non-statutory
Gas Bottles - Larger than 20kg	Each	Taxable	\$ 27.00	\$ 27.50	\$ 0.50	2%	Non-statutory
Gas Bottles - up to 10kg	Each	Taxable	\$ 7.00	\$ 7.50	\$ 0.50	7%	Non-statutory
General Waste - 120 L Bin	Per Bin	Taxable	\$ 6.00	\$ 6.50	\$ 0.50	8%	Non-statutory
General Waste - 240L Bin	Per Bin	Taxable	\$ 12.00	\$ 13.00	\$ 1.00	8%	Non-statutory
General Waste - Car Boot	Per Car Boot	Taxable	\$ 23.00	\$ 23.50	\$ 0.50	2%	Non-statutory
General Waste - Garbage Bag up to 120L	Per Bag	Taxable	\$ 5.00	\$ 5.50	\$ 0.50	10%	Non-statutory
General Waste - Large tandem trailer over 8 X 5 (Heaped L	Each	Taxable	\$ 205.00	\$ 209.00	\$ 4.00	2%	Non-statutory
General Waste - Large tandem trailer over 8 X 5 (Level Lo	Each	Taxable	\$ 102.00	\$ 104.00	\$ 2.00	2%	Non-statutory
General Waste - Large tandem trailer over 8 X 5 (With a C	Each	Taxable	\$ 307.00	\$ 313.00	\$ 6.00	2%	Non-statutory
General Waste - Other Domestic	Per Cubic metre	Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2%	Non-statutory
General Waste - Single axle trailer over 6 x 4 (Heaped Loa	Each	Taxable	\$ 119.50	\$ 122.00	\$ 2.50	2%	Non-statutory
General Waste - Single axle trailer over 6 x 4 (Level Load)	Each	Taxable	\$ 59.50	\$ 60.50	\$ 1.00	2%	Non-statutory
General Waste - Single axle trailer over 6 x 4 (With a Cage	Each	Taxable	\$ 180.00	\$ 184.00	\$ 4.00	2%	Non-statutory
General Waste - Small tandem trailer up to 8 X 5 (Heaped l	Each	Taxable	\$ 137.50	\$ 140.00	\$ 2.50	2%	Non-statutory
General Waste - Small tandem trailer up to 8 X 5 (Level Lo	Each	Taxable	\$ 68.50	\$ 70.00	\$ 1.50	2%	Non-statutory
General Waste - Small tandem trailer up to 8 X 5 (With a C	Each	Taxable	\$ 205.00	\$ 209.00	\$ 4.00	2%	Non-statutory
General Waste - Standard single axle trailer up to 6 x 4 (He	Each	Taxable	\$ 81.50	\$ 83.00	\$ 1.50	2%	Non-statutory
General Waste - Standard single axle trailer up to 6 x 4 (Le	Each	Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2%	Non-statutory
General Waste - Standard single axle trailer up to 6 x 4 (Wi	Each	Taxable	\$ 124.00	\$ 126.50	\$ 2.50	2%	Non-statutory
General Waste - Ute - up to one cubic meter	Per Ute	Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2%	Non-statutory

Green Waste - 120L Bin	Each	Taxable	\$ 2.50	\$ 3.00	\$ 0.50	20%	Non-statutory
Green Waste - 240L Bin	Each	Taxable	\$ 5.00	\$ 6.00	\$ 1.00	20%	Non-statutory
Green Waste - 6 x 4 Trailer With Cage	Each	Taxable	\$ 44.00	\$ 45.00	\$ 1.00	2%	Non-statutory
Green Waste - Amnesty Period (No Fees Charged) 1st Nov	Each	Taxable	\$ -	\$ -	\$ -	0%	Non-statutory
Green Waste - Car Boot / Station Wagon	Each	Taxable	\$ 6.50	\$ 7.00	\$ 0.50	8%	Non-statutory
Green Waste - Large Single Axle Trailer (Heaped Load)	Each	Taxable	\$ 29.50	\$ 30.00	\$ 0.50	2%	Non-statutory
Green Waste - Large Single Axle Trailer (Level Load)	Each	Taxable	\$ 16.00	\$ 16.50	\$ 0.50	3%	Non-statutory
Green Waste - Large Single Axle Trailer With Cage	Each	Taxable	\$ 60.00	\$ 61.00	\$ 1.00	2%	Non-statutory
Green Waste - Standard 6 x 4 Trailer (Heaped Load)	Each	Taxable	\$ 22.00	\$ 22.50	\$ 0.50	2%	Non-statutory
Green Waste - Standard 6 x 4 Trailer (Level Load)	Each	Taxable	\$ 12.50	\$ 13.00	\$ 0.50	4%	Non-statutory
Green Waste - Tandem Trailer (Heaped Load)	Each	Taxable	\$ 44.00	\$ 45.00	\$ 1.00	2%	Non-statutory
Green Waste - Tandem Trailer (Level Load)	Each	Taxable	\$ 24.00	\$ 24.50	\$ 0.50	2%	Non-statutory
Green Waste - Tandem Trailer With Cage	Each	Taxable	\$ 89.00	\$ 91.00	\$ 2.00	2%	Non-statutory
Green Waste - Ute (Heaped Load)	Each	Taxable	\$ 22.00	\$ 22.50	\$ 0.50	2%	Non-statutory
Green Waste - Ute (Level Load)	Each	Taxable	\$ 12.50	\$ 13.00	\$ 0.50	4%	Non-statutory
Large Truck Tyre	Size	Taxable	\$ 45.00	\$ 46.00	\$ 1.00	2%	Non-statutory
Mattress - Double Bed	Each	Taxable	\$ 22.00	\$ 22.50	\$ 0.50	2%	Non-statutory
Mattress - Single Bed	Each	Taxable	\$ 16.00	\$ 16.50	\$ 0.50	3%	Non-statutory
Silage Plastic – Clean, in bulk bags (designated collection p	Per Bag	Taxable	\$ 11.50	\$ 12.00	\$ 0.50	4%	Non-statutory
Silage Wrap bundled	Per Cubic metre	Taxable	\$ 46.00	\$ 47.00	\$ 1.00	2%	Non-statutory
Small Truck / Four Wheel Drive Tyres	Size	Taxable	\$ 22.00	\$ 22.50	\$ 0.50	2%	Non-statutory
Tractor Tyre	Size	Taxable	\$ 112.00	\$ 115.00	\$ 3.00	3%	Non-statutory

With the recent State Government announcement to increase landfill levy charges, the increased cost to Council will be passed on to users (in part) of the service by way of increased landfill tipping fees. At the time of preparing the budget, the actual increased costs was not known. In the final budget for adoption in June when the full impact of costs will be known, the waste fees listed above will increase to cover those costs.

Operations - Boat Ramps

Port Welshpool boat ramp - Annual Car Park Fee	Each	Taxable	\$ 53.00	\$ -	\$ (53.00)	-100%	Non-statutory
Port Welshpool boat ramp - Daily Car Park	Each	Taxable	\$ 10.20	\$ -	\$ (10.20)	-100%	Non-statutory

Operations - Parks and Gardens

Mossvale Park Event - Commercial - Electricity	Each	Non-Taxable	\$ 100.00	\$ 100.00	\$ -	0%	Non-statutory
Mossvale Park Event - Commercial - Parking Area Behind	Each	Non-Taxable	\$ 200.00	\$ 200.00	\$ -	0%	Non-statutory
Mossvale Park Event - Commercial - Sound Shell (fit out of	Each	Non-Taxable	\$ 400.00	\$ 400.00	\$ -	0%	Non-statutory
Mossvale Park Event - Commercial (market / event that ma	Each	Non-Taxable	\$ 500.00	\$ 500.00	\$ -	0%	Non-statutory
Mossvale Park Event - Non Commercial - Electricity	Each	Non-Taxable	\$ 50.00	\$ 50.00	\$ -	0%	Non-statutory
Mossvale Park Event - Non Commercial - Sound Shell (fit o	Each	Non-Taxable	\$ 200.00	\$ 200.00	\$ -	0%	Non-statutory
Mossvale Park Event - Non Commercial (free community e	Each	Non-Taxable	\$ -	\$ -	\$ -	0%	Non-statutory
Mossvale Park Event - Non Commercial Commercial - Park	Each	Non-Taxable	\$ 100.00	\$ 100.00	\$ -	0%	Non-statutory

Planning - Statutory Planning

All Other Development Class 11 - Up to \$100,000	Per Permit	Non-Taxable	\$ 1,119.90	\$ 1,119.90	\$ -	0%	Statutory
All Other Development Class 12 - \$100,001 to \$1M	Per Permit	Non-Taxable	\$ 1,510.00	\$ 1,510.00	\$ -	0%	Statutory
All Other Development Class 13 - \$1M to \$5M	Per Permit	Non-Taxable	\$ 3,330.70	\$ 3,330.70	\$ -	0%	Statutory
All Other Development Class 14 - \$5M to \$15M	Per Permit	Non-Taxable	\$ 8,489.40	\$ 8,489.40	\$ -	0%	Statutory
All Other Development Class 15 - \$15M to \$50M	Per Permit	Non-Taxable	\$ 25,034.60	\$ 25,034.60	\$ -	0%	Statutory
All Other Development Class 16 - More than \$50M	Per Permit	Non-Taxable	\$ 56,268.30	\$ 56,268.30	\$ -	0%	Statutory
Application to Amend or end a Section 173 agreement unde	Per Application	Non-Taxable	\$ 643.00	\$ 643.00	\$ -	0%	Statutory
Applications or Requests to respond to written Planning Ent	Each	Taxable	\$ 92.00	\$ 94.07	\$ 2.07	2%	Non-statutory
Certificate of Compliance	Per Application	Non-Taxable	\$ 317.90	\$ 317.90	\$ -	0%	Statutory
Class 1 - Change or allow a new use of the land	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Notification of an application (cost of each additional letter v	Each	Non-Taxable	\$ 6.00	\$ 6.15	\$ 0.15	3%	Non-statutory
Notification of an application (less than 10 letters - does not	Each	Non-Taxable	\$ 128.00	\$ 130.90	\$ 2.90	2%	Non-statutory
Notification of an application (per newspaper notice - some	Each	Non-Taxable	\$ 308.00	\$ 314.90	\$ 6.90	2%	Non-statutory
Notification of an application (sign on site)	Each	Non-Taxable	\$ 256.00	\$ 261.80	\$ 5.80	2%	Non-statutory
Re-checking plans if plans for endorsement are not submitte	Each	Non-Taxable	\$ 103.00	\$ 105.40	\$ 2.40	2%	Non-statutory
Reg. 6 - Certification of a plan of subdivision	Per Application	Non-Taxable	\$ 170.50	\$ 170.50	\$ -	0%	Statutory
Reg. 7 - Alteration of plan	Per Application	Non-Taxable	\$ 108.40	\$ 108.40	\$ -	0%	Statutory
Reg. 8 - Amendment of certified plan	Per Application	Non-Taxable	\$ 137.30	\$ 137.30	\$ -	0%	Statutory
Request for copies of Planning Permit and Approved Plans	Each	Taxable	\$ 144.00	\$ 147.29	\$ 3.29	2%	Non-statutory
Request for copies of Planning Permit Applications on Adv	Each	Taxable	\$ 1.00	\$ 1.02	\$ 0.02	2%	Non-statutory
Request for copies of Planning Permit or Approved Plans	Each	Taxable	\$ 82.00	\$ 83.82	\$ 1.82	2%	Non-statutory
Request for extension of time (first request)	Each	Taxable	\$ 282.00	\$ 288.33	\$ 6.33	2%	Non-statutory
Request for extension of time (second or subsequent requ	Each	Taxable	\$ 512.00	\$ 523.55	\$ 11.55	2%	Non-statutory

Satisfaction matters	Per Application	Non-Taxable	\$ 317.90	\$ 317.90	\$ -	0%	Statutory
Secondary Consent (anything other than single dwelling or i	Each	Taxable	\$ 645.00	\$ 659.56	\$ 14.56	2%	Non-statutory
Secondary Consent (anything other than single dwelling or i	Each	Taxable	\$ 1,705.00	\$ 1,743.50	\$ 38.50	2%	Non-statutory
Secondary Consent (anything other than single dwelling or i	Each	Taxable	\$ 765.00	\$ 862.84	\$ 97.84	13%	Non-statutory
Secondary Consent (single dwelling or ancillary to single dw	Each	Taxable	\$ 102.00	\$ 104.31	\$ 2.31	2%	Non-statutory
Secondary Consent (single dwelling or ancillary to single dw	Each	Taxable	\$ 316.00	\$ 323.13	\$ 7.13	2%	Non-statutory
Secondary Consent (single dwelling or ancillary to single dw	Each	Taxable	\$ 645.00	\$ 659.56	\$ 14.56	2%	Non-statutory
Secondary Consent (subdivision)	Each	Taxable	\$ 660.00	\$ 674.96	\$ 14.96	2%	Non-statutory
Single Dwelling Class 2 - Up to \$10,000	Per Permit	Non-Taxable	\$ 195.10	\$ 195.10	\$ -	0%	Statutory
Single Dwelling Class 3 - \$10,001 to \$100,000	Per Permit	Non-Taxable	\$ 614.10	\$ 614.10	\$ -	0%	Statutory
Single Dwelling Class 4 - \$100,001 to \$500,000	Per Permit	Non-Taxable	\$ 1,257.20	\$ 1,257.20	\$ -	0%	Statutory
Single Dwelling Class 5 - \$500,001 to \$1M	Per Permit	Non-Taxable	\$ 1,358.30	\$ 1,358.30	\$ -	0%	Statutory
Single Dwelling Class 6 - \$1M to \$2M	Per Permit	Non-Taxable	\$ 1,459.50	\$ 1,459.50	\$ -	0%	Statutory
Subdivision Class 17 - Subdivide an existing building	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Subdivision Class 18 - Subdivide land into 2 lots	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Subdivision Class 19 - Realignment of a common boundary	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Subdivision Class 20 - To subdivide land (per 100 lots creat	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Subdivision Class 21 - To create, vary or remove a restricti	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Subdivision Class 22 - A permit not otherwise provided for i	Per Permit	Non-Taxable	\$ 1,286.10	\$ 1,286.10	\$ -	0%	Statutory
Title Search Statement Only - Does not include Copies of P	Each	Taxable	\$ -	\$ 18.70	\$ 18.70	0%	Non-statutory
Title Searches	Each	Taxable	\$ 40.00	\$ 40.89	\$ 0.89	2%	Non-statutory
Title Searches - Copy of Plans	Each	Taxable	\$ -	\$ 13.50	\$ 13.50	0%	Non-statutory
Title Searches (cost of each covenant or Section 173 Agree	Each	Taxable	\$ 16.00	\$ 11.20	\$ (4.80)	-30%	Non-statutory
To register a new Section 173 Agreement with titles office c	Each	Taxable	\$ 660.00	\$ 674.85	\$ 14.85	2%	Non-statutory
VicSmart Class 10 - Application other than Class 7, 8 or 9	Per Permit	Non-Taxable	\$ 195.10	\$ 195.10	\$ -	0%	Statutory
VicSmart Class 7 - Up to \$10,000	Per Permit	Non-Taxable	\$ 195.10	\$ 195.10	\$ -	0%	Statutory
VicSmart Class 8 - More than \$10,001	Per Permit	Non-Taxable	\$ 419.10	\$ 419.10	\$ -	0%	Statutory
VicSmart Class 9 - Application to subdivide or consolidate li	Per Permit	Non-Taxable	\$ 195.10	\$ 195.10	\$ -	0%	Statutory

Planning - Strategic Planning

Development Plans and subsequent amendments to develk	Each	Taxable	\$ 529.90	\$ 607.75	\$ 77.85	15%	Non-statutory
Notification of a Development Plan 0-10 letters	Each	Taxable	\$ 102.50	\$ 115.50	\$ 13.00	13%	Non-statutory
Notification of a Development Plan 10+ letters	Each	Taxable	\$ 205.00	\$ 235.40	\$ 30.40	15%	Non-statutory
Notification of Development Plan – sign on site	Each	Taxable	\$ 256.30	\$ 288.20	\$ 31.90	12%	Non-statutory
Planning Scheme Amendment - Stage 1 - Considering a rer	Each	Non-Taxable	\$ 2,976.70	\$ 3,050.85	\$ 74.15	2%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	Non-Taxable	\$ 14,753.40	\$ 15,121.00	\$ 367.60	2%	Statutory
Planning Scheme Amendment – Stage 3 – Adopting the arr	Each	Non-Taxable	\$ 469.60	\$ 481.30	\$ 11.70	2%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	Non-Taxable	\$ 39,405.10	\$ 40,386.90	\$ 981.80	2%	Statutory
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	Non-Taxable	\$ 29,478.00	\$ 30,212.40	\$ 734.40	2%	Statutory

Regulatory Services - Environmental Health

Assessment of Land Capability Assessment	Per Request	Taxable	\$ 111.00	\$ 113.00	\$ 2.00	2%	Non-statutory
Class 1 (Non Standard FSP) Food Act Premises	Per Permit	Non-Taxable	\$ 743.00	\$ 759.00	\$ 16.00	2%	Non-statutory
Class 1 (Standard FSP) Food Act Premises	Per Permit	Non-Taxable	\$ 1,030.00	\$ 1,050.00	\$ 20.00	2%	Non-statutory
Class 1 Initial Registration	Each	Non-Taxable	\$ 1,203.00	\$ 1,227.00	\$ 24.00	2%	Non-statutory
Class 2 - Food Act Premises	Per Permit	Non-Taxable	\$ 595.00	\$ 608.00	\$ 13.00	2%	Non-statutory
Class 2 - Sporting Club	Each	Non-Taxable	\$ 295.00	\$ 304.00	\$ 9.00	3%	Non-statutory
Class 2 Initial Registration	Each	Non-Taxable	\$ 964.00	\$ 985.00	\$ 21.00	2%	Non-statutory
Class 3 - Commercial Food Premises	Per Permit	Non-Taxable	\$ 379.00	\$ 387.00	\$ 8.00	2%	Non-statutory
Class 3 - Sporting Club	Each	Non-Taxable	\$ 188.00	\$ 193.00	\$ 5.00	3%	Non-statutory
Class 3 Commercial Initial Registration	Each	Non-Taxable	\$ 561.00	\$ 573.00	\$ 12.00	2%	Non-statutory
Class 3 Domestic Initial Registration	Each	Non-Taxable	\$ 284.00	\$ 290.00	\$ 6.00	2%	Non-statutory
Class 3-Domestic Food Premises	Each	Non-Taxable	\$ 195.00	\$ 199.00	\$ 4.00	2%	Non-statutory
Comb Hair/Beauty & Skin - Health Act	Per Permit	Non-Taxable	\$ 264.00	\$ 269.00	\$ 5.00	2%	Non-statutory
Extension of time to existing Septic Tank PTI	Per Permit	Non-Taxable	\$ 200.00	\$ 204.00	\$ 4.00	2%	Non-statutory
Hair/Beauty- Health Act	Per Permit	Non-Taxable	\$ 205.00	\$ 209.00	\$ 4.00	2%	Non-statutory
Inspection on request (50% of registration fee)	Per Applicant	Taxable	50% of registration fee	50% of registration fee	\$ -	0%	Non-statutory
Major permit amendment - includes inspection	Per Request	Non-Taxable	\$ 373.00	\$ 381.00	\$ 8.00	2%	Non-statutory
Minor permit amendment - no inspection	Per Request	Non-Taxable	\$ 115.00	\$ 204.00	\$ 89.00	77%	Non-statutory
New Premises Establishment Fee - Large	Each	Taxable	\$ 460.00	\$ 469.00	\$ 9.00	2%	Non-statutory
New Premises Establishment Fee - Small	Each	Taxable	\$ 112.00	\$ 114.00	\$ 2.00	2%	Non-statutory
PA8FC2 - Prescribed Accommodation with Food Class 2 fc	Per Permit	Non-Taxable	\$ 374.00	\$ 382.00	\$ 8.00	2%	Non-statutory
PA8FC2 Initial Registration	Each	Non-Taxable	\$ 464.00	\$ 473.00	\$ 9.00	2%	Non-statutory

PA8FC3 - Prescribed Accommodation with Food Class 3 fc Per Permit	Non-Taxable	\$ 265.00	\$ 271.00	\$ 6.00	2%	Non-statutory	
PA8FC3 Initial Registration	Each	\$ 355.00	\$ 362.00	\$ 7.00	2%	Non-statutory	
PA8FC4 - Prescribed Accommodation with Food Class 4 fc Per Permit	Non-Taxable	\$ 195.00	\$ 199.00	\$ 4.00	2%	Non-statutory	
PAFC2 - Prescribed Accommodation with Food Class 2 for Per Permit	Non-Taxable	\$ 748.00	\$ 764.00	\$ 16.00	2%	Non-statutory	
PAFC2 Initial Registration	Each	\$ 1,116.00	\$ 1,138.00	\$ 22.00	2%	Non-statutory	
PAFC3 - Prescribed accommodation with Food Class 3 for Per Permit	Non-Taxable	\$ 533.00	\$ 545.00	\$ 12.00	2%	Non-statutory	
PAFC3 Initial Registration	Each	\$ 715.00	\$ 729.00	\$ 14.00	2%	Non-statutory	
PAFC4 - Prescribed Accommodation with Food Class 4 for Per Permit	Non-Taxable	\$ 195.00	\$ 199.00	\$ 4.00	2%	Non-statutory	
Permit to alter a septic tank - Minor Works	Per Permit	\$ 420.00	\$ 429.00	\$ 9.00	2%	Non-statutory	
Permit to alter a septic tank system - Major Works	Per Permit	\$ 530.00	\$ 541.00	\$ 11.00	2%	Non-statutory	
Permit to Install a septic tank	Per Permit	\$ 751.00	\$ 767.00	\$ 16.00	2%	Non-statutory	
Planning Scheme Amendment - Stage 1 - Considering a re	Each	\$ 2,976.70	\$ 3,050.85	\$ 74.15	2%	Statutory	
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	\$ 14,753.40	\$ 15,121.00	\$ 367.60	2%	Statutory	
Planning Scheme Amendment - Stage 3 - Adopting the arr	Each	\$ 469.60	\$ 481.30	\$ 11.70	2%	Statutory	
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	\$ 39,405.10	\$ 40,386.90	\$ 981.80	2%	Statutory	
Planning Scheme Amendment - Stage 2 - Submission / Cor	Each	\$ 29,478.00	\$ 30,212.40	\$ 734.40	2%	Statutory	
Registration of Temporary or Mobile Food Premises (attach	Per Permit	\$ 117.00	\$ 119.00	\$ 2.00	2%	Non-statutory	
Request for Assessment of the Waste Water Disposal Syst	Per Request	\$ 211.00	\$ 215.00	\$ 4.00	2%	Non-statutory	
Request for copies of plans for septic.	Per Copy	\$ 81.00	\$ 82.00	\$ 1.00	1%	Non-statutory	
Request for Septic Plans and Permit	Each	\$ 141.00	\$ 144.00	\$ 3.00	2%	Non-statutory	
Skin Penetration - Health Act	Per Permit	\$ 264.00	\$ 270.00	\$ 6.00	2%	Non-statutory	
Transfer of Registrations (50% of rego fee)	Per Transfer	Non-Taxable	50% of rego fee	50% of rego fee	\$ -	0%	Non-statutory
Regulatory Services - Local Laws							
Access - Additional Records	Each	Taxable	\$ 9.30	\$ 9.50	\$ 0.20	2%	Non-statutory
Access - All Records	Per Record	Taxable	\$ 17.00	\$ 17.00	\$ -	0%	Non-statutory
All other Local Law 1 permits-that are not specifically exclud	Per Permit	Non-Taxable	\$ 121.00	\$ 123.00	\$ 2.00	2%	Non-statutory
Animal permit - Excess animals	Per Permit	Non-Taxable	\$ 57.00	\$ 58.00	\$ 1.00	2%	Non-statutory
Animal registration for micro-chipped and desexed dogs an	Each	Non-Taxable	\$ 54.00	\$ 55.00	\$ 1.00	2%	Non-statutory
Animal registration undesexed dogs and cats (C2)	Each	Non-Taxable	\$ 57.00	\$ 58.00	\$ 1.00	2%	Non-statutory
Block Clearing (Fire Prevention / Hazards)	Each	Taxable	\$ 121.00	\$ 123.00	\$ 2.00	2%	Non-statutory
Bulk rubbish container permit	Per Application	Non-Taxable	\$ 135.00	\$ 137.00	\$ 2.00	1%	Non-statutory
Burning off offensive material permit	Per Permit	Non-Taxable	\$ 531.00	\$ 541.00	\$ 10.00	2%	Non-statutory
Cattle (First animal) - Release fee	Each	Taxable	\$ 146.00	\$ 149.00	\$ 3.00	2%	Non-statutory
Cattle (Subsequent animals) - Release fee	Each	Taxable	\$ 7.15	\$ 7.25	\$ 0.10	1%	Non-statutory
Dog registration for dangerous, menacing and restricted bre	Each	Non-Taxable	\$ 306.00	\$ 313.00	\$ 7.00	2%	Non-statutory
Dog registration for working dogs, microchipped only (C4)	Each	Non-Taxable	\$ 54.00	\$ 55.00	\$ 1.00	2%	Non-statutory
Dogs / Cats - First Offence - Pound release fee	Each	Taxable	\$ 98.00	\$ 100.00	\$ 2.00	2%	Non-statutory
Dogs / Cats - Subsequent Offence - Pound release fee	Each	Taxable	\$ 159.00	\$ 162.00	\$ 3.00	2%	Non-statutory
Domestic Animal Business Registration	Each	Non-Taxable	\$ 305.00	\$ 311.00	\$ 6.00	2%	Non-statutory
Door to Door trading permit	Per Application	Non-Taxable	\$ 489.00	\$ 498.00	\$ 9.00	2%	Non-statutory
Droving Cattle - daily fee per head	Per Head	Taxable	\$ 3.20	\$ 3.25	\$ 0.05	2%	Non-statutory
Droving of Livestock - Application fee (no refund)	Per Application	Non-Taxable	\$ 255.00	\$ 260.00	\$ 5.00	2%	Non-statutory
Droving of Livestock - Bond	Per Application	Non-Taxable	\$ 2,240.00	\$ 2,284.00	\$ 44.00	2%	Non-statutory
Droving Other Livestock - daily fee per head	Per Head	Taxable	\$ 3.20	\$ 3.25	\$ 0.05	2%	Non-statutory
Droving Sheep - daily fee per head	Per Head	Taxable	\$ 1.70	\$ 1.75	\$ 0.05	3%	Non-statutory
Exotic Animals (First animal)	Per Animal	Taxable	\$ 60.00	\$ 61.00	\$ 1.00	2%	Non-statutory
Exotic Animals (Subsequent animals)	Per Animal	Taxable	\$ 7.00	\$ 7.15	\$ 0.15	2%	Non-statutory
Failure to display permit - Port Welshpool Boat Ramp - 0.6	Per Infringement	Non-Taxable	\$ 81.00	\$ 82.82	\$ 1.82	2%	Statutory
Fire Fines - 10 penalty units	Per Infringement	Non-Taxable	\$ 1,612.00	\$ 1,648.25	\$ 36.25	2%	Statutory
FOI Supervision Search Fee	Each	Non-Taxable	\$ 14.00	\$ 14.25	\$ 0.25	2%	Non-statutory
Goats & Pigs (First animal)	Per Animal	Taxable	\$ 60.00	\$ 61.00	\$ 1.00	2%	Non-statutory
Goats & Pigs (Subsequent animals)	Per Animal	Taxable	\$ 7.00	\$ 7.15	\$ 0.15	2%	Non-statutory
Grazing Cattle - daily fee per head	Per Head	Non-Taxable	\$ 1.70	\$ 1.75	\$ 0.05	3%	Non-statutory
Grazing of Livestock - Application Fee (no refund)	Per Application	Non-Taxable	\$ 126.00	\$ 128.00	\$ 2.00	2%	Non-statutory
Grazing Other Livestock - daily fee per head	Per Head	Taxable	\$ 1.70	\$ 1.75	\$ 0.05	3%	Non-statutory
Grazing Sheep - daily fee per head	Per Head	Taxable	\$ 1.10	\$ 1.12	\$ 0.02	2%	Non-statutory
Impounded vehicle release	Each	Taxable	\$ 232.00	\$ 236.00	\$ 4.00	2%	Non-statutory
Infringement - Dog at large (daytime) - 1.5 penalty units	Per Infringement	Non-Taxable	\$ 242.00	\$ 248.00	\$ 6.00	2%	Statutory
Infringement - Dog at large (night times) - 2 penalty units	Per Infringement	Non-Taxable	\$ 322.00	\$ 329.00	\$ 7.00	2%	Statutory
Infringement - Fail to register - 2 penalty units	Per Infringement	Non-Taxable	\$ 322.00	\$ 329.25	\$ 7.25	2%	Statutory
Infringement - No Standing / Disabled Parking - 1 penalty ur	Per Infringement	Non-Taxable	\$ 161.00	\$ 164.62	\$ 3.62	2%	Statutory
Infringement - No tag displayed - 0.5 penalty units	Per Infringement	Non-Taxable	\$ 81.00	\$ 82.80	\$ 1.80	2%	Statutory
Infringement - Overtime Parking - 0.5 penalty units	Per Infringement	Non-Taxable	\$ 81.00	\$ 82.82	\$ 1.82	2%	Statutory
Infringement - Permit Zone - 0.6 penalty units	Per Infringement	Non-Taxable	\$ 97.00	\$ 99.20	\$ 2.20	2%	Statutory
Late Application for Cattle Crossing	Per Application	Non-Taxable	\$ 429.00	\$ 437.00	\$ 8.00	2%	Non-statutory

Local Law 1 release fees	Each	Taxable	\$ 146.00	\$ 148.00	\$ 2.00	1%	Non-statutory	
Local Law Footpath Occupation Permit	Per Application	Non-Taxable	\$ 63.00	\$ 64.00	\$ 1.00	2%	Non-statutory	
Local Law Infringement - 2 penalty units	Per Infringement	Non-Taxable	\$ 200.00	\$ 204.50	\$ 4.50	2%	Statutory	
Local Law Infringement - 5 penalty units	Per Infringement	Non-Taxable	\$ 500.00	\$ 500.00	\$ -	0%	Statutory	
NC1 – Dogs/Cats not included under NC2	Each	Non-Taxable	\$ 159.00	\$ 162.00	\$ 3.00	2%	Non-statutory	
NC1P - Dogs/Cats not included under NC2 Pension	Each	Non-Taxable	\$ 79.00	\$ 81.00	\$ 2.00	3%	Non-statutory	
NC2 – Dogs/Cats that qualify for reduced fee	Each	Non-Taxable	\$ 54.00	\$ 55.00	\$ 1.00	2%	Non-statutory	
NC2P – Dogs/Cats that qualify for reduced fee Pension	Each	Non-Taxable	\$ 27.00	\$ 27.00	\$ -	0%	Non-statutory	
Open Air Burning Local Law Permit	Each	Taxable	\$ 63.00	\$ 64.00	\$ 1.00	2%	Non-statutory	
Other (Per animal)	Per Animal	Taxable	\$ 3.20	\$ 3.25	\$ 0.05	2%	Non-statutory	
Pensioner fee for dog registration for working dogs, microchipped	Each	Non-Taxable	\$ 27.00	\$ 27.50	\$ 0.50	2%	Non-statutory	
Pensioner fee for micro-chipped and desexed dogs and cats	Each	Non-Taxable	\$ 27.00	\$ 27.00	\$ -	0%	Non-statutory	
Pensioner fee for undesexed dogs and cats (C2P)	Each	Non-Taxable	\$ 27.00	\$ 27.00	\$ -	0%	Non-statutory	
Roadside trading permit	Each	Non-Taxable	\$ 1,090.00	\$ 1,111.00	\$ 21.00	2%	Non-statutory	
Sheep (First animal) - Release fee	Per Animal	Taxable	\$ 30.00	\$ 30.00	\$ -	0%	Non-statutory	
Sheep (Subsequent animals) - Release fee	Per Animal	Taxable	\$ 3.20	\$ 3.25	\$ 0.05	2%	Non-statutory	
Sustenance Cat & Dog	Per Animal Per Day	Taxable	\$ 15.00	\$ 15.00	\$ -	0%	Non-statutory	
Sustenance Stock	Per Animal Per Day	Taxable	\$ 17.00	\$ 17.00	\$ -	0%	Non-statutory	
Vic Roads (Stock Control on Declared Roads)	Each	Taxable	\$ 739.00	\$ 755.00	\$ 16.00	2%	Non-statutory	
Regulatory Services - Municipal Building								
Building and Planning Infringements	Each	Non-Taxable	\$ 806.00	\$ 824.17	\$ 18.17	2%	Statutory	
Building Approval Lodgement - Commercial	Per Applicant	Non-Taxable	\$ 118.90	\$ 118.90	\$ -	0%	Statutory	
Building Approval Lodgement - Residential	Per Application	Non-Taxable	\$ 118.90	\$ 118.90	\$ -	0%	Statutory	
Building Permit Document Search / Certificate Fees	Per Application	Taxable	\$ 165.00	\$ 168.00	\$ 3.00	2%	Non-statutory	
Building/Property Information Requests	Per Application	Non-Taxable	\$ 46.10	\$ 46.10	\$ -	0%	Statutory	
Farm Shed Permit Exemptions	Per Application	Taxable	\$ 290.00	\$ 296.00	\$ 6.00	2%	Non-statutory	
Place of public entertainment occupancy permit	Per Application	Taxable	\$ 674.00	\$ 689.00	\$ 15.00	2%	Non-statutory	
Report & Consent	Per Application	Non-Taxable	\$ 283.40	\$ 283.40	\$ -	0%	Statutory	
Report & Consent (reg 116 Protection of Public)	Each	Non-Taxable	\$ 287.60	\$ 287.60	\$ -	0%	Statutory	
Section 29A demolition report and consent	Each	Non-Taxable	\$ 83.10	\$ 83.10	\$ -	0%	Statutory	
Stormwater information Request	Per Application	Non-Taxable	\$ 141.20	\$ 141.20	\$ -	0%	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 the 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 2020/21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. The budget contains financial statements including 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 involves officers drafting 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 consideration and 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 2020 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 2019 - Mar 2020
Previous years financial results updated into Financial Plan	Aug - Sep 2019
Capital Works requirements reviewed	Sep - Dec 2019
Financial strategies reviewed	Oct - Dec 2019
Operating budgets prepared	Dec 2019 - Feb 2020
Administrators consider draft budgets at briefing sessions	Dec 2019 - Feb 2020
Proposed budget submitted to Council for approval	22-Apr-20
Public notice advising intention to endorse proposed budget	28-Apr-20
Budget available for public inspection & comment	28-Apr-20
Submission period closes	28-May-20
Submission hearing meeting	To be advised
Special Council meeting - Submissions considered by Council	To be advised
Budget presented to Council for adoption	24-Jun-20
Copy of adopted budget submitted to the Minister	26-Jun-20

