



**GREATER SHEPPARTON CITY COUNCIL**  
**ADOPTED BUDGET**  
**2020/2021**



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## Statement on COVID-19

The 2020/2021 Budget has been prepared on the assumption that current restrictions relating to COVID-19 impacting Council services and the community will continue through to 30 September 2020.

These assumptions have been based on financial information contained within the 2019/2020 Quarter 3 Forecast Review adopted at the Ordinary Council Meeting on 21 April 2020.

The biggest impact on Council's budget is a reduction in User Fee income for areas such as Aquamoves, Riverlinks and Sports Stadiums which places greater pressure on rates revenue to subsidise Council services. Assumptions on reductions in Statutory Fees and Fines, Rates penalty interest and Other income as part of Council's efforts to support local businesses and the community have also been included. This has been estimated at \$2.55 million in reduced income compared to original projections.

The reduction in income has been partially offset by a net reduction in Employee Costs and Materials and Services, particularly in those areas where facilities have been closed. These reductions have been estimated at \$329,000 in reduced expenses compared to original projections .

The total assumed impact of COVID-19 on the 2020/2021 Budget is a net cost of \$2.22 million which equates to a 10 per cent impact to Council's liquidity.

As part of Council's long term financial modelling, \$10 million in borrowings has been included in the 2020/2021 Budget to help fund the capital works program. The use of debt is an important funding source for capital works as per Council's Strategic Resource Plan. Based on projections in the budget, Council's loans as a percentage of rates revenue indicator would be at 29.1 per cent, well under the notional target of 40 per cent.

Uncertainty remains on other budgetary pressures such as the State Government's recently announced increase in the Landfill Levy which has been delayed until 1 January 2021. This has been costed at a \$510,000 increase for a full 12 month period based on 2019/2020 projections with further increases proposed in future years. The volatility caused by COVID-19 on investment markets is placing pressure on the Local Authorities Superannuation Fund Defined Benefit Plan – Vested Benefit Index. This could require councils to fund a liability call in the future should the investment market performance continue to decline.

Budgetary pressures extending into future years include increases to Council insurance premiums, currently averaging increases of around \$200,000 or 20 per cent per annum, impending Enterprise Bargaining negotiations, planned increases to the Superannuation Guarantee from 2021/2022 and the introduction of a fourth bin or a service for recycling of glass.

While the draft budget was on display for public submission, further information was made available about the financial and economic impacts of the COVID-19 emergency including announcements on any further support packages from State and Federal Governments relevant to Local Government.

Changes to the draft budget version made available for submission have therefore been required prior to adoption. Furthermore, it is highly probable that changes due to COVID-19 will be required at future Quarterly Forecast Reviews during 2020/2021. Council will continue to be transparent in disclosing any changes and will ensure compliance with the *Local Government Act 1989* in regards to Adopted and Revised Budgets.

## Mayor's Introduction

The 2020/2021 Budget comes at a time of great uncertainty for our community due to the COVID-19 pandemic. Understandably, Local Government is expected to play an important role in both the response and recovery phases of any emergency in supporting their communities during difficult and complex times.

Greater Shepparton City Council has acted decisively to support our community and businesses to lessen the burden of the significant economic consequences of COVID-19. While this has included the implementation of a Stage 1 \$1.5 million Greater Shepparton Economic Response to COVID-19 Package, Council continues to work on strategies that will assist with the social, health and wellbeing and financial recovery of our region post COVID-19.

Underpinning the success of these strategies is Council's 2020/2021 Budget that will support a planned and sustainable approach to our region's recovery.

Important to this is a capital works program of \$61.72 million for projects that will generate employment, create opportunities for local businesses and contribute meaningfully to the supply of goods and services.

The next stage of the already successful Greater Shepparton Great Things Happen Here strategy is included with a further focus on attracting and stimulating investment leading to such outcomes as job creation, inspiring business innovation, resilience and diversification and driving consumer spend. With this brand already having a high level of awareness, this will be advantageous during the recovery phase in attracting investment, new residents and visitors to Greater Shepparton.

Investing in Tourism and Major Events to competitively position Greater Shepparton as a vibrant "must do" destination has become even more important than ever, hence funding of these initiatives has emerged as a priority in the 2020/2021 financial year.

Ensuring the ongoing delivery of existing services as well as the resumption of important community assets and programs such as Aquamoves, Active Living, SAM, Riverlinks and Shepparton Sports Stadiums are also reflected in the 2020/2021 Budget. All services provided by Council play a critical role in the liveability of our region and positively influences the health and well-being of our entire community.

To be able to fund the response and recovery phases now and into the future, maintaining Council's income streams is as important as ever. The modest rate cap increase of 2 per cent, as set by the Victorian Government's Fair Go Rates System, will not only help preserve Council's ongoing financial sustainability in these uncertain times but support the recovery of our community post the COVID-19 emergency.

The 2020/2021 Budget supports our ability to strengthen the on-going resilience and capacity within the community, as well as enabling Council to be more agile and responsive in its strategising, planning and delivery of services.

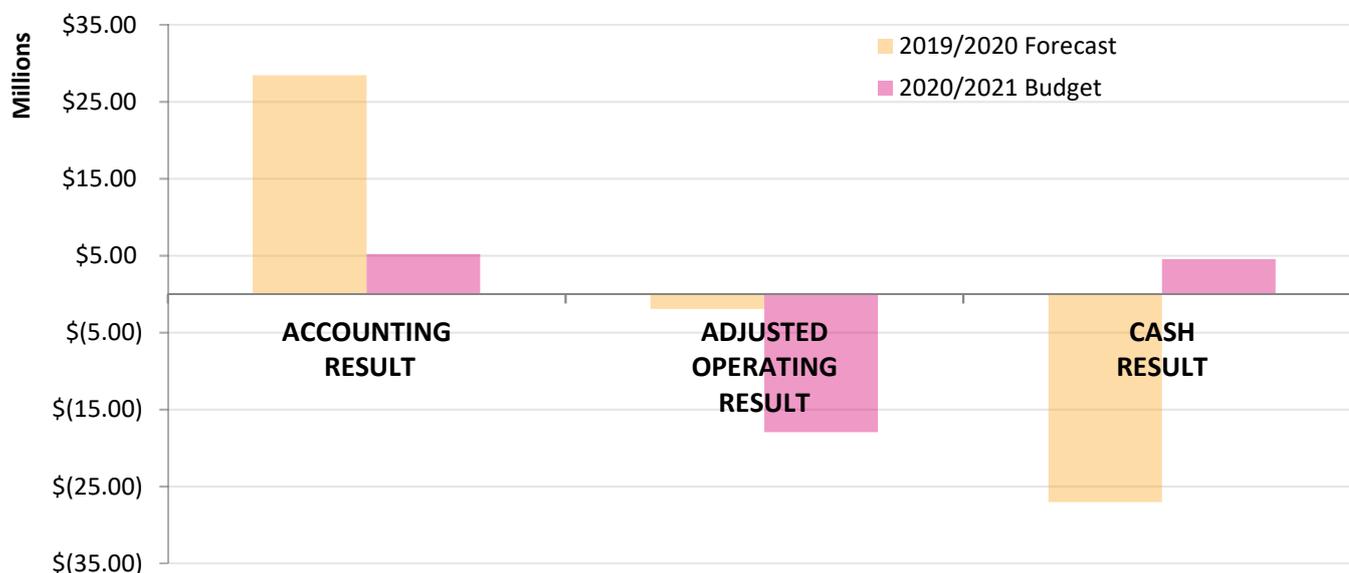
**Cr Seema Abdullah**  
**MAYOR**



## Budget Summary

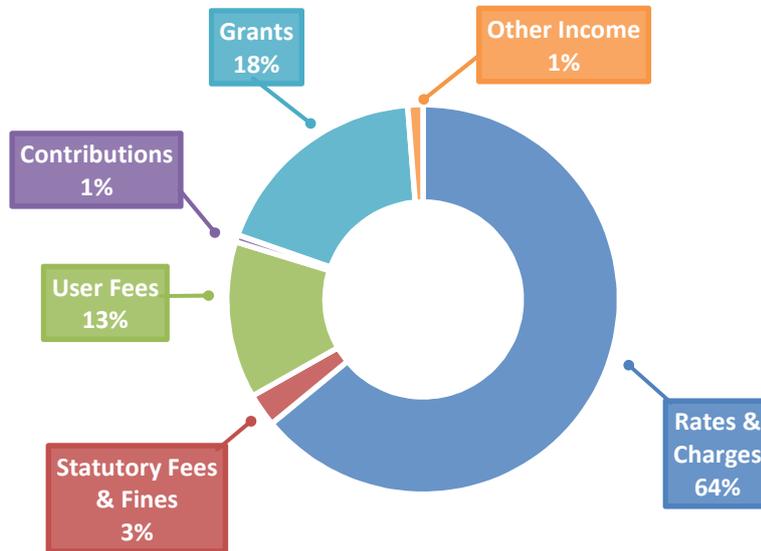
The following provides a statistical snapshot of the 2020/2021 Budget:

	2019/2020 Forecast	2020/2021 Budget	Reference
Accounting Result	\$28.44 million surplus	\$5.21 million surplus	Section 3 - Comprehensive Income Statement
Adjusted Operating Result	\$1.95 million deficit	\$17.95 million deficit	Section 4.1.1 - Adjusted Operating Result
*Adjusted operating result reflects the true operating result by excluding capital income, non-monetary contributions and the net gain/loss on disposal of assets.			
Cash Result	\$27.04 million deficit	\$4.51 million surplus	Section 3 - Statement of Cash Flows
The net funding result after considering the funding requirement to meet loan principal repayments and the reserve transfers.			

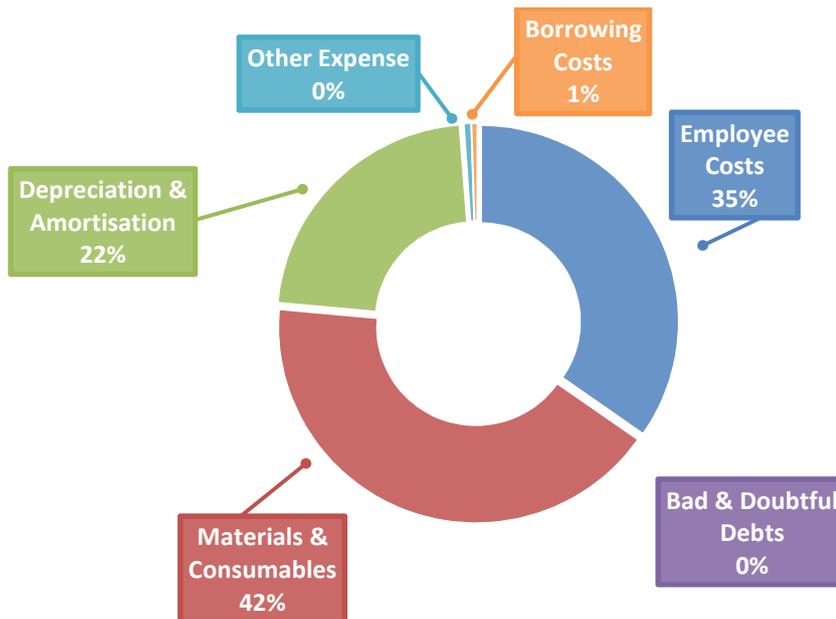


# Budget Summary

OPERATING INCOME	
2019/2020 Forecast	2020/2021 Budget
\$127.53 million	\$129.45 million

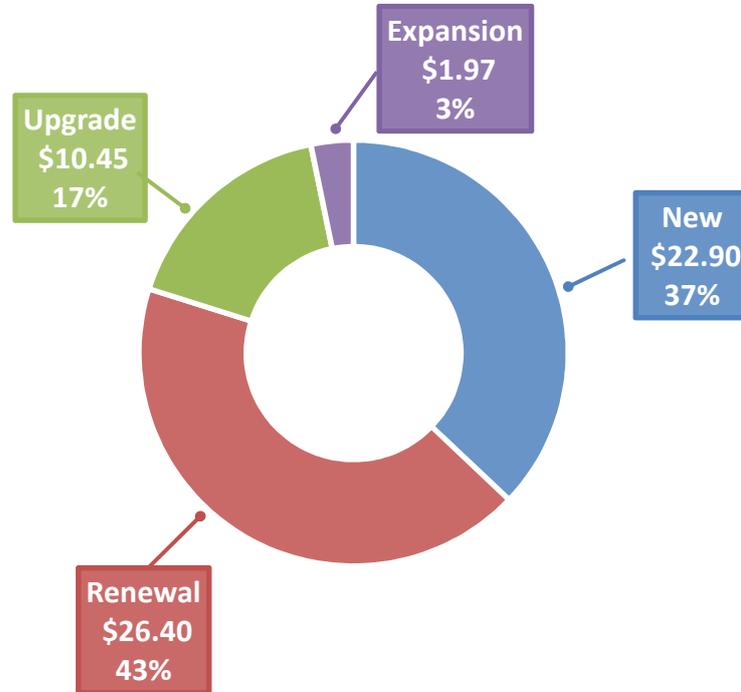


OPERATING EXPENSE	
2019/2020 Forecast	2020/2021 Budget
\$129.48 million	\$147.4 million



## Budget Summary

CAPITAL		
	2019/2020 Forecast	2020/2021 Budget
Capital Income	\$21.03 million	\$16.6 million
Capital Expense	\$70.38 million	\$61.72 million



### HOW WE SPEND \$100

Below shows how much is allocated to each service area for every \$100 that Council spends.



# 1. Link to the Council Plan

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



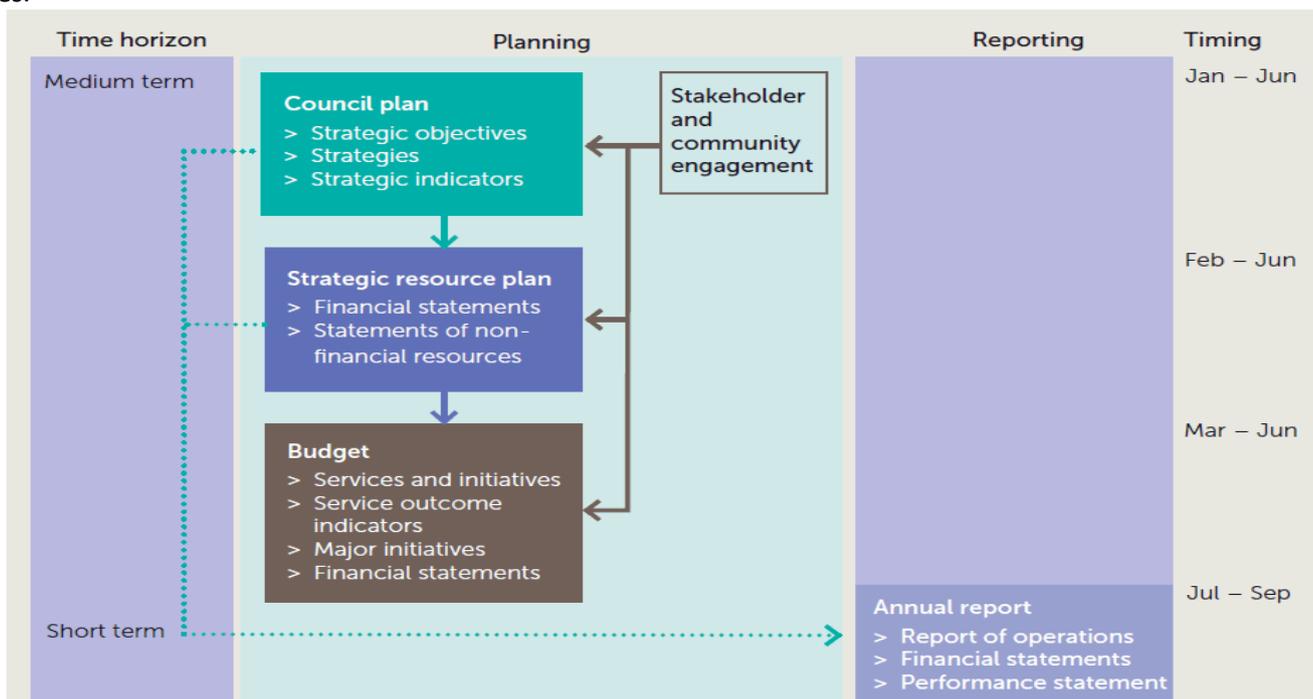
# 1. Link to the Council Plan

## 1.1 Planning and accountability framework

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

Feeding in to the below, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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



Source: Department of Environment, Land, Water and Planning (DELWP)

## 1.2 Key planning considerations

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change.

Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

### 1.3 Our purpose

#### Our vision

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

#### Our values

- **Respect first, always** - We are attentive, listen to others and consider all points of view in our decision making.
- **Take ownership** - We take pride in honouring our promises and exceeding expectations, and are transparent with and accountable for our actions.
- **Courageously lead** - We lead with integrity, and stand by what is in the best interests of the Greater Shepparton community.
- **Working together** - We work collaboratively to create higher quality outcomes that are more efficient, thoughtful, effective and responsive. We cannot accomplish all that we need to do without working together.
- **Continually innovate** - We are open to new ideas and creatively seek solutions that encourage us to do our best for our community.
- **Start the celebration** - As ambassadors for our people and place, we proudly celebrate the strengths and achievements of Council and the Greater Shepparton community.

### 1.4 Strategic objectives

Council delivers activities and initiatives under 5 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the 2017-2021 years.



#### Leadership and Governance

Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council.



#### Social

Develop resilient, inclusive, healthy communities that make Greater Shepparton a safe and harmonious place to live, work, learn and play.



#### Economic

Build a thriving, resilient economy where Greater Shepparton is recognised as a competitive place to invest and grow business.



#### Built

Provide and support appealing relevant infrastructure that makes Greater Shepparton an attractive, liveable regional city.



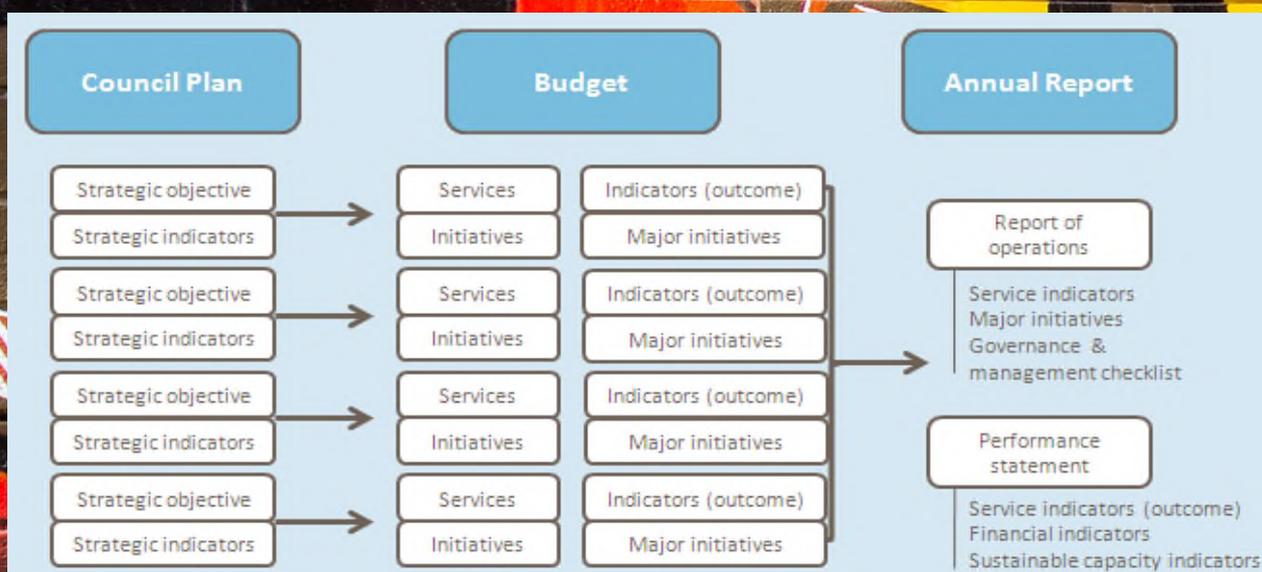
#### Environment

Enhance and protect the clean, green environment that makes Greater Shepparton the unique place it is.



## 2. Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2020/2021 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



## 2.1 Leadership and Governance

Provide strong civic leadership, advocacy and good governance in the operation of Greater Shepparton City Council.

### Corporate Governance

Provide internal consultation, advice and support to Councillors, the Chief Executive Office and all Council Officers.

The team:

- Facilitates capacity building for staff
- Ensures adherence to Legislative requirements
- Promote transparency and accountability through Council processes and decision making
- Service and business planning support

The Team delivers these key elements through:

- Strategic Planning
- Coordination of legal advice
- Identifying innovative solutions and encouraging continuous improvement
- Sharing of information
- Development of policies and procedures
- Support the activities and projects of the Goulburn Valley Regional Collaborative Alliance

#### Key Initiatives:

- Support Implementation of the Local Government Act 2020 across the organisation
- Coordinate the review of all Council Policies and Procedures following the General Election
- Finalise the organisations Service Plans
- Continue the implementation of Promapp

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,116	1,147	1,192
Materials & Services	295	406	525
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,411</b>	<b>1,553</b>	<b>1,717</b>
<b>Income</b>			
Statutory Fees	0	1	1
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	52	0	1
<b>Total Income</b>	<b>52</b>	<b>1</b>	<b>2</b>
<b>Net (Income)/Expense</b>	<b>1,359</b>	<b>1,552</b>	<b>1,716</b>

### Corporate Services Management

Lead and manage Greater Shepparton City Council's Corporate Services directorate.

#### Key Initiatives:

- Monitor the five key service delivery areas of the Corporate Services Directorate

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	334	308	314
Materials & Services	7	19	9
Other Expenses	0	0	0
<b>Total Expense</b>	<b>341</b>	<b>327</b>	<b>323</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>341</b>	<b>327</b>	<b>323</b>

## 2.1 Leadership and Governance

### Councillor Management and Support

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

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

#### Key Initiatives:

- Facilitate the conduct of the Local Government Elections and subsequent Induction program for the new Council
- Promote Council's current priorities, needs and issues to visiting ministers
- Development of the Council Plan 2021-2025

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	0	2	1
Materials & Services	61	90	574
Other Expenses	310	320	320
<b>Total Expense</b>	<b>371</b>	<b>412</b>	<b>896</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	9	6	2
Other Income	0	0	0
<b>Total Income</b>	<b>9</b>	<b>6</b>	<b>2</b>
<b>Net (Income)/Expense</b>	<b>363</b>	<b>406</b>	<b>894</b>

### Customer Service

We are the brains trust of Greater Shepparton City Council – jack-of-all trades - we know a lot about lots of things!

We are the face of the organisation.

We are the first point of call for the Greater Shepparton community (and beyond).

We are the one-stop-shop for customer enquiries.

We are trailblazers in meeting our community's needs.

Effective customer service is at the heart of everything we do.

#### Key Initiatives:

- Internal customer service education campaign
- Development of an all of organisation customer service charter
- Development, implementation and review of team service standards
- Conduct technology audit and review
- Review the functionality of the Welsford Street customer service/reception area
- Organisational uniform policy review

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	812	856	748
Materials & Services	27	35	74
Other Expenses	0	0	0
<b>Total Expense</b>	<b>839</b>	<b>891</b>	<b>822</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>839</b>	<b>891</b>	<b>822</b>

## 2.1 Leadership and Governance

### Financial Services

Maintain accountability for all financial transactions of the Council, delivery of accurate and timely accounts payable, oversee banking and treasury functions, preparation of statutory reports and financial returns including annual budget and end of year statements, implement and monitor internal control procedures, monitor and report actual financial performance, maintain efficient financial accounting systems and safeguard the integrity of the general ledger and asset register.

#### Key Initiatives:

- Development of the Strategic Resource Plan for the Council Plan 2021-2025.

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
<b>Expense</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Employee	1,297	1,036	981
Materials & Services	272	1,382	(1,745)
Other Expenses	1,044	1,082	1,020
<b>Total Expense</b>	<b>2,614</b>	<b>3,500</b>	<b>255</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	157	111	114
Grants & Contributions	9,682	9,657	5,004
Other Income	689	747	502
<b>Total Income</b>	<b>10,528</b>	<b>10,516</b>	<b>5,620</b>
<b>Net (Income)/Expense</b>	<b>(7,914)</b>	<b>(7,015)</b>	<b>(5,364)</b>

### Information and Communications Technology

Provides all the business systems and technical infrastructure across all sites ensuring Councils ability to deliver services to the community.

#### Key Initiatives:

- Develop Business Intelligence Capability
- Infor OS, Web and Mobility Development
- Cloud Integration & Security

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
<b>Expense</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Employee	1,008	1,131	1,173
Materials & Services	1,913	1,933	2,076
Other Expenses	119	143	108
<b>Total Expense</b>	<b>3,040</b>	<b>3,208</b>	<b>3,357</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	9	0
<b>Total Income</b>	<b>0</b>	<b>9</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>3,040</b>	<b>3,199</b>	<b>3,357</b>

## 2.1 Leadership and Governance

### Information Management

Responsible for promoting and maintaining a consistent and systematic approach to managing corporate information. Responsibility covers the capture, control, security, life cycle management, continual improvement of process, and for the training and guidance of employees in their recordkeeping responsibilities.

Focused on ensuring the consistent, reliable and timely flow of information to responsible areas for information and action. Also focused on the improvement and transitioning the organisation to a 'paperless' environment. Supporting and informing the organisation of their record keeping responsibilities and ensuring that staff are trained in the EFRMS.

#### Key Initiatives:

- TRIM Disposal Project
- Priority Back-scan Project
- eForms investigation and implementation
- Disposal Project - Records held at Grace Records Management

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	480	505	539
Materials & Services	291	325	324
Other Expenses	0	0	0
<b>Total Expense</b>	<b>770</b>	<b>830</b>	<b>863</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>770</b>	<b>830</b>	<b>863</b>

### Infrastructure Management

Provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance, capital works projects, and asset management.

#### Key Initiatives:

- Monitor the four key service delivery areas of the Infrastructure Directorate

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	312	292	304
Materials & Services	46	42	51
Other Expenses	0	0	0
<b>Total Expense</b>	<b>359</b>	<b>335</b>	<b>355</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>359</b>	<b>335</b>	<b>355</b>

## 2.1 Leadership and Governance

### Marketing and Communications

Responsible for:

- Competitively positioning Greater Shepparton as a significant regional city
- Undertaking a planned, creative, collaborative and strategic approach to further developing the Greater Shepparton region
- Marketing and co-ordinating projects that position Greater Shepparton as the region to live, work, invest and visit
- Working co-operatively and develop networks with local, regional, state and federal development bodies and businesses in positioning Greater Shepparton as the premier place in regional Victoria to live, work, invest and experience
- Undertaking a planned, creative, collaborative and strategic process to enhance Council's engagement and communication with key stakeholders
- Positioning, developing and maintaining the strength of the Greater Shepparton City Council "brand" within the Greater Shepparton community by ensuring Council is well presented, effective, and promotes a positive and dynamic image within the community
- Nurturing a positive and responsive communication supporting a culture of high performance.
- Ensuring effective communication and engagement between Council, its citizens and the community
- Developing and supporting the capacity of the organisation and Councillors to effectively communicate with media, citizens and other organisations.

#### Key Initiatives:

- Positioning and opening of Future SAM
- Great Things Happen Here - National tourism positioning and attraction program
- Great Things Happen Here discover your own backyard tourism program recommendations
- Great Things Happen Here careers and lifestyle national program
- Great Things Happen Here invest campaign continued 2020/2021 rollout
- 2021-2025 Council Plan consultation and plan awareness campaign
- Councillor elections candidate education and engagement campaign
- Councillor communications plan implementation.
- Annual Campaigns - e-newsletter launch, Christmas, annual report, public bin collections etc.
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
	\$'000	\$'000	\$'000
<b>Expense</b>			
Employee	1,102	1,149	1,172
Materials & Services	344	487	762
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,447</b>	<b>1,635</b>	<b>1,934</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	29	0	0
Grants & Contributions	25	5	122
Other Income	0	0	0
<b>Total Income</b>	<b>54</b>	<b>5</b>	<b>122</b>
<b>Net (Income)/Expense</b>	<b>1,393</b>	<b>1,631</b>	<b>1,811</b>

## 2.1 Leadership and Governance

### People and Development

Recruitment, development and retention of staff essential in successfully servicing the Greater Shepparton municipality and effectively managing the organisation.

Building organisation capability through strategic recruitment and job analysis, workforce planning, performance management, employee health and wellbeing and early intervention initiatives, equal opportunity/diversity employment practices and co-ordination of professional development.

#### Key Initiatives:

- Implementation of new Enterprise Agreement
- Use of BPA to improve process efficiency
- Continued roll out of new Position Description format
- Continued roll out of ELMO (training software)
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	2,430	1,319	1,370
Materials & Services	790	428	642
Other Expenses	0	0	0
<b>Total Expense</b>	<b>3,220</b>	<b>1,748</b>	<b>2,012</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	73
Other Income	9	0	0
<b>Total Income</b>	<b>9</b>	<b>0</b>	<b>73</b>
<b>Net (Income)/Expense</b>	<b>3,211</b>	<b>1,748</b>	<b>1,939</b>

### Procurement

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

Council will apply the following fundamental best practice principles, irrespective of the value and complexity of each procurement:

- Value for money
- Open and fair competition
- Accountability
- Risk management
- Probity and transparency

#### Key Initiatives:

- Roll out of the contract management system across council (Open Windows)
- Update all procurement policies and procedures
- Training across council on procurement policy, procedure and probity
- Increasing potential suppliers and service providers understanding of Councils procurement process (GROW)

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	390	387	456
Materials & Services	16	27	20
Other Expenses	0	0	0
<b>Total Expense</b>	<b>406</b>	<b>414</b>	<b>476</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>406</b>	<b>414</b>	<b>476</b>

## 2.1 Leadership and Governance

### Rates and Valuations

Providing effective and efficient valuation, revenue raising and property services so as to ensure the accurate and timely collection of property rates and charges. The key functions include:

- Managing the valuation of all properties within the municipality for rating purposes
- Raising annual rates and charges revenue
- Collection of rates and charges and sundry debtors revenue
- Levy, collect, and pass on the Fire Services Property Levy to the State Government
- Production of Council's voters roll
- Provision of property, rating and valuation information requests to various stakeholders.

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	366	384	428
Materials & Services	346	299	393
Other Expenses	0	0	0
<b>Total Expense</b>	<b>712</b>	<b>683</b>	<b>821</b>
<b>Income</b>			
Rates & Charges	67,734	70,387	72,961
Statutory Fees	64	60	65
User Charges	423	149	220
Grants & Contributions	110	65	65
Other Income	0	0	0
<b>Total Income</b>	<b>68,331</b>	<b>70,662</b>	<b>73,310</b>
<b>Net (Income)/Expense</b>	<b>(67,619)</b>	<b>(69,978)</b>	<b>(72,489)</b>

### Risk Management

Provides a framework for managing Council's strategic and operational risks. This includes performing a facilitator function throughout Council to identify, manage and monitor key risks and developing risk management skills throughout Council. Directly managing specific areas of risk for the Council including:

- Business Continuity Planning
- Fraud Control Framework
- Council's insurance portfolio
- Assurance that key controls are operating effectively to minimise risk

#### Key Initiatives:

- Implementation of online risk management training across the organisation
- Councils insurance portfolio
- Business Continuity Planning
- Introduction of policies including key management, claims and insurance
- Review of all of councils leases, sub-leases, sub-sub leases and agreements across the organisation (12 to 24 month project)
- Embedding good risk management practices for all strategic, operational, project and fraud risks.
- Improved reporting i.e. Camms Insights

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	289	277	254
Materials & Services	1,252	1,441	1,665
Other Expenses	73	70	65
<b>Total Expense</b>	<b>1,614</b>	<b>1,788</b>	<b>1,984</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	143	154	175
Other Income	0	3	0
<b>Total Income</b>	<b>143</b>	<b>157</b>	<b>175</b>
<b>Net (Income)/Expense</b>	<b>1,471</b>	<b>1,631</b>	<b>1,809</b>

## 2.1 Leadership and Governance

### Sustainable Development Management

Lead and manage Greater Shepparton City Council's Sustainable Development directorate.

#### Key Initiatives:

- Monitor the three key service delivery areas of the Sustainable Development Directorate (Building and Planning, Economic Development and Environment)

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	306	307	317
Materials & Services	20	18	28
Other Expenses	0	0	0
<b>Total Expense</b>	<b>327</b>	<b>326</b>	<b>345</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>327</b>	<b>326</b>	<b>345</b>

### Service Performance Outcomes

The following indicator outlines how we intend to measure achievement of the Leadership and Governance service objectives.

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

## 2.2 Social

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

### Active Living Management

Oversee the strategic direction and daily operations of:

- Aquamoves
- Rural outdoor pools in Mooroopna, Merrigum and Tatura (including support provided to the Murchison outdoor pool through their Committee of Management)
- Indoor Sports Stadiums in Shepparton, Mooroopna and Tatura
- KidsTown and The Connection venues
- Healthy Communities branch

#### Key Initiatives:

- Monitor and deliver the Active Living Department
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	353	347	336
Materials & Services	235	156	403
Other Expenses	0	0	0
<b>Total Expense</b>	<b>588</b>	<b>504</b>	<b>739</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	275
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>275</b>
<b>Net (Income)/Expense</b>	<b>588</b>	<b>504</b>	<b>463</b>

### Commonwealth Home Support Program

Provide assessment and in home support for Greater Shepparton residents over the age of 65 through the Commonwealth Home Support Program.

Includes functions of Regional Assessment Service (RAS), Commonwealth Home Support Programme (CHSP) and Access and Support.

#### Key Initiatives:

- Deliver the funded programs under the Commonwealth Home Support Program including Meals on Wheels, Home Modifications and Social Connections
- Compliance with home care standards
- Advocacy on behalf of community members for relevant needs

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	1,189	1,169	529
Materials & Services	2,209	2,087	653
Other Expenses	1	0	0
<b>Total Expense</b>	<b>3,399</b>	<b>3,256</b>	<b>1,182</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	707	642	630
Grants & Contributions	3,000	2,908	665
Other Income	0	0	0
<b>Total Income</b>	<b>3,708</b>	<b>3,550</b>	<b>1,294</b>
<b>Net (Income)/Expense</b>	<b>(309)</b>	<b>(294)</b>	<b>(113)</b>

## 2.2 Social

### Animal Management and Local Laws

Supports the community through provision of a number of services that support our animal community and its owners and regulate the municipality through Council's Community Living Local Law #1 and other state legislation.

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

- Animal registration and renewal, permit development and property checks to ensure responsible pet ownership for cats and dogs
- Monitoring and administering Animal Business Registrations
- Managing the Animal Shelter operations for the community working towards optimal rehouse
- Management of customer enquiries, including investigations, infringements, warnings and prosecutions for non-compliance with Council's Community Living Local Law #1, the Domestic Animals Act and various other Acts
- Fire Prevention activities to protect the community

#### Key Initiatives:

- Animal Shelter Health Management Plan
- Animal Emergency Welfare Plan
- Animal Management service review
- Domestic Animals Management Plan (DAMP)

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	873	1,019	944
Materials & Services	526	654	616
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,399</b>	<b>1,672</b>	<b>1,559</b>
<b>Income</b>			
Statutory Fees	467	294	520
User Charges	96	92	90
Grants & Contributions	5	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>569</b>	<b>386</b>	<b>610</b>
<b>Net (Income)/Expense</b>	<b>830</b>	<b>1,286</b>	<b>949</b>

### Arboriculture Services

Arboriculture management and maintenance services for all trees on Council managed property.

#### Key Initiatives:

- Monitor and maintain Urban Forest through Australian standards in regards to Arboriculture
- Develop and implement annual tree maintenance program
- Formative Pruning, Tree Removal, Stump Removal, Sanitation Pruning, Under Canopy Pruning
- Implement actions form Urban Forest strategy
- New Tree planting and establishment
- Continued monitoring of tree canopy cover
- Implement Arboriculture Service Planning actions

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	447	512	564
Materials & Services	646	761	896
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,093</b>	<b>1,273</b>	<b>1,461</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	132	180	0
Other Income	0	0	0
<b>Total Income</b>	<b>132</b>	<b>180</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>961</b>	<b>1,093</b>	<b>1,461</b>

## 2.2 Social

### Building Services

The administration and enforcement of the Building Regulations under Section 212 of the Building Act. Council also aims to provide an efficient system for issuing Building Permits.

#### Key Initiatives:

- Increase inspections for Essential Safety Measures
- Continue implementation of new swimming pool legislation

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	680	737	1,170
Materials & Services	289	353	205
Other Expenses	0	0	0
<b>Total Expense</b>	<b>969</b>	<b>1,090</b>	<b>1,374</b>
<b>Income</b>			
Statutory Fees	287	572	439
User Charges	521	625	640
Grants & Contributions	1	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>809</b>	<b>1,198</b>	<b>1,079</b>
<b>Net (Income)/Expense</b>	<b>160</b>	<b>(107)</b>	<b>296</b>

### Building Works

Maintenance of Council owned and controlled buildings to support service delivery to citizens, to community groups and organisations, and ensure safety of staff and users through full compliance with building code regulations.

#### Key Initiatives:

- Complete service plan for Building Maintenance
- Katandra hall toilets renewal
- Install Boom gates at DRC

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	345	452	525
Materials & Services	1,960	2,372	2,436
Other Expenses	0	0	0
<b>Total Expense</b>	<b>2,305</b>	<b>2,824</b>	<b>2,961</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	14	2	0
<b>Total Income</b>	<b>14</b>	<b>2</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>2,291</b>	<b>2,821</b>	<b>2,961</b>

## 2.2 Social

### Public Toilet and CBD Maintenance

Delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs.

#### Key Initiatives:

- Actively monitor and review inspection cycles for the identification of defects and programming of rectification and renewal works
- Implement actions from Public toilet strategy
- Develop and implement annual Civic Presentation maintenance program
- Toilet cleaning, Footpath/Mall Sweeping, Bin cleaning, street cleansing - pressure washing
- Develop and Implement Service Review for Civic Presentation
- Project Board member - Maude street Mall design

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	370	337	313
Materials & Services	154	157	470
Other Expenses	0	0	0
<b>Total Expense</b>	<b>524</b>	<b>494</b>	<b>784</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>524</b>	<b>494</b>	<b>784</b>

### Community Facilities

Appropriately administer the use of community facilities including the Riverside Plaza Peter Copulos Community Room.

#### Key Initiatives:

- Effective management of the facility to ensure availability to community members

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	0	0	0
Materials & Services	47	63	51
Other Expenses	0	0	0
<b>Total Expense</b>	<b>47</b>	<b>63</b>	<b>51</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	6	6	0
Grants & Contributions	0	0	0
Other Income	19	21	0
<b>Total Income</b>	<b>25</b>	<b>27</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>23</b>	<b>36</b>	<b>51</b>

## 2.2 Social

### Community Management

Manage and administer the Greater Shepparton City Council Community Directorate.

#### Key Initiatives:

- Monitor the four key areas of the Community Directorate

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	311	318	340
Materials & Services	44	33	46
Other Expenses	0	0	0
<b>Total Expense</b>	<b>355</b>	<b>350</b>	<b>386</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	60	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>60</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>355</b>	<b>290</b>	<b>386</b>

### Aged and Disability Services

Provide in home support for Greater Shepparton residents over the age of 65 through the Commonwealth Home Support Program.

Improve the accessibility and inclusiveness by reducing barriers that people encounter when accessing services, information, support and using Council infrastructure.

#### Key Initiatives:

- Monitor and respond to Aged Care reforms as required
- Implement, review and develop a new Universal Access and Inclusion Plan
- Support the Positive Ageing Advisory Committee
- Support the Disability Advisory Committee

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	98	101	100
Materials & Services	88	60	78
Other Expenses	0	0	0
<b>Total Expense</b>	<b>185</b>	<b>161</b>	<b>178</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	1	1	0
Grants & Contributions	153	33	3
Other Income	0	0	0
<b>Total Income</b>	<b>154</b>	<b>34</b>	<b>3</b>
<b>Net (Income)/Expense</b>	<b>31</b>	<b>128</b>	<b>175</b>

## 2.2 Social

### Community Strengthening

To bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton. This includes the functions of: Community Development, Community Planning, Volunteer Development, Community Safety, Section 86, Festive Decorations, Gender Equity, Women's Charter Alliance Advisory Committee, Grant Programs, Aboriginal Engagement, Reconciliation, Youth Development and Multicultural Development.

#### Key Initiatives:

- Support existing Community Plans and develop new plans as the need arises
- Support the Project Management Office in the delivery of the Community Planning capital projects
- Implement and review (annually) the Community Safety Plan
- Implement the Cultural Diversity and Inclusion Strategy 2019-2022
- Implement the Volunteer Development strategy 2019-2022
- Delivery of the Community Leadership Program
- Implement the Festive Decorations program 2020
- Community to build partnerships with the Aboriginal Community and implement and review (annually) Reconciliation Action plan
- Implement and review (develop a new) Gender Equity Plan
- Deliver stage 2 of the Safer City Camera Network
- Achievement of external funding requirements
- Finalise and implement the Community Engagement policy, procedure and toolkit
- Compliance with Local Government Act in regards to Section 86 requirements and approval of the amended Section 86 administration manual
- Continue to support Women's Charter Alliance Advisory Committee
- Delivery of grant programs (Community Matching Grants and Small Town Festive Grants)

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	711	729	893
Materials & Services	733	765	848
Other Expenses	0	0	1
<b>Total Expense</b>	<b>1,444</b>	<b>1,494</b>	<b>1,741</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	49	1	0
Grants & Contributions	33	11	4
Other Income	0	3	0
<b>Total Income</b>	<b>83</b>	<b>14</b>	<b>4</b>
<b>Net (Income)/Expense</b>	<b>1,361</b>	<b>1,480</b>	<b>1,737</b>

## 2.2 Social

### Early Childhood Education

Provide high quality education and care for children from birth to school entry in specialist/purpose built facilities. We work towards better outcomes for all children and their families in our community. We aim to provide the benchmark of quality services in the municipality.

#### Key Initiatives:

- Deliver School Readiness Funding program to meet funding requirements and needs of local children, families and services.
- Work towards achievement of Exceeding Quality Standard in National Quality Framework in all Council Early Childhood Services
- Implement the objectives of Greater Shepparton Best Start Early Years Plan 2015-2019
- Plan and build capacity for the implementation of funded three year old kindergarten in 2022
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	6,840	7,339	7,791
Materials & Services	1,650	1,836	1,949
Other Expenses	7	10	11
<b>Total Expense</b>	<b>8,497</b>	<b>9,185</b>	<b>9,752</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	1,815	1,472	1,736
Grants & Contributions	6,223	5,842	5,642
Other Income	53	34	0
<b>Total Income</b>	<b>8,091</b>	<b>7,348</b>	<b>7,378</b>
<b>Net (Income)/Expense</b>	<b>405</b>	<b>1,836</b>	<b>2,374</b>

### Emergency Management

Administer the Municipal Emergency Management Plan, including community recovery, and sub plans. Develop and maintain Council's emergency management capacity and capability.

#### Key Initiatives:

- Municipal Emergency Management Plan update
- Municipal Emergency Management Plan audit
- Manage and implement State Government requirements of Emergency Management at a Local Government level
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	137	149	138
Materials & Services	27	32	110
Other Expenses	0	0	0
<b>Total Expense</b>	<b>164</b>	<b>181</b>	<b>248</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	253	120	193
Other Income	0	0	0
<b>Total Income</b>	<b>253</b>	<b>120</b>	<b>193</b>
<b>Net (Income)/Expense</b>	<b>(90)</b>	<b>61</b>	<b>55</b>

## 2.2 Social

### Healthy Community Programs

Responsible for the development and review of the Municipal Public Health Plan as well as supporting the strategic direction of the Active Living Department. The Healthy Communities Team deliver a range of programs, activities and sports development initiatives as part of the Get Mooving Greater Shepparton campaign that promotes physical, nutritional and mental health through a partnership approach, supported by volunteers.

#### Key Initiatives:

- Implementation of year one priorities of the Greater Shepparton Public Health Strategic Plan which supports delivery of the Municipal Public Health and Wellbeing Plan and Victorian Public Health and Wellbeing Plan
- Deliver the Activities in the Park program
- Deliver the Sports Development program
- Implementation of This Girl Can initiatives

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	258	281	302
Materials & Services	167	214	219
Other Expenses	0	0	0
<b>Total Expense</b>	<b>425</b>	<b>495</b>	<b>521</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	53	36	25
Other Income	0	12	10
<b>Total Income</b>	<b>53</b>	<b>47</b>	<b>35</b>
<b>Net (Income)/Expense</b>	<b>372</b>	<b>447</b>	<b>486</b>

### Environmental Health

Carries out Regulatory functions governed by several Acts and Regulations and various Health Promotion activities.

Regulatory functions include:

- Food premises registration and inspection, food sampling, investigation of complaints and outbreaks
- Health premises registration and inspection of accommodation and hair/beauty and skin penetration businesses
- Investigation of nuisances defined under the Public Health and Wellbeing Act 2008
- Caravan Park registration and inspection
- Septic tank permits for new and alterations to systems for dwellings and small industrial
- Tobacco Act 1987

Health promotion functions include:

- Immunisation programs
- Infectious Disease prevention programs
- Syringe containers provided to persons with diabetic/medical needs
- Mosquito Monitoring Program
- Emergency Management

#### Key Initiatives:

- Review Food Management procedures/processes
- Implement immunisation program
- Participate in annual Mosquito program
- Review and adopt Domestic Wastewater Management Plan under new EPA Regulations

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,089	1,159	1,209
Materials & Services	94	204	208
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,183</b>	<b>1,363</b>	<b>1,417</b>
<b>Income</b>			
Statutory Fees	339	363	341
User Charges	8	18	17
Grants & Contributions	83	77	79
Other Income	0	0	0
<b>Total Income</b>	<b>430</b>	<b>458</b>	<b>437</b>
<b>Net (Income)/Expense</b>	<b>753</b>	<b>904</b>	<b>980</b>

## 2.2 Social

### Indoor Sports

Daily operations and maintenance of the Shepparton Sports Stadium, Tatura Community and Activity Centre and the lease of the Mooroopna Sports Stadium.

#### Key Initiatives:

- Progress the redevelopment of the Shepparton Sports and Events Centre through advocacy for funding
- Develop, promote and deliver a suite of sporting and community programs supporting greater than 200,000 visits per year

Expense	Actual	Forecast	Budget
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Employee	207	212	216
Materials & Services	119	123	128
Other Expenses	0	0	0
<b>Total Expense</b>	<b>326</b>	<b>335</b>	<b>344</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	228	169	192
Grants & Contributions	0	0	0
Other Income	39	42	33
<b>Total Income</b>	<b>268</b>	<b>211</b>	<b>224</b>
<b>Net (Income)/Expense</b>	<b>58</b>	<b>124</b>	<b>120</b>

### Library

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

#### Key Initiatives:

- Contribute to the administration of the GVRL Board
- Deliver the upgrade to the Tatura Library

Expense	Actual	Forecast	Budget
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Employee	0	0	0
Materials & Services	1,632	1,725	1,744
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,632</b>	<b>1,725</b>	<b>1,744</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>1,632</b>	<b>1,725</b>	<b>1,744</b>

## 2.2 Social

### Maternal and Child Health

Deliver State Government Key Ages and Stages schedule of developmental checks for children from birth to school entry. We provide support and education to parents in the early years of their children's lives.

#### Key Initiatives:

- Develop and provide the program that will provide support for high risk families
- Deliver quality services in line with state government initiative regarding family violence, sleep and settling and information sharing
- Increase participation of children enrolled in the Maternal and Child Health Service

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,599	1,898	2,045
Materials & Services	41	98	109
Other Expenses	0	3	2
<b>Total Expense</b>	<b>1,641</b>	<b>1,998</b>	<b>2,156</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	3	5	2
Grants & Contributions	936	1,100	1,019
Other Income	0	4	0
<b>Total Income</b>	<b>939</b>	<b>1,109</b>	<b>1,021</b>
<b>Net (Income)/Expense</b>	<b>702</b>	<b>888</b>	<b>1,135</b>

### Landscaping and Native Open Space

Delivery of horticultural maintenance to native open space areas, water bodies, wetlands and road side reserves. Includes provision of all infrastructure, landscaping and irrigation system maintenance services to the Parks, Sport and Recreation Department. Infrastructure includes playground, lighting and furniture maintenance.

#### Key Initiatives:

- Develop and Implement Service Review for Landscaping and Irrigation
- Undertake Condition reports for all Irrigation and pump systems for future renewals
- Implement council's Play Space Strategy
- Reactive maintenance/defect works
- Develop and implement annual wetland and native open space maintenance program
- Develop and implement annual water testing program for recreational lakes
- Develop and implement annual ribbon week control program
- Implement Native Open Space Service Planning actions
- Develop and implement annual noxious, prohibited and target weed program
- Develop maintenance programs for gifted assets annually
- Undertake condition reports for all green assets within Native Open Space/Wetlands services to identify future renewals
- Deliver Capital renewal program for Wetlands

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	507	555	518
Materials & Services	306	285	274
Other Expenses	0	0	0
<b>Total Expense</b>	<b>812</b>	<b>840</b>	<b>792</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	53	60	0
Other Income	0	0	0
<b>Total Income</b>	<b>53</b>	<b>60</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>760</b>	<b>780</b>	<b>792</b>

## 2.2 Social

### Neighbourhoods Management

Lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department. Also provides financial support to five Neighbourhoods Houses, Greater Shepparton Foundation, Shepparton Family Financial Services, and Food Share Shepparton.

#### Key Initiatives:

- Implementation of the Memorandums of Understanding with external agencies
- Lead and manage the operations of the Neighbourhoods Department
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	845	824	641
Materials & Services	118	123	243
Other Expenses	0	0	0
<b>Total Expense</b>	<b>963</b>	<b>947</b>	<b>884</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	32	46	205
Other Income	0	0	0
<b>Total Income</b>	<b>32</b>	<b>46</b>	<b>205</b>
<b>Net (Income)/Expense</b>	<b>932</b>	<b>901</b>	<b>679</b>

### Parks

Delivery of horticultural maintenance services to parks, road reserves, public open spaces, aquatic facilities and childcare centres.

#### Key Initiatives:

- Develop and implement annual maintenance program for Parks, Reserves and Open spaces
- Develop and implement annual water budget for irrigation areas in public open spaces
- Undertake Condition reports for all green assets within Parks services to identify future renewals
- Implement actions from Victoria Park Lake masterplan
- Implement Parks Service Planning actions
- Develop maintenance programs for gifted assets annually
- Deliver Capital renewal program for Parks
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	2,309	2,587	2,661
Materials & Services	1,875	1,833	4,810
Other Expenses	0	0	0
<b>Total Expense</b>	<b>4,184</b>	<b>4,420</b>	<b>7,472</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	4	4	0
Grants & Contributions	0	2	2,730
Other Income	33	84	0
<b>Total Income</b>	<b>37</b>	<b>91</b>	<b>2,730</b>
<b>Net (Income)/Expense</b>	<b>4,147</b>	<b>4,329</b>	<b>4,742</b>

## 2.2 Social

### Performing Arts and Conventions

Enhance the liveability of the area by presenting a rich and diverse program of touring arts and entertainment, enabling residents to experience the same calibre of national and international shows available in major cities.

To nurture cultural creativity in Greater Shepparton and encourage community participation in the performing arts. Participation is achieved through supporting local performing arts organisations with a range of partnership arrangements and assisting them to develop skills in performing arts practice.

The Riverlinks Venues of Eastbank and Westside are also promoted as facilities for commercial and social functions, strengthening the economic and community life of Greater Shepparton.

#### Key Initiatives:

- Deliver a diverse program of touring performing arts which is responsive to and supported by our community
- Encourage local partnership and opportunities in performing arts practice through partnership arrangements
- Position Riverlinks Eastbank as the pre-eminent destination for major conferences in the region
- Deliver on Creative City Strategy
- Implement Riverlinks Marketing Plan
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,156	1,157	1,234
Materials & Services	1,260	1,211	1,819
Other Expenses	25	0	0
<b>Total Expense</b>	<b>2,441</b>	<b>2,368</b>	<b>3,054</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	666	453	526
Grants & Contributions	186	129	556
Other Income	629	410	519
<b>Total Income</b>	<b>1,482</b>	<b>991</b>	<b>1,601</b>
<b>Net (Income)/Expense</b>	<b>959</b>	<b>1,376</b>	<b>1,453</b>

### Regional Aquatic Centre

The daily operation and management of Greater Shepparton's regional aquatic centre and gym. Aquamoves, delivers a wide range of group fitness, gym and aquatic education programs.

#### Key Initiatives:

- Commence design of stage 1 of the Aquamoves masterplan
- Develop, promote and deliver a suite of programs which supports greater than 700,000 total visits per year

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	3,017	2,584	2,706
Materials & Services	1,213	1,011	1,200
Other Expenses	0	0	0
<b>Total Expense</b>	<b>4,230</b>	<b>3,595</b>	<b>3,906</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	3,372	2,586	2,602
Grants & Contributions	0	0	0
Other Income	60	42	40
<b>Total Income</b>	<b>3,432</b>	<b>2,628</b>	<b>2,642</b>
<b>Net (Income)/Expense</b>	<b>799</b>	<b>967</b>	<b>1,264</b>

## 2.2 Social

### Rural Outdoor Pools

Provision of seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee managed Murchison outdoor swimming pool.

#### Key Initiatives:

- Promote local Rural pools as the place to be in Summer
- Develop, promote and deliver a suite of programs supporting greater than 20,000 total visits per year

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	158	192	208
Materials & Services	142	194	159
Other Expenses	0	0	0
<b>Total Expense</b>	<b>300</b>	<b>386</b>	<b>367</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	67	68	64
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>67</b>	<b>68</b>	<b>64</b>
<b>Net (Income)/Expense</b>	<b>233</b>	<b>318</b>	<b>303</b>

### Senior Citizens Centre

Support Senior Citizen Centres (Tatura and Shepparton) in their operations, including the management of bookings and minor maintenance.

#### Key Initiatives:

- Completion of required maintenance
- Regular user group meetings
- Promotion of facilities for hire

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	0	0	0
Materials & Services	13	27	20
Other Expenses	0	0	0
<b>Total Expense</b>	<b>13</b>	<b>27</b>	<b>20</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	12	12	20
Grants & Contributions	33	51	20
Other Income	0	0	0
<b>Total Income</b>	<b>45</b>	<b>62</b>	<b>40</b>
<b>Net (Income)/Expense</b>	<b>(32)</b>	<b>(35)</b>	<b>(20)</b>

## 2.2 Social

### Shepparton Art Museum

Support the growing collection of exemplary contemporary Australian art, and holds one of Australia's most significant ceramic collections along with a painting and works on paper collection developed over 80 years. The Shepparton Art Museum houses, converses, researches, publishes, communicates and exhibits art for the purposes of study, education and enjoyment, through the SAM Permanent Collection, temporary exhibitions and education and public programs.

#### Key Initiatives:

- Complete the New Shepparton Art Museum
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	861	999	76
Materials & Services	627	849	2,273
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,487</b>	<b>1,848</b>	<b>2,349</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	36	38	0
Grants & Contributions	525	143	73
Other Income	11	10	0
<b>Total Income</b>	<b>572</b>	<b>190</b>	<b>73</b>
<b>Net (Income)/Expense</b>	<b>915</b>	<b>1,658</b>	<b>2,277</b>

### Sports Facilities

Delivery of horticultural maintenance services to sports fields and recreation reserves. This includes specialist turn management for high profile sports venues such as Deakin Reserve and Sports City Precinct as well as the day to day maintenance of more than 25 community sports facilities.

#### Key Initiatives:

- Develop and implement annual maintenance program
- Develop and implement annual water budget for irrigated sports facilities
- Implement relevant actions from Sporting facilities master plans
- Develop and Implement Service Review for Sports Facilities
- Undertake Condition reports for all green assets within Sports Facilities services to identify future renewals
- Deliver Capital renewal program for Sports Facilities

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	634	625	644
Materials & Services	520	522	560
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,154</b>	<b>1,147</b>	<b>1,205</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>1,154</b>	<b>1,147</b>	<b>1,205</b>

## 2.2 Social

### Sport, Recreation and Open Space Strategic Services

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

#### Key Initiatives:

- Implement "Our Sporting Future" funding program
- Review Council's Sport 2050 plan
- Develop Masterplans for Sports City extension
- Investigate current arrangements and maintenance activities on DELWP property
- Implement detailed design for Princess Park, Deakin Reserve, Mooropna, Congupna
- Project sponsor - Stage 2 War memorial Construction
- Actively seek external grants for assisting with capital projects

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	446	705	737
Materials & Services	277	241	305
Other Expenses	0	0	0
<b>Total Expense</b>	<b>723</b>	<b>946</b>	<b>1,042</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	191	180	149
Grants & Contributions	0	5	0
Other Income	71	25	0
<b>Total Income</b>	<b>262</b>	<b>210</b>	<b>149</b>
<b>Net (Income)/Expense</b>	<b>461</b>	<b>736</b>	<b>892</b>

### Youth

Collaborate with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised.

Use the ideas and interest of young people to provide positive volunteering opportunities and enhance social engagement.

#### Key Initiatives:

- Implementation and evaluation of the Youth Strategy and Action Plan 2018-2023
- Further develop the Word and Mouth Youth Committee as the acknowledged reference group for consultation on community issues
- Participate in the State Government Education Plan for Shepparton
- Deliver at least seven Youth led events for the year
- Partner with local education and support agencies to deliver four educational or vocational based activities

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	175	179	184
Materials & Services	184	110	96
Other Expenses	0	0	0
<b>Total Expense</b>	<b>359</b>	<b>289</b>	<b>279</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	18	19	19
Grants & Contributions	131	0	2
Other Income	49	6	0
<b>Total Income</b>	<b>198</b>	<b>25</b>	<b>21</b>
<b>Net (Income)/Expense</b>	<b>161</b>	<b>264</b>	<b>258</b>

## 2.2 Social

### Service Performance Outcomes

The following indicators outline how we intend to measure achievement of the Social service objectives.

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits. (Percentage of children attending the MCH key ages and stages visits).	$(\text{Number of actual MCH visits} / \text{Number of expected MCH visits}) \times 100$
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits by Aboriginal children. (Percentage of Aboriginal children attending the MCH key ages and stages visits)	$(\text{Number of actual MCH visits for Aboriginal children} / \text{Number of expected MCH visits of Aboriginal children}) \times 100$
Libraries	Participation	Active Library members. (Percentage of the municipal population that are active Library members).	$(\text{Number of active library members} / \text{Municipal population}) \times 100$
Pool Facilities (Regional Aquatic Centre)	Utilisation	Utilisation of pool facilities (The number of visits to pool facilities per head of municipal population).	$\text{Number of visits to pool facilities} / \text{Municipal population}$
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions).	Number of successful animal management prosecutions
Food Safety (Environmental Health)	Health and Safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council).	$(\text{Number of critical and Major non-compliance notifications about a food premises followed up} / \text{Number of critical non-compliance notifications and major non-compliance about food premises}) \times 100$

## 2.3 Economic

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

### Business and Industry Development

Identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment in Greater Shepparton. To ensure a sufficient supply of skilled labour is available to support economic growth and industry development. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.

#### Key Initiatives:

- Advocate Federal and State Government for funding for implementation of CBD revitalisation
- Advocate for funding in relation to the development of new regional airport
- Facilitate greater links between university providers and industry to assist in developing courses that match industry needs
- Continue to develop marketing collateral in key international languages, with the priority being Chinese
- Continue the implementation of the CBD Street Art Program
- Support and encourage investment in green technology and renewable energy

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	671	664	779
Materials & Services	440	536	630
Other Expenses	11	0	12
<b>Total Expense</b>	<b>1,122</b>	<b>1,200</b>	<b>1,420</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	55	49	49
<b>Total Income</b>	<b>55</b>	<b>49</b>	<b>49</b>
<b>Net (Income)/Expense</b>	<b>1,067</b>	<b>1,151</b>	<b>1,371</b>

### Business Centre

Promote growth of business in our region by providing support with office accommodation, industrial space, business support, meeting facilities and training services. Providing these services at competitive rates enables businesses to minimise start-up costs, creating an impetus for entrepreneurialism and growth.

#### Key Initiatives:

- Encourage utilisation and awareness of the Business Centre as a location for entrepreneurs and start-up businesses
- Utilise social media to promote the Business Centre and its activities
- Build local partnerships to develop business skills through workshops and mentoring opportunities

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	175	188	189
Materials & Services	116	114	106
Other Expenses	3	3	3
<b>Total Expense</b>	<b>294</b>	<b>304</b>	<b>298</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	235	190	300
Grants & Contributions	58	41	32
Other Income	0	0	0
<b>Total Income</b>	<b>293</b>	<b>231</b>	<b>331</b>
<b>Net (Income)/Expense</b>	<b>1</b>	<b>73</b>	<b>(33)</b>

## 2.3 Economic

### Events

The purpose of the Events Program is to:

- Promote Greater Shepparton as a vibrant destination
- Maximise visitation to the region, and increase length of stay through the development of sustainable events
- Position Greater Shepparton as a leading regional sports events destination
- Diversify the events base and leverage significant in arts and cultural assets i.e. SAM by supporting more arts, food, cultural and music events
- Reduce economic leakage by presenting a range of diverse events to engage local audiences

#### Key Initiatives:

- Continue to promote and position Greater Shepparton as Regional Victoria's and Australia's sports events capital
- Work with event organisers to establish a series of new and ongoing arts, cultural, indigenous or music events including the support of the inaugural Shepparton Winter Festival
- Attract one more annual significant event that has broad national and international branding appeal and delivers strong economic and social benefits to local businesses and the community
- Develop a master plan for the use of the Tatura Park facility
- Implement the annual business plan and events program to maximise the use of the Shepparton Showgrounds and Tatura Park facility
- Continue to support community and civic events and celebrations as part of the overall events program via grants, sponsorship, partnerships and Council operating and run events
- Support the Shepparton Art Museum Opening Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	548	571	593
Materials & Services	1,438	1,776	1,869
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,986</b>	<b>2,346</b>	<b>2,462</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	298	280	302
Grants & Contributions	256	144	3
Other Income	40	191	52
<b>Total Income</b>	<b>594</b>	<b>615</b>	<b>357</b>
<b>Net (Income)/Expense</b>	<b>1,391</b>	<b>1,731</b>	<b>2,105</b>

## 2.3 Economic

### Holiday Park

Victoria Lake Holiday Park is a Council owned Caravan Park facility which was, up until 2013, leased to a private business.

#### Key Initiatives:

- Refurbish main amenity block
- Continue to engage DELWP regarding purchase of caravan park land
- Work closely with SAM project for caravan park impacts

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	0	0	0
Materials & Services	655	682	690
Other Expenses	0	0	0
<b>Total Expense</b>	<b>655</b>	<b>682</b>	<b>690</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	799	550	603
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>799</b>	<b>550</b>	<b>603</b>
<b>Net (Income)/Expense</b>	<b>(144)</b>	<b>132</b>	<b>88</b>

### Saleyards

Develop and maintain the Shepparton Regional Saleyards as a state-of-the-art selling facility.

#### Key Initiatives:

- Renew rust damaged stock pens
- Refine roles and responsibilities relating to saleyards processes
- Install solar panels on saleyards roof
- Complete annual self-audits for NSQA

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	0	0	0
Materials & Services	985	918	990
Other Expenses	0	0	0
<b>Total Expense</b>	<b>985</b>	<b>918</b>	<b>990</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	1,747	1,554	1,359
Grants & Contributions	94	0	0
Other Income	45	42	46
<b>Total Income</b>	<b>1,887</b>	<b>1,596</b>	<b>1,405</b>
<b>Net (Income)/Expense</b>	<b>(901)</b>	<b>(678)</b>	<b>(415)</b>

## 2.3 Economic

### Shepparton Show Me

The marketing body within Greater Shepparton City Council. It is tasked with driving demand for rate paying businesses from both within the Greater Shepparton region and its core catchment, of regional centres within a 150 km radius including North Eastern Victoria and Southern Riverina NSW.

It works with Council, business and industry organisations to deliver a series of strategic programs which support the vision of positioning Greater Shepparton as the premier place in Northern Victoria to do business, shop, dine, play and stay.

#### Key Initiatives:

- Transition to Great Things Happen Here regional brand
- Events and campaigns focusing on larger Greater Shepparton regional towns
- Great Things Happen Here Business events expo
- Health and Wellbeing Expo
- Spring campaign
- Event partnerships - Fryers Street Food Festival, Land of Plenty
- Creation of a partnership and sponsorship program
- Sourcing of data/evaluation software

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	149	171	145
Materials & Services	662	370	265
Other Expenses	0	0	0
<b>Total Expense</b>	<b>812</b>	<b>541</b>	<b>410</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>812</b>	<b>541</b>	<b>410</b>

### KidsTown

Greater Shepparton's Regional Adventure Park and Playground (including The Connection) is a key contributor to regional tourism, as well as being a popular facility for local residents. KidsTown provides over five acres of outdoor play space for children and families, with annual major events and programs to enhance visitor experiences.

#### Key Initiatives:

- Implement key stages of the KidsTown Masterplan which includes renewal of play spaces at KidsTown
- Develop, promote and implement a suite of programs supporting greater than 160,000 visits per year
- Support KidsFest to become a popular April holiday attraction for local families and visitors to town

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	344	208	238
Materials & Services	187	150	213
Other Expenses	0	0	0
<b>Total Expense</b>	<b>531</b>	<b>358</b>	<b>451</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	231	147	199
Grants & Contributions	9	12	39
Other Income	18	15	18
<b>Total Income</b>	<b>257</b>	<b>174</b>	<b>256</b>
<b>Net (Income)/Expense</b>	<b>274</b>	<b>184</b>	<b>195</b>

## 2.3 Economic

### Strategic Asset Management

Facilitate asset management planning through the provision of accurate, timely and meaningful asset information. This enables the effective management of infrastructure based on its condition to support the delivery of services to the community.

#### Key Initiatives:

- Survey sealed road network
- Further develop Asset Management Plans
- Complete service plan for Assets
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	960	1,018	1,076
Materials & Services	177	251	1,487
Other Expenses	19	25	25
<b>Total Expense</b>	<b>1,156</b>	<b>1,294</b>	<b>2,588</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	7	1,180
Other Income	73	156	0
<b>Total Income</b>	<b>73</b>	<b>163</b>	<b>1,180</b>
<b>Net (Income)/Expense</b>	<b>1,083</b>	<b>1,131</b>	<b>1,408</b>

### Tourism

Purpose of Tourism is to:

- Promote Greater Shepparton as a vibrant destination specifically targeting leisure, sports, cultural and business markets
- Raise the profile of the Tourism Industry in the region as a significant contributor to the local economy
- Maximise visitation to the region, and increase length of stay through the provision of quality visitor services and supporting the development of sustainable attractions, events and experiences

#### Key Initiatives:

- Continue to work with the Tourism industry to position the region
- Showcase local indigenous culture and heritage as a primary strength of Greater Shepparton
- Promote and develop further the military history opportunity in Greater Shepparton
- Establish clear, consistent branding and marketing positioning to focus on key visitation target markets of Greater Shepparton
- Continue to promote Greater Shepparton to the RV and touring market
- Support the development of the Museum of Vehicle Evolution
- Establishment of the Visitor Economy and Tourism Innovation Business Grants program
- Transition of the Visitor Centre to the new Shepparton Art Museum

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	449	455	465
Materials & Services	359	994	957
Other Expenses	32,122	0	0
<b>Total Expense</b>	<b>32,929</b>	<b>1,449</b>	<b>1,422</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	39	32	32
Grants & Contributions	0	0	0
Other Income	6	1	0
<b>Total Income</b>	<b>45</b>	<b>33</b>	<b>32</b>
<b>Net (Income)/Expense</b>	<b>32,884</b>	<b>1,416</b>	<b>1,390</b>

## 2.3 Economic

### Service Performance Outcomes

The following indicator outlines how we intend to measure achievement of the Economic service objectives.

Service	Indicator	Performance Measure	Computation
Economic Development (Business and Industry Development)	Economic Activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	(Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year) x 100

## 2.4 Built

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

### Aerodrome Management

Provide ongoing maintenance and operations of the Shepparton Aerodrome. The Shepparton Aerodrome provides Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training and recreational flying.

#### Key Initiatives:

- Review and update the Aerodrome Manual to ensure continuous improvement in regards to aerodrome management
- Develop a strategy and masterplan to set out the visions for future growth and development
- Provide appropriate safety upgrades to the aerodrome to enhance safe aircraft operations

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	10	11	11
Materials & Services	88	145	82
Other Expenses	0	0	0
<b>Total Expense</b>	<b>98</b>	<b>156</b>	<b>93</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	26	30	78
Grants & Contributions	0	0	0
Other Income	53	55	62
<b>Total Income</b>	<b>79</b>	<b>85</b>	<b>140</b>
<b>Net (Income)/Expense</b>	<b>20</b>	<b>71</b>	<b>(46)</b>

### Development Team

Works closely with developers and Council's Planning Department to facilitate land use and development across the municipality through the planning permit process. Also undertakes technical reviews of development proposals which are guided by the standards and procedures set out in Council's Infrastructure Design Manual.

#### Key Initiatives:

- Improve performance in relation to referral reviews to meet service level targets
- Establish robust internal review processes for designs
- Establish robust sign-off processes for constructed works

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	300	370	525
Materials & Services	830	1,038	425
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,129</b>	<b>1,408</b>	<b>950</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	261	265	180
Grants & Contributions	205	150	100
Other Income	0	0	0
<b>Total Income</b>	<b>466</b>	<b>415</b>	<b>280</b>
<b>Net (Income)/Expense</b>	<b>663</b>	<b>993</b>	<b>670</b>

## 2.4 Built

### Fleet and Stores

Manage Council's plant and fleet to meet current and future needs in a cost effective and efficient manner. Manage Council's stores, purchasing and material stock.

#### Key Initiatives:

- Procurement of electric passenger vehicles
- Complete service plan for Fleet and Stores
- Implementation of Stores procedure and Fleet management software

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	583	625	604
Materials & Services	(1,943)	(2,066)	(2,287)
Other Expenses	0	0	0
<b>Total Expense</b>	<b>(1,360)</b>	<b>(1,441)</b>	<b>(1,683)</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	378	120	120
<b>Total Income</b>	<b>378</b>	<b>120</b>	<b>120</b>
<b>Net (Income)/Expense</b>	<b>(1,739)</b>	<b>(1,561)</b>	<b>(1,803)</b>

### Investigation and Design

Provides proactive planning, investigations and designs in a timely manner for the Council's capital budget program. The Investigation and Design Team also provides engineering technical support to other Council departments in addition to overseeing parking infrastructure, road safety and traffic engineering on behalf of Council.

#### Key Initiatives:

- Develop strategic works programs for infrastructure upgrades and renewals
- Refined allocation of responsibilities to staff to deliver programs within the teams scope of work
- Improved allocation of Pathway requests to achieve target service levels

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	845	841	920
Materials & Services	155	294	167
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,000</b>	<b>1,136</b>	<b>1,087</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	0
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net (Income)/Expense</b>	<b>1,000</b>	<b>1,136</b>	<b>1,087</b>

## 2.4 Built

### Parking Enforcement

Supports the community through provision of a number of services that ensure safe and equitable access in a traffic environment.

These regulatory functions governed by several Acts include the following:

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

#### Key Initiatives:

- Statutory signage project
- Oversee ongoing contract for parking enforcement services

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,128	549	523
Materials & Services	305	695	765
Other Expenses	105	100	183
<b>Total Expense</b>	<b>1,538</b>	<b>1,343</b>	<b>1,471</b>
<b>Income</b>			
Statutory Fees	1,283	1,500	1,500
User Charges	1,188	950	700
Grants & Contributions	145	161	150
Other Income	0	0	0
<b>Total Income</b>	<b>2,616</b>	<b>2,611</b>	<b>2,350</b>
<b>Net (Income)/Expense</b>	<b>(1,077)</b>	<b>(1,267)</b>	<b>(879)</b>

### Planning

Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions. It includes strategic and transport planning.

#### Key Initiatives:

- Implement the Shepparton South East Precinct Structure Plan to ensure a sufficient supply of residential land in Greater Shepparton
- Finalise and implement the Movement and Place Strategy and ensure that the actions form part of the 10 year capital program
- Implement the Shepparton Mooroopna Flood Mapping and Flood Intelligence Project
- Continue lobbying for the Goulburn Valley Highway Bypass Stage 1, connection to Ford Road and any preconstruction works
- Implement the Shepparton Mooroopna 2050 Regional City Growth Plan
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,566	1,650	2,038
Materials & Services	1,601	1,495	1,578
Other Expenses	0	0	0
<b>Total Expense</b>	<b>3,167</b>	<b>3,145</b>	<b>3,617</b>
<b>Income</b>			
Statutory Fees	538	543	647
User Charges	32	44	41
Grants & Contributions	638	389	393
Other Income	27	10	18
<b>Total Income</b>	<b>1,235</b>	<b>986</b>	<b>1,099</b>
<b>Net (Income)/Expense</b>	<b>1,932</b>	<b>2,158</b>	<b>2,518</b>

## 2.4 Built

### Projects Administration

Provide a consolidated unit across the Projects department.

#### Key Initiatives:

- Working for Victoria Program

Expense	Actual	Forecast	Budget
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Employee	239	263	286
Materials & Services	63	67	261
Other Expenses	0	0	0
<b>Total Expense</b>	<b>302</b>	<b>330</b>	<b>547</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	0	0	138
Other Income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>138</b>
<b>Net (Income)/Expense</b>	<b>302</b>	<b>330</b>	<b>408</b>

### Project Management Office

Coordinate the timely delivery of the Council's capital works program.

#### Key Initiatives:

- Further refinement of 10 year capital expense bid identification process
- Improved standardisation of contract docs and specifications
- Implementation of Open Windows as the contract management tool

Expense	Actual	Forecast	Budget
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Employee	0	0	0
Materials & Services	1,054	1,407	5,525
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,054</b>	<b>1,407</b>	<b>5,525</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	5,068	3,220	1,697
Other Income	0	0	0
<b>Total Income</b>	<b>5,068</b>	<b>3,220</b>	<b>1,697</b>
<b>Net (Income)/Expense</b>	<b>(4,014)</b>	<b>(1,812)</b>	<b>3,828</b>

## 2.4 Built

### Works

To provide maintenance and renewal of the local road network (and associated infrastructure) and the footpath and shared path network to ensure transport productivity, local access, community amenity and road safety, in accordance with the Road Management Plan and agreed Service Levels.

#### Key Initiatives:

- Update the Road Management Plan in line with the review of the Service Level Maintenance Plan
- Review all maintenance tasks and service deliveries and update the Standard Operating Procedures relating to each task
- Delivery of Councils re-sheet program with the provision of monthly progress reports throughout project delivery
- Working for Victoria Program

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	4,012	4,181	4,185
Materials & Services	4,372	4,328	7,309
Other Expenses	0	0	0
<b>Total Expense</b>	<b>8,384</b>	<b>8,509</b>	<b>11,494</b>
<b>Income</b>			
Statutory Fees	51	55	51
User Charges	0	0	4
Grants & Contributions	8	0	2,743
Other Income	5	4	4
<b>Total Income</b>	<b>64</b>	<b>59</b>	<b>2,802</b>
<b>Net (Income)/Expense</b>	<b>8,320</b>	<b>8,450</b>	<b>8,692</b>

### Service Performance Outcomes

The following indicators outline how we intend to measure achievement of the Built service objectives.

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision Making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	(Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT) x 100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads

## 2.5 Environment

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

### Sustainability and Environment

The Council's change agents, facilitating sustainable environmental growth and development within Greater Shepparton including the areas of energy management, native vegetation retention and planting, integrated water management including sustainable water use and stormwater management, sustainability, and climate change mitigation and adaptation. RiverConnect is an important and integral part of managing our riverine environment for the enjoyment of residents.

#### Key Initiatives:

- Develop replacement plan: Climate Emergency Declaration Plan or Zero Carbon Emission Plan
- Installation of solar panels at North Shepparton Hub and Business Centre
- 100% renewable electricity contract in 2021
- Council's energy usage, CO2 emissions and efficiency measures are accurate, tracked and reported to the organisation
- Implement the Council's Roadside Management Strategy for protection and enhancement of native vegetation
- Plant 23,000 native vegetation across the municipality as part of Greening Shepparton and through the One Tree Per Child project
- Hold at least one event to engage with the community and the organisation on Energy Efficiency, Climate Change and Sustainability
- Ensure Council is regarded as a leader on sustainability, natural resource management and dealing with the impacts of climate change
- Continue to grow the RiverConnect program through the RiverConnect Strategic Plan
- Shepparton Statement - engage youth
- Develop internal native vegetation offsets
- Working for Victoria Program

	Actual 2018/19	Forecast 2019/20	Budget 2020/21
Expense	\$'000	\$'000	\$'000
Employee	613	669	726
Materials & Services	577	615	1,926
Other Expenses	0	0	0
<b>Total Expense</b>	<b>1,191</b>	<b>1,285</b>	<b>2,652</b>
<b>Income</b>			
Statutory Fees	0	0	0
User Charges	0	0	0
Grants & Contributions	225	352	1,149
Other Income	14	16	0
<b>Total Income</b>	<b>239</b>	<b>368</b>	<b>1,149</b>
<b>Net (Income)/Expense</b>	<b>952</b>	<b>916</b>	<b>1,503</b>

## 2.5 Environment

### Waste and Resource Recovery

- To provide for the reliable, effective, sustainable and affordable waste management services that meet community needs, protects public health and the environment
- To provide for the management and delivery of Council's waste services and facilities including landfills, resource recovery centres, kerbside services and public litter bins
- Landfill: Maintenance of a healthy community and clean environment by providing a safe facility for the permanent disposal of municipal and commercial waste
- Kerbside and Public Litter Bin Collections: Maintenance of a healthy community and clean environment by providing a convenient and cost effective means of disposing of municipal waste
- Resource Recovery Centres: Providing the Greater Shepparton community a convenient, cost effective and sustainable means of disposing household waste items

#### Key Initiatives:

- Submission of Cosgrove Operation Audit reports to EPA (Licence Requirement)
- Development of aftercare management plan for Cosgrove 2 Landfill
- Development of Waste Education Strategy that aligns with the Victorian Waste Education Strategy and the GVVRRG Regional Education Strategy
- Review and update the Kerbside Collection Policy

	Actual 2018/19 \$'000	Forecast 2019/20 \$'000	Budget 2020/21 \$'000
<b>Expense</b>			
Employee	1,321	1,252	1,488
Materials & Services	11,511	9,940	10,071
Other Expenses	21	40	91
<b>Total Expense</b>	<b>12,853</b>	<b>11,232</b>	<b>11,649</b>
<b>Income</b>			
Rates & Charges	9,753	10,080	9,889
Statutory Fees	0	0	0
User Charges	5,340	5,374	6,039
Grants & Contributions	70	50	0
Other Income	199	126	150
<b>Total Income</b>	<b>15,362</b>	<b>15,630</b>	<b>16,077</b>
<b>Net (Income)/Expense</b>	<b>(2,508)</b>	<b>(4,397)</b>	<b>(4,428)</b>

### Service Performance Outcomes

The following indicator outlines how we intend to measure achievement of the Environment service objectives.

Service	Indicator	Performance Measure	Computation
Waste Collection (Waste and Resource Recovery)	Waste Diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage recyclables and green organics collected from kerbside bins that are diverted from landfill)	(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins ) x 100

## 2.6 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Leadership and Governance	9,817	16,160	6,343
Social	29,888	49,967	20,079
Economic	6,517	10,731	4,214
Built	14,475	23,101	8,626
Environment	6,964	14,301	7,337
<b>Total services and initiatives</b>	<b>67,661</b>	<b>114,259</b>	<b>46,598</b>
<b>Expenses added in:</b>			
Depreciation and Amortisation	33,142		
<b>Deficit before funding sources</b>	<b>100,803</b>		
<b>Funding sources added in:</b>			
Rates and Charges revenue	(72,961)		
Waste charge revenue	(9,889)		
<b>Total funding sources</b>	<b>(82,849)</b>		
<b>Operating (surplus)/deficit for the year</b>	<b>17,954</b>		
<b>Less</b>			
Capital grants	(14,446)		
Capital contributions	(2,150)		
Capital contributions - Non-Monetary	(5,943)		
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(630)		
<b>(Surplus)/Deficit funds for the year</b>	<b>(5,215)</b>		

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/2021 has been supplemented with projections to 2023/2024 extracted from the Strategic Resource Plan.

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.

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources

#### Pending Accounting Standards

The 2020/2021 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.



## Comprehensive Income Statement

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
<b>Income</b>						
Rates and charges	4.1.2	80,467	82,849	85,334	87,894	90,531
Statutory fees and fines	4.1.3	3,389	3,563	3,635	3,707	3,782
User fees	4.1.4	16,068	16,857	17,363	17,884	18,420
Grants - operating	4.1.5	24,215	23,774	24,549	24,726	24,909
Grants - capital	4.1.5	19,082	14,446	12,823	7,142	18,321
Contributions - monetary	4.1.6	2,977	2,930	1,000	1,000	1,000
Contributions - non-monetary	4.1.6	10,137	5,943	2,000	2,000	2,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(788)	630	517	480	27
Fair value adjustments for investment property		0	0	0	0	0
Share of net profits/(losses) of associates and joint ventures		0	0	0	0	0
Other income	4.1.7	2,366	1,623	1,657	1,693	1,729
<b>Total income</b>		<b>157,912</b>	<b>152,616</b>	<b>148,878</b>	<b>146,526</b>	<b>160,719</b>
<b>Expenses</b>						
Employee costs	4.1.8	50,026	51,067	52,854	54,704	56,619
Materials and services	4.1.9	48,794	61,353	47,057	46,234	46,184
Depreciation	4.1.10	28,615	32,844	33,501	34,171	34,854
Amortisation - Right of Use Assets	4.1.11	247	298	256	151	123
Bad and doubtful debts		106	186	284	282	278
Borrowing costs	4.1.12	995	920	1,242	1,567	1,431
Finance Costs - Leases		14	27	18	11	7
Other expense		680	706	720	735	749
<b>Total expenses</b>		<b>129,476</b>	<b>147,401</b>	<b>135,932</b>	<b>137,855</b>	<b>140,245</b>
<b>Surplus/(deficit) for the year</b>		<b>28,436</b>	<b>5,215</b>	<b>12,946</b>	<b>8,671</b>	<b>20,474</b>
<b>Other comprehensive income</b>						
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>						
Net asset revaluation increment /(decrement)		0	11,043	0	0	11,717
Share of other comprehensive income of associates and joint ventures		0	0	0	0	0
<b>Items that may be reclassified to surplus or deficit in future periods</b>						
		0	0	0	0	0
<b>Total comprehensive result</b>		<b>28,436</b>	<b>16,258</b>	<b>12,946</b>	<b>8,671</b>	<b>32,191</b>

## Balance Sheet

For the four years ending 30 June 2024

	NOTES	Forecast	Strategic Resource Plan			
		Actual 2019/20 \$'000	Budget 2020/21 \$'000	Projections 2021/22 2022/23 2023/24 \$'000 \$'000 \$'000		
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		5,705	10,217	20,862	20,049	8,207
Trade and other receivables		7,721	11,776	11,704	11,515	12,688
Other financial assets		35,572	1,779	1,779	534	534
Inventories		107	107	107	107	107
Non-current assets classified as held for sale		55	55	55	55	55
Other assets		1,698	1,698	1,698	1,698	1,698
<b>Total current assets</b>	4.2.3	<b>50,858</b>	<b>25,632</b>	<b>36,205</b>	<b>33,958</b>	<b>23,289</b>
<b>Non-current assets</b>						
Investments in associates and joint ventures		1,393	1,393	1,393	1,393	1,393
Property, infrastructure, plant & equipment		1,106,600	1,151,886	1,163,366	1,171,740	1,211,934
Right of Use Assets	4.2.6	337	652	396	245	122
Investment property		0	0	0	0	0
Intangible assets		0	0	-	0	0
<b>Total non-current assets</b>		<b>1,108,330</b>	<b>1,153,930</b>	<b>1,165,154</b>	<b>1,173,378</b>	<b>1,213,449</b>
<b>Total assets</b>	4.2.1	<b>1,159,188</b>	<b>1,179,562</b>	<b>1,201,359</b>	<b>1,207,336</b>	<b>1,236,737</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		13,479	9,041	8,116	8,228	8,355
Trust funds and deposits		2,804	2,804	2,804	2,804	2,804
Provisions		9,761	9,761	9,761	9,761	9,761
Interest-bearing loans and borrowings	4.2.5	1,430	2,073	2,781	2,921	3,069
Lease Liabilities	4.2.6	171	257	155	129	133
<b>Total current liabilities</b>	4.2.3	<b>27,645</b>	<b>23,936</b>	<b>23,617</b>	<b>23,842</b>	<b>24,122</b>
<b>Non-current liabilities</b>						
Provisions		8,573	8,324	8,478	8,607	8,740
Interest-bearing loans and borrowings	4.2.5	14,211	22,035	31,206	28,285	25,216
Lease Liabilities	4.2.6	167	416	262	133	0
<b>Total non-current liabilities</b>		<b>22,951</b>	<b>30,775</b>	<b>39,946</b>	<b>37,025</b>	<b>33,956</b>
<b>Total liabilities</b>	4.2.2	<b>50,595</b>	<b>54,712</b>	<b>63,563</b>	<b>60,868</b>	<b>58,078</b>
<b>Net assets</b>		<b>1,108,593</b>	<b>1,124,851</b>	<b>1,137,797</b>	<b>1,146,468</b>	<b>1,178,659</b>
<b>Equity</b>						
Accumulated surplus		445,707	450,922	463,868	472,539	493,013
Reserves		662,886	673,929	673,929	673,929	685,646
<b>Total equity</b>	4.2.4	<b>1,108,593</b>	<b>1,124,851</b>	<b>1,137,797</b>	<b>1,146,468</b>	<b>1,178,659</b>

## Statement of Changes in Equity

For the four years ending 30 June 2024

	NOTES	Accumulated Total Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000	
<b>2020</b>					
Balance at beginning of the financial year		1,080,157	417,271	662,886	0
Surplus/(deficit) for the year		28,436	28,436	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,108,593</b>	<b>445,707</b>	<b>662,886</b>	<b>0</b>
<b>2021</b>					
Balance at beginning of the financial year		1,108,593	445,707	662,886	0
Surplus/(deficit) for the year		5,215	5,215	0	0
Net asset revaluation increment/(decrement)		11,043	0	11,043	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,124,851</b>	<b>450,922</b>	<b>673,929</b>	<b>0</b>
<b>2022</b>					
Balance at beginning of the financial year		1,124,851	450,922	673,929	0
Surplus/(deficit) for the year		12,946	12,946	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,137,797</b>	<b>463,868</b>	<b>673,929</b>	<b>0</b>
<b>2023</b>					
Balance at beginning of the financial year		1,137,797	463,868	673,929	0
Surplus/(deficit) for the year		8,671	8,671	0	0
Net asset revaluation increment/(decrement)		0	0	0	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,146,468</b>	<b>472,539</b>	<b>673,929</b>	<b>0</b>
<b>2024</b>					
Balance at beginning of the financial year		1,146,468	472,539	673,929	0
Surplus/(deficit) for the year		20,474	20,474	0	0
Net asset revaluation increment/(decrement)		11,717	0	11,717	0
Transfer to other reserves		0	0	0	0
Transfer from other reserves		0	0	0	0
<b>Balance at end of the financial year</b>		<b>1,178,659</b>	<b>493,013</b>	<b>685,646</b>	<b>0</b>

## Statement of Cash Flows

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
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>						
Rates and charges		80,467	80,435	85,210	87,837	89,701
Statutory fees and fines		3,389	3,460	3,629	3,705	3,747
User fees		16,068	16,366	17,338	17,872	18,251
Grants - operating		24,215	23,081	24,514	24,710	24,680
Grants - capital		19,082	14,025	12,804	7,137	18,153
Contributions - monetary		2,977	2,930	1,000	1,000	1,000
Interest received		775	500	505	510	515
Other receipts		1,591	1,005	1,149	1,181	1,194
Employee costs		(50,026)	(53,031)	(53,394)	(54,658)	(56,547)
Materials and services		(48,668)	(62,842)	(47,271)	(46,040)	(45,996)
Other payments		(680)	(1,317)	(737)	(734)	(748)
<b>Net cash provided by/(used in) operating activities</b>	4.3.1	<b>49,189</b>	<b>24,612</b>	<b>44,748</b>	<b>42,521</b>	<b>53,950</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(70,384)	(62,330)	(43,571)	(41,153)	(61,957)
Proceeds from sale of property, infrastructure, plant and equipment		401	1,203	1,107	1,088	653
Proceeds from investments		(3,572)	33,793	0	1,245	0
<b>Net cash provided by/ (used in) investing activities</b>	4.3.2	<b>(73,555)</b>	<b>(27,333)</b>	<b>(42,464)</b>	<b>(38,820)</b>	<b>(61,304)</b>
<b>Cash flows from financing activities</b>						
Finance costs		(995)	(920)	(1,242)	(1,567)	(1,431)
Proceeds from borrowings		0	10,000	12,000	0	0
Repayment of borrowings		(1,430)	(1,532)	(2,122)	(2,781)	(2,921)
Interest Paid - Lease Liability		(14)	(27)	(18)	(11)	(7)
Repayment of Lease Liability		(232)	(287)	(257)	(155)	(129)
<b>Net cash provided by/(used in) financing activities</b>	4.3.3	<b>(2,671)</b>	<b>7,233</b>	<b>8,361</b>	<b>(4,514)</b>	<b>(4,488)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		<b>(27,037)</b>	<b>4,512</b>	<b>10,645</b>	<b>(813)</b>	<b>(11,842)</b>
Cash and cash equivalents at the beginning of the financial year		32,742	5,705	10,217	20,862	20,049
<b>Cash and cash equivalents at the end of the financial year</b>	4.3.4	<b>5,705</b>	<b>10,217</b>	<b>20,862</b>	<b>20,049</b>	<b>8,207</b>

## Statement of Capital Works

For the four years ending 30 June 2024

	NOTES	Forecast	Strategic Resource Plan			
		Actual	Budget	Projections		
		2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
<b>Property</b>						
Land		180	0	0	915	0
Land improvements		362	100	39	29	180
Buildings		30,946	20,038	1,679	4,337	11,666
Heritage buildings		0	0	0	0	0
Building improvements		0	0	0	0	0
Leasehold improvements		0	0	0	0	0
<b>Total property</b>		<b>31,488</b>	<b>20,138</b>	1,718	5,281	11,846
<b>Plant and equipment</b>						
Heritage plant and equipment		0	0	0	0	0
Plant, machinery and equipment		2,949	4,617	4,107	3,308	2,875
Fixtures, fittings and furniture		277	335	190	69	159
Computers and telecommunications		1,797	750	360	0	100
Library books		0	0	0	0	0
<b>Total plant and equipment</b>		<b>5,022</b>	<b>5,702</b>	4,657	3,377	3,134
<b>Infrastructure</b>						
Roads		18,596	18,170	27,051	14,735	17,310
Bridges		1,139	450	412	619	625
Footpaths and cycleways		1,916	2,712	589	1,764	449
Drainage		2,908	3,921	2,427	88	325
Recreational, leisure and community facilities		4,447	3,930	3,248	7,077	20,986
Waste management		972	3,288	50	5,173	4,180
Parks, open space and streetscapes		1,908	1,036	1,410	960	1,089
Aerodromes		3	592	0	0	0
Off street car parks		415	120	0	0	0
Other infrastructure		470	533	909	979	913
<b>Total infrastructure</b>		<b>32,774</b>	<b>34,752</b>	<b>36,096</b>	<b>31,395</b>	<b>45,877</b>
Project management office		1,100	1,125	1,100	1,100	1,100
<b>Total capital works expenditure</b>	4.5	<b>70,384</b>	<b>61,717</b>	<b>43,571</b>	<b>41,153</b>	<b>61,957</b>
<b>Represented by:</b>						
New asset expenditure		33,562	22,897	5,416	4,940	5,098
Asset renewal expenditure		20,235	26,400	18,113	25,594	24,529
Asset upgrade expenditure		11,154	10,445	19,637	9,527	28,428
Asset expansion expenditure		5,434	1,974	405	1,092	3,902
<b>Total capital works expenditure</b>	4.5	<b>70,384</b>	<b>61,717</b>	<b>43,571</b>	<b>41,153</b>	<b>61,957</b>
<b>Funding sources represented by:</b>						
Grants		19,082	14,446	12,804	7,137	18,153
Contributions		1,953	2,150	1,000	1,000	1,000
Council cash		49,350	35,121	17,767	33,016	42,804
Borrowings		0	10,000	12,000	0	0
<b>Total capital works funding</b>	4.5	<b>70,384</b>	<b>61,717</b>	<b>43,571</b>	<b>41,153</b>	<b>61,957</b>

## Statement of Human Resources

For the four years ending 30 June 2024

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	50,026	51,067	52,854	54,704	56,619
Employee costs - capital	1,629	1,725	1,586	1,641	1,699
<b>Total staff expenditure</b>	<b>51,655</b>	<b>52,792</b>	<b>54,440</b>	<b>56,345</b>	<b>58,318</b>
<b>Staff numbers</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employees	583.9	567.0	569.8	572.7	575.5
<b>Total staff numbers</b>	<b>583.9</b>	<b>567.0</b>	<b>569.8</b>	<b>572.7</b>	<b>575.5</b>

The 2019/2020 staff numbers reflect the 2019/2020 Adopted Budget. The 2020/2021 budget was prepared on the assumption that Council has full complement of staff to the approved FTE levels. To allow for natural staff turnover, total salary and related expenses were decreased by 2 per cent across the Council to recognise the possible savings from staff vacancies during the year.

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

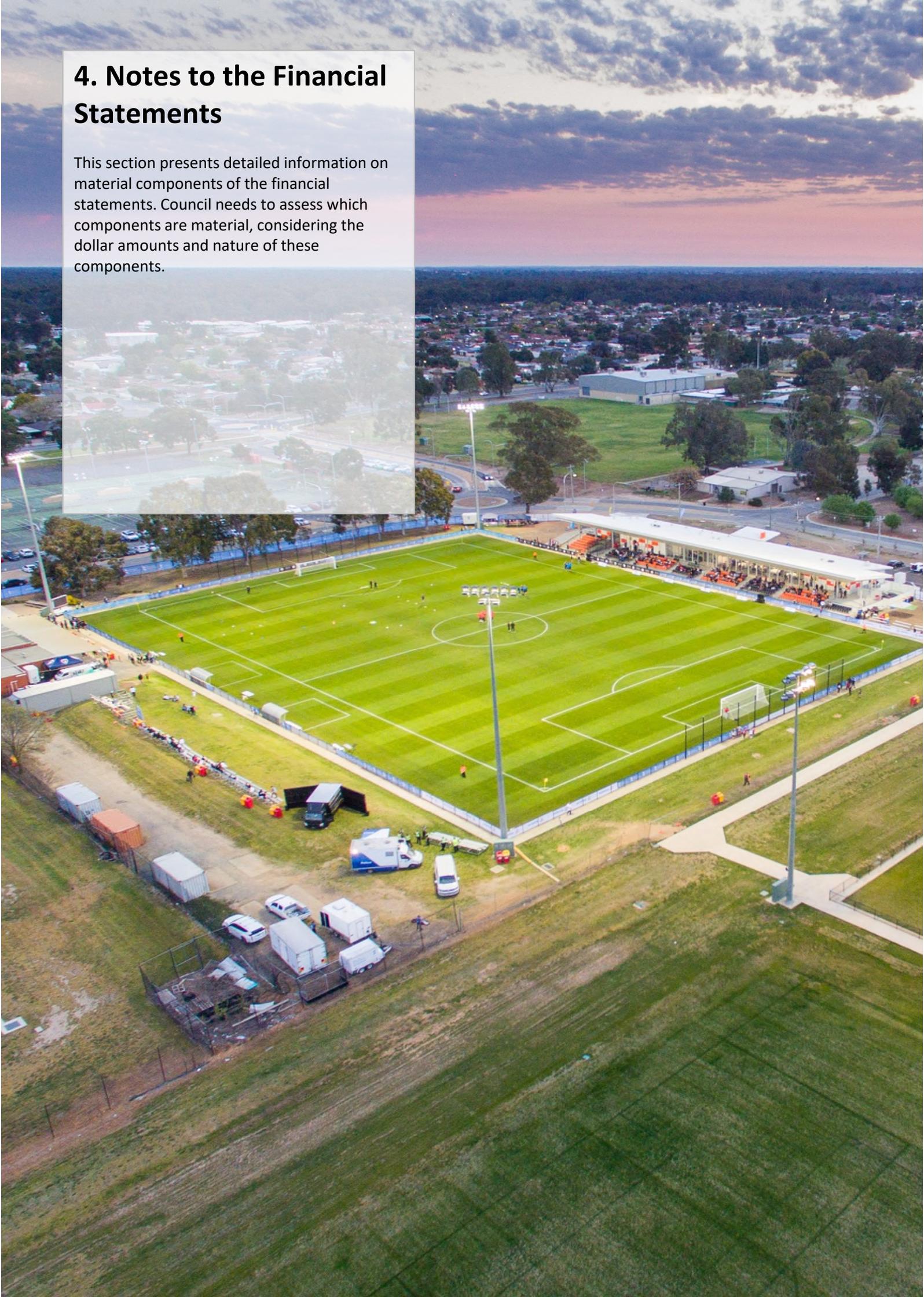
Department	2020/21 \$'000	Permanent	
		Full Time \$'000	Part Time \$'000
Community	15,050	6,936	8,114
Corporate Services	8,974	8,136	838
Infrastructure	14,422	14,083	339
Sustainable Development	8,306	6,779	1,527
<b>Total permanent staff expenditure</b>	<b>46,752</b>	<b>35,935</b>	<b>10,817</b>
Casuals, temporary and other expenditure	4,316		
Capitalised labour costs	1,725		
<b>Total expenditure</b>	<b>52,792</b>		

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

Department	2020/21 FTE	Permanent	
		Full Time FTE	Part Time FTE
Community	172.8	76.0	96.8
Corporate Services	90.1	80.0	10.1
Infrastructure	167.2	162.8	4.4
Sustainable Development	83.1	67.0	16.1
<b>Total</b>	<b>513.2</b>	<b>385.8</b>	<b>127.4</b>
Casuals, temporary and other expenditure	37.0		
Capitalised labour costs	16.8		
<b>Total staff</b>	<b>567.0</b>		

## 4. Notes to the Financial Statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.



## 4.1 Comprehensive Income Statement

### 4.1.1 Adjusted underlying deficit - Greater Shepparton calculation (\$16.01 million increase)

	Forecast			
	Actual	Budget	Variance	Variance
	2019/2020	2020/2021	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
Total income	157,912	152,616	5,296	3%
Total expense	(129,476)	(147,401)	17,925	14%
<b>Surplus (deficit) for the year</b>	<b>28,436</b>	<b>5,215</b>	<b>23,221</b>	<b>82%</b>
Grants - Capital	(19,082)	(14,446)	(4,636)	(24%)
Contributions - Capital	(1,953)	(2,150)	197	10%
Capital contributions - Non-Monetary	(10,137)	(5,943)	(4,194)	(41%)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	788	(630)	1,418	180%
<b>Operating surplus (deficit)</b>	<b>(1,948)</b>	<b>(17,954)</b>	<b>16,006</b>	<b>(822%)</b>

The adjusted underlying result is the net surplus or deficit for the year adjusted for capital grants, capital contributions, non-monetary asset contributions, and the net gain/loss on disposal of assets. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2020/2021 year is a deficit of \$17.95 million which is a increase of \$16.01 million from the 2019/2020 year.

This has been impacted by the early receipt of 50 per cent of the 2020/2021 Federal Financial Assistance Grant of \$6.66 million in May 2020.

#### 4.1.2 Rates and Charges (\$2.38 million increase)

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. 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. For 2020/2021 the FGRS cap has been set at 2 per cent. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2 per cent in line with the rate cap.

This will raise total rates and charges for 2020/2021 of \$81.85 million, excluding supplementary rates and interest.

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

	2019/20 \$'000	2020/21 \$'000	Variance \$'000	Variance %
General rates*	(64,613)	(66,002)	(1,389)	(2.15%)
Municipal charge*	(6,059)	(6,059)	0	0.00%
Waste management charge	(9,629)	(9,787)	(158)	(1.64%)
Supplementary rates and rate adjustments	(1,540)	(818)	722	46.85%
Interest on rates and charges	(180)	(184)	(4)	(2.16%)
<b>Total rates and charges</b>	<b>(82,020)</b>	<b>(82,849)</b>	<b>(829)</b>	<b>(1.01%)</b>

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

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

Type or class of land	2019/20 cents/\$CIV	2020/21 cents/\$CIV	Variance %
General Land	0.00507319	0.00491137	(3.19%)
Farm Land	0.00456587	0.00442023	(3.19%)
Commercial/Industrial Land	0.01040004	0.01006831	(3.19%)
Cultural and Recreational Land	0.00370343	0.00358530	(3.19%)

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

Type or class of land	2019/20 \$ <sup>^</sup>	2020/21 \$	Variance \$	Variance %
General Land	37,674,874	38,323,810	648,936	1.72%
Farm Land	7,700,853	8,150,365	449,512	5.84%
Commercial/Industrial Land	19,183,454	19,474,889	291,435	1.52%
Cultural and Recreational Land	53,622	52,693	(929)	(1.73%)
<b>Total amount to be raised by general rates</b>	<b>64,612,803</b>	<b>66,001,757</b>	<b>1,388,954</b>	<b>2.15%</b>

<sup>^</sup>It should be noted that the rates and charges for 2019/2020 have been adjusted for supplementary rates received during the 2019/2020 financial year on a full year rate or annualised basis. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.

**4.1.2(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 Number	2020/21 Number	Variance Number	Variance %
General Land	25,870	26,177	307	1.19%
Farm Land	2,925	2,938	13	0.44%
Commercial/Industrial Land	2,478	2,504	26	1.05%
Cultural and Recreational Land	7	7	0	0.00%
<b>Total number of assessments</b>	<b>31,280</b>	<b>31,626</b>	<b>346</b>	<b>1.11%</b>

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

**4.1.2(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 \$	Variance \$	Variance %
General Land	7,426,269,000	7,803,079,300	376,810,300	5.07%
Farm Land	1,686,612,500	1,843,878,000	157,265,500	9.32%
Commercial/Industrial Land	1,844,555,800	1,934,275,900	89,720,100	4.86%
Cultural and Recreational Land	14,479,000	14,697,000	218,000	1.51%
<b>Total value of land</b>	<b>10,971,916,300</b>	<b>11,595,930,200</b>	<b>624,013,900</b>	<b>5.69%</b>

Independent valuations as at 1 January 2020 will be used for the 2020/2021 rating year.

It should be noted that the valuation data has not been certified by the Victorian Valuer-General and is subject to change until certification has been provided.

**4.1.2(g) The municipal charge under Section 159 of the Act compared with the previous financial year**

Type of Charge	Per Rateable Property 2019/20 \$	Per Rateable Property 2020/21 \$	Variance \$	Variance %
Municipal	195	195	0	0.00%

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

Type of Charge	2019/20 \$	2020/21 \$	Variance \$	Variance %
Municipal	6,058,845	6,058,845	0	0.00%

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

Type of Charge	Per Rateable Property 2019/20 \$	Per Rateable Property 2020/21 \$	Variance \$	Variance %
80L Waste / Recyclables Service Charge	186	189	3	1.61%
120L Waste / Recyclables Service Charge	249	253	4	1.61%
240L Waste / Recyclables Service Charge	417	425	8	1.92%
120L or 240L Green Organic Waste Service Charge	84	85	1	1.19%
120L or 240L Recyclables Only Service Charge	84	85	1	1.19%
<b>Total</b>	<b>1,020</b>	<b>1,037</b>	<b>17</b>	<b>1.67%</b>

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

Type of Charge	2019/20 \$	2020/21 \$	Variance \$	Variance %
80L Waste / Recyclables Service Charge	2,000,988	2,033,262	32,274	1.61%
120L Waste / Recyclables Service Charge	2,034,330	2,067,010	32,680	1.61%
240L Waste / Recyclables Service Charge	3,633,321	3,703,025	69,704	1.92%
120L or 240L Green Organic Waste Service Charge	1,940,484	1,963,585	23,101	1.19%
120L or 240L Recyclables Only Service Charge	19,404	19,635	231	1.19%
<b>Total</b>	<b>9,628,527</b>	<b>9,786,517</b>	<b>157,990</b>	<b>1.64%</b>

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

	2019/20	2020/21	Variance	Variance
	\$	\$	\$	%
General rates	64,612,803	66,001,757	1,388,954	2.15%
Municipal charge	6,058,845	6,058,845	0	0.00%
<b>Sub Total General Rates</b>	<b>70,671,648</b>	<b>72,060,602</b>	<b>1,388,954</b>	<b>1.97%</b>
Kerbside collection and recycling	9,628,527	9,786,517	157,990	1.64%
<b>Sub Total Rates and charges</b>	<b>80,300,175</b>	<b>81,847,119</b>	<b>1,546,944</b>	<b>1.93%</b>
Supplementary Rates (estimated)		818,468	818,468	100.00%
Interest	180,000	183,881	3,881	2.16%
<b>Rates and charges</b>	<b>80,300,175</b>	<b>82,849,468</b>	<b>2,549,293</b>	<b>3.17%</b>

^It should be noted that the rates and charges for 2019/2020 have been adjusted for supplementary rates received during the 2019/2020 financial year on a full year rate or annualised basis. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.

#### 4.1.2(l) Fair Go Rates System Compliance

Greater Shepparton City Council is fully compliant with the State Government's Fair Go Rates System.

	2019/20	2020/21
Total Rates	\$ 65,339,702	\$70,671,648
Number of rateable properties	31,280	31,626
Base Average Rates	\$ 2,089	\$ 2,235
Maximum Rate Increase (set by the State Government)	<b>2.50%</b>	<b>2.00%</b>
Capped Average Rate	\$ 2,262	\$ 2,279
Maximum General Rates and Municipal Charges Revenue	\$ 2,262	\$ 2,279
Budgeted General Rates and Municipal Charges Revenue	\$ 2,262	\$ 2,279

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

**There are no known significant changes which may affect the estimated amounts to be raised by rates and charges.**

**However, the total amount to be raised by rates and charges may be affected by:**

- The making of supplementary valuations (2020/21: estimated \$818,468 and 2019/20: estimated \$1,540,415)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.2(n) Differential rates

Refer to Appendix B for differential rates definitions

##### Rates to be levied

A general rate of 0.491137% (0.00491137 cents in the dollar of CIV) for all rateable General Land

A general rate of 0.442023% (0.00442023 cents in the dollar of CIV) for all rateable Farm Land

A general rate of 1.006831% (0.01006831 cents in the dollar of CIV) for all rateable Commercial/Industrial Land

A general rate of 0.35853% (0.0035853 cents in the dollar of CIV) for all rateable Cultural and Recreational Land

#### 4.1.3 Statutory fees and fines (\$0.17 million increase)

	Forecast			
	Actual	Budget	Variance	Variance
	2019/20	2020/21	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
Town planning fees	540	629	(89)	(16%)
Permits	1,277	1,355	(78)	(6%)
Infringements and costs	1,505	1,511	(6)	(0%)
Land Information Certificates	60	65	(5)	(8%)
Other	7	4	3	44%
<b>Total statutory fees and fines</b>	<b>3,389</b>	<b>3,563</b>	<b>(175)</b>	<b>(5%)</b>

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

Statutory fees are projected to increase by 5.2 per cent or \$0.17 million compared to 2019/2020.

The increase in Town Planning Fees mostly relates to additional strategic planning panels for 2020/2021. Permits is expected to increase due to the deferral of the 2020 animal registration due date to June 2020 as a result of the COVID-19 pandemic.

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

#### 4.1.4 User fees (\$0.79 million increase)

	Forecast			
	Actual	Budget	Variance	Variance
	2019/20	2020/21	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
Waste management	5,374	6,039	(665)	(12%)
Children's services	1,478	1,744	(266)	(18%)
Other	1,028	1,158	(130)	(13%)
Tourism	697	802	(106)	(15%)
Arts and culture	202	245	(43)	(21%)
Development facilities	594	621	(27)	(5%)
Aquatic facilities	2,546	2,560	(14)	(1%)
Recreational facilities	714	718	(4)	(1%)
Aged and disability services	647	650	(3)	(0%)
Financial services	116	119	(3)	(3%)
Parking	950	700	250	26%
Saleyards	1,554	1,359	195	13%
Merchandise sales	150	125	24	16%
Environmental health	18	17	1	7%
<b>Total user fees</b>	<b>16,068</b>	<b>16,857</b>	<b>(790)</b>	<b>(5%)</b>

User Fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include the use of leisure, entertainment and other community facilities and the provision of community services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure market comparability and benchmarking against like businesses.

User Fees are projected to increase by 4.9 per cent or \$0.79 million compared to 2019/2020.

Variances in some areas including Children Services, Tourism, Arts and Culture and Aquatic Services are due to the impact of the COVID-19 pandemic on 2019/2020 forecasts. Waste Management has increased due to the amount of waste going to Cosgrove Landfill, and Other has increased due to higher utilisation of the Shepparton Aerodrome. The decrease in Saleyards is due to higher volumes of stock sold during 2019/2020.

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

#### 4.1.5 Grants (\$5.08 million decrease)

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
<b>Grants were received in respect of the following:</b>				
<b>Summary of grants</b>				
Commonwealth funded grants	31,241	22,044	9,198	29%
State funded grants	12,055	16,176	(4,121)	(34%)
<b>Total grants received</b>	<b>43,296</b>	<b>38,219</b>	<b>5,077</b>	<b>12%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Federal Financial Assistance Grants - General	9,657	5,004	4,653	48%
Federal Financial Assistance Grants - Roads	3,217	1,657	1,560	48%
Commonwealth Home Support Program	2,374	665	1,709	72%
Early Childhood Education	2,731	2,507	224	8%
Environmental Health	7	7	(0)	(3%)
Neighbourhood Management	24	40	(16)	(64%)
Senior Citizens Centres	22	20	2	9%
<b>Recurrent - State Government</b>				
Commonwealth Home Support Program	534	0	534	100%
DHHS Under 65	23	0	23	100%
Disability & Positive Ageing Support	3	3	0	0%
Early Childhood Education	3,051	2,841	209	7%
Emergency Management	120	120	0	0%
Environmental Health	70	72	(2)	(3%)
Environmental Operations	0	100	(100)	(100%)
Events	3	3	0	0%
Maternal and Child Health	1,100	1,019	81	7%
Neighbourhood Management	16	45	(29)	(180%)
Parking Enforcement	161	150	11	7%
Senior Citizens Centres	29	0	29	100%
Shepparton Art Museum Operations	120	0	120	100%
<b>Total recurrent grants</b>	<b>23,261</b>	<b>14,252</b>	<b>9,009</b>	<b>39%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Early Childhood Education	5	0	5	100%
Strategic Assets Operations	0	50	(50)	(100%)
Parks	2	0	2	100%
<b>Non-recurrent - State Government</b>				
Working For Victoria Program	0	8,872	(8,872)	(100%)
Arboriculture Services	88	0	88	100%
Business Centre	41	32	9	22%
Community Management	60	0	60	100%
Community Strengthening	10	0	10	100%
Disability & Positive Ageing Support	1	1	0	0%
Early Childhood Education	55	220	(165)	(301%)
Environmental Operations	119	40	79	66%
Events	141	0	141	100%
Healthy Communities Programs	36	25	11	30%
Native Vegetation	60	0	60	100%
Neighbourhood Management	6	0	6	100%
Planning	69	0	69	100%

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
<b>Non-recurrent - State Government</b>				
Project Management Office	0	40	(40)	(100%)
Rates and Valuations	65	65	0	0%
Riverlinks	125	125	0	0%
Shepparton Art Museum Operations	21	0	21	100%
Strategic Assets Operations	0	50	(50)	(100%)
Waste	50	0	50	100%
Youth	0	2	(2)	(100%)
<b>Total non-recurrent grants</b>	<b>953</b>	<b>9,522</b>	<b>(8,568)</b>	<b>(899%)</b>
<b>Total operating grants</b>	<b>24,215</b>	<b>23,774</b>	<b>441</b>	<b>2%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	2,033	2,033	0	0%
<b>Recurrent - State Government</b>				
<b>Total recurrent grants</b>	<b>2,033</b>	<b>2,033</b>	<b>0</b>	<b>(100%)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Local Roads and Community Infrastructure Program	0	2,033	(2,033)	(100%)
Buildings	8,500	6,500	2,000	24%
Footpaths and Cycleways	886	120	766	86%
Roads	1,782	1,407	375	21%
<b>Non-recurrent - State Government</b>				
Buildings	2,600	2,000	600	23%
Computers and Telecommunications	720	0	720	100%
Drainage	0	100	(100)	(100%)
Land Improvements	57	0	57	100%
Parks, Open Space and Streetscapes	196	252	(55)	(28%)
Recreational, Leisure and Community Facilities	135	0	135	100%
Roads	2,172	0	2,172	100%
<b>Total non-recurrent grants</b>	<b>17,048</b>	<b>12,412</b>	<b>4,636</b>	<b>27%</b>
<b>Total capital grants</b>	<b>19,082</b>	<b>14,446</b>	<b>4,636</b>	<b>24%</b>
<b>Total Grants</b>	<b>43,296</b>	<b>38,219</b>	<b>5,077</b>	<b>12%</b>

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by 1.8 per cent or \$0.44 million compared to 2019/2020.

The increase/decrease in specific grant funding reflect expected increased/decreased demand for these services. The variance in Federal Financial Assistance Grant funding, distributed through the Victorian Grants Commission (VGC), results from receiving \$6.66 million (50 per cent) of the 2020/2021 grant allocations in May 2020.

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has decrease by 24.3 per cent or \$4.64 million compared to 2019/2020. Section 4.5 includes a more detailed analysis of the capital grants and contributions expected to be received during the 2020/2021 year.

#### 4.1.6 Contributions (\$4.24 million decrease)

	Forecast	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
	Actual			
	2019/20 \$'000			
Monetary - Operating	1,024	780	243	24%
Monetary - Capital	1,953	2,150	(197)	(10%)
Non-monetary	10,137	5,943	4,194	41%
<b>Total contributions</b>	<b>13,114</b>	<b>8,873</b>	<b>4,241</b>	<b>32%</b>

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

Contributions are projected to decrease by 32.3 per cent or \$4.24 million compared to 2019/2020 mainly due to lower non-monetary contributions (eg. developer gifted assets) and lower contributions from developers.

#### 4.1.7 Other Income (\$0.74 million decrease)

	Forecast	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
	Actual			
	2019/20 \$'000			
Interest	775	500	275	35%
Other Income	1,044	835	209	20%
Rent	427	288	139	32%
Other Income - Capital	120	0	120	100%
<b>Total other income</b>	<b>2,366</b>	<b>1,623</b>	<b>743</b>	<b>31%</b>

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

Other income is projected to decrease by 31.4 per cent or \$0.74 million compared to 2019/2020 largely due to lower interest income from lower levels of investments.

#### 4.1.8 Employee Costs (\$1.04 million increase)

	Forecast	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
	Actual			
	2019/20 \$'000			
Wages and salaries	44,675	45,991	1,316	3%
Superannuation	4,443	4,532	88	2%
WorkCover	888	525	(363)	(41%)
Fringe Benefit Tax	20	20	0	0%
<b>Total employee costs</b>	<b>50,026</b>	<b>51,067</b>	<b>1,041</b>	<b>2%</b>

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

Employee Costs is projected to increase by 2.1 per cent or \$1.04 million compared to 2019/2020. This increase relates to three key factors:

- Council's Enterprise Bargaining Agreement (EBA) (*At the time of publication the EBA for 2020/2021 had not yet been agreed so a conservative 2 per cent increase was assumed*)
- The 2020/2021 budget was prepared on the assumption that Council has full complement of staff to the approved FTE level
- A 2 per cent vacancy factor has been applied

#### 4.1.9 Materials and Services (\$12.56 million increase)

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
Non-Recurrent Operating Expense	3,751	15,169	11,419	304%
Sponsorships and Contributions	3,315	5,995	2,680	81%
Utilities	2,641	3,019	379	14%
EPA Levy	1,289	1,588	300	23%
Information Technology	2,035	2,243	207	10%
Insurance	999	1,198	199	20%
Consultants	2,000	2,331	331	17%
General Maintenance	4,196	4,391	195	5%
Training and Development	798	941	143	18%
Advertising and Marketing	1,447	1,557	111	8%
Motor Vehicle Expenses	1,708	1,800	92	5%
Building Maintenance	2,154	2,166	12	1%
Operational Supplies and Services	13,160	9,814	(3,347)	(25%)
Waste Management	8,202	8,067	(134)	(2%)
Legal Fees	1,100	1,073	(27)	(2%)
<b>Total Materials and Services</b>	<b>48,794</b>	<b>61,353</b>	<b>12,558</b>	<b>26%</b>

Materials and Services include the purchase of consumables, corporate expenses, payments to contractors for the provision of services and utility costs. Materials and Services are projected to increase by 25.7 per cent or \$12.56 million compared to 2019/2020.

The increase in Sponsorships and Contributions mostly relates to contributions for SAM Limited and the Mooroopna Early Learning Centre. The increase in EPA levy relates to an increases in waste levies for municipal (30 per cent) and commercial (31 per cent). The variance in Advertising and Marketing relates to campaigns for the opening of the New Shepparton Art Museum and continuation of Great Things Happen Here. The decrease in Operational Supplies and Services relates to Council no longer delivering Commonwealth Home Support Services and Shepparton Art Museum (offset by the contribution to SAM Limited).

#### 4.1.9(a) Non-Recurrent Operating Expense (\$11.42 million increase)

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
Working For Victoria Program	0	8,872	8,872	100%
Victoria Park Lake Intersection	550	5,035	4,485	815%
Museum of Vehicular Evolution (MOVE)	700	550	(150)	(21%)
Stadium/Munarra Utilities Upgrade	0	462	462	100%
Ford Rd / Wanganui Rd Roundabout Landscaping	37	250	213	569%
Prior Year non-capital expense write off	1,118	0	(1,118)	(100%)
Lifestyle Villages Bridge	310	0	(310)	(100%)
Victoria Park Lake Caravan Park Sewer Extension	225	0	(225)	(100%)
Victoria Park Lake Caravan Park Water Main Extension	200	0	(200)	(100%)
Florence St. Design	156	0	(156)	(100%)
Ferrari Park - Midland Highway Service Road Parking	142	0	(142)	(100%)
Victoria Lake Caravan Park Demolition Works	112	0	(112)	(100%)
Hawkins / GV Highway Intersection Design	60	0	(60)	(100%)
Archer Street Benalla Road Landscaping	60	0	(60)	(100%)
Karibok Park - Retardation Basin & Recreational Area	33	0	(33)	(100%)
Vaughn St. Underground Powerlines	48	0	(48)	(100%)
<b>Total Non-recurrent operating expense</b>	<b>3,751</b>	<b>15,169</b>	<b>11,419</b>	<b>304%</b>

Non-Recurrent operating expense are materials and services expenses that include works on non-council assets or large once off contributions or write offs. Non-Recurrent operating expenses are projected to increase by 304.4 per cent or \$11.42 million compared to 2019/2020.

#### 4.1.10 Depreciation (\$4.23 million increase)

	Forecast Actual 2019/20 \$'000	Budget 2020/21 \$'000	Variance (Fav)/Unfav \$'000	Variance (Fav)/Unfav %
Property	1,959	2,210	251	13%
Infrastructure	23,589	28,341	4,751	20%
Plant & equipment	3,067	2,293	(774)	(25%)
<b>Total depreciation and amortisation</b>	<b>28,615</b>	<b>32,844</b>	<b>4,229</b>	<b>15%</b>

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation is projected to increase by 14.8 per cent or \$4.23 million compared to 2019/2020. Refer to section 4.5 for more detailed analysis of Council's capital works program for the 2020/2021 year.

#### 4.1.11 Amortisation - Right of Use Assets (\$0.05 million increase)

	Forecast			
	Actual	Budget	Variance	Variance
	2019/20	2020/21	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
Vehicles	173	257	84	48%
Buildings	51	19	(32)	(63%)
Equipment	23	23	0	0%
<b>Total depreciation and amortisation</b>	<b>247</b>	<b>298</b>	<b>52</b>	<b>21%</b>

Amortisation is an accounting measure which attempts to allocate the value of a right of use asset over the life of the finance lease. Amortisation is projected to increase by 21 per cent or \$0.05 million compared to 2019/2020. Refer to section 4.2.6 for more detailed analysis of Council's finance leases for the 2020/2021 year.

#### 4.1.12 Borrowing Costs (\$0.08 million decrease)

	Forecast			
	Actual	Budget	Variance	Variance
	2019/20	2020/21	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
Interest - Borrowings	995	920	(75)	(8%)
<b>Total Borrowing Costs</b>	<b>995</b>	<b>920</b>	<b>(75)</b>	<b>(8%)</b>

Borrowing Costs relate to interest charges by financial institutions on funds borrowed. Borrowings costs are projected to decrease by 7.5 per cent or \$0.08 million compared to 2019/2020.

## 4.2 Balance Sheet

### 4.2.1 Assets - Current Assets (\$25.23 million decrease) and Non-Current Assets (\$45.6 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. Investments with a maturity greater than three months are classified as Other Financial Assets. These balances are projected to decrease by \$29.28 million during the year and are used to fund operations and the capital works program.

Trade and other receivables are monies owed to Council. This balance is projected to increase by \$4.06 million during the year. Short term debtors are not expected to change significantly in the budget. Council does not have any long term debtors.

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The \$45.29 million increase in this balance is attributable to the net result of the capital works program new assets, depreciation of assets and the sale or disposal of assets.

#### 4.2.2 Liabilities - Current Liabilities (\$3.71 million decrease) and Non-Current Liabilities (\$7.82 million increase)

Trade and other payables are those to whom Council owes money as at 30 June. This balance is projected to decrease by \$4.44 million during the year. These liabilities are budgeted to remain within consistent levels.

Provisions include Cosgrove 2 landfill rehabilitation, and accrued long service leave, annual leave and rostered days off owing to employees. These liabilities are budgeted to remain within consistent levels.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$1.53 million over the year. The Budget proposes \$10 million in borrowings for 2020/2021 to help fund the capital works program (refer to Section 4.5 for funding allocations.)

#### 4.2.3 Working Capital (\$21.52 million decrease)

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

#### 4.2.4 Equity (\$16.26 million increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus of \$5.21 million results directly from the operating surplus for the year.

#### 4.2.5 Statement of Borrowings

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

	2019/20	2020/21
	\$	\$
Amount borrowed as at 30 June of the prior year	17,071	15,641
Amount proposed to be borrowed	0	10,000
Amount projected to be redeemed	(1,430)	(1,532)
Amount of borrowings as at 30 June	15,641	24,109

#### 4.2.6 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.

	2019/20	2020/21
	\$	\$
<b>Right of Use Assets</b>		
Vehicles	253	610
Buildings	39	20
Equipment	45	23
<b>Total Right of Use Assets</b>	<b>337</b>	<b>652</b>
<b>Lease Liabilities</b>		
<b>Current Lease Liabilities</b>		
Vehicles	135	224
Buildings	13	10
Equipment	23	23
<b>Total Current Lease Liabilities</b>	<b>171</b>	<b>257</b>
<b>Non-Current Lease Liabilities</b>		
Vehicles	123	406
Buildings	21	11
Equipment	23	0
<b>Total Non-Current Lease Liabilities</b>	<b>167</b>	<b>416</b>
<b>Total Lease Liabilities</b>	<b>337</b>	<b>674</b>

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 3.3 per cent per annum.

## 4.3 Statement of Cash Flows

### 4.3.1 Operating Activities (\$24.58 million decrease)

Operating Activities refer to cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt. The decrease in cash inflows from operating activities is due mainly to variances in non-recurrent capital grant funding such as \$16m for the new Shepparton Art Museum received in 2019/2020.

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

	Forecast			
	Actual	Budget	Variance	Variance
	2019/20	2020/21	(Fav)/Unfav	(Fav)/Unfav
	\$'000	\$'000	\$'000	%
<b>Surplus (deficit) for the year</b>	<b>28,436</b>	<b>5,215</b>	<b>23,221</b>	<b>82%</b>
Depreciation	28,615	32,844	4,229	15%
Contributions - non-monetary - Capital	(10,137)	(5,943)	4,194	41%
Loss (gain) on disposal of property, infrastructure, plant & equipment	(788)	630	1,418	180%
Finance Costs	(995)	(920)	(75)	(8%)
Net Movement in current assets and liabilities	4,059	(7,214)	11,273	278%
<b>Cash Flows available from operating activities</b>	<b>49,189</b>	<b>24,612</b>	<b>24,577</b>	<b>50%</b>

### 4.3.2 Investing Activities (\$46.22 million decrease)

Investing 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 decrease in cash outflows from investment activities represents the decrease in the capital works program.

### 4.3.3 Financing Activities (\$9.9 million decrease)

Financing Activities refer to cash generated or used in the financing of Council functions and include borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principle component of loan repayments for the year.

### 4.3.4 Cash and Cash Equivalents at end of the year (\$4.51 million increase)

Overall, total cash and investments is forecast to increase by \$4.51 million to \$10.22 million as at 30 June 2021, reflecting Council's strategy of transferring from investments to cash to help fund capital works. This is consistent with Council's Strategic Resource Plan.

## 4.4 Restricted and Unrestricted Cash and Investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2021 it will have cash and investments of \$12 million, which has been restricted as shown in the following table.

	Ref	Forecast	Budget	Variance	Variance
		Actual 2019/20 \$'000	2020/21 \$'000	(Fav)/Unfav \$'000	(Fav)/Unfav %
<b>Total cash and investments</b>		<b>41,277</b>	<b>11,996</b>	29,281	71%
Restricted cash and investments					
- Statutory reserves	4.4.1	(2,543)	(2,661)	118	5%
- Cash held to carry forward capital works	4.4.2	(5,411)	0	(5,411)	(100%)
- Trust funds and deposits		(2,804)	(2,804)	0	0%
<b>Unrestricted cash and investments</b>	4.4.3	<b>30,519</b>	<b>6,531</b>	23,988	79%
- Discretionary reserves	4.4.4	(11,255)	(5,302)	(5,953)	(53%)
<b>Unrestricted cash adjusted for discretionary</b>	4.4.5	<b>19,264</b>	<b>1,229</b>	18,035	94%

### 4.4.1 Statutory reserves (\$2.66 million)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes.

### 4.4.2 Cash held to fund carry forward capital

There is no amount shown as cash held to fund carry forward works at 30 June 2021, as it is expected that the capital works budget in the 2020/2021 financial year will be fully completed.

### 4.4.3 Unrestricted cash and investments (\$6.53 million)

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

### 4.4.4 Discretionary reserves (\$5.3 million)

These funds are shown as discretionary reserves. Although not restricted by a statutory purpose Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

### 4.4.5 Unrestricted cash adjusted for discretionary reserves (\$1.23 million)

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

## 2020/2021 Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2020/2021 year, classified by expenditure type and funding source. Works are also disclosed as new works or carried forward from 2019/2020.

### 4.5.1 Summary

	Forecast			
	Actual	Budget	Change	%
	2019/20 \$'000	2020/21 \$'000	\$'000	
Property	31,988	20,546	(11,442)	(35.77%)
Plant and equipment	5,102	5,807	705	13.82%
Infrastructure	33,294	35,364	2,070	6.22%
<b>Total</b>	<b>70,384</b>	<b>61,717</b>	<b>(8,667)</b>	<b>(12.31%)</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	20,546	18,318	1,683	351	195	8,500	2,150	9,896	0
Plant and equipment	5,807	893	4,398	515	1	0	0	5,807	0
Infrastructure	35,364	3,687	20,319	9,579	1,778	3,912	0	21,451	10,000
<b>TOTAL CAPITAL WORKS</b>	<b>61,717</b>	<b>22,897</b>	<b>26,400</b>	<b>10,445</b>	<b>1,974</b>	<b>12,412</b>	<b>2,150</b>	<b>37,155</b>	<b>10,000</b>

\*Projects marked with an asterisk contain contingency. The contingency allocation is developed through an assessment of each project's complexity and needs, and will be accessed (if required) through Council's Project Management Office governance arrangements. When a project is completed, any unspent portion of contingency will be returned to its source funding for further allocation by Council.

^Projects marked with an ^ indicate that the project is subject to funding. These Projects will only be completed if funding is received.

#### 4.5.2 New Works

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>									
<b>Land Improvements</b>									
DRC Boom Gates	80	80						80	
Small Town Entry Signage	20	20						20	
<b>Total Land Improvements</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>0</b>
<b>Buildings</b>									
New SAM (Shepparton Art Museum)	17,896	17,896				8,500	2,150	7,246	
Building Renewals	555		555					555	
Animal Shelter Improvements	320		320					320	
Katandra West Hall Toilet Renewal	250		250					250	
Riverlinks Theatre / Council Chambers	240			240				240	
Installation of Solar on Council Buildings*	163	163						163	
Tatura Library Redevelopment	136				136			136	
Victoria Park Lake Caravan Park Amenity Refurbishment	123		123					123	
Public Toilet Replacement Program	50		50					50	
<b>Total Buildings</b>	<b>19,733</b>	<b>18,059</b>	<b>1,298</b>	<b>240</b>	<b>136</b>	<b>8,500</b>	<b>2,150</b>	<b>9,083</b>	<b>0</b>
<b>TOTAL PROPERTY</b>	<b>19,833</b>	<b>18,159</b>	<b>1,298</b>	<b>240</b>	<b>136</b>	<b>8,500</b>	<b>2,150</b>	<b>9,183</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
Motor Vehicles and Plant	4,617	442	4,175					4,617	
<b>Total Plant, Machinery and Equipment</b>	<b>4,617</b>	<b>442</b>	<b>4,175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,617</b>	<b>0</b>
<b>Fixtures, Fittings and Furniture</b>									
Riverlinks Eastbank - Sound System Upgrade	63			63				63	
Christmas Decorations	35	35						35	
<b>Total Fixtures, Fittings and Furniture</b>	<b>98</b>	<b>35</b>	<b>0</b>	<b>63</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>98</b>	<b>0</b>
<b>Computers and Telecommunications</b>									
Customer Facing Application Refresh	200			200				200	
Desktop Virtualisation (Desktop Refresh)	160		160					160	
Internet of Things	25	25						25	
Uninterrupted Power Supply	15		15					15	
<b>Total Computers and Telecommunications</b>	<b>400</b>	<b>25</b>	<b>175</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>5,115</b>	<b>502</b>	<b>4,350</b>	<b>263</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,115</b>	<b>0</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
<b>INFRASTRUCTURE</b>										
<b>Roads</b>										
Roads for Renewal	3,965	3,965			3,965					
Maude Street Upgrade	2,269	2,269			0	2,269				
Roads to Recovery	2,033	2,033			2,033	(0)				
Gravel Resheeting	2,000	2,000			2,000					
Road Sealing Program	1,935	1,935			1,935					
Kerb and Channel Renewal	1,100	1,100			1,100					
Weddell Street	621	621			621					
Katandra Main Road/Lauan Road Intersection	447	447			447	0				
Fryers Street and Railway Parade Upgrade^	250	250			250	0				
Hayes Street Upgrade Stage 3 - Johnson and Hayes Streets	250	250			250					
Knight and Hawdon Street Upgrade^	250	250			250	0				
Safe Travel in Local Roads - Mooroopna	240	240			240	0				
Safe Travel in Local Roads - Shepparton	220	220			220	0				
Kialla West School Crossing	150	150				150				
Dust Suppressant Seals	136	136			136					
Traffic Devices	91	91				91				
Culvert Renewal	50	50			50					
Crack Sealing Program	33	33			33					
Culvert Extension Program	30	30			30					
Packham Street - Kerb and Channel and Footpath Works	30	30				30				
<b>Total Roads</b>	<b>16,100</b>	<b>271</b>	<b>12,780</b>	<b>3,019</b>	<b>30</b>	<b>3,440</b>	<b>0</b>	<b>10,391</b>	<b>2,269</b>	
<b>Bridges</b>										
Bridge Renewals	200	200			200					
Watt Road Bridge Replacement	200	200			200					
<b>Total Bridges</b>	<b>400</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>0</b>	
<b>Footpaths and Cycleways</b>										
Footpath Renewals	354	354			354					
Tatura - 10km Walking/Cycling Loop - Stage 2*	248	248				120	128			
Footpath Missing Links Program	220	220			220					
Midland Highway Recreational Path Shepparton East*	175	175				175				
Cycling Strategy Works	100	100			100					
Accessible Parking and Pedestrian Facilities Program	70	70			70					
Gravel Paths Renewal	70	70			70					
Shared Path Renewal	54	54			54					

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Shared Path Extension - Route 2 KidsTown to Gemmill Swamp	50				50			50	
Shared Path Extension - Railway Station to Victoria Park Lake	50	50						50	
Victoria Street Path - Tallygaroopna*	44	44						44	
Shared Path Extension - Route 3 The Flats and Route 5 Australian Botanic Gardens*	19				19			19	
<b>Total Footpaths and Cycleways</b>	<b>1,454</b>	<b>517</b>	<b>548</b>	<b>0</b>	<b>389</b>	<b>120</b>	<b>0</b>	<b>1,334</b>	<b>0</b>
<b>Drainage</b>									
Stadium/Munarra Wetland and Drainage Upgrade	2,100			2,100		100		0	2,000
Karibok Park - Retardation Basin and Recreational Area	513	513						0	513
Localised Drainage Upgrade	302			302				0	302
Orchard Circuit Retardation Basin*	285	285						285	
Drainage Brick Pit Renewals	30		30					30	
<b>Total Drainage</b>	<b>3,230</b>	<b>798</b>	<b>30</b>	<b>2,402</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>315</b>	<b>2,815</b>
<b>Recreational, Leisure and Community Facilities</b>									
Shepparton Sports and Events Centre - Stage 1	1,500			1,500				0	1,500
Irrigation Renewals	261		261					261	
Princess Park Masterplan Implementation - Goyen Reserve Precinct*	213			213				213	
Sir Murray Bourchier Memorial	201	201						201	
Sports Infrastructure Renewals	200		200					200	
Aquamoves Renewals	140		140					140	
Merrigum Pool - Sand Filter and Pump Renewal	129		129					129	
Outdoor Pools Renewal	121		121					121	
Colaura Gardens Shade Sail	94				94			94	
KidsTown Site Fencing	90		90					90	
Tatura Swimming Pool - Inflatables	80		80					80	
Tatura Swimming Pool - Pool Blankets	80		80					80	
Our Sporting Future Grant (Major)	60	60						60	
Sports City Irrigation Pump Upgrade	55	55						55	
KidsTown Carpark Alignment and Fencing	50		50					50	
Mooroopna Rural Outdoor Pool - Pool Base Repainting	25		25					25	
KidsTown Renewals	15		15					15	
Sports Stadium Renewals	13		13					13	
<b>Total Recreational, Leisure and Community Facilities</b>	<b>3,327</b>	<b>316</b>	<b>1,204</b>	<b>1,713</b>	<b>94</b>	<b>0</b>	<b>0</b>	<b>1,827</b>	<b>1,500</b>

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Waste Management</b>									
Cosgrove Landfill Cell 4 Capping	3,288		3,288					0	3,288
<b>Total Waste Management</b>	<b>3,288</b>	<b>0</b>	<b>3,288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,288</b>
<b>Parks, Open Space and Streetscapes</b>									
McLennan Street Landscaping*	295	295						167	128
Australian Botanical Gardens Water Supply	282	282					252	30	
Parks Renewal	200		200					200	
Playground and Border Renewals	121		121					121	
Tatura Park Renewal	95		95					95	
Tom Collins Drive	25			25				25	
Wetlands and Native Infrastructure Renewals	18		18					18	
<b>Total Parks, Open Space and Streetscapes</b>	<b>1,036</b>	<b>577</b>	<b>434</b>	<b>25</b>	<b>0</b>	<b>252</b>	<b>0</b>	<b>656</b>	<b>128</b>
<b>Off Street Car Parks</b>									
Douglas Street Car Park	120			120				120	
<b>Total Off Street Car Parks</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>0</b>
<b>Aerodromes</b>									
Aerodrome Plane Parking and Concrete Helipad	86		86					86	
Aerodrome Fencing	140		140					140	
<b>Total Aerodromes</b>	<b>226</b>	<b>0</b>	<b>226</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>226</b>	<b>0</b>
<b>Other Infrastructure</b>									
Street Trees	300	100	200					300	
Outdoor Furniture and Signage	233		233					233	
<b>Total Other Infrastructure</b>	<b>533</b>	<b>100</b>	<b>433</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>533</b>	<b>0</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>29,714</b>	<b>2,579</b>	<b>19,143</b>	<b>7,479</b>	<b>513</b>	<b>3,912</b>	<b>0</b>	<b>15,802</b>	<b>10,000</b>
<b>Project Management Office</b>	<b>1,125</b>	<b>437</b>	<b>510</b>	<b>164</b>	<b>13</b>			<b>1,125</b>	
Local Roads and Community Infrastructure Program	0					2,033		(2,033)	
<b>TOTAL NEW CAPITAL WORKS 2020/2021</b>	<b>55,787</b>	<b>21,677</b>	<b>25,301</b>	<b>8,146</b>	<b>662</b>	<b>14,446</b>	<b>2,150</b>	<b>29,191</b>	<b>10,000</b>

#### 4.5.3 Works carried forward from the 2019/2020 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Katandra West Hall Toilet Renewal	200	200						200	
Tatura Library Redevelopment	54				54			54	
Maude Street Mall	51			51				51	
<b>TOTAL PROPERTY</b>	<b>305</b>	<b>0</b>	<b>200</b>	<b>51</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>305</b>	<b>0</b>
<b>PLANT AND EQUIPMENT</b>									
Public Wifi Project	350	350						350	
Riverlinks Eastbank - Sound System Upgrade	237			237				237	
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>587</b>	<b>350</b>	<b>0</b>	<b>237</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>587</b>	<b>0</b>
<b>INFRASTRUCTURE</b>									
Maude Street Upgrade	1,850			1,850				1,850	
Shared Path Extension - Route 3 The Flats and Route 5 Australian Botanic Gardens*	1,258				1,258			1,258	
DCP North Growth Corridor - Drainage	650	650						650	
Aquamoves - 25m Pool Tile Renewal	438	438						438	
Aerodrome Plane Parking and Concrete Helipad	366	366						366	
DCP North East Growth Corridor - Intersection Design	220	220						220	
Princess Park Masterplan Implementation - Facilities Precinct	120			120				120	
Bridge Renewals	50	50						50	
Merrigum Pool - Sand Filter and Pump Renewal	45	45						45	
Katandra West Basin*	41			41				41	
<b>TOTAL INFRASTRUCTURE</b>	<b>5,038</b>	<b>870</b>	<b>899</b>	<b>2,011</b>	<b>1,258</b>	<b>0</b>	<b>0</b>	<b>5,038</b>	<b>0</b>
<b>TOTAL RE-BUDGETED WORKS 2019/2020</b>	<b>5,930</b>	<b>1,220</b>	<b>1,099</b>	<b>2,299</b>	<b>1,312</b>	<b>0</b>	<b>0</b>	<b>5,930</b>	<b>0</b>
<b>TOTAL CAPITAL WORKS PROGRAM</b>	<b>61,717</b>	<b>22,897</b>	<b>26,400</b>	<b>10,445</b>	<b>1,974</b>	<b>14,446</b>	<b>2,150</b>	<b>35,121</b>	<b>10,000</b>

## 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 used in the context of the organisation's objectives.



Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan			Trend
			2018/19	2019/20	2020/21	Projections			
						2021/22	2022/23	2023/24	+/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.0%	(0.5%)	(2.4%)	(2.2%)	(1.1%)	(0.6%)	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	271.0%	184.0%	107.1%	153.3%	142.4%	96.5%	+
Unrestricted cash	Unrestricted cash / current liabilities		48.0%	110.4%	27.3%	5.2%	5.2%	5.1%	-
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	22.0%	19.4%	29.1%	39.8%	35.5%	31.2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.0%	3.0%	3.0%	3.9%	4.9%	4.8%	+
Indebtedness	Non-current liabilities / own source revenue		24.0%	22.6%	28.5%	36.8%	33.2%	29.7%	+
Asset renewal	Asset renewal & upgrade expenditure / depreciation	4	101.0%	109.7%	112.2%	112.7%	102.8%	151.9%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	5	59.0%	62.5%	62.6%	64.1%	64.4%	64.9%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.8%	0.7%	0.7%	0.7%	0.7%	0.8%	o
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of property assessments		\$4,076	\$4,139	\$4,289	\$4,256	\$4,273	\$4,304	-
Revenue level	General rate revenue / No. of property assessments		\$1,920	\$2,262	\$2,279	\$2,302	\$2,325	\$2,348	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		9.0%	12.7%	7.4%	7.4%	7.4%	7.4%	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. 2018/2019 and 2019/2020 results have been impacted by the early receipt of 50% of the 2019/2020 Federal Financial Assistant grant funds in June 2019. 2019/2020 and 2020/2021 results have been impacted by the early receipt of 50% of the 2020/2021 Federal Financial Assistant grant funds in May 2020. Excluding the impact of early receipt of Federal Financial Assistance grants funds, the trend for the Adjusted Underlying Result is increasing, highlighting focus by Council on generating annual operating surplus.

**2 Working Capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to increase over the next two years largely due to proposed borrowings in 2020/2021 and 2021/2022.

**3 Debt compared to rates** - Trend reflects pay back of existing debt along with proposed new borrowings in 2020/2021 and 2021/2022.

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

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

## 2020/2021 Fees and Charges Schedule

Fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2020/2021 year.

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>Discretionary Fees and Charges (Fees and Charges set by Council)</b>				
<b>AERODROME - Hangar Sites</b>				
Landing Fees	Y	\$ 11.00	\$ 11.20	1.8%
Access Fee (General)	Y	\$ 190.00	\$ 193.80	2.0%
Access Fee (Commercial)	Y	\$ 252.00	\$ 257.05	2.0%
Parking Fee	Y	\$ 380.00	\$ 387.60	2.0%
Overdue Payment Fee	N	\$ 25.00	\$ 25.50	2.0%
<b>AGED AND DISABILITY SERVICES - Shepparton Senior Citizens Centre Hire</b>				
Community - Full day	Y	\$ 150.55	\$ 158.10	5.0%
Community - Half day	Y	\$ 98.95	\$ 104.00	5.1%
Older person - Full day	Y	\$ 60.05	\$ 63.05	5.0%
Older person - Half day	Y	\$ 41.80	\$ 43.90	5.0%
<b>ANIMALS - Animal Shelter/Pound Fees</b>				
Surrender/Euthanasia Fee	Y	\$ 50.00	\$ 50.00	0.0%
Ranger Fee for Trapping Program - per week	Y	\$ 232.00	\$ 240.00	3.4%
Rehouse Cat	Y	\$ 100.00	\$ 100.00	0.0%
Rehouse Dog 6 months to 7 years	Y	\$ 330.00	\$ 340.00	3.0%
Rehouse Dog 7 years +	Y	\$ 100.00	\$ 100.00	0.0%
Rehouse Dog under 6 months	Y	\$ 425.00	\$ 450.00	5.9%
Vet Care - Microchipping	Y	\$ -	\$ 27.50	
<b>ANIMALS - Animal Shelter/Pound Fees - Fee Per Day</b>				
Daily Fee - Large animal - per head (horse, cattle)	Y	\$ 41.00	\$ 43.00	4.9%
Daily Fee - Medium animal - per head (sheep, goat, pig)	Y	\$ 12.00	\$ 13.00	8.3%
Daily Fee - Dog or Cat - after first 1 full day	Y	\$ 26.00	\$ 27.00	3.8%
<b>ANIMALS - Animal Shelter/Pound Fees - Release Fee</b>				
Release Fee - Cattle (per head)	Y	\$ 88.00	\$ 95.00	8.0%
Release Fee - Horse (per head)	Y	\$ 220.00	\$ 230.00	4.5%
Release Fee - Registered Dog or Cat - First visit	Y	\$ -	\$ -	
Release Fee - Registered Dog or Cat - Second or subsequent visit	Y	\$ 70.40	\$ 75.00	6.5%
Release Fee - Registered Dog or Cat - Second or subsequent visit - Pensioner	Y	\$ 35.20	\$ 40.00	13.6%
Release Fee - Unregistered Animal - Dog or Cat	Y	\$ 92.70	\$ 100.00	7.9%
Release Fee - Unregistered Animal - Dog or Cat - Pensioner	Y	\$ 46.20	\$ 50.00	8.2%
<b>ANIMALS - Permits</b>				
Birds Livestock (Lifetime of Animal)	Y	\$ 70.00	\$ 72.00	2.9%
Driving of livestock - Bond (through municipality)	Y	\$ 840.00	\$ 870.00	3.6%
Driving of livestock (through municipality)	Y	\$ 386.00	\$ 400.00	3.6%
Extra Animal Permit (Lifetime of Animal)	Y	\$ 70.00	\$ 72.00	2.9%
Grazing Permit	Y	\$ 72.00	\$ 72.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>ANIMALS - Premise Registrations - Domestic Animal Act 1994</b>				
Animal Boarding Establishments	Y	\$ 300.00	\$ 310.00	3.3%
Breeding Establishment (per 5 animals over 3 months of age, male or female)	Y	\$ 300.00	\$ 310.00	3.3%
Dog Training Establishments	Y	\$ 300.00	\$ 310.00	3.3%
Pet Shops	Y	\$ 300.00	\$ 310.00	3.3%
Foster Carer Registration (per person, expires 10 April each year)	Y	\$ -	\$ -	
Animal Shelter (other than Council operated facility)	Y	\$ 300.00	\$ 310.00	3.3%
<b>AQUATIC FACILITIES - Aquamoves Aquatic Entry</b>				
20 Visit Group Swim Pass	Y	\$ 262.50	\$ 270.00	2.9%
20 Visit Sunday Group Swim Pass	Y	\$ 189.00	\$ 195.00	3.2%
20 Visit Adult Swim Pass	Y	\$ 99.00	\$ 102.00	3.0%
20 Visit Child Swim Pass	Y	\$ 64.50	\$ 66.00	2.3%
20 Visit Hydro Swim Pass	Y	\$ 100.50	\$ 103.50	3.0%
20 Visit Pension Adult Swim Pass	Y	\$ 61.50	\$ 63.00	2.4%
20 Visit Pension Child Swim Pass	Y	\$ 40.50	\$ 42.00	3.7%
20 Visit Pensioner Swim/Spa/Sauna Pass	Y	\$ 105.00	\$ 108.00	2.9%
20 Visit Pension Hydro Pass	Y	\$ 69.30	\$ 69.30	0.0%
20 Visit Shower Pass	Y	\$ 63.00	\$ 64.50	2.4%
20 Visit Swim Club Pass	Y	\$ 94.50	\$ 97.30	3.0%
20 Visit Swim/Spa/Sauna Pass	Y	\$ 160.50	\$ 165.00	2.8%
4 Week Full Centre School of Rural Health	Y	\$ 63.00	\$ 64.90	3.0%
6 Week Full Centre School of Rural Health	Y	\$ 94.50	\$ 97.50	3.2%
Admission Fee	Y	\$ 2.00	\$ 2.00	0.0%
Adult Swim	Y	\$ 6.60	\$ 6.80	3.0%
Adult Swim/Spa/Sauna	Y	\$ 10.70	\$ 11.00	2.8%
Child Swim	Y	\$ 4.30	\$ 4.40	2.3%
Swim Club	Y	\$ 6.30	\$ 6.50	3.2%
Community Group Adult Swim	Y	\$ 5.60	\$ 5.80	3.6%
Community Group Child Swim	Y	\$ 3.60	\$ 3.70	2.8%
Community Group Hydro Pool	Y	\$ 5.70	\$ 5.90	3.5%
Community Group/Swim/Spa/Sauna	Y	\$ 9.00	\$ 9.30	3.3%
Corporate - 30% 1 unit DD	Y	\$ 27.50	\$ 28.30	2.9%
Corporate - 30% 2 unit DD	Y	\$ 33.60	\$ 34.60	3.0%
Corporate - 30% 3 unit DD	Y	\$ 39.35	\$ 40.50	2.9%
Corporate - 40% 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Corporate - 40% 2 unit DD	Y	\$ 28.70	\$ 29.60	3.1%
Corporate - 40% 3 unit DD	Y	\$ 33.80	\$ 34.80	3.0%
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00	0.0%
Group Swim	Y	\$ 17.50	\$ 18.00	2.9%
General - 1 unit DD	Y	\$ 39.40	\$ 40.60	3.0%
General - 1 unit 3 months	Y	\$ 330.80	\$ 340.70	3.0%
General - 1 unit 6 months	Y	\$ 614.30	\$ 632.70	3.0%
General - 1 unit 12 months	Y	\$ 944.30	\$ 972.60	3.0%
General - 2 units 3 months	Y	\$ 401.60	\$ 413.60	3.0%
General - 2 units DD	Y	\$ 47.90	\$ 49.30	2.9%
General - 2 units 6 months	Y	\$ 745.80	\$ 768.20	3.0%
General - 2 units 12 months	Y	\$ 1,147.50	\$ 1,181.90	3.0%
General - 3 units DD	Y	\$ 56.30	\$ 58.00	3.0%
General - 3 units 3 months	Y	\$ 472.60	\$ 486.80	3.0%
General - 3 units 6 months	Y	\$ 877.40	\$ 903.70	3.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
General - 3 units 12 months	Y	\$ 1,350.00	\$ 1,390.50	3.0%
Group booking > 100 people - additional lifeguard	Y	\$ 41.20	\$ 42.40	2.9%
Hydrotherapy Pool	Y	\$ 6.70	\$ 6.90	3.0%
Inflatable Hire - per hour	Y	\$ 90.00	\$ 92.70	3.0%
Lane Hire - per hour	Y	\$ 67.00	\$ 69.00	3.0%
Motel Adult Swim	Y	\$ 5.40	\$ 5.40	0.0%
Motel Child Swim	Y	\$ 3.40	\$ 3.50	2.9%
Motel Family Swim	Y	\$ 13.90	\$ 14.30	2.9%
Motel Hydro pool	Y	\$ 5.40	\$ 5.60	3.7%
Motel Swim/Spa/Sauna	Y	\$ 8.60	\$ 8.90	3.5%
Motel Swim/Spa/Sauna Upgrade	Y	\$ 3.30	\$ 3.40	3.0%
Off Peak - 1 unit DD	Y	\$ 19.70	\$ 20.30	3.0%
Off Peak - 1 unit 3 months	Y	\$ 165.40	\$ 170.35	3.0%
Off Peak - 1 unit 6 months	Y	\$ 307.10	\$ 316.35	3.0%
Off Peak - 1 unit 12 months	Y	\$ 472.20	\$ 486.30	3.0%
Off Peak - 2 units DD	Y	\$ 23.90	\$ 24.65	3.1%
Off Peak - 2 units 3 months	Y	\$ 200.80	\$ 206.80	3.0%
Off Peak - 2 units 6 months	Y	\$ 372.90	\$ 384.10	3.0%
Off Peak - 2 units 12 months	Y	\$ 573.70	\$ 590.95	3.0%
Off Peak - 3 units DD	Y	\$ 28.10	\$ 29.00	3.2%
Off Peak - 3 units 3 months	Y	\$ 236.30	\$ 243.40	3.0%
Off Peak - 3 units 6 months	Y	\$ 438.70	\$ 451.85	3.0%
Off peak - 3 units 12 months	Y	\$ 675.00	\$ 695.25	3.0%
Outdoor Pool Membership 1/2 price Child Swim	Y	\$ 2.20	\$ 2.20	0.0%
Outdoor Pool Membership 1/2 price Adult Swim	Y	\$ 3.30	\$ 3.40	3.0%
Outdoor Pool Membership 1/2 price Group Swim	Y	\$ 8.70	\$ 9.00	3.4%
Outdoor Pool Membership 1/2 price Hydro Pool Swim	Y	\$ 3.40	\$ 3.45	1.5%
Outdoor Pool Membership 1/2 price Swim/Spa/Sauna	Y	\$ 5.40	\$ 5.50	1.9%
Over 60s - 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Over 60s - 1 unit 3 months	Y	\$ 198.50	\$ 204.40	3.0%
Over 60s - 1 unit 6 months	Y	\$ 368.50	\$ 379.60	3.0%
Over 60s - 1 unit 12 months	Y	\$ 566.60	\$ 583.60	3.0%
Over 60s - 2 units DD	Y	\$ 28.70	\$ 29.60	3.1%
Over 60s - 2 units 3 months	Y	\$ 240.90	\$ 248.10	3.0%
Over 60s - 2 units 6 months	Y	\$ 447.50	\$ 460.90	3.0%
Over 60s - 2 units 12 months	Y	\$ 688.40	\$ 709.10	3.0%
Over 60s - 3 units DD	Y	\$ 33.70	\$ 34.70	3.0%
Over 60s - 3 units 3 months	Y	\$ 283.20	\$ 291.70	3.0%
Over 60s - 3 units 6 months	Y	\$ 526.40	\$ 542.20	3.0%
Over 60s - 3 units 12 months	Y	\$ 810.00	\$ 834.30	3.0%
Pensioner Child Swim	Y	\$ 2.70	\$ 2.80	3.7%
Pensioner Swim/Spa/Sauna Upgrade	Y	\$ 2.70	\$ 2.80	3.7%
Pensioner Adult Swim	Y	\$ 4.10	\$ 4.20	2.4%
Pensioner Hydro Pool	Y	\$ 4.20	\$ 4.30	2.4%
Pensioner/Swim/Spa/Sauna	Y	\$ 7.00	\$ 7.20	2.9%
Pool Lifeguard - per hour	Y	\$ 41.20	\$ 42.40	2.9%
Promotional Joining Fee	Y	\$ 10.00	\$ 10.00	0.0%
Promotional Membership - DD	Y	\$ 30.90	\$ 31.80	2.9%
Rumbalara - 20 Full Centre	Y	\$ 302.00	\$ 348.00	15.2%
Rumbalara - 20 Swim/Spa/Sauna	Y	\$ 184.60	\$ 190.10	3.0%
Rumbalara 20 Visit Child Swim	Y	\$ 70.95	\$ 70.95	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Rumbalara - 3 units 3 months	Y	\$ 425.30	\$ 438.10	3.0%
Schools Recreation Swim	Y	\$ 3.60	\$ 3.70	2.8%
Shower	Y	\$ 4.20	\$ 4.30	2.4%
Student - 1 unit 3 months	Y	\$ 131.85	\$ 135.80	3.0%
Student - 2 units 3 months	Y	\$ 160.60	\$ 165.40	3.0%
Student- 3 units 3 months	Y	\$ 189.00	\$ 194.70	3.0%
Sunday Group Swim	Y	\$ 12.60	\$ 13.00	3.2%
Swim Club - 1 unit DD	Y	\$ 20.50	\$ 21.00	2.4%
Swim Club - 1 unit 12 months	Y	\$ 417.70	\$ 430.00	2.9%
Swim Club - 2 unit DD	Y	\$ 29.20	\$ 30.00	2.7%
Swim Club - 2 unit 12 months	Y	\$ 701.30	\$ 722.00	3.0%
Swim Club - 3 unit DD	Y	\$ 34.00	\$ 35.00	2.9%
Swim Club - 3 unit 12 months	Y	\$ 814.70	\$ 839.00	3.0%
Swim/Spa/Sauna Upgrade	Y	\$ 4.20	\$ 4.30	2.4%
<b>AQUATIC FACILITIES - Aquamoves Elite</b>				
20 Visit full Centre	Y	\$ 397.50	\$ 409.50	3.0%
20 Visit Gym	Y	\$ 276.00	\$ 284.25	3.0%
20 Visit Pensioner full Centre	Y	\$ 256.50	\$ 262.50	2.3%
20 visit Pensioner Gym	Y	\$ 180.00	\$ 186.00	3.3%
4 week Full Centre School of Rural Health	Y	\$ 63.00	\$ 64.90	3.0%
6 week Full Centre School of Rural Health	Y	\$ 94.50	\$ 97.30	3.0%
Community Group Full Centre	Y	\$ 22.50	\$ 23.20	3.1%
Corporate - 30% 1 unit DD	Y	\$ 27.50	\$ 28.30	2.9%
Corporate - 30% 2 unit DD	Y	\$ 33.60	\$ 34.60	3.0%
Corporate - 30% 3 unit DD	Y	\$ 39.35	\$ 40.50	2.9%
Corporate - 40% 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Corporate - 40% 2 unit DD	Y	\$ 28.70	\$ 29.60	3.1%
Corporate - 40% 3 unit DD	Y	\$ 33.80	\$ 34.80	3.0%
Corporate Joining Fee	Y	\$ 10.00	\$ 10.00	0.0%
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00	0.0%
Fitness Assessment	Y	\$ 55.00	\$ 50.00	(9.1%)
Full Centre Pass	Y	\$ 26.50	\$ 27.30	3.0%
General - 1 unit DD	Y	\$ 39.40	\$ 40.60	3.0%
General - 1 unit 3 months	Y	\$ 330.80	\$ 340.70	3.0%
General - 1 unit 6 months	Y	\$ 614.30	\$ 632.70	3.0%
General - 1 unit 12 months	Y	\$ 944.30	\$ 972.60	3.0%
General - 2 units DD	Y	\$ 47.90	\$ 49.30	2.9%
General - 2 units 3 months	Y	\$ 401.60	\$ 413.60	3.0%
General - 2 units 6 months	Y	\$ 745.80	\$ 768.20	3.0%
General - 2 units 12 months	Y	\$ 1,147.50	\$ 1,181.90	3.0%
General - 3 units DD	Y	\$ 56.30	\$ 58.00	3.0%
General - 3 units 3 months	Y	\$ 472.60	\$ 486.80	3.0%
General - 3 units 6 months	Y	\$ 877.40	\$ 903.70	3.0%
General - 3 units 12 months	Y	\$ 1,350.00	\$ 1,390.50	3.0%
Gym Pass	Y	\$ 18.40	\$ 18.00	(2.2%)
Gym Pass (community rate)	Y	\$ 15.60	\$ 15.30	(1.9%)
Lost Card	Y	\$ 10.00	\$ 10.00	0.0%
Measure and Weigh	Y	\$ 27.30	\$ 28.00	2.6%
Membership Upgrade Fee	Y	\$ 8.00	\$ 8.00	0.0%
Motel Full Centre	Y	\$ 21.20	\$ 21.80	2.8%
Motel Gym Pass	Y	\$ 14.90	\$ 15.40	3.4%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Off Peak - 1 unit DD	Y	\$ 19.70	\$ 20.30	3.0%
Off Peak - 1 unit 3 months	Y	\$ 165.40	\$ 170.35	3.0%
Off Peak - 1 unit 6 months	Y	\$ 307.10	\$ 316.35	3.0%
Off Peak - 1 unit 12 months	Y	\$ 472.20	\$ 486.30	3.0%
Off Peak - 2 units DD	Y	\$ 23.90	\$ 24.65	3.1%
Off Peak - 2 units 3 months	Y	\$ 200.80	\$ 206.80	3.0%
Off Peak - 2 units 6 months	Y	\$ 372.90	\$ 384.10	3.0%
Off Peak - 2 units 12 months	Y	\$ 573.70	\$ 590.95	3.0%
Off Peak - 3 units DD	Y	\$ 28.10	\$ 29.00	3.2%
Off Peak - 3 units 3 months	Y	\$ 236.30	\$ 243.40	3.0%
Off Peak - 3 units 6 months	Y	\$ 438.70	\$ 451.85	3.0%
Off Peak - 3 units 12 months	Y	\$ 675.00	\$ 695.25	3.0%
Over 60s - 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Over 60s - 1 unit 3 months	Y	\$ 198.50	\$ 204.40	3.0%
Over 60s - 1 unit 6 months	Y	\$ 368.50	\$ 379.60	3.0%
Over 60s - 1 unit 12 months	Y	\$ 566.60	\$ 583.60	3.0%
Over 60s - 2 units DD	Y	\$ 28.70	\$ 29.60	3.1%
Over 60s - 2 units 3 months	Y	\$ 240.90	\$ 248.10	3.0%
Over 60s - 2 units 6 months	Y	\$ 447.50	\$ 460.90	3.0%
Over 60s - 2 units 12 months	Y	\$ 688.40	\$ 709.10	3.0%
Over 60s - 3 units DD	Y	\$ 33.70	\$ 34.70	3.0%
Over 60s - 3 units 3 months	Y	\$ 283.20	\$ 291.70	3.0%
Over 60s - 3 units 6 months	Y	\$ 526.40	\$ 542.20	3.0%
Over 60s - 3 units 12 months	Y	\$ 810.00	\$ 834.30	3.0%
Pensioner Full Centre	Y	\$ 17.10	\$ 17.50	2.3%
Pensioner Gym	Y	\$ 12.00	\$ 12.40	3.3%
Promotional joining fee	Y	\$ 10.30	\$ 10.00	(2.9%)
Promotional Membership - DD	Y	\$ 30.90	\$ 31.80	2.9%
Rumbalara - 20 Full Centre	Y	\$ 302.00	\$ 348.00	15.2%
Rumbalara - 3 units 3 months	Y	\$ 425.30	\$ 438.10	3.0%
Student - 1 unit 3 months	Y	\$ 131.85	\$ 135.80	3.0%
Student - 2 units 3 months	Y	\$ 160.60	\$ 165.40	3.0%
Student - 3 units 3 months	Y	\$ 189.00	\$ 194.70	3.0%
Swim Club - 2 unit DD	Y	\$ 29.20	\$ 30.00	2.7%
Swim Club - 2 unit 12 month	Y	\$ 701.30	\$ 722.00	3.0%
Swim Club - 3 unit DD	Y	\$ 34.00	\$ 35.00	2.9%
Swim Club - 3 unit 12 month	Y	\$ 814.65	\$ 839.00	3.0%
Transfer Fee	N	\$ 42.25	\$ 43.50	3.0%
<b>AQUATIC FACILITIES - Aquamoves Group Fitness</b>				
20 Visit full Centre	Y	\$ 397.50	\$ 409.50	3.0%
20 Visit Group Fitness Pass	Y	\$ 245.05	\$ 225.00	(8.2%)
20 Visit Pension full Centre	Y	\$ 256.50	\$ 262.50	2.3%
4 week Full Centre School of Rural Health	Y	\$ 63.00	\$ 64.90	3.0%
6 week Full Centre School of Rural Health	Y	\$ 94.50	\$ 97.30	3.0%
Community Group Fitness Pass	Y	\$ 13.90	\$ 12.75	(8.3%)
Community Group Full Centre	Y	\$ 22.50	\$ 23.20	3.1%
Corporate - 30% 1 unit DD	Y	\$ 27.50	\$ 28.30	2.9%
Corporate - 30% 2 unit DD	Y	\$ 33.60	\$ 34.60	3.0%
Corporate - 30% 3 unit DD	Y	\$ 39.35	\$ 40.50	2.9%
Corporate - 40% 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Corporate - 40% 2 unit DD	Y	\$ 28.70	\$ 29.60	3.1%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Corporate - 40% 3 unit DD	Y	\$ 33.80	\$ 34.80	3.0%
Corporate Joining Fee	Y	\$ 10.00	\$ 10.00	0.0%
Direct Debit Joining Fee	Y	\$ 50.00	\$ 50.00	0.0%
Full Centre Pass	Y	\$ 26.50	\$ 27.30	3.0%
General - 1 unit DD	Y	\$ 39.40	\$ 40.60	3.0%
General - 1 unit 3 months	Y	\$ 330.80	\$ 340.70	3.0%
General - 1 unit 6 months	Y	\$ 614.30	\$ 632.70	3.0%
General - 1 unit 12 months	Y	\$ 944.30	\$ 972.60	3.0%
General - 2 units DD	Y	\$ 47.90	\$ 49.30	2.9%
General - 2 units 3 months	Y	\$ 401.60	\$ 413.60	3.0%
General - 2 units 6 months	Y	\$ 745.80	\$ 768.20	3.0%
General - 2 units 12 months	Y	\$ 1,147.50	\$ 1,181.90	3.0%
General - 3 units DD	Y	\$ 56.30	\$ 58.00	3.0%
General - 3 units 3 months	Y	\$ 472.60	\$ 486.80	3.0%
General - 3 units 6 months	Y	\$ 877.40	\$ 903.70	3.0%
General - 3 units 12 months	Y	\$ 1,350.00	\$ 1,390.50	3.0%
Group Fitness Pass	Y	\$ 16.75	\$ 15.00	(10.4%)
Lost Card	Y	\$ 10.30	\$ 10.00	(2.9%)
After hours access card (20/7)	N	\$ -	\$ 18.00	
Membership Upgrade Fee	Y	\$ 8.00	\$ 8.00	0.0%
Motel Full Centre	Y	\$ 21.20	\$ 21.80	2.8%
Motel Group Fitness Pass	Y	\$ 13.05	\$ 13.40	2.7%
Off Peak - 1 unit DD	Y	\$ 19.70	\$ 20.30	3.0%
Off Peak - 1 unit 3 months	Y	\$ 165.40	\$ 170.35	3.0%
Off Peak - 1 unit 6 months	Y	\$ 307.10	\$ 316.35	3.0%
Off Peak - 1 unit 12 months	Y	\$ 472.20	\$ 486.30	3.0%
Off Peak - 2 units DD	Y	\$ 23.90	\$ 24.65	3.1%
Off Peak - 2 units 3 months	Y	\$ 200.80	\$ 206.80	3.0%
Off Peak - 2 units 6 months	Y	\$ 372.90	\$ 384.10	3.0%
Off Peak - 2 units 12 months	Y	\$ 573.70	\$ 590.95	3.0%
Off Peak - 3 units DD	Y	\$ 28.10	\$ 29.00	3.2%
Off Peak - 3 units 3 months	Y	\$ 236.30	\$ 243.40	3.0%
Off Peak - 3 units 6 months	Y	\$ 438.70	\$ 451.85	3.0%
Off peak - 3 units 12 months	Y	\$ 675.00	\$ 695.25	3.0%
Over 60s - 1 unit DD	Y	\$ 23.60	\$ 24.30	3.0%
Over 60s - 1 unit 3 months	Y	\$ 198.50	\$ 204.40	3.0%
Over 60s - 1 unit 6 months	Y	\$ 368.50	\$ 379.60	3.0%
Over 60s - 1 unit 12 months	Y	\$ 566.60	\$ 583.60	3.0%
Over 60s - 2 units DD	Y	\$ 28.70	\$ 29.60	3.1%
Over 60s - 2 units 3 months	Y	\$ 240.90	\$ 248.10	3.0%
Over 60s - 2 units 6 months	Y	\$ 554.90	\$ 460.90	(16.9%)
Over 60s - 2 units 12 months	Y	\$ 688.40	\$ 709.10	3.0%
Over 60s - 3 units DD	Y	\$ 33.70	\$ 34.70	3.0%
Over 60s - 3 units 3 months	Y	\$ 283.20	\$ 291.70	3.0%
Over 60s - 3 units 6 months	Y	\$ 526.40	\$ 542.20	3.0%
Over 60s - 3 units 12 months	Y	\$ 810.00	\$ 834.30	3.0%
Over 60s Group Fitness Pass	Y	\$ 10.30	\$ 10.50	1.9%
Pensioner Full Centre	Y	\$ 17.10	\$ 17.60	2.9%
Pensioner Group Fitness Pass	Y	\$ 10.30	\$ 10.50	1.9%
Promotional joining fee	Y	\$ 10.30	\$ 10.00	(2.9%)
Promotional Membership - DD	Y	\$ 30.90	\$ 31.80	2.9%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Rumbalara - 20 Full Centre	Y	\$ 302.00	\$ 348.00	15.2%
Rumbalara - 3 units 3 months	Y	\$ 425.30	\$ 438.10	3.0%
Student - 1 unit DD	Y	\$ 23.45	\$ 24.10	2.8%
Student - 1 Unit 6 weeks Upfront	Y	\$ 70.30	\$ 72.40	3.0%
Student - 1 unit 3 months	Y	\$ 131.85	\$ 135.80	3.0%
Student - 2 unit DD	Y	\$ 28.60	\$ 29.50	3.1%
Student - 2 Units 6 weeks Upfront	Y	\$ 85.80	\$ 88.35	3.0%
Student - 2 units 3 months	Y	\$ 160.60	\$ 165.40	3.0%
Student - 3 unit DD	Y	\$ 33.65	\$ 34.65	3.0%
Student - 3 units 3 months	Y	\$ 189.00	\$ 194.70	3.0%
Swim Club - 2 unit DD	Y	\$ 29.20	\$ 30.00	2.7%
Swim Club - 2 unit 12 months	Y	\$ 701.25	\$ 722.00	3.0%
Swim Club - 3 unit DD	Y	\$ 34.00	\$ 35.00	2.9%
Swim Club - 3 unit 12 months	Y	\$ 814.70	\$ 839.00	3.0%
Teen Physio Program	Y	\$ 8.90	\$ 9.15	2.8%
Teen Physio Program - 20 Visit Pass	Y	\$ 133.65	\$ 136.95	2.5%
Transfer Fee	N	\$ 42.00	\$ 40.00	(4.8%)
Youth Membership	Y	\$ 30.25	\$ 30.80	1.8%
<b>AQUATIC FACILITIES - Aquamoves LTS (per lesson)</b>				
Adult Fitness	N	\$ 23.00	\$ 23.50	2.2%
Beginner Adult or Intermediate	N	\$ 19.00	\$ 19.50	2.6%
Teenage Fitness	N	\$ 20.50	\$ 21.00	2.4%
Teenage Fitness	N	\$ 32.50	\$ 33.50	3.1%
Express Lessons	N	\$ 16.00	\$ 16.50	3.1%
Bronze	N	\$ 18.00	\$ 18.50	2.8%
Bronze	N	\$ 28.50	\$ 29.50	3.5%
Swim School	N	\$ 16.00	\$ 16.50	3.1%
Learn to Swim - DD	N	\$ 24.50	\$ 25.00	2.0%
Learn to Swim Private Lessons 1:1	N	\$ 37.00	\$ 38.00	2.7%
Learn to Swim Private Lessons 1:1 DD	N	\$ 58.50	\$ 60.00	2.6%
Learn to Swim Private Lessons 1:2	N	\$ 48.00	\$ 49.50	3.1%
Learn to Swim Private Lessons 1:2 DD	N	\$ 75.50	\$ 78.00	3.3%
PWD 1:1	N	\$ 26.50	\$ 27.50	3.8%
PWD 1:1 DD	N	\$ 41.00	\$ 42.00	2.4%
Squad 1 hour	N	\$ 18.00	\$ 18.50	2.8%
Squad DD	N	\$ 28.50	\$ 29.50	3.5%
Transition Squad 0.5 hour	N	\$ 16.00	\$ 16.50	3.1%
Transition Squad DD	N	\$ 24.50	\$ 25.00	2.0%
<b>AQUATIC FACILITIES - Aquamoves Program</b>				
Active Kids Membership- Term	Y	\$ 155.00	\$ 159.70	3.0%
Active Kids Membership - DD	Y	\$ 26.00	\$ 26.80	3.1%
Bootcamp - 8 Week - Member	Y	\$ 130.00	\$ 133.90	3.0%
Bootcamp - 8 week - Non Member	Y	\$ 320.00	\$ 329.60	3.0%
Bootcamp - 6 week - Member	Y	\$ 100.00	\$ 103.00	3.0%
Bootcamp - 6 week - Non member	Y	\$ 285.00	\$ 293.50	3.0%
Bootcamp - 4 week Extension - Member	Y	\$ 55.00	\$ 56.70	3.1%
Bootcamp - 4 Week Extension - Non Member	Y	\$ 100.00	\$ 103.00	3.0%
Community Child Group Fitness	Y	\$ 8.50	\$ 8.80	3.5%
Extreme Measures - 6 week Program - Member	Y	\$ 110.00	\$ 113.30	3.0%
Extreme Measures - 6 Week Program - Non Member	Y	\$ 190.00	\$ 195.70	3.0%
Extreme Measures - 4 week Extension - Member	Y	\$ 75.00	\$ 77.20	2.9%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Extreme Measures - 4 week Extension - Non Member	Y	\$ 130.00	\$ 133.90	3.0%
Happy Steps	Y	\$ 8.40	\$ 8.70	3.6%
Huff n Puff Program	Y	\$ 8.40	\$ 8.70	3.6%
Personal Training Weekly Facility Hire	Y	\$ 200.00	\$ 206.00	3.0%
Room Hire - Community Group - per hour	Y	\$ 36.50	\$ 37.60	3.0%
Room Hire - per hour	Y	\$ 49.00	\$ 50.50	3.1%
Room Hire - per day	Y	\$ 234.50	\$ 241.50	3.0%
Allied Health Suites - 4 Hours	Y	\$ 55.00	\$ 56.70	3.1%
Allied Health Suites - Full day	Y	\$ 105.00	\$ 108.00	2.9%
<b>AQUATIC FACILITIES - Aquamoves Schools Wet Area</b>				
50m Pool Hire - per day	Y	\$ 1,400.00	\$ 1,442.00	3.0%
50m Pool Hire - half day	Y	\$ 465.00	\$ 479.00	3.0%
Aquatic Education Child	N	\$ 4.00	\$ 4.10	2.5%
Group booking > 100 people - additional lifeguard	Y	\$ 41.00	\$ 42.20	2.9%
Inflatable Hire - per hour	Y	\$ 90.00	\$ 92.70	3.0%
Lane Hire - per hour	Y	\$ 67.00	\$ 69.00	3.0%
Swim Instructor Hire 0.5 hour	N	\$ 24.50	\$ 25.50	4.1%
Swim Instructor Hire 1 hour	N	\$ 49.50	\$ 51.00	3.0%
<b>AQUATIC FACILITIES - Aquamoves Schools Dry Area</b>				
School Group Fitness Pass	Y	\$ 8.30	\$ 8.60	3.6%
School Gym Pass	Y	\$ 8.30	\$ 8.60	3.6%
Schools Group Fitness - bulk booking	Y	\$ 6.70	\$ 6.90	3.0%
<b>AQUATIC FACILITIES - Outdoor Pools</b>				
Adult Casual	Y	\$ 5.40	\$ 5.50	1.9%
Child Casual	Y	\$ 3.80	\$ 3.90	2.6%
Over 60s Casual	Y	\$ 4.60	\$ 4.70	2.2%
Family Casual	Y	\$ 14.50	\$ 15.00	3.4%
Schools Programs - per child	Y	\$ 2.10	\$ 2.20	4.8%
5 Visit Multi Adult Swim Pass - Special Events	Y	\$ 21.60	\$ 22.00	1.9%
5 Visit Multi Child Swim Pass - Special Events	Y	\$ 15.30	\$ 15.50	1.3%
5 Visit Multi Family Child Swim Pass - Special Events	Y	\$ 57.70	\$ 60.00	4.0%
15 Visit Multi Adult Swim Pass	Y	\$ 54.00	\$ 55.00	1.9%
15 Visit Multi Child Swim Pass	Y	\$ 38.00	\$ 38.00	0.0%
15 Visit Multi Over 60s Swim Pass	Y	\$ 45.50	\$ 45.50	0.0%
15 Visit Multi Family Child Swim Pass	Y	\$ 145.00	\$ 145.00	0.0%
Membership - Adult	Y	\$ 93.00	\$ 93.00	0.0%
Membership - Child	Y	\$ 77.00	\$ 77.00	0.0%
Membership - Over 60s	Y	\$ 85.00	\$ 85.00	0.0%
Membership - Family	Y	\$ 187.00	\$ 187.00	0.0%
Rural Outdoor Pool Swim School	Y	\$ 9.00	\$ 9.30	3.3%
<b>BICYCLE RACK BILLBOARD - Advertising</b>				
Installation and 3 Year Advertising Permit	Y	\$ 510.00	\$ 530.00	3.9%
1 Year Advertising Permit	Y	\$ 100.00	\$ 103.00	3.0%
<b>BUILDING</b>				
Demolition/Removal Permits	Y	\$ 453.20	\$ 466.80	3.0%
Dependant Relative Unit - Removal/Re-erection	Y	\$ 453.20	\$ 466.80	3.0%
Restump/Underpinning Permits	Y	\$ 453.20	\$ 466.80	3.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>BUILDING - All other Classes + Applicable Levies</b>				
Change of Use - 1 inspection	Y	\$ 424.35	\$ 437.10	3.0%
Change of Use - 2 inspections	Y	\$ 530.65	\$ 546.60	3.0%
Fee for all extra inspections other than those specified	Y	\$ 123.70	\$ 139.80	13.0%
Fee for inspections associated with building works	Y	\$ 136.05	\$ 139.80	2.8%
Inspections for other Municipalities	Y	\$ 204.40	\$ 210.55	3.0%
Illegal Commercial Minimum fee to \$60,000	Y	\$ -	\$ 1,540.00	
Illegal Commercial \$60,000 to \$100,000	Y	(Value/100) + \$650	(Value/100) + \$650	
Illegal Commercial \$100,001 to \$500,000	Y	By Quotation	By Quotation	
Illegal Commercial \$500,001 + 1	Y	By Quotation	By Quotation	
Minimum fee to \$60,000	Y	\$ 860.90	\$ 1,000.00	16.2%
\$60,000 to \$100,000	Y	(Value / 250) + \$50.00	(Value / 250) + \$50.00	
\$100,001 to \$500,000	Y	[(Value / 2000) + sqr root of Value] x 5	[(Value / 2000) + sqr root of Value] x 5	
\$500,001 +	Y	[(Value / 2000) + sqr root of Value] x 6	[(Value / 2000) + sqr root of Value] x 6	
Miscellaneous - 3 inspections	Y	\$ 666.75	\$ 686.80	3.0%
Miscellaneous - 4 inspections	Y	\$ 726.05	\$ 747.85	3.0%
<b>BUILDING - Class 1 Dwelling (Additions) + Applicable Levies</b>				
\$50,001 to \$100,000	Y	\$ 813.80	\$ 838.20	3.0%
Greater than \$100,001	Y	\$ 997.65	\$ 1,027.55	3.0%
Minimum fee up to \$50,000	Y	\$ 742.25	\$ 764.50	3.0%
Illegal Work Class 1a \$50,001 to \$100,000	Y	\$ -	\$ 1,100.00	
Illegal Work Class 1a Greater than \$100,001	Y	\$ -	\$ 1,375.00	
Illegal Work Class 1a Minimum fee up to \$50,000	Y	By Quotation	By Quotation	
Minor Internal Alterations + Applicable Levies - minimum fee	Y	\$ 480.80	\$ 495.20	3.0%
<b>BUILDING - Class 1 Dwelling (New) + Applicable Levies</b>				
\$100,001 to \$125,000	Y	\$ 1,175.50	\$ 1,351.85	15.0%
\$125,001 to \$150,000	Y	\$ 1,411.15	\$ 1,622.85	15.0%
\$150,001 to \$200,000	Y	\$ 1,599.85	\$ 1,839.85	15.0%
\$200,001 to \$250,000	Y	\$ 1,738.05	\$ 1,998.75	15.0%
\$250,001 to \$325,000	Y	\$ 1,881.10	\$ 2,163.25	15.0%
\$325,001 to \$500,000	Y	\$ 2,162.40	\$ 2,486.75	15.0%
\$500,001 to \$625,000	Y	\$ -	\$ 2,750.00	
\$625,001 to \$750,000	Y	\$ -	\$ 3,300.00	
\$750,001 to \$875,000	Y	\$ -	\$ 3,850.00	
\$875,001 to \$1,000,000	Y	\$ -	\$ 4,400.00	
\$1,000,000 to \$1,125,000	Y	\$ -	\$ 4,950.00	
\$1,125,001 to \$1,250,000	Y	\$ -	\$ 5,500.00	
1,250,001 and above	Y	By Quotation	By Quotation	
Building - Class 1 Dwellings - New + Applicable Levies - Multi-Unit Development - 2 Dwellings/Units	Y	\$ 1,233.25	\$ 1,418.25	15.0%
Minimum fee up to \$100,000	Y	\$ 1,026.75	\$ 1,180.80	15.0%
Re-erection of Dwelling - into municipality	Y	\$ 494.80	\$ 569.05	15.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>BUILDING - Class 10a Out Buildings + Applicable Levies</b>				
Under \$5,000	Y	\$ 364.95	\$ 375.95	3.0%
\$5,001 to \$10,000	Y	\$ 447.15	\$ 460.55	3.0%
\$10,001 to \$40,000	Y	\$ 602.25	\$ 620.30	3.0%
Over \$40,001	Y	\$ 784.25	\$ 807.80	3.0%
Illegal Work Class 10a Under \$5,000	Y	\$ -	\$ 621.45	
Illegal Work Class 10a \$5,001 to \$10,000	Y	\$ -	\$ 764.65	
Illegal Work Class 10a \$10,001 to \$40,000	Y	\$ -	\$ 992.50	
Illegal Work Class 10a Over \$40,001	Y	\$ -	\$ 1,522.70	
<b>BUILDING - Front Fences on Corner Allotments</b>				
Under \$5,000	Y	\$ 324.10	\$ 333.85	3.0%
Over \$5,001	Y	\$ 412.25	\$ 424.60	3.0%
Illegal Work 10b - Under \$5,000	Y	\$ -	\$ 553.85	
Illegal Work 10b - Over \$5,001	Y	\$ -	\$ 699.60	
<b>BUILDING - Misc. Service Fees</b>				
Amendment / Variation to a Building Permit	Y	\$ 113.30	\$ 116.70	3.0%
Assess the suitability of a relocated dwelling for transportation	Y	\$ 309.25	\$ 318.55	3.0%
Pool Compliance	Y	\$ 128.35	\$ 139.80	8.9%
Building - Title Searches (as requested by Clients)	Y	\$ 63.50	\$ 66.65	5.0%
Building - Title Searches (as requested by Clients) - Plan/Covenant Only	Y	\$ 23.50	\$ 24.65	4.9%
Copy of Building Permits/Occupancy Permits/CFI (photocopying and file retrieval)	Y	\$ 63.50	\$ 66.65	5.0%
Crossing Fee	Y	\$ 113.30	\$ 116.70	3.0%
Extension of Time for Building Permit	Y	\$ 224.35	\$ 231.10	3.0%
Inspections on Lapsed Permits	Y	\$ 123.75	\$ 139.80	13.0%
Liquor Licence Report (patron calculations)	Y	\$ 204.40	\$ 210.55	3.0%
Partial Compliance (Regulation 608)	Y	\$ 185.55	\$ 191.20	3.0%
Performance Assessment/Combined Allotment/Change of Use	Y	\$ 173.20	\$ 178.40	3.0%
Place of Public Entertainment (POPE)	Y	\$ 256.75	\$ 264.45	3.0%
Prescribed Temporary Structure	Y	\$ 204.20	\$ 210.30	3.0%
Project Housing Specification Booklets	Y	\$ 17.05	\$ 17.95	5.3%
Retrieval of Commercial Plans (photocopying and file retrieval)	Y	\$ 108.90	\$ 114.40	5.1%
Structure for Building Regulation Compliance Report from Council - Inspection to provide evidence for a Building Regulation compliance report	Y	\$ 190.95	\$ 200.55	5.0%
Structure for Building Regulation Compliance Report from Council - Administration costs to produce a Building Regulation report	Y	\$ 233.40	\$ 245.10	5.0%
Structure for Building Regulation Compliance Report from Council - Further inspections to confirm any rectification works required and conducted under a Building Order	Y	\$ 190.95	\$ 200.55	5.0%
Structure for Building Regulation Compliance Report from Council - Administrative cost to issue a letter stating illegal work can remain	Y	\$ 53.00	\$ 55.65	5.0%
Retrieval of House Plans (photocopying and file retrieval)	Y	\$ 86.90	\$ 91.30	5.1%
<b>BUILDING - Swimming Pools</b>				
Under \$5,000 (minimum fee)	Y	\$ 330.30	\$ 340.25	3.0%
\$5,001 to \$20,000	Y	\$ 590.10	\$ 607.80	3.0%
Over \$20,000	Y	\$ 702.85	\$ 723.90	3.0%
Illegal Pools - Under \$5,000 (minimum fee)	Y	\$ -	\$ 560.25	
Illegal Pools - \$5,001 to \$20,000	Y	\$ -	\$ 882.80	
Illegal Pools - Over \$20,000	Y	\$ -	\$ 1,053.90	
Pool Barrier Inspection 1st	Y	\$ 128.35	\$ 275.00	114.3%
Pool Barrier Inspection for 2nd Inspection and any following	Y	\$ 192.50	\$ 275.00	42.9%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>BUSINESS CENTRE - Office Rental Per month - Established Business Rate</b>				
These fees apply to the initial licence period of 12 months, after which increased fees will apply, up to a maximum of 25% each				
Shed 1 - Anchor Rate	Y	\$ 652.00	\$ 672.00	3.1%
Shed 2 - Anchor Rate	Y	\$ 652.00	\$ 672.00	3.1%
Shed 3/4 - Anchor Rate	Y	\$ 652.00	\$ 1,076.00	65.0%
Shed 5 - Anchor Rate	Y	\$ 1,045.00	\$ 1,076.00	3.0%
Shed 6 - Anchor Rate	Y	\$ 1,045.00	\$ 1,076.00	3.0%
Suite 1 - Anchor Rate	Y	\$ 815.00	\$ 839.00	2.9%
Suite 2 - Anchor Rate	Y	\$ 852.00	\$ 877.00	2.9%
Suite 5 - Anchor Rate	Y	\$ 554.00	\$ 571.00	3.1%
Suite 6 - Anchor Rate	Y	\$ 778.00	\$ 801.00	3.0%
Suite 7 - Anchor Rate	Y	\$ 666.00	\$ 686.00	3.0%
Suite 8 - Anchor Rate	Y	\$ 778.00	\$ 801.00	3.0%
Suite 9 - Anchor Rate	Y	\$ 666.00	\$ 686.00	3.0%
Suite 10 - Anchor Rate	Y	\$ 666.00	\$ 686.00	3.0%
Suite 11 - Anchor Rate	Y	\$ 371.00	\$ 382.00	3.0%
Suite 12 - Anchor Rate	Y	\$ 371.00	\$ 382.00	3.0%
Suite 13 - Anchor Rate	Y	\$ 591.00	\$ 609.00	3.0%
Suite 14 - Anchor Rate	Y	\$ 629.00	\$ 648.00	3.0%
Suite 15 - Anchor Rate	Y	\$ 629.00	\$ 648.00	3.0%
Suite 16 - Anchor Rate	Y	\$ 890.00	\$ 917.00	3.0%
Suite 22 - Anchor Rate	Y	\$ 815.00	\$ 839.00	2.9%
Suite 23 - Anchor Rate	Y	\$ 591.00	\$ 609.00	3.0%
<b>BUSINESS CENTRE - Office Rental Per month - Incubator Rate</b>				
These fees apply to the initial licence period of 3 years, after which the established business rates will apply				
Shed 1 - Incubator Rate	Y	\$ 583.00	\$ 600.00	2.9%
Shed 2 - Incubator Rate	Y	\$ 583.00	\$ 600.00	2.9%
Shed 3/4 - Incubator Rate	Y	\$ 583.00	\$ 963.00	65.2%
Shed 5 - Incubator Rate	Y	\$ 935.00	\$ 963.00	3.0%
Shed 6 - Incubator Rate	Y	\$ 935.00	\$ 963.00	3.0%
Suite 1 - Incubator Rate	Y	\$ 733.00	\$ 755.00	3.0%
Suite 2 - Incubator Rate	Y	\$ 766.00	\$ 789.00	3.0%
Suite 5 - Incubator Rate	Y	\$ 499.00	\$ 514.00	3.0%
Suite 6 - Incubator Rate	Y	\$ 700.00	\$ 721.00	3.0%
Suite 7 - Incubator Rate	Y	\$ 600.00	\$ 618.00	3.0%
Suite 8 - Incubator Rate	Y	\$ 700.00	\$ 721.00	3.0%
Suite 9 - Incubator Rate	Y	\$ 600.00	\$ 618.00	3.0%
Suite 10 - Incubator Rate	Y	\$ 600.00	\$ 618.00	3.0%
Suite 11 - Incubator Rate	Y	\$ 333.00	\$ 343.00	3.0%
Suite 12 - Incubator Rate	Y	\$ 333.00	\$ 343.00	3.0%
Suite 13 - Incubator Rate	Y	\$ 532.00	\$ 548.00	3.0%
Suite 14 - Incubator Rate	Y	\$ 567.00	\$ 584.00	3.0%
Suite 15 - Incubator Rate	Y	\$ 567.00	\$ 584.00	3.0%
Suite 16 - Incubator Rate	Y	\$ 799.00	\$ 823.00	3.0%
Suite 22 - Incubator Rate	Y	\$ 733.00	\$ 755.00	3.0%
Suite 23 - Incubator Rate	Y	\$ 532.00	\$ 548.00	3.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>BUSINESS CENTRE - Venue Hire</b>				
Board Room - Full Day	Y	\$ 156.00	\$ 161.00	3.2%
Board Room - Half Day	Y	\$ 94.00	\$ 97.00	3.2%
Board Room - Full Day (incubator tenant rate)	Y	\$ 77.00	\$ 79.00	2.6%
Board Room - Half Day (incubator tenant rate)	Y	\$ 46.00	\$ 47.00	2.2%
Catering - Tea and Coffee (per head)	N	\$ 3.70	\$ 3.70	0.0%
Conference Phone Hire	Y	\$ 17.50	\$ 18.00	2.9%
Currawong Room - Half Day	Y	\$ 94.00	\$ 97.00	3.2%
Currawong Room - Full Day	Y	\$ 156.00	\$ 161.00	3.2%
Currawong Room - Full Day (incubator tenant rate)	Y	\$ 77.00	\$ 79.00	2.6%
Currawong Room - Half Day (incubator tenant rate)	Y	\$ 46.00	\$ 47.00	2.2%
Kingfisher Room - Full Day	Y	\$ 117.00	\$ 121.00	3.4%
Kingfisher Room - Half Day	Y	\$ 66.00	\$ 68.00	3.0%
Meeting Room - Full Day	Y	\$ 117.00	\$ 121.00	3.4%
Meeting Room - Half Day	Y	\$ 66.00	\$ 68.00	3.0%
Office Space	Y	\$ 66.00	\$ 68.00	3.0%
Projector Hire	Y	\$ 55.00	\$ 57.00	3.6%
Training Room - Full Day	Y	\$ 219.00	\$ 226.00	3.2%
Training Room - Half Day	Y	\$ 157.00	\$ 162.00	3.2%
Training Room - Full Day (incubator tenant rate)	Y	\$ 109.00	\$ 112.00	2.8%
Training Room - Half Day (incubator tenant rate)	Y	\$ 78.00	\$ 80.00	2.6%
Virtual Tenancy (no phone service)	Y	\$ 155.00	\$ 160.00	3.2%
Virtual Tenancy (with phone service)	Y	\$ 204.00	\$ 210.00	2.9%
NBN (per month)	Y	\$ 47.00	\$ 48.00	2.1%
Photocopying/Scanning	Y	Cost + GST	Cost + GST	
<b>BUSINESS CENTRE - Regional Sponsored Migration Scheme</b>				
Processing of Regional Sponsored Migration Visa	Y	\$ 715.00	\$ 605.00	(15.4%)
<b>CHILDREN AND YOUTH SERVICES</b>				
ACE College	Y	As per lease agreement	As per lease agreement	
GV Calisthenics	Y	As per lease agreement	As per lease agreement	
Nerdmaina	N	\$ 10.00	\$ 10.00	0.0%
Carnevil	N	\$ 10.00	\$ 10.00	0.0%
<b>CHILDREN AND YOUTH SERVICES - (\$100 bond required upon collection of keys)</b>				
Riverside - half day	N	\$ 40.00	\$ 41.00	2.5%
Riverside - full day	N	\$ 79.00	\$ 80.00	1.3%
<b>CHILDREN AND YOUTH SERVICES - Best Start Levies</b>				
Encouraging Language Development in Early Childhood Settings	N	\$ 195.00	\$ 195.00	0.0%
Integrated Practice training	N	\$ 270.00	\$ 270.00	0.0%
<b>CHILDREN AND YOUTH SERVICES - Family Day Care</b>				
Educator Levy	N	\$ 20.00	\$ 20.50	2.5%
Parent levy	N	\$ 22.00	\$ 22.50	2.3%
<b>CHILDREN AND YOUTH SERVICES - Kindergarten</b>				
Pre-Kinder Term Fees (1 July 2020 to 31 December 2020)	N	\$ 170.00	\$ 180.00	5.9%
Pre-Kinder Term Fees (1 January 2021 to 30 June 2021)	N	\$ 180.00	\$ 190.00	5.6%
Kindergarten Fees (1 July 2020 to 31 December 2020)	N	\$ 375.00	\$ 394.00	5.1%
Kindergarten Fees (1 January 2021 to 30 June 2021)	N	\$ 394.00	\$ 406.00	3.0%
<b>CHILDREN AND YOUTH SERVICES - Long Day Care Centres - Effective 1 July 2020</b>				
Daily (full day)	N	\$ 112.00	\$ 114.00	1.8%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>CHILDREN AND YOUTH SERVICES - Occasional Care - Effective 1 July 2020</b>				
Nancy Vibert Occasional Care - 1 Child (per day)	N	\$ 112.00	\$ 114.00	1.8%
Occasional Care (CCS) (Per Hour)	N	\$ 11.00	\$ 11.50	4.5%
Rural Occasional Care - 3 hour session	N	\$ 23.00	\$ 24.00	4.3%
Rural Occasional Care - 5 hour session	N	\$ 38.00	\$ 40.00	5.3%
Aquamoves Occasional Care - Member - 1 Child (per hour)	N	\$ 7.00	\$ 7.00	0.0%
Aquamoves Occasional Care - Non Member - 1 Child (per hour)	N	\$ 8.00	\$ 8.00	0.0%
Aquamoves Occasional Care - Genuine Occasional Care 1 Child (per hour)	N	\$ 11.00	\$ 11.50	4.5%
<b>CORPORATE SERVICES - Provision of Information</b>				
Copy of current or one previous year rates notice - Mail out of invoice (pick up/email/electronic copy of current notice is free of charge)	Y	\$ 16.50	\$ 17.00	3.0%
Copy of any other rate notice (per rating year - available for seven (7) years prior to the previous rating year)	Y	\$ 44.00	\$ 45.00	2.3%
Dishonoured Payment Administration Fee (per search per rates assessment)	N	\$ 15.00	\$ 15.00	0.0%
Debt Collection legal fees passed on to ratepayers	Y	Cost inclusive of GST	Cost inclusive of GST	
Land Information Certificate - Guaranteed 24 Hr. turnaround (per rates assessment includes standard application fee)	Y	\$ 89.00	\$ 90.00	1.1%
Property Information Archive Search (per search per rates assessment)	Y	\$ 76.00	\$ 76.50	0.7%
Property Sales Register (per two calendar months)	Y	\$ 87.00	\$ 87.50	0.6%
<b>EVENT EQUIPMENT</b>				
Event Equipment – Traffic Cone Replacement	Y	\$ -	\$ 30.00	
Event Equipment – Bollard/Base Replacement	Y	\$ -	\$ 50.00	
Event Equipment – Cable Guard Replacement	Y	\$ -	\$ 125.00	
<b>HEALTH - Registered Premises</b>				
Food Company Certificates	Y	\$ 41.00	\$ 45.00	9.8%
Food Sampling	Y	Cost + GST	Cost + GST	
Follow Up Food Sampling Non-Compliance	Y	Cost + GST	Cost + GST	
Food Premises Class 1 - annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served to venerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.				
Annual Registration - Class 1	N	\$ 660.00	\$ 680.00	3.0%
Fee per employee > 5 - Class 1	N	\$ 25.00	\$ 26.00	4.0%
Maximum Fee - Class 1	N	\$ 4,720.00	\$ 4,860.00	3.0%
Food Premises Class 2 - annual registration base fee. Class 1 food premises are those whose main activity is handling unpackaged potentially hazardous foods which need correct temperatures control during the food handling process. This includes restaurants, fast food outlets, pubs, caterers, delicatessens, supermarkets with delicatessens, cafes and most manufacturers.				
Annual Registration - Class 2	N	\$ 660.00	\$ 680.00	3.0%
Fee per employee > 5 - Class 2	N	\$ 25.00	\$ 26.00	4.0%
Maximum Fee - Class 2	N	\$ 4,720.00	\$ 4,860.00	3.0%
Food and Accommodation (B&Bs and accommodation establishments with breakfast only) - Class 2	N	\$ 360.00	\$ 370.00	2.8%
Food Vehicle - Class 2	N	\$ 330.00	\$ 340.00	3.0%
Food Premises Not for Profit Body/Community Group - Class 2	N	\$ 330.00	\$ 340.00	3.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Food Premises Class 3 - annual registration base fee. Class 3 food premises are those whose activities involve the supply or handling of unpackaged low risk foods or the sale of pre-packaged potentially hazardous foods. This includes convenience stores selling this type of food only, wholesalers distributing pre-packaged foods, fruit and vegetable shops selling cut fruit/vegetables only.				
Annual Registration - Class 3	N	\$ 245.00	\$ 255.00	4.1%
Fee per employee >5 - Class 3	N	\$ 24.00	\$ 25.00	4.2%
Food and Accommodation (B&Bs and accommodation establishments with breakfast only) - Class 3	N	\$ 360.00	\$ 370.00	2.8%
Food Vehicle - Class 3	N	\$ 245.00	\$ 255.00	4.1%
Food Premises Not for Profit Body/Community Group - Class 3	N	\$ 130.00	\$ 135.00	3.8%
<b>HEALTH - Transfers</b>				
Transfer Inspection Fee - Food premises Class 1 and 2	N	\$ 340.00	\$ 350.00	2.9%
Transfer Inspection Fee - Food premises FSP exempt	N	\$ 120.00	\$ 125.00	4.2%
Transfer Inspection Fee - Health premises	N	\$ 120.00	\$ 125.00	4.2%
Transfer of Registration Certificate (Food and Health)	N	\$ 56.00	\$ 58.00	3.6%
Transfer Inspection Fee - Caravan Park	N	\$ 340.00	\$ 350.00	2.9%
Health - Transfer of registration Certificate - CP	N	5 Fee Units	5 Fee Units	
<b>HEALTH - Food Act</b>				
Non-compliance inspections	N	\$ 245.00	\$ 255.00	4.1%
<b>HEALTH - Public Health &amp; Wellbeing Act</b>				
Health Premises (as listing under section 68 of the Act)	N	\$ 130.00	\$ 135.00	3.8%
Prescribed Accommodation only - (more than 5 people accommodated)	N	\$ 245.00	\$ 255.00	4.1%
Hairdresser & low risk services - One-off registration	N	\$ 200.00	\$ 205.00	2.5%
<b>HEALTH - Head Lice Lotion</b>				
School Visits	Y	Cost + GST	Cost + GST	
<b>HEALTH - Immunisation costs to visit businesses</b>				
Base fee - businesses up to 10 people	Y	\$ 120.00	\$ 125.00	4.2%
Vaccinations - Flu	Y	Cost	\$ 20.00	
Vaccinations - Hep A course	Y	Cost	Cost	
Vaccinations - Hep A dose	Y	Cost	Cost	
Vaccinations - Hep B course	Y	Cost	Cost	
Vaccinations - Hep B dose	Y	Cost	Cost	
Vaccinations - Hep A and Hep B course (3)	Y	Cost	Cost	
Vaccinations - Hep A and Hep B dose	Y	Cost	Cost plus GST	
Vaccinations - Boostrix	Y	Cost	Cost plus GST	
Immunisation Record Retrievals (for children 18 years and over)	Y	\$ 31.00	\$ 32.00	3.2%
<b>HEALTH - Syringe Containers (Businesses Only)</b>				
Syringe container	Y	\$ 9.90	\$ 11.00	11.1%
Syringe container purchase 1 litre	Y	Cost + GST	Cost + GST	
Syringe container purchase 2 litre	Y	Cost + GST	Cost + GST	
Syringe container disposal 1 litre	Y	Cost + GST	Cost + GST	
Syringe container disposal 2 litre	Y	Cost + GST	Cost + GST	
<b>HEALTH - Septic Tank Permits</b>				
Installation	N	\$ 453.00	Fee Units	
Septic Tank Alteration - Minor	N	\$ 151.00	Fee Units	
Septic Tank Alteration - Major	N	\$ 302.00	Fee Units	
Septic Tank Infringement - Corporate	N	5 Penalty Units	5 Penalty Units	
Septic Tank Infringement - Individual	N	10 Penalty Units	10 Penalty Units	
Septic Tank Plan Retrieval fee	Y	\$ 31.00	\$ 32.00	3.2%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>KIDSTOWN</b>				
Area Booking (per hour)	Y	\$ 11.60	\$ 11.90	2.6%
Casual Entry	Y	Gold Coin Donation	Gold Coin Donation	
Casual Ride	Y	\$ 3.50	\$ 3.50	0.0%
All Day Train Pass	Y	\$ 10.00	\$ 10.50	5.0%
Casual Ride (special)	Y	\$ 2.30	\$ 2.30	0.0%
Ride Multi Ride Pass (15)	Y	\$ 38.50	\$ 38.50	0.0%
Train - After Hours (first hour)	Y	\$ 170.10	\$ 170.10	0.0%
Train - After Hours (additional hours)	Y	\$ 56.30	\$ 60.00	6.6%
Event Booking - per event	Y	\$ 58.50	\$ 60.00	2.6%
Clown - Face Painting/Balloons (first hour)	Y	\$ 170.10	\$ 170.10	0.0%
Clown - Face Painting/Balloons (additional hours)	Y	\$ 56.30	\$ 60.00	6.6%
Inflatable Arch (per day)	Y	\$ 170.00	\$ 175.00	2.9%
School Booking (per student)	Y	\$ 1.55	\$ 1.60	3.2%
School group - Work placement program (per hour/per student - max 6)	Y	\$ 84.00	\$ 86.00	2.4%
School group - Work placement program (additional Students per hour)	Y	\$ 9.00	\$ 9.20	2.2%
School group - Work placement program (Semester - 1.5hs session)	Y	\$ 2,017.50	\$ 2,070.00	2.6%
School group - Work placement program (Semester - 2 hour session)	Y	\$ 2,690.00	\$ 2,770.00	3.0%
Educational Programs	Y	\$ 11.70	\$ 11.70	0.0%
Schools Talk (per hour)	Y	\$ 56.30	\$ 60.00	6.6%
Events - Site Hire - Stales (per day) (Not for Profit)	Y	\$ 56.50	\$ 56.50	0.0%
Events - Site Hire - Stales (per day)	Y	\$ 113.00	\$ 113.00	0.0%
Events - Small Event Area	Y	\$ 31.90	\$ 31.90	0.0%
Jan Maude Lawns - Small Event (max 4 hours)	Y	\$ 63.80	\$ 65.00	1.9%
Jan Maude Lawns - Small Event (additional hours)	Y	\$ 17.00	\$ 17.50	2.9%
Jan Maude Lawns - Medium Event/Fundraisers (max 4 hours)	Y	\$ 170.00	\$ 175.00	2.9%
Jan Maude Lawns - Medium Event/Fundraisers (additional hours)	Y	\$ 22.30	\$ 23.00	3.1%
Jan Maude Lawns - Large Event (max 4 hours)	Y	\$ 558.30	\$ 575.00	3.0%
Jan Maude Lawns - Large Event (additional hours)	Y	\$ 44.70	\$ 46.00	2.9%
Wagon Domain - Small Event (per day)	Y	\$ 63.80	\$ 65.50	2.7%
Wagon Domain - Small Event (per hour)	Y	\$ 17.00	\$ 17.50	2.9%
Wagon Domain - Medium Event/Fundraiser (max 4 hours)	Y	\$ 159.30	\$ 164.00	3.0%
Wagon Domain - Medium Event/Fundraiser (additional hours)	Y	\$ 21.20	\$ 22.00	3.8%
Wagon Domain - Large Events (max 4 hours)	Y	\$ 446.10	\$ 460.00	3.1%
Wagon Domain - Large Events (additional hours)	Y	\$ 39.30	\$ 40.50	3.1%
Food hub - Large Event (per day)	Y	\$ 786.50	\$ 810.00	3.0%
Food Hub - Large Event (max 4 hours)	Y	\$ 558.00	\$ 575.00	3.0%
Peppercorn gardens / Wagon domain/Junction shelter-packaged areas - Major Event/Wedding (max 4 hours)	Y	\$ 727.50	\$ 750.00	3.1%
Peppercorn gardens / Wagon domain/Junction shelter-packaged areas - Major Event/Wedding (additional hours)	Y	\$ 111.50	\$ 115.00	3.1%
Peppercorn gardens / Wagon domain/Junction shelter-packaged areas-Major Event/Wedding (per day)	Y	\$ 1,063.60	\$ 1,095.50	3.0%
Peppercorn gardens / Wagon domain -packaged areas - Large Event (max 4 hours)	Y	\$ 446.50	\$ 460.00	3.0%
Peppercorn gardens / Wagon domain -packaged areas - Large Event (additional hours)	Y	\$ 101.00	\$ 104.00	3.0%
Peppercorn gardens / Wagon domain -packaged areas - Large Event (per day)	Y	\$ 892.20	\$ 920.00	3.1%
Munch or Crunch Rooms (Per Hour)	Y	\$ 50.00	\$ 50.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Munch or Crunch Rooms (4 hour Hire)	Y	\$ 175.00	\$ 175.00	0.0%
Munch or Crunch Rooms (Per Day)	Y	\$ 250.00	\$ 250.00	0.0%
Munch and Crunch Rooms - Twin room hire (Per Hour)	Y	\$ 60.00	\$ 60.00	0.0%
Munch and Crunch Rooms - Twin room hire (4 hour Hire)	Y	\$ 210.00	\$ 210.00	0.0%
Munch and Crunch Rooms - Twin room hire (Per Day)	Y	\$ 300.00	\$ 300.00	0.0%
Munch or Crunch Rooms (Per Hour) - Registered Community group	Y	\$ 40.00	\$ 40.00	0.0%
Munch or Crunch Rooms (4 Hours Hire) - Registered Community group	Y	\$ 140.00	\$ 140.00	0.0%
Munch or Crunch Rooms (Day Rate) - Registered Community group	Y	\$ 200.00	\$ 200.00	0.0%
Munch and Crunch Rooms - Twin room hire (Per Hour) - Registered Community group	Y	\$ 48.00	\$ 50.00	4.2%
Munch and Crunch Rooms - Twin room hire (4 Hours Hire) - Registered Community group	Y	\$ 168.00	\$ 168.00	0.0%
Munch and Crunch Rooms - Twin room hire (Per Day) - Registered Community group	Y	\$ 240.00	\$ 240.00	0.0%
<b>LOCAL LAWS - Permits</b>				
Permits - Advertising sign (per year)	N	\$ 100.00	\$ 103.00	3.0%
Permits - Goods on display - Street advertising (per year)	N	\$ 100.00	\$ 103.00	3.0%
Permits - Outdoor Dining Unlicensed	N	\$ 330.00	\$ 340.00	3.0%
Permits - Outdoor Dining Licenced	N	\$ 640.00	\$ 660.00	3.1%
Permits - Consumption of Liquor	N	\$ 100.00	\$ 103.00	3.0%
Permits - Summary Offences Act - Fireworks	N	\$ 100.00	\$ 103.00	3.0%
Permits - Event - Commercial	N	\$ 100.00	\$ 103.00	3.0%
Permits - Parking in the Mall - Temporary	N	\$ 18.00	\$ 20.00	11.1%
Permits - Parking in the Mall - Delivery 12 months (Single)	N	\$ 185.00	\$ 195.00	5.4%
Permits - Parking in the Mall - Delivery 12 months (Multiple)	N	\$ 370.00	\$ 385.00	4.1%
Permits - Temporary Camping	N	\$ 540.00	\$ 560.00	3.7%
Schedule 13 Permit to Burn	N	\$ 70.00	\$ 73.00	4.3%
Permits - Busking	N	\$ 70.00	\$ 73.00	4.3%
Itinerant Trader Application Fee	N	\$ 100.00	\$ 103.00	3.0%
Itinerant Trader Full Year	N	\$ 690.00	\$ 720.00	4.3%
Itinerant Trader Power Charge Per Day	N	\$ 7.00	\$ 7.50	7.1%
Itinerant Trader Seasonal Permit (6 months)	N	\$ 463.00	\$ 480.00	3.7%
Itinerant Trader Single Day	N	\$ 70.00	\$ 73.00	4.3%
Itinerant Trader Weekend Trade (Fri-Sun Only)	N	\$ 577.00	\$ 600.00	4.0%
Local Laws Infringement - 1 Penalty Unit	N	\$ 100.00	\$ 100.00	0.0%
Local Laws Infringement - 2 Penalty Unit	N	\$ -	\$ 200.00	
Local Laws Infringement - 3 Penalty Unit	N	\$ -	\$ 300.00	
Local Laws Infringement - 4 Penalty Unit	N	\$ -	\$ 400.00	
Local Laws Infringement - 5 Penalty Unit	N	\$ -	\$ 500.00	
Environmental Protection Act 1970 Infringements - 2 Penalty Units	N	\$ 327.00	\$ 339.00	3.7%
Environmental Protection Act 1970 Infringements - 4 Penalty Units	N	\$ -	\$ 677.00	
Country Fire Authority Act 1958 - 10 Penalty Units	N	\$ -	\$ 1,693.00	
<b>LOCAL LAWS - Impounded items</b>				
Impounded Items	N	\$ 98.00	\$ 103.00	5.1%
Impounded vehicles - release	N	\$ 350.00	\$ 370.00	5.7%
Impounded vehicles - towing	Y	\$ 153.00	\$ 158.00	3.3%
Sale of impounded vehicles	Y	\$ 51.00	\$ 53.00	3.9%
<b>NEIGHBOURHOODS</b>				
Street Rider - User Charges	N	Gold Coin Donation	Gold Coin Donation	

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>PARKING - Meter Bag Permits - Builder (per bay)</b>				
Per Day	Y	\$ 27.00	\$ 28.00	3.7%
Per Week	Y	\$ 110.00	\$ 114.00	3.6%
<b>PARKING - Meter Bag Permits Promotional (per bay)</b>				
Per Day	Y	\$ 27.00	\$ 28.00	3.7%
<b>PARKING - On Street Parking (per bay)</b>				
Meters (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
<b>PARKING - Off Street Car Parks - Outer CBD</b>				
Edward Street Car Park (per hour)	Y	\$ 1.50	\$ -	
Fryers Street Car Park (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
Fryers/Edward Street Car Park (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
Maude Street Car Park (per hour)	Y	\$ 1.50	\$ -	
<b>PARKING - Off Street Car Parks - Inner CBD</b>				
High Rowe Car Park (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
Stewart Street Car Park (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
West Walk Car Park (per hour)	Y	\$ 1.50	\$ 1.50	0.0%
Wyndham Mall Car Park (per hour)	Y	\$ 3.00	\$ 3.00	0.0%
<b>PARKING - Permits</b>				
Annual Parking Permit (designated car parks)	Y	\$ 1,380.00	\$ 1,425.00	3.3%
<b>RIVERLINKS - Eastbank: Commercial Hire</b>				
Entire Venue (Per Event)	Y	\$ 2,220.00	\$ 2,285.00	2.9%
Auditorium (Per Event)	Y	\$ 1,700.00	\$ 1,750.00	2.9%
Large Function Space - Function Room 1 & 2 (Per Event)	Y	\$ 1,270.00	\$ 1,310.00	3.1%
Large Function Space - Function Room 1 & 2 (Per Performance)	Y	\$ 1,650.00	\$ 1,700.00	3.0%
Large Function Space - Function Room 1 & 2 (Business hours - 4 hours max)	Y	\$ 770.00	\$ 795.00	3.2%
Small Function Space - Function Room 1 or 2 (Per Event)	Y	\$ 960.00	\$ 990.00	3.1%
Small Function Space - Function Room 1 or 2 (Business hours - 4 hours max)	Y	\$ 460.00	\$ 475.00	3.3%
Rehearse/Set up (8 hours max)	Y	\$ 575.00	\$ 590.00	2.6%
Venue Layover (lost hire opportunity)	Y	\$ 455.00	\$ 470.00	3.3%
Subsequent extra concerts in same day (fee per concert)	Y	\$ 990.00	\$ 1,020.00	3.0%
Dinner Change Over - from full hire	Y	\$ 1,000.00	\$ 1,000.00	0.0%
Courtyard -Four Hours (Set up and longer hours will incur additional charges)	Y	\$ 200.00	\$ 200.00	0.0%
Large Alex Rigg Meeting Room (Per Event)	Y	\$ 255.00	\$ 260.00	2.0%
Large Alex Rigg Meeting Room (Business hours - 4 hours max)	Y	\$ 160.00	\$ 165.00	3.1%
Small Alex Rigg Meeting Room (Per Event)	Y	\$ 160.00	\$ 165.00	3.1%
<b>RIVERLINKS - Eastbank: Community Hire</b>				
Entire Venue (Per Event)	Y	\$ 1,580.00	\$ 1,625.00	2.8%
Large Function Space - Function Room 1 & 2 (Per Event)	Y	\$ 1,160.00	\$ 1,195.00	3.0%
Small Function Space - Function Room 1 or 2 (Per Event)	Y	\$ 680.00	\$ 700.00	2.9%
Rehearse/Set up (8 hours max)	Y	\$ 435.00	\$ 450.00	3.4%
Venue Layover (lost hire opportunity)	Y	\$ 320.00	\$ 330.00	3.1%
Subsequent extra concerts in same day (fee per concert)	Y	\$ 850.00	\$ 875.00	2.9%
Large Alex Rigg Meeting Room (Per Event)	Y	\$ 180.00	\$ 185.00	2.8%
Large Alex Rigg Meeting Room (Business hours - 4 hours max)	Y	\$ 110.00	\$ 115.00	4.5%
Small Alex Rigg Meeting Room (Per Event)	Y	\$ 110.00	\$ 115.00	4.5%
<b>RIVERLINKS - Eastbank: School Hire</b>				
Speech Night/Graduation (NO ENTRY FEE TO BE CHARGED BY HIRER) (Schools and educational institutions only. One per year per institution. Rate not further reducible.)	Y	\$ 925.00	\$ 975.00	5.4%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>RIVERLINKS - Westside (Auditorium &amp; Foyer): Commercial Hire</b>				
Performance/Concert	Y	\$ 1,555.00	\$ 1,600.00	2.9%
Rehearsal (up to 8 hours)	Y	\$ 575.00	\$ 590.00	2.6%
Subsequent extra concerts in the same day (fee per concert)	Y	\$ 780.00	\$ 805.00	3.2%
Venue layover (lost hire opportunity)	Y	\$ 455.00	\$ 470.00	3.3%
<b>RIVERLINKS - Westside (Auditorium &amp; Foyer): Community Hire</b>				
Performance/Concert (Per Event)	Y	\$ 1,090.00	\$ 1,120.00	2.8%
Rehearsal (up to 8 hours max)	Y	\$ 435.00	\$ 450.00	3.4%
Subsequent extra concerts in same day (fee per concert)	Y	\$ 690.00	\$ 710.00	2.9%
Venue layover (lost hire opportunity)	Y	\$ 320.00	\$ 330.00	3.1%
<b>RIVERLINKS - Westside - Rotary Rooms</b>				
Rotary Rooms (per hour - min \$160; max \$450)	Y	\$ 80.00	\$ 80.00	0.0%
<b>RIVERLINKS - Marketing and Administration</b>				
Box Office - Outside venues Standard Ticket Build	Y	\$ 70.00	\$ 75.00	7.1%
Box Office - Promoter Ticket	Y	\$ 0.80	\$ 0.80	0.0%
Box Office - Ticket build surcharge - over standard	Y	\$ 35.00	\$ 35.00	0.0%
Box Office - Ticket printing fee - min 100	Y	\$ 0.20	\$ 0.20	0.0%
Commission on merchandise in conjunction with an event	Y	As per contract	As per contract	
<b>RIVERLINKS - Riverlinks Membership</b>				
Riverlinks Membership - Gold	Y	\$ 60.00	\$ 60.00	0.0%
Riverlinks Membership - Gold Concession	Y	\$ 50.00	\$ 50.00	0.0%
Riverlinks Membership - Silver	Y	\$ 30.00	\$ 30.00	0.0%
Riverlinks Membership - Silver Concession	Y	\$ 25.00	\$ 25.00	0.0%
<b>PLANNING</b>				
Extension of time to a permit 1st request	N	\$ 205.00	\$ 212.00	3.4%
Extension of time to a permit 2nd request	N	\$ 410.00	\$ 422.00	2.9%
Extension of time to a permit 3rd request or more	N	\$ 620.00	\$ 639.00	3.1%
Full Copy Title Searches for Clients	N	\$ 63.50	\$ 66.60	4.9%
Full Copy Covenant/Plan Only	N	\$ 23.50	\$ 22.40	(4.7%)
Secondary Consent for class 2,3,7, 8 & 9 applications	N	\$ 205.00	\$ 212.00	3.4%
Secondary Consent (other than class 2,3,7, 8 & 9 applications)	N	\$ 620.00	\$ 639.00	3.1%
Pre application written advice	N	\$ 125.00	\$ 128.75	3.0%
Request for Copies of Planning Permit and Plans	N	\$ 63.50	\$ 60.60	(4.6%)
Individual Person Infringement Fee	N	\$ 826.10	\$ 826.10	0.0%
Company Infringement Fee	N	\$ 1,652.20	\$ 1,652.20	0.0%
Notice in Newspaper	N	Cost + GST	Cost + GST	
Sign on Site	N	\$ 24.50	\$ 25.50	4.1%
Mail Out (per letter)	N	\$ 4.50	\$ 5.50	22.2%
Printing and Copying A4 (Black & White)	N	\$ 0.50	\$ 0.50	0.0%
Printing and Copying A3 (Black & White)	N	\$ 1.00	\$ 1.00	0.0%
Printing and Copying A4 (Colour)	N	\$ 1.00	\$ 1.00	0.0%
Printing and Copying A3 (Colour)	N	\$ 1.50	\$ 1.50	0.0%
Scanning A4 and A3 (per page)	N	\$ 0.50	\$ 0.50	0.0%
Scanning - Plotter (per page)	N	\$ 5.00	\$ 5.00	0.0%
Objective Connect Re-Activation (2 weeks access)	N	\$ 30.00	\$ 30.00	0.0%
USB Stick	N	\$ 15.00	\$ 15.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - 5 Star Facility</b>				
Deakin Reserve & Main Soccer Pitch				
Junior Training	Y	\$ 5.50	\$ 5.70	3.6%
Junior AFL	Y	\$ 47.30	\$ 48.80	3.2%
Junior Cricket	Y	\$ 25.30	\$ 26.10	3.2%
Junior Soccer	Y	\$ 19.80	\$ 20.40	3.0%
Senior AFL	Y	\$ 79.20	\$ 81.60	3.0%
Senior Cricket	Y	\$ 40.70	\$ 42.00	3.2%
Senior Soccer	Y	\$ 31.90	\$ 32.90	3.1%
Netball	Y	\$ -	\$ 44.00	
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - 5 Star Facility</b>				
Synthetic Athletics Track				
Junior Training	Y	\$ 8.80	\$ 9.10	3.4%
Senior Training	Y	\$ 78.10	\$ 80.50	3.1%
Shepparton Little Athletics Centre	Y	\$ 35.20	\$ 36.30	3.1%
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - 4 Star Facility</b>				
John Riordan, Kialla Park Main Oval, Mooroopna Main Oval, Sports City Main Pitch 2 & Synthetic Multipurpose Fields, Tatura Park Western Oval, & Rumbalara				
Junior Training	Y	\$ 4.40	\$ 4.60	4.5%
Junior AFL	Y	\$ 29.70	\$ 30.60	3.0%
Junior Cricket	Y	\$ 15.40	\$ 16.50	7.1%
Junior Hockey	Y	\$ -	\$ 5.50	
Junior Soccer	Y	\$ 13.20	\$ 13.60	3.0%
Senior Training	Y	\$ 48.40	\$ 49.90	3.1%
Senior AFL/Umpires	Y	\$ 48.40	\$ 50.50	4.3%
Senior Cricket	Y	\$ 26.40	\$ 27.20	3.0%
Senior Soccer	Y	\$ 20.90	\$ 21.60	3.3%
Senior Hockey	Y	\$ -	\$ 27.10	
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - 3 Star Facility</b>				
Frank Howley Oval, Kialla Park Main Oval, McGuire Oval, Vibert East, Vibert West and Sports City Multipurpose Fields 1 - 7				
Junior Training	Y	\$ 3.30	\$ 3.40	3.0%
Junior AFL	Y	\$ 16.50	\$ 20.80	26.1%
Junior Cricket	Y	\$ 12.10	\$ 12.50	3.3%
Junior Rugby	Y	\$ 5.50	\$ 7.40	34.5%
Junior Soccer	Y	\$ 9.90	\$ 8.50	(14.1%)
Senior AFL	Y	\$ 26.40	\$ 19.90	(24.6%)
Senior Cricket	Y	\$ 18.70	\$ 17.80	(4.8%)
Senior Soccer	Y	\$ 15.40	\$ 15.90	3.2%
Senior Rugby	Y	\$ 13.20	\$ 13.60	3.0%
Touch Football	Y	\$ -	\$ 9.00	
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - 2 Star Facility</b>				
John Gray Oval, Leon Heath Oval, Bernie Trevaskis Oval, Pee Wee Young Oval, Jim McGregor Oval, Howley Oval 2, Kialla Park Oval 2, Kialla West Recreation Reserve, Victory Park Oval, Wilmot Road PS Oval & Chas Johnson Reserve				
Junior Training	Y	\$ 2.20	\$ 2.30	4.5%
Junior AFL	Y	\$ 7.70	\$ 6.50	(15.6%)
Junior Cricket	Y	\$ 5.50	\$ 7.60	38.2%
Junior Soccer	Y	\$ 3.30	\$ 3.40	3.0%
Senior AFL	Y	\$ 14.30	\$ 14.80	3.5%
Senior Cricket	Y	\$ 9.90	\$ 15.90	60.6%
Senior Soccer	Y	\$ -	\$ 11.00	

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - Major Events or Finals</b>				
GVFL Extra Event Fee	Y	\$ 804.65	\$ 828.80	3.0%
GVFL Prelim & Grand Final	Y	\$ 6,437.20	\$ 6,630.40	3.0%
5 Star Facility % of Gate	Y	11% of Gate	11% of Gate	
2, 3 or 4 Star Facility % of Gate	Y	5% of Gate	5% of Gate	
Major Event	Y	\$ 1,699.50	\$ 1,750.50	3.0%
Commercial Use	Y	As Per Agreement	As Per Agreement	
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - School Use</b>				
Synthetic Athletics Track - Daily Hire - Primary School - Daily Hire	Y	\$ 132.00	\$ 175.00	32.6%
Synthetic Athletics Track - Daily Hire - Secondary School - Daily Hire	Y	\$ 220.00	\$ 300.00	36.4%
Sports Field Daily Hire	Y	\$ -	\$ 150.00	
Sports Field Hourly Hire	Y	\$ -	\$ 25.00	
<b>PARKS, SPORT &amp; RECREATION - Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts only)</b>				
High Volume/Low Participation (per cent of rate to be paid)	Y	30% of Rate	30% of Rate	
Sports Development (per cent of rate to be paid)	Y	20% of Rate	20% of Rate	
<b>PARKS, SPORT &amp; RECREATION - Large Sports Pavilions - Main Pavilion</b>				
Change Rooms (Daily)	Y	\$ 84.00	\$ 86.60	3.1%
Catering/Social Areas (Seasonal - 6 months)	Y	\$ 561.00	\$ 577.90	3.0%
Catering/Social Areas (Annual - 12 months)	Y	\$ 1,122.00	\$ 1,155.70	3.0%
Change Rooms (Seasonal - 6 months)	Y	\$ 445.50	\$ 458.90	3.0%
Change Rooms (Annual - 12 months)	Y	\$ 891.00	\$ 917.80	3.0%
Sports Precinct Main Pavilion Function Space and Kitchen - Daily Hire (External Users)	Y	\$ 522.50	\$ 538.20	3.0%
<b>PARKS, SPORT &amp; RECREATION - Medium Sports Pavilions</b>				
Small Pavilion, Murray Slea, Vibert Reserve, Princess Park, Deakin Reserve				
Change Rooms (Daily)	Y	\$ 44.50	\$ 45.90	3.1%
Catering/Social Areas (Seasonal - 6 months)	Y	\$ 297.00	\$ 306.00	3.0%
Catering/Social Areas (Annual - 12 months)	Y	\$ 594.00	\$ 611.90	3.0%
Change Rooms (Seasonal - 6 months)	Y	\$ 258.50	\$ 266.30	3.0%
Change Rooms (Annual - 12 months)	Y	\$ 517.00	\$ 532.60	3.0%
<b>PARKS, SPORT &amp; RECREATION - Small Sports Pavilions</b>				
Victory Park, Kialla West Recreation Reserve				
Small Change Rooms - Daily	Y	\$ 19.00	\$ 19.60	3.2%
Full Pavilion Use (Seasonal - 6 months)	Y	\$ 220.00	\$ 136.40	(38.0%)
Full Pavilion Use (Annual - 12 months)	Y	\$ 264.00	\$ 272.00	3.0%
<b>PARKS, SPORT &amp; RECREATION - Sports Fields and Outdoor Courts Flood Lights Hourly Rate</b>				
Cost Per Lux Used (All Locations)	Y	\$ 0.20	\$ 0.20	0.0%
<b>PARKS, SPORT &amp; RECREATION - Sports Fields - Line Marking</b>				
Standard Line Painting with Existing Set Out - Per Sports Field	Y	\$ 143.20	\$ 147.50	3.0%
Sports Field Line Marking - Initial Set Out	Y	\$ 286.45	\$ 295.10	3.0%
Sports Finals Logo Line marking	Y	\$ 1,010.65	\$ 1,041.00	3.0%
<b>PARKS, SPORT &amp; RECREATION - Deposits and Insurance</b>				
Key Replacement	Y	\$ 25.00	\$ 25.80	3.2%
Key Deposit (per key)	N	\$ 103.00	\$ 96.50	(6.3%)
Event Deposit	Y	\$ 5,672.70	As Per Agreement	

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>PARKS, SPORT &amp; RECREATION - Parks and Public Open Space</b>				
Community Event	Y	\$ 110.00	\$ 113.30	3.0%
Commercial Use	Y	\$ -	As Per Agreement	
Monthly Market Booking	Y	\$ 303.60	As Per Agreement	
Weddings in Council Parks	Y	\$ 275.00	\$ 283.30	3.0%
<b>PARKS, SPORT &amp; RECREATION - Water Body</b>				
Water Body Hire - Hourly Use	Y	\$ -	\$ 25.00	
Water Body Hire - Daily Use	Y	\$ -	\$ 150.00	
Water Body Hire - Seasonal Use	Y	\$ 660.00	\$ 679.80	3.0%
Commercial Use	Y	\$ -	As Per Agreement	
<b>INDOOR SPORTS STADIUMS - Shepparton and Tatura</b>				
Change Rooms Cleaning Fee - Hourly Fee	Y	\$ 56.50	\$ 58.20	3.0%
<b>INDOOR SPORTS STADIUMS - Programs</b>				
Group Fitness (10 visit multi pass)	Y	\$ 53.30	\$ 54.75	2.7%
Group Fitness (20 visit multi pass)	Y	\$ 106.60	\$ 109.50	2.7%
Indoor Sports - Group Fitness	Y	\$ 7.10	\$ 7.30	2.8%
Indoor Sports - Netball - Per Team	Y	\$ 66.00	\$ 68.00	3.0%
Keen-Agers Table Tennis	Y	\$ 4.90	\$ 5.00	2.0%
Social Badminton	Y	\$ 4.90	\$ 5.00	2.0%
Non Instructed - Group Fitness (10 visit multi pass)	Y	\$ 36.80	\$ 37.50	1.9%
Non Instructed Group Fitness (20 visit multi pass)	Y	\$ 73.50	\$ 75.00	2.0%
Rock - Netball	Y	\$ 7.10	\$ 7.30	2.8%
<b>INDOOR SPORTS STADIUMS - Sports Court hire</b>				
Peak Hourly Rate (5:00pm to 12:00am) - Shepparton	Y	\$ 50.00	\$ 50.00	0.0%
Off Peak Hourly Rate (12:00am to 5:00pm) - Shepparton	Y	\$ 29.20	\$ 30.00	2.7%
Flat Hourly Rate - Tatura	Y	\$ 29.20	\$ 30.00	2.7%
4 Court Daily Rate - Weekend Foundation User Group	Y	\$ 705.00	\$ 726.20	3.0%
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$ 1,026.00	\$ 1,058.80	3.2%
Junior Development/Training	Y	\$ 29.20	\$ 30.00	2.7%
Commercial Exclusive Daily Rate	Y	\$ 2,295.00	\$ 2,363.80	3.0%
<b>INDOOR SPORTS STADIUMS - Casual use - per person</b>				
Casual Indoor Stadium User Fee	Y	\$ 4.00	\$ 4.00	0.0%
10 Visit Casual Court Hire	Y	\$ 34.00	\$ 34.00	0.0%
20 Visit Casual Court Hire	Y	\$ 68.00	\$ 68.00	0.0%
<b>INDOOR SPORTS STADIUMS - Multi Purpose, Meeting Room Hire and Cleaning Fee</b>				
Shepparton Sports Stadium - Multi Purpose Room Hourly Rate	Y	\$ 50.00	\$ 50.00	0.0%
Tatura Stadium - Meeting Room - Hourly Hire Rate	Y	\$ 29.20	\$ 30.00	2.7%
Sports Stadium Set up, Pack up, Cleaning fee - Hourly Rate	Y	\$ 56.50	\$ 58.20	3.0%
<b>PRINTING - Municipality Plans</b>				
A0	Y	\$ 10.80	\$ 11.55	6.9%
A1	Y	\$ 6.80	\$ 7.15	5.1%
A3	Y	\$ 2.30	\$ 2.75	19.6%
A2	Y	\$ 4.55	\$ 4.95	8.8%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>SALEYARDS - (Effective 1 January 2020) - Yard Dues</b>				
Bulls (per head)	Y	\$ 22.50	\$ 23.20	3.1%
Sheep (per head)	Y	\$ 1.05	\$ 1.10	4.8%
Calves sold on cattle sale day (per head)	Y	\$ 4.55	\$ 4.75	4.4%
Calves ordinary Monday sale (per head)	Y	\$ 3.30	\$ 3.40	3.0%
Cattle Unweighed (per head - Sale Day Only)	Y	\$ 13.80	\$ 14.25	3.3%
Cattle Unweighed (per head - Special/Store Sale)	Y	\$ 12.55	\$ 13.00	3.6%
Cattle Weighed: Single (per head)	Y	\$ 15.75	\$ 16.25	3.2%
Cattle Weighed: 2-5 head (per head)	Y	\$ 13.35	\$ 13.75	3.0%
Cattle Weighed: 6+ head (per head)	Y	\$ 10.75	\$ 11.10	3.3%
<b>SALEYARDS - (Effective 1 January 2020) - Misc. Charges</b>				
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$ 2.40	\$ 2.50	4.2%
Private Use of Yards for holding stock sale days (per head per day)	Y	\$ 6.90	\$ 7.10	2.9%
Private weighing of Cattle including scanning (per head)	Y	\$ 9.20	\$ 9.50	3.3%
Truck Wash user charges - 1 July 2019 - 31 December 2019 (per minute)	Y	\$ 1.15	\$ 1.20	4.3%
Truck Wash user charges - 1 January 2020 - 30 June 2020 (per minute)	Y	\$ 1.20	\$ 1.25	4.2%
Ordinary Sales (each) plus per head fees below	Y	\$ 158.60	\$ 163.35	3.0%
Special Sales (each) plus per head fees below	Y	\$ 250.90	\$ 258.45	3.0%
<b>SALEYARDS - (Effective 1 January 2020) - Selling Fees</b>				
Plus Bulls (per head)	Y	\$ 2.40	\$ 2.50	4.2%
Plus Calves (per head)	Y	\$ 0.45	\$ 0.45	0.0%
Plus Cattle (per head)	Y	\$ 1.25	\$ 1.30	4.0%
Plus Sheep (per head)	Y	\$ 0.20	\$ 0.20	0.0%
Horses and Camels (per head)	Y	\$ 15.80	\$ 16.30	3.2%
<b>SHEPPARTON SHOWGROUNDS **May be varied subject to commercial agreements</b>				
Shepparton Showgrounds - Open Space Full Arena (COMMERCIAL)	Y	\$ 1,225.00	\$ 1,225.00	0.0%
Shepparton Showgrounds - Open Space Full Arena (COMMUNITY)	Y	\$ 816.00	\$ 816.00	0.0%
Shepparton Showgrounds - Open Space Half Arena (COMMERCIAL)	Y	\$ 715.00	\$ 715.00	0.0%
Shepparton Showgrounds - Open Space Half Arena (COMMUNITY)	Y	\$ 510.00	\$ 510.00	0.0%
Shepparton Showgrounds - Acoustic Curtain hire	Y	\$ 306.00	\$ 306.00	0.0%
Shepparton Showgrounds - Bump in/out days (COMMERCIAL)	Y	\$ 305.00	\$ 305.00	0.0%
Shepparton Showgrounds - Bump in/out days (COMMUNITY)	Y	\$ 205.00	\$ 205.00	0.0%
Shepparton Showgrounds - Circus Bookings (EVENT DAY)	Y	\$ 665.00	\$ 665.00	0.0%
Shepparton Showgrounds - Circus Bookings (NON-EVENT DAY)	Y	\$ 510.00	\$ 510.00	0.0%
Shepparton Showgrounds - Full venue (COMMERCIAL)	Y	\$ 4,590.00	\$ 4,590.00	0.0%
Shepparton Showgrounds - Full venue (COMMUNITY)	Y	\$ 3,165.00	\$ 3,165.00	0.0%
Shepparton Showgrounds - Full Venue excluding MPP (COMMERCIAL)	Y	\$ 3,060.00	\$ 3,060.00	0.0%
Shepparton Showgrounds - Full Venue excluding MPP (COMMUNITY)	Y	\$ 1,890.00	\$ 1,890.00	0.0%
Shepparton Showgrounds - Grandstand Function Room	Y	\$ 280.50	\$ 280.50	0.0%
Shepparton Showgrounds - Hard Stand Static Use (COMMUNITY)	Y	\$ 280.50	\$ 280.50	0.0%
Shepparton Showgrounds - Hard Stand Static Use (COMMERCIAL)	Y	\$ 510.00	\$ 510.00	0.0%
Shepparton Showgrounds - Hard Stand Driving Events (COMMUNITY)	Y	\$ 460.00	\$ 460.00	0.0%
Shepparton Showgrounds - Hard Stand Driving Events (COMMERCIAL)	Y	\$ 510.00	\$ 510.00	0.0%
Shepparton Showgrounds - Portable grandstand, per unit per event	Y	\$ 51.00	\$ 51.00	0.0%
Shepparton Showgrounds - High Street grassed area	Y	\$ 205.00	\$ 205.00	0.0%
Shepparton Showgrounds - Light tower, per unit per night	Y	\$ 51.00	\$ 51.00	0.0%
Shepparton Showgrounds - McIntosh Centre Foyer Only (COMMUNITY)	Y	\$ 385.00	\$ 385.00	0.0%
Shepparton Showgrounds - McIntosh Centre Kitchen Only (COMMUNITY)	Y	\$ 235.00	\$ 235.00	0.0%
Shepparton Showgrounds - McIntosh Centre Full Facility (COMMUNITY)	Y	\$ 835.00	\$ 835.00	0.0%
Shepparton Showgrounds - McIntosh Centre Main Room & Foyer (COMMUNITY)	Y	\$ 680.00	\$ 680.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Shepparton Showgrounds - McIntosh Foyer Only (COMMERCIAL)	Y	\$ 615.00	\$ 615.00	0.0%
Shepparton Showgrounds - McIntosh Full Facility (COMMERCIAL)	Y	\$ 1,225.00	\$ 1,225.00	0.0%
Shepparton Showgrounds - McIntosh Kitchen Only (COMMERCIAL)	Y	\$ 306.00	\$ 306.00	0.0%
Shepparton Showgrounds - McIntosh Main Room & Foyer (COMMERCIAL)	Y	\$ 1,020.00	\$ 1,020.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Full Space (COMMUNITY)	Y	\$ 1,840.00	\$ 1,840.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Full Space (COMMERCIAL)	Y	\$ 2,550.00	\$ 2,550.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Half Space (COMMERCIAL)	Y	\$ 1,530.00	\$ 1,530.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Half Space (COMMUNITY)	Y	\$ 1,020.00	\$ 1,020.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Third Space (COMMUNITY)	Y	\$ 715.00	\$ 715.00	0.0%
Shepparton Showgrounds - Multi Purpose Pavilion Full Space New User (COMMUNITY)	Y	\$ -	\$ 920.00	
Shepparton Showgrounds - Multi Purpose Pavilion Full Space New User (COMMERCIAL)	Y	\$ -	\$ 1,275.00	
Shepparton Showgrounds - Multi Purpose Pavilion Half Space New User (COMMERCIAL)	Y	\$ -	\$ 765.00	
Shepparton Showgrounds - Multi Purpose Pavilion Half Space New User (COMMUNITY)	Y	\$ -	\$ 510.00	
Shepparton Showgrounds - Multi Purpose Pavilion Third Space New User (COMMUNITY)	Y	\$ -	\$ 357.50	
Shepparton Showgrounds - Promenades with power	Y	\$ 205.00	\$ 205.00	0.0%
Shepparton Showgrounds - Sports Field 5 Junior AFL (Per Hour)	Y	\$ -	\$ 48.80	
Shepparton Showgrounds - Sports Field 5 Junior Soccer (Per Hour)	Y	\$ -	\$ 20.40	
Shepparton Showgrounds - Sports Field 5 Senior AFL (Per Hour)	Y	\$ -	\$ 81.60	
Shepparton Showgrounds - Sports Field 5 Senior Soccer (Per Hour)	Y	\$ -	\$ 32.90	
Shepparton Showgrounds - Cattlemans Bar	Y	\$ -	\$ 205.00	
Shepparton Showgrounds - Lost Key Replacement	Y	\$ -	\$ 50.00	
<b>TATURA PARK - Indoor Arena</b>				
Tatura Park - Indoor Arena per half day	Y	\$ 260.00	\$ 265.00	1.9%
Tatura Park - Indoor Arena per day	Y	\$ 480.00	\$ 485.00	1.0%
Tatura Park - Indoor Arena per night warm up	Y	\$ 156.00	\$ 159.00	1.9%
Tatura Park - Per Hour Casual Hire	Y	\$ 78.00	\$ 78.00	0.0%
<b>TATURA PARK - Associated Fees</b>				
Tatura Park – Bump In/Bump Out (Per Day)	Y	\$ -	\$ 100.00	
Tatura Park – Table Hire (Per Event)	Y	\$ -	\$ 10.00	
Tatura Park – Chair Hire (Per Event)	Y	\$ -	\$ 6.00	
Tatura Park – Traffic Cone (Per Event)	Y	\$ -	\$ 5.00	
Tatura Park – Toilet Cleaning (Per Hour)	Y	\$ -	\$ 40.00	
Tatura Park – Venue Cleaning (Per Hour)	Y	\$ -	\$ 55.00	
Tatura Park – Onsite Contractor (Per Hour)	Y	\$ -	\$ 55.00	
Tatura Park – Lost Key Replacement	Y	\$ -	\$ 50.00	
Tatura Park – Lost Table Fee	Y	\$ -	\$ 50.00	
Tatura Park – Lost Chair Fee	Y	\$ -	\$ 50.00	
Tatura Park – Lost Wheelbarrow Fee	Y	\$ -	\$ 100.00	

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>TATURA PARK - Camping</b>				
Tatura Park - Camping - Powered Site (Per day)	Y	\$ 22.00	\$ 22.50	2.3%
Tatura Park - Camping - Unpowered Site (Per day)	Y	\$ 17.00	\$ 17.50	2.9%
<b>Tatura Park - Measuring stand per day</b>				
Tatura Park - Measuring stand (per day)	Y	\$ 155.00	\$ 155.00	0.0%
<b>TATURA PARK - Outdoor Eastern Oval</b>				
Tatura Park - Portable Grandstand Seating (Per Seat, Per day)	Y	\$ 83.50	\$ 84.00	0.6%
Tatura Park - Eastern Oval (Per Day)	Y	\$ 375.00	\$ 380.00	1.3%
Tatura Park - Eastern Oval (Per Day in conjunction with Indoor/Outdoor Arena)	Y	\$ 240.00	\$ 245.00	2.1%
<b>TATURA PARK - Outdoor Sand Arena</b>				
Tatura Park - Outdoor Sand Arena (Per Day)	Y	\$ 390.00	\$ 395.00	1.3%
Tatura Park - Outdoor Sand Arena (Per Hour - Casual Hire)	Y	\$ 63.00	\$ 63.50	0.8%
Tatura Park - Outdoor Sand Arena (Per Day if used in conjunction with Indoor Arena/Eastern Oval)	Y	\$ 240.00	\$ 245.00	2.1%
<b>TATURA PARK - Stables</b>				
Tatura Park - Stables (Per stable, per day)	Y	\$ 23.00	\$ 23.50	2.2%
Tatura Park - Stables five nights or more	Y	POA	POA	
Tatura Park - Stables - Stable Cleaning (per stable)	Y	\$ 50.00	\$ 100.00	100.0%
Tatura Park - Stables - Whole of Facility Hire (IDW only)	Y	\$ 17,500.00	\$ 17,500.00	0.0%
<b>TATURA PARK - Wilson Hall</b>				
Tatura Park - Eastern Oval Meeting Room (Per day)	Y	\$ 115.00	\$ 120.00	4.3%
Tatura Park - Wilson Hall Casual Rental (Per day)	Y	\$ 260.00	\$ 200.00	(23.1%)
Tatura Park - Wilson Hall Kitchen Only (per day)	Y	\$ -	\$ 80.00	
<b>TOURISM - MooovingArt</b>				
Moooving Art - "Sponsor an existing art cow" annual sponsorship	Y	\$ 600.25	\$ 650.10	8.3%
Moooving Art - "Sponsor an existing art cow" six month rate	Y	\$ 300.00	\$ 325.05	8.4%
Moooving Art - Hire of promotional white cow - commercial rate (per day)	Y	\$ 82.00	\$ 82.00	0.0%
Moooving Art - Hire of promotional white cow - commercial rate (per week)	Y	\$ 220.00	\$ 220.00	0.0%
Moooving Art - Hire of promotional white cow - community rate (per day)	Y	\$ 55.00	\$ 55.00	0.0%
Moooving Art - Hire of promotional white cow - community rate (per week)	Y	\$ 140.00	\$ 140.00	0.0%
Moooving Art - hire of existing art cow - Commercial rate (per day)	Y	\$ 50.00	\$ 51.55	3.1%
Moooving Art - hire of existing art cow - Community rate (per day)	Y	\$ 30.00	\$ 30.90	3.0%
<b>TOURISM - Visitor Information Centre</b>				
Tour Guide - Commercial Tour Groups (Per Hour)	Y	\$ 70.00	\$ 73.00	4.3%
<b>VICTORIA PARK LAKE HOLIDAY PARK *BASED ON 1-2 PEOPLE (Effective January 1 2020)</b>				
Deluxe Cabin - Off Peak	Y	\$ 134.00	\$ 138.05	3.0%
Deluxe Cabin - Peak	Y	\$ 144.00	\$ 148.35	3.0%
En-suite Powered Site - Off Peak	Y	\$ 46.00	\$ 47.40	3.0%
En-suite Powered Site - Peak	Y	\$ 57.00	\$ 58.75	3.1%
Extra Adult	Y	\$ 16.10	\$ 16.60	3.1%
Extra Child	Y	\$ 10.70	\$ 11.05	3.3%
Family Deluxe Cabin - Off Peak	Y	\$ 144.00	\$ 148.35	3.0%
Family Deluxe Cabin - Peak	Y	\$ 149.00	\$ 153.50	3.0%
Luxury Lakeview Cabin - Off Peak	Y	\$ 154.00	\$ 158.60	3.0%
Luxury Lakeview Cabin - Peak	Y	\$ 170.00	\$ 175.10	3.0%
Standard Cabin - Off Peak	Y	\$ 108.00	\$ 111.25	3.0%
Standard Cabin - Peak	Y	\$ 108.00	\$ 111.25	3.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Non Waterfront Powered Site - Off Peak	Y	\$ 33.00	\$ 34.00	3.0%
Unpowered Site - Off Peak	Y	\$ 29.00	\$ 29.85	2.9%
Unpowered Site - Peak	Y	\$ 32.00	\$ 33.00	3.1%
Waterfront Powered Site - Off Peak	Y	\$ 35.00	\$ 36.10	3.1%
Waterfront Powered Site - Peak	Y	\$ 47.00	\$ 48.45	3.1%
Non Waterfront Powered Site - Peak	Y	\$ 45.00	\$ 46.35	3.0%
Drive-Thru Site - Off Peak	Y	\$ 33.00	\$ 34.00	3.0%
Drive-Thru Site - Peak	Y	\$ 45.00	\$ 46.35	3.0%
Camping Ground - Off Peak	Y	\$ 29.00	\$ 29.85	2.9%
Camping Ground - Peak	Y	\$ 32.00	\$ 33.00	3.1%
Stay 4 nights pay for 3				
Stay 7 nights pay for 5				
Top Tourist members special rates - 10% off applicable rates				
Group booking of 10 or more - 10% off applicable rates				
Bedding - per pack	Y	\$ 10.70	\$ 11.05	3.3%
Cancellation Fees - within 14 days of arrival date	Y	\$ 32.15	\$ 33.15	3.1%
<b>WASTE MANAGEMENT - Cosgrove Landfill (per tonne)</b>				
Industrial/Commercial Waste (1 July 2020 to 31 December 2020)	Y	\$ 178.00	\$ 181.50	2.0%
Industrial/Commercial Waste (1 January 2021 to 30 June 2021)	Y	\$ 178.00	\$ 196.00	10.1%
0 - 999 Tonnes of waste per annum (per tonne) (1 July 2020 to 31 December 2020)	Y	\$ 178.00	\$ 181.50	2.0%
0 - 999 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)	Y	\$ 178.00	\$ 196.00	10.1%
1000 - 5000 Tonnes of waste per annum (per tonne) (1 July 2020 to 31 December 2020)	Y	\$ 173.00	\$ 176.45	2.0%
1000 - 5000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)	Y	\$ 173.00	\$ 193.00	11.6%
5001 - 8000 Tonnes of waste per annum (per tonne) (1 July 2020 to 31 December 2020)	Y	\$ 168.00	\$ 171.35	2.0%
5001 - 8000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)	Y	\$ 168.00	\$ 188.00	11.9%
8001 - 9000 Tonnes of waste per annum (per tonne) (1 July 2020 to 31 December 2020)	Y	\$ 159.00	\$ 162.20	2.0%
8001 - 9000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)	Y	\$ 159.00	\$ 181.00	13.8%
9001 + Tonnes of waste per annum (per tonne) (1 July 2020 to 31 December 2020)	Y	\$ 155.00	\$ 158.10	2.0%
9001 + Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)	Y	\$ 155.00	\$ 177.00	14.2%
Municipal Waste (1 July 2020 to 31 December 2020)	Y	\$ 155.00	\$ 158.10	2.0%
Municipal Waste (1 January 2021 to 30 June 2021)	Y	\$ 155.00	\$ 165.00	6.5%
Prescribed Waste (1 July 2020 to 31 December 2020)	Y	\$ 293.00	\$ 298.85	2.0%
Prescribed waste (1 January 2021 to 30 June 2021)	Y	\$ 293.00	\$ 309.00	5.5%
<b>WASTE MANAGEMENT - General</b>				
Red Bin - Upsize	Y	\$ 56.00	\$ 56.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>WASTE MANAGEMENT - Transfer Stations</b>				
Air conditioners	Y	\$ 22.65	\$ 23.20	2.4%
Tyre - Car/motorbike (clean)	Y	\$ 4.95	\$ 5.05	2.0%
Tyre - Car/motorbike (dirty)	Y	\$ 13.60	\$ 13.95	2.6%
Tyre - Car/motorbike (with rim)	Y	\$ 8.80	\$ 9.00	2.3%
Cardboard commercial (per cubic metre)	Y	\$ 8.15	\$ 8.55	4.9%
Commercial wood waste (per cubic meter)	Y	\$ 62.30	\$ 63.90	2.6%
Domestic Concrete Waste	Y	\$ 31.90	\$ 31.90	0.0%
Commercial Concrete Waste	Y	\$ 31.90	\$ 42.90	34.5%
Earthmoving	Y	\$ 22.50	\$ 22.50	0.0%
e-waste disposal (Transfer Stations)	Y	\$ 5.65	\$ 5.95	5.3%
Tyre - Forklift (large 0.45m to 0.6m)	Y	\$ 76.00	\$ 77.90	2.5%
Tyre - Forklift (small to medium )	Y	\$ 21.50	\$ 22.05	2.6%
Fridge	Y	\$ 23.80	\$ 24.40	2.5%
Gas Bottle	Y	\$ 20.60	\$ 21.10	2.4%
Handling Charge (per hour)	Y	\$ 90.50	\$ 90.50	0.0%
Industrial/Commercial Waste (per cubic metre)	Y	\$ 82.40	\$ 84.45	2.5%
Tyre - Light truck (17" rim)	Y	\$ 13.90	\$ 14.25	2.5%
Mattress disposal (Transfer Stations)	Y	\$ 27.55	\$ 28.25	2.5%
Municipal Waste (per cubic metre)	Y	\$ 57.10	\$ 58.55	2.5%
Municipal Waste (per 0.25 cubic metre)	Y	\$ 14.30	\$ 14.65	2.4%
Organics Waste	Y	\$ 39.00	\$ 39.00	0.0%
Plaster Waste	Y	\$ 26.50	\$ 27.15	2.5%
Polystyrene commercial (per cubic metre)	Y	\$ 57.10	\$ 58.50	2.5%
Recycled brick sales (Transfer Stations)	Y	\$ 22.05	\$ 22.45	1.8%
Recycled concrete sales (Transfer Stations)	Y	\$ 20.00	\$ 20.00	0.0%
Rubber Excavation tracks/conveyor belts	Y	\$ 219.50	\$ 219.50	0.0%
Tyre - Tractor (large over 1m)	Y	\$ 153.25	\$ 157.10	2.5%
Tyre - Tractor (small up to 1m)	Y	\$ 92.20	\$ 94.50	2.5%
Tyre - Truck (clean)	Y	\$ 17.00	\$ 17.40	2.4%
Tyre - Truck (dirty)	Y	\$ 49.95	\$ 51.20	2.5%
Tyre - Truck (with rim)	Y	\$ 19.05	\$ 19.55	2.6%
<b>WATER PUMP TOKEN</b>				
Water Pump Token	Y	\$ 10.60	\$ 10.90	2.8%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>Statutory Fees and Charges (Fees and Charges set by a statute)</b>				
<b>AGED AND DISABILITY SERVICES - Aged Services Programs</b>				
Community Meals	N	\$ 10.50	\$ 11.00	4.8%
Senior Citizen Meals	N	\$ -	\$ 11.00	
Meals on Wheels	N	\$ 10.50	\$ 11.00	4.8%
Meals on Wheels - Frozen	N	\$ 10.50	\$ 11.00	4.8%
Meals on Wheels - Full Cost Recovery	N	\$ 25.00	\$ 30.00	20.0%
Meals on Wheels - Lighter Option	N	\$ 8.50	\$ 9.00	5.9%
Meals on Wheels - 2 Course	N	\$ -	\$ 9.00	
Planned Activity Group - Program Only	N	\$ 8.50	\$ 9.00	5.9%
Planned Activity Group - Program with Meal	N	\$ 14.00	\$ 14.50	3.6%
Planned Activity Group - Short Program	N	\$ -	\$ 6.00	
Home Modifications (per hour) plus materials - Low Income	N	\$ 13.50	\$ 14.00	3.7%
Home Modifications (per hour) plus materials - Medium Income	N	\$ 21.00	\$ 22.00	4.8%
Home Modifications (per hour) plus materials - High Income	N	\$ 55.00	\$ 58.00	5.5%
<b>ANIMALS - Infringements</b>				
Animal Management Fines - 1 Penalty Unit	N	\$ 164.00	\$ 167.00	1.8%
Animal Management Fines - 1.5 Penalty Units	N	\$ 246.00	\$ 250.00	1.6%
Animal Management Fines - 2 Penalty Units	N	\$ 327.00	\$ 335.00	2.4%
Animal Management Fines - 2.5 Penalty Units	N	\$ 410.00	\$ 420.00	2.4%
<b>ANIMALS - Cat Registration Fees - Effective 9 April 2020</b>				
Standard Fee - Normal	N	\$ 140.00	\$ 140.00	0.0%
Standard Fee - Pensioner	N	\$ 70.00	\$ 70.00	0.0%
Transfer Fee	N	\$ 10.00	\$ 10.00	0.0%
Reduced Fee if one of the following apply				
* Desexed				
* 10 years of age or over				
* Registered with an applicable organisation, if their owners are members of a applicable organisation with which the cats are registered	N	\$ 40.00	\$ 40.00	0.0%
* Kept for breeding by the proprietor of a domestic animal business conducted on registered premises.				
Reduced Fee - Pensioner	N	\$ 20.00	\$ 20.00	0.0%
Reduced Fee - animal adopted from Animal Shelter or Pound (Registered Domestic Animal Business) within 28 days (Initial registration only)	N	\$ 4.00	\$ 4.00	0.0%
Reduced Fee - Foster Carer (Initial registration period only)	N	\$ 4.00	\$ 4.00	0.0%
Microchipped and desexed Cat under 6 months of age	N	\$ -	\$ 4.00	
Replacement Tag	N	\$ 5.00	\$ 5.00	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>ANIMALS - Dog Registration Fees - Effective 9 April 2020</b>				
Standard Fee - Normal	N	\$ 140.00	\$ 140.00	0.0%
Standard Fee - Pensioner	N	\$ 70.00	\$ 70.00	0.0%
Transfer Fee	N	\$ 10.00	\$ 10.00	0.0%
Reduced Fee if one of the following apply				
* Desexed				
* 10 years of age or over				
* Permanently identified in the prescribed manner (Game Management Authority)				
* Kept or used as or being trained to be farm working dogs	N	\$ 40.00	\$ 40.00	0.0%
* Have undergone dog obedience training provided by or on behalf of an approved dog obedience training organisation				
* Registered with an applicable organisation, if the owners are members of the applicable organisation with which the dogs are registered				
* Kept for breeding by the proprietor of a domestic animal business conducted on registered premises				
Reduced Fee - Pensioner	N	\$ 20.00	\$ 20.00	0.0%
Reduced Fee - animal adopted from Animal Shelter or Pound (Registered Domestic Animal Business) within 28 days (Initial registration only)	N	\$ 7.00	\$ 7.00	0.0%
Reduced Fee - Foster Carer (Initial registration period only)	N	\$ 7.00	\$ 7.00	0.0%
Microchipped Dog under 6 months of age	N	\$ -	\$ 7.00	
Guide Dog	N	\$ -	\$ -	
Declared Dangerous, Menacing or Restricted Breed dog (other than Guard dog) - no discounts apply	N	\$ 300.00	\$ 300.00	0.0%
Declared Dangerous dog (Guard dog) - no discounts apply	N	\$ 140.00	\$ 140.00	0.0%
Replacement Tag	N	\$ 10.00	\$ 10.00	0.0%
<b>BUILDING</b>				
Building above or Below certain facilities	N	\$ 283.30	\$ 290.40	2.5%
Building on designated land	N	\$ 283.30	\$ 290.40	2.5%
Building over easement vested in Council	N	\$ 270.50	\$ 290.40	7.4%
Construction of building in land liable to flooding	N	\$ 283.30	\$ 290.40	2.5%
Installation of Soil and Waste disposal reticulation system in unsewered area or construction of a building over an existing reticulation system in an unsewered area	N	\$ 270.50	\$ 290.40	7.4%
Lodgement Fee	N	\$ 118.90	\$ 118.90	0.0%
Precaution over Street (Hoarding)	N	\$ 270.50	\$ 294.70	8.9%
Projections beyond Street alignment	N	\$ 283.30	\$ 290.40	2.5%
Point of Discharge of Stormwater	N	\$ 141.15	\$ 144.65	2.5%
<b>BUILDING - Misc. Service Fees</b>				
Application for Floor Level Relaxation	N	\$ 270.50	\$ 290.40	7.4%
Council Report and Consent x 1 Report	N	\$ 283.30	\$ 290.40	2.5%
Council Report and Consent x 2 Reports	N	\$ 354.10	\$ 360.40	1.8%
Council Report and Consent x 3 Reports	N	\$ 442.60	\$ 448.40	1.3%
Council Report and Consent x 4 Reports	N	\$ 553.25	\$ 558.40	0.9%
Demolition Report and Consent - Section 29A	N	\$ 83.00	\$ 85.15	2.6%
Flooding/Floor Level, Planning/Siting Requirements, Bushfire Prone Area, Termites, Gust Speed, Land Drainage, (PBS requested)	N	\$ 54.00	\$ 94.40	74.8%
Legal point of discharge (PBS requested)	N	\$ 141.15	\$ 144.65	2.5%
Non-Siting Council Consent and Report	N	\$ 283.30	\$ 290.40	2.5%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>BUILDING - Lodging of documents - S30 of the Act (Reg. 2.16)</b>				
Beyond 10 Years	N	\$ 46.00	\$ 47.00	2.2%
Preceding 10 Years	N	\$ 46.00	\$ 47.00	2.2%
<b>BUILDING - Swimming Pool Regulations and Compliance</b>				
Registration Fee - One Off	Y	\$ 35.05	\$ 35.05	0.0%
Council Records Search Fee	Y	\$ 52.10	\$ 52.10	0.0%
Fee Lodgement of pool barrier compliance certificate - Every 4 Years	Y	\$ 22.50	\$ 22.50	0.0%
Fee Lodgement of pool barrier non-compliance certificate	Y	\$ 423.55	\$ 423.55	0.0%
Failure to Lodgement of pool barrier compliance certificate - by specified date	Y	\$ 1,817.40	\$ 1,817.40	0.0%
Failure to lodge pool barrier non-compliance certificate - by specified date	Y	\$ 1,817.40	\$ 1,817.40	0.0%
Failure to Comply with Barrier Improvement Notice	Y	\$ 1,817.40	\$ 1,817.40	0.0%
Failure to Register	Y	\$ 1,817.40	\$ 1,817.40	0.0%
<b>CORPORATE SERVICES</b>				
Freedom of Information Requests (Application Fee)	N	\$ 29.50	\$ 29.60	0.3%
Land Information Certificate (per rates assessment)	N	\$ 27.00	\$ 27.00	0.0%
<b>HEALTH - Registered Premises (fee units)</b>				
0-25 total ST & LT sites - Fee Units	N	17 Fee Units	17 Fee Units	
26-50 total ST & LT sites - Fee Units	N	34 Fee Units	34 Fee Units	
51-75 total ST & LT sites - Fee Units	N	51 Fee Units	51 Fee Units	
76-100 total ST & LT sites - Fee Units	N	68 Fee Units	68 Fee Units	
101-125 total ST & LT sites - Fee Units	N	85 Fee Units	85 Fee Units	
126-150 total ST & LT sites - Fee Units	N	103 Fee Units	103 Fee Units	
151-175 total ST & LT sites - Fee Units	N	120 Fee Units	120 Fee Units	
176-200 total ST & LT sites - Fee Units	N	137 Fee Units	137 Fee Units	
201-225 total ST & LT sites - Fee Units	N	154 Fee Units	154 Fee Units	
226-250 total ST & LT sites - Fee Units	N	171 Fee Units	171 Fee Units	
251-275 total ST & LT sites - Fee Units	N	188 Fee Units	188 Fee Units	
276-300 total ST & LT sites - Fee Units	N	205 Fee Units	205 Fee Units	
301 & above total ST & LT sites - Schedule 2 - Residential Tenancies (Caravan Parks & Movable Dwellings Registration Standards) Regulation 2010	N		Fee Units	
<b>PARKING - Fines</b>				
620 - Stopped in a slip lane	N	\$ 163.00	\$ 165.00	1.2%
621 - Stopped contrary to a no parking sign	N	\$ 83.00	\$ 85.00	2.4%
622 - Parallel parking in a road related area	N	\$ 99.00	\$ 101.00	2.0%
623 - Stopped on a printed island	N	\$ 99.00	\$ 101.00	2.0%
625 - Less than 3 meters from dividing line/strip	N	\$ 99.00	\$ 101.00	2.0%
626 - Stopped on/across driveway or other way of access	N	\$ 99.00	\$ 101.00	2.0%
627 - Stopped on a road 10m before/after safety zone	N	\$ 99.00	\$ 101.00	2.0%
701 - Parked for period longer than indicated	N	\$ 83.00	\$ 85.00	2.4%
702 - Fail to pay fee & obey instructions on sign/meter/ ticket	N	\$ 83.00	\$ 85.00	2.4%
704 - Stopped on a bicycle parking area	N	\$ 83.00	\$ 85.00	2.4%
705 - Stopped on a motorbike parking area	N	\$ 83.00	\$ 85.00	2.4%
706 - Parked contrary to requirement of parking area	N	\$ 83.00	\$ 85.00	2.4%
707 - Parked not at an angle of 45 degree	N	\$ 83.00	\$ 85.00	2.4%
708 - Parked not at an angle of 90 degree	N	\$ 83.00	\$ 85.00	2.4%
711 - Parked Not completely within a parking bay	N	\$ 83.00	\$ 85.00	2.4%
712 - Parked Long Vehicle exceeding minimum number of bays	N	\$ 83.00	\$ 85.00	2.4%
713 - Parked Wide vehicle exceeding minimum number of bays	N	\$ 83.00	\$ 85.00	2.4%
715 - Stopped On a marked foot crossing	N	\$ 99.00	\$ 101.00	2.0%
716 - Stopped Within 10m before marked foot crossing	N	\$ 99.00	\$ 101.00	2.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
717 - Stopped Within 3m after marked foot crossing	N	\$ 99.00	\$ 101.00	2.0%
718 - Stopped Within 10m before bicycle crossing lights	N	\$ 99.00	\$ 101.00	2.0%
719 - Stopped Within 3m after bicycle crossing lights	N	\$ 99.00	\$ 101.00	2.0%
720 - Stopped In a loading zone	N	\$ 163.00	\$ 165.00	1.2%
721 - Stopped In a loading zone longer than 30 minutes	N	\$ 163.00	\$ 165.00	1.2%
722 - Stopped In a loading zone longer than indicated time	N	\$ 163.00	\$ 165.00	1.2%
723 - Stopped In a truck zone	N	\$ 99.00	\$ 101.00	2.0%
724 - Stopped In a mail zone	N	\$ 99.00	\$ 101.00	2.0%
725 - Stopped In a works zone	N	\$ 99.00	\$ 101.00	2.0%
726 - Stopped In a taxi zone	N	\$ 99.00	\$ 101.00	2.0%
727 - Stopped In a bus zone	N	\$ 99.00	\$ 101.00	2.0%
728 - Stopped In a permit zone	N	\$ 99.00	\$ 101.00	2.0%
729 - Stopped Double parked	N	\$ 99.00	\$ 101.00	2.0%
730 - Stopped Within 1m of fire hydrant	N	\$ 99.00	\$ 101.00	2.0%
731 - Stopped Within 1m of fire hydrant indicator	N	\$ 99.00	\$ 101.00	2.0%
732 - Stopped Within 1m of fire plug indicator	N	\$ 99.00	\$ 101.00	2.0%
733 - Stopped On a bus stop	N	\$ 99.00	\$ 101.00	2.0%
734 - Stopped Within 20m before a bus stop	N	\$ 99.00	\$ 101.00	2.0%
735 - Stopped Within 10m after a bus stop	N	\$ 99.00	\$ 101.00	2.0%
736 - Stopped On a bicycle path	N	\$ 99.00	\$ 101.00	2.0%
737 - Stopped On a footpath	N	\$ 99.00	\$ 101.00	2.0%
738 - Stopped On a shared path	N	\$ 99.00	\$ 101.00	2.0%
739 - Stopped On a dividing strip	N	\$ 99.00	\$ 101.00	2.0%
740 - Stopped On a nature strip	N	\$ 99.00	\$ 101.00	2.0%
741 - Stopped Within 3m public post-box	N	\$ 99.00	\$ 101.00	2.0%
742 - Stopped Within 20m of intersection with traffic lights	N	\$ 99.00	\$ 101.00	2.0%
745 - Parked Not facing direction of travel	N	\$ 99.00	\$ 101.00	2.0%
747 - Parked Not as near as practicable to far left side of 2-way road	N	\$ 99.00	\$ 101.00	2.0%
748 - Parked Not parallel to far left side of one way road	N	\$ 99.00	\$ 101.00	2.0%
749 - Parked Not parallel to far right side of one way road	N	\$ 99.00	\$ 101.00	2.0%
750 - Parked Not as near as practicable to far left side of one way road	N	\$ 99.00	\$ 101.00	2.0%
751 - Parked Not as near as practicable to far right side of one way road	N	\$ 99.00	\$ 101.00	2.0%
752 - Parked Less than 1m from other vehicle	N	\$ 99.00	\$ 101.00	2.0%
754 - Parked Fail to leave 3m of road for other vehicle to pass	N	\$ 99.00	\$ 101.00	2.0%
755 - Parked Unreasonably obstructing the path of vehicles	N	\$ 99.00	\$ 101.00	2.0%
756 - Parked Unreasonably obstructing the path of pedestrians	N	\$ 99.00	\$ 101.00	2.0%
758 - Parked Next to a yellow edge line	N	\$ 99.00	\$ 101.00	2.0%
759 - Stopped On a level crossing	N	\$ 99.00	\$ 101.00	2.0%
760 - Stopped Within 20m before level crossing	N	\$ 99.00	\$ 101.00	2.0%
761 - Stopped Within 20m after level crossing	N	\$ 99.00	\$ 101.00	2.0%
762 - Stopped On a freeway	N	\$ 99.00	\$ 101.00	2.0%
764 - Stopped In a bus lane	N	\$ 99.00	\$ 101.00	2.0%
765 - Stopped In a transit lane	N	\$ 99.00	\$ 101.00	2.0%
766 - Stopped In a truck lane	N	\$ 99.00	\$ 101.00	2.0%
769 - Stopped In a shared zone	N	\$ 99.00	\$ 101.00	2.0%
770 - Stopped In a safety zone	N	\$ 99.00	\$ 101.00	2.0%
771 - Stopped Within 10m before a safety zone	N	\$ 99.00	\$ 101.00	2.0%
772 - Stopped Within 10m after a safety zone	N	\$ 99.00	\$ 101.00	2.0%
773 - Stopped Near an obstruction	N	\$ 99.00	\$ 101.00	2.0%
774 - Stopped On bridge or similar structure - width less than approach	N	\$ 99.00	\$ 101.00	2.0%
775 - Stopped In a tunnel with width less than approach road	N	\$ 99.00	\$ 101.00	2.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
776 - Stopped In an underpass with width less than approach road	N	\$ 99.00	\$ 101.00	2.0%
777 - Stopped On a crest not in a built up area	N	\$ 99.00	\$ 101.00	2.0%
778 - Stopped Near a crest not in a built up area	N	\$ 99.00	\$ 101.00	2.0%
779 - Stopped On a curve not in a built up area	N	\$ 99.00	\$ 101.00	2.0%
780 - Stopped Near a curve not in a built up area	N	\$ 99.00	\$ 101.00	2.0%
781 - Stopped Obstruct access to a footpath	N	\$ 99.00	\$ 101.00	2.0%
782 - Stopped Obstruct access to a bicycle path	N	\$ 99.00	\$ 101.00	2.0%
783 - Stopped Obstruct access to passageway	N	\$ 99.00	\$ 101.00	2.0%
784 - Stopped Obstruct access from a footpath	N	\$ 99.00	\$ 101.00	2.0%
785 - Stopped Obstruct access from a bicycle path	N	\$ 99.00	\$ 101.00	2.0%
786 - Stopped Obstruct access from a passageway	N	\$ 99.00	\$ 101.00	2.0%
787 - Stopped Heavy vehicle not on shoulder of road	N	\$ 99.00	\$ 101.00	2.0%
788 - Stopped Long vehicle not on shoulder of road	N	\$ 99.00	\$ 101.00	2.0%
789 - Stopped Heavy vehicle in built up area longer than 1 hour	N	\$ 99.00	\$ 101.00	2.0%
790 - Stopped Long vehicle in built up area longer than 1 hour	N	\$ 99.00	\$ 101.00	2.0%
791 - Stopped Clearance & side marker lights not effective & visible	N	\$ 99.00	\$ 101.00	2.0%
793 - Stopped in a no stopping area	N	\$ 163.00	\$ 165.00	1.2%
794 - Stopped On a childrens crossing	N	\$ 163.00	\$ 165.00	1.2%
795 - Stopped Within 20m before childrens crossing	N	\$ 163.00	\$ 165.00	1.2%
796 - Stopped Within 10m after childrens crossing	N	\$ 163.00	\$ 165.00	1.2%
797 - Stopped On a pedestrians crossing	N	\$ 163.00	\$ 165.00	1.2%
798 - Stopped Within 20m before pedestrians crossing	N	\$ 163.00	\$ 165.00	1.2%
799 - Stopped Within 10m after pedestrians crossing	N	\$ 163.00	\$ 165.00	1.2%
800 - Stopped On a Clearway	N	\$ 163.00	\$ 165.00	1.2%
803 - Stopped in a parking area for people with disabilities	N	\$ 163.00	\$ 165.00	1.2%
804 - Stopped Within 10m of intersection	N	\$ 163.00	\$ 165.00	1.2%
805 - Stopped Within an intersection	N	\$ 163.00	\$ 165.00	1.2%
806 - Stopped In an emergency stopping lane	N	\$ 99.00	\$ 101.00	2.0%
807 - Disobey direction to move vehicle from disable parking	N	\$ 163.00	\$ 165.00	1.2%
<b>PLANNING - Planning Permit Applications</b>				
Class 1 - Use Only	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 2 - Single dwelling development \$10,000 or less	N	\$ 199.95	\$ 199.95	0.0%
Class 3 - Single dwelling development \$10,000 - \$100,000	N	\$ 629.45	\$ 629.45	0.0%
Class 4 - Single dwelling development \$100,000 - \$500,000	N	\$ 1,288.45	\$ 1,288.45	0.0%
Class 5 - Single dwelling development \$500,000 - \$1million	N	\$ 1,392.15	\$ 1,392.15	0.0%
Class 6 - Single dwelling development \$1million - \$2million	N	\$ 1,495.80	\$ 1,495.80	0.0%
Class 7 - VicSmart less than \$10,000	N	\$ 199.95	\$ 199.95	0.0%
Class 8 - VicSmart more than \$10,000	N	\$ 429.50	\$ 429.50	0.0%
Class 9 - VicSmart subdivision application	N	\$ 199.95	\$ 199.95	0.0%
Class 10 - VicSmart application (other than class 7, 8 or 9)	N	\$ 199.95	\$ 199.95	0.0%
Class 11 - Development less than \$100,000	N	\$ 1,147.80	\$ 1,147.80	0.0%
Class 12 - Development more than \$100,000 - \$1million	N	\$ 1,547.65	\$ 1,547.65	0.0%
Class 13 - Development more than \$1million - \$5million	N	\$ 3,413.70	\$ 3,413.70	0.0%
Class 14 - Development more than \$5million - \$15million	N	\$ 8,700.90	\$ 8,700.90	0.0%
Class 15 - Development more than \$15million - \$50million	N	\$ 25,658.35	\$ 25,658.35	0.0%
Class 16 - Development more than \$50million	N	\$ 57,670.15	\$ 57,670.15	0.0%

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
Class 17 - Subdivide an existing building (non VicSmart)	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 18 - Subdivide land into 2 lots (non VicSmart)	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 19 - Boundary re-alignment	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 20 - Other Subdivisions per 100 lots	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 21 - Create, vary and remove restrictions and easements	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 22 - An Application not otherwise provided for above	N	\$ 1,318.10	\$ 1,318.10	0.0%
<b>PLANNING - Applications to amend Planning Permit Applications</b>				
Class 1 - Change the use allowed by permit or allow new use	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 2 - General amendment other than specified below	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 3 - Amendment to a class 2, 3, 4, 5 or 6 less than \$10,000	N	\$ 199.95	\$ 199.95	0.0%
Class 4 - Amendment to a class 2, 3, 4, 5 or 6 more than \$10,000 - \$100,000	N	\$ 629.45	\$ 629.45	0.0%
Class 5 - Amendment to a class 2, 3, 4, 5 or 6 more than \$100,000 - \$500,000	N	\$ 1,288.45	\$ 1,288.45	0.0%
Class 6 - Amendment to a class 2, 3, 4, 5 or 6 more than \$500,000	N	\$ 1,392.15	\$ 1,392.15	0.0%
Class 7 - Amendment VicSmart permit less than \$10,000	N	\$ 199.95	\$ 199.95	0.0%
Class 8 - Amendment VicSmart permit more than \$10,000	N	\$ 429.50	\$ 429.50	0.0%
Class 9 - Amendment to a class 9 permit	N	\$ 199.95	\$ 199.95	0.0%
Class 10 - Amendment to a class 10 permit	N	\$ 199.95	\$ 199.95	0.0%
Class 11 - Amend to a class 11, 12, 13, 14, 15 or 16 less than \$100,000	N	\$ 1,147.80	\$ 1,147.80	0.0%
Class 12 - Amendment to a class 12, 13, 14, 15 or 16 more than \$100,000 - \$1,000,000	N	\$ 1,547.65	\$ 1,547.65	0.0%
Class 13 - Amendment to a class 11, 12, 13, 14, 15 or 16 more than \$1,000,000	N	\$ 3,413.70	\$ 3,413.70	0.0%
Class 14 - Amendment to a class 17 permit	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 15 - Amendment to a class 18 permit	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 16 - Amendment to a class 19 permit	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 17 - Amendment to a class 20 permit per 100 lots created	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 18 - Amendment to a class 21 permit	N	\$ 1,318.10	\$ 1,318.10	0.0%
Class 19 - Amendment to a class 22 permit	N	\$ 1,318.10	\$ 1,318.10	0.0%
<b>PLANNING - Subdivision Act</b>				
Certification/Applications made under the Subdivision Act 1988	N	\$ 174.75	\$ 174.75	0.0%
Alteration to a plan under section 10(2) of the Act	N	\$ 111.10	\$ 111.10	0.0%
Amendment to a certified plan under section 11(1) of the Act	N	\$ 140.70	\$ 140.70	0.0%
Engineering plan prepared by council	N	% Specified in Regulation	% Specified in Regulation	
Checking of engineering plan	N	% Specified in Regulation	% Specified in Regulation	
Supervision of works	N	% Specified in Regulation	% Specified in Regulation	
<b>PLANNING - Other Fees</b>				
To end or amend a Section 173 Agreement	N	\$ 659.05	\$ 659.05	0.0%
Satisfaction matter	N	\$ 325.80	\$ 325.80	0.0%
Certificate of Compliance Under Section 97N	N	\$ 325.80	\$ 328.80	0.9%
Combined permit application	N	% Specified in Regulation	% Specified in Regulation	
Combined permit and planning scheme amendment	N	% Specified in Regulation	% Specified in Regulation	
Combined application to amend permit	N	% Specified in Regulation	% Specified in Regulation	
Amend application prior to or after notice	N	% Specified in Regulation	% Specified in Regulation	

Description of Fees and Charges	GST Y/N	2019/2020 Fee Inc GST	2020/2021 Fee Inc GST	Variance (%)
<b>WORKS - Works within Road Reserve Permits</b>				
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is more than 50kph where works exceeds 8.5 square metres	N	43.1 Fee Units	43.1 Fee Units	
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is more than 50kph where work exceeds 8.5 square metres. Works conducted on Nature Strip.	N	23.5 Fee Units	23.5 Fee Units	
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is not more than 50kph where works exceeds 8.5 square metres	N	23.5 Fee Units	23.5 Fee Units	
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is not more than 50kph where works exceeds 8.5 square metres	N	6 Fee Units	6 Fee Units	
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is more than 50kph where work is less than 8.5 square metres	N	9.3 Fee Units	9.3 Fee Units	
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is more than 50kph where works is less than 8.5 square metres	N	6 Fee Units	6 Fee Units	
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is not more than 50kph where work is less than 8.5 square metres	N	9.3 Fee Units	9.3 Fee Units	
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at anytime is not more than 50kph where works is less than 8.5 square metres	N	9.3 Fee Units	9.3 Fee Units	

## Appendix B: Differential Rates

### GENERAL LAND

#### Objective:

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

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

#### Types and Classes:

General land is any land that is:

- Used primarily for residential purposes; or
- Any land that is not defined as Farm Land or Commercial/Industrial Land

#### Use and Level of Differential Rate:

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

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

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

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

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

## FARM LAND

### **Objective:**

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

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

### **Types and Classes:**

Rateable land having the relevant characteristics described below:

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

Farm land means any rateable land-

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

### **Use and Level of Differential Rate:**

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

The level of the differential rate is set at 90 per cent of the general land rate. The farm rate is lower than other classes because farming operations involve large properties which have significant value and which are often operated as family concerns. Agricultural producers are unable to pass on increases in costs like other businesses. It is also in recognition that farm businesses profitability is affected by weather and international markets, which means that their income is more susceptible and fragile than many other businesses

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

### **Planning Scheme Zoning:**

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

### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

## COMMERCIAL/INDUSTRIAL LAND

### **Objective:**

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

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

### **Types and Classes:**

Rateable land having the relevant characteristics described below:

- is used primarily for, or is capable of use primarily for the sale of goods or services; or
- is used primarily for, or is capable of use primarily for industrial purposes, which includes manufacturing, processing, repairing and servicing; or
- is unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for the sale of goods or services or other commercial purposes; or
- is unimproved land but which, by reason of its locality and zoning under the relevant Planning Scheme, would – if developed – be or be likely to be used primarily for industrial purposes

### **Use and Level of Differential Rate:**

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

The level of the differential rate is set at 205 per cent of the general land rate. The differential rate is higher than for other classes as it acknowledges both the taxation benefit allowed to commercial and industrial properties and the relatively lower capacity to pay by the General and Farm classes.

### **Geographic Location:**

Wherever located within the municipal district.

### **Use of Land:**

Any use permitted under the relevant Planning Scheme.

### **Planning Scheme Zoning:**

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

### **Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the end of the Financial Year.

## Appendix C: Amendments to the 2020/2021 Budget

This appendix identifies the changes made to the 2020/2021 Budget document following the public display period for the Draft 2020/2021 Budget.

Since the release of the Draft Budget 2020/2021 on 1 May 2020, and in consideration of revised information made available since that date, including public submissions received by Council during Section 223 process, the following amendments to the budget have been made.

### Schedule of Fees and Charges

- Page 82 - The following fees have been added, amended or removed during the submission period:

Amendment	Fee Description	2020/2021 Fee Incl GST Draft Budget	2020/2021 Fee Incl GST Adopted Budget
Fee Added	Industrial/Commercial Waste (1 January 2021 to 30 June 2021)		\$196.00
Fee Added	0 - 999 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)		\$196.00
Fee Added	1000 - 5000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)		\$193.00
Fee Added	5001 - 8000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)		\$188.00
Fee Added	8001 - 9000 Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)		\$181.00
Fee Added	9001 + Tonnes of waste per annum (per tonne) (1 January 2021 to 30 June 2021)		\$177.00
Fee Added	Municipal Waste (1 January 2021 to 30 June 2021)		\$165.00
Fee Added	Prescribed waste (1 January 2021 to 30 June 2021)		\$309.00
Fee Amended	Freedom of Information Requests (Application Fee)	\$30.00	\$29.60
Fee Added	Senior Citizen Meals		\$11.00
Fee Description	Home Modifications (per hour) plus materials - Low Income	\$14.00	\$14.00
Fee Description	Home Modifications (per hour) plus materials - Medium Income	\$22.00	\$22.00
Fee Description	Home Modifications (per hour) plus materials - High Income	\$58.00	\$58.00
Fee Removed	Vet Care	\$110.00	
Fee Removed	Product Sales	\$44.00	
Fee Removed	Livestock Adoption	\$55.00	

## Capital Works Amendments

- Pages 48-53, 56, 63-65 & 73-80

Rebudgets - The following 2019/2020 forecast actual has been adjusted to reflect these changes:

- Katandra West Hall Toilet Renewal \$200,000
- New SAM (Shepparton Art Museum) Grant Income \$5,000,000 and Contributions \$2,150,000

In the identification of errors or new information being available regarding project timeframes following items were added, removed or amended:

- \$63,000 added for Riverlinks Eastbank - Sound System Upgrade
- \$201,200 added for Sir Murray Bouchier Memorial
- \$80,000 added for DRC Boom Gates
- \$320,000 added for Animal Shelter Improvements
- \$55,000 added for Sports City Irrigation Pump Upgrade
- \$25,000 added for Tom Collins Drive table/bench
- \$447,000 added for Katandra Main Road/Labuan Road Intersection (Fully funded by grants)
- \$240,000 added for Safe Travel in Local Roads - Mooroopna (Fully funded by grants)
- \$220,000 added for Safe Travel in Local Roads - Shepparton (Fully funded by grants)
- \$150,000 added for Kialla West School Crossing
- \$50,000 added for Shared Path Extension - Railway Station to Victoria Park Lake
- \$2,033,496 added for Local Roads and Community Infrastructure Program grant funding
- \$82,000 removed for Gym Equipment Cardio and Strength Renewal
- Aerodrome Plane Parking and Concrete Helipad reclassified from expansion to renewal
- \$452,000 grant funding removed Aerodrome Plane Parking and Concrete Helipad

## Amendments as a result of Public Submissions

- 2020/2021 Fees for Cost Per Lux Used (All Locations) was reduced to match 2019/2020
- Shepparton Search and Rescue contribution increased from \$13,067 (Excl GST) to \$14,545 (Excl GST)
- Shepparton Food Share contribution increased from \$30,000 to \$50,000
- Shepparton Family and Financial Services contribution increased from \$30,000 to \$40,000

## Other Amendments

- Pages 9-47, 48-53, 56-57 & 80 - Rates and Charges

The Draft Budget 2020/2021 (including the calculation of proposed rates in the dollar) was prepared and advertised based on Stage 3 valuations. The final budget version for adoption is based on Stage 4 (final stage) valuation which has resulted in minor changes to the advertised rate in the dollars to ensure rate income remains within the 2020/2021 rate cap. These changes are not considered to be material.

Differential	Stage 3 Rate in the Dollar	State 4 (Final Version) Rate in the Dollar	% Change
General	0.00492179	0.00491137	(0.21%)
Farm	0.00442961	0.00442023	(0.21%)
Commercial/Industrial	0.01008967	0.01006831	(0.21%)
Cultural & Recreational	0.00359291	0.0035853	(0.21%)

- Pages 9-47, 48-53, 56, 62 & 80 - User Fees and Charges

- \$159,000 income removed for Cosgrove Landfill as a result of the deferral of the Waste Levy increase until January 2021. Reduced income fully offset by reduced expense.

- \$250,000 income removed due to free off-street parking (fully offset by reductions in materials and services)

- Pages 9-47, 48-53, 56, 63-64 & 80- Operating Grants
  - Half of the 2020/2021 Federal Financial Assistance Grant funding (\$6,660,596) was received in May 2020 resulting in a reduction in operating grant income for the 2020/2021 financial year. 2019/2020 forecast actual increased to reflect this.
  - Working for Victoria Program \$8,872,430 added. Fully offset by Materials and Services expense
  
- Pages 9-47, 48-54, 56, 65 & 80 - Employee Costs
  - \$76,734 and 0.9 FTE decrease due to double up in Lifeguards already budgeted for under casuals for the rural pools.
  - \$79,612 and 0.9 FTE increase due to a restructure of the Community Directorate including 1 reband of an existing position, 1 new position and an increase in FTE of a new previously approved position.
  - \$61,612 and 1 FTE increase due to a new position to commence in November 2020 - SAM Maintenance Coordinator
  
- Pages 9-47, 48-53, 56, 66 & 80 - Materials and Services
  - \$53,415 added for ICT software upgrade required as a result of COVID-19
  - \$211,000 removed for Cosgrove Landfill as a result of the deferral of the Waste Levy increase until January 2021
  - \$17,332 removed from Council Plan development
  - \$65,000 added for SAM maintenance
  - \$200,000 added for Investigation Area 3
  - \$50,000 added for Industrial Area Investigation
  - \$703,000 removed for Benalla Road Upgrade - Florence Road Slip Lane - project to be completed in future financial years
  - \$50,000 added for Creative City Strategy
  - \$61,835 added for Event Sponsorships
  - \$21,535 added for Mooroopna Cenotaph
  - \$160,000 removed from Planning consultants
  
- Minor amendments have been made where such changes do not alter the substance of the 2020/2021 budget.