



GREATER
SHEPPARTON

Greater Shepparton City Council
Budget 2013-2014

Your rates at work.



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MAYOR'S SUMMARY

Council has prepared its Budget for the 2013/2014 financial year which seeks to balance demand for services and infrastructure with the community's capacity to pay.

Most importantly, this Budget will allow us to start to put into action the priorities articulated in the Council Plan, which has been worked on so hard by the Council together with the community. Like the Council Plan, the Budget will be developed through a rigorous process of community consultation, where Council will seek to incorporate the priorities and wishes of people across Greater Shepparton.

To improve the understanding of the range and cost of the functions performed by Council the 2013/2014 Budget incorporates a Program Budget which details the purpose, influences, challenges, Council Plan links and service reduction/growth areas for each Council function.

The Budget will see the rates for 2013/2014 increase by 4.95 per cent, in line with the level foreshadowed in the Strategic Resource Plan adopted in June 2013.

The proposed rating structure for the 2013/2014 year has been informed by the Rating Strategy 2013-2017 which has taken into account the recommendations of the Rating Strategy Reference Group and subsequent public comment received regarding what is an equitable distribution of the rates burden between categories of ratepayers.

From 1 July 2013, the Victorian Government will replace the existing insurance-based Fire Services Levy with a property-based levy. This is an additional charge that will be collected by Council and immediately passed on to the Victorian Government. The levy will be payable by all rateable and non-rateable property owners and will comprise a fixed and variable charge, calculated as a percentage of the capital improved value of the property.

Highlights of the Council's 2013/2014 Capital Works Program include measures that will continue to encourage the growth of our economy and consolidate our place as a first-class tourism and recreational centre of Regional Victoria:

- Mooroopna West Growth Corridor, works of \$5.13 million infrastructure.
- Vaughan Street Redevelopment works of \$2.52 million which will see the revitalisation of a key part of our Central Business District.
- Shepparton Sporting Precinct Redevelopment works in particular the soccer fields, of \$2.30 million will be allocated to deliver completed playing surfaces, goal installations, spectator and player shelters, change rooms and toilet facilities

The Council will introduce an additional direct debit payment method which will allow ratepayers to pay their rates in 10 equal monthly payments, commencing in September and ending in June each financial year. This payment method is convenient, can be easier to budget for and relieves the worry of paying on time.

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



CR JENNY HOULIHAN
MAYOR



CHIEF EXECUTIVE OFFICER'S SUMMARY

A high level Strategic Resource Plan for the years 2013-2023 has been developed to assist Council in adopting a budget within a longer term financial framework. The key objective of the Plan is financial sustainability, while still achieving the Council's strategic objectives as specified in the Council Plan.

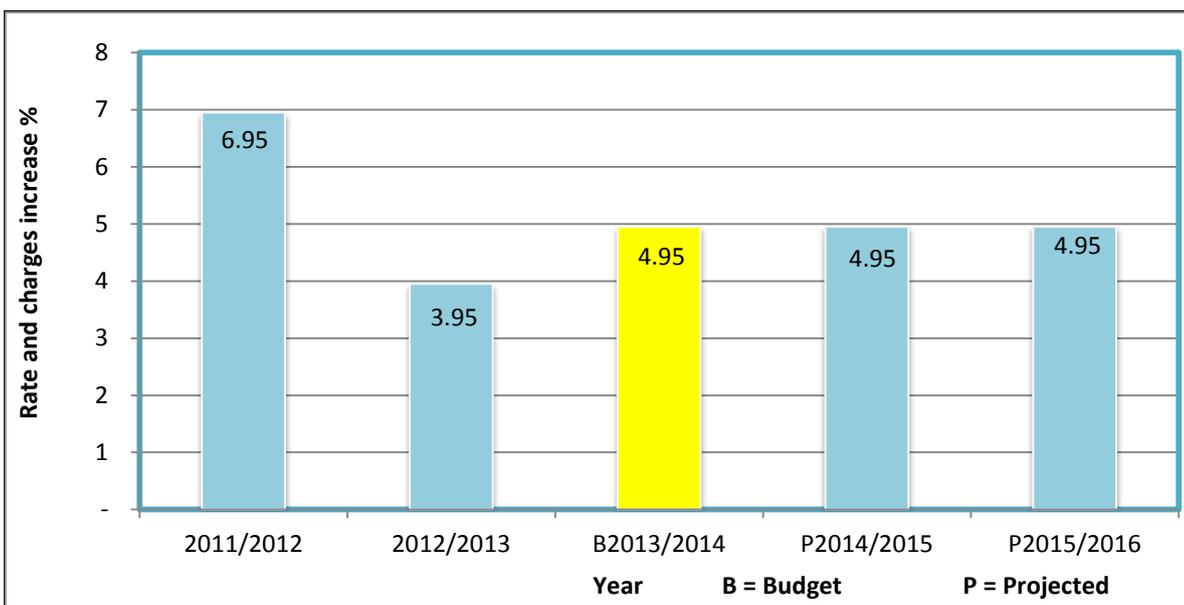
This budget was developed through a rigorous process of review and I endorse it as financially responsible.

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

1. RATES

It is proposed that the declared general rates and charges revenue will increase by 4.95 per cent for the 2013/2014 year, raising total rates of \$60.29 million, including \$0.35 million generated from supplementary rates.

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



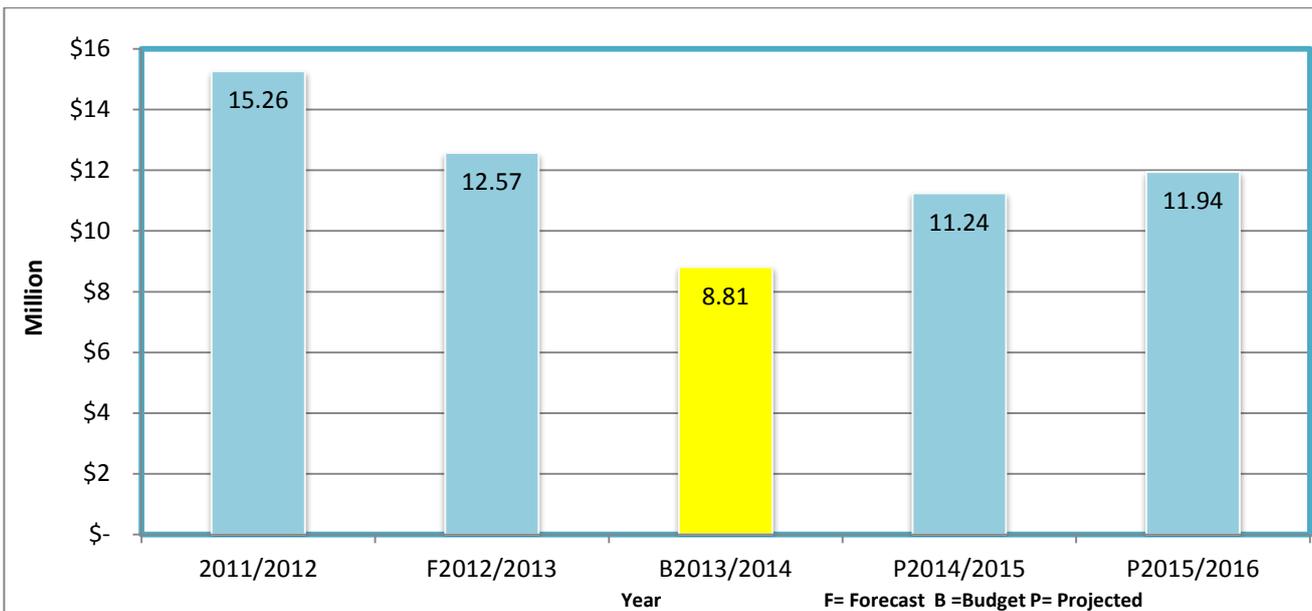
In July 2012, Council approved a process to implement a review of its Rating Strategy through the establishment of an advisory committee representing a cross section of rate-paying stakeholders and two Councillors. Council's Rating Strategy 2013-2017 has been developed with community input via the Rating Strategy Reference Group, public information sessions and public submissions.

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

It is proposed that changes to the rating structure will be implemented over a two year period.

CHIEF EXECUTIVE OFFICER'S SUMMARY

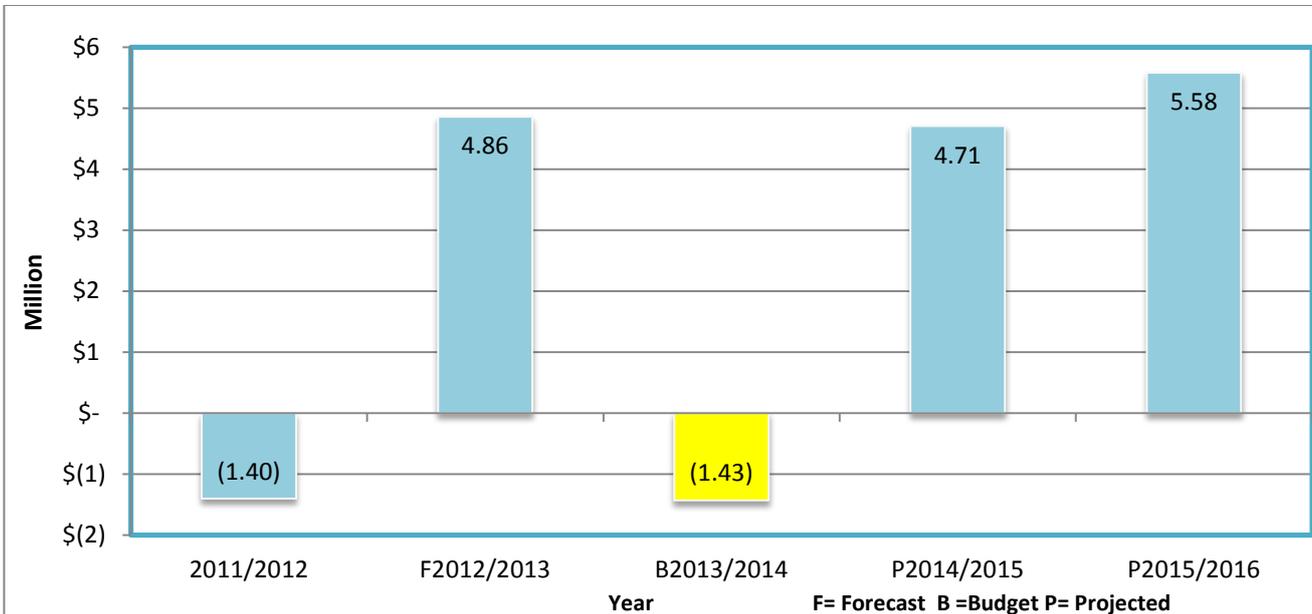
2. OPERATING SURPLUS



The budgeted operating result for the 2013/2014 year is an operating surplus of \$8.81 million, which is a decrease of \$3.76 million from 2012/2013. The decreased operating result in 2013/2014 is largely due to timing of the Victoria Grants Commission allocation, which saw Council receive \$5.52 million or 50 per cent of its annual 2013/2014 allocation earlier than expected in 2012/2013.

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

3. UNDERLYING OPERATING SURPLUS/ (DEFICIT)

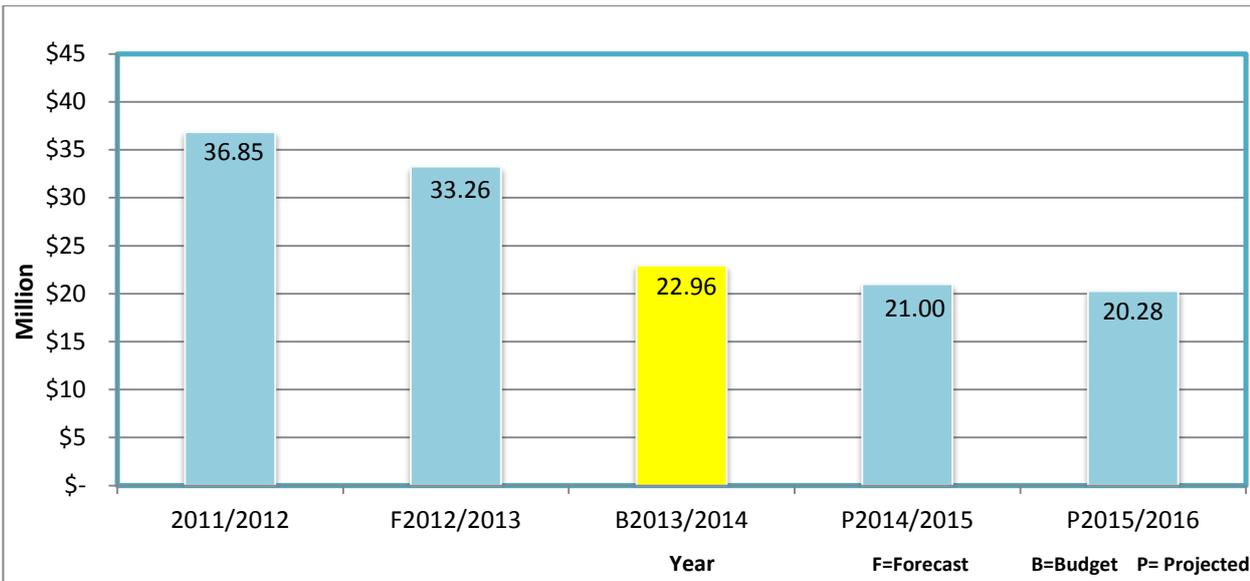


The above graph presents the budgeted operating surplus excluding capital grants and developer contributions. The underlying operating result for 2013/2014 would otherwise have been a positive underlying surplus of \$4.09 million if Council had not received 50 per cent or \$5.52 million of its 2013/2014 Victoria Grants Commission allocation in the 2012/2013 financial year.

The accounting underlying surplus position should not be confused with a cash surplus. The figures include a depreciation component in 2013/2014 of \$18.45 million, which is largely reinvested into the renewal component of the capital budget. The underlying operating surplus reflected can be explained as being the surplus operational funds available to reinvest towards new and upgrade capital projects.

CHIEF EXECUTIVE OFFICER'S SUMMARY

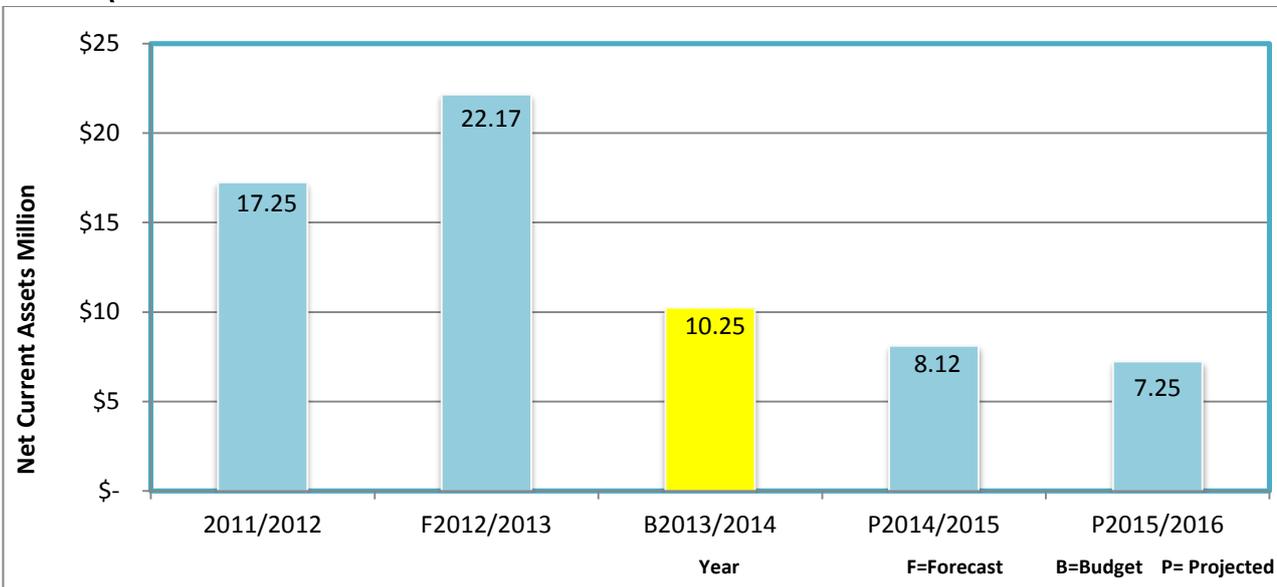
4. CASH AND INVESTMENTS



Cash and investments are budgeted to decrease by \$10.30 million during the year to \$22.96 million as at 30 June 2014. This is due mainly to Victoria Grants Commission and capital grant funding received in advance in the prior year. The reduction in cash and investments is in line with the Council's Strategic Resource Plan.

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

5. LIQUIDITY



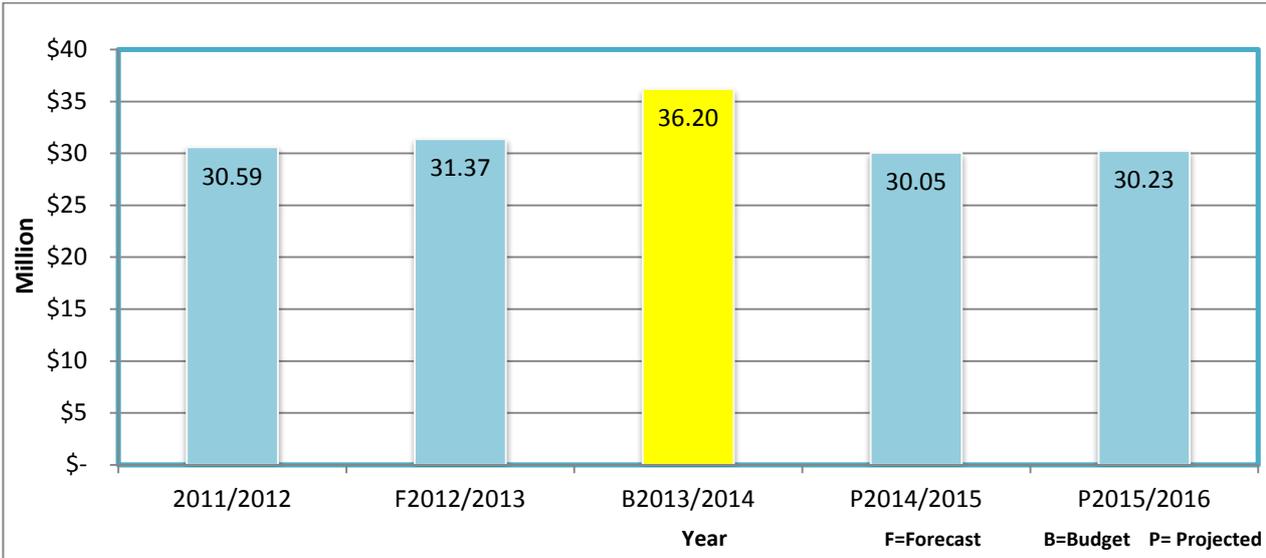
Net current assets (current assets less current liabilities) are budgeted to reduce by \$11.92 million to \$10.25 million as at 30 June 2014. The decrease in net current assets is mainly due to the movement of cash and investments as detailed above.

The financial position is expected to improve with net assets (net worth) to increase by \$8.81 million to \$677.16 million due to the budgeted capital works program being greater than depreciation expense.

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

CHIEF EXECUTIVE OFFICER'S SUMMARY

6. CAPITAL WORKS



The budget capital works program for the 2013/2014 year is \$36.20 million. Of the capital funding required, \$18.44 million will come from Council operations, \$7.06 million from external grants and contributions, \$4.55 million from grants received in advance and the balance, including the re-budgeted component, of \$6.15 million from cash reserves and the sale of assets. The capital works program has been prioritised based on a rigorous review process that has enabled Council to assess need and develop sound business cases for each project.

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

The budget also includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget within a longer term financial framework. These include a Strategic Resource Plan (Part 8), Rating Information (Part 9), Borrowing Strategy (Part 10) and Infrastructure Strategy (Part 11).

GAVIN CATOR
CHIEF EXECUTIVE OFFICER

BUDGET PROCESS

The purpose of the Budget Process section is to explain the steps to be undertaken in order to adopt the budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Finance and Reporting) Regulation 2004 (the Regulations).

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

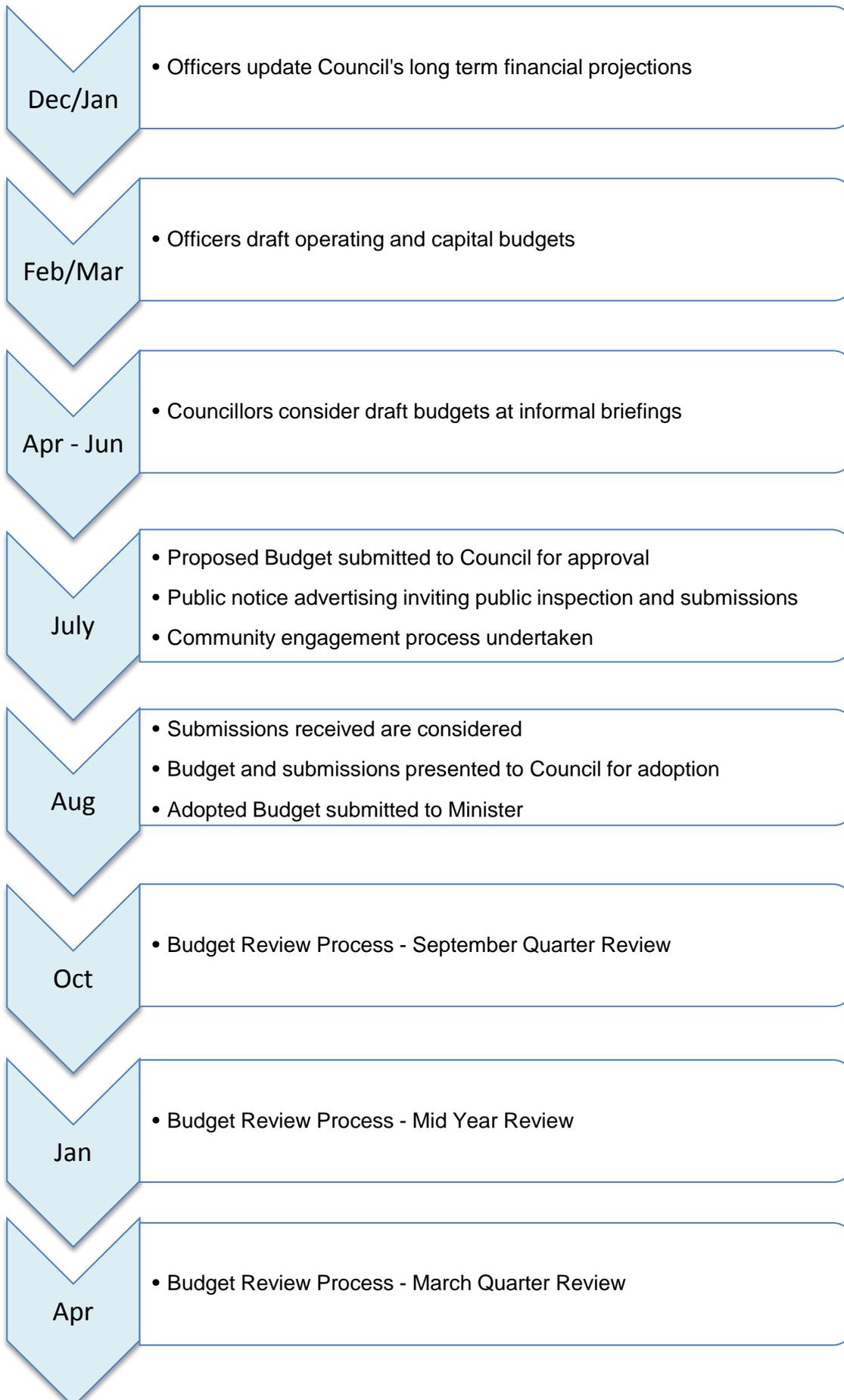
The 2013/2014 budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2014 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with the Accounting Standards. The budget also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. The preparation of the budget, within this longer term context, begins with Officers preparing the operating and capital components of the annual budget during February to May. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during May and June. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in July for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days' notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its website. A person has a right to make a submission on any proposal contained in the budget and any submissions must be considered before adoption of the budget by Council.

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget and a copy submitted to the Minister by 31 August each year.

BUDGET PROCESS

The key dates for the budget process are summarised below:



OVERVIEW

PART 1 – LINKAGE TO THE COUNCIL PLAN

PART 2 - ACTIVITIES

PART 3 – BUDGET INFLUENCES

PART 1:

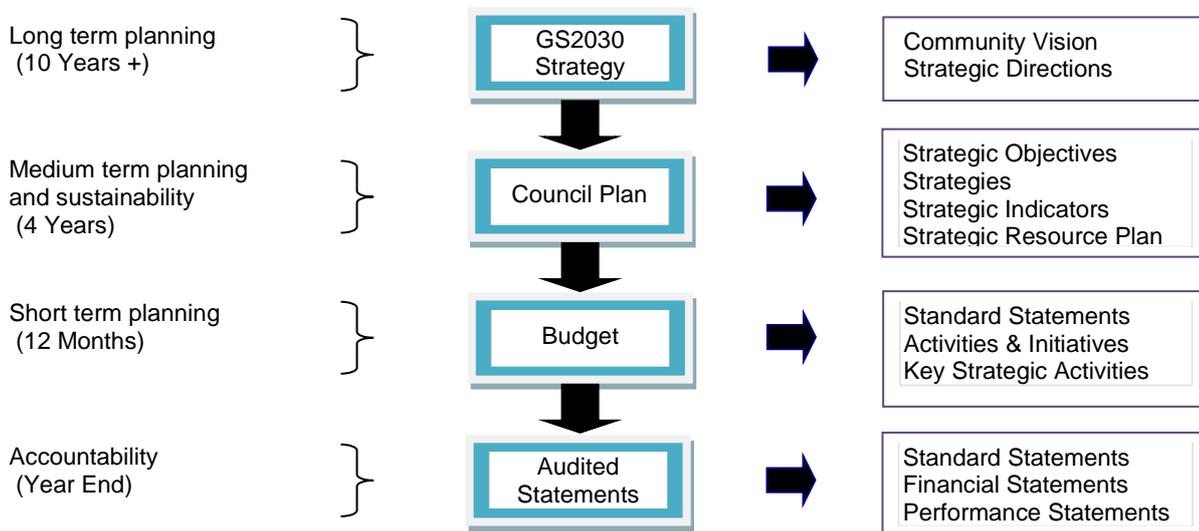
LINKAGE TO THE COUNCIL PLAN

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

1.1 STRATEGIC PLANNING FRAMEWORK

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Budget, which contribute to achieving the strategic objectives specified in the Council Plan.

The diagram below depicts the strategic planning framework of Council.



In addition to the above planning framework, the Council places significant emphasis on integrated Council planning that aims to achieve a whole-of-community approach and sustainable community outcomes. This is achieved by ensuring that the environmental spheres of influence (built/physical, social, economic, and natural) are holistically taken into account through a combination of linkages and partnerships in planning, decision-making, implementation and performance. The annual budget is just one of a series of strategic and corporate plans that comprise Council integrated planning framework as shown in further detail on the following page.

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

PART 1:

LINKAGE TO THE COUNCIL PLAN

Greater Shepparton City Council prides itself on its integrated and rigorous approach to planning, implementation and performance reporting. An integrated approach to planning aims to achieve a whole-of-community approach and sustainable community outcomes. Planning is fundamental to the operations of any Council. It informs Council decision making and functions, with the ultimate goal of working towards meeting the needs, aspirations and expectations of the community.

Planning is undertaken annually by Greater Shepparton City Council to review the Council Plan, develop departmental business plans and prepare individual work plans. This ensures strong alignment between the organisation's strategic direction and the activities carried out within individual departments.



The Council Plan is just one of a series of strategic and corporate plans that comprise Greater Shepparton's planning framework. The Council Plan concentrates on the strategic, rather than the operational level of Council business. The Council Plan is about setting the scene. A comprehensive planning process is undertaken in the development of the four year Council Plan. Key to this is the seeking of input from our community.

PART 1:

LINKAGE TO THE COUNCIL PLAN

1.2 OUR PURPOSE

Our Vision:

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

Our Values:

Value	Description
Leadership	Promote Leadership, by setting an example that encourages others to strive for positive community outcomes.
Integrity	Act with Integrity, honesty, responsibility, transparency and accountability.
Respect	Treat all people with Respect, showing consideration to and appreciation of others including their cultural backgrounds and beliefs and always seek to understand different points of view.
Innovation	Committed to being Innovative, by seeking continuous improvement through the application of new ideas.
Teamwork	Strive to work in an environment that fosters Teamwork, through understanding we all represent and make decisions on behalf of the community of the Greater Shepparton.

PART 1:

LINKAGE TO THE COUNCIL PLAN

1.3 STRATEGIC OBJECTIVES

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

The Greater Shepparton City Council's Key Strategic Objectives are aligned to the Strategic Resource Plan 2013-2023.

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

Strategic Goals

1. Active & Engaged Community (Social)

2. Enhancing the Environment (Natural)

3. Economic Prosperity (Economic)

4. Quality Infrastructure (Build)

5. High Performing Organisation (Leadership & Governance)

PART 2: ACTIVITIES

2.1 AT A GLANCE

BUDGET HIGHLIGHTS

- Rates and Charges increase of 4.95 per cent.
- Implementation of Rating Strategy 2013-2017.
- Introduction of a ten instalment rate payment option.
- Total Operating Revenues \$98 million (excluding Capital).
- Total Operating Expenses \$99 million (excluding Capital).
- 2 per cent increase in operational costs.
- Program Budget prepared.
- Capital Works Program \$36 million.
- Continued commitment to asset renewal.
- Total Capital Revenue \$10 million.
- No new borrowings proposed.
- Introduction of the State Government Fire Services Property Levy.

PART 2:

ACTIVITIES

This section provides a description of the activities and initiatives to be funded in the Budget for the 2013/2014 year and how these will contribute to achieving the strategic objectives specified in the Council Plan set out in Part 1.

2.2 STRATEGIC OBJECTIVE: ACTIVE & ENGAGED COMMUNITY

We will enhance connectedness, physical and mental health and wellbeing, education and participatory opportunities in order to improve liveability and a greater range of community services. The activities and initiatives for each service category are described below:

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Aged Services	Assist our most vulnerable communities, providing support and advocacy and a Home And Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.	3,847 (3,986) (139)
Animal Management/ Local Laws	The Animal Management/Local Laws team carries out regulatory functions governed by several Acts and regulations and various other activities including Dog & Cat registration, Animal Business Registration and Inspections, Stock on road complains and animal Shelter operations.	755 (968) (213)
Arboriculture Services	The delivery of Arboriculture management and maintenance services for all trees on Council managed property.	25 (951) (926)
Building Services	Administration and enforcement of the Building Regulations under Section 212 of the Building Act. To provide an efficient system for issuing Building Permits.	734 (778) (44)
Civic Presentation & Maintenance Services	The delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, and lighting and furniture maintenances services.	0 (587) (587)
Community Strengthening	To bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.	70 (1,310) (1,240)
Access and Inclusion	To work towards ensuring all residents and visitors of greater Shepparton access have to Council facilitates and events, through compliance of legislative requirements at a minimum, striving toward exceeding these requirements.	105 (156) (51)
Early Childhood Education	We provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.	6,387 (6,676) (289)
Emergency Management	Administer the Municipal Emergency Management Plan, including community recovery.	146 (231) (85)
Environmental Health	The Environmental Health team carries out Regulatory functions governed by several Acts and Regulations and various Health Promotion activities.	390 (1,201) (811)
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 and reduce economic leakage by presenting a range of diverse events to engage local audiences.	271 (1,726) (1,455)

PART 2:
ACTIVITIES

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Horticulture Services	The delivery of horticultural maintenance services to parks, public open spaces, childcare centres and cemeteries.	212 (1,949) (1,737)
Healthy Communities Programs	Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing the overall Health and Well-Being of the Greater Shepparton community.	137 (503) (366)
Indoor Sports	Operation and maintenance of the Shepparton Sports Stadium, Tatura Community Activity Centre and the lease of the Mooroopna Sports Stadium.	197 (338) (141)
Landscaping and Native Open Spaces	The delivery of horticultural maintenance to native open spaces areas, water bodies, wetlands and road side reserves. Includes provision of a landscaping and irrigation system maintenance services.	0 (1,210) (1,210)
Library Services	Greater Shepparton City Council is a member of the Goulburn Valley Regional Library Corporation (GVRLC) which delivers a range of library and other services including outreach programs. GVRLC is a separate Corporation and it is contracted to provide library services within the Greater Shepparton City, Moira Shire & Strathbogie Shire.	25 (1,586) (1,561)
Maternal and Child Health	To deliver the State government Key Ages and Stages schedule of developmental checks for children from birth until school entry. To provide support and education to parents in the early years of their children's lives.	616 (1,471) (855)
Neighbourhood/Community Houses	Provide annual funding by agreement to five Neighbourhood Houses and Learning Centres in order to enhance the social and economic development of communities within Greater Shepparton.	0 (87) (87)
Neighbourhood Management	To lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.	41 (581) (540)
Performing Arts and Conventions	To encourage participation and enjoyment of the Performing Arts in the community both at Riverlinks Venues (Westside PAC and Eastbank PAC) and in small towns and to maximise the usage of the Council owned and operated Eastbank Performing Arts & Convention Centre.	869 (1,756) (887)
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	367 (2,139) (1,773)
Recreation Services	The delivery of administration, project management and strategic planning support services to the Recreation and Parks Department.	170 (1,848) (1,678)
Active Living Management and Coordination	Daily operations of Aquamoves, Season Pools outdoor pools, Indoor Sports Stadiums, SPC Ardmona KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs.	0 (415) (415)
Rural Outdoor Pools	Provision of seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee managed Murchison swimming pool.	53 (335) (282)
Shepparton Art Museum (SAM)	As the holder of one of Australia's most significant ceramic collections along with an extensive painting and works on paper store, the Shepparton Art Museum (SAM) houses, conserves, researches, communicates and exhibits for the purposes of study, education and enjoyment, the permanent collection of the museum and temporary exhibitions on behalf of the community.	290 (923) (633)

**PART 2:
ACTIVITIES**

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Sports Facilities and Premier Places	The delivery of horticultural maintenance services to sports fields and premier places. This includes specialist turf management and gardening for high profile sports venues and public open spaces such as Deakin Reserve, Shepparton Sports Precinct, Victoria Park Lake and town entries.	0 (1,080) (1,080)
Youth Services	To work with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised.	36 (295) (259)
Regional Aquatic Centre	Operation and management of Greater Shepparton's regional aquatic center and gym Aquamoves.	2,841 (3,091) (250)

Net cost to Council (\$19,593)

PART 2: ACTIVITIES

2.3 STRATEGIC OBJECTIVE: ENHANCING THE ENVIRONMENT

We will conserve and enhance significant natural, environmental and cultural heritage. The activities and initiatives for each service category are described below:

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Environmental Management	The Council's Sustainability and Environment Department has the role of facilitating sustainable environmental growth and development within Greater Shepparton.	246 (1,217) (971)
Kerbside Collections	To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household food, packing and personal waste.	7,460 (4,757) 2,703
Landfill	The landfill assists with the maintenance of a healthy community and clean environment by providing a safe facility for the permanent disposal of household and commercial waste.	5,009 (2,118) 2,891
Litter Bins	This service provides a convenient system for away from home waste disposal by residents and visitors.	0 (329) (329)
Transfer Station	To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household and commercial waste.	639 (1,204) (565)
Waste Management Administration	The waste department manages the Councils waste services and facilities including landfills, transfer stations, kerbside services and litter bins.	55 (497) (442)
Net surplus to Council		\$3,287

PART 2: ACTIVITIES

2.4 STRATEGIC OBJECTIVE: ECONOMIC PROSPERITY

We will promote economic growth, business development and diversification, with a focus on strengthening the agricultural industry. The activities and initiatives for each service category are described below:

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Business and Industry Development	To identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.	165 (1,289) (1,124)
Business Centre	Greater Shepparton City Council promotes the growth of Business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services.	196 (256) (60)
Shepparton Regional Saleyards	A state-of-the-art selling facility with an emphasis on providing a pleasant environment for clients, agents, staff and stock.	1,376 (1,001) 375
Shepparton Show Me	Shepparton Show Me is a comprehensive marketing program with the objective of enticing people to come to Shepparton, utilise the city's services, attend an event or festival, dine, stay overnight and shop at local businesses.	0 (646) (646)
SPC Ardmona KidsTown	Greater Shepparton's Regional Adventure Playground (including the Connection) - provides both an important facility for local residents as well as being a key contributor to regional tourism.	441 (611) (170)
Tourism	The purpose of the Tourism Program is to promote Greater Shepparton as a vibrant destination and maximise visitation to the region, and increase length of stay through the development of sustainable attractions and experiences.	47 (693) (646)

Net cost to Council (\$2,271)

PART 2: ACTIVITIES

2.5 STRATEGIC OBJECTIVE: QUALITY INFRASTRUCTURE

We are committed to facilitating growth in a consolidated and sustainable development framework and will strive to provide urban and rural infrastructure to enhance the performance of the municipality. The activities and initiatives for each service category are described below:

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Aerodrome	The Shepparton Aerodrome provides a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.	77 (100) (23)
Building Works	To undertake the maintenance of Council owned and controlled buildings to support service delivery to citizens, to community groups and organisations, and ensure safety of staff and users through full compliance with building code regulations.	0 (1,359) (1,359)
Concrete Works	The delivery of maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.	5 (746) (741)
Development Section	This business unit works closely with developers and others to facilitate land use and development across the municipality through the planning permit process. The Development Section also undertakes technical reviews of development proposals which are guided by the standards and procedures set out in Council's Infrastructure Design Manual.	196 (1,246) (1,050)
Drainage Works	To undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.	0 (373) (373)
Parking Enforcement	The Parking Enforcement team carries out regulatory functions governed by several Acts and regulations and various other activities including Parking enforcement, Collection of Money from parking meters and ticket machines, school crossing supervision at 23 locations.	2,028 (1,198) 830
Plant and Fleet	To manage the Council's plant and fleet to meet current and future needs in a cost efficient and effective manner.	5,105 (2,626) 2,479
Project Management Office	The purpose of this recently created business unit, known as the Project Management Office, is to coordinate the timely delivery of the council's capital budget program.	0 (1,470) (1,470)
Roads Works	To undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.	1,780 (3,344) (1,564)
Signs and Road Furniture	To undertake maintenance and renewal of road signage and roadside furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.	0 (1,092) (1,092)

**PART 2:
ACTIVITIES**

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Strategic Assets	To facilitate asset management planning through the provision of accurate, timely and meaningful asset information to enable the effective management of infrastructure based on condition to support the delivery of services to the community.	517 (1,277) (760)
Traffic Section	The Traffic Section manages traffic, parking, road safety and related infrastructure design across the council's road network.	0 (203) (203)
Works Services	To provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up some miscellaneous but essential services, where there is no logical fit within other programs.	15 (2,510) (2,495)

Net cost to Council (\$7,821)

In addition to the above details of initiatives the Council will also aim to deliver \$36.20 million of capital works across the municipality. Highlights are shown on pages 23-26.

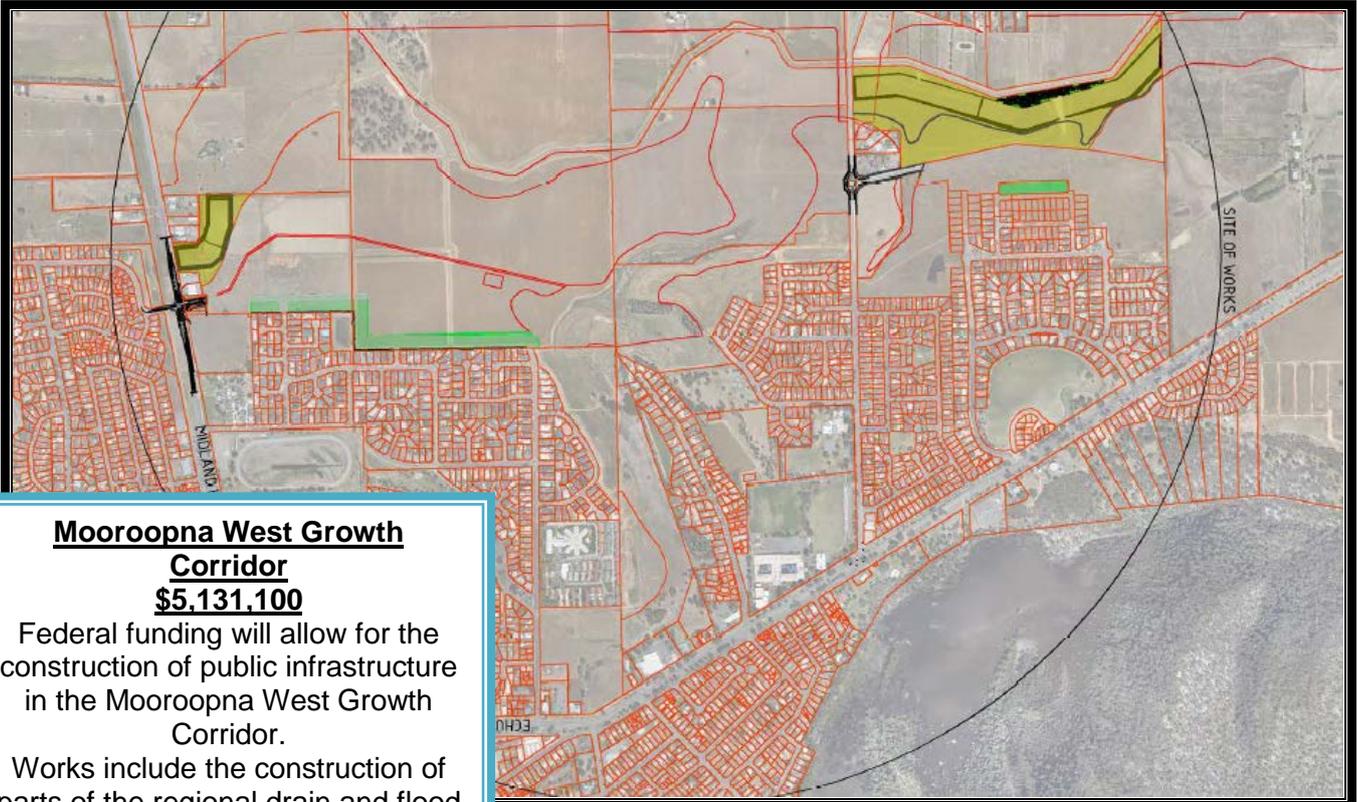
PART 2: ACTIVITIES

2.6 STRATEGIC OBJECTIVE: HIGH PERFORMING ORGANISATION

We will deliver best practice management, governance, administrative and financial systems that support the delivery of Council programs to the community of Greater Shepparton. The activities and initiatives for each service category are described below:

Activity	Description	Revenue (Expenditure) Net Cost \$'000
Office of the CEO	The purpose of the Office of the Chief Executive Officer (CEO) is to provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all staff to enable them to achieve or exceed community expectations.	0 (1,220) (1,220)
Business Services Management	To provide quality financial and general management leadership to Council and the community.	0 (272) (272)
Citizens Services	Citizen Services strives to support Council's vision through ensuring that our citizen's enquiries and issues are acknowledged, understood and where possible, resolved at the first point of contact.	0 (774) (774)
Community Management	Appropriately administer the Greater Shepparton City Council Community directorate.	0 (313) (313)
Corporate Strategic Planning	Greater Shepparton City Council has an integrated planning framework that aligns strategic, corporate and operational plans to achieve sustainable outcomes and improvements for the municipality and our people.	0 (482) (482)
Councillor Management and Support	Provides the support mechanisms that enable Councillors to operate within the relevant legislation and to provide Council a framework to enable setting the strategic direction for Council.	0 (312) (312)
Human Resources	The recruitment, development and retention of our staff is essential in successfully servicing the Greater Shepparton municipality and effectively managing the organisation.	10 (2,815) (2,805)
Infrastructure Management	To provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance and capital works. Provide leadership and oversight of the Works, Recreation and Parks and Project departments.	0 (341) (341)
Financial Services	To maintain accountability for all financial transactions of the Council, to develop the annual budget and quarterly budget reviews, to implement and monitor internal control procedures, to maintain efficient financial accounting systems and records and to produce the statutory annual accounts.	5,537 (2,994) 2,543
Information Management	The records management unit creates, receives and maintains records which document the functions, activities and transactions carried out within Council.	0 (607) (607)
Information Services	The Information Services Business Unit maintains, develops and implements council's hardware and software	1 (2,505) (2,504)

PART 2: ACTIVITIES



Mooroopna West Growth Corridor **\$5,131,100**

Federal funding will allow for the construction of public infrastructure in the Mooroopna West Growth Corridor.

Works include the construction of parts of the regional drain and flood mitigation works adjacent to the proposed development, intersection and road works, shared path networks and the installation of a playground within a regional park.

Vaughan Street Construction **\$2,517,939**

Upgrade of Vaughan St between Corio and Maude Streets which includes:

- Streetscape, landscaping, lighting
- Safer pedestrian movements
- Parallel car parking
- Undergrounding of power lines
- Accessible taxi rank
- Additional accessible parking



**PART 2:
ACTIVITIES**



**Aquamoves Utility
Management Upgrades
\$650,000**

The introduction of a range of energy management systems reducing energy use at Aquamoves resulting in more efficient utility consumption and a reduction in CO2 emissions of up to 800 tonnes per annum and reduction in cost of utilities by up to \$70,000 per annum.

**Building Renewals
\$1,396,000**

Renewal works on 477 buildings in the municipality owned by Council. This includes works on the Shepparton Senior Citizens Centre which will include new toilets, a kitchen upgrade, fresh paint and new floor coverings.

**Shepparton Sporting Precinct
Redevelopment
\$2,300,000**

Works continue at the Community Football Complex this year. Successful government funding will help to deliver completed playing surfaces, goal installations, spectator and player shelters, change rooms and toilet facilities.

**Street Lighting Upgrade
\$1,103,974**

The 'Watts Working Better' street lighting project will see the replacement of 80 watt mercury vapour street lights throughout Greater Shepparton with more energy efficient fluorescent and compact fluorescent lamps. The new lamps will provide a better light for longer periods and will use less energy. This will result in fewer costs for Council and reduced greenhouse gas emissions. The project is being managed by the Goulburn Broken Greenhouse Alliance representing nine Councils within the region and is dependent on Federal Government financial assistance awarded through the Community Energy Efficiency Program.



PART 2: ACTIVITIES



Local road reconstructions \$4,466,428

Road reconstruction projects across the municipality which contribute towards asset renewal targets. Significant works include Verney Road (Refer p263 renewal listing).

Road Asset Preservation \$3,427,322

Renewing our assets in the areas of sealed and unsealed roads, kerb and channel and footpaths. Significant works include McEwen Road and Ford Road (Refer p263 renewal listing).



Roads to Recovery \$1,390,790

A Federal Government initiative to deliver road works in addition to the Council's road works program. Significant works include Raftery Road and Toolamba –Rushworth Road (Refer p263 renewal listing).

**PART 2:
ACTIVITIES**



Plant Renewal
\$2,542,050
This allocation ensures plant items are current and their service value maintained. A \$630,000 allocation has been made to purchase a new Waste Compactor for use at the Cosgrove Landfill.

Information Technology Renewal
\$611,000
Major renewal of network switching, microwave links and disaster recovery blade server replacement.

Cosgrove Landfill
\$2,078,600
Works at the Cosgrove Landfill site cover a number of things including the purchase of a new landfill site at Cosgrove which is expected to last for at least 25 years – \$1.85 million.



PART 3:

BUDGET INFLUENCES

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

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

OUR COMPETITIVE ADVANTAGE

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

Along with our location, Greater Shepparton's critical mass of population and significant infrastructure provides the base of many key competitive advantages:

- An established manufacturing sector, with multinational companies such as SPC Ardmona,
- Tatura Milk, Campbell's and Unilever calling Greater Shepparton home
- Extensive road transport industry with Shepparton often being referred to as the transport hub of regional Victoria
- Thriving food production industry where 25% of the total value of Victoria's agricultural production occurs in Greater Shepparton which contributes \$900 million in production annually and \$1.53 billion in exports
- Affordable residential and commercial real estate
- Access to a high standard of telecommunications and IT infrastructure
- Excellent health, leisure and Arts facilities
- Excellent range of health services
- Education facilities that encourage career advancement, trade qualifications and meet ongoing cultural demand.
- Recognition as regional Victoria's sporting capital, hosting many regional, state, national and international major sporting events

The mild climate and high level of activity coupled with a diverse culture makes Greater Shepparton an exciting place to be.

OUR LOCATION

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

The Goulburn River forms the backbone and lifeblood of the region, winding its way through beautiful countryside, native forests and fertile farmlands, bringing life to the rich agricultural landscape which has made the area renowned as Australia's Food Bowl. This vibrant and dynamic region is the heart and soul of Australia's fruit and dairy processing.

PART 3:

BUDGET INFLUENCES

OUR PEOPLE

As a growing regional centre with a vibrant cultural mix, the Greater Shepparton community comprises almost 61,740 residents living within 60+ localities.

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

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

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

Socially we connect through friendships, gatherings, events and celebrations. Local strengths include high levels of citizen participation, embracing a strong volunteering ethos, participation in community events the arts and organised sport, with a high level of community ownership and pride. Greater Shepparton hosts an abundance of community leaders, where the community is committed to seeking local solutions to local issues. Like most Victorian regions, people in Greater Shepparton are highly engaged in their community, with nearly one in five involved in volunteer work.

The community are also active in engaging with their local issues, responding well to local government community consultations such as the Council Plan process, and participating in large numbers in local politics, with 26 candidates at the last election.

CELEBRATING DIVERSITY

Our point of difference and strength is the diversity of our people. We come from different places around the world bringing with us many languages, faiths and cultures. We live together in harmony, respecting the past and each other's identity.

It's our diversity that brings Greater Shepparton to life.

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

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

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

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

PART 3:

BUDGET INFLUENCES

LIVEABILITY

Greater Shepparton is a vibrant and progressive community that offers the best of both provincial and metropolitan lifestyles. With its central location being a major strength, Greater Shepparton is the ideal regional location to live, work, invest and visit.

The municipality boasts affordable real estate; business opportunities and diversified farming practices and residents enjoy a wide range of entertainment and leisure options, including many coffee shops and restaurants.

Scenic open places, shared pathways and our meandering river system add to the beauty and surrounds, to encourage social connection and improved lifestyle behaviours.

Food malls, with an abundance of cafes and restaurants provide plenty of choice for residents and visitors. Greater Shepparton's history of migration has evolved our large selection of local cuisine, whether it's Turkish, Japanese, Indian, Thai, Lebanese, Chinese, Italian or a bistro meal, you can find it all in Shepparton's Central Business District (CBD) and the surrounding townships.

Local wineries and ample farm-gate suppliers provide an added gourmet touch to celebrate and promote the region's repertoire.

Greater Shepparton is a retail hotspot for regional Victoria, constantly attracting new brands, and there is an abundance of events and leisure activities available to the community.

CULTURALLY ALIVE

Greater Shepparton has, over the past decade or so, developed a very strong sense of self, and that confidence is reflected in its commitment to art and culture.

The arts scene is thriving with regular travelling performances exhibitions and artists visiting the region. Riverlinks programs touring and community performances in the Eastbank, Westside Performing Arts Centres and into smaller towns. Shepparton is the home of the Bangerang Cultural Centre and Kaelia Gallery both of which are meeting places for Indigenous artists.

The Shepparton Art Museum (SAM) houses a fine collection of colonial and contemporary paintings plus one of Australia's leading ceramics collections and regularly hosts significant and acclaimed exhibitions such as the recent Sam Jinks and Golden Age exhibitions. In 2012, SAM was awarded Best Small Museum in Victoria, and recently reopened following a major redevelopment.

Greater Shepparton's Moooving art and flying bird sculptures brighten streets and major buildings.

The SheppARTon Festival has gained recognition as a smorgasbord of cultural and artistic experiences with people coming from far and wide to indulge in the many activities on offer throughout the festival.

PART 3:

BUDGET INFLUENCES

OUR ECONOMY

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

Local entrepreneurs and small businesses are the backbone of our communities equating to 32.2% of the business sector. We will continue to support them to prosper and grow, thus retaining local knowledge, building skills and employment in the region.

Tourism and events represents another important sector for Greater Shepparton. In 2012 it is estimated that 920,000* people visited and contributed to the economy of the municipality.

Source: National Visitor Survey, Tourism Research Australia

In terms of employment, people within Greater Shepparton are primarily employed in the following sectors:

- Health Care and Social Assistance (3,775 people or 14.2%)
- Retail Trade (3,381 people or 12.7%)
- Manufacturing (3,311 people or 12.4%)

In combination these three industries employed 10,467 people in total or 39.3% of the employed resident population.

The unemployment rate for Greater Shepparton is above the state average and is currently at 8.4%.

Source: ABS, Census of Population and Housing, 2011 and 2006 DEEWR, Small Area Labour Markets, September Quarter 2012 2013 – 2017 Council Plan – Greater Shepparton City Council

EDUCATION

Greater Shepparton is home to a number of educational facilities including 14 day care facilities, 13 kindergartens, 26 primary schools, 6 secondary colleges (including Catholic and Grammar schools) and 3 tertiary institutions. Several smaller country schools are located just outside of Shepparton (5 to 15 minutes' drive). In addition to excellent public schools, private and catholic education is also available.

Compared to Regional Victoria, there is a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications), and a higher proportion of people with no formal qualifications residing in Greater Shepparton. Overall, 35.4% of the Greater Shepparton population aged 15 and over hold educational qualifications, while 52.5% of the local population have no formal qualifications.

Overall, 40.6% of the population left school at Year 10 or below, while 32.9% have gone on to complete Year 12 or equivalent, compared with 39.0% and 35.6% respectively for Regional Victoria.

Source: ABS, Census of Population and Housing, 2011 and 2006, DEEWR, Small Area Labour Markets, September Quarter 2012

PART 3:

BUDGET INFLUENCES

HEALTH

The Public Health and Wellbeing Act 2008 requires Councils to prepare a Municipal Public Health and Wellbeing Plan within 12 months of each general election of the Council.

Greater Shepparton City Council under the Local Government Act partners with community and agencies undertaking public health initiatives in an effort to prevent disease, illness, injury, disability and premature death. The Greater Shepparton Health Status Report was developed in 2012, which details a thorough examination of local demographics, health and wellbeing indicators, health trends, identification of future needs and considerations of what makes greater Shepparton unique (<http://www.greatershepparton.com.au/residents/communitystrengthening/publichealth/healthplan20092013/>). The Status Report will guide future health and wellbeing planning and has considered individual's access to the social determinants of health:

Key strength areas were identified as:

- High participation in immunisation programs
- Celebration of our cultural diversity to encourage social inclusion opportunities and civic participation
- Majority of residents work within own Municipality

Key challenges recommended as a focus area in collaboration were identified as:

- Minimise alcohol and drug use
- Improve streetscape appeal to encourage physical activity and community access
- Consider healthy eating alternatives and remain mindful of obesity rates and related illnesses or chronic disease
- Advocate for sustainable employment opportunities to encourage education advancement and future employment choices.

Local challenges are linked to interventions identified in the Victorian Public Health and Wellbeing Plan 2001-2015 produced by the Department of Health in September 2011.

Council in partnership with the Greater Shepparton Health and Wellbeing Advisory Committee will develop a detailed twelve month Local Municipal Public Health and Wellbeing Action Plan. The Action Plan will detail initiatives that are both measurable and achievable while considering local evidence, health gaps and future needs to maximise health outcomes. The Action Plan will identify a Lead Agency and partnering organisations responsible for the delivery of each objective. An annual review of the Action Plan and regular reporting will monitor achievement and maintain commitment to delivery of the initiatives. The purpose of the Advisory Committee is to guide strategic direction for health and wellbeing matters for greater Shepparton in partnership, support the delivery of projects and initiatives to encourage health prevention strategies and identify emerging health and wellbeing issues. The Committees membership comprises key local health related professionals including; Department of Health, Department of Human Services, Family Care, Goulburn Valley Health, Goulburn Valley Medicare Local, Goulburn Valley Primary Care Partnership, Primary Care Connect, Rumbalara Aboriginal Cooperative, University of Melbourne, and the University of Melbourne for Excellence in Rural Sexual Health.

This Council Plan provides the strategic direction for Council's integrated approach including public health and wellbeing matters.

Greater Shepparton has access to quality health and medical facilities which offer a comprehensive range of services. These include two hospitals, retirement accommodation and nursing facilities.

The city offers specialist and diagnostic services, oncology, family counselling and youth services to meet increasing demand.

PART 3:

BUDGET INFLUENCES

Shepparton is home to the University of Melbourne's Faculty of Medicine, Dentistry and Health Sciences and the Shepparton Medical Clinic. The Clinical School provides clinical rotations and education for the final three years of the Doctor of Medicine degree.

ENVIRONMENT

Greater Shepparton City Council strongly supports the location of a large scale solar power plan in Shepparton and has undertaken extensive research and analysis to establish capacity to host such a facility. The Greater Shepparton region has a demonstrated affinity with the advancement of solar energy and is committed to providing developers with the assistance required to identify a preferred site.

The Resource Recovery Precinct accommodates a range of commercial businesses that locally process liquid and solid wastes, converting them to valuable recycled products. At the 2010 Virgin Blue Business Awards the Precinct won *Best Specific Environmental Initiative* at the United Nations Association of Australia World Environment Day Awards.

Environmental sustainability is important to the Greater Shepparton community as demonstrated by a number of initiatives such as RiverConnect, the Crouching Emu Revegetation Project, Dookie Biolinks Project and the creation of the Goulburn Broken Greenhouse Alliance.

PART 3:

BUDGET INFLUENCES

3.2 EXTERNAL INFLUENCES

In preparing the 2013/2014 Budget, a number of external influences have been taken into consideration, as they impact significantly on the services delivered by the Council in the budget period. These include:

- Consumer Price Index (CPI) of 2.5 per cent per annum (as at March 2013)
- MAV Local Government cost index of 3.9 per cent per annum for 2012/2013
- Average growth within Greater Shepparton of one per cent per annum which impacts the demand on Council services, infrastructure and Council costs associated with residential developments.
- State and Federal grants decreasing in real terms as the current trend of grants being indexed to CPI or less continues. This means that each year government grants are not keeping pace with the cost to Council of delivering services.
- Increase of 10 per cent (or \$4.84 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs of \$133,560. The municipal levy has increased from \$7 per tonne in 2008/2009 to \$26.60 per tonne in 2013/2014 (380 per cent increase in 5 years). The industrial levy has increased from \$13 per tonne in 2008/2009 to \$46.60 per tonne in 2013/2014 (358 per cent increase in 5 years).
- Fuel and associated products pricing expected to remain high based on worldwide demand
- Prevailing economic conditions faced across the community
 - Impact of flood and storm events in 2010, 2011 and 2012
 - Impacts felt by Greater Shepparton from the prolonged period of the high Australian Dollar
- Increases in utility costs. The 2013/2014 Budget allows for a 12 per cent increase in utility costs from the 2012/2013 adopted budget. The 2012/2013 Budget provided for an increase of 15 per cent.
- Potential additional employer contributions to the defined benefit superannuation scheme. An amount of \$350,000 will be set aside each year for the purpose of offsetting future calls should they occur.
- Full year of costs associated with Federal and State Government changes to provision of Childcare services. While changes were implemented during the 2012/2013 financial year, the full year impacts have been recognised in the 2013/2014 Budget.
- From 1 July 2013 the Superannuation Guarantee will increase from 9 per cent to 9.25 per cent progressively rising to 12 per cent by July 2019.
- Amendments to the Local Government Act 1989 specifying that penalty interest for rates may only be calculated from the day when each quarterly installment was due, irrespective of whether or not a lump sum option is available. It is estimated that this will result in the loss of annual penalty interest revenue of \$250,000.
- From 1 July 2013, the Victorian Government will replace the existing insurance-based Fire Services levy with a property-based levy. This is an additional charge that will be collected by Council and immediately passed on to the Victorian Government. The levy will be payable by all rateable and non-rateable property owners and will comprise of a fixed charge as well as a variable component. The variable cost is calculated, depending on the type of property, as a percentage of the capital improved value of the property. The Victorian Government has committed to Council \$37,000 in 2012-2013 and \$82,000 in 2013/2014 for the implementation costs associated with the Fire Services Property Levy.
- Fees collected by Council on behalf of the State Government include:
 - EPA levy \$1.44 million
 - Fire Services Property Levy \$3.90 million
 - Dog and Cat registrations \$41,000

Council also collects other fees of behalf of the State including Building Permit Levy's and some Aged Services.

PART 3:

BUDGET INFLUENCES

3.3 INTERNAL INFLUENCES

As well as external influences, there are a number of internal influences which have a significant impact on the preparation of the 2013/2014 Budget. These matters have arisen from events occurring in the 2012/2013 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2013/2014 year. These matters and their financial impact are set out below:

- The Council's Strategic Resource Plan provides strategic direction on financial sustainability and guides the development of the 2013/2014 Budget. This will assist Council to maintain a low risk financial sustainability rating as assessed by the Victorian Auditor General.
- 4.95 per cent rates and charges increase on the existing capital improved value of properties to fund services and infrastructure.
- As included in the Council's Strategic Resource Plan, discretionary user fees and charges collected are projected to increase by 3.5 per cent annually, which includes inflation of 2.5 per cent and growth of 1 per cent.
- Increases in employee benefits (in line with Council's Enterprise Bargaining increase of 4 per cent from 1 July 2013, banding level increments and additional staff resources to meet growth and demand)
- A project management methodology being implemented as part of the governance, planning, management and delivery of capital projects.
- The estimated average annual infrastructure renewal required is over \$23 million per year, which is \$6 million greater than the budgeted 2013/2014 renewal funding of \$16.8 million.

3.4 BUDGET PRINCIPLES

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

- A zero based budget approach
- Existing fees and charges to be reviewed in line with commercial business principles (unless set by legislation)
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Aim to use less resources with an emphasis on innovation and efficiency
- New staff proposals to be justified through a documented business case
- New initiatives or projects which are not cost neutral to be justified through a documented business case
- Real savings in expenditure and increases in revenue identified in 2012/2013 to be preserved
- Operating revenues and expenses arising from completed 2012/2013 capital projects to be included
- Maintain Council's approach to continuous improvement in an effort to provide value for money and ensure realisation of productivity and effectiveness gains.

BUDGET ANALYSIS

PART 4 – ANALYSIS OF OPERATING BUDGET

PART 5 – ANALYSIS OF BUDGETED CASH POSITION

PART 6 – ANALYSIS OF CAPITAL BUDGET

PART 7 – ANALYSIS OF BUDGETED FINANCIAL POSITION

PART 4:

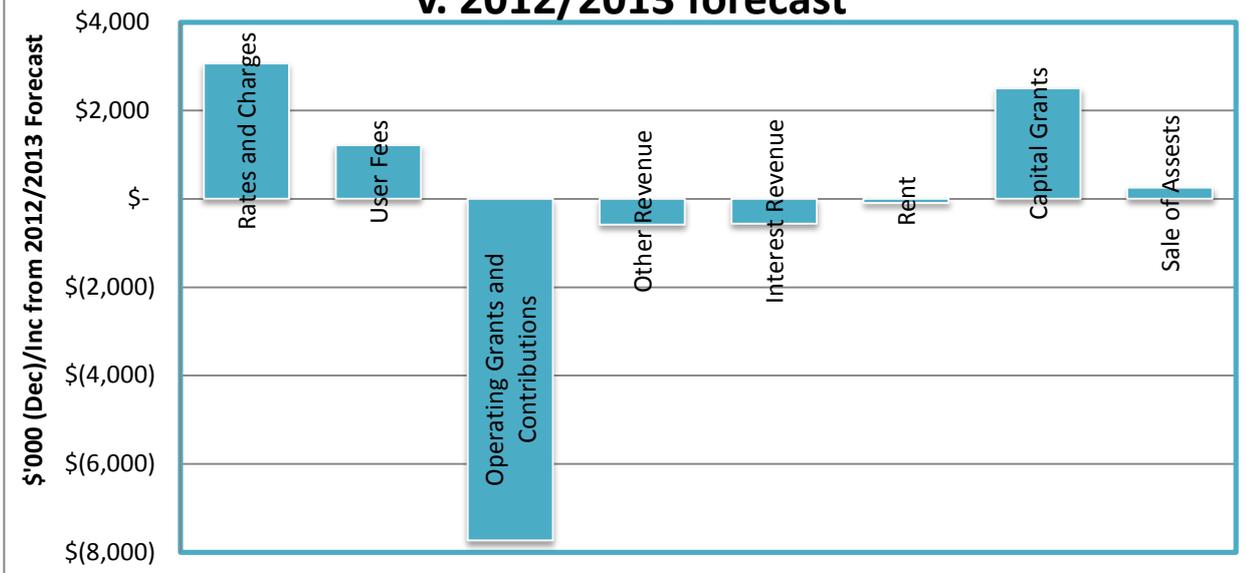
ANALYSIS OF OPERATING BUDGET

This section analyses the expected revenues and expenses of the Council for the 2013/2014 year.

4.1 OPERATING REVENUES

Revenue Type	Ref	2012/2013	2013/2014		Variance %
		Forecast Actual \$'000	Budget \$'000	Variance \$'000	
Rates and Charges	4.1.1	56,875	59,939	3,064	5%
Supplementary Valuations		390	350	(40)	(10%)
User Fees	4.1.2	14,170	15,387	1,217	9%
Operating Grants and Contributions	4.1.3	22,899	15,162	(7,737)	(34%)
Other Revenue	4.1.4	3,134	2,550	(584)	(19%)
Statutory Fees and Fines	4.1.5	2,406	2,370	(36)	(2%)
Interest Revenue	4.1.6	1,706	1,144	(562)	(33%)
Rent	4.1.7	723	628	(95)	(13%)
Operating Revenue		102,303	97,530	(4,773)	(5%)
Capital Grants and Contributions	4.1.8	4,552	7,057	2,505	33%
Non-Cash Contributions		3,000	3,000	0	0%
Proceeds on Sale of Assets	4.1.9	449	703	254	57%
Total Operating Revenue		110,304	108,290	(2,014)	(2%)

Operating Revenue 2013/2014 budget variance's v. 2012/2013 forecast



PART 4:

ANALYSIS OF OPERATING BUDGET

4.1.1 RATES AND CHARGES (\$3.06 MILLION OR 5% INCREASE)

The proposed increase of 4.95 per cent is on total declared rates and charges. As part of the development of Council's Rating Strategy 2013-2017 Council has considered what is an equitable level of contribution required for each property category (i.e. farm, residential, commercial, and industrial). The impact of this consideration may result in variations in rates increases for each of the property categories.

When referring to total rates and charges, it incorporates general rates, municipal charge and waste services charges.

Description	Total Forecast 2012/2013 \$'000	Total Declared 2013/2014 \$'000	Change \$'000	Change %
General Rates	43,664	45,949	2,285	5%
Municipal Charges	6,131	6,530	399	7%
Waste Service Charges	7,080	7,460	380	5%
Total Rates and Charges Revenue	56,875	59,939	3,064	5%
Supplementary Valuations	390	350	(40)	10%
Total Rates Revenue	57,265	60,289	3,024	5%

The amount indicated for Rates and Charges income includes an estimate of income from supplementary rates (i.e. properties newly subdivided or improved upon during the year). Appendix C includes the full details surrounding the declaration of Rates and Charges.

The Rating Strategy in Part 9 of this report includes a more detailed analysis of the rates and charges to be levied in 2013/2014.

4.1.2 USER FEES (\$1.22 MILLION OR 9% INCREASE)

User charges (excluding kerbside collection fees) relate mainly to the partial recovery of service delivery costs through the charging of fees to users of Council's services. These including the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home care services. In setting the budget, the Council aims to promote equity across the municipality so that people who choose to access different services contribute to the cost of the provision of that service. User charges are benchmarked against commercial markets and other municipalities in an effort to reflect general levels throughout the industry.

User charges are projected to increase by \$1.22 million compared with 2012/2013. The main areas contributing to the increase are:

User Fee Type	2012/2013	2013/2014	Variance	Variance
	Forecast	Budget	\$'000	%
	Actual \$'000	\$'000		
Landfill	5,093	5,656	563	11%
Children's Services	1,828	2,094	266	14%
Tourism	289	532	243	84%
Total User Fees variance			1,072	

PART 4:

ANALYSIS OF OPERATING BUDGET

- Landfill fees have increased due to EPA construction and audit requirements and the increase in EPA levy.
- Children's Services revenue increase is due to increases in the Kindergarten hours from 10 to 15 hours as part of the implementation of the Universal Access to Early Childhood Education.
- Tourism shows an increase which is a result of Council taking on direct management of the Victoria Park Lake Caravan Park.

A detailed listing of fees and charges is attached as Appendix H (pg. 268) in this document.

4.1.3 OPERATING GRANTS AND CONTRIBUTIONS (\$7.74 MILLION OR 34% DECREASE)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Operating contributions relate to monies paid by developers in regard to public recreation, drainage and car parking in accordance with planning permits issued for property development.

Overall, the level of operating grants is projected to decrease by \$7.74 million with significant movements in grant funding summarised in the table below. This result is distorted by Council receiving 50 per cent or \$5.52 million in 2012/2013 which are funds for use in 2013/2014.

Contributions are budgeted to decrease \$0.13 million which primarily relates to a reduction in recreational land fund and developer land contributions.

	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000	Variance %
Grants - Operating				
Aged and Disability Services	3,445	3,167	(278)	(8%)
Children Services	5,100	4,891	(209)	(4%)
Grants Commission - General Purpose	7,822	3,957	(3,865)	(49%)
Grants Commission - Local Roads	2,729	1,405	(1,324)	(49%)
Various Other Grants	2,350	1,596	(754)	(32%)
Natural Disaster Assistance	1,453	146	(1,307)	(90%)
Total Operating Grant Revenue	22,899	15,162	(7,737)	(34%)

The significant unfavourable movement in Victoria Grants Commission funding is explained by 50 per cent of the 2013/2014 grants being received in advance by the Council in the earlier financial year of 2012/2013.

The majority of Natural Disaster Assistance grants will be received during 2012/2013 financial year.

4.1.4 OTHER REVENUE (\$0.58 MILLION OR 19% DECREASE)

Other revenue relates to a range of items such as cost recoups, sponsorships and donations and other miscellaneous income items and is budgeted to decrease by \$0.58 million as compared with 2012/2013 forecasts. The decrease relates to the finalisation of programs including the Hume Region's Workforce Plan and the Jobs and Skill's drive.

PART 4:

ANALYSIS OF OPERATING BUDGET

4.1.5 STATUTORY FEES AND FINES (\$0.03 MILLION OR 2% DECREASE)

Statutory fees and fines relate primarily to fees and fines levied in accordance with legislation and include items such as animal registrations, Health Act registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements and restrictions and are projected to decrease \$0.03 million over 2013/2014. This is mainly the result of a decrease in user charges in the Aged Services area, in particular Food Services.

A detailed listing of fees and charges is attached as Appendix H (pg. 268) in this document.

4.1.6 INTEREST (\$0.56 MILLION OR 33% DECREASE)

Interest on investments is budgeted to decrease from 2012/2013 levels. Council will have higher levels of funds invested due to early receipt of grant funds; however the decline in interest rates results in less revenue earned, even at higher investment levels.

Additionally the caseation of the 1.5 per cent lump sum payment rate discount will reduce interest earned by \$120,000. This decrease in interest revenue will be offset by the rate revenue previously discounted. Furthermore amendments to the Local Government Act 1989 specifying that penalty interest for rates may only be calculated from the day when each quarterly instalment was due, irrespective of whether or not a lump sum option is available which will result in the loss of annual penalty interest revenue of \$250,000.

4.1.7 RENT (\$0.09 MILLION OR 13% DECREASE)

Rent relates to a range of properties owned by Council for which rent is received and is not budgeted to significantly change from the forecasts for 2012/2013. This forecast comprises both new leases as well as existing leases. The decrease in rental income is mainly due to the expiry of the lease of the Victoria Park Lake Caravan Park.

4.1.8 CAPITAL GRANTS AND CONTRIBUTIONS (\$2.50 MILLION OR 33% INCREASE)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Also included in the Income Statement is an amount for developer contributions gifted assets of \$3.0 million. Overall, the level of capital grants and contributions are budgeted to increase by \$2.50 million compared to the 2012/2013 forecast.

Grants and Contributions	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000	Variance %
Developer Contributions	2,432	166	(2,266)	(93%)
Non-Cash Contributions	3,000	3,000	0	0%
Local Roads	1,815	4,307	2,492	137%
Open Spaces/Recreation	217	1,373	1,156	533%
Other	88	1,211	1,123	1,276%
	7,552	10,057	2,505	33%

Refer to Capital Grants and Contributions Income p 262 for further information.

4.1.9 PROCEEDS ON SALE OF ASSETS (\$0.25 MILLION OR 57% INCREASE)

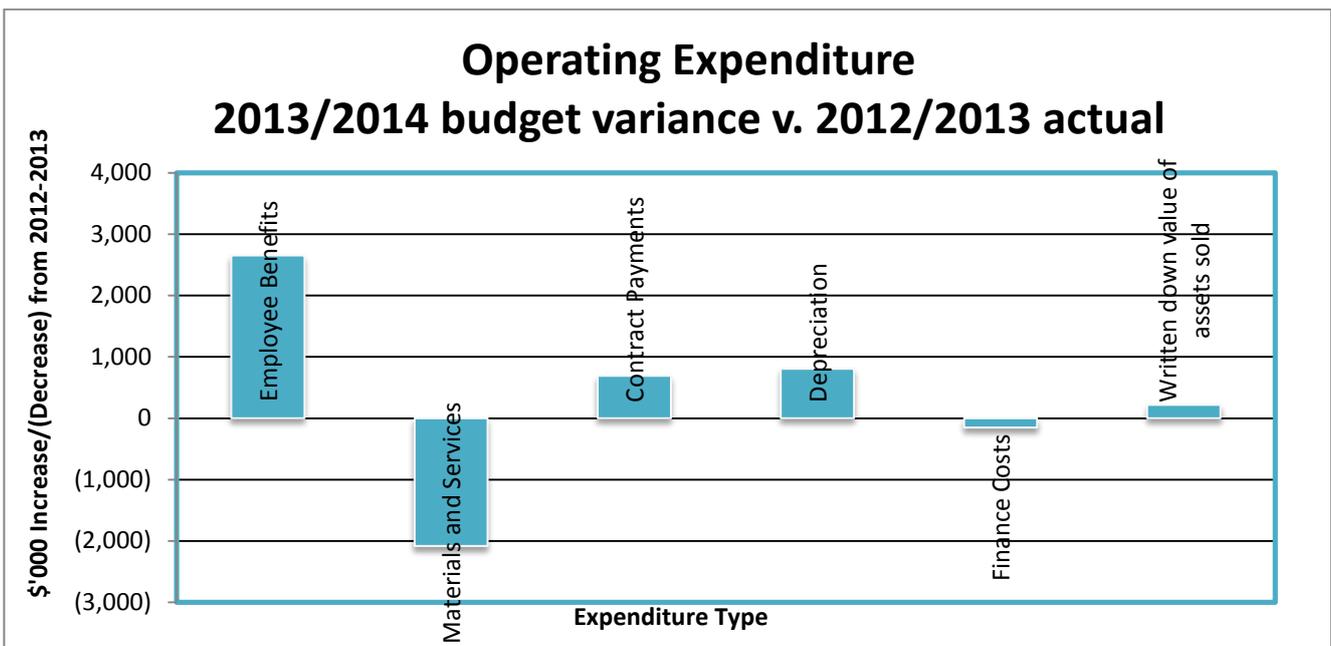
Proceeds from the sale of Council assets are budgeted to be \$0.70 million for the 2013/2014 year and primarily relates to the planned cyclical replacement of part of the plant and vehicle fleet.

PART 4:

ANALYSIS OF OPERATING BUDGET

4.2 OPERATING EXPENDITURE

Expenditure Type	Ref	2012/2013	2013/2014	Variance	Variance
		Forecast Actual \$'000	Budget \$'000	\$'000	%
Employee Benefits	4.2.1	37,357	40,008	2,651	7%
Materials and Consumables	4.2.2	30,180	28,097	(2,083)	(7%)
Contract Payments	4.2.3	10,540	11,230	690	7%
Depreciation	4.2.4	17,646	18,452	806	5%
Finance Costs	4.2.5	1,330	1,176	(154)	(12%)
Written down value of assets sold		294	513	219	74%
Total Operating Expenditure		97,347	99,476	2,129	2%



PART 4:

ANALYSIS OF OPERATING BUDGET

4.2.1 EMPLOYEE BENEFITS (\$2.65 MILLION OR 7% INCREASE)

Employee benefits include all labour related expenditure such as wages and salaries and on costs such as allowances, annual and long service leave entitlements, employer superannuation and work cover costs.

Employee costs are forecast to increase by \$2.65 million compared to 2012/2013. This increase is as a result of a combination of factors including;

- Enterprise Bargaining Agreement increase of 4 per cent
- Annual performance increments
- Employer Superannuation Contribution increase of 0.25 per cent
- Organisational Growth of 2 per cent.

Legislation requires a Council to have an organisational structure and staff in place to effectively manage the operations in accordance with the Council Plan. The Council's existing organisational structure is based on functional activity and common objectives in order to meet the community's needs, provide quality and efficient services, support the stimulation and strengthening of the local economy and provide efficient and effective administration for the organisation.

Employees	2012/2013 Forecast Actual EFT's	2013/2014 Budget EFT's
Total	497	525

There has been an increase in the number of staff as a result of the organisational scan and the examination of numbers of employees previously hired from external agencies.

We have determined that a more accurate position is to report the numbers of employees within the organisational structure including positions currently vacant.

4.2.2 MATERIALS AND SERVICES (\$2.09 MILLION OR 7% DECREASE)

Materials and services include the purchases of materials or consumables and the provision of services. Materials and services are forecast to decrease by \$2.09 million compared to 2012/2013. The decreased budget allocation is as a result of Councils zero-based budgeting approach.

4.2.3 CONTRACT PAYMENTS (\$0.69 MILLION OR 7% INCREASE)

External contract payments are those payments made to contractors for the provision of services and are budgeted as an increase of \$0.69 million compared to the 2012/2013 year. The increase is as a result of reallocated expenses from Materials and Services.

4.2.4 DEPRECIATION (\$0.81 MILLION OR 5% INCREASE)

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

4.2.5 FINANCE COSTS (\$0.15 MILLION OR 12% DECREASE)

Borrowing costs are interest charged by financial institutions on funds borrowed. The \$0.15 million decrease in borrowing costs for 2013/2014 reflects the reducing balance of borrowings. No additional borrowings are planned for 2013/2014. Refer to Part 10.1 Borrowing Strategy for further explanation.

PART 5:

ANALYSIS OF BUDGETED CASH POSITION

This section analyses the expected cash flows from the operating, investing and financing activities of the Council for the 2013/2014 year. Budgeting cash flows for the Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

5.1 BUDGETED CASH FLOW STATEMENT

	Ref	Forecast Actual 2012/2013 \$'000	Budget 2013/2014 \$'000	Variance \$'000	Variance %
<i>Cash flows from operating activities</i>					
Receipts from customers		77,309	80,321	3,012	4%
Payments to suppliers		(83,708)	(76,639)	7,069	8%
Net cash inflow (outflow) from customers/suppliers		(6,399)	3,682	10,081	158%
Interest received		1,706	1,131	(575)	(34%)
Government receipts		27,450	21,973	(5,477)	(20%)
Interest paid		(1,330)	(1,155)	175	13%
Net cash inflow (outflow) from operating activities	5.1.1	21,427	25,631	4,204	20%
<i>Cash flows from investing activities</i>					
Proceeds from sale of property, plant and equipment, infrastructure		449	703	254	57%
Payments for property, plant and equipment, infrastructure		(25,101)	(36,203)	(11,102)	(44%)
Net cash inflow (outflow) from investing activities	5.1.2	(24,652)	(35,500)	(10,848)	(44%)
<i>Cash flows from financing activities</i>					
Proceeds from interest bearing loans and borrowings		0	0	0	0%
Repayment of interest bearing loans and borrowings		(362)	(426)	(64)	(18%)
Net cash inflow (outflow) from financing activities	5.1.3	(362)	(426)	(64)	(18%)
Net increase (decrease) in cash and cash equivalents		(3,587)	(10,295)	(6,708)	(187%)
Cash and cash equivalents at the beginning of the year		36,847	33,260	(3,587)	(10%)
Cash and cash equivalents at the end of the year	5.1.4	33,260	22,965	(10,295)	(31%)

PART 5:

ANALYSIS OF BUDGETED CASH POSITION

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

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

5.1.1 OPERATING ACTIVITIES (\$4.20 MILLION)

The increase in cash inflows from operating activities is due mainly to the reduction in payments to suppliers, which is partly offset by increased government receipts.

5.1.2 INVESTING ACTIVITIES (\$10.85 MILLION)

The increase in payments for investing activities represents the increase in capital works for 2013/2014 which are disclosed in Part 6 of this budget report, and include re-budgeted capital works from 2012/2013 of \$3.96 million.

5.1.3 FINANCING ACTIVITIES (\$0.06 MILLION)

Council does not intend to borrow additional funds in 2013/2014. Repayment of existing loans of \$0.426 million in principal repayments, whilst finance charges are expected to be \$1.155 million. Refer to Part 10, Borrowing Strategy for further details.

5.1.4 CASH AND CASH EQUIVALENTS AT END OF THE YEAR (\$10.29 MILLION)

Overall, total cash and investment is forecast to decrease by \$10.29 million to \$22.97 million as at 30 June 2014, as Council expends the Victoria Grants Commission Funding and other grants received in advance.

5.2 RESTRICTED AND UNRESTRICTED CASH AND INVESTMENTS

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2014 it will have cash and investments of \$22.97 million.

Restricted Assets	\$ 17.57 million
Unrestricted Cash and Investments	<u>\$ 5.40 million</u>
Total	\$ 22.97 million

Restricted Assets have been earmarked for future specific Council purposes. In some cases there is a Council policy regarding future use, with any profit/loss from a specific program being transferred to/from discretionary reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

Restricted assets include Waste Management \$8.35m, Security Deposits \$2.05m, Urban Development \$1.07m, Shepparton Regional Saleyards \$0.90m, Parking Cash in Lieu \$0.80m, Defined Benefits Superannuation \$0.70m, Civil Works Development \$0.67m, Development Contributions \$0.63m, Shepparton Art Museum \$0.54m, Recreation Land Fund \$0.36m and Other \$1.53m.

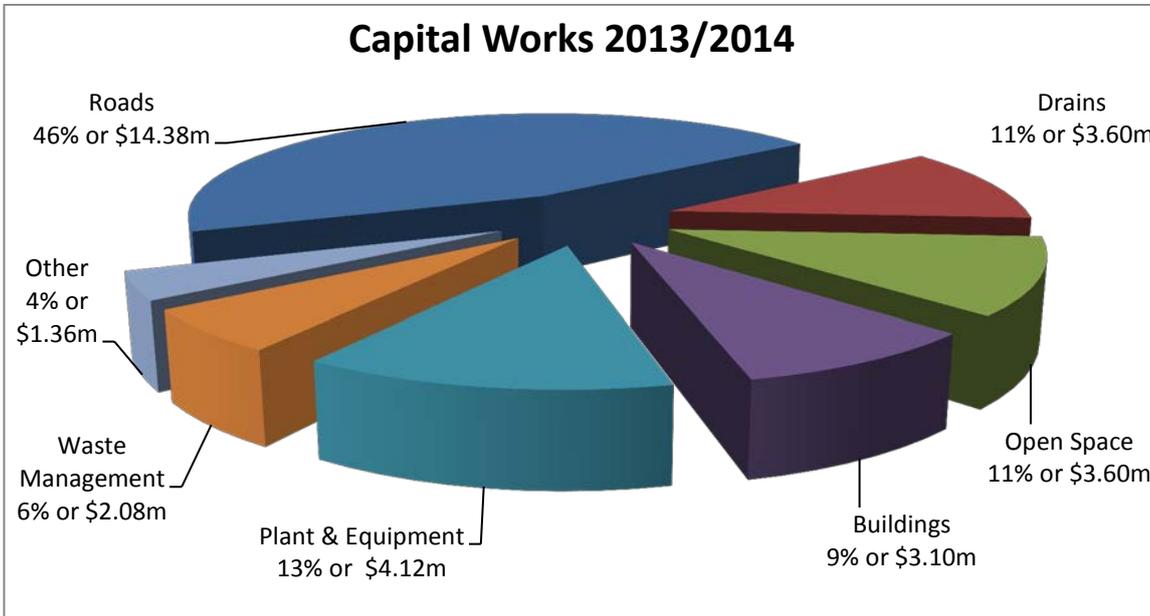
Unrestricted cash and investments are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants, contributions or carried forward capital works.

PART 6:

ANALYSIS OF CAPITAL BUDGET

This section analyses the planned capital works budget for the 2013/2014 year and the sources of funding for the capital budget.

6.1 CAPITAL WORKS



Capital Works Areas : New Works	Ref	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000
Roads	6.1.1	11,767	14,375	2,608
Drains	6.1.2	1,788	3,600	1,812
Open Space	6.1.3	3,537	3,600	63
Buildings	6.1.4	1,938	3,100	1,162
Plant and Equipment	6.1.5	3,423	4,124	701
Waste Management	6.1.6	1,355	2,079	724
Other	6.1.7	1,293	1,363	70
Total new works		25,101	32,241	7,140
New Works – Represented By:				
New Assets	6.1.9	5,116	7,768	2,652
Asset Renewal	6.1.9	15,962	16,412	450
Asset Upgrade/expansion	6.1.9	4,023	8,061	4,038
Total new works		25,101	32,241	7,140

PART 6:

ANALYSIS OF CAPITAL BUDGET

Capital Works Areas : Re-budgeted Works	Ref	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000
Roads	6.1.8		2,637	
Drains	6.1.8		117	
Open Space	6.1.8		928	
Buildings	6.1.8		280	
Plant and Equipment	6.1.8		0	
Waste Management	6.1.8		0	
Other	6.1.8		0	
Total works re-budgeted			3,962	
Re-budgeted Works – Represented By:				
New Assets	6.1.9		2,335	
Asset Renewal	6.1.9		419	
Asset Upgrade/expansion	6.1.9		1,208	
Total works re-budgeted			3,962	

Capital Works Areas : Total Capital Works	Ref	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000
Roads		11,767	17,011	5,244
Drains		1,788	3,717	1,929
Open Space		3,537	4,529	992
Buildings		1,938	3,380	1,442
Plant and Equipment		3,423	4,124	701
Waste Management		1,355	2,079	724
Other		1,293	1,363	70
		25,101	36,203	11,102
Represented By:				
New Assets	6.1.9	5,116	10,103	4,987
Asset Renewal	6.1.9	15,962	16,831	869
Asset Upgrade/expansion	6.1.9	4,023	9,269	5,246
Total capital works		25,101	36,203	11,102

PART 6:

ANALYSIS OF CAPITAL BUDGET

6.1.1 ROADS (\$14.38 MILLION)

Roads include local roads, car parks, footpaths, cycle paths, bridges and culverts, declared main roads, traffic devices, street lighting and traffic signals.

For the 2013/2014 year, \$14.38 million will be expended on road projects. The more significant projects include sealed road reconstructions \$4.47 million, Vaughan Street Upgrade \$2.52 million, sealed road reseals \$1.43 million and the federally funded Roads to Recovery program \$1.39 million.

6.1.2 DRAINS (\$3.60 MILLION)

Drains include drains in road reserves, water flow control basins and waterways.

For the 2013/2014 year, \$3.60 million will be expended on drainage projects. The more significant projects include the rural and urban drainage programs \$1.11 million, Mooroopna West Growth Corridor flood mitigation \$2.08 million and flood mitigation works at Congupna and Tallygaroopna \$0.22 million.

6.1.3 OPEN SPACE AND RECREATION (\$3.60 MILLION)

Open space includes parks, streetscapes, irrigation systems, trees and public art while recreation includes sporting facilities, playing surfaces and playing equipment.

For the 2013/2014 year, \$3.60 million will be expended in the area of open space and recreation. The more significant projects include Shepparton Showgrounds works \$0.66 million, Central Park Waste Treatment System renewal \$0.30 million, Deakin Reserve Toilet renewal \$0.25 million, Shepparton Town Entry Program \$0.10 million and the Australian Botanic Gardens \$0.05 million.

6.1.4 BUILDINGS (\$3.10 MILLION)

Buildings include community facilities, municipal buildings, sports facilities and pavilions.

For the 2013/2014 year, \$3.10 million will be expended on building projects. The more significant projects include building renewal works \$1.30 million, Goulburn Valley Regional Library Shepparton Redevelopment \$0.43 million and the Shepparton Visitor Information Centre \$0.25 million.

6.1.5 PLANT AND EQUIPMENT (\$4.12 MILLION)

Plant and equipment includes motor vehicles and heavy plant and information technology as well as various smaller asset purchases.

For the 2013/2014 year, \$4.12 million will be expended on plant and equipment. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet \$2.54 million, upgrade and replacement of Information Technology \$0.61 million, Bitumen Kettle renewal \$0.21 million and general furniture and equipment renewal \$0.15 million.

6.1.6 WASTE MANAGEMENT (\$2.08 MILLION)

Waste management expenditure includes projects relating to the service area of Waste Management.

For the 2013/2014 year, \$2.08 million will be expended on waste management projects. The significant projects include Cosgrove Landfill 3 Purchase \$1.85 million and Cosgrove Landfill 2 Cell 4 Construction \$0.21 million.

PART 6:

ANALYSIS OF CAPITAL BUDGET

6.1.7 OTHER (\$1.36 MILLION)

Other expenditure includes items which are not categorised above.

For the 2013/2014 year, \$1.36 million will be expended on other classified projects. The significant projects are CCTV Project \$0.49 million, Community Plan Implementation works \$0.34 million, Saleyards loading ramp \$0.10 million, Saleyards renewals \$0.09 million and Art work acquisitions \$0.07 million.

6.1.8 CAPITAL RE-BUDGETED WORKS (\$3.96 MILLION)

At the end of each financial year there are projects which are either incomplete or not commenced for reasons such as planning issues and extended community consultations. For the 2012/2013 year it is forecast that \$3.96 million of capital works will be incomplete and be re-budgeted for inclusion in the 2013/2014 year. These projects are shown in Appendix F p258.

CAPITAL EXPENDITURE - ALTERNATIVE CLASSIFICATION:

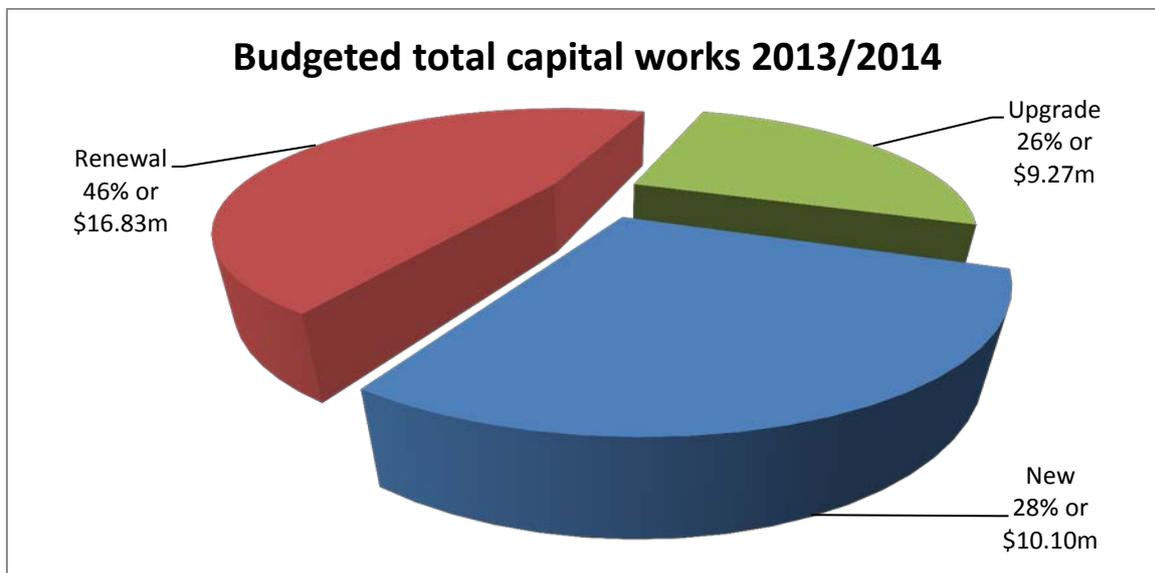
6.1.9 ASSET RENEWAL (\$16.83 MILLION), NEW ASSETS (\$10.10 MILLION) AND ASSET UPGRADES (\$9.27 MILLION)

A distinction is made between expenditure on new assets, expenditure on asset renewals and asset upgrades. A renewal occurs where an asset is replaced (or part thereof) with a particular service level with a similar asset offering a similar service level. For example reconstructing or resealing a road or replacing a public toilet block or shade structure under a renewal program.

With asset upgrades, existing assets may be improved or extended to offer a higher level of service than that offered by the existing asset being upgraded. For example extending an existing community hall to include an extra meeting room and kitchen or sealing a road that was previously a gravel road.

New assets are assets created that offers new services to the community. For example a new playground built on an existing reserve, a new Men's shed is constructed in a small town or a new shared path and open space area created as part of a residential estate development.

The major projects in the above categories which constitute expenditure on new assets (excluding any re-budgeted capital works) are Mooroopna West Growth Corridor works \$2.93 million, Cosgrove Landfill 3 Purchase \$1.85 million, purchase of new plant \$0.38 million, Benalla Road duplication works \$0.30 million and Cosgrove Landfill 2 Cell 4 Construction \$0.21 million.



PART 6:

ANALYSIS OF CAPITAL BUDGET

6.1.10 DEVELOPER CONTRIBUTION PLANS (DCP)

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

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

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

As per recent financial years the Council continues to see an increase in the work done in this area, directly attributable to positive growth in the community. Included within the 2013/2014 capital works program is approximately \$5.52 million of DCP works as reflected in the table below.

Capital Works Areas	2013/2014 Budget \$'000
Total capital works	36,203
Developer contribution Plans	
Mooroopna West Growth Corridor	5,131
Vaughan Street Precinct – Maude Street	61
Seven Creeks Estate	55
Kialla Green Estate - Wetland	195
Connolly Estate	82
Total capital works program (excluding DCP's)	5,524
	30,679

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

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

Council is reviewing the need to establish a DCP reserve in an effort to achieve a more streamlined approach to funding developer contributions in future years capital works programs. If created this would provide an avenue to hold unspent contributions across financial years if required and help to alleviate significant pressure placed on the Council when setting annual capital works programs during budget setting and review processes.

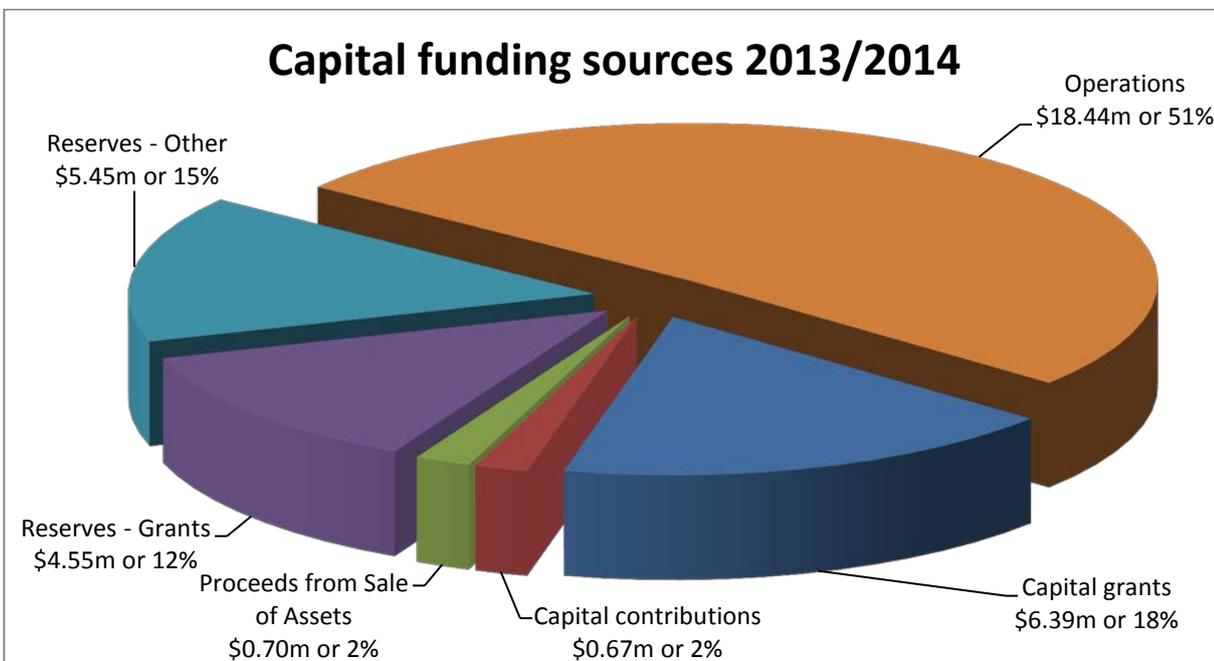
Council has begun monitoring Developer Contribution Plans and capturing known developments in its Strategic Resource Plan and Long Term Financial Plan to ensure all future Council commitments are known and to ensure that all future liabilities in this area are understood and built into long term financial plans.

PART 6:

ANALYSIS OF CAPITAL BUDGET

6.2 FUNDING SOURCES

Source of Funding	Ref	2012/2013 Forecast Actual \$'000	2013/2014 Budget \$'000	Variance \$'000
<i>EXTERNAL</i>				
Capital Grants	6.2.1	3,881	6,389	2,508
Capital Contributions	6.2.2	671	668	(3)
Proceeds from Sale of Assets	6.2.3	449	703	254
Loan Borrowings		0	0	0
		5,001	7,760	2,759
<i>INTERNAL</i>				
Reserves – Grants	6.2.4	148	4,553	4,405
Reserves – Other	6.2.4	3,700	5,448	1,748
Operations	6.2.5	16,252	18,442	2,190
		20,100	28,443	8,343
Total Funding Sources		25,101	36,203	11,102



PART 6:**ANALYSIS OF CAPITAL BUDGET****6.2.1 CAPITAL GRANTS (\$6.39 MILLION)**

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for:

Building Better Regional Cities	\$1.43 million	
Roads to Recovery	\$1.39 million	
Community Football Complex	\$0.75 million	
Vaughan Street construction	\$0.70 million	
Goulburn Broken Greenhouse Alliance Street Lighting Project	\$0.60 million	
Other	\$1.52 million	
Total	\$6.39 million	

6.2.2 CAPITAL CONTRIBUTIONS (\$0.67 MILLION)

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

Mooroopna West Developer Contributions	\$0.56 million	
Connolly Estate Developer Contributions	\$0.11 million	
Total	\$0.67million	

6.2.3 PROCEEDS FROM SALE OF ASSETS (\$0.70 MILLION)

The significant proceeds from sale of assets are from motor vehicles and plant sales in accordance with Council's fleet renewal program \$0.64 million.

6.2.4 RESERVE INVESTMENTS (GRANTS \$4.55 MILLION. OTHER \$5.45 MILLION)

The Council holds cash reserves specific to certain operational areas, which it uses to fund projects relating to those areas in its annual capital works program. The reserves include funds for:

Reserves - Grants

Building Better Regional Cities Grant	\$4.00 million	
Goulburn Valley Regional Library Grant	\$0.43 million	
Roads to Recovery Grant	<u>\$0.12 million</u>	\$4.55 million

Reserves - Other

Waste Management Cash Reserve	\$2.12 million	
Mooroopna West Corridor Developer Contribution	\$1.70 million	
Other	<u>\$1.63 million</u>	<u>\$5.45 million</u>
Total		\$10.00 million

6.2.5 OPERATIONS (\$18.44 MILLION)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is budgeted that \$18.44 million will be generated from operations to fund the 2013/2014 capital works program.

PART 7:

ANALYSIS OF BUDGETED FINANCIAL POSITION

This section analyses the movements in assets, liabilities and equity between 2012/2013 and 2013/2014.

7.1 BUDGETED BALANCE SHEET

	Ref	Forecast		Variance \$'000	Variance %
		Actual 2012/2013 \$'000	Budget 2013/2014 \$'000		
<u>CURRENT ASSETS</u>					
Cash		1,000	1,000	0	0%
Receivables		4,831	5,996	1,165	24%
Investments		32,260	21,965	(10,296)	(32%)
Other		79	79	0	0%
Total Current Asset	7.1.1	38,170	29,039	(9,131)	(24)%
<u>NON CURRENT ASSETS</u>					
Infrastructure		661,188	681,426	20,238	3%
Other		1,157	1,157	0	0%
Total Non-Current Assets	7.1.2	662,345	682,583	20,238	3%
TOTAL ASSETS		700,515	711,622	11,107	2%
<u>CURRENT LIABILITIES</u>					
Payables		5,408	8,128	2,720	5%
Interest Bearing Liabilities		389	460	71	18%
Employee Benefits		7,900	7,900	0	0%
Trust Funds		2,051	2,051	0	0%
Other		247	247	0	0%
Total Current Liabilities	7.1.3	15,995	18,786	2,791	17%
<u>NON CURRENT LIABILITIES</u>					
Payables		406	406	0	0%
Employee Benefits		907	907	0	0%
Interest Bearing Liabilities		14,863	14,366	(497)	(3%)
Total Non-Current Liabilities	7.1.4	16,176	15,679	(497)	(3)%
TOTAL LIABILITIES		32,171	34,465	2,294	7%
NET ASSETS		668,344	677,157	8,813	1%
<u>EQUITY:</u>					
Accumulated Surplus		308,368	317,181	8,813	3%
Reserves		359,976	359,976	0	0%
TOTAL EQUITY	7.1.5	668,344	677,157	8,813	1%

PART 7:

ANALYSIS OF BUDGETED FINANCIAL POSITION

7.1.1 CURRENT ASSETS (\$9.13 MILLION OR 24% DECREASE)

Current assets are budgeted to decrease due to timing of Victoria Grants Commission allocation, which saw Council receive \$5.52 million or 50 per cent of its annual 2013/2014 allocation earlier than expected. Council is also budgeting to undertake the Mooroopna West Growth Corridor works which will see grants received in advance of \$4.0 million spent.

7.1.2 NON-CURRENT ASSETS (\$20.24 MILLION OR 3% INCREASE)

The increase in non-current assets is the net result of the following:

- capital works program \$36.20 million (new works)
- less depreciation \$18.45 million
- recognition of gifted asset contributions \$3 million by developers

7.1.3 CURRENT LIABILITIES (\$2.79 MILLION OR 17% INCREASE)

Payables are expected to increase due to the timing of payments expected.

7.1.4 NON-CURRENT LIABILITIES (\$0.50 MILLION OR 3% DECREASE)

The decrease in non-current liabilities is the result of repayment of existing borrowings in 2013/2014. It is budgeted other non-current liabilities such as employee benefits will remain stable.

7.1.5 EQUITY (\$8.81 MILLION OR 1% INCREASE)

The net increase in equity is a result of the budgeted accounting operating surplus and comprises of both cash and non-cash items.

LONG TERM STRATEGIES

**PART 8 – STRATEGIC RESOURCE PLAN AND KEY
FINANCIAL INDICATORS**

PART 9 - RATING INFORMATION

PART 10 – OTHER STRATEGIES

- **BORROWING STRATEGY**
- **INFRASTRUCTURE STRATEGY**

PART 8:

STRATEGIC RESOURCE PLAN

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 PLAN DEVELOPMENT

Council is required by the Local Government Act 1989 (Act), to prepare and approve a Council Plan within the period of 6 months after the general election or by the next 30 June, whichever is later. The Council Plan must include a Strategic Resource Plan containing the matters specified in Section 126 of the Act. The Strategic Resource Plan is prepared in conjunction with the Council Plan to reflect the financial and non-financial resources required to achieve the strategic objectives included in the Council Plan.

The purpose of the Strategic Resource Plan is to:

- Establish a framework to manage the resources required to achieve the strategic objectives as expressed in the Council Plan;
- Provide an assessment of the resources required to achieve the strategic objectives of the Council Plan;
- Plan for the long-term financial sustainability of the Council;
- Establish a basis to measure Council's adherence to the principles of the Strategic Resource Plan; and
- Assist the Council to comply with sound financial management principles in accordance with the Act.

Each chapter of the Strategic Resource Plan identifies strategic directions to be applied in the preparation of each annual Budget.

Strategic Directions:	
Financial Sustainability	<ul style="list-style-type: none">• Continue to benchmark its financial sustainability with other Victorian Councils and those within the regional city category;• Apply the strategic directions of this Strategic Resource Plan to the 2013/2014 Budget; and• Seek to achieve and maintain an annual underlying operating surplus over the life of this Strategic Resource Plan.
Long Term Financial Plan	<ul style="list-style-type: none">• Review and update its long term financial plan annually;• Consider and finalise its annual level of rates and charges to be collected during the annual budget setting process;• Seek to increase its capital works investment over time to fund its asset renewal requirements; and• Further develop its 10 year capital works program during the 2013/14 financial year.
Rates, Grants, Fees and Charges	<ul style="list-style-type: none">• Amend this Strategic Resource Plan to reflect the finalisation of its Rating Strategy 2013-2017 which is to be undertaken in conjunction with the 2013/2014 Budget community consultation process;• Apply an annual 4.95 per cent increase in total rates and charges revenue excluding supplementary valuations to maintain existing services;• Pursues operational grant funding and strategic capital funding aligned with Council Plan objectives; and• Annually review the level of existing fees and charges and investigates new revenue sources.

PART 8:

STRATEGIC RESOURCE PLAN

Strategic Directions:	
Strategic Asset Management	<ul style="list-style-type: none"> • Continue to review the reasonableness of depreciation expense and renewal modelling; • Updates <i>Asset Management Plans</i> for major classes of assets on a regular basis; • As part of the development of Asset Management Plans, Council will consult with the community to determine how asset service levels can be reached including a combination of improved revenue raising, reviewing existing service levels, asset disposal and composition of the asset portfolio; • That Council allocates priority funding to asset renewal based on assessed condition being critical to maintain an agreed minimum service level; • Adopts a program to achieve an annual allocation of funds to meet the community's infrastructure renewal needs before it elects to construct new assets; and • Investigates the development of an asset retirement strategy.
Capital Projects Planning and Delivery	<ul style="list-style-type: none"> • Prepare Asset Investment Guidelines to provide a framework for the assessment of capital projects; and • Implement PRINCE2 project management methodology as part of the governance, planning, management and delivery of capital projects.
Defined Benefits Superannuation Liability	<ul style="list-style-type: none"> • Determine the payment of Council's unfunded defined benefit superannuation liability be funded through a combination of 2012/13 budget savings and a decrease in 2013/2014 capital works expenditure as incorporated into the long term financial plan. • Minimise the shock of possible future calls by providing an additional amount of \$350,000 that will be set aside each year as a restricted asset for the purpose of funding future calls should they eventuate; and • Continue to lobby Government to return the Defined Benefit Fund to an exempt fund for Local Government.
Development Contributions Plans	<ul style="list-style-type: none"> • Continue to monitor Developer Contribution Plans to ensure Council's commitments are known and budgeted for; and • Determine during the 2013/2014 financial year if there is a need to provide for future capital contributions as part of a restricted asset based on known obligations.
Waste Management Strategy	<ul style="list-style-type: none"> • Incorporate any increase in waste management charges into the overall rates and charges increase; and • Adopt the Greater Shepparton City Council Waste Management Strategy following community consultation.
Long Term Borrowings	<ul style="list-style-type: none"> • Examine the use of loan funding to fund new or significantly upgraded major assets that provide broad community benefit and intergenerational equity; • Maintain a level of borrowings, debt servicing and redemption costs for a loan portfolio, well within State Government prudential guidelines; and • Consider the long term financial implications prior to committing to any future borrowings and before determining the funding mechanism to meet annual debt servicing and redemption requirements.
Restricted Assets	<ul style="list-style-type: none"> • Maintain notional restricted assets to ensure that the expenditure relating to these restricted balances does not impact upon the Council's capacity to pay commitments when they fall due; and • Maintain sufficient underlying working capital after deducting restricted assets, to enable restricted assets to be expended without impacting upon available working capital to meet day to day needs.
Information Communication Technology	<ul style="list-style-type: none"> • Apply a project management approach to oversee the implementation of ICT Strategy initiatives; and • Consider the ICT Strategy 2013-2018 initiatives during the development of Council's annual budget.
Service Planning	<ul style="list-style-type: none"> • Develop a service planning process and commence implementation of service planning in 2013/2014.
Workforce Planning	<ul style="list-style-type: none"> • Continue to implement the adopted transitional management plan; • Examine the merits of Council becoming SafetyMap accredited; • Develop and commence implementation of a Greater Shepparton Workforce Plan; • Continue to foster Council as a Learning Organisation; and Continue to strive to achieve the most efficient and effective organisation for its community.

PART 8:

STRATEGIC RESOURCE PLAN

B.2 FINANCIAL RESOURCES

The following table summarises the key financial results for the next four years as set out in the SRP for years 2013-2017.

The Victoria Auditor General's Office (VAGO) presents an annual report to parliament on Local Government based on their year-end financial audits of the local government sector comprising 79 Councils. This report also includes an assessment of the financial sustainability of councils.

The Victorian Auditor General's Office overall assessment of Council's financial sustainability was low risk based on their financial audit for the year ending 30 June 2012. When assessing the financial sustainability of Council's the Victorian Auditor General's Office takes into consideration the following financial indicators:

- Underlying result - Councils generate enough revenue to cover operating costs (including the cost of replacing assets reflected in depreciation expense)
- Liquidity - Councils have sufficient working capital to meet short-term commitments
- Indebtedness - Councils are not overly reliant on debt to fund capital programs
- Self-financing - Councils generate sufficient operating cash flows to invest in
- asset renewal and repay any debt that may have been incurred in the past
- Investment Gap - Councils have been replacing assets at a rate consistent with their consumption
- Renewal Gap - Councils have been maintaining existing assets at a consistent rate.
- The VAGO's assessment of Council's viability is based on the following indicators:

	Forecast			Strategic Resource Plan Projections							
	30 Jun 13	30 Jun 14	30 Jun 15	30 Jun 16	30 Jun 17	30 Jun 18	30 Jun 19	30 Jun 20			
Underlying Result Ratio	<-10%	-10% - 0%	>0%	3.4%	5.7%	3.7%	3.5%	3.4%	3.5%	3.2%	3.3%
Liquidity	<=1.0	1.0 - 1.5%	>1.5	209.8%	160.4%	163.2%	135.7%	138.7%	141.8%	143.4%	145.2%
Indebtedness	>60%	40-60%	>40%	20.7%	19.0%	17.7%	16.3%	15.0%	13.7%	12.4%	11.2%
Self-financing	>10%	10%-20%	>20%	15.7%	26.7%	23.5%	22.7%	22.3%	22.1%	21.7%	21.5%
Investment Gap	<=1.0	1.0-1.5	>1.5	148.7%	163.9%	116.4%	145.6%	116.4%	116.4%	116.4%	116.4%

PART 8:

STRATEGIC RESOURCE PLAN

Indicator	Calculation	Description
Underlying result	Adjusted net surplus/total underlying revenue	A positive result indicates a surplus, and the larger the percentage, the stronger the result. A negative result indicates a deficit. Operating deficits cannot be sustained in the long-term. Underlying revenue does not take into account non-cash developer contributions and other one-off (non-recurring) adjustment.
Liquidity	Current Assets/ Current Liabilities	This measures the ability to pay existing liabilities in the next 12 months. A ratio one or more means there is more cash and liquid assets than short-term liabilities.
Indebtedness	Non-current liabilities/ own sourced revenue	Comparison of non-current liabilities mainly comprised of borrowings) to own-sourced revenue. The higher the percentage, the less able to cover non-current liabilities from the revenues they generate themselves. Own-sourced revenue is used (rather than total revenue) because it does not include capital grants, which are usually tied to specific projects.
Self-financing	Net Operating cash flow/ underlying revenue.	Measures the ability to replace assets using cash generated by their operations. The higher the percentage, the more effectively this can be done.
Investment Gap	Capital Spend: Depreciation	Comparison of the rate of spending on infrastructure with its depreciation. Ratios higher than 1:1 indicate that spending is faster than the depreciating rate. This is a long-term indicator, as capital expenditure can be deferred in the short-term if there are insufficient funds available from operations, and borrowing is not an option.
Renewal gap	Renewal and upgrade expenditure / Depreciation	Comparison of the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 1:1 indicate that spending on existing assets is greater than the depreciation rate. Similar to the investment gap, this is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations, and borrowing is not an option.

Table: VAGO Indicators of Council Viability

PART 9:

RATING INFORMATION

This section considers the Council's rating strategy including strategy development and assumptions underlying the proposed rating structure for the 2013/2014 financial year.

9.1 INTRODUCTION

The Rating Strategy for 2013/2014 contains the following features:

- The basis of valuation to be used by the Council continues to be the Capital Improved Value (CIV);
- The Council proposes to increase the total declared rates and charges revenue in 2013/2014 by 4.95 per cent. When referring to total declared rates and charges, it incorporates general rates, municipal charges and waste service charges and excludes supplementary rates;
- The municipal charge will be retained and applied to every rateable property within the municipality. However, a single farm enterprise which may be conducted on several properties can apply for an exemption which will mean that they will only be charged one municipal charge for that farm enterprise;
- The amount raised by the municipal charge has been maintained at the 2012/2013 proportion of total municipal charge and general rate revenue of 12.4 per cent. This equates to \$226.69 per assessment. For the purposes of simplicity, Council proposes to round this to \$227 per assessment;
- Lower differential rate ratios on industrial and commercial improved properties, in comparison to the residential rate as a result of Council's *Rating Strategy 2013-2017*;
- Commercial and industrial improved properties located within the urban Shepparton location will continue to make a contribution towards the promotion of business in urban Shepparton (i.e. Shepparton Show Me). The proposed contribution for 2013/2014, which forms part of Council's consolidated rates revenue, totals \$646,083. Based on a property value of \$330,000, the contribution for a Commercial Improved 1 property would be \$237, whilst an Industrial Improved 1 property of the same value would contribute \$59 of their general rates;
- Outdoor recreational lands developed primarily for regional use as evidenced by paid administrative support and/or commercial business dealings in their operation or management will be granted a rating concession under the provisions of the *Cultural and Recreational Land Act 1963*;
- Outdoor recreational facilities that predominately have a local community focus or use, minimal level of business activity and voluntary administration will not be required to make a contribution in lieu of rates under the provisions of the *Cultural and Recreational Land Act 1963*;
- The current range of kerbside waste/recyclables collection services will be retained, along with an optional green organic waste service. The 2013/2014 charges for 80, 120 and 240 litres waste/recyclable services will increase by 5.3 per cent, 5.9 per cent and 6.0 per cent, respectively. The charge for a green organic waste service will increase by 4.2 per cent;
- Kerbside waste collection services are provided in urban areas and rural areas abutting the sealed road network. The charge for a waste/recyclables service is compulsory for all residential properties in urban areas (whether or not the service is used) and optional in rural areas;
- A pensioner concession will provide a 50 per cent discount off Council rates, up to the maximum yearly amount set by the State Government. The concession is available to eligible concession card holders and must be for their principal place of residency. From 1 July 2013, the maximum rate concession cap will be \$202.90 which is approximately a 2.5 per cent increase from 2012/2013;
- The Council will allow rates and charges to be paid either by four instalments or in a lump sum on the dates fixed by the Minister by notice published in the Government Gazette;
- The Council will introduce an additional direct debit payment method which will allow ratepayers to pay their rates in 10 equal monthly payments, commencing in September and ending in June each financial year; and
- From 1 July 2013, the Victorian Government requires councils across the state to collect a Fire Services Property Levy on their behalf. The levy will be included on Council's rate notices.

PART 9:

RATING INFORMATION

9.2 RATING CONTEXT

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

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

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

9.3 RATING STRATEGY REFERENCE GROUP

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

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

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

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

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

PART 9:

RATING INFORMATION

9.3.1 OUTCOMES OF THE RATING STRATEGY REFERENCE GROUP

To assist the Council in preparing a new Rating Strategy, the Rating Strategy Reference Group made a number of recommendations to the Council, which were detailed in their Rating Strategy 2013-2017 Discussion Paper.

The Discussion Paper provided details of the existing legislative rating framework, the rating principles the Council should consider when striking differential rates, the history of the Council's current rating system and concluded with 19 recommendations of the Rating Strategy Reference Group. It is worth noting that the recommendations of the Reference Group detailed in the Discussion Paper are not necessarily representative of the views and opinions of Council.

The Rating Strategy Reference Group recommended that the Council's practices and decisions regarding rating should be underpinned by the following rating principles:

- Equity Principle, considering:
 - Property wealth tax (including both horizontal and vertical equity)
 - User benefit
 - Capacity to pay
- Incentive principle
- Comparative rates principle
- Simplicity principle
- Efficiency principle
- Legislative compliance principle

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

Public submissions regarding the Rating Strategy 2013-2017 Discussion Paper were heard at a Special Council Meeting held on Tuesday 23 April 2013.

The Council considered the recommendations of the Rating Strategy Reference Group and subsequent public comment received as part of the development of its Rating Strategy 2013-2017. Council will amend the Strategic Resource Plan to include its final determination following public consultation.

9.4 MINISTERIAL GUIDELINES FOR DIFFERENTIAL RATES

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

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

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

PART 9: RATING INFORMATION

9.5 BACKGROUND TO THE LEVEL OF RATES AND CHARGES

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

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

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

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

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

Rating Year	Increase %
2008/2009	6.95
2009/2010	6.95
2010/2011	6.00
2011/2012	6.95
2012/2013	3.95
Average increase over 5 years	6.16
2013/2014	4.95

PART 9:

RATING INFORMATION

9.6 RATING STRUCTURE

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

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

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

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used. This distinction is based on the concept that individual sections should pay a fair and equitable contribution to rates, taking into account the benefits individual sections derive.

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

9.6.1 DIFFERENTIAL RATES

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

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

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

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

PART 9: RATING INFORMATION

9.6.1.1 INCREASES IN DIFFERENTIAL RATES RATIOS

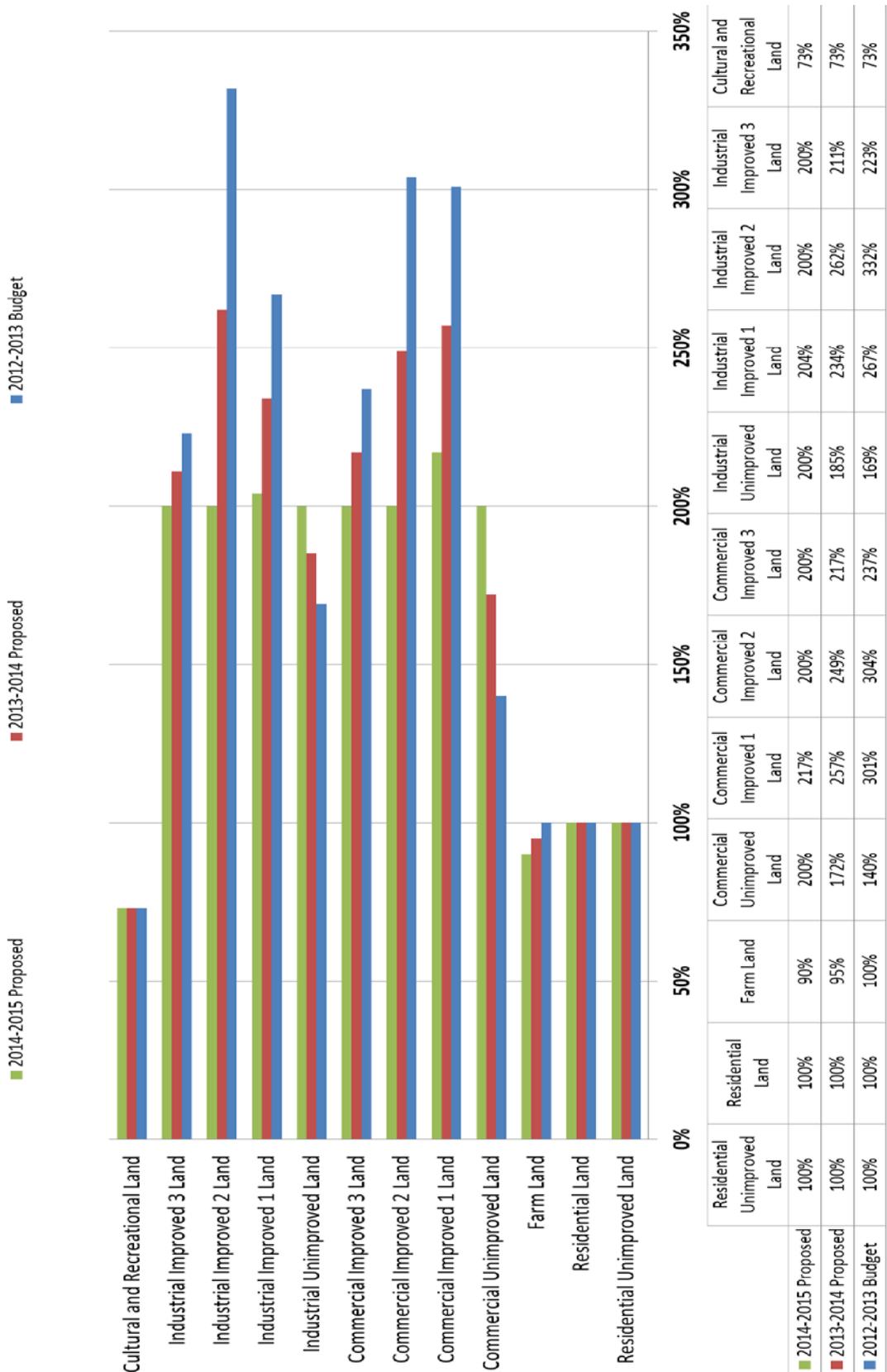
Proposals contained within Council's *Rating Strategy 2013-2017* will be implemented over two years. Assuming a two-year staging, the proposed differential ratios would be as follows:

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

PART 9: RATING INFORMATION

A two-year staging will provide a reasonable degree of stability in the level of rates burden.

Differential Rate Ratios



PART 9: RATING INFORMATION

9.7 CURRENT YEAR RATE INCREASE

In order to maintain services, renew existing infrastructure and invest in new and upgraded assets while taking into account the community's ability to pay, the total declared rates and charges revenue for 2013/2014 will increase by 4.95 per cent; raising almost \$60 million.

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

Description	Total Annualised 2012/2013 (\$)	Total Declared 2013/2014 (\$)	Change (\$)	Change (%)
General Rates	43,886,622	45,948,825	2,062,203	4.70
Municipal Charges	6,156,352	6,530,336	373,984	6.07
Waste Service Charges	7,069,115	7,459,974	390,859	5.53
Total Rates and Charges Revenue	57,112,089	59,939,135	2,827,046	4.95%

It should be noted that rates and charges for 2012/2013 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [i.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.

9.7.1 INCREASES IN DIFFERENTIAL RATES IN THE DOLLAR

The following table summarises the differential rates for the 2013/2014 financial year.

Differential Rate Type	Cents in/\$ CIV 2012/2013	Cents in/\$ CIV 2013/2014	Change (%)
Residential Unimproved Land	0.00384340	0.00425578	11%
Residential Improved Land	0.00384340	0.00425578	11%
Farm Land	0.00383940	0.00404299	5%
Rural Residential Land	0.00383940	0.00425578	11%
Commercial Unimproved Land	0.00539040	0.00731994	36%
Commercial Improved 1 Land*	0.01156310	0.01093735	(5%)
Commercial Improved 2 Land	0.01168960	0.01059689	(9%)
Commercial Improved 3 Land	0.00909690	0.00923504	2%
Industrial Unimproved Land	0.00649550	0.00787319	21%
Industrial Improved 1 Land*	0.01025780	0.00995852	(3%)
Industrial Improved 2 Land	0.01274130	0.01115014	(12%)
Industrial Improved 3 Land	0.00858440	0.00897969	5%
Cultural and Recreational Land	0.00279990	0.00310670	11%

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

PART 9: RATING INFORMATION

9.8 CULTURAL AND RECREATIONAL LAND RATES

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

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

Such rateable land is described below:

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

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

9.9 MUNICIPAL CHARGE

9.9.1 INCREASE IN MUNICIPAL CHARGE

Municipal Charge	Charge per property 2012/2013 (\$)	Charge per property 2013/2014 (\$)	Change (\$)	Change (%)
Municipal Charge	214.00	227.00	13	6%

The 2013/2014 Rating Strategy proposes that the total amount raised from the municipal charge is maintained at 12.4 per cent of the total raised from the combination of municipal charge and general rates. This equates to \$226.69 per assessment. For the purposes of simplicity, Council proposes to round this to \$227 per assessment;

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

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

PART 9: RATING INFORMATION

9.10 SERVICE RATES AND CHARGES

9.10.1 INCREASE IN WASTE CHARGES

Waste Charges	Charge per property 2012/2013 (\$)	Charge per property 2013/2014 (\$)	Change (\$)	Change (%)
80L Waste/Recyclables Service	152	160	8	5%
120L Waste/Recyclables Service	202	214	12	6%
240L Waste/Recyclables Service	334	354	20	6%
120L or 240L Recyclables Only Service	71	74	3	4%
120L or 240L Green Organic Waste Service	71	74	3	4%

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

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

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

The Council will again fund increases in the State Government's imposed EPA levy associated with the disposal of waste into landfill. Unfortunately the Council will need to pass these increases onto residents.

PART 9: RATING INFORMATION

9.1.1 ESTIMATED CHANGES IN RATES AND CHARGES REVENUE BY RATE TYPE

9.1.1.1 ESTIMATED CHANGES IN RATES AND CHARGES REVENUE ON MEDIAN VALUED PROPERTIES

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

RESIDENTIAL UNIMPROVED LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$116,000	\$116,000	\$0	0%
Differential Rate Ratio	100%	100%		0%
Differential Rate in the Dollar	0.0038434	0.00425578	0.00041238	11%
General Differential Rate [Rate in the Dollar x CIV]	\$446	\$494	\$48	11%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$660	\$721	\$61 \$1.17 per week	9%

RESIDENTIAL IMPROVED LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$234,000	\$234,000	\$0	0%
Differential Rate Ratio	100%	100%		0%
Differential Rate in the Dollar	0.0038434	0.00425578	0.00041238	11%
General Differential Rate [Rate in the Dollar x CIV]	\$899	\$996	\$96	11%
Municipal Charge	\$214	\$227	\$13	6%
80L Garbage Charge	\$152	\$160	\$8	5%
Organics Charge	\$71	\$74	\$3	4%
TOTAL CONSOLIDATED RATES REVENUE	\$1,336	\$1,457	\$120 \$2.32 per week	9%

**PART 9:
RATING INFORMATION**

FARM LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$365,000	\$365,000	\$0	0%
Differential Rate Ratio	100%	95%		(5%)
Differential Rate in the Dollar	0.0038394	0.00404299	0.00020359	5%
General Differential Rate [Rate in the Dollar x CIV]	\$1,401	\$1,476	\$74	5%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$1,615	\$1,703	\$87	5%
			\$1.68 per week	

RURAL RESIDENTIAL LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$335,000	\$335,000	\$0	0%
Differential Rate Ratio	100%	100%		
Differential Rate in the Dollar	0.0038394	0.00425578	0.00041638	11%
General Differential Rate [Rate in the Dollar x CIV]	\$1,286	\$1,426	\$139	11%
80L Garbage Charge	\$152	\$160	\$8	5%
Municipal Charge	\$214	\$227	\$13	6%
Organics Charge	\$71	\$74	\$3	4%
TOTAL CONSOLIDATED RATES REVENUE	\$1,723	\$1,887	\$163	9%
			\$3.14 per week	

COMMERCIAL UNIMPROVED LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$382,000	\$382,000	\$0	0%
Differential Rate Ratio	140%	172%		32%
Differential Rate in the Dollar	0.0053904	0.00731994	0.00192954	36%
General Differential Rate [Rate in the Dollar x CIV]	\$2,059	\$2,796	\$737	36%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$2,273	\$3,023	\$750	33%
			\$14.42 per week	

PART 9:

RATING INFORMATION

COMMERCIAL IMPROVED 1 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$337,000	\$337,000	\$0	0%
Differential Rate Ratio	301%	257%		(44%)
Differential Rate in the Dollar	0.0115631	0.01093735	(0.00062575)	(5%)
General Differential Rate [Rate in the Dollar x CIV]	\$3,897	\$3,715	(\$211)	(5%)
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$4,111	\$3,913	(\$198) (\$3.81) per week	(5%)

COMMERCIAL IMPROVED 2 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$835,000	\$835,000	\$0	0%
Differential Rate Ratio	304%	249%		(550%)
Differential Rate in the Dollar	0.0116896	0.01059689	(0.00109271)	(9%)
General Differential Rate [Rate in the Dollar x CIV]	\$9,761	\$8,848	(\$912)	(9%)
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$9,975	\$9,075	(\$899) (\$17.30) per week	(9%)

COMMERCIAL IMPROVED 3 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$147,000	\$147,000	\$0	0%
Differential Rate Ratio	237%	217%		(20%)
Differential Rate in the Dollar	0.0090969	0.00923504	0.00013814	2%
General Differential Rate [Rate in the Dollar x CIV]	\$1,337	\$1,358	\$20	2%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$1,551	\$1,585	\$33 \$0.64 per week	2%

PART 9:
RATING INFORMATION

INDUSTRIAL UNIMPROVED LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$221,000	\$221,000	\$0	0%
Differential Rate Ratio	169%	185%		16%
Differential Rate in the Dollar	0.0064955	0.00787319	0.00137769	21%
General Differential Rate [Rate in the Dollar x CIV]	\$1,436	\$1,740	\$304	21%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$1,650	\$1,967	\$317 \$6.11 per week	19%

INDUSTRIAL IMPROVED 1 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$332,500	\$332,500	\$0	0%
Differential Rate Ratio	267%	234%		(33%)
Differential Rate in the Dollar	0.0102578	0.00995852	(0.00029928)	(3%)
General Differential Rate [Rate in the Dollar x CIV]	\$3,411	\$3,311	(\$100)	(3%)
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$3,625	\$3,538	(\$87) (\$1.66) per week	(2%)

INDUSTRIAL IMPROVED 2 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$1,330,000	\$1,330,000	\$0	0%
Differential Rate Ratio	332%	262%		(70%)
Differential Rate in the Dollar	0.0127413	0.01115014	(0.00159116)	(12%)
General Differential Rate [Rate in the Dollar x CIV]	\$16,946	\$14,830	(\$2,116)	(12%)
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$17,160	\$15,057	(\$2,103) (\$40.45) per week	(12%)

PART 9:

RATING INFORMATION

INDUSTRIAL IMPROVED 3 LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$205,500	\$205,500	\$0	0%
Differential Rate Ratio	223%	211%		(12%)
Differential Rate in the Dollar	0.0085844	0.00897969	0.00039529	5%
General Differential Rate [Rate in the Dollar x CIV]	\$1,764	\$1,845	\$81	5%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$1,978	\$2,072	\$94	5%
			\$1.81 per week	

RECREATIONAL LAND	Total Annualised 2012/2013	Total Declared 2013/2014	Change \$	Change %
Median CIV	\$1,380,000	\$1,380,000	\$0	0%
Differential Rate Ratio	73%	73%		0%
Differential Rate in the Dollar	0.0027999	0.00310670	0.0003068	11%
General Differential Rate [Rate in the Dollar x CIV]	\$3,864	\$4,287	\$423	11%
Municipal Charge	\$214	\$227	\$13	6%
TOTAL CONSOLIDATED RATES REVENUE	\$4,078	\$4,514	\$436	11%
			\$8.39 per week	

PART 9:

RATING INFORMATION

9.1 2 REQUIREMENTS FOR THE PAYMENT OF RATES AND CHARGES

9.1 2.1 RATE PAYMENT DATES

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

- **BY FOUR INSTALMENTS**

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

- **1st Instalment** – due by 30 September 2013
- **2nd Instalment** – due by 30 November 2013
- **3rd Instalment** – due by 28 February 2014
- **4th Instalment** – due by 31 May 2014

To be eligible to pay by four instalments, the amount of the first instalment must be paid by 30 September 2013. Payments made after that date will not be eligible for the instalment plan and will be treated as part payment only, with the balance to be paid in full by 15 February 2014.

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

- **BY LUMP SUM**

Lump sum payments made on or before 15 February 2014 (i.e. the date fixed by the Minister by notice published in the Government Gazette)

9.1 2.2 PAYMENT METHODS

Council offers an extensive range of payment options including Bpay, direct debit, internet via www.greatershepparton.com.au, by mail, telephone, over the counter services at Council, the Commonwealth Bank or Australia Post agencies.

From 2013/2014, Council will introduce an additional direct debit payment method which will allow ratepayers to pay their rates in 10 equal monthly payments. The 10 month period commences in September and ends in June each financial year. This method is convenient, can be easier on the budget and relieves the worry of paying on time.

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

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

9.1 2.3 INCENTIVES FOR PROMPT PAYMENT

The Act provides that incentives for prompt payment may be offered. Discount for early payment should be based on cash flow benefit to Council.

Council offers alternative payment options via a number of agencies and services to provide ratepayers with choices to make it easy for them to pay their rates.

From 1 July 2013, councils across the state will be required to collect a Fire Services Levy on behalf of the Victorian Government by including the Government levy as a separate line item on Council's rate notices. Whilst the Government's new legislation allows for the amount of the levy to be paid by instalments or lump sum, it does not provide for incentives for early payment.

To provide a discount on Council rates and not the Government's levy would be administratively cumbersome and potentially costly. As a result, there is no benefit to Council to continue to offer any incentives for prompt payment.

PART 9:

RATING INFORMATION

9.12.4 PAYMENT DIFFICULTIES

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

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

9.12.5 INTEREST ON LATE PAYMENTS

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

The current penalty interest rate fixed by the Attorney-General under section 2 of the *Penalty Interest Rates Act 1983* is 10.5 per cent per annum, effective on and from 1 February 2010.

The penalty interest for 2013/2014 will be calculated at the interest rate fixed by the Attorney-General on the first day of July immediately before the due date for payment; and becomes payable-

- (i) if the payment was payable in instalments only, on and from the date on which the missed instalment was due; or
- (ii) if the payment was payable either in instalments or in a lump sum and the first instalment was paid by the date it was due, on and from the date on which the relevant subsequent missed instalment was due; or
- (iii) if the payment was payable either in instalments or in a lump sum, and neither the first instalment nor the lump sum were paid by the dates the first instalment or the lump sum were due, on and from the date on which each missed instalment was due; and

continues to be payable until the payment or recovery of the rates and charges.

9.12.6 PENSIONER RATE CONCESSIONS

A pensioner concession for eligible concession card holders will provide a 50 per cent discount off Council rates up to a maximum amount set by the State Government. For 2013/2014, the maximum rate concession cap will be \$202.90 which is approximately a 2.5 per cent increase from 2012/2013.

Eligible cards are:

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

Please note:

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

PART 9: RATING INFORMATION

As there are a number of criteria that determine whether a full or part rebate is applied to a property, these details are included in the table below:

Pensioner – only owner	100% Rebate	\$202.90
Pensioner and Pensioner Spouse – only owners	100% Rebate	\$202.90
Pensioner and Non-Pensioner Spouse – only owners	100% Rebate	\$202.90
Pensioner and Pensioner spouse and one other Pensioner owner	100% Rebate	\$202.90
Pensioner and Pensioner spouse and one other Non Pensioner owner	66.6% Rebate	\$135.15
Pensioner and Non Pensioner spouse and one other Non Pensioner owner	50% Rebate	\$101.45
Pensioner and two other Non Pensioner owners	33.3% Rebate	\$67.55
Pensioner and three other Non Pensioner owners	25% Rebate	\$50.75
Pensioner and six other Non Pensioner owners	16.66% Rebate	\$33.80

9.12.7 RATE REBATE FOR COVENANTED AREAS

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

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

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

A rebate of up to \$20 per hectare is available. The total rebate will depend on the rated value of the covenanted area with a minimum rebate of \$100 and a maximum rebate of \$1,000 per landholder.

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

9.13 PROPERTY VALUATIONS

9.13.1 GENERAL REVALUATION OF PROPERTIES

The Council is required to revalue all properties within the municipality every two years. The last revaluation of all properties was completed in 2012 and will be used in both the 2012/2013 and 2013/2014 rating years. All properties in the municipality – and across Victoria – have been valued as at the common date of 1 January 2012.

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

PART 9:

RATING INFORMATION

9.13.2 SUPPLEMENTARY VALUATIONS

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

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

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

9.14 STATE GOVERNMENT FIRE SERVICES PROPERTY LEVY

From 1 July 2013, the Victorian Government will require Councils across the state to collect a Fire Services Property Levy on their behalf. The Government's levy will be included as a separate line item on Council's rates notices when they are sent out later this year.

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

Greater Shepparton ratepayers need to be aware that this is an additional charge that will be collected by local government and immediately passed on to the Victorian Government. This change will not increase Council's revenue in any way. Council is collecting the levy on behalf of the State Government.

Until now, residents and businesses have made fire services contributions through their insurance premiums on their property. This typically includes building and contents insurance. People with insurance against fire will, from 1 July 2013, no longer pay a levy through their premiums. This means that all property owners must contribute to fire services (Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA)) funding, not just those with insurance.

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

It is important to note that the levy will be payable by all rateable and non-rateable property owners and will comprise of a fixed charge of \$100 for residential properties and \$200 for non-residential properties as well as a variable cost. The levy rate, in addition to the fixed charge, will be set by the State Government annually by May 31, having regard to the annual funding requirements for both the MFB and CFA.

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

Properties that have not been levied rates are deemed to be non-rateable properties. These types of property include Churches and community halls.

Commonwealth and State Government owned properties are exempt from paying the levy, e.g. schools and hospitals. The State Government will continue to contribute 12.5 per cent of MFA and 22.5 per cent of CFA budget.

PART 9: RATING INFORMATION

Examples of Fire Service Levy amounts for 2013/2014 year for properties located within the CFA district are provided below:

Fire Service Levy Category	Average Capital Improved Value (CIV)	Amount calculated against CIV	Fixed Charge	Total Due
Residential	\$251,000	\$29	\$100	\$129
Commercial	\$625,000	\$682	\$200	\$882
Industrial	\$625,000	\$1,068	\$200	\$1,268
Vacant land – non-residential	\$462,000	\$53	\$200	\$253
Primary production	\$445,000	\$39	\$200	\$339

It is estimated that Council will collect almost \$3.90 million on the Victorian Government's behalf.

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

For complaints regarding your insurance policy, contact your insurance company or the Fire Services Levy Monitor

PART 10:

BORROWING STRATEGY

Council's long term borrowing strategy focuses on maintaining debt levels well within State Government prudential guidelines.

Strategic Directions:

Examine the use of loan funding to fund new or significantly upgraded major assets that provide broad community benefit and intergenerational equity;

Consider the long term financial implications prior to committing to any future borrowings and before determining the funding mechanism to meet annual debt servicing and redemption requirements.

What is a Prudent Level of Debt?

Each Council is different and the level of debt that is appropriate for one Council may not be acceptable to another Council.

The Council needs to determine what a prudent level of debt is given that it is a growing regional city that services a community greater than its population and rate base.

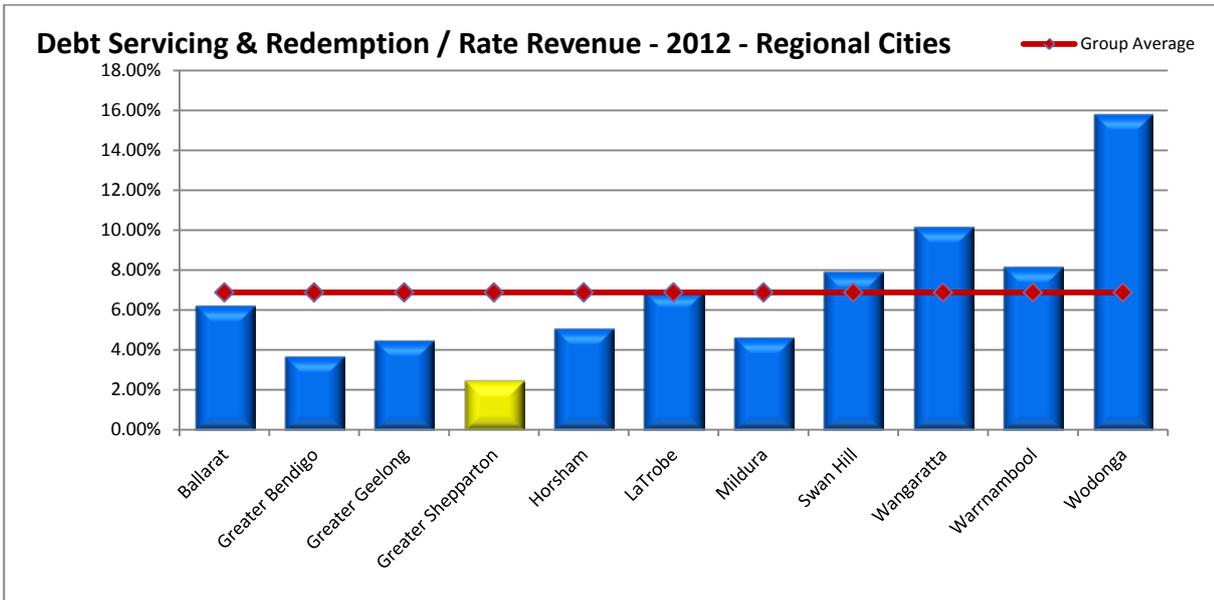
There are limits on borrowings due to the costs of interest payments. If the council was to borrow too heavily it would result in an inability to invest in capital works due to funds being consumed in debt repayment. Therefore a balance is important.

If the Council was to borrow, on what terms should these borrowings be structured?

What should the debt servicing and redemption costs be for Council, if any? This ratio is an important ratio as it provides the best indicator of the affordability of debt for a community and Council.

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

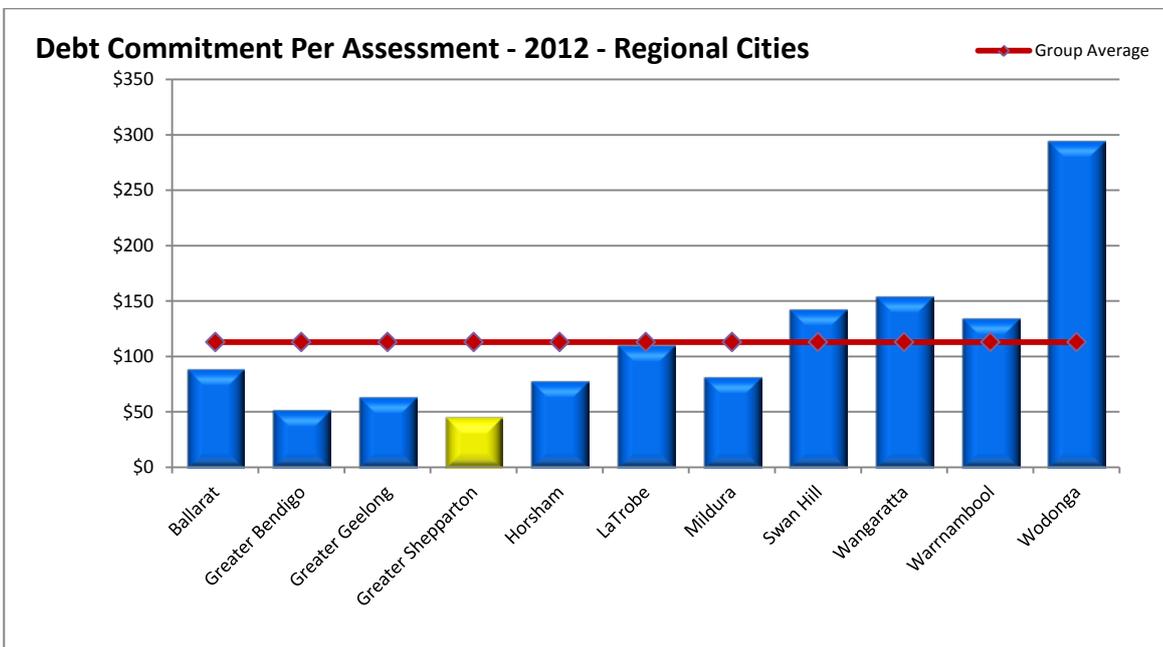
PART 10: BORROWING STRATEGY



Debt Servicing and Redemption compared with rate revenue for Regional Cities (2012)

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

Council's debt commitments per assessment are the lowest of all regional city Councils.



Debt Commitment per Assessment for Regional Cities (2012)

PART 10:

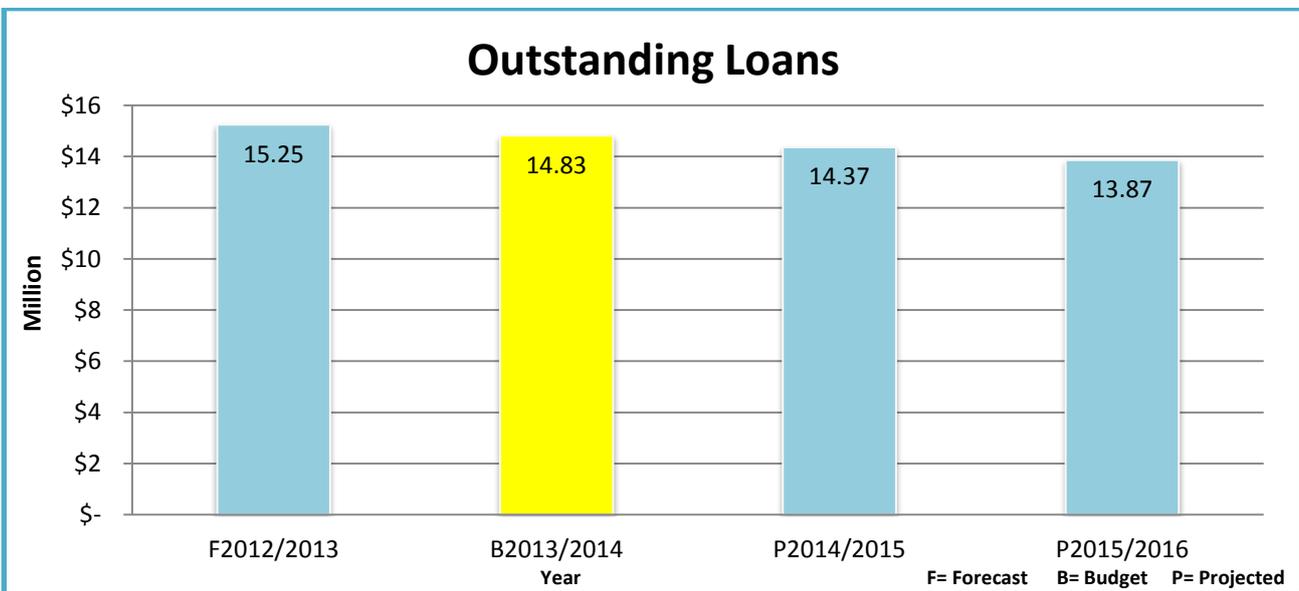
BORROWING STRATEGY

The following table sets out the Council's loan principal and interest repayment schedule for the next four years.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000	Indebtedness Ratio **
2012/2013	0	362	1,330	15,252	21.2%
2013/2014	0	426	1,157	14,826	19.4%
2014/2015	0	460	1,123	14,366	17.9%
2015/2016	0	497	1,089	13,869	16.4%

Indebtedness ratio is a measure which provides a comparison of non-current liabilities (mainly comprising borrowings) to own sourced revenue. The Victorian Auditor General Office places any percentage below 40 as a low risk with no audit concern.

Outstanding Loans



PART 1 1:

INFRASTRUCTURE STRATEGY

1 1.1 STRATEGY DEVELOPMENT

The Council is the custodian community assets with a replacement value of over \$1.01 billion in financial terms these assets depreciate in value by approximately \$18 million annually. The Council annually allocates resources to maintain, renew, upgrade and create these assets.

Council has developed a strategic asset management framework to maximise the benefit of these assets to the community.

- Council's Roads are 2,506km in length; which is equivalent to a road from Shepparton to Near Norseman in Western Australia.
- Council's 61 bridges end on end span 1,480m; which is longer than the Sydney Harbour Bridge which spans 1,149m.
- Council's underground drainage pipes of 330km are equivalent to pipeline from Shepparton to Colac.
- Council buildings are 447 in number with a total floor area of 115,732 m². The Eureka Tower in Melbourne is 91 stories tall and includes 556 residential apartments – 300m high total floor area 111,000 m².
- Council's open space area is equivalent of 647 ha (1600acres) of mowing/slashing areas.

This is equivalent to area contained in the square shown below (2.5km square), which is close to covering the urban area of Shepparton.

It is intended that the allocation of renewal funding change from a percentage of depreciation expense to predetermined service intervention levels.

The benefits of knowing the current condition and performance (level of service) an asset provide include:

- Ability to plan for and manage the delivery of the required level of service;
- Avoidance of premature asset failure, leaving open the option of cost-effective renewal;
- Managing risk associated with asset failures;
- Accurate prediction of future expenditure requirements; and
- Refinement of maintenance and rehabilitation strategies.

The estimated average annual infrastructure renewal required is over \$23 million per year, which is \$6 million greater than the budgeted 2012/2013 renewal funding of \$16.8 million.

If actual capital renewal expenditure does not keep pace with renewal demand an increasing number of assets will be in very poor condition.

Council's sustained level of growth and the significant levels of gifted assets coming onto the asset data base mean that the costs to renew the assets in future years will increase significantly.

PART 11:

INFRASTRUCTURE STRATEGY

The predicted renewal demand will be reviewed and updated annually to reflect:

- the increase in Council's asset base
- changes in the cost to renew assets
- changes in the condition profile as identified by condition assessments
- outcomes from the annual review of asset useful lives

For 2013/2014, staff have adopted a set of high level investment guidelines to assist staff and Councillors in assessing capital projects for budget purpose. Capital works proposals arising from Asset Management Plans, Council Plans, Community Plans and other sources are subject to a preliminary appraisal followed a business case analysis and more detailed appraisal against a set of objective criteria that include community and social benefit, environmental benefit, risk management, financial implications. This two-step appraisal process results in a prioritised list of capital projects for consideration in the immediate budget and 10 year capital plan.

Projects are also assessed against their readiness to proceed. It is critical that projects to be delivered in the near future are fully designed and estimated so that ratepayers can be confident that projects can be delivered on time and on budget.

There are 3 key strategies being undertaken in 2013/2014 to improve capital works planning and delivery:

1. Council adoption of Asset Investment Guidelines
The asset investment guidelines used by staff this year (mentioned above) will be further refined and adopted by Council in 2013/2014 and will provide an ongoing objective framework for the assessment of all capital projects.
2. PRINCE2 Project Management Methodology
Project proposals and business cases are the key inputs to our PRINCE2 (Projects IN a Controlled Environment 2) project management process. PRINCE2 is a worldwide best practice approach to the governance, planning, management and delivery of capital projects.
Greater Shepparton adopted the PRINCE2 methodology in 2012/2013 and it will be fully rolled out across all capital projects in 2013/2014. Every staff member involved in sponsoring or managing a project has been trained in the PRINCE2 methodology.
3. Project Management Office (PMO)
Organisational support for the implementation of PRINCE2 is delivered through the Project Management Office (PMO). The PMO was created in 2012/2013 and became fully operational in the latter part of that financial year.

The PMO is a group of qualified project managers and engineers with experience in initiating, designing, planning, managing and delivering complex projects. The PMO has responsibility to deliver all complex projects and to support the delivery of all our projects through building the capability and capacity of project managers across the organisation. As part of this role, the PMO reviews projects at key gateways to ensure high quality project management practices are applied throughout the planning and delivery cycle and continually monitors and reports on project status.

For 2013/2014, Council has deliberately focussed on asset renewals and completing projects that were initiated in previous years. Design and estimation of projects to deliver later in the term of this Council is another key focus.

APPENDICES

- A – BUDGETED STANDARD STATEMENTS**
- B – CASH INCOME STATEMENT**
- C – STATUTORY DISCLOSURES**
- D – KEY STRATEGIC ACTIVITIES**
- E – PROGRAM BUDGETS**
- F – CAPITAL WORKS PROGRAM**
- G – CAPITAL WORKS – RENEWAL LIST**
- H – SCHEDULE OF FEES AND CHARGES**
- I – AMENDMENTS TO THE 2013/2014 BUDGET**

APPENDIX A:

BUDGETED STANDARD STATEMENTS

This appendix presents information in regard to the budgeted Standard Statements. The budget information for the years 2013/2014 to 2016/2017 has been extracted from the Strategic Resource Plan.

At the end of the financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement

APPENDIX A:

BUDGETED STANDARD STATEMENTS

BUDGETED STANDARD INCOME STATEMENT FOR THE YEAR ENDING 30 JUNE 2014

	Forecast Actual 2012/2013 \$'000	Budget 2013/2014 \$'000	Variance \$'000	Variance %
Revenues from operating activities				
Rates and Charges	56,875	60,289	3,414	6%
Operating grants and contributions	22,898	15,162	(7,736)	(34%)
User Charges	14,170	15,387	1,217	9%
Statutory Fees	2,406	2,370	(36)	(2%)
Other	2,920	1,725	(1,195)	(41%)
Parking Fees and Fines	1,919	1,969	50	3%
Rent	723	628	(95)	(13%)
Total Operating Revenue	101,911	97,530	(4,381)	(4%)
Expenses from operating activities				
Employee Benefits	37,356	40,008	2,652	7%
Materials and Consumables	27,264	25,066	(2,198)	(8%)
External Contracts	10,540	11,230	690	7%
Utilities	2,916	3,031	115	4%
Borrowing Costs	1,330	1,177	(153)	(12%)
Depreciation and amortisation	17,646	18,452	806	5%
Total Operating Expenses	97,052	98,964	1,912	2%
UNDERLYING OPERATING RESULT	4,859	(1,434)	(6,293)	(130%)
Non-operating Income and Expenditure				
Proceeds on disposal of Assets	449	703	254	57%
Capital Grants and Contributions	4,552	7,057	2,505	55%
Assets sold (WDV)	(294)	(513)	(219)	(74%)
Contributed Assets	3,000	3,000	0	0%
ACCOUNTING SURPLUS/(DEFICIT) FOR THE YEAR	12,566	8,813	(3,753)	(30%)

* Explanations are provided for ease of reading the Cash Income Statement on page 89

APPENDIX A:

BUDGETED STANDARD STATEMENTS

BUDGETED STANDARD BALANCE SHEET FOR THE YEAR ENDING 30 JUNE 2014

	Ref	Forecast		Variance \$'000	Variance %
		Actual	Budget		
		2012/2013 \$,000	2013/2014 \$,000		
<u>ASSETS: CURRENT</u>					
Cash		1,000	1,000	0	0%
Receivables		4,831	5,996	1,165	24%
Investments		32,260	21,965	(10,296)	(32%)
Other		79	79	0	0%
Total Current Asset	7.1.1	38,170	29,039	(9,131)	(24%)
<u>NON CURRENT ASSETS</u>					
Infrastructure etc.		661,188	681,426	20,238	3%
Other		1,157	1,157	0	0%
Total Non Current Assets	7.1.2	662,345	682,583	20,238	3%
TOTAL ASSETS		700,515	711,622	11,107	2%
<u>LIABILITIES: CURRENT</u>					
Payables		5,408	8,128	2,720	50%
Interest bearing liabilities		389	460	71	18%
Trust funds		2,051	2,051	0	0%
Employee Benefits		7,900	7,900	0	0%
Other		247	247	0	0%
Total Current Liabilities	7.1.3	15,995	18,786	2,791	17%
<u>NON CURRENT LIABILITIES</u>					
Payables		406	406	0	0%
Employee Benefits		907	907	0	0%
Interest Bearing Liabilities		14,863	14,366	(497)	(3%)
Total Non Current Liabilities	7.1.4	16,176	15,679	(497)	(3%)
TOTAL LIABILITIES		32,171	34,465	2,294	7%
NET ASSETS		668,344	677,157	8,813	1%
<u>REPRESENTED BY:</u>					
Accumulated Surplus		308,368	317,181	8,813	3%
Reserves		359,976	359,976	0	0%
TOTAL EQUITY	7.1.5	668,344	677,157	8,813	1%

* Explanations are provided for ease of reading the Cash Income Statement on page 89

APPENDIX A:

BUDGETED STANDARD STATEMENTS

BUDGETED STANDARD CASH FLOW STATEMENT FOR THE YEAR ENDING 30 JUNE 2014

	Forecast Actual	Budget	Variance	Variance
Ref	2012/2013	2013/2014	\$'000	%
	\$'000	\$'000	\$'000	%
Cash flows from operating activities				
Receipts from customers	77,309	80,321	3,012	4%
Payments to suppliers	(83,708)	(76,639)	7,069	8%
Net cash inflow (outflow) from customers/suppliers	(6,399)	3,682	10,081	158%
Interest received	1,706	1,131	(575)	(34%)
Government receipts	27,450	21,973	(5,477)	(20%)
Interest paid	(1,330)	(1,155)	(175)	(13%)
Net cash inflow (outflow) from operating activities	21,427	25,631	4,204	20%
Cash flows from investing activities				
Proceeds from sale of property, plant and equipment, infrastructure	449	703	254	57%
Payments for property, plant and equipment, infrastructure	(25,101)	(36,203)	(11,102)	(44%)
Net cash inflow (outflow) from investing activities	(24,652)	(35,500)	(10,848)	(44%)
Cash flows from financing activities				
Proceeds from interest bearing loans and borrowings	0	0	0	0%
Repayment of interest bearing loans and borrowings	(362)	(426)	(64)	(18%)
Net cash inflow (outflow) from financing activities	(362)	(426)	(64)	(18%)
Net increase (decrease) in cash and cash equivalents	(3,587)	(10,295)	(6,708)	(187%)
Cash and cash equivalents at the beginning of the year	36,847	33,260	(3,587)	(10%)
Cash and cash equivalents at the end of the year	33,260	22,965	(10,295)	(31%)

* Explanations are provided for ease of reading the Cash Income Statement on page 89

APPENDIX A:

BUDGETED STANDARD STATEMENTS

BUDGETED STANDARD CAPITAL WORKS STATEMENT FOR THE FOR YEAR ENDING 30 JUNE 2014

Capital Works Areas	Forecast Actual 2012/2013 \$'000	Budget 2013/2014 \$'000	Variance \$'000
Roads	11,767	17,011	5,244
Drains	1,788	3,717	1,929
Open space	3,537	4,529	992
Buildings	1,938	3,380	1,442
Plant, equipment and other	3,423	4,124	701
Waste Management	1,355	2,079	724
Other	1,293	1,363	70
Total capital works	25,101	36,203	11,102
Represented by:			
Renewal	5,116	10,103	4,987
Upgrade/expansion	15,962	16,831	869
New assets	4,023	9,269	5,246
Total capital works	25,101	36,203	11,102

Property, Plant and Equipment movement reconciliation worksheet	2012/2013 \$'000	2013/2014 \$'000	Variance \$'000
<i>The movement between the previous year and the current year in property, plant and equipment as shown in the Statement of Financial Position links to the net of the following items:</i>			
Total Capital works	31,372	36,203	4,831
Asset revaluation movement	0	0	0
Depreciation and amortization	(17,649)	(18,452)	(803)
Written down value of assets sold	(358)	(513)	(155)
Contributed assets	3,000	3,000	0
Net movement in property, plant and equipment	16,365	20,238	3,873

* Explanations are provided for ease of reading the Cash Income Statement on page 89

APPENDIX B: CASH INCOME STATEMENT

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

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

INCOME STATEMENT CONVERTED TO CASH FOR THE YEAR ENDING 30 JUNE 2014

	Budget 2013/2014 \$'000
UNDERLYING OPERATING RESULT (pg. 85)	8,813
<u>Less</u> cash costs not included in operating result	
Capital Works Expenditure (pg. 88)	36,203
Loan Repayments (principal) (pg. 80)	426
Transfer from reserves (transfers to and from reserves form part of the	(16,121)
Transfer to reserves investment balance on pg. 86)	4,325
Sub Total	24,833
<u>Plus</u> non cash costs included in operating result	
Depreciation (pg. 85)	18,452
Assets sold (WDV) (pg. 85)	513
Contributed assets (pg. 85)	(3,000)
Sub Total	15,965
CASH SURPLUS/(DEFICIT) FOR THE YEAR	(55)

APPENDIX C:**STATUTORY DISCLOSURES**

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

The appendix includes the following budgeted information:

- Borrowings
- Rates and Charges
- Differential Rates

1. BORROWINGS

	2012/2013 \$'000	2013/2014 \$'000
New borrowings	0	0
Debt redemption	362	426

2. RATES AND CHARGES**2.1 THE PROPOSED RATE IN THE DOLLAR FOR EACH TYPE OF RATE TO BE LEVIED**

Type of Property	2012/2013 Cents/\$CIV	2013/2014 Cents/\$CIV
Residential Improved Land	0.00384340	0.00425578
Residential Unimproved Land	0.00384340	0.00425578
Farm Land	0.00383940	0.00404299
Rural Residential Land	0.00383940	0.00425578
Commercial Unimproved Land	0.00539040	0.00731994
Commercial Improved 1 Land	0.01156310	0.01093735
Commercial Improved 2 Land	0.01168960	0.01059689
Commercial Improved 3 Land	0.00909690	0.00923504
Industrial Unimproved Land	0.00649550	0.00787319
Industrial Improved 1 Land	0.01025780	0.00995852
Industrial Improved 2 Land	0.01274130	0.01115014
Industrial Improved 3 Land	0.00858440	0.00897969
Cultural and Recreational Land	0.00279990	0.00310670

APPENDIX C: STATUTORY DISCLOSURES

2.2 THE ESTIMATED AMOUNT TO BE RAISED BY EACH TYPE OF RATE TO BE LEVIED

Type of Property	2012/2013 \$	2013/2014 \$
Residential Unimproved Land	647,259	716,706
Residential Improved Land	21,796,670	24,135,342
Farm Land	4,981,243	5,245,379
Rural Residential Land	766,575	849,709
Commercial Unimproved Land	191,802	260,458
Commercial Improved 1 Land	9,459,252	8,947,352
Commercial Improved 2 Land	584,247	529,632
Commercial Improved 3 Land	427,373	433,862
Industrial Unimproved Land	201,107	243,652
Industrial Improved 1 Land	3,396,789	3,297,684
Industrial Improved 2 Land	1,249,412	1,093,382
Industrial Improved 3 Land	150,888	157,836
Cultural and Recreational Land	34,095	37,831

It should be noted that rates and charges for 2012/2013 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [I.e. whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.]

2.3 THE ESTIMATED TOTAL AMOUNT TO BE RAISED BY RATES

Type of Property	2012/2013 \$	2013/2014 \$
Total rates to be raised	43,886,622	45,948,825

It should be noted that rates and charges for 2012/2013 have been adjusted for supplementary rates received during the year on a full year rate or annualised basis. [I.e. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.]

APPENDIX C:

STATUTORY DISCLOSURES

2.4 THE PROPOSED PERCENTAGE CHANGE IN THE RATE IN THE DOLLAR FOR EACH TYPE OF RATE TO BE LEVIED, COMPARED TO THAT OF THE PREVIOUS FINANCIAL YEAR

Type of Property	Percentage Change 2012/2013 %	Percentage Change 2013/2014 %
Residential Unimproved Land	2	11
Residential Improved Land	2	11
Farm Land	2	5
Rural Residential Land	2	11
Commercial Unimproved Land	(1)	36
Commercial Improved 1 Land	(1)	(5)
Commercial Improved 2 Land	6	(9)
Commercial Improved 3 Land	2	2
Industrial Unimproved Land	2	21
Industrial Improved 1 Land	0	(3)
Industrial Improved 2 Land	14	(12)
Industrial Improved 3 Land	(2)	5
Cultural and Recreational Land	5	11

2.5 THE NUMBER OF ASSESSMENTS FOR EACH TYPE OF RATE TO BE LEVIED, COMPARED TO THE PREVIOUS YEAR

Type of Property	2012/2013	2013/2014
Residential Unimproved Land	N/A	952
Residential Improved Land	23,244	22,541
Farm Land	3,487	2,924
Rural Residential Land	N/A	563
Commercial Unimproved Land	65	62
Commercial Improved 1 Land	1,357	1,405
Commercial Improved 2 Land	37	34
Commercial Improved 3 Land	267	266
Industrial Unimproved Land	80	82
Industrial Improved 1 Land	533	528
Industrial Improved 2 Land	29	27
Industrial Improved 3 Land	87	86
Cultural and Recreational Land	7	7
Total number of assessments	29,193	29,477

APPENDIX C: STATUTORY DISCLOSURES

2.6 THE BASIS OF VALUATION TO BE USED IS THE CAPITAL IMPROVED VALUE (CIV)

2.7 THE ESTIMATED TOTAL CIV OF LAND IN RESPECT OF WHICH EACH TYPE OF RATE IS TO BE LEVIED, COMPARED WITH THE PREVIOUS YEAR

Type of Property	2012/2013 \$	2013/2014 \$
Residential Unimproved Land	N/A	168,407,800
Residential Improved Land	5,720,780,300	5,671,194,700
Farm Land	1,498,713,400	1,297,401,400
Rural Residential Land	N/A	199,660,000
Commercial Unimproved Land	36,006,000	35,582,000
Commercial Improved 1 Land	780,890,000	818,055,016
Commercial Improved 2 Land	50,057,000	49,980,000
Commercial Improved 3 Land	45,245,000	46,980,000
Industrial Unimproved Land	31,967,600	30,947,000
Industrial Improved 1 Land	330,872,000	331,142,000
Industrial Improved 2 Land	97,006,000	98,060,000
Industrial Improved 3 Land	17,475,000	17,577,000
Cultural and Recreational Land	10,987,000	12,177,000
Total estimated CIV of land	8,619,999,300	8,777,163,916

2.8 THE PROPOSED UNIT AMOUNT TO BE LEVIED FOR EACH TYPE OF CHARGE UNDER SECTION 162 OF THE ACT

Type of Property	2012/2013 \$	2013/2014 \$
Municipal Charge	214	227
80L Waste / Recyclables Service Charge**	152	160
120L Waste / Recyclables Service Charge**	202	214
240L Waste / Recyclables Service Charge**	334	354
120L or 240L Green Organic Waste Service Charge**	71	74
120L or 240L Recyclables Only Service Charge**	71	74

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

APPENDIX C: STATUTORY DISCLOSURES

2.9 THE ESTIMATED AMOUNTS TO BE RAISED FOR EACH TYPE OF CHARGE TO BE LEVIED, COMPARED TO THE PREVIOUS YEAR

Type of Property	2012/2013 \$	2013/2014 \$
Municipal charge	6,156,352	6,530,336
80L Waste / Recyclables Service Charge	1,599,952	1,684,160
120L Waste / Recyclables Service Charge	1,514,798	1,604,786
240L Waste / Recyclables Service Charge	2,812,614	2,981,034
120L or 240L Green Organic Waste Service Charge	1,127,125	1,174,750
120L or 240L Recyclables Only Service Charge	14,626	15,244
Total estimated amount to be raised for levied charges	13,225,467	13,990,310

2.10 THE ESTIMATED TOTAL AMOUNT TO BE RAISED BY RATES AND CHARGES

Type of Charge	2013/2014 \$
Rates and Charges to be declared (excl. supplementary rates)	59,939,135
Supplementary Rates and Adjustments (estimated)	350,000
Total estimated amount	60,289,135

2.11 THERE ARE NO KNOWN SIGNIFICANT CHANGES WHICH MAY AFFECT THE ESTIMATED AMOUNTS TO BE RAISED BY RATES AND CHARGES. HOWEVER, THE TOTAL AMOUNT TO BE RAISED BY RATES AND CHARGES MAY BE AFFECTED BY:

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

APPENDIX C: STATUTORY DISCLOSURES

3. DIFFERENTIAL RATES

3.1 RATES TO BE LEVIED

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

- A general rate of 0.425578% (0.00425578 cents in the dollar of CIV) for all rateable Residential Unimproved Land
- A general rate of 0.425578% (0.00425578 cents in the dollar of CIV) for all rateable Residential Improved Land
- A general rate of 0.404299% (0.00404299 cents in the dollar of CIV) for all rateable Farm Land
- A general rate of 0.425578% (0.00425578 cents in the dollar of CIV) for all rateable Rural Residential Land
- A general rate of 0.731994% (0.00731994 cents in the dollar of CIV) for all rateable Commercial Unimproved Land
- A general rate of 1.093735% (0.01093735 cents in the dollar of CIV) for all rateable Commercial Improved 1 Land
- A general rate of 1.059689% (0.01059689 cents in the dollar of CIV) for all rateable Commercial Improved 2 Land
- A general rate of 0.923504% (0.00923504 cents in the dollar of CIV) for all rateable Commercial Improved 3 Land
- A general rate of 0.787319% (0.00787319 cents in the dollar of CIV) for all rateable Industrial Unimproved Land
- A general rate of 0.995852% (0.00995852 cents in the dollar of CIV) for all rateable Industrial Improved 1 Land
- A general rate of 1.115014% (0.01115014 cents in the dollar of CIV) for all rateable Industrial Improved 2 Land
- A general rate of 0.897969% (0.00897969 cents in the dollar of CIV) for all rateable Industrial Improved 3 Land

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

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

APPENDIX C: STATUTORY DISCLOSURES

RESIDENTIAL UNIMPROVED LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

This category applies to an unimproved class of land only.

APPENDIX C: STATUTORY DISCLOSURES

RESIDENTIAL IMPROVED LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is used primarily for residential purposes.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

FARM LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

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

Farm land means any rateable land-

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 95% of the residential improved land rate.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

RURAL RESIDENTIAL LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

COMMERCIAL UNIMPROVED LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 172% of the residential improved land rate.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

This category applies to an unimproved class of land only.

APPENDIX C: STATUTORY DISCLOSURES

COMMERCIAL IMPROVED 1 LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 257% of the residential improved land rate.

Geographic Location:

Located within the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

COMMERCIAL IMPROVED 2 LAND

Objective:

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

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

Types and Classes:

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

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 249% of the residential improved land rate.

Geographic Location:

Located outside the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

COMMERCIAL IMPROVED 3 LAND

Objective:

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

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

Types and Classes:

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

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

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

Geographic Location:

Located outside the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

INDUSTRIAL UNIMPROVED LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 185% of the residential improved land rate.

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

This category applies to an unimproved class of land only.

APPENDIX C: STATUTORY DISCLOSURES

INDUSTRIAL IMPROVED 1 LAND

Objective:

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

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

Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 234% of the residential improved land rate.

Geographic Location:

Located within the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

INDUSTRIAL IMPROVED 2 LAND

Objective:

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

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

Types and Classes:

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

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 262% of the residential improved land rate.

Geographic Location:

Located outside the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX C: STATUTORY DISCLOSURES

INDUSTRIAL IMPROVED 3 LAND

Objective:

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

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

Types and Classes:

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

Any land which does not have the characteristics of:

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

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

Use and Level of Differential Rate:

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

The level of the differential rate is set at 211% of the residential improved land rate.

Geographic Location:

Located outside the urban Shepparton location bounded by –

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

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2013/2014 rating year.

APPENDIX D: KEY STRATEGIC ACTIVITIES

This appendix presents a number of key strategic activities (KSAs) to be undertaken during the 2013/2014 year and performance targets and measures in relation to these.

Strategic Activity	Performance Measure	Performance Target
Active and Engaged Community (Social)		
Community engagement	Community engagement community satisfaction survey result	>56
Continue to work with our communities to develop their community plans	Congupna Community Plan endorsed by Council	31-Dec-13
Develop and implement neighborhood planning within the Shepparton community	1 Neighborhood Plan and 1 Locality Plan endorsed by Council	30-Jun-14
Implement the Safer City Camera Project as part of Council's Safer City Strategy	Stage 1 Safer City Camera Project operational	31-Dec-13
Implement Universal Access to Early Childhood Education 15 hours in all Council kindergartens	All Council kindergartens offer all eligible children 15 hours of kindergarten per week facilitated by a qualified kindergarten teacher	28-Feb-14
Review Council's Tertiary Education Strategy with the aim to improve the inspirational goals of students to gain further skills by attending higher education	Tertiary Education Strategy adopted by Council	31-Mar-14
Development of a marketing strategy to increase community awareness, understanding, ownership and patronage of Council services and programs	Marketing Strategy adopted by Council	30-Jun-14
Council services endeavor to be inclusive and provide universal access to the community	Universal Access and Inclusion Plan 2013-2017 adopted by Council	30-Sep-13
Enhancing the Environment (Natural)		
Review of Council waste management services	Waste Management Strategy adopted by Council	31-Dec-13
Finalise the Council's Environment and Sustainability Strategy	Environment and Sustainability Strategy adopted by Council	31-Dec-13
Installation of environmental utility management improvements at Aquamoves	Aquamoves environmental utility management improvements in operation	30-Jun-14

APPENDIX D: KEY STRATEGIC ACTIVITIES

Strategic Activity	Performance Measure	Performance Target
Economic Prosperity (Economic)		
To accommodate future population growth, infrastructure within the Mooroopna West Growth Corridor funded by the Building Better Regional Cities Program will be constructed.	Construction of flood mitigation, drainage and infrastructure within the Mooroopna West Growth Corridor funded by the Building Better Regional Cities Program	30-Jun-14
Develop a Greater Shepparton Retail Strategy	Retail Strategy adopted by Council	30-Jun-14
Develop a destination brand for Greater Shepparton that authentically represents the people, products and experiences of the region	Destination Brand adopted by Council	30-Jun-14
Quality Infrastructure (Build)		
Implementation of a project management system to improve the planning and delivery of capital works	Ninety per cent of the adopted 2013/2014 Capital Works Budget expended, excluding works undertaken by developers	30-Jun-14
Implementation of a proactive maintenance inspection program for road, path and drainage assets	Ninety per cent of maintenance delivered in line with service levels set out in the Inspection Maintenance Service Level Plan.	30-Jun-14
High Performing Organisation (Leadership & Governance)		
Community satisfaction	Overall community satisfaction survey result	>55
Overall Council direction	Overall Council direction community satisfaction survey result	>51
Customer contact	Customer contact community satisfaction survey result	>68
Advocacy	Advocacy community satisfaction survey result	>55
Commence implementation of a service planning model for the services Council provides for the community	2 Service Planning Reviews adopted by Council	30-Jun-14
Responsible management of resources in the delivery of Council services for the community	Actual operating surplus greater than the adopted 2013/2014 Budget.	30-Jun-14
Sufficient working capital maintained to sustain operations	Actual working capital ratio greater than the adopted 2013/2014 Budget	30-Jun-14

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Office of Chief Executive Officer

Office of the Chief Executive Officer/ Directorate

Department: Office of the CEO

Purpose

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

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

The team:

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

The team delivers these key elements by

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

Influences

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

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

Critical Issues / Challenges

- There are several critical issues that inform and influence the activities of the Directorate including:
- Achieving financial sustainability
- Providing the key linkage to manage resources
- Provision of appropriate support to Councillors

Link to the Council Plan

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

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

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Office of the CEO/Directorate

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

792,807
 103,950
 0
 38,856
 0
 0
 20,000
 40,600
 0
 39,000
 3,000
 144,100
 9,200
 0
 8,000
 20,000
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(1,219,513)

Net Surplus/(Loss)

(1,219,513)

Councillor Management and Support

Department: Office of the CEO

Purpose

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

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

Influences

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

Critical Issues / Challenges

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

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Councillor Management and Support

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

0
 0
 0
 21,881
 0
 0
 0
 0
 0
 0
 0
 274,808
 0
 0
 0
 0
 15,000
 0
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(311,689)

Net Surplus/(Loss)

(311,689)

Corporate Strategic Planning

Department: Office of the CEO

Purpose

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

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

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

Influences

In undertaking planning across the organisation key influences include:

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

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

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

Critical Issues / Challenges

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

Council will commence in 2013/2014 a review of the service delivery model which supports the community and the organisation to ensure that it is providing the services required by the community and that those services are provided as value for money.

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

Link to the Council Plan

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

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

Service Growth Areas

Commencement of a service planning model.

Service Reduction Areas

Nil

Risk Management

Department: Office of the CEO

Purpose

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

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

Influences

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

Critical Issues / Challenges

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

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Risk Management

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	65,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

65,000

EXPENSES

301 - Salaries	141,027
302 - Oncost	18,120
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	138,000
363 - Contracts	0
364 - General Expenses	14,800
365 - Stationary/Consumables	0
366 - Professional Memberships	1,000
367 - Publications/Subscriptions	0
368 - Training	18,000
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	1,122,655
399 - Internal Expense	0

TOTAL EXPENSES

(1,453,602)

Net Surplus/(Loss)

(1,388,602)

Marketing and Communications

Department: Marketing and Communications

Purpose

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

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

Influences

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

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

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

Critical Issues / Challenges

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

- Strong brand awareness but limited understanding and/or negative association
- The community's limited understanding of the breadth of services delivered by Council and Council's roles and responsibilities.
- The outcome of the 2011 Local Government Satisfaction Survey with Greater Shepparton receiving a result of 55 per cent.
- Perceived excessive high residential and commercial rates.
- The need to embrace the diverse nature of our community.

Link to the Council Plan

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

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

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

Service Growth Areas

Implementation of Councils Marketing and Communication Strategy

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Marketing and Communications

2013/2014

INCOME

- 101 - User Charges
- 102 - Fees and Fines
- 103 - Grants
- 104 - Other Income
- 105 - Rates and Charges
- 106 - Contributions
- 107 - Interest
- 108 - Parking Fees and Fines
- 110 - Rent
- 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

- 301 - Salaries
- 302 - Oncost
- 303 - FBT
- 321 - Plant
- 331 - Depreciation
- 341 - Interests
- 361 - Advertising/Promotions
- 362 - Consultants
- 363 - Contracts
- 364 - General Expenses
- 365 - Stationary/Consumables
- 366 - Professional Memberships
- 367 - Publications/Subscriptions
- 368 - Training
- 369 - Utilities
- 370 - Legal Fees
- 371 - Materials or Supplies
- 372 - External Labour
- 373 - Repairs and Maintenance
- 374 - Cleaning
- 375 - Corporate Expenses
- 399 - Internal Expense

557,453

70,695

0

17,000

0

0

297,000

0

0

85,000

1,000

1,220

8,200

0

0

0

1,000

0

0

0

0

0

0

TOTAL EXPENSES

(1,038,568)

Net Surplus/(Loss)

(1,038,568)

Shepparton Show Me

Department: Marketing and Communications

Purpose

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

Influences

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

Critical Issues / Challenges

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

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

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Show Me

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries 96,888
 302 - Oncost 12,449
 303 - FBT 0
 321 - Plant 10,000
 331 - Depreciation 0
 341 - Interests 0
 361 - Advertising/Promotions 491,956
 362 - Consultants 0
 363 - Contracts 0
 364 - General Expenses 34,790
 365 - Stationary/Consumables 0
 366 - Professional Memberships 0
 367 - Publications/Subscriptions 0
 368 - Training 0
 369 - Utilities 0
 370 - Legal Fees 0
 371 - Materials or Supplies 0
 372 - External Labour 0
 373 - Repairs and Maintenance 0
 374 - Cleaning 0
 375 - Corporate Expenses 0
 399 - Internal Expense 0

TOTAL EXPENSES

(646,083)

Net Surplus/(Loss)

(646,083)

Human Resources

Department: People Performance

Purpose

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

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

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

Human Resources assists Council to help drive and shape the future strategy for organisation, while creating great place to work where innovation is expected and customers are our focus.

Influences

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

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

A review of the location of all functional Departments throughout the organisation has been completed and implementation has commenced with staff movement in order to bring all staff within individual Departments together for greater operational efficiency.

Critical Issues / Challenges

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

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

It is anticipated that over the next four years there may be small increases in Human Resource staffing levels as different service levels are considered and the organisational restructure is implemented, however the overall pattern should remain reasonably constant.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Human Resources

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	10,000
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

10,000

EXPENSES

301 - Salaries	957,151
302 - Oncost	127,352
303 - FBT	0
321 - Plant	16,493
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	9,000
362 - Consultants	105,000
363 - Contracts	0
364 - General Expenses	66,000
365 - Stationary/Consumables	1,000
366 - Professional Memberships	47,450
367 - Publications/Subscriptions	1,350
368 - Training	850,450
369 - Utilities	0
370 - Legal Fees	33,500
371 - Materials or Supplies	5,500
372 - External Labour	10,000
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	585,000
399 - Internal Expense	0

TOTAL EXPENSES

(2,815,246)

Net Surplus/(Loss)

(2,805,246)

*** Includes the work cover premium

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Business

Business Services Management/Directorate

Department: Business Services

Purpose

Lead and manage the Council’s Business Directorate.

Influences

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

Critical Issues / Challenges

Achieving the objectives of the Council Plan.

Link to the Council Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Business Services Management/Directorate

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

208,541
 26,796
 0
 31,589
 0
 0
 0
 0
 0
 0
 0
 3,000
 0
 1,000
 0
 0
 750
 0
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(271,676)

Net Surplus/(Loss)

(271,676)

Strategic Asset Management

Department: Strategic Assets

Purpose

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

Influences

The services provided by Greater Shepparton City Council, like other Councils, are exposed to considerable financial risk due to the significant scale of its infrastructure investment of over \$1.019 billion. The estimated required annual renewal investment is equal to \$23 million.

Critical Issues / Challenges

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

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

- Assessing and understanding the condition of our assets.
- The timely collection and analysis of asset data including the condition of existing assets and assets gifted to Council due to new developments. The value of assets gifted to Council during the 2011-12 financial years was over \$7.8 million.
- Reviewing how long each asset type can be used before it needs to be replaced.
- The modeling of long term asset renewal requirements based on asset condition rather than using depreciation expense as a benchmark.
- Aligning long term asset renewal funding requirements with long term financial planning
- Utilising service plans to inform the renewal, upgrade, creation or decommissioning of assets
- Reviewing and updating asset management plans for major asset groups.

Link to the Council Plan

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

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

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

Service Growth Areas

Commencement of a rolling program of inspecting the condition of 10 per cent of drainage pipes each year.

Council's underground drainage pipes are 330km in length which is equivalent to a pipeline from Shepparton to Colac. New budget allocation for the 2013/2014 financial year of \$36,790.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Strategic Asset Management

2013/2014

INCOME

101 - User Charges	245,717
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	1,500
108 - Parking Fees and Fines	0
110 - Rent	270,000
199 - Internal Charge Income	0

TOTAL INCOME

517,271

EXPENSES

301 - Salaries	641,641
302 - Oncost	99,261
303 - FBT	0
321 - Plant	35,922
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	23,500
362 - Consultants	70,000
363 - Contracts	15,500
364 - General Expenses	71,400
365 - Stationary/Consumables	0
366 - Professional Memberships	650
367 - Publications/Subscriptions	500
368 - Training	0
369 - Utilities	500
370 - Legal Fees	7,500
371 - Materials or Supplies	30,000
372 - External Labour	251,000
373 - Repairs and Maintenance	30,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,277,374)

Net Surplus/(Loss)

(760,103)

Saleyards

Department: Strategic Asset Management

Purpose

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

Influences

Shepparton Regional Saleyards caters for stock from North West Victoria and parts of NSW as far west as Wilcannia. Throughput in the 2011/2012 financial year was 122,000 head of cattle and 197,000 head of sheep, up 25 per cent on cattle and down 21 per cent on sheep from the previous year.

Previous capital works have influenced clientele and include: 10,500m² roof over the sheep yards, major road, drainage and fencing works, installation and connection of 17 x 45,000 litre water tanks and commissioning of a bore, 5 new adjustable loading ramps, 5 new race readers.

Critical Issues / Challenges

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

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Saleyards

2013/2014

INCOME

101 - User Charges	1,302,009
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	7,644
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	40,000
108 - Parking Fees and Fines	0
110 - Rent	26,410
199 - Internal Charge Income	0

TOTAL INCOME

1,376,063

EXPENSES

301 - Salaries	0
302 - Oncost	0
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	44,000
362 - Consultants	0
363 - Contracts	42,311
364 - General Expenses	814,542
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	92,400
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	7,345
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,000,598)

Net Surplus/(Loss)

375,465

Financial Services

Department: Finance and Rates

Purpose

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

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

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

Influences

The key influences of the Financial Services Teams are ensuring that legislative requirements are met, including where there is a change to legislation and meeting internal service requirements as the organisation diversifies and levels of financial management are increased.

Council has spent considerable effort developing a detailed and transparent 2013-2023 Strategic Resource Plan which contains a number of key strategic directions. In particular the Financial Services Team will be working all areas of the organisation to ensure these strategic directions are delivered.

Critical Issues / Challenges

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

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Financial Services

2013/2014

INCOME

101 - User Charges	542,050
102 - Fees and Fines	0
103 - Grants	4,038,322
104 - Other Income	54,500
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	902,000
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

5,536,871

EXPENSES

301 - Salaries	866,246
302 - Oncost	115,939
303 - FBT	166,000
321 - Plant	19,429
331 - Depreciation	0
341 - Interests	1,176,277
361 - Advertising/Promotions	9,000
362 - Consultants	60,000
363 - Contracts	0
364 - General Expenses	365,400
365 - Stationary/Consumables	20,000
366 - Professional Memberships	3,800
367 - Publications/Subscriptions	3,000
368 - Training	0
369 - Utilities	1,700
370 - Legal Fees	1,500
371 - Materials or Supplies	186,000
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(2,994,291)

Net Surplus/(Loss)

2,542,581

*** Excluded On-cost, Superannuation and Long Service Leave

Rates and Valuations

Department: Finance and Rates

Purpose

The Rates and Valuation Team are responsible for providing effective and efficient valuation, revenue raising and property services so as to ensure the accurate and timely collection of property rates and charges. The team are also responsible for the production of the voter's role.

Influences

Ensuring that legislative requirements are met, including where there are changes to legislation. In 2013/2014 the following changes need to be managed by the team:

- Introduction of the Victorian Government's Fire Services Property Levy from 1 July 2013 being administered and collected by councils;
- Ensuring compliance with the Ministerial Guidelines on Differential Rating which becomes operative 1 July 2013; and
- Compliance with the Local Government Legislation Amendment (Miscellaneous) Bill 2012.

Coordination of 2014 Property Revaluation return.

Implementation of the Council's 2013-2017 Rating Strategy.

Critical Issues / Challenges

The key challenges for the Rates and Valuations Team relates to the introduction of the Fire Service Property Levy and the need to make sure systems are implemented and tested to administer the levy to properties and managing the 2014 Property Valuation process.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Rates and Valuations

2013/2014

INCOME

101 - User Charges	49,500
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	52,829,163
106 - Contributions	0
107 - Interest	200,000
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

53,078,663

EXPENSES

301 - Salaries	388,337
302 - Oncost	53,422
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	12,000
362 - Consultants	0
363 - Contracts	310,000
364 - General Expenses	17,500
365 - Stationary/Consumables	0
366 - Professional Memberships	600
367 - Publications/Subscriptions	2,000
368 - Training	0
369 - Utilities	0
370 - Legal Fees	10,000
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(793,859)

Net Surplus/(Loss)

52,284,804

Information Services

Department: Finance and Rates

Purpose

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

Influences

The Information Services Business Unit has completed a large asset renewal project replacing the existing core server and storage area network, ensuring Council's ability to deliver services and suitably support Council employees. Greater Shepparton City Council chose to review and redevelop the existing Information Communications Technology (ICT) Strategy, which will influence the next 5 years of Council's information Systems new, upgrade and renewal projects.

Critical Issues / Challenges

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

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

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Information Services

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	500
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

500

EXPENSES

301 - Salaries	942,183
302 - Oncost	123,405
303 - FBT	0
321 - Plant	19,429
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	1,000
362 - Consultants	50,000
363 - Contracts	0
364 - General Expenses	279,000
365 - Stationary/Consumables	0
366 - Professional Memberships	2,600
367 - Publications/Subscriptions	1,000
368 - Training	0
369 - Utilities	78,000
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	1,008,087
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(2,504,704)

Net Surplus/(Loss)

(2,504,204)

Citizen Services

Department: Customer Experience

Purpose

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

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

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

Influences

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

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

Critical Issues / Challenges

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

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

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

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Citizens Service

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

590,078
 79,423
 0
 19,428
 0
 0
 500
 0
 14,000
 12,000
 1,000
 0
 0
 0
 0
 0
 4,000
 54,000
 0
 0
 0
 0

TOTAL EXPENSES

(774,429)

Net Surplus/(Loss)

(774,429)

Information Management

Department: Customer Experience

Purpose

The records management unit creates, receives and maintains records which document the functions, activities and transactions carried out within Council.

Influences

Council has adopted a target of 80 per cent paper reduction that the Information Management business unit continues to work toward, aiding with process efficiencies, digitisation of historical information and encouraging digital documentation where possible.

Critical issues / Challenges

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

Councils Information Management business unit during 2013/2014 will aim to integrate digital capture and digital reproduction into their existing processes. This approach will minimise the requirement for additional funds or additional resourcing.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Information Management

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

346,079
 47,561
 0
 0
 0
 0
 0
 8,000
 0
 151,000
 45,000
 1,000
 0
 0
 0
 8,000
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(606,640)

Net Surplus/(Loss)

(606,640)

Animal Management/Local Laws

Department: Customer Experience

Purpose

The Animal Management/Local Laws team carries out regulatory functions governed by several Acts and regulations and various other activities as detailed below.

- Dog & Cat registration – renewals and property checks
- Animal Business Registration and Inspections
- Animal complaints including issuing of infringements for non-compliance issues
- Stock on road complaints
- Impounding of wandering stock
- Animal Shelter operations
- Management of complaints made under Council's Local Law No 1 including issuing of infringements for non-compliance
- Issuing of permits for particular purposes under Council's Local Law No. 1

Influences

- The Domestic Animals Act requires owners to comply with registration and responsible ownership provisions.
- Council required to prepare a four year Animal Management Plan setting out objectives, measures and targets.
- Animal Businesses required to be registered and regularly inspected.

Critical Issues / Challenges

- Education of Pet owners as to ownership responsibilities
- Pets left unrestrained on properties whilst owners absent
- Animals not wearing registration tags for identification
- In rural areas property boundary fences falling into disrepair
- Payment made to the State Government each year – this year \$42,900

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Animal Management/Local Laws

2013/2014

INCOME

101 - User Charges	112,182
102 – Fees	519,040
102 - Fees and Fines	123,482
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	754,704
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EXPENSES

301 - Salaries	574,405
302 - Oncost	73,808
303 - FBT	0
321 - Plant	74,585
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	8,300
362 - Consultants	2,500
363 - Contracts	42,900
364 - General Expenses	5,000
365 - Stationary/Consumables	21,100
366 - Professional Memberships	2,800
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	15,500
370 - Legal Fees	33,000
371 - Materials or Supplies	22,500
372 - External Labour	80,800
373 - Repairs and Maintenance	10,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	1,000

TOTAL EXPENSES	(968,198)
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Net Surplus/(Loss)	(213,494)
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Parking Enforcement

Department: Customer Experience

Purpose

The Parking Enforcement team carries out regulatory functions governed by several Acts and regulations and various other activities as detailed below.

- Parking Enforcement to ensure continual flow of turnover of traffic in CBD areas to allow fair and reasonable access by all residents
- Collection of Money from parking meters and ticket machines throughout the Shepparton CBD
- Monitoring of controlled parking areas in Mooroopna and Tatura and certain street areas of Shepparton e.g. Shepparton Regional Hospital
- Maintenance and upkeep of meters and ticket machines
- School crossing supervision at 23 school crossing at various locations within the Municipality
- Manage and regulate the Disabled Parking Permit scheme
- Undertake a number of private parking enforcement agreements
- Issuing of permits for specific parking matters in the CBD
- Attend to all complaints received community regarding parking issues

Influences

Parking income exceeds the cost of parking enforcement and management and is held for the purpose of upgrades to the Central Business District.

Critical Issues / Challenges

Public perception that parking fees are too high and enforcement too intense within the CBD.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Parking Enforcement

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	59,444
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees	1,330,000
108 - Parking Fines	639,000
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

2,028,444

EXPENSES

301 - Salaries	837,162
302 - Oncost	115,125
303 - FBT	0
321 - Plant	45,165
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	24,800
365 - Stationary/Consumables	9,500
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	12,500
370 - Legal Fees	50,000
371 - Materials or Supplies	77,226
372 - External Labour	27,000
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,198,479)

Net Surplus/(Loss)

829,966

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Community

Community Management /Directorate

Department: Community

Purpose

Appropriately administer the Greater Shepparton City Council Community directorate.

Influences

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

Critical Issues / Challenges

Achieving the objectives of the Council Plan and budget

Link to the Council Plan

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

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

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

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

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

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

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

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

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

Goal 4, Objective 1 - Enhance Greater Shepparton's reputation as the regional sporting capital of Victoria and make Greater Shepparton a leading sporting destination.

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

Service Growth Areas

- Community building
- Service planning

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Community

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

246,761

31,708

0

21,000

0

0

0

0

0

10,000

0

600

0

0

3,000

0

0

0

0

0

0

0

TOTAL EXPENSES

(313,069)

Net Surplus/(Loss)

(313,069)

Emergency Management

Department: Community

Purpose

Administer the Municipal Emergency Management Plan, including community recovery.

Influences

- Frequency of emergency.
- Preparedness for emergency.

Critical Issues / Challenges

- Resources
- Community expectation

Link to the Council Plan

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

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

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

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

Service Growth Areas

- Coordination
- Partnership
- Planning
- Communication

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	145,900
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

145,900

EXPENSES

301 - Salaries	113,130
302 - Oncost	14,533
303 - FBT	0
321 - Plant	16,493
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	86,500
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(230,656)

Net Surplus/(Loss)

(84,756)

Library

Department: Community

Purpose

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

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

Influences

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

Critical Issues / Challenges

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

Link to the Council Plan

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

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Library

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	25,000
199 - Internal Charge Income	0

TOTAL INCOME

25,000

EXPENSES

301 - Salaries	0
302 - Oncost	0
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	1,445,966
364 - General Expenses	50,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	60,000
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	30,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,585,966)

Net Surplus/(Loss)

(1,560,966)

Tourism

Department: Arts, Events & Tourism

Purpose

The purpose of the Tourism 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 attractions and experiences.

Influences

Restructure of the Arts, Events & Tourism branches into one department.

Greater Shepparton received approximately 920,000 visitors for the 2012/13 year.

Visitor Information Centre – serviced in excess of 50,000 visitors for the year.

Production of the 2013/2014 Official Visitors Guide.

Renewal of the Goulburn River Valley Tourism (GRVT) Memorandum of Understanding (MOU) between member Councils Greater Shepparton, Strathbogie, Murrundini, Mitchell to continue support for a recognised regional tourism board.

Critical Issues / Challenges

Status of GRVT – not yet a Regional Tourism Board (RTB). Impacts access to funding and support from Tourism Victoria.

Rapid shift in the way in which visitors gain information and book services – mobile and web based technology.

Growing competition and maturation of other regional centres.

Short term and long term service provision of the Visitor Information service following the fire in May 2013.

Link to the Council Plan

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

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

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

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

Service Growth Areas

Destination Brand Development.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Tourism

2013/2014

INCOME

101 - User Charges	2,500
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	44,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

46,500

EXPENSES

301 - Salaries	272,278
302 - Oncost	35,958
303 - FBT	0
321 - Plant	33,790
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	112,000
362 - Consultants	7,000
363 - Contracts	15,720
364 - General Expenses	98,600
365 - Stationary/Consumables	0
366 - Professional Memberships	7,000
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	12,500
370 - Legal Fees	0
371 - Materials or Supplies	28,500
372 - External Labour	1,500
373 - Repairs and Maintenance	68,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(692,846)

Net Surplus/(Loss)

(646,346)

Events

Department: Arts, Events & Tourism

Purpose

The purpose of the Events Program is to:

- Promote Greater Shepparton as a vibrant destination,
- Maximise visitation to the region, and increase length of stay through the development of sustainable events,
- Reduce economic leakage by presenting a range of diverse events to engage local audiences.

Influences

- Attendances at events
- Funding secured for the completion of capital projects.
- Successful events through competitive bids

Critical Issues / Challenges

- Growing competition from other regional centres and facilities for established events.
- Accommodation capacity.

Link to the Council Plan

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

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Events

2013/2014

INCOME

101 - User Charges	210,000
102 - Fees and Fines	0
103 - Grants	35,000
104 - Other Income	25,500
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

270,500

EXPENSES

301 - Salaries	556,874
302 - Oncost	74,687
303 - FBT	0
321 - Plant	42,922
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	220,500
362 - Consultants	105,000
363 - Contracts	0
364 - General Expenses	324,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	57,500
370 - Legal Fees	0
371 - Materials or Supplies	61,000
372 - External Labour	230,000
373 - Repairs and Maintenance	53,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,725,505)

Net Surplus/(Loss)

(1,455,005)

Shepparton Art Museum (SAM)

Department: Arts, Events & Tourism

Purpose

As the holder of one of Australia's most significant ceramic collections along with an extensive painting and works on paper store, the Shepparton Art Museum (SAM) houses, conserves, researches, communicates and exhibits for the purposes of study, education and enjoyment, the permanent collection of the museum and temporary exhibitions on behalf of the community.

Influences

- Attendance at exhibitions
- Presenting relevant and interesting exhibitions

Critical Issues / Challenges

- Research future location for a growing SAM
- Continually engaging local and regional audiences

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Art Museum (SAM)

2013/2014

INCOME

101 - User Charges	12,000
102 - Fees and Fines	0
103 - Grants	233,000
104 - Other Income	45,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

290,000

EXPENSES

301 - Salaries	528,918
302 - Oncost	67,077
303 - FBT	0
321 - Plant	12,600
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	64,000
362 - Consultants	7,000
363 - Contracts	0
364 - General Expenses	224,570
365 - Stationary/Consumables	4,000
366 - Professional Memberships	1,305
367 - Publications/Subscriptions	2,000
368 - Training	0
369 - Utilities	1,200
370 - Legal Fees	0
371 - Materials or Supplies	5,000
372 - External Labour	5,000
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(922,670)

Net Surplus/(Loss)

(632,670)

Performing Arts & Conventions

Department: Arts, Events & Tourism

Purpose

The purpose of the Program is to encourage participation and enjoyment of the Performing Arts in the community both at Riverlinks Venues (Westside PAC and Eastbank PAC) and in small towns and to maximise the usage of the Council owned and operated Eastbank Performing Arts and Convention Centre.

Influences

- Presenting relevant performances
- Attendance at presented events
- Maintaining infrastructure

Critical Issues / Challenges

- General downturn in discretionary spending and theatre attendance
- Increasing activity from the commercial entertainment industry and market saturation.
- Ageing audiences and ensuring relevance to audiences
- Competition with digital entertainment mediums
- Age and condition of WestSide PAC.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Performing Arts & Conventions

2013/2014

INCOME

101 - User Charges	602,400
102 - Fees and Fines	0
103 - Grants	120,000
104 - Other Income	142,998
105 - Rates and Charges	0
106 - Contributions	4,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

869,398

EXPENSES

301 - Salaries	780,074
302 - Oncost	104,642
303 - FBT	0
321 - Plant	16,066
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	112,400
362 - Consultants	0
363 - Contracts	338,634
364 - General Expenses	72,096
365 - Stationary/Consumables	11,000
366 - Professional Memberships	1,850
367 - Publications/Subscriptions	140
368 - Training	0
369 - Utilities	138,700
370 - Legal Fees	0
371 - Materials or Supplies	57,980
372 - External Labour	61,925
373 - Repairs and Maintenance	47,897
374 - Cleaning	13,000
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,756,404)

Net Surplus/(Loss)

(887,006)

Aged Services

Department: Neighbourhoods

Purpose

Greater Shepparton assists our most vulnerable communities, through providing a Home and Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.

Influences

Greater Shepparton through external funding from the Department of Health and the Department of Health and Ageing delivers 26,795 hours of home care, 9,199 hours of personal care, 11,952 hours of respite care and 2,653 hours of home maintenance annually. Council also provides 18 Commonwealth funded Community Aged Care Packages to eligible members of the community; each package is valued at \$13,621.

Greater Shepparton promotes the Active Service Model of Community Aged Care. To reduce social isolation and encourage active participation in the community, Council offers Social Connection programs through HACC funding to create active socialisation opportunities for older people in the greater Shepparton community.

Council provides a financial contribution towards the food services program (Meals on Wheels). Annually, Council engages contractors and volunteers to deliver approximately 30,000 meals to residents within the municipality.

Greater Shepparton City Council is a key stakeholder in the Goulburn Valley Aged Care Planning Forum which ensures that all residents in the region have access to timely, appropriate, and professionally delivered services to allow continued independence and community participation for as long as possible.

Critical Issues / Challenges

- Announcement and implementation of the Aged Care Reforms by the Commonwealth government.
- Increasing Ageing population as detailed in the 2011 census data.
- Ageing infrastructure of Senior Citizens buildings within the municipality.

Link to the Council Plan

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

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

Service Growth Areas

Aged Care Package Round (ACAR)

Service Reduction Areas

Dissolving of Alliance to deliver Veterans Home Care Services

Dissolution of Goulburn Lower Hume Community Aged Care Package Alliance

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Aged Services

2013/2014

INCOME

101 - User Charges	22,000
102 - Fees	656,312
103 - Grants	3,166,809
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	2,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

3,847,121

EXPENSES

301 - Salaries	1,062,844
302 - Oncost	135,983
303 - FBT	0
321 - Plant	16,066
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	1,000
362 - Consultants	0
363 - Contracts	2,258,228
364 - General Expenses	452,574
365 - Stationary/Consumables	1,200
366 - Professional Memberships	75
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	31,275
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	27,000
375 - Corporate Expenses	0
399 - Internal Expense	25

TOTAL EXPENSES

(3,986,270)

Net Surplus/(Loss)

(139,149)

Neighbourhoods Management

Department: Neighbourhoods

Purpose

To lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.

Influences

- Managing community needs, expectations and aspirations.
- Managing funding bodies.
- Deliver the Council Plan 2013-2017.
- Shape, develop and deliver policy, strategy and services to ensure an enhanced sense of community connectedness and wellbeing.

Critical Issues / Challenges

- Staffing availability and skill level
- Community expectation

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Neighbourhoods Management

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	41,200
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

41,200

EXPENSES

301 - Salaries	411,563
302 - Oncost	54,563
303 - FBT	0
321 - Plant	75,123
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	8,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	30,000
365 - Stationary/Consumables	0
366 - Professional Memberships	1,500
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(580,742)

Net Surplus/(Loss)

(539,542)

Community Strengthening

Department: Neighbourhoods

Purpose

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

Influences

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for Greater Shepparton.

Building resilient communities requires initiatives that benefit the community for the long term, equipping them for future challenges. It is a development approach that blends 'bottom up' community-driven change, with 'top down' resourcing, facilitation and coordination by local government. Council supports community development through the following areas:

- Community Safety
- Municipal Health and Wellbeing
- Cultural Development
- Aboriginal Partnerships
- Localities Embracing and Accepting Diversity Program
- Community Matching Grants (\$75,000)
- Neighbourhood Planning
- Women's charter
- Volunteer development
- Community Development
- Community Donations (\$190,000)

Critical Issues / Challenges

Cessation of funded projects and managing community expectations.
Additional EFT is required to fully perform the functions required in this Branch.

Link to the Council Plan

Goal 1, Objective 1 – Continue to enhance community capacity building.
Goal 1, Objective 3 – Ensure livability options are always considered in our decision making activities.
Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

Service Growth Areas

Increase of \$25,000 for Matching Grants Program
\$65,888 CCTV operations
\$6,000 networking opportunities between community planning groups

Service Reduction Areas

Cessation of state funded programs.

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Community Strengthening

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	66,800
104 - Other Income	3,400
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	70,200
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EXPENSES

301 - Salaries	598,371
302 - Oncost	76,885
303 - FBT	0
321 - Plant	46,470
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	6,000
362 - Consultants	9,600
363 - Contracts	75,000
364 - General Expenses	487,817
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	10,350
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES	(1,310,493)
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Net Surplus/(Loss)	(1,240,293)
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Access and Inclusion

Department: Neighbourhoods

Purpose

To work towards ensuring all residents and visitors of Greater Shepparton have access to Council facilities and events, through compliance of legislative requirements at a minimum, striving toward exceeding these requirements.

Build and strengthen the community's capacity to provide support to people with a disability and their families through a range of strategies which include networking, community education, policy development, partnership development and specific project development.

Influences

Any changes within the relevant Acts, that need to be adhered to.

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

Council appoints community members and local organisations to the Disability Advisory Committee and the Positive Aging Advisory Committee.

Critical Issues / Challenges

Any reduction in funding.

Link to the Council Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Access and Inclusion

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	105,000
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

105,000

EXPENSES

301 - Salaries	106,510
302 - Oncost	13,688
303 - FBT	0
321 - Plant	13,900
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	3,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	17,594
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	1,150
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(155,842)

Net Surplus/(Loss)

(50,842)

Neighbourhood/Community Houses

Department: Neighbourhoods

Purpose

Provide annual funding by agreement to five Neighborhood Houses and Learning Centres in order to enhance the social and economic development of communities within Greater Shepparton.

Influences

Neighborhood/Community Houses are local organisations that provide social, educational and recreational activities for their communities in a welcoming and supportive environment. They are not for profit organisations that utilise available state and local government funds combined with a strong volunteer base to respond to community needs, aspirations and priorities.

Neighborhood/Community Houses provide many programs and projects that are reliant on the dedication and commitment of volunteers.

Council supports the five Neighborhood Houses located within the Greater Shepparton municipality

- Mooroopna Education and Activity Centre
- Murchison & District Neighborhood House
- North Shepparton Community & Learning Centre
- South Shepparton Community House
- Tatura Community House.

Critical Issues / Challenges

On-going funding from the State Government to support the delivery of adult education and community support programs.

Link to the Council Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

Active Living Management and Coordination

Department: Active Living

Purpose

The Active Living Department oversees the strategic direction and daily operations of Aquamoves, Season Pools in Mooroopna, Merrigum and Tatura, Indoor Sports Stadiums in Shepparton, Mooroopna and Tatura, SPC Ardmona KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs. The Department provides input into the development of Council policy and procedures relevant to the activity areas and is responsible for their implementation at program and site level and is responsible for the development of and reporting against annual budgets and performance objectives such as those identified in the Council Plan.

Influences

The management and operation of the sites and programs under the Active Living Departments control host over 700,000 visits each year and require significant financial, asset, risk, human resource and project management. The overall management structure of Council provides this framework to allow for appropriate levels of support and direction to be provided at Department, Branch and Program level.

Critical Issues / Challenges

Ensuring services reflect community expectations but are delivered in a financial, social and environmentally sustainable manner.

Link to Council Plan

Goal 1, Objective 4 – Provide sustainable services to our community

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Active Living Management and Coordination

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

250,351
 33,396
 0
 16,066
 0
 0
 0
 95,000
 0
 3,500
 0
 0
 0
 0
 0
 0
 15,000
 0
 1,500
 0
 0
 0

TOTAL EXPENSES

(414,813)

Net Surplus/(Loss)

(414,813)

Regional Aquatic Centre

Department: Active Living

Purpose

Operation and management of Greater Shepparton's regional aquatic center and gym Aquamoves.

Influences

With over 350,000 programmed and 600,000 total visits each year, Aquamoves is amongst the Greater Shepparton community's highest utilised services and assets. The centre services users from all townships across the municipality as well as playing host to a number of regional and state wide events.

Aquamoves is a key driver in contributing to the overall health and well-being of the community by providing a suite of programs and services that support education and participation in physical activity and healthy eating.

	Gym/Group Fitness	Aquatics	Total
Income	\$1,017,563	\$1,824,593	\$2,842,156
Expense	\$865,549	\$2,225,698	\$3,091,247
Surplus/ (Loss)	\$152,014	(\$401,105)	(\$249,091)

Critical Issues / Challenges

Aquamoves faces a number of financial challenges in delivering the current level of services. These include:

- Competition with private service providers
- The impacts on revenue generation through the state of the broader economic climate and impact on disposable income.
- The challenge of maintaining operational costs, in particular utilities with gas and electricity expected to increase by approximately \$140,000 or 45 per cent since 2011/12.

Link to the Council Plan

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

Goal 2, Objective 1 - 1. Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Regional Aquatic Centre

2013/2014

INCOME

101 - User Charges	2,763,412
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	45,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	33,744
199 - Internal Charge Income	0

TOTAL INCOME

2,842,156

EXPENSES

301 - Salaries	1,901,743
302 - Oncost	246,432
303 - FBT	0
321 - Plant	16,066
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	31,500
362 - Consultants	2,500
363 - Contracts	83,790
364 - General Expenses	27,000
365 - Stationary/Consumables	15,000
366 - Professional Memberships	2,000
367 - Publications/Subscriptions	1,000
368 - Training	0
369 - Utilities	500,716
370 - Legal Fees	0
371 - Materials or Supplies	173,500
372 - External Labour	30,000
373 - Repairs and Maintenance	60,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(3,091,247)

Net Surplus/(Loss)

(249,091)

Rural Outdoor Pools

Department: Active Living

Purpose

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

Influences

The rural outdoor pools are important community assets providing access to safe recreational swimming facilities over the summer. In 2012/2013 the combined pools had over 15,000 visits including a number of school aquatic education programs, community events and bookings by sporting clubs.

Critical Issues / Challenges

- Ongoing trend of declining use of rural pools
- Ageing facilities and infrastructure that require renewal
- Changes in climatic conditions

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil - Anticipated maintaining current levels of service while detailed overall review is undertaken.

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Rural Outdoor Pools

2013/2014

INCOME

101 - User Charges	53,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

53,000

EXPENSES

301 - Salaries	146,763
302 - Oncost	18,863
303 - FBT	0
321 - Plant	4,050
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	70,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	36,000
370 - Legal Fees	0
371 - Materials or Supplies	34,000
372 - External Labour	0
373 - Repairs and Maintenance	25,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(334,676)

Net Surplus/(Loss)

(281,676)

Regional Adventure Playground – SPC Ardmona Kids Town

Department: Active Living

Purpose

Greater Shepparton's Regional Adventure Playground (including the Connection) - provides both an important facility for local residents as well as being a key contributor to regional tourism.

Influences

KidsTown is both an important attraction enjoyed by a high portion of local families and a key tourist attraction for Greater Shepparton. The site attracts over 150,000 visits each year with a high number travelling from outside the region (include inter-state) to attend the playground or events such as KidsFest. KidsTown is also the host to many community gatherings with events held at the playground almost every weekend including markets, weddings, school fetes and events such as the Twilight Strolls. KidsTown also has a strong history of promoting the Greater Shepparton region through being a regular feature on TV shows such as Sunrise, The Great Outdoors, Coxy's Big Break and Postcards.

Critical Issues / Challenges

- Reliance on corporate and community assistance to support financial operations.
- Declining revenue from donations and café operations
- Ageing infrastructure

Link to the Council Plan

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

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

Service Growth Areas

KidsTown Master Plan

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: SPC Ardmona Kids Town

2013/2014

INCOME

101 - User Charges	309,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	100,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	31,853
199 - Internal Charge Income	0

TOTAL INCOME

440,853

EXPENSES

301 - Salaries	295,025
302 - Oncost	38,876
303 - FBT	0
321 - Plant	16,066
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	10,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	4,000
365 - Stationary/Consumables	3,000
366 - Professional Memberships	707
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	28,000
370 - Legal Fees	0
371 - Materials or Supplies	178,500
372 - External Labour	0
373 - Repairs and Maintenance	37,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(611,174)

Net Surplus/(Loss)

(170,321)

Healthy Communities Programs

Department: Active Living

Purpose

Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing the overall Health and Well-Being of the Greater Shepparton community.

Influences

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

A highlight of 2012/2013 has been the Activities in the Park program which in partnership with Parks Victoria and a range of community groups held over 70 free events between October and March including fishing, walks, star-gazing, kite flying, movies and table tennis and was attended by over 7,000 people.

Critical Issues / Challenges

Sustainability of program after Healthy Communities Program funding finishes in June 2014.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Healthy Communities Program

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	122,073
104 - Other Income	15,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	137,073
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EXPENSES

301 - Salaries	213,440
302 - Oncost	33,130
303 - FBT	0
321 - Plant	4,500
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	57,551
362 - Consultants	1,583
363 - Contracts	0
364 - General Expenses	1,661
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	191,499
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES	(503,365)
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Net Surplus/(Loss)	(366,292)
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Indoor Sports

Department: Active Living

Purpose

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

Influences

The Sports Stadiums provide for a range of indoor sports across the municipality including basketball, futsal, table tennis, badminton, volleyball, netball, an extensive older adults program, gymnastics and host a number of significant regional and state level events. In 2012/2013, the stadiums combined would have had in excess of 200,000 visits made up of individuals, community groups, sports clubs and school groups.

Critical Issues / Challenges

Ageing infrastructure and condition of venues and impact on being fit for purpose for state standard sporting events.

Link to the Council Plan

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

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

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

Service Growth Areas

Detailed design and documentation of Shepparton Sports Stadium Master Plan upgrades.

Commence work on the Mooroopna Stadium Master Plan.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Indoor Sports

2013/2014

INCOME

101 - User Charges	155,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	42,000
199 - Internal Charge Income	0

TOTAL INCOME

197,000

EXPENSES

301 - Salaries	157,815
302 - Oncost	20,279
303 - FBT	0
321 - Plant	16,066
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	8,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	13,500
365 - Stationary/Consumables	500
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	69,750
370 - Legal Fees	0
371 - Materials or Supplies	8,500
372 - External Labour	3,500
373 - Repairs and Maintenance	31,200
374 - Cleaning	8,500
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(337,610)

Net Surplus/(Loss)

(140,610)

Early Childhood Education

Department: Youth & Children's Services

Purpose

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

Influences

Greater Shepparton City Council provides services at 17 locations across the municipality. Programs are designed to meet the individual needs of children and families under the National Education and Care Act, Regulations and Quality framework. Services receive partial funding from State and Commonwealth Government Departments and fees for services provided.

Family Day Care

Long Day Care

Arthur Dickmann
Frank Pullar
Nancy Vibert
Dolena Young
Katandra West
Patricia Smith
Balaclava Road

Kindergartens

Alexandra Street
Colliver Road
Dookie
Echuca Road, Mooroopna
Gowrie Park
Isabel Pearce
Leslie Gribble
Arthur Mawson
Rodney Neighborhood
Tallygaroopna

Critical Issues / Challenges

- Maintaining affordability for service users
- Transitional implementation of Council of Australian Governments Children's services reforms continue until 2016
- High level of vulnerability and disadvantage in Greater Shepparton has a negative impact on health, safety and cognitive outcomes for children in the municipality.

Link to the Council Plan

Goal 1, Objective 2 – Develop and implement a strategy for improving education opportunities for all ages.
Goal 1, Objective 3 – Ensure livability options are always considered in our decision making activities.
Goal 1, Objective 4 – Provide sustainable community services to our community.
Goal 1, Objective 5 – Embrace and strengthen cultural harmony and diversity.

Service Growth Areas

Implementation of Universal Access to 15 hours of Early Childhood Education (kindergarten) Enactment of final stages of Council of Australian Governments service reforms – increased staff: child ratios; inclusion of at least one Bachelor qualified staff member in every service (Bachelor of Early Childhood Education / Bachelor of Education Early Childhood); improved staff qualification ratios (at least 50 per cent of all staff will hold a minimum Diploma of Children's Services).

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Early Childhood Education

2013/2014

INCOME

101 - User Charges	2,121,065
102 - Fees and Fines	0
103 - Grants	4,265,758
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

6,386,823

EXPENSES

301 - Salaries	4,652,736
302 - Oncost	601,512
303 - FBT	0
321 - Plant	49,521
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	17,000
362 - Consultants	83,200
363 - Contracts	686,000
364 - General Expenses	152,997
365 - Stationary/Consumables	13,650
366 - Professional Memberships	2,500
367 - Publications/Subscriptions	1,390
368 - Training	0
369 - Utilities	79,303
370 - Legal Fees	0
371 - Materials or Supplies	196,191
372 - External Labour	0
373 - Repairs and Maintenance	27,000
374 - Cleaning	113,436
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(6,676,436)

Net Surplus/(Loss)

(289,613)

Maternal and Child Health

Department: Youth & Children's Services

Purpose

To deliver the State government Key Ages and Stages schedule of developmental checks for children from birth until school entry. To provide support and education to parents in the early years of their children's lives. This is a health promotion service and can make referrals to medical and ancillary services.

Influences

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

Maintaining qualified Maternal and Child Health nurses.

Critical Issues / Challenges

- Expectation for Maternal and Child Health services to deliver additional information and services.
- Shortages of suitably qualified nurses.
- The conclusion of the Enhanced Best Start project funding will diminish the proactive services provided to support access to M&CH services and to improve breastfeeding rates in the municipality.

Link to the Council Plan

Best Start Early Years Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Maternal and Child Health

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	616,200
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

616,200

EXPENSES

301 - Salaries	1,173,745
302 - Oncost	152,558
303 - FBT	0
321 - Plant	30,405
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	5,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	40,000
365 - Stationary/Consumables	3,000
366 - Professional Memberships	2,000
367 - Publications/Subscriptions	1,000
368 - Training	0
369 - Utilities	33,500
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	30,000
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,471,208)

Net Surplus/(Loss)

(855,008)

Youth Services

Department: Youth & Children's Services

Purpose

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

Influences

Council's inaugural Youth Strategy and Action Plan (2012) was developed following intensive consultation with young people, youth services sector and the general population. Council seeks to support partnerships and collaboration between agencies to ensure the delivery of the Youth Strategy and Action Plan.

Critical Issues / Challenges

- Engaging young people
- Providing appropriate services
- Applicable state funding

Link to the Council Plan

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

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Youth Services

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	8,979
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	27,000
199 - Internal Charge Income	0

TOTAL INCOME

35,979

EXPENSES

301 - Salaries	66,272
302 - Oncost	8,514
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	2,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	179,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	39,162
370 - Legal Fees	0
371 - Materials or Supplies	300
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(295,248)

Net Surplus/(Loss)

(259,269)

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Infrastructure

Infrastructure Services Business Management /Directorate

Department: Infrastructure

Purpose

To provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance and capital works. Provide leadership and oversight of the Works, Recreation and Parks and Project departments.

Influences

Best practice Council Service Planning models and the PRINCE2 project planning, management and governance frameworks.

Critical Issues / Challenges

Improving management and accountability across Council's maintenance programs and improving project selection and management to drive value in the delivery of Council's Capital Works.

Link to the Council Plan

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

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

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

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

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

Service Growth Areas

Development of service plans to drive operational improvements and better manage community expectations.

Development of Asset Investment Guidelines and the Project Management Office to improve capital project selection, planning, delivery and governance.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Infrastructure

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

250,922
 31,763
 0
 21,881
 0
 0
 0
 8,000
 0
 6,600
 19,000
 1,000
 0
 0
 2,100
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(341,266)

Net Surplus/(Loss)

(341,266)

Building Works

Department: Works

Purpose

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

Influences

Building codes, Disability Discrimination Act, condition surveys and customer service requests are direct influences on the way we manage our buildings assets along with meeting compliance obligations for Essential Safety Measures.

Critical Issues / Challenges

The branch has a number of key challenges including:

- Developing a centralised building maintenance function by 2014/2015
- Funding of the long term maintenance gap
- Implementation of CONFIRM as the key platform for maintenance management
- Contractor & OH&S Management
- Security control of all buildings
- Better use of condition rating data for renewal programs
- Rationalisation of building stock
- Development of appropriate service levels for buildings assets

Link to the Council Plan

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

Service Growth Areas

Development of a centralised building maintenance branch to manage all building repair and maintenance for the organisation.

Service Reduction Areas

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

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Building Works

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries	268,989
302 - Oncost	38,118
303 - FBT	0
321 - Plant	34,000
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	175,590
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	230,000
370 - Legal Fees	0
371 - Materials or Supplies	85,000
372 - External Labour	0
373 - Repairs and Maintenance	312,000
374 - Cleaning	215,000
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,358,697)

Net Surplus/(Loss)

(1,358,697)

Plant and Fleet

Department: Works

Purpose

To manage the Council's plant and fleet to meet current and future needs in a cost efficient and effective manner.

Influences

Improved accountability on Departments for plant and vehicles they hold and adoption of best practice plant and fleet management procedures is driving significant change in the way we manage Council's fleet and plant.

Critical Issues / Challenges

Issues being examined during this Council Plan include:

- Annualised charging to ensure appropriate return on plant.
- Improved Whole of Life cost analysis and use of business cases in decision making
- Vehicle scheduled servicing reducing reactive maintenance
- Plant operator training and licencing
- Improvement in the process to procure plant, materials and services
- Implementation of new plant and fleet management software
- Rising fuel and oil prices
- Environmental sustainability challenges

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Resource Reduction

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Plant and Fleet

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	5,105,000

TOTAL INCOME

5,105,000

EXPENSES

301 - Salaries	340,688
302 - Oncost	46,568
303 - FBT	0
321 - Plant	34,371
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	4,000
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	1,500,000
372 - External Labour	0
373 - Repairs and Maintenance	600,000
374 - Cleaning	0
375 - Corporate Expenses	100,000
399 - Internal Expense	0

TOTAL EXPENSES

(2,625,627)

Net Surplus/(Loss)

2,479,373

*199-Internal Charge Income in this program is a non-cash item and does not contribute to the Council's overall profit/loss.

Works Services

Department: Works

Purpose

To provide management and administrative support to the Department in its endeavors to deliver quality services to citizens, and pick up some miscellaneous but essential services, where there is no logical fit within other programs.

Influences

Council's reform agenda is driving an examination of the efficiency and effectiveness in the delivery of Works services to the organisation.

Critical Issues / Challenges

- Incorporating overhead costs into cost of service delivery
- Developing service planning framework and capacity
- Providing effective and efficient management and support to staff
- Undertaking maintenance of Council's Doyles Road Complex grounds
- Administering a handyman maintenance service that crosses multiple functional areas
- Delivering a stores service to the organisation
- Delivering maintenance inspection services for all Works Branch functional areas.
- Managing utility accounts
- Managing the after hour's emergency maintenance service.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Works Services

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	15,000
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

15,000

EXPENSES

301 - Salaries	1,697,616
302 - Oncost	269,926
303 - FBT	0
321 - Plant	275,819
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	6,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	2,000
365 - Stationary/Consumables	500
366 - Professional Memberships	0
367 - Publications/Subscriptions	3,000
368 - Training	0
369 - Utilities	31,000
370 - Legal Fees	1,500
371 - Materials or Supplies	210,500
372 - External Labour	0
373 - Repairs and Maintenance	11,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	1,000

TOTAL EXPENSES

(2,509,861)

Net Surplus/(Loss)

(2,494,861)

Road Works

Department: Works

Purpose

To undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.

Influences

Service Planning for the road works branch will drive change in this branch over the next 2-3 years. Victorian Grants Commission funding received in this program, of which 50 per cent will be received in 2012/2013 and 50 per cent in 2013/2014.

Critical Issues / Challenges

- Introduction of inspection driven maintenance
- Develop and deliver on new defined service levels for road maintenance.
- Seize opportunities to expand service delivery under regional partnerships,
- Business Case development for next 5-10 years.
- Increasing cost of materials used in maintenance and construction of roads
- High ownership and maintenance costs of plant used for the purpose of road maintenance.

Link to the Council Plan

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

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

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

Service Growth Areas

Road works expanded to neighboring shires under Regional Partnerships model.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Road Works

2013/2014

INCOME

101 - User Charges	375,067
102 - Fees and Fines	0
103 - Grants	1,405,209
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

1,780,276

EXPENSES

301 - Salaries	889,589
302 - Oncost	114,311
303 - FBT	0
321 - Plant	1,218,080
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	100,000
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	701,900
372 - External Labour	0
373 - Repairs and Maintenance	125,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	195,000

TOTAL EXPENSES

(3,343,880)

Net Surplus/(Loss)

(1,563,604)

Drainage Works

Department: Works

Purpose

To undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.

Influences

The Council drainage strategy and service planning for drainage will be key influences on drainage management over the next 2-3 years.

Critical Issues / Challenges

- Ensure the functionality of the drainage network to reduce impact of floods and storms
- To maintain the quality and condition of established assets
- To undertake programmed maintenance in an efficient and effective manner
- To support our staff in improving service delivery
- Developing succession plan for staff

Link to the Council Plan

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

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

Service Growth Areas

The service expands with the addition of new subdivisions and the drainage assets forming part of our ongoing maintenance program.

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Drainage Works

2013/2014

INCOME

- 101 - User Charges
- 102 - Fees and Fines
- 103 - Grants
- 104 - Other Income
- 105 - Rates and Charges
- 106 - Contributions
- 107 - Interest
- 108 - Parking Fees and Fines
- 110 - Rent
- 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

- 301 - Salaries
- 302 - Oncost
- 303 - FBT
- 321 - Plant
- 331 - Depreciation
- 341 - Interests
- 361 - Advertising/Promotions
- 362 - Consultants
- 363 - Contracts
- 364 - General Expenses
- 365 - Stationary/Consumables
- 366 - Professional Memberships
- 367 - Publications/Subscriptions
- 368 - Training
- 369 - Utilities
- 370 - Legal Fees
- 371 - Materials or Supplies
- 372 - External Labour
- 373 - Repairs and Maintenance
- 374 - Cleaning
- 375 - Corporate Expenses
- 399 - Internal Expense

92,857

11,931

0

96,620

0

0

0

0

0

0

0

0

0

0

0

46,000

0

95,000

0

31,000

0

0

0

TOTAL EXPENSES

(373,408)

Net Surplus/(Loss)

(373,408)

Signs and Road Furniture

Department: Works

Purpose

To undertake maintenance and renewal of road signage and roadside furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.

Influences

Introduction of inspection driven maintenance will improve efficiency of program.

The development of new service levels through service planning will better inform staff of where to invest effort and resources in the delivery of maintenance.

Critical Issues / Challenges

- Maintaining a high standard of public convenience
- Maintaining full compliance with road management act.
- Modelling of renewal program and establishing a better system to perform condition based inspections.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Signs and Road Furniture

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

138,108

17,745

0

48,659

0

0

0

0

0

0

0

0

0

0

733,800

0

100,000

0

54,000

0

0

0

TOTAL EXPENSES

(1,092,312)

Net Surplus/(Loss)

(1,092,312)

Concrete Works

Department: Works

Purpose

The delivery of maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.

Influences

Introduction of inspection driven maintenance to improve service delivery efficiency and Service Planning will drive change in this branch over the next 2-3 years.

Critical Issues / Challenges

- Fast reaction times to address maintenance issues to better ensure public safety
- Efficient maintenance practices for small maintenance and renewal programs
- Skilled labour to deliver concrete works
- Development of a business model to better understand the cost/benefits of delivering concrete works in house as opposed to full outsourced contracting.
- Increasing litigation by the public for accidents that are within service intervention levels
- Understanding of critical threshold where our internal service delivery is less competitive than external contractors.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Concrete Works

2013/2014

INCOME

101 - User Charges	5,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

5,000

EXPENSES

301 - Salaries	215,819
302 - Oncost	27,733
303 - FBT	0
321 - Plant	190,689
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	270,000
372 - External Labour	0
373 - Repairs and Maintenance	20,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	22,000

TOTAL EXPENSES

(746,241)

Net Surplus/(Loss)

(741,241)

Aerodrome Management

Department: Projects

Purpose

The Shepparton Aerodrome provides a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.

Influences

The operation of the Aerodrome is influenced by amenity issues from encroaching residential development and the limited runway length, which limits the size of aircraft able to land and take off.

Critical Issues/Challenges

The challenge for council is to manage the competing interests of residential amenity against the overall community benefits that the aerodrome provides, particularly access to the air ambulance.

Council acknowledged in 2011 that the Aerodrome had a limited life and that it would remain open for the next eight years. During this time, studies would be undertaken to identify a suitable future site where the existing aerodrome could be relocated to with sufficient space to be able to expand as demand warranted. Council has allocated funding in the 2013/2014 budget to allow these studies to proceed.

Link to the Council Plan

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

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

Goal 4, Objective 2 - Encourage sustainable municipal growth and development.

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Aerodrome Management

2013/2014

INCOME

101 - User Charges	0
102 - Fees	32,250
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	3,600
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	41,594
199 - Internal Charge Income	0

TOTAL INCOME

77,444

EXPENSES

301 - Salaries	8,079
302 - Oncost	1,032
303 - FBT	0
321 - Plant	7,600
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	51,400
364 - General Expenses	3,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	6,500
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	22,400
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(100,011)

Net Surplus/(Loss)

(22,567)

Development Section

Department: Projects

Purpose

This business unit works closely with developers and others to facilitate land use and development across the municipality through the planning permit process.

The Development Section also undertakes technical reviews of development proposals which are guided by the standards and procedures set out in Council's Infrastructure Design Manual.

Influences

Land developments are driven by commercial supply and demand.

Critical Issues/Challenges

The challenge council has is to fund that portion of the infrastructure cost, which is often drainage in the form of retardation basins, that developers are not required to fund in the first instance due to different developments proceeding on a number of fronts and in stages.

Development Contribution Plans are an agreed apportionment of developer and council costs. The challenge for council is to manage the incoming developer contributions against the outgoing infrastructure costs that it must fund upfront.

Council's further challenge is the ongoing maintenance cost of the inherited infrastructure like drains, roads, footpaths and street trees.

Council is facilitating the development of the Mooroopna West Growth Corridor. This initiative is being funded by the Federal and State Governments to provide affordable housing. The scheme aims to provide in the order of 80 to 100 house and land packages to eligible home owners through a rebate system.

Council will receive \$5.4 million to administer the scheme including providing additional upfront council funding of \$5.2 million to ensure regional drainage infrastructure is constructed early to allow housing construction and sales to be completed by mid-2016.

Link to the Council Plan

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Development Section

2013/2014

INCOME

101 - User Charges	166,500
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	30,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

196,500

EXPENSES

301 - Salaries	334,696
302 - Oncost	43,008
303 - FBT	0
321 - Plant	16,000
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	20,000
363 - Contracts	0
364 - General Expenses	81,500
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	1,080
370 - Legal Fees	0
371 - Materials or Supplies	750,000
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,246,284)

Net Surplus/(Loss)

(1,049,784)

Project Management Office

Department: Projects

Purpose

The purpose of this recently created business unit, known as the Project Management Office, is to coordinate the timely delivery of the council's capital budget program.

Influences

Many of these programs are driven by the ability to attract external government funding opportunities.

In addition these programs have also been influenced by council's asset management plans where the renewal budget is derived from condition based assessments.

Critical Issues/Challenges

Delivery of Council's adopted capital works budget.

The creation of a Project Management Office will ensure that the investigation, planning, design and delivery functions are carried out under a nationally accredited project management process.

This process is called PRINCE2 and stands for Projects in a Controlled Environment version 2.

The capital works program will deliver a number of high priority projects including the Vaughan Street precinct upgrade; Verney Road staged reconstruction, Watt Road corridor upgrade, Flood Mitigation works, Cosgrove Landfill upgrade, Shepparton Sporting Precinct Redevelopment together with a number of programs relating to sealed and unsealed road renewals.

An additional challenge is to ensure that projects are adequately planned and designed so that when the larger delivery budgets are allocated that the works can be delivered.

This will see a need for larger projects to be funded initially with seed funding and budgeted over several years.

Link to the Council Plan

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Project Management Office

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries	1,078,504
302 - Oncost	142,130
303 - FBT	0
321 - Plant	108,777
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	1,800
362 - Consultants	118,000
363 - Contracts	0
364 - General Expenses	0
365 - Stationary/Consumables	1,500
366 - Professional Memberships	4,770
367 - Publications/Subscriptions	3,000
368 - Training	0
369 - Utilities	4,380
370 - Legal Fees	0
371 - Materials or Supplies	5,000
372 - External Labour	0
373 - Repairs and Maintenance	2,500
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,470,361)

Net Surplus/(Loss)

(1,470,361)

Traffic Section

Department: Projects

Purpose

The Traffic Section manages traffic, parking, road safety and related infrastructure design across the council's road network.

Influences

The need to deal with the many users of the council road network and adjoining space. There is an increased emphasis on safety of travel as the municipality grows and our travel corridors attempt to accommodate changing needs in both urban and rural environments.

Critical Issues/Challenges

Road safety is an ongoing challenge as council's infrastructure provides for the competing interests of pedestrians, cyclists and motorists both off and on road.

Council is the convener of the Shepparton Traffic Liaison Committee made up of representatives from Victoria Police and VicRoads. This group reviews road safety issues including speed limits and traffic accident data.

The outputs from this group assist Council to identify high priority safety improvements across the municipality. Availability of funding to deliver priority safety improvements is also a challenge.

Link to the Council Plan

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Traffic Section

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

156,442
 22,745
 0
 0
 0
 0
 0
 3,900
 0
 19,600
 0
 0
 0
 0
 540
 0
 0
 0
 0
 0
 0
 0

TOTAL EXPENSES

(203,227)

Net Surplus/(Loss)

(203,227)

Sport Facilities and Premier Places

Department: Recreation and Parks

Purpose

The delivery of horticultural maintenance services to sports fields and premier places. This includes specialist turf management and gardening for high profile sports venues and public open spaces such as Deakin Reserve, Shepparton Sports Precinct, Tatura Park Western Oval, Victoria Park Lake and town entries.

Influences

Positioning Greater Shepparton as regional Australia's best regional sporting destination and showcasing our premier open spaces, town entries and main streets to create positive perceptions of Greater Shepparton.

Critical Issues/Challenges

- Increasing demand for expansion of sports fields and generally higher quality expectations of users and user groups.
- Securing external funding to develop and enhance new facilities.
- Climatic conditions.
- Water costs and availability.
- Increasing power costs.

Link to the Council Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Sports Facilities and Premier Places

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

506,919
 69,236
 0
 193,467
 0
 0
 0
 0
 0
 0
 0
 0
 0
 0
 0
 0
 0
 145,000
 6,000
 159,500
 0
 0
 0

TOTAL EXPENSES

(1,080,122)

Net Surplus/(Loss)

(1,080,133)

Recreation Services

Department: Recreation and Parks

Purpose

The delivery of administration, project management and strategic planning support services to the Recreation and Parks Department.

Influences

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

Critical Issues/Challenges

- Improving citizen engagement processes
- Increasing volumes of booking requests and responsibilities

Link to the Council Plan

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

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Recreation Services

2013/2014

INCOME

101 - User Charges	150,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	20,000
199 - Internal Charge Income	0

TOTAL INCOME

170,000

EXPENSES

301 - Salaries	819,787
302 - Oncost	115,240
303 - FBT	0
321 - Plant	102,120
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	5,000
362 - Consultants	60,000
363 - Contracts	0
364 - General Expenses	110,000
365 - Stationary/Consumables	500
366 - Professional Memberships	2,500
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	574,000
370 - Legal Fees	0
371 - Materials or Supplies	34,000
372 - External Labour	0
373 - Repairs and Maintenance	7,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	18,000

TOTAL EXPENSES

(1,848,157)

Net Surplus/(Loss)

(1,678,157)

Landscaping and Native Open Space Services

Department: Recreation and Parks

Purpose

The delivery of horticultural maintenance to native open spaces areas, water bodies, wetlands and road side reserves. Includes provision of a landscaping and irrigation system maintenance services to the Recreation and Parks Department.

Influences

Increased focus on environmentally sustainable maintenance and management to improve environmental benefit of native public open space, lakes and wetlands.

Critical Issues/Challenges

- Increasing development of wetland areas as stormwater treatment systems for new property developments.
- Maintaining high water quality.
- Managing fire risk of open space areas
- Available funding to maintain and renew ageing infrastructure

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Landscaping and Native Open Spaces Services

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

573,793

74,238

0

275,614

0

0

0

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0

0

117,400

131,000

37,500

0

0

0

TOTAL EXPENSES

(1,209,545)

Net Surplus/(Loss)

(1,209,545)

Arboriculture Services

Department: Recreation and Parks

Purpose

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

Influences

Improving the quality of management and maintenance of over 40,000 trees and ensuring effective strategic planning so that future generations will benefit from the provision of tree lined street and urban forests.

Critical Issues/Challenges

- Power line clearance legislation increase costs of maintenance.
- New pests and diseases
- Renewal of trees
- New subdivisions with street and park trees

Link to the Council Plan

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

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Arboriculture Services

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	25,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

25,000

EXPENSES

301 - Salaries	267,660
302 - Oncost	35,844
303 - FBT	0
321 - Plant	91,095
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	270,000
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	50,500
372 - External Labour	10,500
373 - Repairs and Maintenance	225,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(950,599)

Net Surplus/(Loss)

(925,559)

Civic Presentation and Asset Maintenance

Department: Recreation and Parks

Purpose

The delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, lighting and furniture maintenances services to the Recreation and Parks Department.

Influences

Raising the quality of cleaning and presentation of public toilets and CBD areas.

Critical Issues/Challenges

- Old public toilets in very poor condition
- Consistent citizen dissatisfaction with quality and quantity of public toilet provision.

Link to the Council Plan

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

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Civic Presentation and Asset Maintenance

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

223,853

30,858

0

105,633

0

0

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0

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0

0

0

0

153,360

0

73,000

0

0

0

TOTAL EXPENSES

(586,704)

Net Surplus/(Loss)

(586,704)

Horticultural Services

Department: Recreation and Parks

Purpose

The delivery of horticultural maintenance services to parks, public open spaces, childcare centres and cemeteries.

Influences

Rationalising service delivery levels and becoming more efficient in the delivery of services.

Critical Issues/Challenges

- Matching service levels to community expectations.
- Water costs and high expectation of community in regards to maintaining all open spaces in lush green condition
- Increasing power costs.
- Reviewing Council's role in managing cemeteries

Link to the Council Plan

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

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

Service Growth Areas

New subdivisions with parks and open space areas

Increasing burial and internment demand at cemeteries

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Horticultural Services

2013/2014

INCOME

101 - User Charges	212,046
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

212,046

EXPENSES

301 - Salaries	1,006,905
302 - Oncost	134,310
303 - FBT	0
321 - Plant	504,297
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	0
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	99,250
372 - External Labour	134,000
373 - Repairs and Maintenance	67,750
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	2,000

TOTAL EXPENSES

(1,948,612)

Net Surplus/(Loss)

(1,736,466)

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Sustainable Development

Sustainable Development Directorate

Purpose

The Sustainable Development Directorate is made up of four departments each outlined below.

Building - to administer the Building Act and Regulations. This includes the issuing of building permits and enforcement of building regulations.

Business Investment - to identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment within Greater Shepparton City Council.

Environment - to assist in the maintenance of the health of the community and the environment in a sustainable manner.

Planning - to strategically plan for and administer all acts and legislation associated with land use planning and transport planning.

Influences

The Sustainable Development Directorate is influenced by:

- Legislation
- Economic trends and forecasts
- Environmental trends and forecasts
- Community health
- Environmental health

Critical Issues / Challenges

Critical issues for the Sustainable Development Directorate include the need to balance local needs with State, Federal and market objectives.

Link to the Council Plan

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

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

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

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

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

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

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

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

Goal 4, Objective 3 – Encourage sustainable municipal growth and development.

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Sustainable Development Management

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

231,191

30,391

0

21,881

0

0

0

0

0

5,000

0

0

0

0

4,000

0

0

0

0

0

0

0

TOTAL EXPENSES

(292,463)

Net Surplus/(Loss)

(292,463)

Building Services

Department: Building

Purpose

The Municipal Building Surveyor is responsible for the administration and enforcement of the Building Regulations under Section 212 of the Building Act.

Council also aims to provide an efficient system for issuing Building Permits.

Influences

The community expects a safe building program to be in place throughout the Municipality. The community may face incidents resulting from poorly constructed buildings, walls collapsing, children drowning or serious fire traps in buildings.

The Municipal Building Surveyor is responsible for the provision for Essential Safety Measures, Smoke Alarms and Swimming Pool Barriers.

Provide Council Report and Consent for variations to the Building Regulations.

Maintain all building registers required under the Building Act.

Building Permits operate in a competitive market. Building Permits may be obtained from either Council or Private Building Surveyors.

Critical Issues / Challenges

Provide Building information and advice for the community. Ensure Swimming Pools/Spas have suitable child safety barriers. Ensure prescribed stages of works are inspected for compliance with Regulations.

To carry more inspections of non-Council owned buildings for maintenance of Essential Safety Measures.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Building Services

2013/2014

INCOME

101 - User Charges	0
102 - Fees	725,000
102 - Fines	9,000
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	734,000
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EXPENSES

301 - Salaries	610,490
302 - Oncost	87,241
303 - FBT	0
321 - Plant	45,150
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	1,000
362 - Consultants	3,000
363 - Contracts	0
364 - General Expenses	15,000
365 - Stationary/Consumables	1,000
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	4,000
370 - Legal Fees	5,000
371 - Materials or Supplies	0
372 - External Labour	5,000
373 - Repairs and Maintenance	1,000
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES	777,881
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Net Surplus/(Loss)	(43,881)
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Business Centre

Department: Investment Attraction

Purpose

Greater Shepparton City Council promotes the growth of Business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services. By providing office, industrial space and management support at competitive rates it enables businesses to minimise startup costs, creating an impetus for growth. The Business Centre rents space on a month to month basis, without requiring tenants to enter into a long-term lease. It is also flexible in its configuration and structure to allow tenants to expand and contract the space they occupy as needed. The environment is professional and allows the tenant's business to be part of a wider community thus gaining support from like-minded enterprises.

Influences

The Business Centre provides the opportunity for businesses to minimise the risks associated with starting up a new business, encourages entrepreneurship and provides a supportive network in which to do so.

Critical Issues / Challenges

Marketing and increasing the awareness of the existence of, and variety of services that the Business Centre provides.

Currently experiencing a growth in virtual tenancies and casual hire arrangements.

Currently experiencing a reduction in the use of landline telephones and photocopying equipment due to online technology and smartphone usage.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Business Centre

2013/2014

INCOME

101 - User Charges	86,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	110,000
199 - Internal Charge Income	0

TOTAL INCOME

196,000

EXPENSES

301 - Salaries	120,415
302 - Oncost	15,474
303 - FBT	0
321 - Plant	2,000
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	15,000
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	26,000
365 - Stationary/Consumables	8,400
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	39,000
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	13,500
374 - Cleaning	16,000
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(255,789)

Net Surplus/(Loss)

(59,789)

Business and Industry Development

Department: Investment Attraction

Purpose

To identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. To market and secure investment in GV Link (Goulburn Valley Freight and Logistics Centre). To ensure a sufficient supply of skilled labour is available to support economic growth and industry development. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.

Influences

Business and Industry Development identifies opportunities to retain and grow existing businesses and retain and create employment. The unit actively seeks investment, provides assistance for sound decision making and connections to ensure a streamlined development process and access to funding from other tiers of government. Additionally, the unit provides an employment response program to ensure that employees affected by redundancies are well equipped to be retrained, up-skilled and reemployed.

Critical Issues / Challenges

Online purchasing is adversely impacting on the CBD retail growth. Negative perceptions regarding parking, retail vacancies and safety impact on the ability to secure investment. The high Australian dollar is impacting on the agricultural and manufacturing sectors in particular. The ability to continue to ensure the availability of skilled labour has been challenged due to the cessation of this Council's delivery of the Regional Skilled Migration Program.

Link to the Council Plan

Goal 1, Objective 2 – 1 Continue to enhance Community Capacity Building.
 Goal 2, Objective 1 – Ensure that the environment is a major priority in planning for the future.
 Goal 3, Objective 1 – Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
 Goal 3, Objective 2 – Ensure that retail strategies deliver appropriate outcomes for the community
 Goal 5, Objective 2 – Develop stronger relationships between council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.

Service Growth Areas

Nil

Service Reduction Areas

The Regional Skilled Migration program delivery from this Council has ceased.

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Business and Industry Development

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	165,000
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

165,000

EXPENSES

301 - Salaries	520,357
302 - Oncost	59,855
303 - FBT	0
321 - Plant	16,494
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	74,630
362 - Consultants	261,550
363 - Contracts	0
364 - General Expenses	266,550
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	79,875
368 - Training	0
369 - Utilities	8,400
370 - Legal Fees	1,000
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,288,711)

Net Surplus/(Loss)

(1,123,711)

Planning

Department: Planning

Purpose

Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions

Influences

The statutory planning system is complex and seeks to balance many competing policies and diverse range of views. It is influenced by state government policy and involves a third party review process through VCAT.

Critical Issues / Challenges

The increasing complexity of the system increases the cost to the Council to administer the system. Decision may be challenged which increases the Council's legal costs. The income received from application fees has also not kept pace with the cost to administer the system.

Link to the Council Plan

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

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

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Planning

2013/2014

INCOME

101 - User Charges	220,502
102 - Fines	4,200
103 - Grants	12,000
104 - Other Income	50,000
105 - Rates and Charges	0
106 - Contributions	80,000
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	366,702
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EXPENSES

301 - Salaries	1,343,405
302 - Oncost	181,169
303 - FBT	0
321 - Plant	71,842
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	15,000
362 - Consultants	383,000
363 - Contracts	0
364 - General Expenses	39,000
365 - Stationary/Consumables	2,500
366 - Professional Memberships	450
367 - Publications/Subscriptions	7,000
368 - Training	0
369 - Utilities	6,000
370 - Legal Fees	90,000
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES	(2,139,366)
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Net Surplus/(Loss)	(1,772,664)
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Waste Management Administration

Department: Environment

Purpose

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

Most of the services are provided under contract however the landfill and transfer stations are operated with direct labour.

Influences

Management of waste services including administration of contracts ensures that the Council receives quality services at the lowest cost.

Critical Issues / Challenges

Ever increasing environmental standards and landfill levies have significantly increased the cost of waste disposal. The challenge is to guide the community to a sustainable waste management future.

Critical challenges include the development of a new waste management strategy, tendering for new waste collection services and the capital expenditure associated with the construction of Council's new landfill site.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Waste Management Administration

2013/2014

INCOME

101 - User Charges	8,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	47,000
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

55,000

EXPENSES

301 - Salaries	282,009
302 - Oncost	39,961
303 - FBT	0
321 - Plant	24,428
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	20,000
363 - Contracts	0
364 - General Expenses	57,500
365 - Stationary/Consumables	0
366 - Professional Memberships	600
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	1,200
370 - Legal Fees	60,000
371 - Materials or Supplies	2,000
372 - External Labour	500
373 - Repairs and Maintenance	500
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	8,000

TOTAL EXPENSES

(496,698)

Net Surplus/(Loss)

(441,698)

Landfill

Department: Environment

Purpose

The landfill assists with the maintenance of a healthy community and clean environment by providing a safe facility for the permanent disposal of household and commercial waste.

Influences

The provision of this service permanently and safely stores waste that may otherwise be unsightly, contaminate our environment or be a risk to health.

Critical Issues / Challenges

Ever increasing environmental protection standards have significantly lifted landfill construction and operational costs. Strategies need to be developed to garner public support for protection of the environment and the flow on effect of increasing waste disposal costs. The estimated amount of the EPA Landfill Levy is \$1,440,000 for 2013/2014.

The surplus made within this program is allocated to a reserve which is used to fund future capital works.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Landfill

2013/2014

INCOME

101 - User Charges	4,842,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	167,025

TOTAL INCOME

5,009,025

EXPENSES

301 - Salaries	92,061
302 - Oncost	12,733
303 - FBT	0
321 - Plant	231,000
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	0
364 - General Expenses	1,774,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	2,000
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	6,000
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(2,117,794)

Net Surplus/(Loss)

2,891,231

Litter Bins

Department: Environment

Purpose

This service provides a convenient system for away from home waste disposal by residents and visitors.

Influences

This service minimises littering by providing infrastructure for away from home waste disposal.

Critical Issues / Challenges

The service requires monitoring to ensure that it is not treated as a free business or residential waste disposal service.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Litter Bins

2013/2014

INCOME

101 - User Charges
 102 - Fees and Fines
 103 - Grants
 104 - Other Income
 105 - Rates and Charges
 106 - Contributions
 107 - Interest
 108 - Parking Fees and Fines
 110 - Rent
 199 - Internal Charge Income

TOTAL INCOME

0

EXPENSES

301 - Salaries
 302 - Oncost
 303 - FBT
 321 - Plant
 331 - Depreciation
 341 - Interests
 361 - Advertising/Promotions
 362 - Consultants
 363 - Contracts
 364 - General Expenses
 365 - Stationary/Consumables
 366 - Professional Memberships
 367 - Publications/Subscriptions
 368 - Training
 369 - Utilities
 370 - Legal Fees
 371 - Materials or Supplies
 372 - External Labour
 373 - Repairs and Maintenance
 374 - Cleaning
 375 - Corporate Expenses
 399 - Internal Expense

13,860
 1,779
 0
 6,000
 0
 0
 0
 0
 0
 272,000
 5,000
 0
 0
 0
 0
 0
 0
 0
 30,000
 0
 0
 0
 0
 0

TOTAL EXPENSES

(328,639)

Net Surplus/(Loss)

(328,639)

Kerbside Collections

Department: Environment

Purpose

To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household food, packing and personal waste.

Influences

The provision of this service removes waste that may otherwise be unsightly, contaminate our environment and attract disease carrying vermin.

Critical Issues / Challenges

Nil

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Kerbside Collections

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	7,459,974
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME	7,459,974
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EXPENSES

301 - Salaries	0
302 - Oncost	0
303 - FBT	0
321 - Plant	0
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	4,727,000
364 - General Expenses	30,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	0
370 - Legal Fees	0
371 - Materials or Supplies	0
372 - External Labour	0
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES	(4,757,000)
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Net Surplus/(Loss)	2,702,974
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Transfer Stations

Department: Environment

Purpose

To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household and commercial waste.

Influences

The provision of this service removes waste that may otherwise be unsightly, contaminate our environment and attract disease carrying vermin.

Critical Issues / Challenges

Increasing landfill costs have made the disposal of waste material more expensive. We need to develop strategies and guide our community to a more sustainable way of using our finite resources.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Transfer Stations

2013/2014

INCOME

101 - User Charges	559,000
102 - Fees and Fines	0
103 - Grants	0
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	80,000

TOTAL INCOME

639,000

EXPENSES

301 - Salaries	355,217
302 - Oncost	47,299
303 - FBT	0
321 - Plant	111,500
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	0
363 - Contracts	220,000
364 - General Expenses	431,000
365 - Stationary/Consumables	0
366 - Professional Memberships	0
367 - Publications/Subscriptions	0
368 - Training	0
369 - Utilities	9,000
370 - Legal Fees	0
371 - Materials or Supplies	15,000
372 - External Labour	14,500
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,203,516)

Net Surplus/(Loss)

(564,516)

Environmental Health

Department: Environment

Purpose

The Environmental Health team carries out Regulatory functions governed by several Acts and Regulations and various Health Promotion activities as detailed below.

The regulatory functions include:

- Food premises registration and inspection, food sampling, investigation of complaints.
- Health premises registration and inspection of accommodation and hair/beauty and skin penetration businesses.
- Investigation of nuisances defined under the Public Health and Wellbeing Act
- Caravan Park registration and inspection
- Septic tank permits for new and alterations to systems for dwellings and small industrial.
- Tobacco Act – education and enforcement program for licensed premises, eating establishments, retailers and workplaces.
- The health promotion functions include:
 - Immunisation Program
 - For Infants and adults – 11 monthly sessions at 13 locations
 - For School students – secondary schools currently year 7, 9 and 10 students – 3 visits per year
 - For businesses – specific on request for example Influenza and Hepatitis A & B
 - Infectious Disease prevention programs
 - Gastroenteritis investigations at institutions e.g. Aged Care and Child Care
 - Single case investigations as requested by the Department of Health
 - Syringe containers provided to persons with diabetic/medical needs
 - Mosquito Monitoring Program – seasonal program October – April each year
 - Emergency Management – response, recovery and relief centre roles.

Influences

Council assists the State Government in addressing issues of public health through legislative and regulatory processes in areas as discussed above. Part of this is achieved through education processes in rolling out the regulatory function.

A number of services undertaken have fees attached that are determined by regulation whilst in some areas fees may be set by the Council.

Critical Issues / Challenges

Changes in legislation provide constant challenges to the Environmental Health team. The changes in funded vaccines can also change the delivery of services, for example additional vaccinations to year 9 boys for Gardasil – Human Papillomavirus.

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Health

2013/2014

INCOME

101 - User Charges	14,165
102 - Fees and Fines	285,763
103 - Grants	90,412
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

390,340

EXPENSES

301 - Salaries	862,503
302 - Oncost	117,304
303 - FBT	0
321 - Plant	94,690
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	4,000
362 - Consultants	32,000
363 - Contracts	38,000
364 - General Expenses	6,800
365 - Stationary/Consumables	3,100
366 - Professional Memberships	2,400
367 - Publications/Subscriptions	500
368 - Training	0
369 - Utilities	5,300
370 - Legal Fees	4,500
371 - Materials or Supplies	18,500
372 - External Labour	11,600
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,201,197)

Net Surplus/(Loss)

(810,857)

Environmental Management

Department: Environment

Purpose

The Council's Sustainability and Environment Department has the role of facilitating sustainable environmental growth and development within Greater Shepparton.

Influences

We act as an example and a source of information to the community on environmental and sustainability issues. We also assist the community to attain their goals for environmental and sustainability outcomes such as providing advice, assistance and partnerships where appropriate.

Through energy management and implementing efficiency measures, we aim to reduce the budget burden for ratepayers by reducing energy consumption and cost. We seek external funding from other sources for projects that deliver sustainability, environmental economic and social benefits to the Council as an organisation and to the community generally.

Our internal relationships rely on efficient communication. We assist other departments by providing advice on environmental and sustainability best practice and statutory requirements. We focus on providing information early in the development phase of projects through the development of tools to assist project managers to easily understand information such as checklists and management plans. Assist staff and the organisation to reduce council's greenhouse gas emissions.

Critical Issues / Challenges

Limited resources; staff buy-in; opportunities for external funding; changing legislation.

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

Link to the Council Plan

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

Service Growth Areas

Nil

Service Reduction Areas

Nil

BUDGET 2013/2014 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Management

2013/2014

INCOME

101 - User Charges	0
102 - Fees and Fines	0
103 - Grants	246,159
104 - Other Income	0
105 - Rates and Charges	0
106 - Contributions	0
107 - Interest	0
108 - Parking Fees and Fines	0
110 - Rent	0
199 - Internal Charge Income	0

TOTAL INCOME

246,159

EXPENSES

301 - Salaries	360,028
302 - Oncost	47,557
303 - FBT	0
321 - Plant	15,797
331 - Depreciation	0
341 - Interests	0
361 - Advertising/Promotions	0
362 - Consultants	305,000
363 - Contracts	47,826
364 - General Expenses	122,390
365 - Stationary/Consumables	18,000
366 - Professional Memberships	27,600
367 - Publications/Subscriptions	48,000
368 - Training	0
369 - Utilities	4,750
370 - Legal Fees	2,010
371 - Materials or Supplies	56,220
372 - External Labour	161,500
373 - Repairs and Maintenance	0
374 - Cleaning	0
375 - Corporate Expenses	0
399 - Internal Expense	0

TOTAL EXPENSES

(1,216,678)

Net Surplus/(Loss)

(970,519)

APPENDIX F:

CAPITAL WORKS PROGRAM

The capital works budget shows the total proposed capital works program for the forthcoming year and the expected funding source.

Re-budgeted works are those capital works that are incomplete in the 2012/2013 budget due to various reasons such as weather impacts and design and investigation issues and have been re-budgeted for approval and inclusion in the 2013/2014 budget.

Project Title	Re-budgeted \$'000	NEW		Total Project Cost \$'000
		Externally Funded \$'000	Internally Funded \$'000	
Buildings – NEW				
Shepparton Visitor Information Centre		250		250
Public Toilets Preliminary Design			40	40
Shepparton Showgrounds Toilet Facilities			85	85
Buildings – RENEWAL				
Building renewals (see p265)			1,396	1,396
Buildings – UPGRADE				
Tatura Men's Shed grant auspice		30		30
Goulburn Valley Regional Library – Shepparton upgrade		433		433
Murchison Heritage Centre redevelopment		85	75	160
Eastbank Enhancements			86	86
Victoria Lake Caravan Park			250	250
Aquamoves utility management upgrade	280		370	650
TOTAL BUILDING CAPITAL WORKS	280	798	2,302	3,380
Drainage - NEW				
Kialla Green Estate – Wetland			195	195
Mooroopna West Growth Corridor	117	2,080		2,197
Drainage – RENEWAL				
Urban drainage renewal (see p265)			730	730
Rural drainage renewal (see p265)			381	381
Drainage – UPGRADE				
Flood mitigation – Congupna and Tallygaroopna			215	215
TOTAL DRAINAGE CAPITAL WORKS	117	2,080	1,521	3,718

APPENDIX F: CAPITAL WORKS PROGRAM

Project Title	Re-budgeted \$'000	NEW		Total Project Cost \$'000
		Externally Funded \$'000	Internally Funded \$'000	
Open Space – NEW				
Festive Decorations			72	72
Mooroopna West Growth Corridor		35		35
Sporting Future – Capital Grants			80	80
Open Space - RENEWAL				
Recreation Facilities renewal (see p266)			1,190	1,190
Open Space – UPGRADE				
Australian Botanic Gardens Shepparton			50	50
Shepparton Sporting Precinct redevelopment	800	750	750	2,300
SPC Ardmona KidsTown - Access Audit Project			10	10
Shepparton Showgrounds redevelopment	128	450	84	662
Tatura Park power upgrade			80	80
TOTAL OPEN SPACE CAPITAL WORKS	928	1,235	2,316	4,479
Other – NEW				
CCTV Project		200	285	485
Community Plan Implementation works			335	335
Murchison Rail Trail		143	90	233
Sir Murray Bouchier Memorial			38	38
Other - RENEWAL				
Shepparton Aerodrome renewal works			12	12
Shepparton Saleyards asset renewal program			86	86
Other – UPGRADE				
Shepparton Art Museum (SAM) Art work acquisitions			70	70
Shepparton Saleyards Loading Ramp		76	28	104
TOTAL OTHER CAPITAL WORKS		419	944	1,363

APPENDIX F: CAPITAL WORKS PROGRAM

Project Title	NEW			Total Project Cost \$'000
	Re-budgeted \$'000	Externally Funded \$'000	Internally Funded \$'000	
Plant and Equipment – NEW				
Bus shelters urban			35	35
Information technology projects			85	85
Plant purchases			380	380
Plant and Equipment - RENEWAL				
Plant - Bitumen kettle renewal			210	210
Furniture and equipment renewal (see p266)			150	150
Plant Purchases – renewals (see p267)			2,543	2,543
Information Technology Projects			611	611
Plant and Equipment - UPGRADE				
Information Technology Projects			110	110
TOTAL PLANT AND EQUIPMENT CAPITAL WORKS			4,124	4,124

Roads – NEW				
Accessible parking bay installation			38	38
Mooroopna West Growth Corridor	2,081	800		2,881
Benalla Road duplication works			300	300
Vaughan Street precinct – Maude Street			61	61
Connolly Estate	82			82
Seven Creeks Estate	55			55
Path Extension Stage 1 (Riverconnect)		30	15	45
Roads - RENEWAL				
Cycleways renewals – various sites			50	50
Footpaths renewals (see p266)			282	282
Kerb and Channel renewals (see p267)			500	500
Off street car parks			24	24
Roads 2 Recovery (see p263)		1,391		1,391
Sealed Roads – Reconstructions (see p263)	419		4,047	4,466
Sealed Roads – Road Reseals (see p263)			1,434	1,434
Unsealed Roads – Gravel Road Resheeting (p264)			1,212	1,212
Road Furniture and Road Signage renewals including guardrail			50	50
Tree Renewal – Major Streets			115	115

APPENDIX F: CAPITAL WORKS PROGRAM

Project Title	Re-budgeted \$'000	NEW		Total Project Cost \$'000
		Externally Funded \$'000	Internally Funded \$'000	
Roads – UPGRADE				
Pedestrian Facilities – Disability Discrimination Act			13	13
Energy Efficient Street Lighting Project		600	504	1,104
Balaclava Road Bicycle Lanes		42		42
Rural Intersection Improvements			25	25
Safe Routes to School			40	40
Street lighting install			50	50
Traffic management devices			20	20
Vaughan Street Construction		700	1,818	2,518
Verney Road Upgrade – Stage 2 design			50	50
Labuan Road – Jubilee Road intersection		180	17	197
TOTAL ROADS CAPITAL WORKS	2,637	3,743	11,234	17,063

Project Title	Re-budgeted \$'000	NEW		Total Project Cost \$'000
		Externally Funded \$'000	Internally Funded \$'000	
Waste Management – NEW				
Cosgrove Landfill 2 Cell 3 Construction			11	11
Cosgrove Landfill 2 Cell 4 Construction			207	207
Cosgrove Landfill 3 Construction			11	11
Cosgrove Landfill 3 Land Purchase			1,850	1,850
TOTAL WASTE MANAGEMENT CAPITAL WORKS			2,079	2,079

TOTAL CAPITAL WORKS PROGRAM	3,962	8,275	24,655	36,203
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CAPITAL WORKS PROGRAM - ALTERNATIVE CLASSIFICATION SUMMARY

	Re-budgeted \$'000	Externally Funded \$'000	Internally Funded \$'000	Total Project Cost \$'000
Asset – Renewal	419	2,026	14,805	16,831
Asset – New	2,335	2,723	7,380	10,103
Asset - Upgrade	1,208	2,943	6,326	9,269
TOTAL CAPITAL WORKS PROGRAM	3,962	7,692	28,511	36,203

APPENDIX F: CAPITAL WORKS PROGRAM

CAPITAL GRANTS AND CONTRIBUTIONS INCOME

Project Title	Income
Roads 2 Recovery	1,390,790
Mooroopna West Growth Corridor	1,994,396
Shepparton Sporting Precinct redevelopment	750,000
Vaughan Street Construction	700,000
Energy Efficient Street Lighting Project	600,000
Shepparton Show Grounds redevelopment	450,000
Shepparton Visitor Information Centre	250,000
CCTV Project	200,000
Labuan Road – Jubilee Road Intersection works	180,000
Murchison Rail Trail	143,000
Connolly Estate	106,000
Murchison Heritage Centre redevelopment	85,000
Shepparton Saleyards Loading Ramp	76,000
Balaclava Road Bicycle Lanes	42,000
Tatura Mens Shed Grant Auspice	30,000
Shepparton Art Museum (SAM) Art work acquisitions	30,000
Path Extension Stage 1 (Riverconnect)	30,000
TOTAL CAPITAL INCOME	7,057,186
Plus non-cash developer contributions	3,000,000
Plus Proceeds from sale of assets	702,500
TOTAL NON-OPERATING INCOME & EXPENDITURE (EXCLUDING ASSETS SOLD)	10,759,686

APPENDIX G: CAPITAL WORKS – RENEWAL LIST

Roads to Recovery \$1.39 million	
Rafferty Road	\$804,790
Toolamba Rushworth Road (Crawford to Rush-Tatura)	\$286,000
Other Roads	\$300,000
TOTAL ROADS TO RECOVERY	\$1,390,790

Sealed Roads – Reconstruction \$4.47 million	
Verney Road	\$1,791,428
Colliver Street (Delatite to Wilmot)	\$260,000
Ross Road (Newnham to Castle)	\$250,000
Old Grahamvale Road (Knights to Congupna)	\$220,000
Archer Street (Hayes to Channel (West Side))	\$198,000
Old Dookie Road (Florence to Doyles)	\$160,000
Congupna East Road (Lemnos Nth to End)	\$150,000
Toolamba Rushworth Road (Stewart to Crawford)	\$150,000
Tungamah Boundary Road (Cosgrove to Harmer)	\$150,000
Other Roads	\$1,137,000
TOTAL SEALED ROADS - RECONSTRUCTION	\$4,466,428

Sealed Roads – Reseals \$1.43 million	
McEwen Road (Harston To Bitcon)	\$116,685
Ford Road (Verney To Grahamvale)	\$65,000
Euroa-Arcadia Road (Euroa Shepp To East Goulburn Channel)	\$60,000
Marungi Road (Labuan To Union)	\$58,800
Saddleback Road (Mary To Hoopers)	\$49,260
Central Avenue (Swainston To Old Dookie)	\$44,800
Other Roads	\$1,039,340
TOTAL SEALED ROADS - RESEALS	\$1,433,885

APPENDIX G:**CAPITAL WORKS – RENEWAL LIST****Unsealed Roads – Gravel Resheeting \$1.21 million**

Polan Road (Chateau to Katandra-Cosgrove)	\$48,885
Whroo-Murchison Road (Willow to Woolshed)	\$32,777
Benalla Boundary Road (Boxwood to Dookie-Devenish)	\$32,590
Jenkins Road (Lemnos North to Boundary)	\$32,590
Ford Road (Katandra Main to Creighton)	\$30,863
Starrit Road (Fenaughty to Midland Highway)	\$30,037
Walsh Road (Marungi to Creighton)	\$29,405
Moss Road (Miepoll to V Ponds Creek)	\$29,053
Thorns Road (Cemetery to Bells)	\$28,516
Batey Road (Marungi to Creighton)	\$27,270
Bitcon Road (Stewart to Crawford)	\$24,503
Heath Road (Kilmartin to Kyabram-Cooma)	\$24,503
Kay Road (Midland Highway to Hosie)	\$24,442
Ryans Road (Dookie to Cashel)	\$24,442
Thorns Road (River to Bells)	\$24,442
Downs Road (Bells to Cemetery)	\$23,755
Sidebottom Road (Old Dookie to Hosie)	\$23,537
Bayles Road (Willow to Cassidy)	\$23,062
Collie Road (Heath to Harston)	\$23,062
East Boundary Road (Bayles to Smith)	\$23,062
East Boundary Road (Buffalo Swamp to Bayles)	\$23,062
East Boundary Road (Smith to Whroo)	\$23,062
Neal Road (Tonkin to Hogan)	\$22,457
Shepparton College Road (Berry to Cochrane)	\$21,727
Shepparton College Road (Caniambo to Kay)	\$21,726
Shepparton College Road (Cochrane to Sidebottom)	\$21,726
Shepparton College Road (Kay to Berry)	\$21,726
Sidebottom Road (Shepparton-Dookie to Old Dookie)	\$20,587
Other Roads	\$474,768
TOTAL UNSEALED ROADS – GRAVEL RESHEETING	\$1,211,637

APPENDIX G: CAPITAL WORKS – RENEWAL LIST

Buildings Renewals \$1.40 million	
Shepparton Senior Citizens building redevelopment	\$384,000
Aquamoves	\$201,000
Riverlinks building renewals	\$101,000
Sewer pump stations – Victoria Park Lake and Princes Park	\$70,000
Asbestos removal – various sites	\$60,000
Eastbank AV equipment renewal	\$55,300
Safety ladders – various sites	\$50,000
SPC Ardmona Kids Town	\$40,000
Eastbank meeting room	\$35,000
Kialla Bowls Club flooring	\$35,000
Victoria Park Lake Caravan Park	\$30,000
Rural Outdoor Pools – Merrigum, Mooroopna and Tatura	\$24,000
Indoor Sports Stadiums – Shepparton and Mooroopna	\$20,000
Riverlinks OHS asset renewal	\$18,700
Business Centre air conditioning	\$15,000
Building renewals - Other	\$257,000
TOTAL BUILDING RENEWALS	\$1,396,000

Urban Drainage \$0.73 million	
Shepparton/Shepparton East – various sites (February 2013 storm event)	\$500,000
Baldock Street (Dookie)	\$100,000
Marungi Street	\$80,000
Minor urban drainage - various	\$50,000
TOTAL URBAN DRAINAGE	\$730,000

Rural Drainage \$0.38 million	
Kialla Central	\$140,000
Winter Road (Tatura)	\$50,000
Verney Road North	\$40,000
Collie Road (Byrneside)	\$35,000
Punt Road (Dhurringile)	\$31,000
McCarten Road (Katandra)	\$30,000
O'Keefe Road (Congupna)	\$25,000
Minor rural drainage – various	\$30,000
TOTAL RURAL DRAINAGE	\$381,000

APPENDIX G:**CAPITAL WORKS – RENEWAL LIST****Recreation Facilities \$1.19 million**

Central Park Waste Treatment System	\$300,000
Deakin Reserve Toilets	\$250,000
Shepparton Town Entry	\$100,000
Playground Equipment and Borders Renewal	\$93,000
Parks Furniture and Infrastructure Renewal	\$80,000
Sports Pavilion and Infrastructure Renewal	\$80,000
Toolamba Raw Water Main Renewal	\$70,000
Coombes Lane Pump Renewal	\$45,000
All Abilities Rubber Surfaces Renewal	\$30,000
All Abilities Timber Decking and Bearers Renewal	\$30,000
Parks and Reserves Bollard Renewal	\$30,000
Goal Post Renewal Program	\$25,000
Mooroopna Main Oval Surface Renewal	\$25,000
Shepparton War Memorial	\$20,000
Katandra West Recreation Reserve Pump Shed Renewal	\$12,000
TOTAL RECREATION FACILITIES	\$1,190,000

Furniture, Fittings and Equipment \$0.15 million

Shepparton Stadium – furniture and fittings	\$15,000
Aquamoves – Gym/Cardio electronic equipment replacement	\$25,000
Minor Furniture, Fittings and Equipment - various	\$110,000
TOTAL FURNITURE, FITTINGS AND EQUIPMENT	\$150,000

Footpaths \$0.28 million

Archer Street (Wilmot to McIntosh)	\$94,863
Forest Drive (Riverview to Sugargum)	\$93,120
Lockwood Road and Williams Road – various sites	\$34,345
Corio Street (Fryers to Edward)	\$32,012
Sobroan Street (Welsford to Wyndham)	\$8,730
Minor Footpaths - various	\$18,930
TOTAL FOOTPATHS	\$282,000

**APPENDIX G:
CAPITAL WORKS – RENEWAL LIST**

Kerb and Channel \$0.50 million	
Burke Street (Shepparton)	\$100,000
McIntosh Street (Shepparton)	\$70,900
Varcoe Street (Shepparton)	\$70,900
Howe Street (Mooroopna)	\$65,000
Lister Crescent (Shepparton)	\$63,000
St Georges Road (Shepparton)	\$55,000
Meaklim Street (Shepparton)	\$50,000
Sturt Street (Shepparton)	\$25,000
TOTAL KERB AND CHANNEL	\$499,800

Plant and Fleet \$2.54 million	
Compactor	\$630,000
Light Trucks (13)	\$535,050
Heavy Trucks (2)	\$315,000
Watercarts (1)	\$300,000
Tractors (4)	\$280,000
Light Vehicles (6)	\$177,000
Backhoe	\$160,000
Ride on Mowers (5)	\$145,000
TOTAL PLANT AND FLEET	\$2,542,050

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

DISCRETIONARY FEES AND CHARGES

(FEES AND CHARGES SET BY COUNCIL)

** Some fees and charges listed in this schedule may be varied subject to commercial agreements

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
AERODROME – Hanger Sites			
Hangar Site Development	Y	\$3,960.00	\$4,120.00
Rental - Commercial	Y	\$1,964.39	\$1,951.50
Landing Fees - Ambulance	Y	\$6,160.00	\$6,406.40
Landing Fees - Stewart Aviation	Y	\$12,320.00	\$12,812.80
Special Event Fee (per event)	Y	\$2,420.00	\$2,520.00
Rental - Northern Hangars (sealed apron)	Y	\$2,046.14	\$2,214.25
Rental - Southern Hangars (unsealed apron)	Y	\$1,563.43	\$1,490.50
Tie Down Fees	Y	\$302.50	\$302.50
Infrastructure Charge (per square metre)	Y	\$1.58	\$1.45
AGED and DISABILITY SERVICES – Shepparton Senior Citizen's Centre Hire			
<i>Older Persons</i>			
Half Day	Y	\$26.00	\$26.80
Full Day	Y	\$37.30	\$38.40
<i>Community</i>			
Half Day	Y	\$61.60	\$63.45
Full Day	Y	\$93.50	\$96.30
<i>Meals On Wheels</i>			
Full Cost Recovery	Y	\$20.00	\$20.60
<i>Planned Activity Group</i>			
Full Cost Recovery	N	\$68.10	\$70.15
ANIMALS - Dog Registration Fees - Effective 10 April 2014			
Standard fee - Normal	N	\$120.00	\$120.00
Standard fee - Pensioner	N	\$60.00	\$60.00
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Kept for working stock (rural) * Registered with the Victorian Canine Association * Kept for breeding by the proprietor of a domestic animal business	N	\$40.00	\$40.00
Reduced fee - Pensioner	N	\$20.00	\$20.00
ANIMALS - Cat Registration Fees - Effective 10 April 2014			
Reduced fee if one of the following apply * Desexed * 10 years of age or over * Permanently identified in the prescribed manner (e.g. microchip) * Registered with the Feline Control Council * Kept for breeding by the proprietor of a domestic animal business	N	\$40.00	\$40.00
Reduced fee - Pensioner	N	\$20.00	\$20.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
ANIMALS - Cat Cages			
Deposit (Refundable)	N	\$20.00	\$20.00
Hire (per week)	Y	\$12.00	\$12.00
ANIMALS - Pound Fees - Release Fee			
Registered Animal	Y	\$72.00	\$75.00
ANIMALS - Pound Fees - Fee Per Day			
Registered Animal	Y	\$20.00	\$21.00
ANIMALS - Other Fees			
Transfer of animal registration from another Council	Y	\$5.00	\$5.00
Replacement Tag	Y	\$4.50	\$5.00
Rehouse Dogs	Y	\$290.00	\$290.00
Rehouse Cats	Y	\$245.00	\$245.00
Euthanasia fee	Y	\$50.00	\$0.00
Release Livestock (per 5 head)	Y	\$260.00	\$280.00
Sustenance Fee (per head)	Y	\$25.00	\$30.00
Transport of livestock (per trip)	Y	Cost + Mgt + GST	Cost + Mgt + GST
Dangerous Dog Signs	Y	Cost + Mgt + GST	Cost + Mgt + GST
Restricted Breed Sign (purchase)	Y	Cost + Mgt + GST	Cost + Mgt + GST
Dangerous Dog Collars Purchase - Large and Medium	Y	Cost + Mgt + GST	Cost + Mgt + GST
Dangerous Dog Collars Purchase - Small	Y	Cost + Mgt + GST	Cost + Mgt + GST
Driving of livestock (through the municipality)	Y	\$315.00	\$315.00
Driving livestock bond (through the municipality)	Y	\$700.00	\$700.00
Grazing Permit	N	\$45.00	\$50.00
Animal Management Fines 1.5PU	N	\$183.00	\$211.50
Animal Management Fines 2PU	N	\$244.00	\$282.00
ANIMALS - Premises Registrations - Domestic (Feral and Nuisance) Animal Act			
Animal Boarding Establishments	Y	\$240.00	\$250.00
Dog Training Establishments	Y	\$240.00	\$250.00
Breeding Establishments	Y	\$240.00	\$250.00
Greyhound Establishments	Y	\$240.00	\$250.00
Pet Shops	Y	\$240.00	\$250.00
Local Law Permit	N	\$45.00	\$50.00
Asset Protection Security Bond	Y	\$275.00	\$300.00
AQUATIC FACILITIES			
Member 1 Child Per Hour	Y	\$5.10	\$5.30
Non Member 1 Child Per Hour	Y	\$5.85	\$6.00
AQUATIC FACILITIES - Crèche			
Aquamoves – 20 Visit Childcare (Member 1 Child)	Y	\$76.50	\$79.50
Aquamoves – 20 Visit Childcare (Member 2 Child)	Y	\$153.00	\$159.00
Aquamoves – 20 Visit Childcare (Member 3 Child)	Y	\$229.50	\$238.70

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
BUILDING			
Restump/Underpinning Permits	Y	\$355.00	\$362.00
Demolition/Removals Permits	Y	\$355.00	\$362.00
Dependant Relative Unit (Re-erection/ Removal)	Y	\$355.00	\$362.00
BUILDING - Class 1 Dwellings (Additions) + Applicable Levies			
Minimum fee up to \$30,000	Y	\$560.00	\$570.00
\$30,001 to \$100,000	Y	\$660.00	\$675.00
Greater than \$100,001	Y	\$825.00	\$840.00
BUILDING - Class 1 Dwellings (New) + Applicable Levies			
Minimum fee up to \$100,000	Y	\$825.00	\$840.00
\$100,001 to \$125,000	Y	\$975.00	\$995.00
\$125,001 to \$150,000	Y	\$1,155.00	\$1,180.00
\$150,001 to \$200,000	Y	\$1,335.00	\$1,360.00
\$200,001 to \$250,000	Y	\$1,450.00	\$1,480.00
\$200,000 to \$325,000	Y	\$1,570.00	\$1,600.00
Multi-Unit Development - 2 Dwellings/Unit	Y	\$1,015.00	\$1,035.00
Removal of Dwellings (into municipality)	Y	\$355.00	\$362.00
BUILDING - Class 10a Out Buildings + Applicable Levies			
Under \$5,000	Y	\$285.00	\$290.00
\$5,001 to \$10,000	Y	\$360.00	\$370.00
\$10,001 to \$40,000	Y	\$495.00	\$505.00
Greater than \$40,000	Y	\$630.00	\$645.00
BUILDING - Swimming Pools			
Under \$5,000, minimum fee	Y	\$265.00	\$270.00
Concrete / Fibreglass Pool	Y	\$465.00	\$475.00
BUILDING - Front Fences on Corner Allotments:			
Under \$5,000	Y	\$270.00	\$270.00
Over \$5,000	Y	\$340.00	\$350.00
BUILDING - All other Classes + Applicable Levies			
Minimum fee to \$30,000	Y	\$680.00	\$695.00
Fee for all extra inspections other than those specified	N	\$75.00	\$80.00
Fee for inspections associated with building works	N	\$90.00	\$95.00
Inspections for other Municipalities	Y	\$165.00	\$170.00
BUILDING - Misc. Service Fees			
Application for Floor Level Relaxation	N	\$92.50	\$95.00
Non-Siting Consent and Report	Y	\$92.50	\$95.00
Council Report and Consent	Y	\$150.00	\$160.00
Project Housing Specification Booklets	Y	\$9.50	\$10.00
Copy of Building Permits/Occupancy Permits/CFI	Y	\$23.00	\$27.00
Retrieval of House Plans	Y	\$40.00	\$46.00
Inspections on Lapsed Permits	N	\$70.00	\$72.00
Extension of Expired Permit	N	\$70.00	\$72.00
Assess the suitability of a relocated dwelling for transportation	Y	\$210.00	\$215.00
HER (6 Star)	Y	\$210.00	\$235.00
Crossing Fee	Y	\$90.00	\$90.00
Title Searches for Clients	Y	\$33.00	\$34.00

**APPENDIX H:
SCHEDULE OF FEES AND CHARGES**

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
BUSINESS CENTRE - Office Rental per month - normal rate			
Suite 1	Y	\$595.00	\$610.00
Suite 2	Y	\$615.00	\$630.00
Suite 5	Y	\$445.00	\$456.00
Suite 6	Y	\$570.00	\$584.00
Suite 7	Y	\$505.00	\$518.00
Suite 8	Y	\$570.00	\$584.00
Suite 9	Y	\$505.00	\$518.00
Suite 10	Y	\$530.00	\$543.00
Suite 11	Y	\$369.00	\$378.00
Suite 12	Y	\$369.00	\$378.00
Suite 13	Y	\$445.00	\$456.00
Suite 14	Y	\$485.00	\$497.00
Suite 15	Y	\$485.00	\$497.00
Suite 16	Y	\$635.00	\$651.00
Suite 22/23	Y	\$965.00	\$989.00
Shed 1	Y	\$540.00	\$554.00
Shed 2	Y	\$540.00	\$554.00
Shed 3	Y	\$540.00	\$554.00
Shed 4	Y	\$540.00	\$554.00
Shed 5/6	Y	\$865.00	\$887.00
Shed 7/8	Y	\$865.00	\$887.00
BUSINESS CENTRE - Office Rental per month - incubator rate (5% discount)			
Suite 1	Y	\$565.25	\$579.00
Suite 2	Y	\$584.25	\$599.00
Suite 5	Y	\$422.75	\$433.00
Suite 6	Y	\$541.50	\$555.00
Suite 7	Y	\$479.75	\$492.00
Suite 8	Y	\$541.50	\$555.00
Suite 9	Y	\$479.75	\$492.00
Suite 10	Y	\$503.50	\$516.00
Suite 11	Y	\$350.55	\$359.00
Suite 12	Y	\$350.55	\$359.00
Suite 13	Y	\$422.75	\$433.00
Suite 14	Y	\$460.75	\$472.00
Suite 15	Y	\$460.75	\$472.00
Suite 16	Y	\$603.25	\$618.00
Suite 22/23	Y	\$916.75	\$940.00
Shed 1	Y	\$513.00	\$526.00
Shed 2	Y	\$513.00	\$526.00
Shed 3	Y	\$513.00	\$526.00
Shed 4	Y	\$513.00	\$526.00
Shed 5/6	Y	\$821.75	\$842.00
Shed 7/8	Y	\$821.75	\$842.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
BUSINESS CENTRE - Venue Hire			
Training Room - Daily Rate	Y	\$180.00	\$185.00
Training Room - Daily Rate Tenant	Y	\$90.00	\$92.50
Training Room - Half Day Rate	Y	\$130.00	\$133.00
Training Room - Half Day Rate Tenant	Y	\$65.00	\$66.50
Board Room - Daily Rate	Y	\$127.00	\$130.00
Board Room - Daily Rate Tenant	Y	\$63.50	\$65.00
Board Room - Half Day Rate	Y	\$78.00	\$80.00
Board Room - Half Day Rate Tenant	Y	\$39.00	\$40.00
Currawong Room - Daily Rate	Y	\$0.00	\$130.00
Currawong Room - Daily Rate Tenant	Y	\$0.00	\$65.00
Currawong Room - Half Daily Rate	Y	\$0.00	\$80.00
Currawong Room - Half Daily Rate Tenant	Y	\$0.00	\$40.00
Meeting Room 1 - Daily Rate	Y	\$95.00	\$98.00
Meeting Room 1 - Half Day	Y	\$54.00	\$55.00
Meeting Room 2 - Flat Rate	Y	\$55.00	\$55.00
Office Space - Flat Rate	Y	\$55.00	\$0.00
Conference Phone Hire - Flat Rate	Y	\$15.00	\$15.00
Projector hire - Flat Rate	Y	\$50.00	\$0.00
Catering Per Head	N	\$3.20	\$3.25
Virtual Tenancy (with phone service)	Y	\$165.00	\$170.00
Virtual Tenancy (no phone service)	Y	\$125.00	\$130.00
CHILDREN'S SERVICES - Long Day Care Centres - Effective 1 July 2013			
Daily (full day)	N	\$77.45	\$82.50
CHILDREN'S SERVICES - Occasional Care - Effective 1 July 2013			
Occasional Childcare (per hr.)	N	\$7.90	\$8.70
CHILDREN'S SERVICES - Kindergarten			
Kindergarten term fees (1 July 2013 to 31 December 2013)	N	\$195.00	\$242.50
Kindergarten term fees (1 January 2014 to 30 June 2014)	N		\$280.00
Take-a-break fees	N	\$5.00	\$5.50
CHILDREN'S AND YOUTH SERVICES (\$100 bond required upon collection of keys)			
Youth Club Hall - half day	Y	\$61.60	\$63.45
Youth Club Hall - full day	Y	\$93.50	\$96.30
Riverside - half day	Y	\$26.00	\$26.80
Riverside - full day	Y	\$52.00	\$53.60

**APPENDIX H:
SCHEDULE OF FEES AND CHARGES**

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
CORPORATE SERVICES - Provision of Information			
Property Sales Register (per two calendar months)	Y	\$75.00	\$78.00
Land Information Certificate - Guaranteed 24 Hr. turnaround (per rates assessment)	Y	\$65.00	\$67.00
Property Information Archive Search (per search per rates assessment)	Y	\$62.00	\$64.00
Dishonoured Payment Administration Fee (per payment)	N	\$15.00	\$15.00
Copy of non-current rate notice (per non-current rating year - available for the seven (7) rating years preceding the current year)	Y	\$25.00	\$25.00
CORPORATE SERVICES - Aerial Photography			
Medium Resolution (0.35m) Aerial Photo 1 image	Y	\$38.50	\$38.50
Medium Resolution (0.35m) Aerial Photo 2-4 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 5-9 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 10+ images per image	Y	\$29.70	\$30.00
Medium Resolution (0.35m) Complete set of Municipality	Y	\$3,300.00	\$3,300.00
High Resolution (0.22m) Aerial Photo 1 image	Y	\$49.50	\$50.00
High Resolution (0.22m) Aerial Photo 2-4 images per image	Y	\$39.05	\$39.05
High Resolution (0.22m) Aerial Photo 5-9 images per image	Y	\$39.05	\$39.05
High Resolution (0.22m) Aerial Photo 10+ images per image	Y	\$33.00	\$33.00
High Resolution (0.22m) Complete Set of Shepparton/ Mooroopna	Y	\$2,200.00	\$2,200.00
High Resolution (0.22m) Complete Set of Tatura	Y	\$495.00	\$495.00
High Resolution (0.22m) Complete set of Murchison	Y	\$220.00	\$220.00
CORPORATE SERVICES - Records			
Scanning Fee - A4	Y	\$2.00	\$2.00
Scanning Fee - A3	Y	\$3.00	\$3.00
Scanning Fee - A2	Y	\$5.00	\$5.00
Scanning Fee - A1	Y	\$10.00	\$10.00
Scanning Fee - A0	Y	\$15.00	\$15.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
HEALTH - Registered Premises			
Food Company Certificates	N	\$32.00	\$35.00
Food Sampling	Y	Cost + Mgt + GST	Cost + Mgt + GST
Sale of Food safety templates	Y	Cost + Mgt + GST	\$60.00
Food Premises Class 1 – annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served vulnerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.			
Annual registration	N	\$530.00	\$550.00
Fee per person >5	N	\$19.00	\$20.00
Maximum Fee	N	\$3,730.00	\$3,880.00
Food Premises Class 2 – annual registration base fee. Class 2 food premises are those whose main activity is handling unpackaged potentially hazardous foods which need correct temperatures control during the food handling process. This includes restaurants, fast food outlets, pubs, caterers, delicatessens, supermarkets with delicatessens, cafes and most manufacturers.			
Annual registration	N	\$530.00	\$550.00
Fee per person >5	N	\$19.00	\$20.00
Maximum Fee	N	\$3,730.00	\$3,880.00
Food and Accommodation Class 2 (B&Bs and accommodation establishments with breakfast only)	N	\$285.00	\$295.00
Food Vehicle Class 2	N	\$265.00	\$275.00
Food Premises Not for Profit Body/Community Group Class 2	N	\$265.00	\$275.00
Food Premises Class 3 - annual registration base fee. Class 3 food premises are those whose activities involve the supply or handling of unpackaged low risk foods or the sale of pre-packaged potentially hazardous foods. This includes convenience stores selling this type of food only, wholesalers distributing pre-packaged foods, fruit and vegetable shops selling cut fruit/vegetables only.			
Annual registration	N	\$185.00	\$192.00
Fee per employee > 5	N	\$18.00	\$19.00
Food and Accommodation Class 3 (B&Bs and accommodation establishments with breakfast only)	N	\$285.00	\$295.00
Food Vehicle Class 3	N	\$185.00	\$192.00
Food Premises Not for Profit Body/Community Group Class 3	N	\$100.00	\$104.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
HEALTH - Transfers			
Transfer Inspection fee - food premises Class 1 and 2	N	\$264.00	\$273.00
Transfer Inspection fee - food premises Class 3	N	\$92.00	\$95.00
Transfer of Registration Certificate (Food and Health)	N	\$43.00	\$45.00
Transfer Inspection Fee - Health premises	N	\$92.00	\$95.00
Transfer Inspection Fee - Caravan Park	N	\$362.00	\$375.00
HEALTH - Food Act			
Non-compliance inspections	N	\$210.00	\$210.00
HEALTH - Health Act			
Prescribed accommodation only – (more than 5 people accommodated)	N	\$185.00	\$192.00
Hairdresser, beauty parlour, tattooist	N	\$100.00	\$104.00
HEALTH - Head Lice Lotion			
School Visits	Y	Cost + GST	Cost + GST
HEALTH - Immunisation costs to visit businesses			
Vaccinations - Flu	Y	\$20.00	\$20.00
Vaccinations - Hep B dose	Y	Cost + Mgt + GST	Cost + Mgt + GST
Vaccinations - Hep B course	Y	Cost + Mgt + GST	Cost + Mgt + GST
Vaccinations - Hep A and B dose	Y	Cost + Mgt + GST	Cost + Mgt + GST
Vaccinations - Hep A and B course (3)	Y	Cost + Mgt + GST	Cost + Mgt + GST
Vaccinations - Hep A dose	Y	Cost + Mgt + GST	Cost + Mgt + GST
Vaccinations - Hep A course	Y	Cost + Mgt + GST	Cost + Mgt + GST
Immunisation Record Retrievals (for children 18 years and over)	Y	\$26.00	\$26.00
Immunisation visits to business	Y	\$98.00	\$98.00
HEALTH - Syringe Containers (Businesses Only)			
Syringe containers purchase 1 litre	Y	Cost + Mgt + GST	Cost + Mgt + GST
Syringe containers purchase 2 litre	Y	Cost + Mgt + GST	Cost + Mgt + GST
Syringe containers disposal 1 litre	Y	Cost + Mgt + GST	Cost + Mgt + GST
Syringe containers disposal 2 litre	Y	Cost + Mgt + GST	Cost + Mgt + GST
HEALTH - Septic Tank Permits			
Installations	N	\$372.00	\$387.00
Septic Tank Infringements – Individual (5 penalty units)	Y	\$705.00	\$721.80
Septic Tank Infringements – Corporate (10 penalty units)	Y	\$1,410.00	\$1,443.60
Septic Tank Plan Retrieval fee	Y	\$26.00	\$26.00
Septic Tank Alteration - Major	N	\$252.00	\$262.00
Septic Tank Alteration - Minor	N	\$126.00	\$131.00
LOCAL LAWS - Footpath/Pavement Board Advertising			
Footpath Advertising (per year)	N	\$78.00	\$80.00
Goods on display - Street Advertising (per year)	N	\$78.00	\$80.00
Fire Prevention Infringement	N	\$200.00	\$200.00
LOCAL LAWS - Liquor			
Liquor Local Law Fines	N	\$200.00	\$200.00
LOCAL LAWS - Fines			
Local Law Fines	N	\$200.00	\$200.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
LOCAL LAWS - Permits			
Permits – Outdoor Dining Unlicensed	N	\$250.00	\$260.00
Permits – Outdoor Dining Licenced	N	\$0.00	\$500.00
Permits - consumption of liquor	N	\$45.00	\$48.00
Local Laws events permits - commercial	N	\$45.00	\$48.00
Parking permits in the Mall - temporary	N	\$12.00	\$12.50
Parking permits - Mall - delivery 6 months (single)	N	\$73.00	\$75.00
Parking permits - Mall - delivery 6 months (multiple)	N	\$186.00	\$190.00
Temporary camping permit	N	\$445.00	\$450.00
Road Opening Permit	N	\$64.00	\$67.00
LOCAL LAWS - Bicycles, Roller Blades and Skateboards			
Fines	N	\$200.00	\$200.00
LOCAL LAWS - Impounded Items			
Impounded items - trolleys, signs etc.	N	\$73.00	\$75.00
Impounded vehicles - release	N	\$290.00	\$300.00
Impounded vehicles - towing	Y	Cost + 10%	Cost + 10%
Sale of Impounded vehicles	Y	\$120.00	\$125.00
PARKING - Meter Bag Permits - Builder (per bay)			
Per day	Y	\$25.00	\$25.00
Per week	Y	\$100.00	\$100.00
PARKING - Meter Bag Permits - Promotional (per bay)			
Per day	Y	\$25.00	\$25.00
PARKING - On Street Parking (per bay)			
Meters (per hour)	Y	\$1.30	\$1.30
PARKING - Off Street Car Parks - Outer CBD			
Edward Street Car Park	Y	\$1.30	\$1.30
Maude Street Car Park	Y	\$1.30	\$1.30
Fryers Street Car Park	Y	\$1.30	\$1.30
Fryers/Edward Street Car Park	Y	\$1.30	\$1.30
PARKING - Fines			
621 - Stopped contrary to a no parking sign	N	\$70.00	\$72.00
701 - Parked - For period longer than indicated	N	\$70.00	\$72.00
702 - Fail to pay fee and obey instructions on sign/meter/ticket etc.	N	\$70.00	\$72.00
704 - Stopped on a bicycle parking area	N	\$70.00	\$72.00
705 - Stopped on a motor bike parking area	N	\$70.00	\$72.00
706 - Parked - Contrary to requirement of parking area	N	\$70.00	\$72.00
707 - Parked - Not at an angle of 45°	N	\$70.00	\$72.00
708 - Parked - Not at an angle of 90°	N	\$70.00	\$72.00
711 - Parked - Not completely within a parking bay	N	\$70.00	\$72.00
712 - Parked - Long vehicle exceeding minimum number of bays	N	\$70.00	\$72.00
713 - Parked - Wide vehicle exceeding minimum number of bays	N	\$70.00	\$72.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
PERFORMING ARTS			
Ticket Selling charge, per ticket, Commercial hirer	Y	\$4.90	\$4.90
Ticket Selling rebate, per ticket, Community hirer	Y	\$2.45	\$2.45
Ticket reissue fee	Y	\$0.00	\$2.45
Commission on merchandise in conjunction with an event	Y	10% or arrangement	10% or arrangement
Standard ticket build - Eastbank	Y	\$55.00	\$55.00
Standard ticket build - WestSide	Y	\$55.00	\$55.00
Ticket build surcharge (over standard) - Eastbank	Y	\$25.00	\$25.00
Ticket build surcharge (over standard) - WestSide	Y	\$25.00	\$25.00
Ticket printing fee - Eastbank (min 100)	Y	\$0.15	\$0.15
Ticket printing fee - WestSide (min 100)	Y	\$0.15	\$0.15
Ticket postage and handling	Y	\$2.50	\$2.50
Flyer distribution - combined - per 500	Y	\$77.00	\$77.00
Flyer distribution - individual - per 100	Y	\$0.00	\$110.00
PERFORMING ARTS – Eastbank Centre: Commercial Hire			
Entire Venue	Y	\$1,900.00	\$1,950.00
Per head rate	Y	\$0.00	By Negotiation
Rehearse/Set up (8 hours max)	Y	\$490.00	\$500.00
PERFORMING ARTS – Main Auditorium/Concert Hall: Commercial Hire			
Per Event/Performance/Concert	Y	\$1,730.00	\$1,780.00
Rehearse/Set up (8 hours max)	Y	\$490.00	\$500.00
Subsequent extra concerts in same day (fee per concert)	Y	\$815.00	\$840.00
Eastbank Venue layover (lost hire opportunity)	Y	\$390.00	\$400.00
WestSide Venue layover (lost hire opportunity)	Y	\$390.00	\$400.00
PERFORMING ARTS – Large Function Space (Function Rooms 1 & 2 combined): Commercial Hire			
Per Event	Y	\$1,380.00	\$1,420.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$760.00	\$780.00
PERFORMING ARTS – Small Function Space (Function Rooms 1 & 2 combines): Commercial Hire			
Per Event	Y	\$800.00	\$820.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$385.00	\$395.00
PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Commercial Hire			
Meeting/Speaker/Function [One room]	Y	\$165.00	\$165.00
Meeting/Speaker/Function [Two rooms]	Y	\$315.00	\$315.00
PERFORMING ARTS – Westside Performing Arts Centre – The Theatre (Auditorium & Foyer): Commercial Hire			
Performance/Concert	Y	\$1,290.00	\$1,320.00
Subsequent extra concerts in same day (per concert)	Y	\$660.00	\$680.00
Rehearsal Week Day (up to 8hrs)	Y	\$490.00	\$500.00
PERFORMING ARTS – Eastbank Centre: Community Hire			
Entire Venue	Y	\$1,390.00	\$1,430.00
Rehearse/Set up (8hrs max)	Y	\$415.00	\$425.00
Hire of Eastbank (all areas) Schools Rate	Y	\$1,210.00	\$1,250.00
PERFORMING ARTS – Main Auditorium/Concert Hall: Community Hire			
Per Event/Performance/Concert	Y	\$1,260.00	\$1,290.00
Rehearse/Set up (8 hours max)	Y	\$415.00	\$425.00
Subsequent extra concerts in same day (fee per concert)	Y	\$765.00	\$790.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
PERFORMING ARTS – Large Function Space (Function Rooms 1 & 2 combined): Community Hire			
Per event	Y	\$1,000.00	\$1,030.00
PERFORMING ARTS – Small Function Space (Function Rooms 1 or 2 alone): Community Hire			
Per event	Y	\$590.00	\$600.00
PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Community Hire			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
PERFORMING ARTS - Westside Performing Arts Centre: Community Hire – The Theatre (Auditorium and Foyer)			
Performance/Concert	Y	\$950.00	\$975.00
Subsequent extra concerts in same day (fee per concert)	Y	\$590.00	\$610.00
Rehearsal (up to 8hrs)	Y	\$415.00	\$425.00
PERFORMING ARTS – Eastbank Centre : School Hire			
Entire Venue	Y	\$1,330.00	\$1,370.00
Rehearse/Set Up (8 hrs. max)	Y	\$365.00	\$375.00
PERFORMING ARTS – Main Auditorium/Concert Hall: Schools Hire			
Per Event/Performance/Concert	Y	\$1,230.00	\$1,260.00
Rehearse/Set up (8 hrs. max)	Y	\$365.00	\$375.00
Subsequent extra concerts in same day (fee per concert)	Y	\$715.00	\$735.00
Speech night/Graduation [NO ENTRY FEE TO BE CHARGED BY HIRER] [Schools and educational institutions only. One per year per institution. Rate not further reducible]	Y	\$770.00	\$790.00
PERFORMING ARTS – Large Function Space (Function Rooms 1 & 2 combined): Schools Hire			
Per event	Y	\$960.00	\$990.00
PERFORMING ARTS – Small Function Space (Function Rooms 1 & 2 combined): Schools Hire			
Per event	Y	\$560.00	\$575.00
PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Schools Hire			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
PERFORMING ARTS - Westside Performing Arts Centre: School Hire – The Theatre (Auditorium and Foyer)			
Performance/Concert	Y	\$895.00	\$920.00
Subsequent extra concerts in same day (fee per concert)	Y	\$590.00	\$600.00
Rehearsal (up to 8hrs)	Y	\$365.00	\$375.00
PLANNING			
Request for Copies of Planning Permit and Plans	Y	\$50.00	\$50.00
Extension of time to planning Applications	Y	\$102.00	\$102.00
Pre application written advice	Y	\$100.00	\$100.00
Approval of Development Plans <20 Lots	Y	\$102.00	\$102.00
Approval of Development Plans >20 Lots	Y	\$102.00	\$102.00
Mail Out	Y	\$3.00	\$3.00
Sign on site (to produce and erect)	Y	\$148.50	\$148.50
Notice in Newspaper	Y	\$257.50	\$257.50
Sign on Site	Y	\$20.00	\$20.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
RECREATION & PARKS - Sports Fields - Deakin Reserve			
GVFL Prelim and Grand Final	Y	\$5,009.40	\$4,840.00
GVFL Extra Event Fee	Y	\$626.20	\$605.00
Deakin Reserve Winter Wicket Covering Fee	Y	\$569.25	\$597.70
RECREATION & PARKS - Sports Fields - Regular Use			
4 Star Facility Hourly Rate: - Deakin Reserve	Y	\$50.95	\$53.50
3 Star Facility Hourly Rate: - John Riordan Oval - Kialla Park Recreation Reserve Main Oval - Mooroopna Recreation Reserve Main Oval - Rumbalara Sports Field - Sports Precinct Main Soccer Field - Sports Precinct Athletics Track - Tatura Park Western Oval	Y	\$33.95	\$35.65
2 Star Facility Hourly Rate: - Frank Howley Oval - Howley Oval II - John Gray Oval - Kialla Park Recreation Reserve Oval 2 - Maguire Senior Oval - Sports Precinct Multipurpose Field 1 - Sports Precinct Multipurpose Field 2 - Vibert Reserve Eastern Sports Field - Vibert Reserve Western Sports Field	Y	\$24.20	\$25.40
1 Star Facility Hourly Rate: - Jim McGregor Oval - Leon Heath Oval - Mooroopna Recreation Reserve No 4 - Sports Precinct Multipurpose Field 3 - Velodrome Arena - Vibert Reserve Central Sports Fields - Victory Park Oval - Wilmot Road PS Oval	Y	\$18.20	\$19.10
RECREATION & PARKS - Sports Fields - Major Event or Finals			
4 Star Facility % of Gate	Y	10%	10%
1,2 and 3 Star Facility % of Gate	Y	5%	5%
RECREATION & PARKS - Sports Fields - School Use			
Sports Field Daily Hire	Y	\$51.25	\$53.80
Sports Field Hourly Hire	Y	\$17.50	\$18.40
Athletics Track and Field Daily Hire (Primary Schools)	Y	\$93.15	\$97.80
Athletics Track and Field Daily Hire (Secondary Schools)	Y	\$157.15	\$165.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
RECREATION & PARKS - Outdoor Hard Courts			
4 Star Facility Hourly Rate: - Deakin Reserve - Mooroopna Recreation Reserve - Princess Park	Y	\$26.80	\$28.15
RECREATION & PARKS - Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts Only)			
Junior Sport (per cent of rate)	Y	30%	30%
Sport Development (per cent of rate)	Y	40%	40%
High Volume / Low Participation (per cent of rate)	Y	75%	75%
RECREATION & PARKS - Outdoor Sports Facilities Commercial (apply to Sports Fields and Hard courts Only)			
Commercial Use (per cent of rate)	Y	200%	200%
RECREATION & PARKS - Sports Pavilions (Seasonal Fees)			
Catering/Social Area - Small	Y	\$204.00	\$214.20
Catering/social Area - Medium	Y	\$465.85	\$489.15
Catering/Social Area - Large	Y	\$872.90	\$916.55
Change Rooms - Small	Y	\$174.60	\$183.30
Change Rooms - Medium	Y	\$407.40	\$427.80
Change Rooms - Large	Y	\$698.65	\$733.60
Daily Rate (% of Seasonal Fee)	Y	10.0%	10.0%
Infrequent Use (3-6 Uses) (% of Seasonal Fee)	Y	30.0%	30.0%
Junior Training Rate (per cent of rate)	Y	10.0%	10.0%
RECREATION & PARKS - Sports Fields and Outdoor Courts Flood Lights Hourly Hire			
Cost Per Lux Used (All Locations)	Y	\$0.15	\$0.20
Non Contribution Levy (Deakin Reserve)	Y	\$16.65	\$17.50
Non Contribution Levy (All Other)	Y	\$5.90	\$6.20
RECREATION & PARKS - Waste Servicing			
Additional Litter Bin (Daily Fee)	Y	\$22.25	\$23.35
Litter Bin (Seasonal Fee)	Y	\$174.60	\$183.30
Event Litter Collection (per day)	Y	\$407.70	\$428.10
Additional Clearance of Existing Bin (Per Clearance)	Y	\$7.05	\$7.40
RECREATION & PARKS - Toilet Servicing			
Toilet Service Fee (Single Clean and Service)	Y	\$70.00	\$73.50
Toilet Service Fee (Half day with attendant)	Y	\$372.60	\$391.20
Toilet Service Fee (Full day with attendant)	Y	\$605.50	\$635.80

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
RECREATION & PARKS - Line Marking , Scoring Apparatus and Additional Mowing			
Standard Line Painting with Existing Set Out Per Sports Field	Y	\$326.15	\$342.45
Major Event Line Painting with Existing Set Out Per Sports Field	Y	\$372.60	\$391.20
Standard Line Painting with Existing Set Out Athletics Track	Y	\$372.60	\$391.20
Major Event Line Painting with Existing Set Out Athletics Track	Y	\$372.60	\$391.20
Sports Field Set Out and Initial Line Paint	Y	\$896.30	\$941.20
Scoring Apparatus Off Season Installation (Per Field)	Y	\$582.70	\$611.85
Sports Fields Additional Mow	Y	\$316.60	\$332.45
RECREATION & PARKS - Deposits and Insurance			
Key Deposit (per key)	N	\$36.25	\$38.05
Sports Fields, POS and Pavilions Security Deposit Reg Low Risk	N	\$517.50	\$543.40
Sports Fields, POS and Pavilions Security Deposit Reg High Risk	N	\$1,035.00	\$1,086.75
Sports Fields, POS and Pavilions Security Deposit Circus	N	\$2,070.00	\$2,173.50
Sports Fields, POS and Pavilions Security Deposit Casual Use	N	\$207.00	\$217.35
Casual Hirers Insurance	Y	\$74.00	\$77.70
RECREATION & PARKS - Skate Parks			
Skate Park Daily Hire for Event (No Spectator Fee)	Y	\$58.25	\$61.15
RECREATION & PARKS - Parks and Public Open Space			
Shepparton South Rotary Club Market (Queens Gardens)	Y	\$2,561.83	\$2,689.80
RECREATION & PARKS - Victoria Park Lake			
VPL Water Body Seasonal Hire	Y	\$3,415.50	\$3,586.30
VPL Water Body Daily Hire	Y	\$113.85	\$119.55
VPL Foreshore Market Daily Hire Per Stall	Y	\$11.40	\$12.00
VPL Commercial Traders Daily Fee	Y	\$11.00	\$11.55
RECREATION & PARKS – Indoor Sports Facilities – All			
Events Daily Cleaning Fee	Y	\$197.10	\$204.00
RECREATION & PARKS – Indoor Sports Facilities – User Charges			
Stadium Room Rental - Australian Sports Commission	Y	\$9,621.00	\$10,009.00
Mooroopna Stadium - Jets Lease	Y	\$13,200.00	\$13,500.00
RECREATION & PARKS – Indoor Sports Facilities - Programs			
Indoor Sports- Group Fitness	Y	\$5.50	\$5.50
Indoor Sports - Netball - Per Team	Y	\$56.00	\$56.00
Indoor Sports - Netball Tournament - Per Team	Y	\$56.00	\$56.00
Social Badminton	Y	\$3.50	\$3.50
Keen-Agers Table Tennis	Y	\$3.50	\$3.50

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
RECREATION & PARKS – Shepparton Sports Stadium – Table Tennis Hall			
Table Tennis Use Hourly Rate	Y	\$42.85	\$44.35
Non Table Tennis Use Hourly Rate	Y	\$57.85	\$59.90
RECREATION & PARKS – Shepparton Sports Stadium – Main Sports Hall			
1 Court Hourly Rate 8.00a.m. to 5.00p.m. (off peak)	Y	\$22.95	\$23.75
1 Court Hourly Rate 5.00p.m. to midnight (peak)	Y	\$42.85	\$44.35
4 Court Daily Rate - Weekend Foundation User Group	Y	\$579.00	\$599.25
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$806.00	\$834.20
RECREATION & PARKS – Shepparton Sports Stadium – Commercial Use			
4 Court Daily Rate	Y	\$1,505.10	\$1,557.80
Commercial Exclusive Daily Rate	Y	\$1,807.40	\$1,870.40
RECREATION & PARKS – Shepparton Sports Stadium – Office Space			
Valley Sport Annual Office Rental	Y	\$11,452.90	\$11,911.00
Foundation Users Annual Rate/m2	Y	\$156.65	\$163.00
RECREATION & PARKS – Shepparton Sports Stadium – Personal Casual Use			
Basketball Half Court Hourly Rate	Y	\$3.00	\$3.00
Badminton Court Hourly Rate	Y	\$3.00	\$3.00
Table Tennis Table Hourly Rate	Y	\$3.00	\$3.00
RECREATION & PARKS – Tatura Community Activity Centre – Main Court			
Hourly Rate 12 a.m. - 5 p.m.	Y	\$22.15	\$22.90
Hourly Rate - 5 p.m. - 12 p.m.	Y	\$34.75	\$36.00
Tatura Primary School Annual Usage Fee	Y	\$890.00	\$934.50
RECREATION & PARKS – Tatura Community Activity Centre – Meeting Room			
Programs and Functions Hourly Hire	Y	\$30.20	\$31.25
RECREATION & PARKS – Tatura Community Activity Centre – Change rooms			
Change Rooms Daily Cleaning Fee	Y	\$34.80	\$36.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
SALEYARDS - (Effective 1 January 2014) - Yard Dues			
Bulls (per head)	Y	\$17.90	\$18.79
Sheep (per head)	Y	\$0.80	\$0.84
SALEYARDS - (Effective 1 January 2014) - Cattle (per head)			
Cattle Weighed: Singles (per head)	Y	\$12.52	\$13.14
Cattle Weighed: 2 - 5 head (per head)	Y	\$10.58	\$11.11
Cattle Weighed: 6+ head (per head)	Y	\$8.55	\$8.97
Cattle Unweighed (per head - Sale Day Only)	Y	\$10.95	\$11.50
Cattle Unweighed (per head - Special/Store Sale)	Y	\$9.95	\$10.45
Calves Ordinary Monday Sale (per head)	Y	\$2.61	\$2.74
SALEYARDS - (Effective 1 January 2014) - Selling Fees			
Ordinary Sales (each) plus per head fees below	Y	\$120.18	\$126.18
Special Sales (each) plus per head fees below.	Y	\$198.61	\$208.54
- Plus bulls (per head)	Y	\$1.85	\$1.95
- Plus cattle (per head)	Y	\$0.95	\$1.00
- Plus calves (per head)	Y	\$0.37	\$0.39
- Plus sheep (per head)	Y	\$0.13	\$0.14
SALEYARDS - (Effective 1 January 2014) - Misc. Charges			
Office Rent (per annum)	Y	\$2,000.00	\$2,100.00
Private scanning of cattle (per head)	Y	\$3.03	\$3.18
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$1.94	\$2.04
Private Use of Yards for holding stock sale days (per head per day)	Y	\$5.24	\$5.50
Private weighing of Cattle (per head)	Y	\$4.37	\$4.59
Private weighing including scanning of Cattle (per head)	Y	\$7.32	\$7.68
Calves sold on cattle sale day i.e. Tuesday (per head)	Y	\$3.58	\$3.76

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements			
Shepparton Showgrounds McIntosh Centre	Y	\$635.00	\$650.00
Shepparton Showgrounds Grandstand Function Room	Y	\$260.00	\$265.00
Shepparton Showgrounds Site Daily Use	Y	\$1,850.00	\$1,850.00
McIntosh Centre Kitchen	Y	\$210.00	\$220.00
McIntosh Exhibition foyer	Y	\$345.00	\$365.00
Shepparton Showgrounds McIntosh Centre - Full Facility	N	\$775.00	\$795.00
Carpet Hire per sq. metre	Y	\$4.20	\$4.50
Shepparton Showgrounds Arena - Commercial Use	Y	\$475.00	\$475.00
Trestle Table Hire (each)	Y	\$6.00	\$0.00
Shepparton Showgrounds - New exhibition building	Y	\$2,000.00	\$2,000.00
Shepparton Showgrounds - Hardstand	Y	\$205.00	\$250.00
Shepparton Showgrounds - Acoustic Curtain	Y	\$450.00	\$450.00
Shepparton Showgrounds - Hire of Portable Stage	Y	\$80.00	\$80.00
TATURA PARK - Blackmore and Leslie Indoor Arena			
Shepparton Showgrounds - Entire Facility including MPP, MC, GS, HS & Open space	Y	\$0.00	\$3,550.00
Major events per day	Y	\$410.00	\$420.00
Horse clinics per day	Y	\$350.20	\$360.00
Per Hour Casual Hire	Y	\$68.00	\$70.00
TATURA PARK - Outdoor Arena			
Per Day	Y	\$330.00	\$335.00
TATURA PARK - Outdoor Sand Arena			
Per Day	Y	\$260.00	\$265.00
Per Day if used in conjunction with Indoor Arena	Y	\$141.60	\$145.00
Per Hour Casual Hire	Y	\$56.65	\$58.00
TATURA PARK - Stables			
Per Day	Y	\$14.00	\$14.50
Overnight	Y	\$18.00	\$19.00
Stable cleaning hire labour (p/h)	Y	\$0.00	\$35.00
Whole of facility hire IDW only	Y	\$0.00	\$10,000
Unpowered site IDW only	Y	\$0.00	\$20.00
Powered site IDW only	Y	\$0.00	\$30.00
TATURA PARK - Camping			
Powered Site (per day)	Y	\$13.00	\$16.00
Unpowered Site (per day)	Y	\$7.20	\$10.00
TATURA PARK - Seasonal Rentals			
Agricultural Society	Y	\$500.00	\$500.00
TATURA PARK - Wilson Hall			
Wilson Hall casual rental	Y	\$110.00	\$110.00
Hire of Eastern Oval Meeting Room	Y	\$90.00	\$92.50
TOURISM - Moooving Art			
Accommodation Commission	Y	\$0.00	\$13.00
Sponsorship of MooovingArt Cow	Y	\$1,100.00	\$1,100.00
Hire MooovingArt Cow Community day rate	Y	\$0.00	\$65.00
Hire MooovingArt Cow Community week rate	Y	\$0.00	\$160.00
Hire MooovingArt Cow Commercial day rate	Y	\$0.00	\$90.00
Hire MooovingArt Cow Commercial week rate	Y	\$0.00	\$235.00

**APPENDIX H:
SCHEDULE OF FEES AND CHARGES**

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
VICTORIA PARK LAKE CARAVAN PARK *BASED ON 1-2 PEOPLE			
Luxury Lakeview Cabin - Weekday	Y	\$0.00	\$130.00
Luxury Lakeview Cabin - Weekend	Y	\$0.00	\$140.00
Luxury Lakeview Cabin - Peak	Y	\$0.00	\$160.00
Family Deluxe Cabin - Weekday	Y	\$0.00	\$120.00
Family Deluxe Cabin - Weekend	Y	\$0.00	\$130.00
Family Deluxe Cabin - Peak	Y	\$0.00	\$140.00
Deluxe Cabin - Weekday	Y	\$0.00	\$100.00
Deluxe Cabin - Weekend	Y	\$0.00	\$115.00
Deluxe Cabin - Peak	Y	\$0.00	\$130.00
En-suite Powered Site - Weekday	Y	\$0.00	\$42.00
En-suite Powered Site - Weekend	Y	\$0.00	\$42.00
En-suite Powered Site - Peak	Y	\$0.00	\$52.00
Waterfront Powered Site - Weekday	Y	\$0.00	\$32.00
Waterfront Powered Site - Weekend	Y	\$0.00	\$32.00
Waterfront Powered Site - Peak	Y	\$0.00	\$37.00
Off Waterfront Powered Site - Weekday	Y	\$0.00	\$32.00
Non Waterfront Powered Site - Weekend	Y	\$0.00	\$32.00
Non Waterfront Powered Site - Peak	Y	\$0.00	\$37.00
Unpowered Site - Weekday	Y	\$0.00	\$27.00
Unpowered Site - Weekend	Y	\$0.00	\$27.00
Unpowered Site - Peak	Y	\$0.00	\$30.00
Extra Person	Y	\$0.00	\$15.00
Bedding - per pack	Y	\$0.00	\$15.00
Cancellation Fees - within to 14 days of arrival date	Y	\$0.00	\$30.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
WASTE MANAGEMENT - Transfer Stations (per cubic metre)			
Municipal Waste	Y	\$34.00	\$38.00
Industrial/Commercial waste	Y	\$51.00	\$56.00
Organics waste	Y	\$18.00	\$18.00
Concrete waste	Y	\$22.00	\$23.00
Plaster waste	Y	\$22.00	\$22.00
Recycled concrete sales (Transfer Stations)	Y	\$18.00	\$18.00
Recycled brick sales (Transfer Stations)	Y	\$20.00	\$20.00
Mulch sales (Transfer Stations)	Y	\$6.00	\$6.00
Mattress disposal (Transfer Stations)	Y	\$21.00	\$18.00
e- waste disposal (Transfer Stations)	Y	\$5.00	\$5.00
Upsize kerbside waste bin (Kerbside services)	Y	\$29.00	\$30.00
Minimum Charge	Y	\$9.00	\$10.00
Cancellation of non-compulsory waste/recycling/organics bin	Y	\$29.00	\$30.00
WASTE MANAGEMENT - Cosgrove Landfill (per cubic metre)			
Municipal Waste	Y	\$27.00	\$31.00
Industrial/Commercial waste	Y	\$47.00	\$53.00
WASTE MANAGEMENT - Cosgrove Landfill (per tonne)			
Municipal Waste	Y	\$82.00	\$96.00
Industrial/Commercial waste	Y	\$130.00	\$147.00
Prescribed waste	Y	\$172.00	\$185.00
WASTE MANAGEMENT - Tyres (each)			
Car/motorbike tyre (clean)	Y	\$3.00	\$3.00
Car/motorbike tyre (dirty)	Y	\$4.00	\$4.00
Car/motorbike tyre (with rim)	Y	\$4.00	\$4.00
Forklift tyre	Y	\$18.00	\$18.00
Go-cart tyre	Y	\$2.00	\$2.00
Four wheel motorbike	Y	\$5.00	\$5.00
Light truck (17" rim)	Y	\$6.00	\$6.00
Truck (clean)	Y	\$13.00	\$13.00
Truck (dirty)	Y	\$14.00	\$14.00
Truck (with rim)	Y	\$16.00	\$16.00
Tractor	Y	\$80.00	\$80.00
WASTE MANAGEMENT - General			
Cardboard (commercial customers)	Y	\$6.00	\$6.00
Earthmoving (up to 1.0m)	Y	POA	POA
Earthmoving (1.0 to 1.5m)	Y	POA	POA
Earthmoving (1.5 to 2.0m)	Y	POA	POA
Scraper	Y	POA	POA
WASTE MANAGEMENT - Local Law No. 1 (Fee)			
Using litter bin for unauthorised waste	N	\$122.15	\$140.85
Replacement of waste/recycling/organics bin	Y	\$110.00	\$114.00

APPENDIX H: SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/13 Min Fee Inc. GST	2012/13 Max Fee Inc. GST	2013/14 Min Fee Inc. GST	2013/14 Max Fee Inc. GST
KIDSTOWN					
KidsTown Area Booking - Per Hour	Y	\$10.00	\$100.00	\$10.00	\$100.00
KidsTown Event Booking - Per Event	Y	\$55.00	\$500.00	\$55.00	\$550.00
KidsTown Schools Hire (per student)	Y	\$1.00	\$1.00	\$1.00	\$1.00
KidsTown Birthday Party - Per Child	Y	\$12.50	\$15.50	\$13.00	\$16.00
KidsTown Train Ride - Per Ride	Y	\$1.80	\$2.80	\$1.90	\$2.90
KidsTown Clown Hire - Per Hour	Y	\$50.00	\$200.00	\$50.00	\$200.00
KidsTown After Hour Train Hire - Per Hour	Y	\$50.00	\$150.00	\$50.00	\$150.00
AQUATIC FACILITIES -Administration					
Aquamoves - Admission Fee	Y	\$1.00	\$1.00	\$2.00	\$2.00
Aquamoves - Direct Debit Joining Fee	Y	\$50.00	\$50.00	\$0.00	\$50.00
Aquamoves - Direct Debit Cancellation Fee	Y	\$200.00	\$200.00	\$100.00	\$200.00
Aquamoves - Lost Card Charge	Y	\$6.55	\$6.55	\$6.55	\$6.55
Aquamoves - Pay Phone	Y	\$0.50	\$0.50	\$0.50	\$1.00
Aquamoves - Suspension Fee	Y	\$6.35	\$6.35	\$7.00	\$7.00
Aquamoves - Transfer Fee	Y	\$34.50	\$34.50	\$40.00	\$40.00
AQUATIC FACILITIES -Aquatic Entry					
Aquamoves - Adult Swim	Y	\$3.30	\$6.80	\$3.40	\$6.90
Aquamoves - Child Swim	Y	\$2.10	\$5.00	\$2.30	\$5.10
Aquamoves - Family Swim	Y	\$10.00	\$13.90	\$10.30	\$14.40
Aquamoves - Adult Swim/Spa/Sauna	Y	\$3.30	\$8.50	\$3.50	\$8.90
Aquamoves - Hydrotherapy Pool	Y	\$3.50	\$5.00	\$3.60	\$5.50
Aquamoves - Shower	Y	\$3.50	\$3.50	\$3.60	\$3.60
AQUATIC FACILITIES -Aquatic Visit Passes					
Aquamoves - 20 Visit Adult Swim Pass	Y	\$51.00	\$80.00	\$52.50	\$81.00
Aquamoves - 20 Visit Child Swim Pass	Y	\$34.00	\$52.50	\$34.50	\$54.00
Aquamoves - 20 Visit Hydro Pass	Y	\$52.50	\$80.00	\$54.00	\$82.50
Aquamoves - 20 Visit Swim/Spa/Sauna Pass	Y	\$85.00	\$132.00	\$87.00	\$133.50
Aquamoves - 20 Family Swim Pass	Y	\$153.00	\$215.00	\$154.50	\$216.00
Aquamoves - 20 Visit Swim Club Student Pass	Y	\$75.00	\$75.00	\$76.50	\$76.50
AQUATIC FACILITIES -Gymnasium Entry					
Aquamoves - Gym Pass	Y	\$9.70	\$15.00	\$9.90	\$15.20
Aquamoves - Fitness Assessment	Y	\$22.00	\$45.00	\$22.80	\$45.65
AQUATIC FACILITIES - Gymnasium Visit Passes					
Aquamoves - 20 Visit Gym Pass	Y	\$145.00	\$224.50	\$148.50	\$228.00

APPENDIX H: SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/13Min Fee Inc. GST	2012/13 Max Fee Inc. GST	2013/14 Min Fee Inc. GST	2013/14 Max Fee Inc. GST
AQUATIC FACILITIES - Full Centre					
Aquamoves - Full Centre Pass	Y	\$13.50	\$21.00	\$14.10	\$21.70
AQUATIC FACILITIES - Full Centre Visit Passes					
Aquamoves - 20 Visit Full Centre	Y	\$210.00	\$320.00	\$211.50	\$325.50
AQUATIC FACILITIES - Outdoor Pools					
Outdoor Pools - Adult Casual	Y	\$2.40	\$4.20	\$2.50	\$4.30
Outdoor Pools - Child Casual	Y	\$1.00	\$3.00	\$1.00	\$3.10
Outdoor Pools - Spectator	Y	\$0.00	\$1.00	\$0.00	\$1.00
Outdoor Pools - Membership - Family	Y	\$145.00	\$145.00	\$150.00	\$150.00
Outdoor Pools - Membership - Adult	Y	\$72.00	\$72.00	\$75.00	\$75.00
Outdoor Pools - Membership - Child	Y	\$60.00	\$60.00	\$62.00	\$62.00
AQUATIC FACILITIES - Pool Hire					
Aquamoves - Schools Lane Hire Per Hour	Y	\$51.55	\$51.55	\$53.35	\$53.35
AQUATIC FACILITIES - Room Hire					
Aquamoves - Room Hire Per Hour	Y	\$27.00	\$37.10	\$28.80	\$38.40
Aquamoves - Room Per Day Hire	Y	\$179.55	\$179.55	\$185.85	\$185.85
AQUATIC FACILITIES - Learn To Swim					
Aquamoves - Learn to Swim per lesson	Y	\$12.20	\$53.15	\$12.80	\$55.15
AQUATIC FACILITIES - Swim Instructor Hire					
Aquamoves - Swim Instructor Hire per hour	Y	\$38.25	\$38.25	\$39.60	\$39.60
AQUATIC FACILITIES - Programs					
Aquamoves - Tough Mudder/Kokoda Challenge Direct Debit	Y	\$30.00	\$30.00	\$33.00	\$33.00
Aquamoves - Community Programs	Y	\$6.50	\$6.50	\$6.70	\$6.70
Aquamoves - Gecko Kids Fitness Direct Debit	Y	\$21.00	\$26.95	\$21.30	\$27.75
AQUATIC FACILITIES - General Memberships					
Aquamoves - 1 unit Memberships (upfront payment)	Y	\$30.00	\$749.35	\$30.00	\$775.60
Aquamoves - 1 unit Memberships DD	Y	\$15.60	\$31.25	\$16.20	\$32.35
Aquamoves - 2 unit Memberships (upfront payment)	Y	\$30.00	\$910.55	\$30.00	\$942.40
Aquamoves - 2 unit Memberships DD	Y	\$19.35	\$37.90	\$19.65	\$39.25
Aquamoves - 3 unit Memberships (upfront payment)	Y	\$30.00	\$1,071.25	\$30.00	\$1,108.75
Aquamoves - 3 unit Memberships DD	Y	\$22.30	\$44.60	\$23.10	\$46.20

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

STATUTORY FEES AND CHARGES

(FEES AND CHARGES SET BY STATUE)

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
BUILDING - Information provided to Private Building Surveyors			
Flooding/Floor level/legal point of discharge and Planning/Sitting	N	\$65.75	\$65.75
Bushfire prone area, termites, gust speed, land drainage etc.	N	\$45.35	\$45.35
BUILDING - Lodging of documents - S30 of the Act (Reg. 2.16)			
Other Classes	N	\$34.00	\$34.85
Demolition Report and Consent - Section 29A	N	\$56.75	\$58.15
Preceding 10 Years	N	\$136.05	\$146.45
Beyond 10 Years	N	\$45.35	\$46.45
CORPORATE SERVICES			
Freedom of Information Request – Application fee	N	\$24.40	\$25.70
Land Information certificates (per rates assessment)	N	\$20.00	\$20.00
HEALTH - Registered Premises			
Transfer of registration Certificate – CP – 5 fee units	N	\$62.50	\$64.20
0-25 total ST and LT sites, Maximum Fee Units 17, Maximum Fee 3 years \$218.30	N	\$70.83	\$72.77
26-50 total ST and LT sites, Maximum Fee Units 34, Maximum Fee 3 years \$436.60	N	\$141.66	\$145.53
51-75 total ST and LT sites, Maximum Fee Units 51, Maximum Fee 3 years \$654.80	N	\$212.50	\$218.27
76-100 total ST and LT sites, Maximum Fee Units 68, Maximum Fee 3 years \$873.10	N	\$283.33	\$291.03
101-125 total ST and LT sites, Maximum Fee Units 85, Maximum Fee 3 years \$1,091.40	N	\$354.16	\$363.80
126-150 total ST and LT sites, Maximum Fee Units 103, Maximum Fee 3 years \$1,322.50	N	\$429.16	\$440.83
151-175 total ST and LT sites, Maximum Fee Units 120, Maximum Fee 3 years \$1,540.80	N	\$500.00	\$513.60
176-200 total ST and LT sites, Maximum Fee Units 137, Maximum Fee 3 years \$1,759.10	N	\$570.83	\$586.37
201-225 total ST and LT sites, Maximum Fee Units 154, Maximum Fee 3 years \$1,977.40	N	\$641.66	\$659.13
226-250 total ST and LT sites, Maximum Fee Units 171, Maximum Fee 3 years \$2,195.60	N	\$712.50	\$731.87
251-275 total ST and LT sites, Maximum Fee Units 188, Maximum Fee 3 years \$2,413.90	N	\$783.33	\$804.63
276-300 total ST and LT sites, Maximum Fee Units 205, Maximum Fee 3 years \$2,632.20	N	\$854.16	\$877.40

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
PARKING - Permits			
Annual Parking Permit (designated car parks)	Y	\$1,232.00	\$1,232.00
PARKING - Fines			
620 - Stopped in a slip lane	N	\$141.00	\$144.00
622 - Parallel parking in a road related area	N	\$85.00	\$87.00
623 - Stopped on a painted island	N	\$85.00	\$87.00
625 - Parked less than 3m from dividing line/strip	N	\$85.00	\$87.00
626 - Stopped on/across driveway or other way of access	N	\$85.00	\$87.00
627 - Stopped on a road 10m before/after safety zone	N	\$85.00	\$87.00
715 - Stopped - On a marked foot crossing	N	\$85.00	\$87.00
716 - Stopped - Within 10m before marked foot crossing	N	\$85.00	\$87.00
717 - Stopped - Within 3m after marked foot crossing	N	\$85.00	\$87.00
718 - Stopped - Within 10m before bicycle crossing lights	N	\$85.00	\$87.00
719 - Stopped - Within 3m after bicycle crossing lights	N	\$85.00	\$87.00
720 - Stopped - In a loading zone	N	\$141.00	\$144.00
721 - Stopped - In a loading zone longer than 30 minutes	N	\$141.00	\$144.00
722 - Stopped - In a loading zone longer than indicated time	N	\$141.00	\$144.00
723 - Stopped - In a truck zone	N	\$85.00	\$87.00
724 - Stopped - In a mail zone	N	\$85.00	\$87.00
725 - Stopped - In a works zone	N	\$85.00	\$87.00
726 - Stopped - In a taxi zone	N	\$85.00	\$87.00
727 - Stopped - In a bus zone	N	\$85.00	\$87.00
728 - Stopped - In a permit zone	N	\$85.00	\$87.00
729 - Stopped - Double Parked	N	\$85.00	\$87.00
730 - Stopped - Within 1m of fire hydrant	N	\$85.00	\$87.00
731 - Stopped - Within 1m of fire hydrant indicator	N	\$85.00	\$87.00
732 - Stopped - Within 1m of fire plug indicator	N	\$85.00	\$87.00
733 - Stopped - On a bus stop	N	\$85.00	\$87.00
734 - Stopped - Within 20m before a bus stop	N	\$85.00	\$87.00
735 - Stopped - Within 10m after a bus stop	N	\$85.00	\$87.00
736 - Stopped - On a bicycle path	N	\$85.00	\$87.00
737 - Stopped - On a footpath	N	\$85.00	\$87.00
738 - Stopped - On a shared path	N	\$85.00	\$87.00
739 - Stopped - On a dividing strip	N	\$85.00	\$87.00
740 - Stopped - On a nature strip	N	\$85.00	\$87.00
741 - Stopped - Within 3m public post-box	N	\$85.00	\$87.00
742 - Stopped - Within 20m of intersection with traffic lights	N	\$85.00	\$87.00
745 - Parked - Not facing direction of travel	N	\$85.00	\$87.00
746 - Parked - Not parallel to far left side of two-way road	N	\$85.00	\$87.00
747 - Parked - Not as near as practicable to far left side of 2-way road	N	\$85.00	\$87.00
748 - Parked - Not parallel to far left side of one-way road	N	\$85.00	\$87.00
749 - Parked - Not parallel to far right side of one way road	N	\$85.00	\$87.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
750 - Parked - Not as near as practicable to far left side of 1-way road	N	\$85.00	\$87.00
751 - Parked - Not as near as practicable to far right side of 1-way road	N	\$85.00	\$87.00
752 - Parked - Less than 1m from other vehicle	N	\$85.00	\$87.00
754 - Parked - Fail to leave 3m of road for other vehicle to pass	N	\$85.00	\$87.00
755 - Parked - Unreasonably obstructing the path of vehicles	N	\$85.00	\$87.00
756 - Parked - Unreasonably obstructing the path of pedestrians	N	\$85.00	\$87.00
758 - Next to a yellow edge line	N	\$85.00	\$87.00
759 - Stopped - On a level crossing	N	\$85.00	\$87.00
760 - Stopped - Within 20m before level crossing	N	\$85.00	\$87.00
761 - Stopped - Within 20m after level crossing	N	\$85.00	\$87.00
762 - Stopped - On a freeway	N	\$85.00	\$87.00
763 - Stopped - In an emergency stopping lane	N	\$85.00	\$87.00
764 - Stopped - In a bus lane	N	\$85.00	\$87.00
765 - Stopped - In a transit lane	N	\$85.00	\$87.00
766 - Stopped - In a truck lane	N	\$85.00	\$87.00
769 - Stopped - In a shared zone	N	\$85.00	\$87.00
770 - Stopped - In a safety zone	N	\$85.00	\$87.00
771 - Stopped - Within 10m before a safety zone	N	\$85.00	\$87.00
772 - Stopped - Within 10m after a safety zone	N	\$85.00	\$87.00
773 - Stopped - Near an obstruction	N	\$85.00	\$87.00
774 - Stopped - On bridge or similar structure - width less than approach road	N	\$85.00	\$87.00
775 - Stopped - In a tunnel with width less than approach road	N	\$85.00	\$87.00
776 - Stopped - In an underpass with width less than approach road	N	\$85.00	\$87.00
777 - Stopped - On a crest not in a built-up area	N	\$85.00	\$87.00
778 - Stopped - Near a crest not in a built-up area	N	\$85.00	\$87.00
779 - Stopped - On a curve not in a built up area	N	\$85.00	\$87.00
780 - Stopped - Near a curve not in a built up area	N	\$85.00	\$87.00
781 - Stopped - Obstruct access to a footpath	N	\$85.00	\$87.00
782 - Stopped - Obstruct access to bicycle path	N	\$85.00	\$87.00
783 - Stopped - Obstruct access to a passageway	N	\$85.00	\$87.00
784 - Stopped - Obstruct access from a footpath	N	\$85.00	\$87.00
785 - Stopped - Obstruct access from a bicycle path	N	\$85.00	\$87.00
786 - Stopped - Obstruct access from a passageway	N	\$85.00	\$87.00
787 - Stopped - Heavy vehicle not on shoulder of road	N	\$85.00	\$87.00
788 - Stopped - Long vehicle not on shoulder of road	N	\$85.00	\$87.00
789 - Stopped - Heavy vehicle in built up area longer than 1 hr.	N	\$85.00	\$87.00
790 - Stopped - Long vehicle in built up area longer than 1 hr.	N	\$85.00	\$87.00
791 - Stopped - Clearance and side marker lights not effective and visible	N	\$85.00	\$87.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
793 - Stopped - In a no standing area	N	\$141.00	\$144.00
794 - Stopped - On a children's crossing	N	\$141.00	\$144.00
795 - Stopped - Within 20m before children's crossing	N	\$141.00	\$144.00
796 - Stopped - Within 10m after children's crossing	N	\$141.00	\$144.00
797 - Stopped - On a pedestrian's crossing	N	\$141.00	\$144.00
798 - Stopped - Within 20m before pedestrian's crossing	N	\$141.00	\$144.00
799 - Stopped - Within 10m after pedestrian's crossing	N	\$141.00	\$144.00
800 - Stopped - On a clearway	N	\$141.00	\$144.00
803 - Stopped In a parking area for people with disabilities	N	\$141.00	\$144.00
804 - Stopped - Within 10m of intersection	N	\$141.00	\$144.00
805 - Stopped - Within an intersection	N	\$141.00	\$144.00
807 - Disobey direction to move vehicle from disabled parking	N	\$141.00	\$144.00
PLANNING - Amendments to Planning Schemes:			
Considering a request to amend a planning scheme; and taking action required by Division 1 of Part 3 of the Planning and Environment Act: considering any submissions that do not seek a change to the amendment and if applicable, abandoning the amendment.	N	\$798.00	\$798.00
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel, providing assistance to a panel, making a submission to a panel and considering the report in accordance with Section 27.	N	\$798.00	\$798.00
Adopting an amendment or a part of an amendment; and Submitting the amendment for approval	N	\$524.00	\$524.00
Considering a request to approve an amendment, and giving notice of approval of an amendment by the proponent to the Minister.	N	\$798.00	\$798.00
PLANNING - Planning Permit Applications:			
Change of Use	N	\$502.00	\$502.00
PLANNING - Planning Permit Applications: Single Dwellings OR Dependent Persons Units Development Value			
\$10,001 - \$100,000	N	\$239.00	\$239.00
Greater than \$100,000	N	\$490.00	\$490.00
PLANNING - Planning Permit Applications: Development Other Development Value			
\$0 - \$10,000	N	\$102.00	\$102.00
\$10,001 - \$250,000	N	\$604.00	\$604.00
\$250,001 - \$500,000	N	\$707.00	\$707.00
\$500,001 - \$1,000,000	N	\$815.00	\$815.00
\$1,000,001 - \$7,000,000	N	\$1,153.00	\$1,153.00
\$7,000,001 - \$10,000,000	N	\$4,837.00	\$4,837.00
\$10,000,001 - \$50,000,000	N	\$8,064.00	\$8,064.00
Greater than \$50,000,000	N	\$16,130.00	\$16,130.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
PLANNING - Planning Permit Applications: Subdivisions			
Subdivision of a building/s (existing or proposed)	N	\$386.00	\$386.00
Subdivision into two lots only	N	\$386.00	\$386.00
Boundary realignments and consolidations of land	N	\$386.00	\$386.00
Other	N	\$781.00	\$781.00
PLANNING - Planning Permit Applications:			
Remove a restriction within the meaning of the Subdivision Act 1988, in the circumstances described in section 47(2) of the Act 1987.	N	\$249.00	\$249.00
PLANNING - Planning Permit Applications:			
Class 1: To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	N	\$541.00	\$541.00
Class 2: To create, vary or remove an easement within the meaning of the Subdivision Act 1988; or to vary or remove a condition in the nature of an easement in a Crown grant	N	\$404.00	\$404.00
PLANNING - Combined Planning Permit Applications			
Application to amend a permit - Class 1	N	\$502.00	\$502.00
Application to amend a permit - Class 2	N	\$502.00	\$502.00
Application to amend a permit - Class 3	N	\$239.00	\$239.00
Application to amend a permit - Class 4	N	\$490.00	\$490.00
Application to amend a permit - Class 5	N	\$102.00	\$102.00
Application to amend a permit - Class 6	N	\$604.00	\$604.00
Application to amend a permit - Class 7	N	\$707.00	\$707.00
Application to amend a permit - Class 8	N	\$815.00	\$815.00
Application to amend a permit - Class 8A(1) Amend an application for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 8A(2) Amend an application to amend for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 9	N	\$386.00	\$386.00
PLANNING - Subdivision Act			
Certification of consolidation of plans	N	\$100.00	\$100.00
Certification and SOC of subdivision	N	\$100.00	\$100.00
Plus \$20 for each lot within the subdivision	N	\$20.00	\$20.00

APPENDIX H:

SCHEDULE OF FEES AND CHARGES

STATUTORY FEES AND CHARGES - BANDED

(FEES AND CHARGES SET BY STATUTE PROVIDING COUNCIL THE AUTHORITY TO SET A PRICE WITHIN A GIVEN RANGE)

Description of Fees and Charges	GST Y/N	2012/2013 Adopted Fees incl. GST	2013/2014 Fees incl. GST
AGED AND DISABILITY SERVICES - Aged Services Programs			
Planned Activity Group (Program attendance)	N	\$9.70	\$10.00
Community Meals	N	\$8.50	\$8.75
Meals on Wheels	N	\$8.50	\$8.75
Meals on Wheels - Frozen	N	\$8.50	\$8.75
AGED AND DISABILITY SERVICES - Low Income Range			
Household Assistance (per hour)	N	\$5.70	\$5.90
Personal Care (per hour)	N	\$4.20	\$4.30
Respite Care (per hour)	N	\$2.80	\$2.90
Home Maintenance (per hour)	N	\$11.40	\$11.75
AGED AND DISABILITY SERVICES - Medium Income Range			
Household Assistance (per hour)	N	\$14.15	\$14.55
Personal Care (per hour)	N	\$8.50	\$8.75
Respite Care (per hour)	N	\$4.20	\$4.30
Home Maintenance (per hour)	N	\$16.95	\$17.45
AGED AND DISABILITY SERVICES - High Income Range			
Household Assistance (per hour)	N	\$30.85	\$34.35
Personal Care (per hour)	N	\$35.15	\$36.45
Respite Care (per hour)	N	\$31.80	\$36.45
Home Maintenance (per hour)	N	\$49.75	\$45.30
BUILDING			
Council Report and Consent	N	\$150.00	\$156.00

APPENDIX I:

AMENDMENTS TO THE 2013/2014 BUDGET

This appendix identifies the changes made to the 2013/2014 Budget document following the public display period for the 2013/2014 Budget.

Schedule of Fees and Charges

- Road Opening Permit - \$67.00 (2012/2013 \$64.00)

Other Amendments

- The additional direct debit payment option by 10 equal monthly instalments end in June each financial year.
- Commercial Improved 2 Land includes all rateable land with a Capital Improved Value of \$500,000 or more and having the relevant characteristics as described.
- Commercial Improved 3 Land includes all rateable land with a Capital Improved Value of less than \$500,000 and having the relevant characteristics as described.
- Minor amendments have been made to reflect the Adopted Council Plan 2013-2017.
- Minor amendments have been made where such changes do not alter the substance of the 2013/2014 Budget.