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AGENDA

SPECIAL ORDINARY MEETING OF COUNCIL
FOR
MONDAY 28 APRIL 2014
TO BE HELD AT COUNCIL CHAMBERS, COBRAM CIVIC CENTRE, PUNT ROAD, COBRAM
COMMENCING AT 6:00 PM

1. CALLING TO ORDER - CEO

2. PRAYER

Almighty God we humbly ask you to guide our deliberations for the welfare and benefit of the Moira Shire and its people whom we serve.

Amen

3. ACKNOWLEDGEMENT OF COUNTRY

We, the Moira Shire Council, would like to acknowledge the traditional owners of the land upon which we meet and pay our respects to their Elders both past and present.

4. APOLOGIES & REQUESTS FOR LEAVE OF ABSENCE

5. DECLARATION UNDER ACTS, REGULATIONS, CODES OR LOCAL LAWS

6. DECLARATION OF ANY INTEREST OR CONFLICT OF INTEREST

7. OFFICER REPORTS FOR DETERMINATION

7 CORPORATE GOVERNANCE

7.1 MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET 3

7.2 QUARTERLY BUDGET REVIEW - MARCH 2014 79

8. CLOSE OF MEETING

A handwritten signature in blue ink, appearing to read 'Peter Bertolus', is positioned above the printed name.

PETER BERTOLUS
ACTING, CHIEF EXECUTIVE OFFICER

FILE NO: F13/2209
3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET

RECOMMENDATION

That Council:

1. Prepare the 2014/15 Proposed Budget for the purposes of Section 127 of the *Local Government Act 1989* ("the Act");
2. Authorise the Chief Executive Officer to give public notice of the preparation of such Budget, in accordance with Section 129 of the Act;
3. Consider any submissions on any proposal contained in such Budget, made in accordance with Sections 129 and 223 of the Act, with such submissions closing on 4 June 2014;
4. Hear any person wishing to be heard in support of their submission to the Proposed Budget 2014/15 at a Special Meeting to be held at 6pm on 10 June 2014;
5. Note that a Recommendation or Notice of Motion to adopt such Budget will be made at the Ordinary Meeting of Council to be held on 23 June 2014;
6. Include the Fees and Charges Schedule; Section 7 of the Proposed Budget 2014/15;
7. Authorise the Chief Executive Officer to administer the Section 223 process; and
8. Pursuant to Section 129(3)(b) of the Act, prescribe the following places for display of prescribed information required under Regulation 16:
 - Cobram Service Centre
 - Yarrowonga Service Centre
 - Barmah Post Office
 - Katunga Post Office
 - Katamatite Post Office
 - Wunghnu Post Office
 - Barmah Forest Heritage and Education Centre, Nathalia
 - Numurkah Visitor Information Centre
 - Strathmerton Post Office
 - Tungamah Post Office

1. Executive Summary

The 2014/15 Proposed Budget aims to facilitate the achievement of the goals identified in the Council Plan and support the prudent management and ongoing improvement of Moira Shire Council's financial position.

Council is required to adopt an Annual Budget under the provisions of the Local Government Act 1989. A special meeting has been scheduled for 28 April 2014 for Council to sign off on the proposed budget in anticipation of subsequent community consultation around that budget.

The Moira Shire 2014-2015 Council Budget builds upon the strategic directions set by Council in 2012-2013 and is closely aligned with the *Council Plan*.

Like State and Federal Governments, this has been a difficult budget and there are pressures on Council's revenues from grants in addition to a slow-down in receipts from property development and Moira Shire will continue to feel the social, community and economic impacts of these events over the coming year. With this in mind, Council has consciously kept the Total Operating Costs at 2% plus CPI increase over 2013-2014.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

The 2014/15 Budget and the accompanying community consultation process therefore, take on particular significance as a result of our recent experiences. The challenges facing Council include:

- reducing Council's indebtedness level
- responsible management of Council's response to Natural Disasters
- maintaining adequate liquidity levels
- optimising staff recruitment and retention
- improving community consultation and development
- renewing infrastructure assets (roads, culverts, bridges)
- improving service levels, where possible, while maintaining service levels in other areas in the face of increasing costs
- containing escalating costs of waste management
- continuing appropriate strategic land use planning to manage growth and infrastructure development
- renewing expenditure for facilities, such as buildings
- funding capital expansion
- facilitating Councils adaptation to, and management of, climate change.

Council's 2014-2015 Budget aims at ensuring that Council can maintain its strong focus on improving the amenity, liveability, social connectedness and governance of the Shire in both a practical and strategic way.

Over the years, Council has made good advances in the planning and delivery of community based facilities, creating a network of public infrastructure, community facilities and services that deliver on the Council's key commitments.

It is now the right time to consolidate and the 2014-2015 Draft Budget reflects this commitment.

The 2014-2015 Budget will maintain service levels to the community and deliver a capital works program of over \$9.73m. Council has also worked at absorbing many increased costs that are passed onto Council. There are some costs however that cannot be absorbed but Council has sought to minimise their impact and has kept fees and charges for services as low as possible.

In Summary, the proposed 2014-15 Capital Budget of \$9.73m includes:

- 'Renewal' projects totalling: \$4.76m
- 'Upgrade' projects totalling: \$1.88m
- 'Expansion' projects totalling: \$3.09m

The proposed capital funding to offset the Capital Budget of \$9.73m comprises:

- External grants: \$5.62m
- Cash from Council Operations: \$4.11m

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Council proposes to increase municipal rates by 5.5% and municipal charge collections by 3.5% in the 2014/15 financial year. This level allows our Council to maintain existing service levels, fund the necessary renewal of the municipality's infrastructure and reduce its loan liability.

Council's cash and investments balance as at 30 June 2015 is forecast to be \$4.5m.

This Proposed Budget has been developed through a rigorous review and consultation process. Council endorses it as financially responsible. It will be the subject of public consultation for a period of 28 days. During this time, Council will hold a number of information sessions for the community across the Shire. Residents and other interested members of the community will be invited to view and make comments and submissions on this Proposed Budget by 4 June 2014.

The Annual Budget will be considered for adoption at the Ordinary Meeting of Council on 16 June 2014. A special meeting for Council will be scheduled for 10 June 2014 for Council to receive public submissions on the proposed 2014/15 budget. Council's 2014/15 budget must be submitted to the Minister by 27 June 2014.

2. Discussion

Council has prepared a Proposed Budget for the 2014/15 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay and also the major challenges facing Council. These challenges include continuing to:

- Reduce Council's indebtedness level;
- Maintain adequate liquidity levels;
- Optimise staff recruitment and retention;
- Improve community consultation and development;
- Sustainably renew infrastructure assets (roads, culverts, bridges);
- Improve service levels where possible, while maintaining service levels in other areas in the face of increasing costs;
- Contain escalating waste management costs;
- Apply appropriate strategic land use planning to manage growth and infrastructure development;
- Responsibly manage the expenditure for facilities renewal, such as buildings;
- Fund capital expansion; and
- Facilitate Councils adaption to, and management of, climate change.

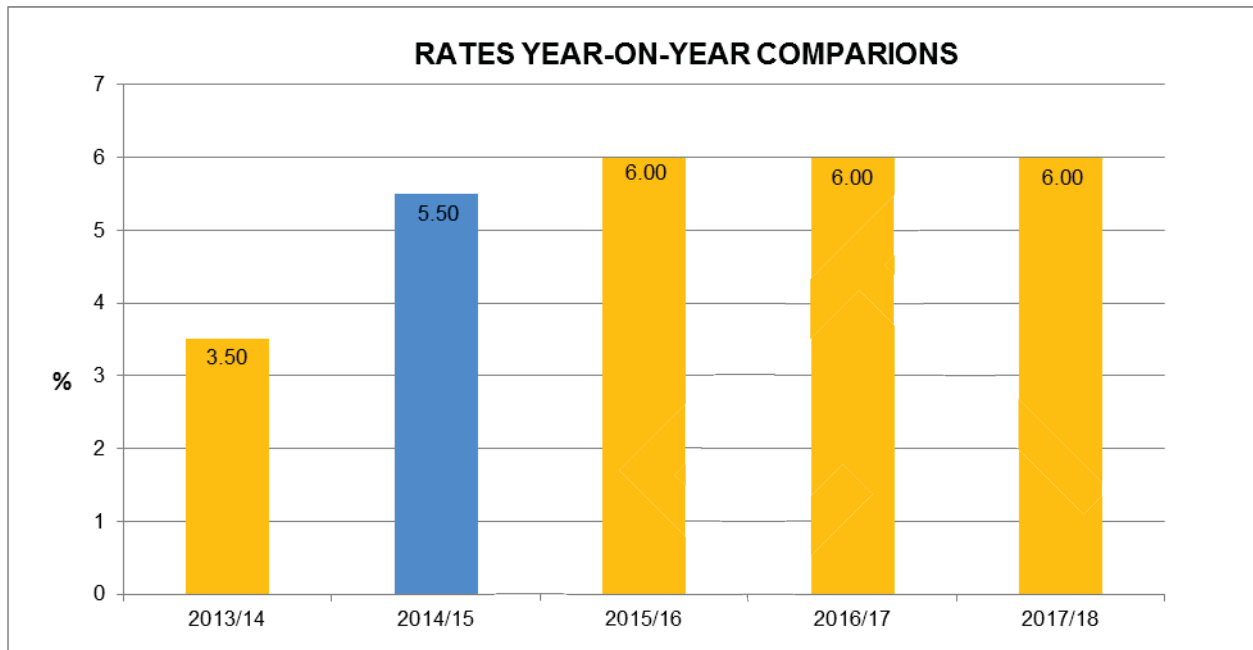
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Key budget information is provided below regarding the rate increase, year-on-year comparisons (total revenue, total operating expenditure, operating result, capital works, financial position, financial sustainability and Council's key strategic activities).

Rates



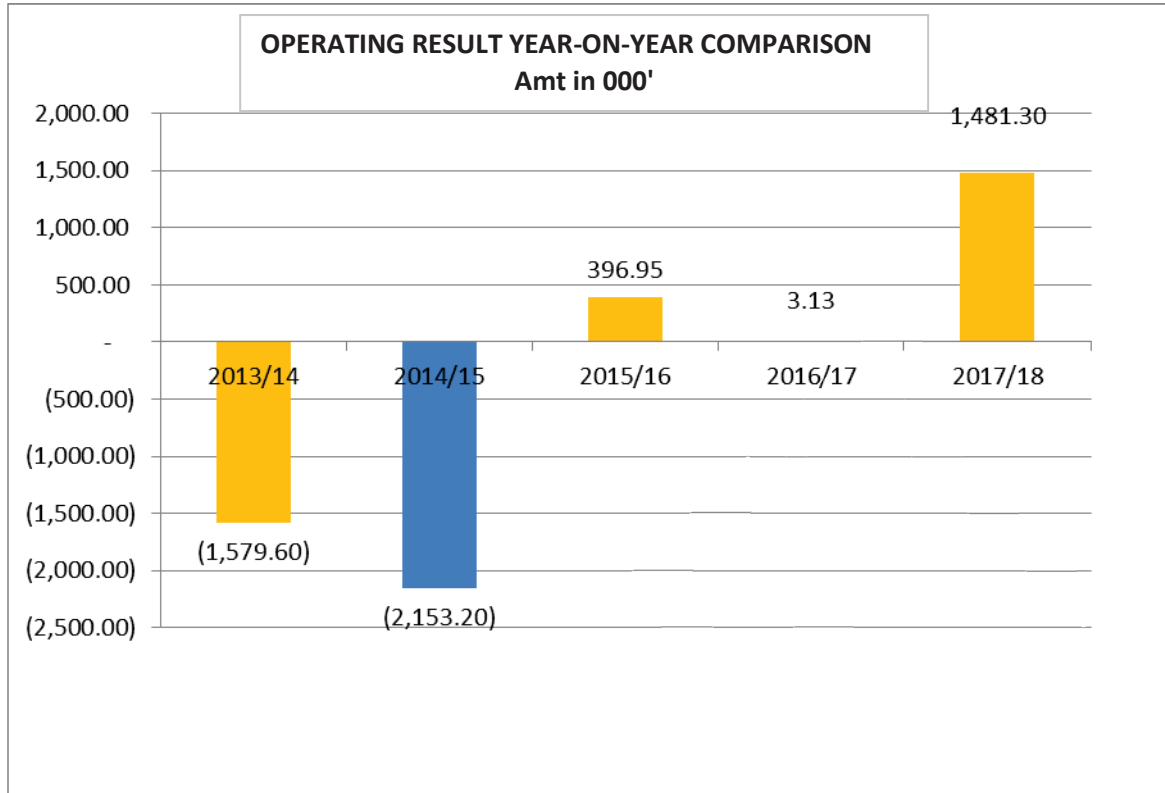
Council's required general rate and municipal charge revenue from 2014/15 is \$31.55m. This represents a 5.5% increase in rates over 2013/14. This revenue generated through this rate increase will go towards major capital works programs such as maintaining roads and bridges, drainage improvements, maintaining service to the community in general and meeting the cost of a number of external influences, such as the increase in insurance and power costs, affecting the operating budget in line with Council's rating strategy.

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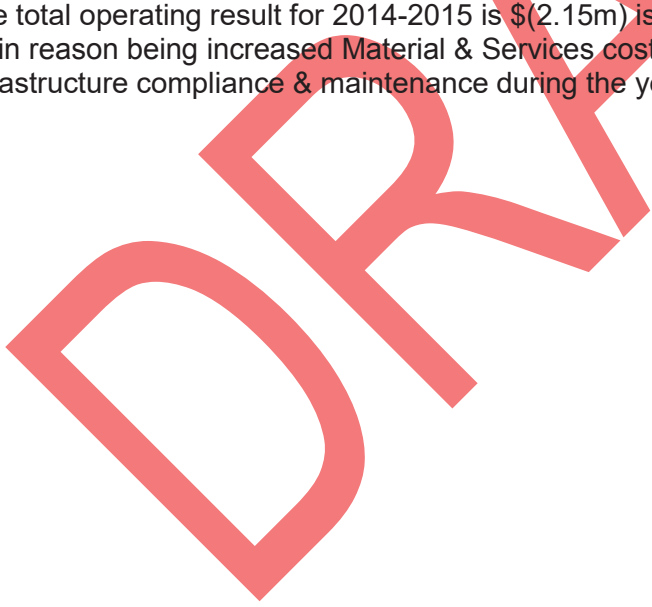
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Operating Result



The total operating result for 2014-2015 is \$(2.15m) is an increase in deficit over 2013-2014. Main reason being increased Material & Services costs relating to Council's commitment to infrastructure compliance & maintenance during the year.



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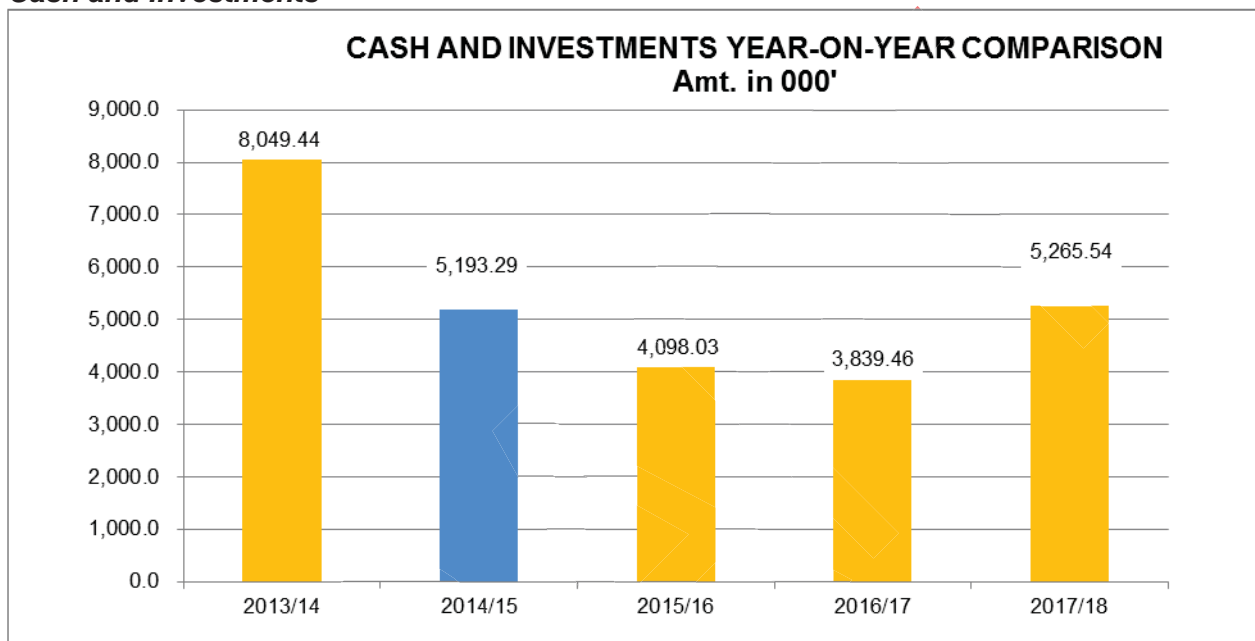
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Services

The net cost of services delivered to the community for the 2014-15 year is expected to be \$3.5m due to increases in employee costs and materials and services. The net cost of services is the total operating cost of services delivered less income directly attributable to those services, such as fees and government grants.

Cash and Investments



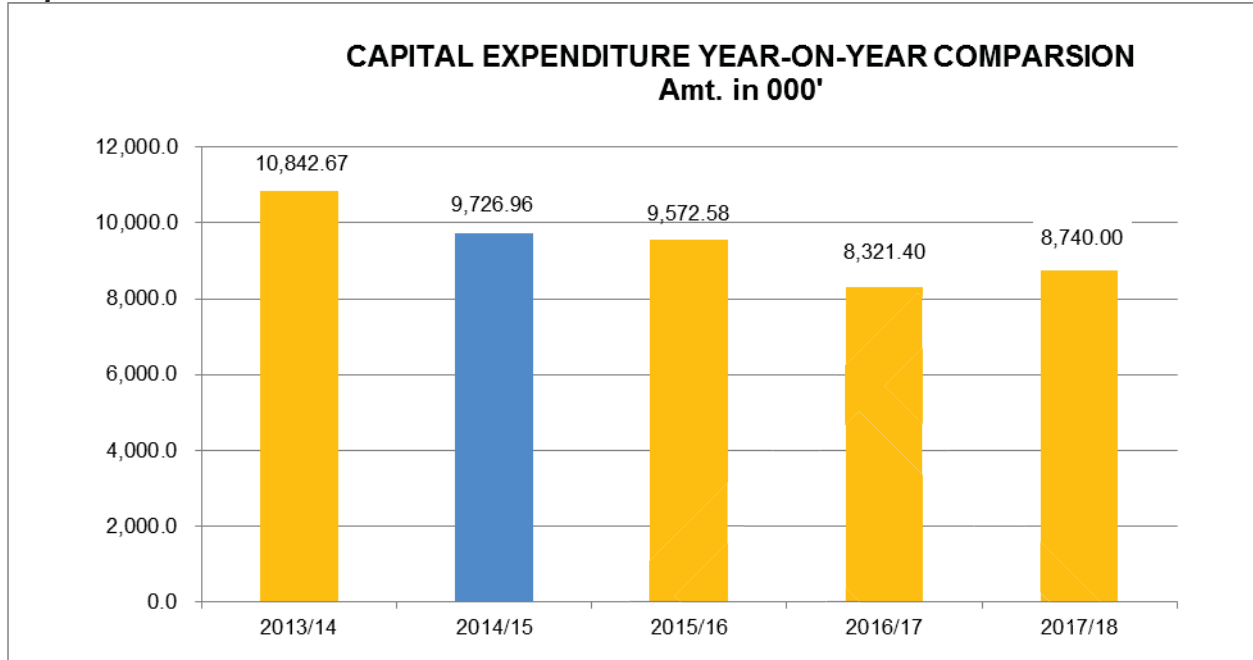
Cash and investments are expected to decrease by \$2.8m during the year 2014-2015 to \$5.18m as at 30 June 2015. This net cash outflow reduction is mainly due to the need to for Council to fund \$4.1m of Capital budget for 2014-2015

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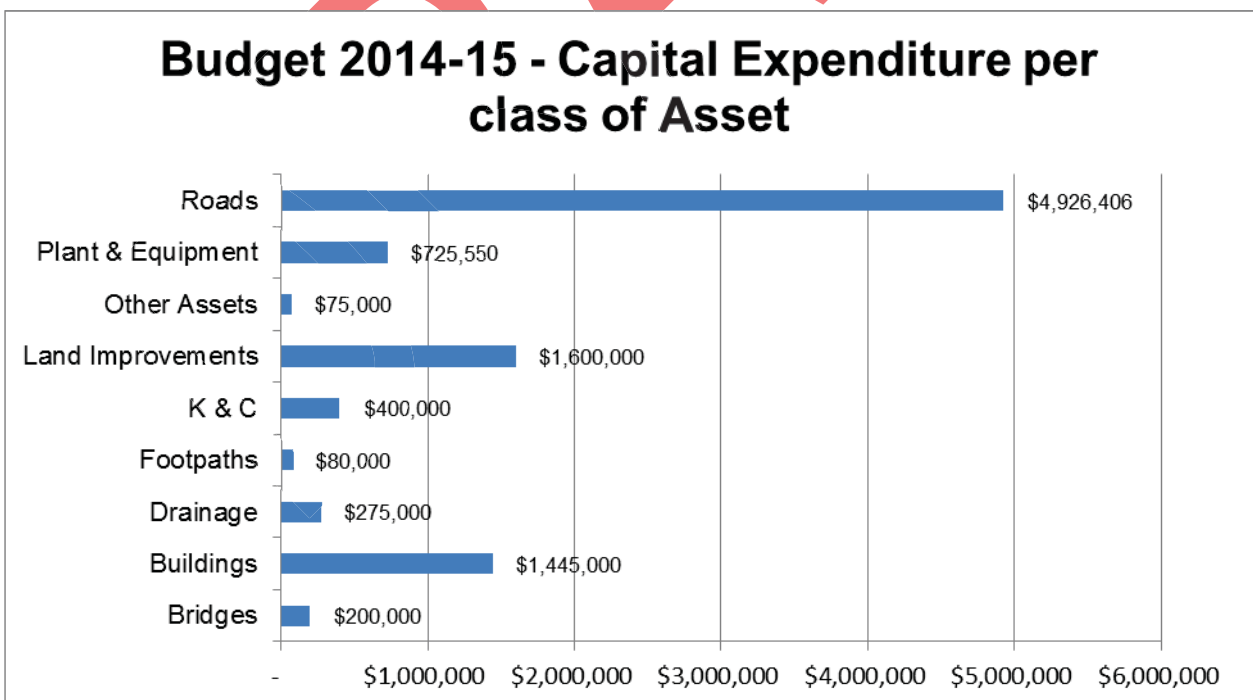
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Capital works



The capital works program for the 2014/15 year is expected to be \$9.73m. The capital expenditure program has been set and prioritised based on a rigorous process of professional review using Council's Projects Priority Assessment Model (PPAM), and consultation. This has enabled Council to assess needs and develop sound business cases for each project.

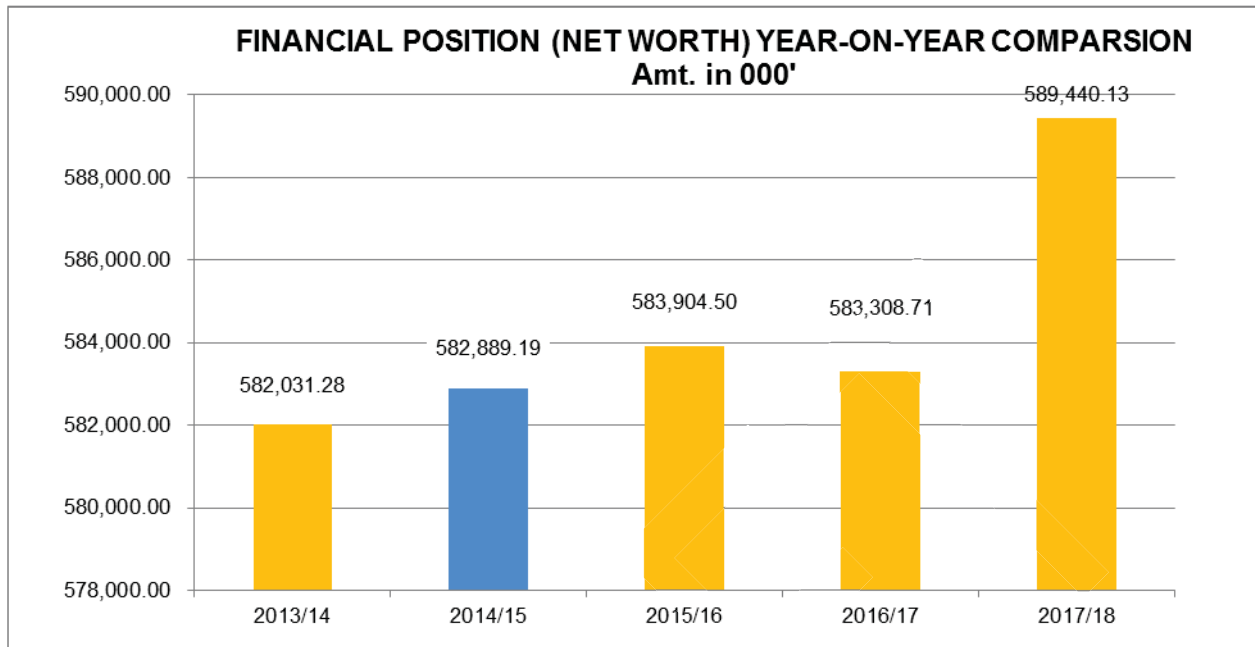


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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Financial position (net worth)



Net assets (net worth) will increase by \$0.86m as at 30 June 2015, which is mainly due to increase in fixed assets offset by repayment of bank borrowings

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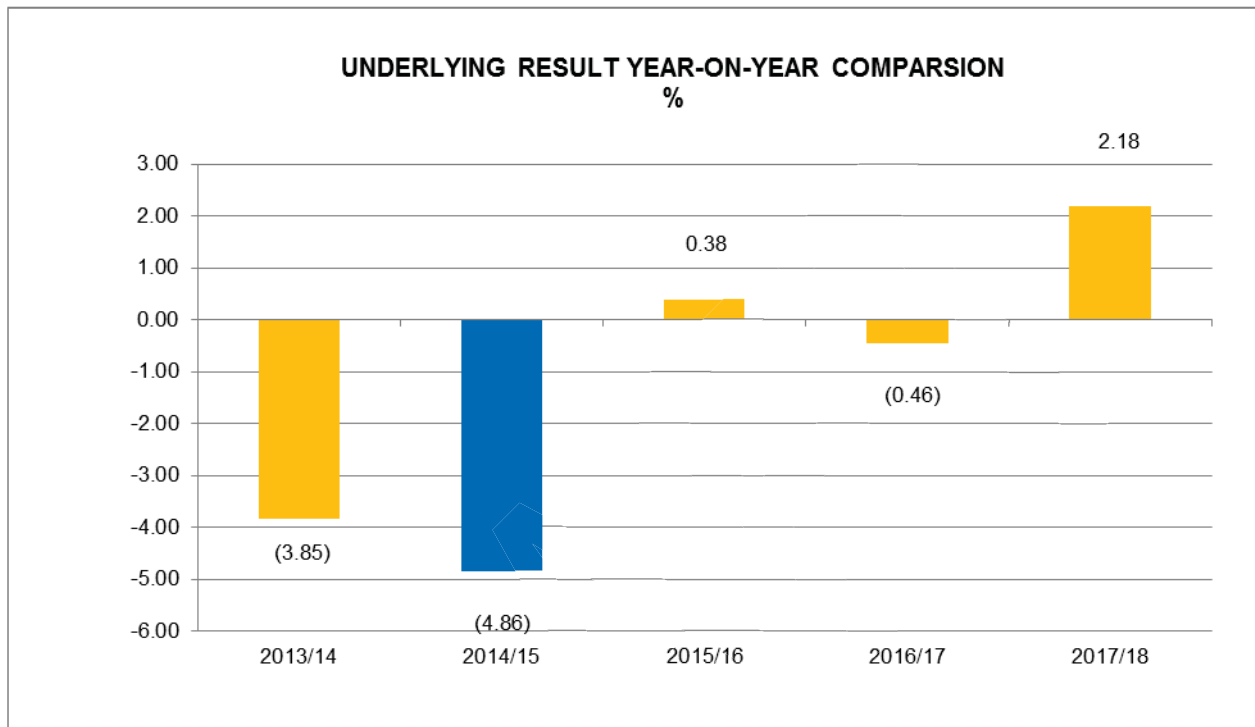
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Financial sustainability

A high level Strategic Resource Plan for the years 2012/13 to 2021/2022, had been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council’s strategic objectives as specified in the Council Plan.



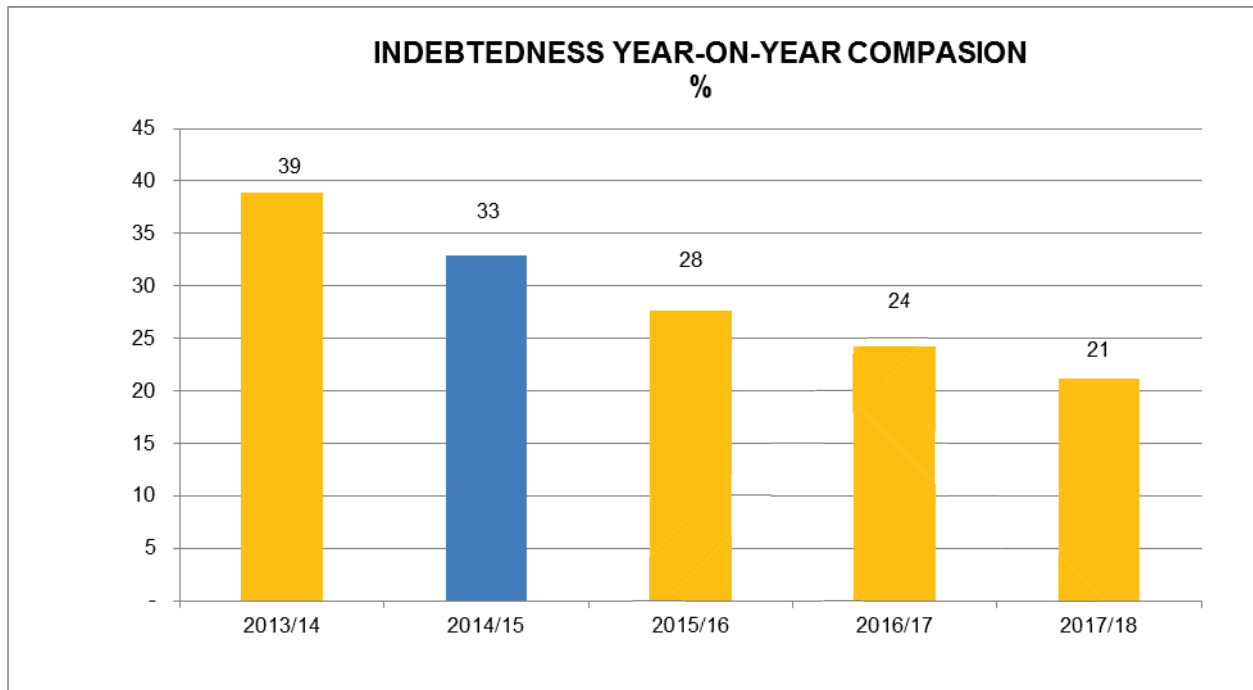
The underlying result is a measure of financial sustainability. This measure is the operating result reduced for the contributed assets as a percentage of the underlying revenue, which is total revenue plus proceeds of sale of assets less contributed assets. Council projects a decreasing underlying result for 2014/15.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Indebtedness



A significant measure of financial sustainability is indebtedness. The indebtedness ratio measures Council's ability to meet its obligations in regard to non-current liabilities, which includes loans and provision for landfill rehabilitation. This measure is total non-current liabilities as a percentage of own source revenue. Own source revenue is total revenue plus written down value of assets sold, less grants and less sale of land held for resale.

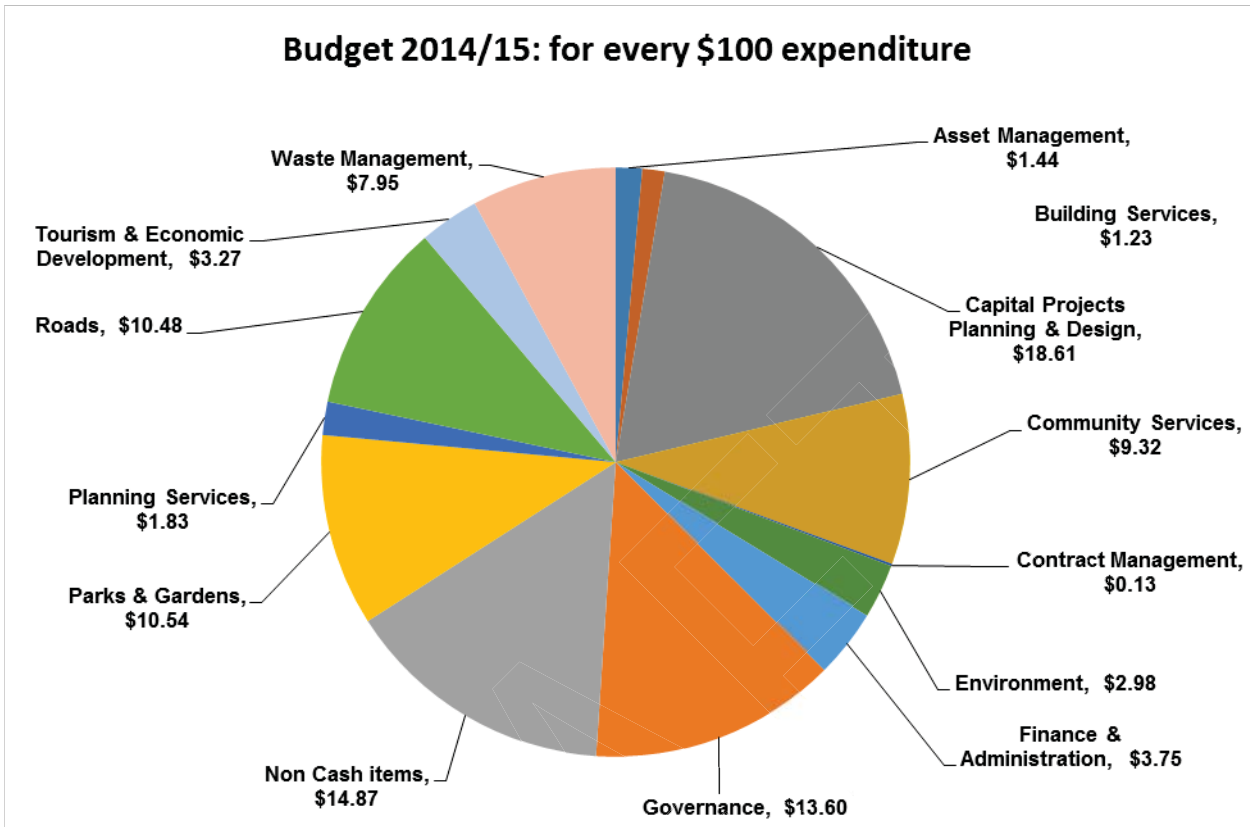
Council aims to target an indebtedness ratio of 40% or lower which Council will achieve in 2014-2015. This will mean, it will be in the Victorian Auditor General Office's low risk category of having financial sustainability concerns.

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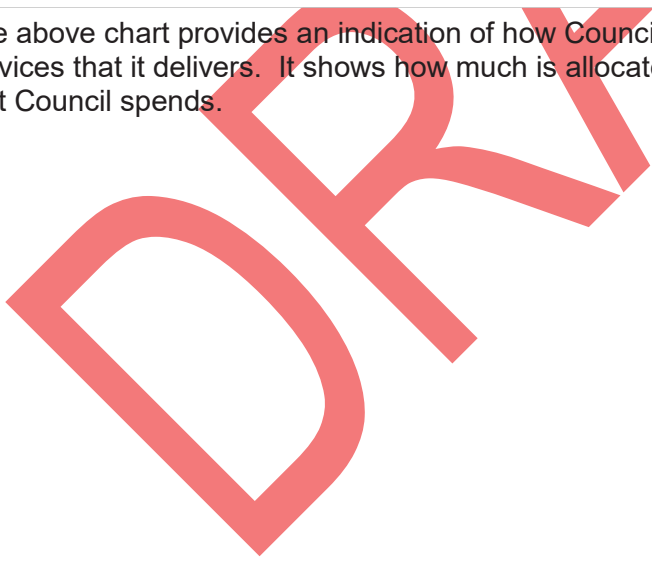
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Where rates are spent



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



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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Strategic objectives

The Proposed Budget 2014/15 includes a range of activities and initiatives to be funded that will contribute to achieving the six strategic goals specified in the Council Plan with a particular focus on the environment, community, development (liveability), organisation, infrastructure and governance while pursuing an ongoing dialogue with the community and maintaining a sound financial position.

1. Environment

Strategic Intent

Moira will responsibly manage its environment and the communities affected by and living in that environment through innovation, leadership, quality services, partnerships and program delivery and accountability.

2. Community

Strategic Intent

Moira will be a Shire where all its people and communities are happy, healthy and safe with the ability and the opportunity to integrate, participate, connect and contribute to their communities. Moira will responsibly manage its environment and the communities affected by and living in that environment through innovation, leadership, quality services, partnerships and program delivery and accountability.

3. Development (liveability)

Strategic Intent

Moira will be a great place to live and a vibrant, thriving community and a premier tourist, retail and investment destination with growing local business and an adaptive, entrepreneurial infrastructure and ethos.

4. Organisation

Strategic Intent

Moira will be a 'best practice' environment promoting staff potential and organisation capacity to deliver timely, efficient services and ensure sound financial, risk management, governance and transparent business practise are conducted by capable, professional people whose main focus is on pro-active service delivery.

5. Infrastructure

Strategic Intent

Moira will be a desirable place to live, work and visit in North Central Victoria supported by its infrastructure, assets and facilities. It will proactively fund, maintain and develop Council's assets and facilities to meet its community's current and future needs in partnership with private development.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

6. Governance

Strategic Intent

Moira will meet governance, communication, compliance and regulatory standards through its commitment to advocacy and effective decision making and demonstrate good governance by being consensus orientated, equitable, effective and efficient.

The process underlying the development and preparation of the budget involves officers preparing the annual budget in accordance with the Act and submitting the “proposed” budget to Council 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 public inspection. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after considering any submissions. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year. The key dates for the budget process are summarised below:

Budget process	Timing
1. Proposed budget submitted to Council for approval	22/04/2014
2. Public notice advising intention to adopt budget	28/04/2014
3. Budget available for public inspection and commitment	28/04/2014
4. Submissions period closes	04/06/2014
5. Submissions considered by Special meeting of Council	10/06/2014
6. Budget and submissions presented to Ordinary meeting of Council for adoption	16/06/2014
7. Copy of adopted budget to be submitted to the Minister by	27/06/2014

Attached with this Proposed Budget 2014/15 are the following appendices:

- **Appendix 1** provides Moira Shire’s proposed Financial Statements for 2014-2015 (See Attachments);
- **Appendix 2** provides Moira Shire’s statutory disclosure documents for 2014-2015 (See page 14 of this report);
- **Appendix 3** details of the Proposed Capital Budget for 2014-2015 and Capital Plan to 2018-2019 (See Attachments);
- **Appendix 4** details of Moira Shires Strategic Goals and Performance Measures for 2014-2015 (See Attachments);
- **Appendix 5** User fees and charges schedules for 2014-2015 (See Attachments)

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

3. Financial Implications

The Proposed Budget 2014/15 enables the Council to fund its approved operational activities and capital projects for the year ending 30 June 2015.

4. Community Consultation

In preparing the Proposed Budget the following staff were consulted:

- Corporate Management Team (CMT)
- All Managers, and
- Key staff members in each department.

5. Internal Consultation

In accordance with the Local Government Act 1989, a period of 28 days is allowed for the public to make submissions in regard to the content of the budget. Council will also conduct public information sessions throughout the municipality.

6. Legislative / Policy Implications

Local Government Act 1989 and Regulations;
Rates and Charges Policy;
Loan Borrowings Policy; and
Budget and Financial Reporting Policy.

7. Environmental Sustainability

The Proposed Budget 2014/15 includes \$0.38 million Land Fill related Capital Works.

8. Conflict of Interest Considerations

There are no officer conflict of interest issues to consider within this report.

9. Conclusion

The Proposed Budget 2014/15 provides for a significant capital works program, high level of investment in asset renewal funded by an increase in rates and charges, and maintenance of the range and level of services.

The challenges that lay ahead have been canvassed and discussed through the Council Plan process. The 2014/15 Proposed Budget is the funding response to Council's long term plan. The long term financial plan also assists Council to determine the most appropriate strategy to maintain ongoing financial sustainability.

A detailed analysis of the 2014/15 Proposed Budget is provided as a separate document to this Agenda.

Appendix 1 – Proposed Financial Statements 2014-2015

Appendix 2: 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:

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

- Borrowings;
- Rates and charges; and
- Differential rates.

1. Borrowings

	Approved Forecast 2013/14 \$'000	Proposed Budget 2014/15 \$'000
New Borrowings (other than refinancing)	-	-
Debt redemption	(769,105)	(829,560)

2. Rates and charges

2.1 The rate in the dollar for each type of rate to be levied

Type of Property	2013/14 cents/CIV	2014/15 cents/CIV
General Vacant	0.7294	0.7695
General Building	0.3647	0.3848
Farm Vacant	0.3647	0.3848
Farm Building	0.3647	0.3848
Commercial Vacant	0.7294	0.7695
Commercial Building	0.5106	0.5387
Industrial Vacant	0.7294	0.7695
Industrial Building	0.5106	0.5387
Rural Vacant	0.7294	0.7695
Rural Building	0.3647	0.3848
Cultural & Recreational	0.3535	0.3729
DHS Elderly	0.1851	0.1953

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2013/14 \$	2014/15 \$
General Vacant	1,135,545	1,197,994
General Building	8,697,949	9,176,298
Farm Vacant	965,731	1,018,842
Farm Building	3,801,553	4,010,621
Commercial Vacant	54,482	57,478
Commercial Building	1,632,669	1,722,514
Industrial Vacant	31,780	33,528
Industrial Building	815,066	859,919
Rural Vacant	106,810	112,685
Rural Building	1,453,829	1,533,783
Cultural & Recreational	1,439	1,518

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

DHS Elderly	9,858	10,400
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2.3 The estimated total amount to be raised by rates

	2013/14	2014/15
	\$	\$
Total rates to be raised	\$18,711,855	\$19,741,007

2.4 The 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	2013/14 Change %	2014/15 Change %
General Vacant	3.5%	5.5%
General Building	3.5%	5.5%
Farm Vacant	3.5%	5.5%
Farm Building	3.5%	5.5%
Commercial Vacant	3.5%	5.5%
Commercial Building	3.5%	5.5%
Industrial Vacant	3.5%	5.5%
Industrial Building	3.5%	5.5%
Rural Vacant	3.5%	5.5%
Rural Building	3.5%	5.5%
Cultural & Recreational	-	5.5%
DHS Elderly	-	5.5%

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2013/14 Assessments	2014/15 Assessments	2014/15 Change
General Vacant	1,009	1,014	5
General Building	9,683	9,814	131
Farm Vacant	1,144	1,140	(4)
Farm Building	2,934	2,342	(592)
Commercial Vacant	56	53	2
Commercial Building	969	990	1
Industrial Vacant	24	24	-
Industrial Building	85	80	-
Rural Vacant	131	141	10
Rural Building	809	1,441	632
Cultural & Recreational	1	1	-
DHS Elderly	69	63	(6)
Total	16,914	17,103	189

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

- 2.6 *The basis of valuation to be used is the Capital Improved Value (CIV)*
2.7 *The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year*

Type of Property	2013/14 \$	2014/15 \$	2014/15 Change \$
General Vacant	166,713,500	155,682,000	(11,031,500)
General Building	2,345,190,000	2,384,960,000	39,770,000
Farm Vacant	263,371,000	264,801,600	1,430,600
Farm Building	1,215,274,000	1,042,378,000	(172,896,000)
Commercial Vacant	7,958,400	7,469,400	(489,000)
Commercial Building	315,233,000	319,755,000	4,522,000
Industrial Vacant	4,372,000	4,357,000	(15,000)
Industrial Building	160,713,000	159,629,000	(1,084,000)
Rural Vacant	16,608,600	14,643,600	(1,965,000)
Rural Building	221,596,000	398,637,000	177,041,000
Cultural & Recreational	407,000	407,000	0
DHS Elderly	5,728,000	5,326,000	(402,000)
Total	4,723,164,500	4,758,045,600	34,881,100

- 2.8 *The unit amount to be levied for each type of charge under section 159 and 162 of the Act*

Type of Charge	Per Rateable Property		
	2013/14 \$	2014/15 \$	Change \$
Municipal Charge	295.29	305.63	10.34
Garbage Service	95.32	98.66	3.34
Recycling Service	85.96	88.97	3.01
Green Waste Service	0.00	90.00	90.00
Environmental Levy	199.50	206.48	6.98

- 2.9 *The estimated amounts to be raised for each type of charge to be levied compared to the previous year*

Type of Charge	2013/14 \$	2014/15 \$
Municipal Charge	4,793,147	4,960,908
Garbage Service	1,185,781	1,221,499
Recycling Service	1,038,139	1,070,358
Green Waste Service	0	810,000
Environmental Levy	3,165,666	3,394,985

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

2.10 *The estimated total amount to be raised by rates and charges: \$ 31,192,250*

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:*

- a) The making of supplementary valuations
- b) The variation of returned levels of value (e.g. valuation appeals)
- c) Changes of use of land such that rateable land becomes non-rateable land and vice versa
- d) Changes of use of land such that residential land becomes business land and vice versa

3. Differential rates

3.1 Amount intended to be raised

An amount of **\$31,192,250** (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which Council intends to raise by general rates, the municipal charge and the annual service charge (described later in this Resolution), which amount is calculated as follows:

General Rates	\$19.74 million
Municipal Charge	\$4.96 million
Garbage Charge	\$1.22 million
Green Waste	\$0.81 million
Recycling Charge	\$1.07 million
Environmental Levy	\$3.39 million

4. General Rates

- 4.1 A general rate be declared in respect of the 2014/15 Financial Year.
- 4.2 It be further declared that the general rate be raised by the application of differential rates.
- 4.3 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

4.3.1 General Vacant Land

Any land:

4.3.1.1 on which no building designed or adapted for human occupation is erected; and

4.3.1.2 which does not have the characteristics of:

- 4.3.1.2.1 Farm Vacant Land;
- 4.3.1.2.2 Commercial Vacant Land;
- 4.3.1.2.3 Industrial Vacant Land; or
- 4.3.1.2.4 Rural Residential Vacant Land;

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4.3.2 General Building Land

Any land:

4.3.2.1 on which a building designed or adapted for human occupation is erected; and

4.3.2.2 which does not have the characteristics of:

- 4.3.2.2.1 Farm Building Land;
- 4.3.2.2.2 Commercial Building Land;
- 4.3.2.2.3 Industrial Building Land; or
- 4.3.2.2.4 Rural Residential Building Land.

4.3.2(A) General Building Land - DHS Elderly Persons Units

Any land:

4.3.2(A).1 on which a building designed or adapted for human occupation is erected and has been made available by the Department of Human Services for occupancy by elderly persons as determined by the department

4.3.2(A).2 which does not have the characteristics of:

- 4.3.2(A).2.1 Farm Building Land;
- 4.3.2(A).2.2 Commercial Building Land;
- 4.3.2(A).2.3 Industrial Building Land; or
- 4.3.2(A).2.4 Rural Residential Building Land

4.3.3 Farm Vacant Land

Any land:

4.3.3.1 on which no building designed or adapted for human occupation is erected; and

4.3.3.2 is "Farm land" within the meaning of section 3(1) of the *Valuation of Land Act 1960*.

4.3.4 Farm Building Land

Any land:

4.3.4.1 on which a building designed or adapted for human occupation is erected; and

4.3.4.2 is "Farm land" within the meaning of section 3(1) of the *Valuation of Land Act 1960*.

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4.3.5 Commercial Vacant Land

Any land:

- 4.3.5.1 on which no building designed or adapted for human occupation is erected;
- 4.3.5.2 which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for commercial purposes; and
- 4.3.5.3 does not have the characteristics of:
 - 4.3.5.3.1 Farm Vacant Land;
 - 4.3.5.3.2 General Vacant Land;
 - 4.3.5.3.3 Industrial Vacant Land; or
 - 4.3.5.3.4 Rural Residential Vacant Land.

4.3.6 Commercial Building Land

Any land:

- 4.3.6.1 on which a building designed or adapted for human occupation is erected;
- 4.3.6.2 which is used primarily for commercial purposes; and
- 4.3.6.3 does not have the characteristics of:
 - 4.3.6.3.1 Farm Building Land;
 - 4.3.6.3.2 General Building Land;
 - 4.3.6.3.3 Industrial Building Land; or
 - 4.3.6.3.4 Rural Residential Building Land.

4.3.7 Industrial Vacant Land

Any land:

- 4.3.7.1 on which no building designed or adapted for human occupation is erected;
- 4.3.7.2 which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for industrial purposes; and
- 4.3.7.3 does not have the characteristics of:
 - 4.3.7.3.1 Farm Vacant Land;
 - 4.3.7.3.2 Commercial Vacant Land;
 - 4.3.7.3.3 General Vacant Land; or
 - 4.3.7.3.4 Rural Residential Vacant Land.

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4.3.8 Industrial Building Land

Any land:

- 4.3.8.1 on which a building designed or adapted for human occupation has been erected;
- 4.3.8.2 which is used primarily for industrial purposes; and
- 4.3.8.3 does not have the characteristics of:
 - 4.3.8.3.1 Farm Building Land;
 - 4.3.8.3.2 Commercial Building Land;
 - 4.3.8.3.3 General Building Land; or
 - 4.3.8.3.4 Rural Residential Building Land.

4.3.9 Rural Vacant Land

Any land:

- 4.3.9.1 which is more than two (2) and less than 10 hectares in area;
- 4.3.9.2 which is located within a Rural Residential Zone or zones under the Moira Planning Scheme;
- 4.3.9.3 on which no building designed or adapted for human occupation is erected
- 4.3.9.4 which is used by a primary production business that:
 - 4.3.9.4.1 does not have a significant and substantial commercial purpose or character;
 - 4.3.9.4.2 does not seek to make a profit on a continuous or repetitive basis from its activities on the land; and
 - 4.3.9.4.3 is not making a profit from its activities on the land or does not have a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating;

4.3.10 Rural Building Land

Any land:

- 4.3.10.1 which is more than two (2) and less than 10 hectares in area;
- 4.3.10.2 which is located within a Rural Residential Zone or Zones under the Moira Planning Scheme;
- 4.3.10.3 on which a building designed or adapted for human occupation is erected; and
- 4.3.10.4 which is used by a primary production business that:

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- 4.3.10.4.1 does not have a significant and substantial commercial purpose or character;
- 4.3.10.4.2 does not seek to make a profit on a continuous and repetitive basis from its activities on the land; and
- 4.3.10.4.3 is not making a profit from its activities on the land or does not have a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

4.4 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that:

- 4.4.1 the respective objectives of each differential rate be those specified in the Schedule to this Resolution; and
- 4.4.2 the respective types or classes of land which are subject to each differential rate be those defined in the Schedule to this Resolution; and
- 4.4.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in the Schedule to this Resolution; and
- 4.4.4 the relevant
 - (a) uses of;
 - (b) geographical locations of; and
 - (c) planning scheme zonings of; and
 - (d) types of buildings on the respective types or classes of land be those identified in the Schedule to this Resolution; and

4.5 In accordance with section 4(1) of the *Cultural and Recreational Lands Act 1963*, the amount of rates payable in respect of each rateable land to which the Act applies be determined by multiplying the Capital Improved Value and that rateable land by 0.3539 % (or 0.3537 cents in the dollar of Capital Improved Value).

5. Municipal Charge

- 5.1 A municipal charge be declared in respect of the 2014/15 Financial Year.
- 5.2 The municipal charge be declared for the purpose of covering some of the administrative costs of Council.
- 5.3 The municipal charge be in the sum of \$305.63 for each rateable land (or part) in respect of which a municipal charge may be levied.
- 5.4 It be confirmed that the municipal charge is declared in respect of all rateable land within the municipal district in respect of which a municipal charge may be levied.

6. Annual Service Charge

- 6.1 An annual service charge be declared in respect of the 2014/15 Financial Year.

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- 6.2 The annual service charge be declared for the collection and disposal of refuse from land.
- 6.3 The annual service charge be in the sum of, and be based on the criteria, set out below:
- 6.3.1 \$98.66 per annum for each rateable land to which a domestic waste collection service is available;
- 6.3.2 \$88.97 per annum for each rateable land to which a recyclables collection service is available; and
- 6.3.3 \$206.48 per annum for each:
- 6.3.3.1 rateable land that is 'farm land' within the meaning of s 3(1) of the *Valuation of Land Act* 1960 and is a 'single farm enterprise' within the meaning of section 159(4) of the *Local Government Act* 1989; and
- 6.3.3.2 other rateable land, from which there is capable of being generated waste, which can be deposited by a ratepayer or resident at a landfill or waste transfer or disposal facility;
(which annual service charge is known as the "environmental levy").

7 Rebates & Concessions

- 7.1 It be recorded that Council grants to each owner of rateable land who is an "eligible recipient" within the meaning of the *State Concessions Act* 1986 a rebate of \$202.00 per annum in respect of each rateable land owned by him or her.
- 7.2 The rebate described in paragraph 8.1 be granted.

8. Incentives

No incentive be declared for early payment of the general rates, municipal charge and annual service charge previously declared.

9. Payment

All rates and charges to be paid in four instalments, in accordance with Section 167(1) and (2) of the *Local Government Act* 1989.

10. Consequential

- 10.1 It be confirmed that, subject to sections 171 and 172 of the *Local Government Act* 1989, Council will require a person to pay interest on any rates and charges which:
- 10.1.1 that person is liable to pay;
- 10.1.2 have not been paid by the date specified for their payment.
- 10.2 The Team Leader Revenue Property & Valuation Services be authorised to levy and recover the general rates, municipal charge and annual service charges in accordance with the *Local Government Act* 1989.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

SCHEDULE

GENERAL VACANT LAND

Objective:

To encourage the development of land and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the –

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

Nil.

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SCHEDULE

GENERAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

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

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SCHEDULE

FARM VACANT LAND

Objective:

To encourage the development of land for farming purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

Nil

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SCHEDULE

FARM BUILDING LAND

Objective:

To encourage the pursuit of farming activities and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

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

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SCHEDULE

COMMERCIAL VACANT LAND

Objective:

To encourage the development of land for commercial purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

Nil

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SCHEDULE

COMMERCIAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

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

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SCHEDULE

INDUSTRIAL VACANT LAND

Objective:

To encourage the development of land for industrial purposes and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

Nil

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SCHEDULE

INDUSTRIAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

1. Construction and maintenance of public infrastructure; and
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 in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

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

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SCHEDULE

RURAL VACANT LAND

Objective:

To encourage the development of land and ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

Nil

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SCHEDULE

RURAL BUILDING LAND

Objective:

To ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the -

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

Types and Classes:

Rateable land having the relevant characteristics described in the Resolution of Council.

Use and Level of Differential Rate:

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

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

Geographic Location:

Wherever located within the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

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

Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2014/2015 Financial Year.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

Attachments

- 1 Appendix 1 (Budgeted Balance Sheet 2013-2018)
- 2 Appendix 1 (Budgeted Cash Flow Statement 2013-2018)
- 3 Appendix 1 (Budgeted Income Statement 2013-2018)
- 4 Appendix 1 (Budgeted Investment Reserves 2013-2018)
- 5 Appendix 3 (Budgeted Capital Works 2014-2019)
- 6 Appendix 5 (Fees and Charges Schedule 2014-15)
- 7 Draft Council Plan

DRAFT

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ATTACHMENT No [1] - Appendix 1 (Budgeted Balance Sheet 2013-2018)

STANDARD BALANCE SHEET	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
Current Assets					
Cash and Cash Equivalents	8,049,442	5,193,292	4,098,029	3,839,463	5,265,544
Trade and Other Receivables	3,749,896	3,732,968	4,189,215	3,952,504	4,187,295
Inventories	591,670	609,420	630,750	652,826	675,675
Assets held for Resale	210,124	240,248	270,371	300,495	330,619
Other	272,212	279,257	286,732	294,412	302,301
Total Current Assets	12,873,344	10,056,185	9,475,098	9,039,699	10,761,434
Non-Current Assets					
Trade and Other Receivables	57,398	131,312	121,358	113,563	320,575
Property, Plant, Equipment and Infrastructure	592,183,416	594,933,395	595,593,276	595,238,654	599,963,452
Intangible Assets	1,018,466	1,018,466	1,018,466	1,018,466	1,018,466
Investments in Regional Library Corporation	582,268	562,268	542,268	522,268	502,268
Total Non-Current Assets	593,841,548	596,645,441	597,275,368	596,892,951	601,804,761
TOTAL ASSETS	606,714,892	606,700,626	606,750,466	605,932,651	612,566,195
Current Liabilities					
Trade and Other Payables	3,939,124	4,308,503	4,157,383	4,084,500	4,718,553
Trust Funds and Deposits	994,900	1,024,747	1,055,489	1,087,154	1,119,768
Interest Bearing Loans and Borrowings	829,560	892,495	965,617	1,041,412	1,123,043
Non-Interest Bearing Loans	60,000	60,000	-	-	-
Provisions	3,248,448	3,604,435	3,977,509	4,368,491	4,778,239
Provision for Landfill Rehabilitation	2,181,209	1,965,300	1,869,463	1,941,784	2,031,556
Total Current Liabilities	11,253,241	11,856,479	12,025,461	12,523,340	13,771,159
Non-Current Liabilities					
Other Payables	-	-	-	-	-
Interest Bearing Loans and Borrowings	6,471,942	5,579,447	4,613,830	3,572,418	2,449,375
Non-Interest Bearing Loans	60,000	-	-	-	-
Provisions	591,901	694,242	801,496	913,898	1,031,695
Provision for Landfill Rehabilitation	6,306,531	5,682,271	5,405,178	5,614,281	5,873,837
Total Non-Current Liabilities	13,430,374	11,956,961	10,820,504	10,100,597	9,354,907
TOTAL LIABILITIES	24,683,614	23,811,440	22,845,966	22,623,937	23,126,066
NET ASSETS	582,031,278	582,889,186	583,904,500	583,308,714	589,440,129
EQUITY					
Accumulated Surplus	164,435,772	165,316,730	166,278,994	165,706,258	171,784,623
Restricted Reserves	1,268,137	1,245,087	1,298,137	1,275,087	1,328,137
Asset Revaluation Reserves	416,327,369	416,327,369	416,327,369	416,327,369	416,327,369
TOTAL EQUITY	582,031,278	582,889,186	583,904,500	583,308,714	589,440,129

FILE NO: F13/2209
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [2] - Appendix 1 (Budgeted Cash Flow Statement 2013-2018)

STANDARD CASH FLOW STATEMENT	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
CASH FLOWS FROM OPERATING ACTIVITIES					
Rates	29,260,717	31,276,489	33,579,921	35,805,295	38,007,729
Grants - operating	6,092,297	6,541,444	6,465,959	6,658,755	6,858,335
Grants - capital	5,191,175	5,816,726	6,014,796	4,450,889	4,534,260
Contributions	473,900	93,600	520,835	546,078	572,580
Reimbursements and Subsidies	57,963	49,532	63,053	65,790	68,665
User Charges	2,796,850	2,843,997	3,217,906	3,413,449	3,626,600
Statutory Fees & Fines	906,871	902,116	991,637	1,064,068	1,113,347
Interest Received	400,000	300,000	430,030	447,231	465,120
Other Receipts	469,193	431,316	409,427	420,747	437,626
Net GST (payments) / refund					
Employee costs	(17,256,474)	(18,075,772)	(18,932,406)	(19,890,169)	(20,833,913)
Payments to Suppliers	(20,426,273)	(18,054,884)	(19,355,574)	(19,923,599)	(19,565,820)
Interest paid	(587,931)	(527,476)	(464,541)	(391,420)	(315,625)
Other payments	(3,870,878)	(3,981,568)	(4,098,595)	(4,219,171)	(4,343,154)
NET CASH FLOWS PROVIDED BY OPERATING ACTIVITIES	3,507,610	7,415,620	8,842,445	8,447,743	10,625,750
CASHFLOWS FROM INVESTING ACTIVITIES					
Proceeds from Sale of Fixed Assets	479,463	-	249,126	249,126	249,126
Proceeds from Sale of Assets held for Resale	280,000	300,000	300,000	300,000	300,000
Community Organisations - Loan Repayment					
Payments for Purchase of Assets held for Resale	(300,124)	(300,124)	(300,124)	(300,124)	(300,124)
Recoupment of Loans/Advances	-	15,000	7,500	-	-
Payments for Purchase of Fixed Assets	(10,842,670)	(9,426,832)	(9,272,458)	(8,021,359)	(8,439,873)
NET CASHFLOWS USED INVESTING ACTIVITIES	(10,363,331)	(9,411,956)	(9,015,956)	(7,772,357)	(8,190,871)
CASH FLOWS FROM FINANCING ACTIVITIES					
Loan Drawdowns	-	-	-	-	-
Loan Repayments	(769,105)	(829,560)	(892,495)	(965,617)	(1,041,412)
Repayment of Non-Interest Bearing Liabilities	(120,099)	(60,000)	(60,000)	-	-
Increase/(decrease) of Trust funds and deposits	121,287	29,847	30,742	31,665	32,615
NET CASH FLOWS PROVIDED BY (USED IN) FINANCING ACTIVITIES	(767,917)	(869,713)	(921,753)	(933,952)	(1,008,797)
NET CHANGE IN CASH HELD	(7,643,638)	(2,856,149)	(1,095,263)	(258,566)	1,426,082
Cash and cash equivalents at Beginning of Financial Year	15,693,080	8,049,442	5,193,292	4,098,029	3,839,463
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	8,049,442	5,193,292	4,098,029	3,839,463	5,265,544

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3. OUR COMMUNICATIONS AND
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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [3] - Appendix 1 (Budgeted Income Statement 2013-2018)

STANDARD INCOME STATEMENT	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
REVENUES					
Revenue from Operating Activities					
Rates	29,363,715	31,551,628	33,675,853	35,929,336	38,323,843
Special Rates	-	-	-	-	-
Operating Grants	6,092,297	6,541,444	6,465,959	6,658,755	6,858,335
Capital Grants	5,191,175	5,616,726	6,014,796	4,450,689	4,534,260
Capital contributions	303,531	-	334,643	351,375	368,944
Contributions- cash	170,369	93,600	186,192	194,701	203,636
Contributions- non - monetary (Donated assets)	200,000	200,000	600,000	900,000	900,000
Reimbursements and Subsidies	57,963	49,532	63,053	65,790	68,665
User Charges	2,796,850	2,843,997	3,217,906	3,413,449	3,626,600
Statutory Fees and Fines	906,871	902,116	991,637	1,064,068	1,113,347
Revenue from Outside the Operating Activities					
Interest	400,000	300,000	430,030	447,231	465,120
Other Revenue	469,193	431,316	409,427	420,747	437,626
Net Proceeds of Sale of Land Held for Resale	10,000	10,000	30,000	30,000	30,000
Net Gain on Disposal of Property, Plant & Equipment	-	-	24,913	24,913	24,913
Share of Net Profit of Associated Entity	-	-	-	-	-
Previously Unrecognised Assets	-	-	-	-	-
Total Revenue	45,961,964	48,540,359	52,444,407	53,951,055	56,955,290
EXPENSES					
Expenses from Ordinary Activities					
Employee Costs	17,693,810	17,980,788	19,412,734	20,393,552	21,361,459
Materials & Services	9,972,840	11,518,650	12,166,599	12,796,757	12,987,453
Loss on disposal of Infrastructure	-	-	-	-	-
Work in Progress-prior year expensed	-	-	-	-	-
External Contract Services	5,474,917	6,467,591	5,827,895	5,807,613	5,928,594
Utilities	1,112,867	968,072	1,181,156	1,216,590	1,253,088
Bad and Doubtful Debts	5,000	5,000	5,000	5,000	5,000
Depreciation	8,027,230	8,210,269	8,262,063	8,423,138	8,565,295
Other expenses	3,870,678	4,305,749	4,098,595	4,219,171	4,343,154
Interest on Borrowings	587,931	527,476	464,541	391,420	315,625
Interest on Unwinding of Discount of Provisions	500,416	429,831	408,870	424,688	444,322
Work in Progress expensed in current year	-	-	-	-	-
Increase in landfill provision	-	-	-	-	-
Written Down Value of Infrastructure Replaced	200,000	200,000	200,000	250,000	250,000
Small Plant Written off	-	-	-	-	-
Net Loss on Disposal of Property, Plant & Equipment	75,875	60,129	-	-	-
Fair value adjustment of intangible asset	-	-	-	-	-
Share of Net Loss of Associated Entity	20,000	20,000	20,000	20,000	20,000
Total Expenses	47,541,564	50,693,555	52,047,453	53,947,930	55,473,990
Net Surplus / (Deficit) for the year	(1,579,600)	(2,153,196)	396,953	3,126	1,481,299
Other comprehensive income					
Natural Disaster Funding Assistance - Flood	12,000,000	-	-	-	-
Other comprehensive expenses-	-	-	-	-	-
Flood protection and reconstruction	12,000,000	-	-	-	-
Net asset revaluation increment (decrement)	-	-	-	-	-
Comprehensive result	(1,579,600)	(2,153,196)	396,953	3,126	1,481,299

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3. OUR COMMUNICATIONS AND
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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [4] - Appendix 1 (Budgeted Investment Reserves 2013-2018)

STANDARD CASH FLOW	Approved Forecast	Proposed Budget	Strategic Resources Plan Projections		
	2013/14	2014/15	2015/16	2016/17	2017/18
Statutory					
Car parking	955,451	985,451	1,015,451	1,045,451	1,075,451
Public open space	273,636	273,636	273,636	273,636	273,636
Offset planting	40,000	40,000	40,000	40,000	40,000
Total	1,269,087	1,299,087	1,329,087	1,359,087	1,389,087

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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [5] - Appendix 3 (Budgeted Capital Works 2014-2019)

STANDARD CASH FLOW	Proposed	Strategic Resources Plan			
	Budget	Projections			
	2014/15	2015/16	2016/17	2017/18	2018/19
Bridges	200,000	450,000	350,000	250,000	250,000
Buildings	1,445,000	1,130,000	1,050,000	150,000	250,000
Drainage	275,000	1,062,500	1,112,500	312,500	1,344,750
Footpaths	80,000	215,000	70,000	70,000	75,000
Kerb & Channel	400,000	450,000	500,000	550,000	600,000
Land Improvements	1,600,000	822,497	422,497	2,822,497	122,497
Other Assets	75,000	80,000	20,000	70,000	320,000
Plant & Equipment	725,550	793,179	835,000	535,000	270,000
Playground Equipment	0	0	0	0	0
Roads	4,926,406	4,569,406	3,961,406	3,980,000	5,280,000
Total	9,726,956	9,572,582	8,321,403	8,739,997	8,512,247
Capital Funding Source					
Grants	(1,927,400)	(1,060,000)	(400,000)	(1,300,000)	(800,000)
Reserve Funds	0	0	0	0	0
R2R grant	(1,665,000)	(1,665,000)	(1,665,000)	(1,665,000)	(1,665,000)
Roads & Bridges Init	(1,000,000)	0	0	0	0
Local Govt Infrastructure Program	(960,000)	0	0	0	0
Asset Sales	(4,326)	(4,326)	(294,326)	(219,326)	(109,326)
Community Contributions	(15,000)	(50,000)	0	0	0
Coles Contribution	0	0	0	0	0
Developer Contributions	(45,000)	(149,942)	0	0	0
Special charges	0	(15,000)	(450,000)	0	(532,250)
Total	(5,616,726)	(2,944,268)	(2,809,326)	(3,184,326)	(3,106,576)
Summary					
Upgrade	2,300,000	2,587,500	992,500	692,500	2,874,750
Renewal	5,666,956	5,625,082	5,958,903	7,797,497	5,337,497
Expansion	1,760,000	1,360,000	1,370,000	250,000	300,000
TOTAL CAPITAL WORKS	9,726,956	9,572,582	8,321,403	8,739,997	8,512,247

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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
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ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [6] - Appendix 5 (Fees and Charges Schedule 2014-15)

MOIRA SHIRE COUNCIL

FEEES AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S= Fees set by statute SF= Fees set by statute and full cost recovery F= Full cost recovery SJ= subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
ANIMAL CONTROL & LOCAL LAWS							
ANIMAL CONTROL							
Domestic Animals Act 1994	Not Wearing Tags or Marker	No	SF	\$72.00	Not yet set	3% Set by legislation	
Sections 20, 21, 22, 23 and 32(1) infringements	Cat at large	No	SF	\$72.00	Not yet set	3% Set by legislation	
	Dog at large in day time	No	SF	\$217.00	Not yet set	3% Set by legislation	
	Dog at large at night time	No	SF	\$289.00	Not yet set	2% Set by legislation	
	Greyhound not muzzled or controlled	No	SF	\$217.00	Not yet set	3% Set by legislation	
	Not complying with order to abate nuisance	No	SF	\$217.00	Not yet set	3% Set by legislation	
	Unregistered Animals	No	SF	\$289.00	Not yet set	2% Set by legislation	
Registration Fees	Domestic Animal Business, administration fee	No	SF	\$117.00	Not yet set	6% Council Pricing Reflects Nature of Service and Cost	
Dog & Cat Reduced Fee	Dog and Cat 3 months and over	No	SF	\$25.00	Not yet set	0% As per Domestic Animals Act Pensioners, add 50% discount	
Dog and Cat other	Dog and Cat Registration natural	No	SF	\$75.00	Not yet set	0% Refer Above	
	Government Levy	Yes	SF	\$2.00	\$2.00	0% Cat	
	Government Levy	Yes	SF	\$3.50	\$3.50	0% Dog	
Pound Fees							
	Domestic Animals	No	F	\$102.00	\$108.00	6% Release fee to Council plus \$10 per day subsistence	
	Livestock 1-9	No	F	\$303.00	\$321.00	6% Refer above	
	Livestock 10-49	No	F	\$632.00		-100% Refer above	
	Livestock 50 plus	No	F	\$949.00	\$670.00	-29% Refer above	
	Travelling livestock fees (Droving) per time with \$1,000 bond to Council	No	F	\$317.00	\$336.00	6% Council pricing reflects nature of service and cost	
	Grazing Permit	No	F	\$22.00	\$23.00	5% To recover some of the cost incurred	
COMMUNITY SAFETY & ENVIRONMENT LOCAL LAW							

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3. OUR COMMUNICATIONS AND
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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [6] - Appendix 5 (Fees and Charges Schedule 2014-15)

MOIRA SHIRE COUNCIL

FEEES AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S= Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU= subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
Parking infringements	Road Safety Act statutory fines	No	SF	Variable from \$87 to \$144	Not yet set		Statutory
Parking infringements	Council parking fines time limits	No	SF	\$50 maximum allowed under road safety act	Not yet set		Refer above
	Litter fines - small amount	No	SF	\$144.00	Not yet set		Set by legislation
	Litter fines - large amount	No	SF	\$288.00	Not yet set		Set by legislation
Street Stalls outdoor eating, goods on footpath including Rafties, rafties for non profit no fee	Community Safety & Environment Local Law	No	F	\$81.00	\$86.00		Not applicable to community groups
Application fee for permit under a Local Law	Applying for a new permit (or if permit expires and renewal not sought prior to expiry)	No	F	\$	\$50.00	0%	
Advertising Board	Community Safety & Environment Local Law	No	F	\$50.00	\$53.00	6%	Reduced annual fee payable, plus \$50 application fee
Outdoor Dining	Community Safety & Environment Local Law	No	F	\$35.00/table	\$37.00	#VALUE!	Varies
		No	F	\$50.00/Chair	\$53.00/Chair	#VALUE!	
		No	F	\$100 screens	\$106 screens	#VALUE!	For removable screens (fixed screens require 'Consent to work within road reserve')
Goods displayed on Footpath	Community Safety & Environment Local Law	No	F	\$125.00	\$133.00	6%	Increase to recover cost incurred ensuring compliance with Footpath Trading Guidelines and Disability Discrimination Act
Car Dealerships (vehicles on nature strip)	Community Safety & Environment Local Law	No	F	\$120.00	\$127.00	6%	
Street Stalls (incl Rafties)	Community Safety & Environment Local Law	No	F	\$125.00	\$138.00	6%	Fee not applicable to charities and not for-profit organisations
	4012 - Act contrary to conditions imposed when using a municipal place or property	No	SF	\$100.00	\$200.00	100%	Not Subject to Monetary Unit Act
	4001 - Behave in a boisterous/flamboyant manner	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	4002 - Behave in a way which is detrimental to the municipal place or public asset	No	SF	\$100.00	\$200.00	100%	
	4003- As an owner or occupier of land, did allow trees, plants or any other matter on that land to cause damage, to, or interfere with a municipal place	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	4005- Did behave in a dangerous manner	No	SF	\$500.00	\$500.00	-100%	Not Subject to Monetary Unit Act

Moira Shire Council - Proposed Budget 28 April 2014

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3. OUR COMMUNICATIONS AND
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ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [6] - Appendix 5 (Fees and Charges Schedule 2014-15)

MOIRA SHIRE COUNCIL

FEEES AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S= Fees set by statute SF= Fees set by cost recovery F= Full cost recovery SU= subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
Local Law- Permits	4008 - Dig damage/destroy/write on/interface with/remove or affix anything from a municipal building or structure	No	SF	\$500.00	\$200.00	-60%	Not Subject to Monetary Unit Act
	Burning off Permits, Burning Off Residential, Recreation Vehicles, Advertising, Bill Posting, Camping, Circuses, Keeping of Animals, Beehives, Bulk Rubbish Bins, Scavenging at Waste Disposal Sites, Drainage Tapping	No	SF	\$86.00	\$81.00	6%	
Local Law - Fines	Burning off Permits, Burning Off Residential, Recreation Vehicles, Advertising, Bill Posting, Camping, Circuses, Keeping of Animals, Beehives, Bulk Rubbish Bins, Scavenging at Waste Disposal Sites, Drainage Tapping	No	SF	\$200.00	\$200.00	0%	
	Discharge water onto road	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	Riding horses on reservations, public reserves and recreation grounds	No	SF	\$200.00	\$200.00	0%	Refer above
	Erecting or placing of signs and goods on footpath	No	SF	\$200.00	\$200.00	0%	Refer above
	Roadside trading	No	SF	\$200.00	\$200.00	0%	Refer above
	Locating goods for sale	No	SF	\$200.00	\$200.00	0%	Refer above
	Outdoor eating facilities	No	SF	\$200.00	\$200.00	0%	Refer above
	Street parties, street festivals and processions	No	SF	\$200.00	\$200.00	0%	Refer above
	Street collections	No	SF	\$200.00	\$200.00	0%	Refer above
Infringement Notice Offences and Codes - Alcohol							
	4017 - Consume alcohol in designated area	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	4021 - Consume/possess/control alcohol (in unsealed container) between 10pm and 8am contrary to signs	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	4018 - Possess/control alcohol in unsealed container in designated area	No	SF	\$500.00	\$200.00	-60%	Not Subject to Monetary Unit Act
	4019 - Consume/possess/control alcohol (in unsealed container) contrary to signs	No	SF	\$500.00	\$200.00	-60%	Not Subject to Monetary Unit Act
	4020 - Consume/possess/control alcohol (in unsealed container) between 10 pm and 8am in designated area	No	SF	\$500.00	\$200.00	-60%	Not Subject to Monetary Unit Act
Infringement Notice Offences and Codes - Livestock							
	5001 - Cause/allow livestock to be driven on a road without permit through or to destination within the Municipal district	No	SF	\$200.00		0%	Not Subject to Monetary Unit Act
	5002 - Cause/allow livestock to graze on a road without a permit	No	SF	\$200.00		0%	Not Subject to Monetary Unit Act
	5003 - Cause/allow livestock to be driven across/along a road from a property or part of a property to another property or part of another property in contravention of the local law	No	SF	\$200.00		0%	Not Subject to Monetary Unit Act
Infringement Notice Offences and Codes - False Statements							

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(FINANCE MANAGER, WARREN BROWN)
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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [6] - Appendix 5 (Fees and Charges Schedule 2014-15)

MOIRA SHIRE COUNCIL

FEEs AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
	5016 - Make false representation or declaration (orally or written) or intentionally omit relevant information in an application for a permit or exemption	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	Infringement Notice Offences and Codes - Notice to Comply						
	5017 - Fail to comply with a "Notice to Comply"	No	SF	\$200.00	\$200.00	0%	Not Subject to Monetary Unit Act
	Community Development						
	Family Day Care Admin Levy	No	F	\$10.00	\$10.00	0%	Per family per week
	Immunisation - purchase of vaccination by clients	No	F	\$80.00	\$80.00	9%	Per vaccine
	Breast Pump Hire Fee	Yes	F	\$10.00	\$10.00	0%	Per hire per week
	Yarrawonga Town Hall Hire						
	Town Hall (includes stage, portable stairs & dress circle)	Yes	SU	\$30 per hr \$100 per 1/2 day \$200 per full day \$300 Max Fee	\$33 per hr \$110 4 hrs \$220 8 hrs \$330 12 hrs max fee	10%	
	Council Chamber at Town Hall	Yes	SU	\$20 per hr \$50 1/2 day \$100 Full Day \$150 Max Fee	\$22 per hr \$55 4 hrs \$110 8 hrs \$165 12 hrs max fee	10%	
	Yellowbox Meeting Room - Town Hall	Yes	SU	\$20 per hr \$50 1/2 day \$100 Full Day \$150 Max Fee	\$22 per hr \$55 4 hrs \$110 8 hrs \$165 12 hrs max fee	10%	
	Community Hall	Yes	SU	\$15 per hr \$50 1/2 day \$100 per full day \$150 Max Fee	\$16.50 per hr \$55 4 hrs \$100 8 hrs \$165 12 hrs max fee	10%	
	Community Hall - Kitchen	Yes	SU	\$15 per hr \$50 for 4hrs \$100 for 8 hrs \$150 max	\$16.50 per hr \$55 4 hrs \$110 8 hrs \$165 12 hrs max fee	10%	
	Portable Building	Yes	SU	\$10 per hr	\$11 per hr	10%	
	Setup Town Hall	Yes	SU	\$50 1/2 day \$100 thereafter	\$55 4 hrs \$110 thereafter	10%	
	Setup Community Hall	Yes	SU	\$25 1/2 day \$50 thereafter	\$27.50 4hrs \$55 thereafter	10%	
	Rehearsals	Yes	SU	\$10 per hr	\$11 per hr	10%	

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(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [6] - Appendix 5 (Fees and Charges Schedule 2014-15)

MOIRA SHIRE COUNCIL

FEEES AND CHARGES SCHEDULE

2014/15 BUDGET REPORT

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
Bond							
	Key Deposit	No	F	\$50.00	\$50.00	0%	
	Town Hall	No	F	\$250.00	\$250.00	0%	
	Community Hall	No	F	\$250.00	\$250.00	0%	
	Community Hall kitchen	No	F	\$250.00	\$250.00	0%	
	Portable Building	No	F	\$250.00	\$250.00	0%	
	More than one area	No	F	\$400.00	\$400.00	0%	
	Tables and chairs	No	F	\$1 per table per day of hire. No fees for chairs	\$1 per table per day of hire. No fees for chairs	0%	

Activity/Function	Title of Fee/Charge	G.S.T	S=Fees set by statute SF= Fees set by statute and full cost recovery F=Full cost recovery SU=subsidised	Fee or Charge 2013/14	Proposed 2014/2015	% Change	Comments
Cobram Civic Centre Hall Hire							
	Main hall includes Stage & kitchen	Yes	SU	\$30/hr, \$100 per 1/2 day, \$200 per full Day, \$300 Max Fee	\$33 per hr \$110 4 hrs \$220 8 hrs \$330 12 hrs max fee	10%	
	Council Chambers	Yes	SU	\$30/hr, \$100 per 1/2 day, \$200 per full day, \$300 Max Fee	\$33 per hr \$110 4 hrs \$220 8 hrs \$330 12 hrs max fee	10%	
	Commercial kitchen	Yes	SU	\$12/hr, \$50 per 1/2 day, \$100 per full day, \$150 max fee	\$16.50 per hr \$55 4 hrs \$110 8 hrs \$165 12 hrs max fee	10%	
	Set up fee	Yes	SU	\$50 1/2 day, \$100 thereafter	\$55 4 hrs \$110 thereafter	10%	
	Rehearsals	Yes	SU	\$10 per hr	\$11 per hr	10%	
Bond							
	Key Deposit	No	F	\$50.00	\$50.00	0%	
	Main hall	No	F	\$250.00	\$250.00	0%	
	Council Chambers	No	F	\$250.00	\$250.00	0%	
	Commercial kitchen	No	F	\$250.00	\$250.00	0%	
	More than one area	No	F	\$400.00	\$400.00	0%	
	PA System Hire	No	F	\$50/function	\$50.00	0%	
	PA System Bond	No	F	\$100.00	\$100.00	0%	

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3. OUR COMMUNICATIONS AND
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Refer to other hire conditions	Tables & chairs	No	F	\$1/per table, no fee for chairs	\$1 per table per day of hire. No fees for chairs	0%	
BUILDING AND PLANNING FEES							
PLANNING FEES							
Planning Permit Application Fees							
	Class 1 - Use only	No	SSU	Not set	Not set		Fixed by Statute
Planning and Environment Fees Regulations Act 2000 Sec 2. As Authorised under Sect 47 96A, 98 and 203 of the Planning and Environment Act 1989							
	Class 2 - Single Dwelling \$10,000-\$100,000 Fee applies if advertisement is Required. Fee applies to advertisement only.	No	SSU	Not set	Not set		Set by legislation
	Class 3 - Single Dwelling Fee applies if Advertising is required. Fee applies to advertisement only.	No	SSU	Not set	Not set		Set by legislation
	Class 4 - Development less than \$10,000	No	SSU	Not set	Not set		Set by legislation
	Class 5 - Development \$10,000 - \$250,000	No	SSU	Not set	Not set		Set by legislation
	Class 6 - Development \$250,000 - \$500,000	No	SSU	Not set	Not set		Set by legislation
	Class 7 - Development \$500,000 - \$1,000,000	No	SSU	Not set	Not set		Set by legislation
	Class 8 - Development \$1,000,000 - \$7,000,000	No	SSU	Not set	Not set		Set by legislation
	Class 9 - Development \$7M - \$10M	No	SSU	Not set	Not set		Set by legislation
	Class 10 - Development \$10M - \$50M	No	SSU	Not set	Not set		Set by legislation
	Class 11 - Development \$50M +	No	SSU	Not set	Not set		Set by legislation
	Class 12 - Subdivide an existing building	No	SSU	Not set	Not set		Set by legislation
	Class 13 - Subdivide into two lots	No	SSU	Not set	Not set		Set by legislation
	Class 14 - Realign boundaries or consolidate land.	No	SSU	Not set	Not set		Set by legislation
	Class 15 - Subdivide into three or more lots	No	SSU	Not set	Not set		Set by legislation
	Class 16 - Remove a restriction	No	SSU	Not set	Not set		Set by legislation
	Class 17 - Create, vary or remove a Right of way	No	SSU	Not set	Not set		Set by legislation
	Class 18 - Create, vary or remove easement	No	SSU	Not set	Not set		Set by legislation
	Whole Farm Plans	No	SSU	Not set	Not set		Set by legislation
	Amend an application for a permit after notice has been given for every class of application (other than a class 4 application) set out in the table in regulation 7	No	SSU	Not set	Not set		Set by legislation

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MOIRA SHIRE COUNCIL

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	Amend an application to amend a permit after notice has been given for every class of application (other than a class 5 application) set out in the table in regulation 8B	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit to use land if that amendment is to change the use for which the land may be used.	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit (other than a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot) Class 1	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit (other than a permit to develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot)	No	SSU	Not set	Not set		Set by legislation
	(a) To change the statement of what the permit allows; (b) or to change any or all conditions which apply to the permit; (c) or in any way not otherwise provided for in regulation 8B	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit (other than a permit to subdivide land) to develop land or to use and develop land for a single dwelling per lot if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000.	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit to develop land, other than a permit to undertake development ancillary to the use of the land for a single dwelling per lot where the total estimated cost of the development originally permitted and the additional develop	No	SSU	Not set	Not set		Set by legislation
	An application other than a class 3 application or a class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$10,000 and not more than \$250,000. Refer proposed regulation 8B	No	SSU	Not set	Not set		Set by legislation
	An application other than a class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$250,000 and not more than \$500,000. Refer proposed regulation 8B class 7	No	SSU	Not set	Not set		Set by legislation
	An application other than a class 4 application to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$500,000. Refer proposed regulation 8B class 8	No	SSU	Not set	Not set		Set by legislation
	An application to amend a permit to; Subdivide an existing building, or subdivide land into two lots; or effect a realignment of a common boundary between lots or to consolidate two or more lots. Refer proposed regulation 8B class 9	No	SSU	Not set	Not set		Set by legislation
	Search Fee for Planning Permits and Subdivisions (per property)	No	SU	\$60.00	\$60.00	0%	Fixed by Council. Increase considered adequate by Manager.

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

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	Extension of time for planning permit	No	SU	\$115.00	\$115.00	0%	Fixed by Council increase considered adequate by Manager
	Amendment to permit and / or endorsed plans	No	SU	Not set	Not Set		Set by legislation
	Certificates of Compliance	No	SSU	Not set	Not Set		Set by legislation
	Satisfaction Matters	No	SSU	Not set	Not Set		Set by legislation
	Advertising Applications						
	Administration Fee	Yes	F	\$50.00	\$80.00	0%	Fixed by Council
	Individual Notices	Yes	F	\$4.00	\$4.00	0%	Fixed by Council
	Notice posted on site	Yes	F	\$55.00	\$55.00	0%	Fixed by Council
	Notice in newspaper	Yes	F	\$150.00	\$150.00	0%	Fixed by Council
	Amendments to Planning Scheme (VCA T)						
	On application	No	SSU	Not Set	Not Set		Set by legislation
	To consider submissions	No	SSU	Not Set	Not Set		Set by legislation
	Adopt an amendment	No	SSU	Not Set	Not Set		Set by legislation
	Approve an amendment	No	SSU	Not Set	Not Set		Set by legislation
	Subdivision (Permit and Certification) Fees Regulations 2000						
	To certify a Plan of Subdivision	No	SSU	Not Set	Not Set		Set by legislation
	To certify any other application	No	SSU	Not Set	Not Set		Set by legislation
	Plan Checking	No	SSU	Not Set	Not Set		Set by legislation
	Subdivision Plan Checking	No	SSU	Not Set	Not Set		Set by legislation
	To prepare an engineering plan	No	SSU				
	Car Parking Contributions						
	All locations except for Yarrowonga and Cobram	No	SU	By Negotiation	By Negotiation		
	Average Cost of Parking bays* provision of parking spaces in lieu of provision of actual spaces	No	SU	By Negotiation	6400		Incorporated into Planning Scheme
	Average Cost of Parking bays* provision of parking spaces in lieu of provision of actual spaces	No	SU	By Negotiation	8060		Incorporated into Planning Scheme
	BUILDING FEES						
	Building Applications and Building Permits on Domestic Works						

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	Extensions/Alterations	Yes	F	cost/250 (Min \$600)	cost/240 (Min \$600)	varies	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	New Dwellings	Yes	F	cost/250 (Min \$800)	cost/240 (Min \$800)	varies	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	New Dwellings Out of Shire	Yes	F	To be Quoted	To be Quoted	varies	Fee may vary with distance, by negotiation.
	Minor works, Garages, Carports and In-Ground Pools.	Yes	F	\$300	\$310	3%	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	Demolitions/Removals (Domestic)	Yes	F	\$300	\$310	3%	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	Minor works, Above-Ground Swimming Pools	Yes	F	\$150	\$150	varies	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy. No longer includes In-Ground Pools (refer above)
	Pool Fence Compliance Certificates	Yes	F	\$130	\$130	0%	Fee considered adequate
	Restumps	Yes	F	\$300.00	\$310.00	3%	All inspections included. Fee considered to be competitive. Does not include statutory fees for lodgement or building levy.
	Additional Inspections	Yes	F	\$130	\$135	4%	Minimum per inspection. Fees set by Council considered adequate by Manager
	Retrieving Building Files from archives	Yes	F	\$45.00	\$50.00	0%	Fee considered adequate
	Council Report & Consent	Yes	F	Not Set	Not Set	varies	Inspection may be required, subject to variation. Statutory Fee
	Amendment to approved plans	No	S	\$150 minor major	\$150 minor \$250 major	varies	Fees set by Council. Considered adequate.
	Asset protection security deposit			\$1,000.00	\$1,000.00	0%	Fees set by Council. Considered adequate.
	Owner/Builder inspection 137B	No	SF	Class 1's \$300.00 Class 10's \$150	Class 1's \$350.00 Class 10's \$175	varies	Fee set by Council. Reduction considered competitive.

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	Demolition Report & Consent	Yes	SF	\$567.5	Not Set	0%	Set by legislation
	Bond for re-erection of dwellings	No	F	\$5,000.00	\$5,000.00	0%	Set by legislation
	Liquor Licence measuring	Yes	F	\$400	\$500	0%	Hourly rate considered more appropriate, given some jobs may not warrant \$500 minimum.
	Maximum fee payable for report and consent for storm water drainage discharge point	No	S	Not Set	Not Set	varies	Set by legislation
	Place of Public Entertainment (POPE) permit	No	S	\$200.00	\$200.00	0%	Set by Council
	Asset Protection application fee	Yes	F	\$60.00	\$60.00	0%	Fees set by Council
	Building Applications and Building Permits on Commercial Works						
	Minor Commercial Works (i.e.) re-classifications, signs etc	Yes	F	\$300	\$300	0%	Fee considered to be adequate and competitive.
	Minor Commercial Works (i.e.) Shop Fronts, Awnings, etc	Yes	F	\$300	\$300	0%	Fee considered to be adequate and competitive.
	Up to \$50,000	Yes	F	\$800 minimum	\$650 minimum	0%	The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees. Fee considered to be adequate and competitive.
	\$50,001 - \$100,000	Yes	F	\$1,150 minimum	\$1,200 minimum		The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees. Fee considered to be adequate and competitive.
	\$100,001 - \$150,000	Yes	F	\$1,650 minimum	\$1,700 minimum		The Municipal Building Surveyor will have regard to the size and complexity of the project when estimating fees. Fee considered to be adequate and competitive.
	\$150,001 +	Yes	F	quoted	quoted		
	Building Certificates	Yes	F	not set	not set		Set by legislation
	Building Lodgement Fees	No	SF	not set	not set		Set by legislation

That the municipal building surveyor be authorised from time to time to vary the fees due to competitive market forces

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ENVIRONMENTAL HEALTH - FOOD ACT							
Registered Food Premises Fee Structure							
	Class 4 Low Risk	No	Subsidised	Nil	Nil		stable pre packaged food and community sausage sizzles
	Class 3 Medium Risk	No	F	\$257.00	\$273.00	6%	
	Class 2 Medium to high risk	No	F	\$483.00	\$512.00	6%	
	Class 1 High Risk	No	F	\$483.00	\$512.00	6%	
Health and Food Act	Transfer and Registration Fees	No	F	Based on 50% annual registration fee	Based on 50% annual registration fee		
Health and Food Act	Pre-purchase inspections	Yes	F	Based on 50% annual registration fee	Based on 50% annual registration fee		
Health and Food Act	High Risk Food Community groups and sporting clubs selling food	No	F	\$72.00	\$77.00	7%	
Health and Food Act	Prescribed Accommodation Premises	No	F	\$175.00	\$186.00	6%	
Health and Food Act	Hairstressing	No	F	\$110.00	\$117.00	6%	
Residential Tenancies	Caravan Parks	No	S	Price on application	Price on application		Price on application
SEPTIC TANKS							
System Compliance Report	Fee for report	No	F	\$215.00	\$226.00	6%	
Permit To Install	Fee for a new septic tank	No	F	\$641.00	\$680.00	6%	
Permit to Alter	Fee for permit to alter specs	No	F	\$405.00	\$430.00	6%	
Additional Site Inspections	More than the 3 mandatory	No	S	\$173.00	\$184.00	6%	
Septic Tank Infringement	Breaches of legislation	No	S	Prescribed Penalty Units	Prescribed Penalty Units	0%	
COMMUNITY SERVICES							

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MISCELLANEOUS							
	Breast Pump Hire - Security Deposit	N	F	\$50.00 deposit \$10.00 per week			0% Council Fee Deposit is refundable after return and inspection.
	Breast Pump Loan Program	Yes	F				
	Child Restraint Loan Program	Yes	F	\$50.00 deposit \$44.00 hire fee			0% Refer Above
REVENUE							
	Security Deposit on Keys	No	F	\$11.00			0% Refundable deposit
	Land Information Certificate	No	SF	\$20.00			0% Fees set by statute
	Land Information Certificate	No	F	\$30.00			0% New Fee. Two (2) day turnaround
	Land Information Certificates Priority	No	F	\$55.00			0% Additional fee for same day turnaround
	Land Title Certificate	Yes		From \$30.00 to \$66.00			0% New Fee for private land title search. Cost varies depending on information needed
	Multiple Properties Search	Yes	F	\$30.90			0% Dependant on Privacy Provisions
	Reprint Rate Notice	Yes	F	\$10.00			0% New Fee
	Cheque/Direct Debit Dishonour	Yes	F	\$20.00			0% New Fee
	Cheque Dishonour - Australia Post	Yes	F	\$27.00			0% New Fee
LIBRARY FEES							
	Library Fees	Yes on Any Item Sold					Library Service is free
TIP FEES							
General Waste Disposal Charges							
	General Waste						Set in accordance with Waste Business Plan approved
Eco Recycle Best Practice: EPA Act 1970	Residents per M3	Yes	SU	\$39.00	\$38.00	9%	Moving towards full cost recovery

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	Commercial / Non-resident per M3	Yes	SU	\$79.00	\$87.00	10%	Moving towards full cost recovery
	Commercial - Internal - source internal to Shire per tonne (Cobram Landfill)	Yes	SU	\$178.00	\$193.80	10%	Moving towards full cost recovery
	Commercial - External - sato Shire source per tonne	Yes	SU	\$270.00	\$300.00	11%	Moving towards full cost recovery
	Recycling						
	Commingle Recyclables	Yes	SU	Residents free, \$8.00/m ³ Commercial	\$8.50		
	Green Waste	Yes	SU	Residents \$10.00 per m ³ Commercial \$14.50	\$11 / \$16.00		
	Domestic Gas Bottles per bottle	Yes	SU	\$13.00	\$13.00	0%	Residential and Commercial
	per metre	Yes	F	\$25.00	\$32.00	10%	
	per metre	Yes	F	\$29.00	\$32.00	10%	
	Scrap Steel - White goods, car bodies, car batteries	No	SU	Free	Free		Residential and Commercial, car bodies accepted at site operators discretion
	Sludge wrap		F		Free (if in Plasback Bag)		
	E-Waste		F		Free		Under Stewardship program
	Chemical Drums/Containers (Triple Rinsed)			Free			
	Plastic Chemical Containers (Non Drum/Muster) per drum	Yes	SU	\$6.50	Free	0%	Recycling options now available at zero cost
	Contaminated Oil	No	SU	\$3.00	\$3.50	12%	
	Clean Oil	No	SU	Free	Free		
	Mattresses	Yes	F		\$12 single / \$16 Double	N/A	New recycle item
	Resource Recovery Items	No	SU	Free	Free	0%	
	Tires						
	Motor cycle	Yes	SU	\$5.50	\$6.00	10%	Residential and Commercial
	Car	Yes	SU	\$7.50	\$8.25	10%	Residential and Commercial
	Light Truck	Yes	SU	\$13.00	\$14.50	8%	Residential and Commercial
	Truck	Yes	SU	\$23.00	\$25.00	8%	Residential and Commercial
	Tractor	Yes	SU	\$77.00	\$85.00	10%	Residential and Commercial

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	Earthmover	Yes	SU	\$110.00	Not accepted		
	Light vehicle	Yes	F	\$9.00	\$10.00	10%	
	Heavy vehicle including B Doubles	Yes	F	\$19.50	\$20.00	8%	
	Gross & Tare all vehicles	Yes	F	\$24.00	\$27.00	12%	

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [7] - Draft Council Plan

Strategic Goal 1. ENVIRONMENT	Target	Context	Department
Strategy 1.1 Reduce Council's Environmental Footprint through innovative planning and leading practice initiatives			
Performance Indicator			
1.1.1 Annual residential waste generation (kilograms) for recycling, landfill & green waste: * Per Capital * Per residential assessment	* Less than 600 Kilograms per capita * 1000 kilograms per residential assessment	Ongoing Indicator	Safety, Amenity & Environment
1.1.2 Develop The Moira Shire Green Waste Strategy	Green Waste Strategy adopted by Council	Ongoing Indicator	Safety, Amenity & Environment
1.1.3 New or Upgraded Council Buildings to meet or exceed 6 star energy rating.	100%	Ongoing Indicator	Safety, Amenity & Environment
1.1.4 Implement renewable energy projects where the business case demonstrates a feasible return on investment	100%	Ongoing Indicator	Safety, Amenity & Environment
1.1.5 Maintain or decrease Carbon emissions footprint	Install 600 LED lights per annum to replace current MV 80 Streetlights	New Indicator for 2014/15	Safety, Amenity & Environment
1.1.6 Increase Waste Diversion from Landfill, calculated as the proportion of the overall kerbside waste stream that is recycled (includes paper, bottles and green waste) instead of being disposed to landfill	53%	Ongoing Indicator	Safety, Amenity & Environment
Strategy 1.2 Administer the implementation of the Environment Sustainability Strategy and report it to Council in a timely manner			

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<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
1.2.1 Coordinate Goulburn Broken Local Government Biodiversity Reference Group Meetings	4 meetings per year	New Indicator for 2014/15	Safety, Amenity & Environment
1.2.2 Coordinate Kinnairds Wetlands Advisory Committee meetings	3 meetings per year	New Indicator for 2014/15	Safety, Amenity & Environment
1.2.3 Host Environment Sustainability Advisory Committee meetings	4 meetings per year	New Indicator for 2014/15	Safety, Amenity & Environment
1.2.4 Participate in Municipal Catchment Coordinator meetings	4 meetings per year	New Indicator for 2014/15	Safety, Amenity & Environment
Strategy 1.3 Support the Community in reducing their Environmental Footprint through Education and Communication of leading practice initiatives.			
<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
1.3.1 Provide Council's Public Place Recycling trailer utilised and promotional material at community events.	10 events per year	New Indicator for 2014/15	Safety, Amenity & Environment
1.3.2 Participate in Broken Boosey Conservation Management network committee meetings and events	Co-host 4 community education event	Ongoing Indicator	Safety, Amenity & Environment
1.3.3 Percentage community satisfaction (index score) with waste management	65%	Ongoing Indicator	Safety, Amenity & Environment
Strategy 1.4 Comply with environmental sustainability legislation and regulatory obligations.			

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<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
1.4.1 Compliance with EPA landfill requirements	80%	Ongoing Indicator	Safety, Amenity & Environment
1.4.2 Respond to native vegetation referrals within 30 days	100% referrals processed	Ongoing Indicator	Safety, Amenity & Environment
1.4.3 Develop and implement a State Government approved Roadside Weed and rabbit control plan	Treat 6 species of regionally prohibited and/or regionally controlled weeds in areas of high conservation significance	New Indicator for 2014/15	Safety, Amenity & Environment
Strategic Goal 2. COMMUNITY			
Strategy 2 Continue to plan, deliver and improve the quality, accessibility and relevance of community services, to ensure they meet current and future needs of all the demo graphic groups in Moira Shire			
<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
2.1. The Disability Action Plan be implemented and reported to Council in a timely manner	Conduct quarterly Disability Advisory Committee meetings to support implementation of the 2013 - 2016 Disability Action Plan	Ongoing Indicator	Community Services
2.1.2 The Positive Ageing Strategy be reviewed and report to	Review, update and report to Council the	Ongoing Indicator	Community Services

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Council in a timely manner	Positive Aging Strategy								
2.1.3 Continue to provide immunisation services within Moira	Provide immunisation services to infants, preschool and school age children	Ongoing Indicator							Community Services
2.1.4 Number of families participating in Parental Early Education Partnership (PEEP) or equivalent support programs	Maintain the current number of Early Education support programs	Ongoing Indicator							Maternal and Child Health
2.1.5 Provide youth focused social and sporting events	Host six events throughout the Shire	Ongoing Indicator							Sport, Recreation and Youth
2.1.6 Engage with local youth	Host four Junior Council Meetings per year	Ongoing Indicator							Sport, Recreation and Youth
Strategy 2.2 Facilitate Maternal and Child Health and wellbeing									
Performance Indicator	Target	Context							Department
2.2.1 Proportion of infants born that receive primary immunisations	90%	Ongoing Indicator							Maternal and Child Health
2.2.2. Percentage participation of Children in the 3.5 year old maternal and child health check*No visits attended	No. visits No. records	Ongoing Indicator							Maternal and Child Health

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2.2.3 Number of families participating in Parental Early Education Partnership (PEEP) support program	Increase number of PEEP pro-grams operating from 1 (Cobram) to 2 (Cobram and Numurkah)	Ongoing Indicator	Maternal and Child Health
2.2.4 Percentage participation of Children in Maternal and Child Health.	Meet or exceed state average of 85%	Ongoing Indicator	Maternal and Child Health
2.2.5 Key Age and Stage check up	Meet or exceed state average of 85%	Ongoing Indicator	Maternal and Child Health
2.2.6 Participation satisfaction with Moira Maternal and Child Health Service	95%	Ongoing Indicator	Maternal and Child Health
2.2.7 Operate a Family Day Care service within Moira Shire	Maintain at least 15 educators that provide Family Day Care	Ongoing Indicator	Family Day Care
Strategy 2.3 Maintain and enhance community health and wellbeing through high quality service provision and partnerships to meet the needs of the broader community			
Performance Indicator			
2.3.1 The Municipal Public Health and Wellbeing Plan be implemented and reported to Council in a timely manner	Host four meetings with relevant stakeholders to monitor MPHWP	Ongoing Indicator	Community Services

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2.3.2 Continue to support Moira HealthCare Alliance (MHA) in the delivery of HACCC Services

Council is an active participant on the Board of Moira Healthcare Alliance (100% meetings Councillor representative or delegate) Annual presentation by MHA to Council

Ongoing Indicator

Community Services

Strategy 2.4 Identify, develop and action community safety initiatives addressing real and perceived safety issues

Performance Indicator

Department

Context

Target

2.4.1 Support the Moira Shire Safety Committee through facilitating meetings involving all relevant stakeholder

Host four Safety Committee meetings per year

Ongoing Indicator

Community Services

Strategy 2.5 Improve community engagement, participation and effectiveness by facilitating community involvement in decision making processes

Performance Indicator

Department

Context

Target

2.5.1 Maintain and strengthen the community volunteer base

* 22 townships within Moira meet to deliver on their Community Action Plan
* Deliver two volunteer skills based workshops

Ongoing Indicator

Community Services

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<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
Strategy 2.6 Provide quality facilities, open spaces and programs to increase participation and cater for the communities needs and interests			
2.6.1 Deliver Community Assistance and Small Grants Program	100% uptake of grant program	Ongoing Indicator	Community Services
2.6.2 In partnership with the community and contracts proactively manage Councils community facilities	Increase the patronage of Council owned aquatic facilities to over 65,000 per year.	Ongoing Indicator	Sport, Recreation and Youth
2.6.3 Monthly audit scores of Parks measuring the quality, appearance and maintenance performance of public open space areas	100% of Councils community facilities recorded usage and statistics	Ongoing Indicator	Sport, Recreation and Youth
	Number of complaints received 20< per annum	Ongoing Indicator	Operations
Strategy 2.7 Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history			
2.7.1 Multicultural Action Plan is reported to Council in a timely manner	* From multicultural action plan and deliver on two priorities	Ongoing Indicator	Community Services

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2.7.2 Maintain the sustainable relationship with the local indigenous committee through the development and support of social inclusion projects	Establish one community garden in Barmah	Ongoing Indicator	Community Services
Strategy 2.7 Recognise and enhance Moira's diverse cultural and indigenous heritage through events and programs supporting the arts, traditions and history			
Performance Indicator			
2.7.3 Develop Moira Shire Arts and Culture Board	Implement 2 short term actions from the Arts Board Strategic Plan	Ongoing Indicator	Community Services
2.7.4 Develop a 3 year Arts and Culture Strategic Plan to steer Arts and Culture development and programs across Moira.	* 10 Community Arts projects funded * In partnership host 8 community arts programs * Run four skill development workshops for the art community * Total attendance for all events 4120	Ongoing Indicator	Community Services
Strategy 2.8 Emergency Management			
Performance Indicator			

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2.8.1 The Municipal Emergency Management Plan be implemented and reported to Council in a timely manner	100% compliance with Emergency Management Victoria requirements	Ongoing Indicator	Safety, Amenity & Environment
Strategy 2.9 Protect the Safety and Amenity for the Community			
Performance Indicator			
2.9.1 The Domestic Animal Management Plan be implemented and reported to Council in a timely manner	Domestic Animal Management Plan 100% compliant with the Victorian Government requirements	Ongoing Indicator	Safety, Amenity & Environment
2.9.2 Respond to complaints received regarding to Moira Shire Local Laws	100% responses processed	Ongoing Indicator	Safety, Amenity & Environment
Strategy 2.10 Maintain and promote the environmental health of communities			
Performance Indicator			
2.10.1 Attend and undertake inspections at market and Agricultural Show venues within the Shire	100% venues inspected	Ongoing Indicator	Safety, Amenity & Environment
2.10.2 Respond to nuisance complaints and report to Council annually the nature and frequency of nuisance complaints	100% applications processed	Ongoing Indicator	Safety, Amenity & Environment
2.10.3 Process all applications for septic tank installations	100% applications processed	Ongoing Indicator	Safety, Amenity & Environment

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- 2.10.4 Audit of Council Buildings to establish asset maintenance and renewal plans as well as guidelines for food preparation areas in Council buildings
2 Audits per year
Ongoing Indicator
Safety, Amenity & Environment
- 2.10.5 All registered premises inspected prior to the renewal of their registration including compliance enforcements as needed
100% premises inspected
Ongoing Indicator
Safety, Amenity & Environment

Strategic Goal 3. DEVELOPMENT (LIVEABILITY)

Strategy 3.1 Maintain and enhance land use planning and building decision making processes by determining applications within statutory time frames.

<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
3.1.1 Percentage of building permits determined within 10 days	100%	Revised Indicator for 2014/15	Planning and Building
3.1.2 Number of planning applications Received	Maintain 2013/14 numbers	Revised Indicator for 2014/15	Planning and Building
3.1.3 Number of planning applications Decided	Maintain 2013/14 numbers	Revised Indicator for 2014/15	Planning and Building
3.1.4 Percentage of planning applications decided by Council year to date	Maintain previous years statistics	Revised Indicator for 2014/15	Planning and Building
3.1.5 Percentage of planning application decided by Officers under Delegation year to date	Maintain previous years statistics	Revised Indicator for 2014/15	Planning and Building
3.1.6 Percentage of planning applications processed within 60 days statutory timeframes	70%	Ongoing Indicator	Planning and Building

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Strategy 3.2 Maintain Community Satisfaction by engaging, facilitating and involving the Community in sound development planning and building principles.			
Performance Indicator	Target	Context	Department
3.2.1 Number decisions appealed to VCAT	Maintain 2012/13 statistics	Ongoing Indicator	Planning and Building
3.2.2 Percentage of appeals determined by VCAT in favour of Council	70%	Ongoing Indicator	Planning and Building
3.2.3 Performance of Building and Planning as measured by the annual Community Satisfaction Survey	55%	Ongoing Indicator	Planning and Building
Strategy 3.3 Community Inclusion			
Performance Indicator	Target	Context	Department
3.3.1 Number of Groups applied for Community Grants	>60	Ongoing Indicator	Community Services
3.3.2 Value of recurrent grants provided to the Moira Shire	\$5,000,000	Ongoing Indicator	Community Services
Strategy 3.4 That Council supports accredited visitor Services in Yarrawonga, Cobram, Numurkah and Nathalia			
Performance Indicator	Target	Context	Department

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3.4.1 Visitor attendance numbers at Information Centres; Yarrowonga, Cobram, Numurkah, Nathalia	Yarrowonga 2013: 85000 2014: 90000 Cobram 2013: 72000 2014: 78000 Numurkah 2013: 6000 2014: 6600 Nathalia 2013: 10000 2014: 13000	Revised Indicator for 2014/15	Business and Innovation
3.4.2 Service standards in the Visitor Information Centres through mystery shopper audits	84%	Revised Indicator for 2014/15	Business and Innovation
3.4.3 Develop a three year (2013 to 2016) Destination Management Plan in consultation with Moira Shire Council and the community	Destination management plan	Revised Indicator for 2014/15	Business and Innovation
3.4.4 Implement short term actions from Moira Shire Economic Development Strategy	Implement identified short term actions in the Strategy	Revised Indicator for 2014/15	Business and Innovation
3.4.5 Support Local Tourism Associations and individual businesses in the promotion and marketing of the region	3 major campaigns per annum	Ongoing Indicator	Business and Innovation
3.4.6 Conduct familiarisation program for tourism staff and tourism ambassadors (volunteers)	Familiarisations tours are under-taken at least 4 times a year. Staff participate at	Ongoing Indicator	Business and Innovation

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least twice. Volunteers participate at least once		Ongoing Indicator	Business and Innovation
3.4.7 Sun Country on the Murray conducts industry training opportunities	At least three training/forum opportunities are offered annually	Ongoing Indicator	Business and Innovation
Strategy 3.6 Library Services			
Performance Indicator			
3.6.1 Percentage of residents who are active borrowers	* 30% * 70,000 visits * 100,000 website visits	Ongoing Indicator	Business and Innovation
Strategy 3.7 Support and Promote participation in Council's training and development initiatives for local businesses by delivering a comprehensive training program			
Performance Indicator			
3.7.1 Number of participants in Council's training activities	400	Ongoing Indicator	Business and Innovation
3.7.2 Percentage of users/businesses satisfied with training and support initiatives for local businesses	80%	Ongoing Indicator	Business and Innovation
Strategy 3.8 Investment Attraction			
Performance Indicator			

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3.8.1 Level of support to businesses investing/considering investment in Moira Shire	50 Investors	Ongoing Indicator	Business and Innovation
Strategy 3.9 Business Roundtables with businesses and Councillors			
Performance Indicator	Target	Context	Department
3.9.1 Conduct roundtables in key towns for 2013/14	Four round tables	Ongoing Indicator	Business and Innovation
Strategy 3.10 Strategic Alliances			
Performance Indicator	Target	Context	Department
3.10.1 Develop strategic alliances with key government and business agencies and organisations	* 6 Government * 10 business	Ongoing Indicator	Business and Innovation
Strategy 3.11 Commercial Development			
Performance Indicator	Target	Context	Department
3.11.1 Assess the potential for commercial development of Council controlled assets	6 Assessments	Ongoing Indicator	Business and Innovation
Strategy 3.12 Upkeep of Council Assets			
Performance Indicator	Target	Context	Department

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3.12.1 Percentage of graffiti removed from Council owned assets within 48 hours of notification 95% Ongoing Indicator Operations

Strategic Goal 4. ORGANISATION

Strategy 4.1 Information services efficiency and service delivery to support business processes and information sharing reduced costs and increase service effectiveness

Performance Indicator

Performance Indicator	Target	Context	Department
4.1.1 100% completion of IT Strategy	100% completion of IT strategy in the 2014 2015 reporting year	Ongoing Indicator	Information Technology
4.1.2 Improve integration between finance and assets systems through a fully integrated IT platform (Authority).	Rollout of Authority Assets to production	Revised Indicator for 2014/15	Information Technology
4.1.3 Develop and implement online and mobile computing technologies and services	New Target Required	New Indicator for 2014/15	Information Technology
4.1.4 Upgrade the human resources and payroll technology to improve functionality	100% implementation of payroll, HR modules and kiosk	Ongoing Indicator	Human Resources

Strategy 4.2 HUMAN RESOURCES Ensure Council's workforce is skilled, responsive, has high job satisfaction and is capable of providing quality customer orientated services and programs to Moira's communities and ratepayers.

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4.2.1 Develop practical policies and procedures and staff training program reflecting legislative, regulative and staff requirements	As required	Ongoing Indicator	Human Resources
4.2.2 Develop an Organisational Development Strategy to ensure the sustainability of the organisation	100% development and implementation of Strategy and training program	Ongoing Indicator	Human Resources
4.2.3 Develop and implement integrated Performance Management System	100% development and implementation of system	Ongoing Indicator	Human Resources
4.2.4 Develop and deliver Stage 2 of Organisation Review	100% complete	Ongoing Indicator	Human Resources
4.2.5 Staff Performance reviews completed	100% complete	Ongoing Indicator	Human Resources
4.2.6 Cap staffing at 195 EFT	195 EFT	New Indicator for 2014/15	Human Resources
Strategy 4.3 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures, OHS training and development programs			
4.3.1 Number of workplace/site OHS inspections undertaken	5 per year	New Indicator for 2014/15	Human Resources
4.3.2 WorkCover Indicative Performance Rate	<1.0	Ongoing Indicator	Human Resources
4.3.3 WorkSafe Insurance Premium Rate	<1.8	Ongoing Indicator	Human Resources
Strategy 4.3 Ensure a safe workplace for all employees by embedding new Occupational Health and Safety (OHS) policies and procedures, OHS training and development programs			

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<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
4.3.4 Lost Time Injury Frequency Rate	100%	Ongoing Indicator	Human Resources
Strategy 4.4 FINANCIAL MANAGEMENT Ensure Council plans and resources, records and budget systems are maintained and managed sustainably			
<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
4.4.1 Prepare the Annual Budget and Strategic Resource Plan in line with statutory requirements and within a financial sustainability framework for consideration by Council by 30 June 2014	100%	Ongoing Indicator	Finance
4.4.2 Reduce debt by 25% to \$6M	\$6M by 2017	New Indicator for 2014/15	Finance
4.4.3 Constrain operational cost increases to 2% (excl CPI)	<2% (excl CPI)	New Indicator for 2014/15	Finance
Strategy 4.5 Provide customer-focused financial management processes, budget systems and valuation practices in accordance with professional standards and legislative requirements			
<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
4.5.1 Attain VAGO financial ratios as part of annual budget process	100%	Ongoing Indicator	Finance
4.5.2 Complete the Annual Financial Statements for the year ended 30 June 2014 with full audit clearance by the legislated time frame	100%	Ongoing Indicator	Finance

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4.5.3 Budgeted adjusted working capital ratio or as per the 2013/14 adopted budget	100%	Ongoing Indicator	Finance
Strategy 4.6 Rates Revenue Generation			
4.6.1 \$M collected	\$25.327M	Ongoing Indicator	Finance
4.6.2 Rating strategy to be delivered as per legislative requirements	Development and Delivery of 1 Rating Strategy	Ongoing Indicator	Finance
Strategy 4.7 COMMUNICATIONS AND ENGAGEMENT Improve Council information, accessibility through effective use of communication and media and ensure services are continuing to meet community expectations and demonstrating a culture of engagement			
Performance Indicator			
4.7.1 DPCD Customer Service Survey/ Moira Internal Survey	75%	Ongoing Indicator	Communication & Engagement
4.7.2 Deliver effective, timely communication of Council services, activities and scope future needs and methods through Communication Strategy	Communications and engagement Strategy delivered	Ongoing Indicator	Communication & Engagement
Strategy 4.8 Provide snapshots of community views on emerging issues by establishing a community 'pulse' email panel of 1,000 - 2,000 people with an interest in Moira			
Performance Indicator			
4.8.1 Number of members on the community 'pulse' email panel	> 1,000	Ongoing Indicator	Communication & Engagement

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Performance Indicator	Target	Context	Department
Strategy 4.9 Encourage higher levels of engagement in Council's activities through enhanced targeted communication via social media			
4.9.1 Website quality and accessibility assessed through independent user survey	70%	Ongoing Indicator	Communication & Engagement
4.9.2 Develop and implement integrated Communications Strategy focusing on electronic communications, publications	1 strategy 100% completed	Ongoing Indicator	Communication & Engagement
Strategy 4.10 CUSTOMER SERVICES Ensure excellent customer service by reducing the waiting time for ratepayers and other community members to council's customer centres and services			
Performance Indicator	Target	Context	Department
4.10.1 Percentage of customer service enquiries resolved on first call	85%	Ongoing Indicator	Communication & Engagement
4.10.2 Percentage satisfaction of after- hours callers with the quality of information and service received	70%	Ongoing Indicator	Communication & Engagement
4.10.3 Customer service responsiveness assessed through external and internal user surveys	90%	Ongoing Indicator	Communication & Engagement
Strategic Goal 5. INFRASTRUCTURE			
Strategy 5: CAPITAL WORKS In support of services delivered to our communities, undertake our annual capital works program including: Roads			

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Drains studies/plans				
Building				
Park & gardens				
Footpaths				
Kerbs and channels				
Performance Indicator	Target	Context	Department	
5.1 Percentage of completed capital works infrastructure projects completed at the conclusion of the financial year (based on number of projects)	95%	Ongoing Indicator	Infrastructure Planning and Design	
5.1.2 Civic Mutual Plus (Overall score) compliance with Road Management Plan	80%	Ongoing Indicator	Infrastructure Planning and Design	
Strategy 5.2 ASSET MANAGEMENT				
Performance Indicator	Target	Context	Department	
5.2.1 Percentage of Council assets at intervention level (MAV STEP PROGRAM) Composite (roads, bridges & pathways, buildings & Drains)	70%	Ongoing Indicator	Infrastructure Planning and Design	
Strategy 5.3 ASSET RENEWALS				
Performance Indicator	Target	Context	Department	

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5.3.1 Condition based renewal gap - \$ spent on renewal divided by what \$ were required to be spent for period *MAV STEP program)> Composite (roads, bridges and pathways, buildings & drains	65%	Ongoing Indicator	Operations
5.3.2 Local Roads renewed	* 6% resurfaced as % of total sealed network * 0.5% Reconstructed total sealed road network. (Asset reconstructed when reaching level8) * Re-sheeted as 5% of total gravel road network	Ongoing Indicator	Operations
5.3.3 Community satisfaction (index score) with conditions & maintenance of municipal roads, streets, footpaths (CSS)	85%	Ongoing Indicator	Infrastructure Planning and Design and Operations
Strategy 5.4 Facilities and Amenities Management			
Performance Indicator	Target	Context	Department
5.4.1 Civic Mutual Plus overall score for management of sporting reserves	>50	Ongoing Indicator	Community Services
5.4.2 Community satisfaction (index score) with: * Recreational facilities * Appearance of public areas	Number of complaints <20	Ongoing Indicator	Community Services/ Operations

FILE NO: F13/2209
3. OUR COMMUNICATIONS AND
PROCESSES

ITEM NO: 7.1
(FINANCE MANAGER, WARREN BROWN)
(DIRECTOR CORPORATE GOVERNANCE,
ALISON COE)

MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [7] - Draft Council Plan

5.4.3 Complete 2 Township liveability projects (Asset and Service rationalisation / consolidation) 2 New Indicator for 2014/15 Infrastructure / Community Services

Strategic Goal 6. GOVERNANCE

Strategy 6.1 Ensure responsible resource management and adherence to good governance practices as prescribed by internal and external audit requirements.

<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
6.1.1 Percentage completion for annual internal Audit plan	100%	Ongoing Indicator	Governance
6.1.2 Percentage completion of all scheduled external audits	100%	Ongoing Indicator	Governance

Strategy 6.2 Enhance Councils management of electronic records in line with Public Records Office requirements.

<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>
6.2.1 Percentage of electronic management systems actions completed within service charter timeframes	95%	Ongoing Indicator	Governance
6.2.2 Instruments of Delegation to Council staff renewed biannually and updated upon receipt of legal advice	100%	Ongoing Indicator	Governance

Strategy 6.3 Enhancing Councils management and response times processing FOI requests are met

<i>Performance Indicator</i>	<i>Target</i>	<i>Context</i>	<i>Department</i>

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MOIRA SHIRE COUNCIL 2014/15 PROPOSED BUDGET (cont'd)

ATTACHMENT No [7] - Draft Council Plan

6.3.1 Percentage of Freedom of Information Requests responded to within prescribed timeframes 100% Ongoing Indicator Governance

Strategy 6.4 Ensure strategic and operational risks are managed to protect Council and the Community.

Performance Measures	Target	Context	Department
6.4.1 Percentage completion of Council's Risk Management Framework (7 elements)	100%	Ongoing Indicator	Governance
6.4.2 Quarterly updating of Councils Risk Management Register presented to the Audit Committee/ Council	Quarterly (4) per annum	Ongoing Indicator	Governance

Strategy 6.5 Prepare Council's Annual Report 2012-13 as an accurate and transparent record of the year and submit to the Minister for Local Government by 30 September 2013

Performance Indicator	Target	Context	Department
6.5.1 Annual Report presented to Council by 30 September 2014	1 Report to Council by 30 September 2013	Ongoing Indicator	Governance
6.5.2 Annual Report to Minister for Local Government by 30 September 2014	1 Annual Report completed & delivered by 30 September 2013	Ongoing Indicator	Governance

Please note the 2013/14 - 2016/17 Council Plan is currently under-going its annual review. This document reflects the update at this time.

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3. OUR COMMUNICATIONS AND PROCESSES

ITEM NO: 7.2
(TEAM LEADER - FINANCIAL
ACCOUNTANT, RAMKI SUBRAMANIAM)
(FINANCE MANAGER, WARREN BROWN)

QUARTERLY BUDGET REVIEW - MARCH 2014

RECOMMENDATION

That Council consider and approve:




1. The projections for the 2013/14 financial year contained in the March 2014 quarterly budget review;

1. Executive Summary

Council has a projected deficit of \$1,579,600 for the current financial year, which is a decrease of \$81,608 from the projected deficit of \$1,661,208 in the December 2013 quarterly review. The movements are detailed in Forecast overview table in the next page. For Council to remain in a sound underlying financial position throughout the 2013/14 financial year it will need to further reduce expenditure and increase income. Please refer to Operating cash flow detailed in Graph 2.8.

Background:

Council uses a reporting and monitoring system based on the concept of "traffic light" reporting to identify and indicate the level of concern regarding specific aspects of the finances. The three standard "light" of green, amber and red are used as explained below:

	No risk - an improving situation.
	Warning or caution - the situation needs monitoring and improving.
	Alert - remedial action required either in the short term or in the long term.

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

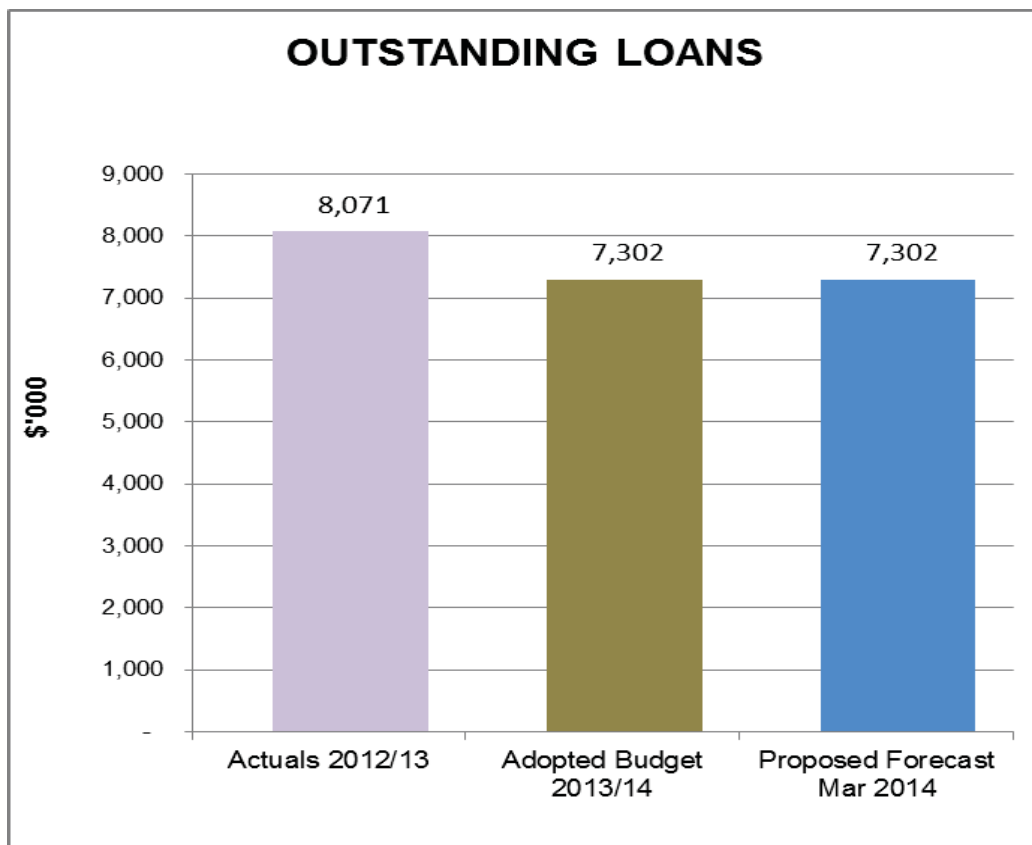
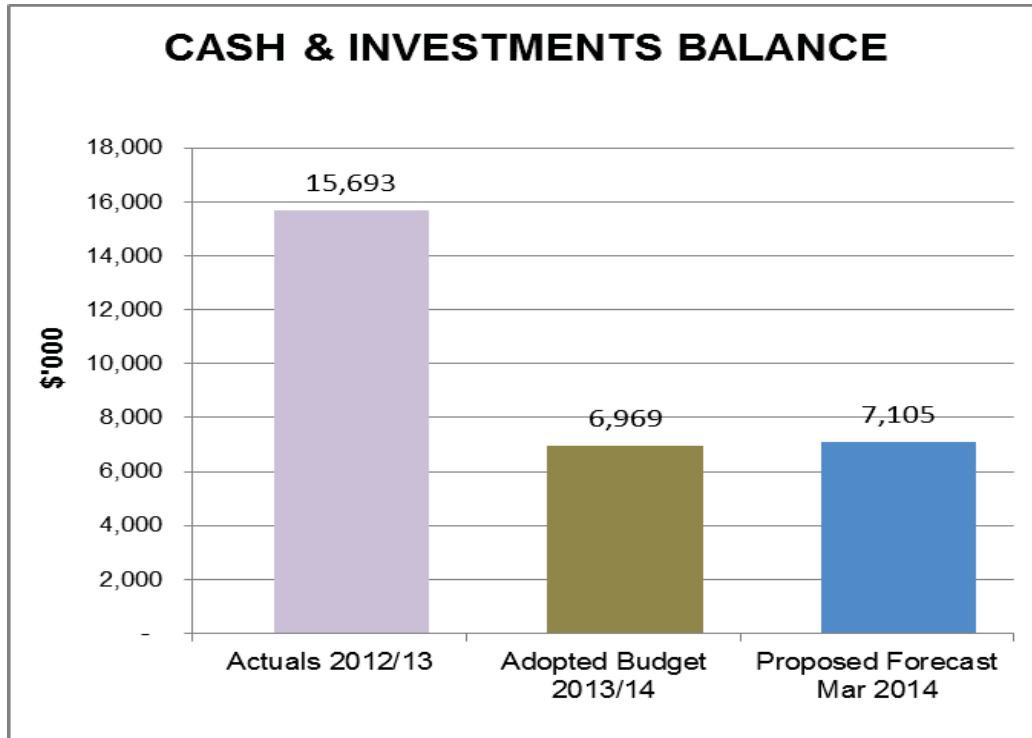
The table below provides summarises the forecast changes or movements arising from the March 2014 review:

Item	Adopted Budget 2014 \$	Proposed Forecast Dec 2013 \$	Proposed Forecast Mar 2014 \$	Variance Dec 2013 vs Mar 2014 (Favourable / Unfavourable) \$	Comments
BALANCE OF CASH & INVESTMENTS	6,969,143	6,973,114	7,104,641	131,527	Small increase in Cash balance due to Proceeds of sale of assets offset by a small reduction in Capital Grants
OUTSTANDING LOANS	7,301,503	7,301,502	7,301,502	-	
CAPITAL EXPENDITURE	10,105,873	10,434,441	10,842,670	408,229	Due to compliance of the EPA Landfill requirement which was under Budget for the year 2013/14. The increase has been offset by decrease in operating expenditure in Tourism and other Materials & Services
CAPITAL INCOME	4,901,431	5,835,142	5,979,724	144,582	Increase mainly due to sale of vehicles offset by a reduction in Capital Grants and Capital Contributions
OPERATING INCOME	39,269,533	40,293,139	39,982,240	(310,899)	Decrease mainly due to loss on sale of fixed assets offset by minor increases in Operating Grants and Other revenue
TOTAL EXPENSES	48,147,702	47,789,489	47,541,564	(247,925)	Mainly reduction in Materials & Services to help fund the Capital shortfall as mentioned above.
SURPLUS	(3,976,738)	(1,661,208)	(1,579,600)	81,608	

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3. OUR COMMUNICATIONS AND PROCESSES

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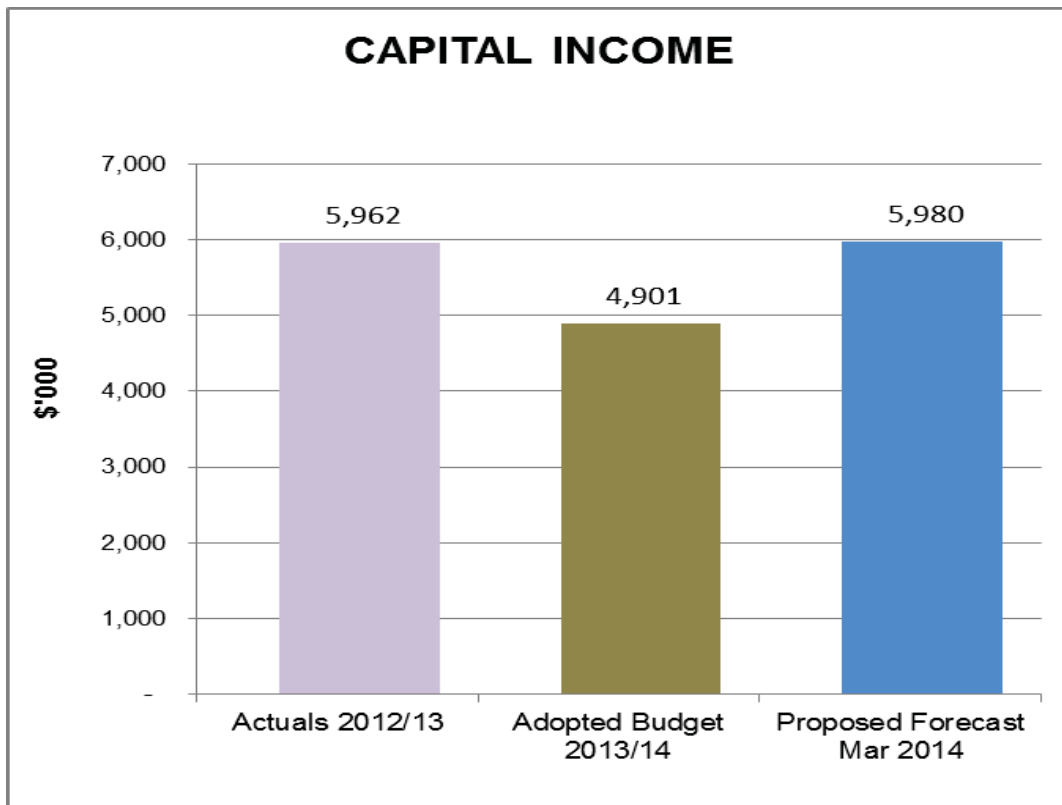
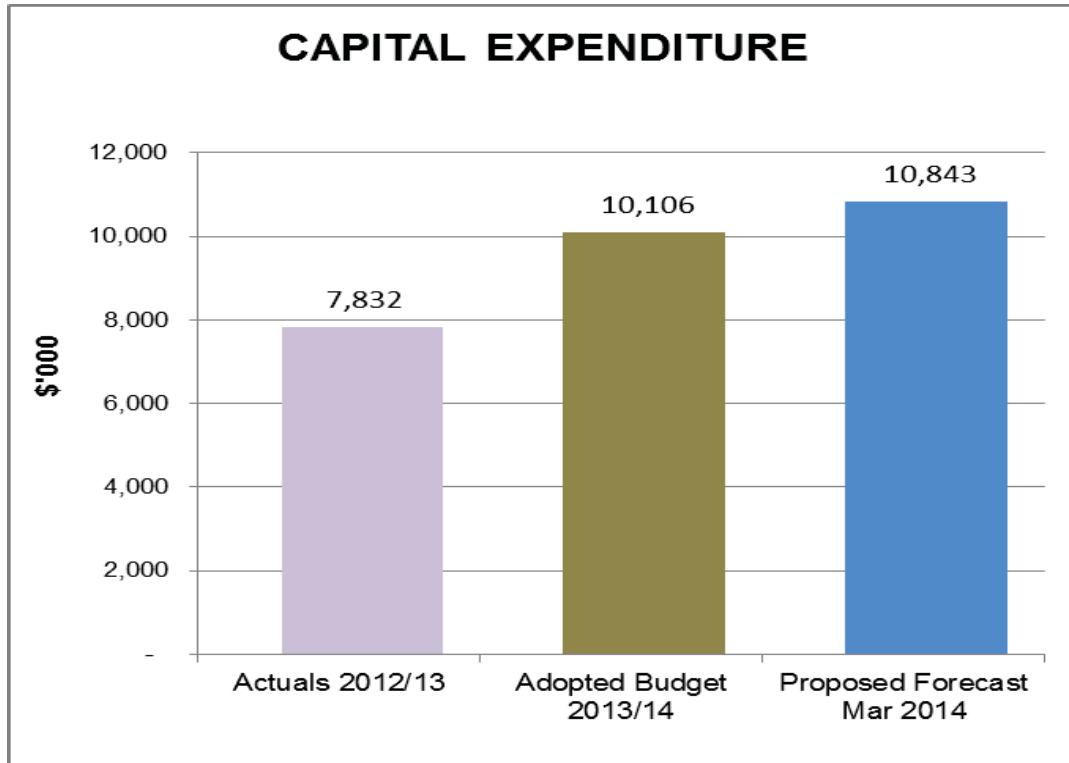
QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)



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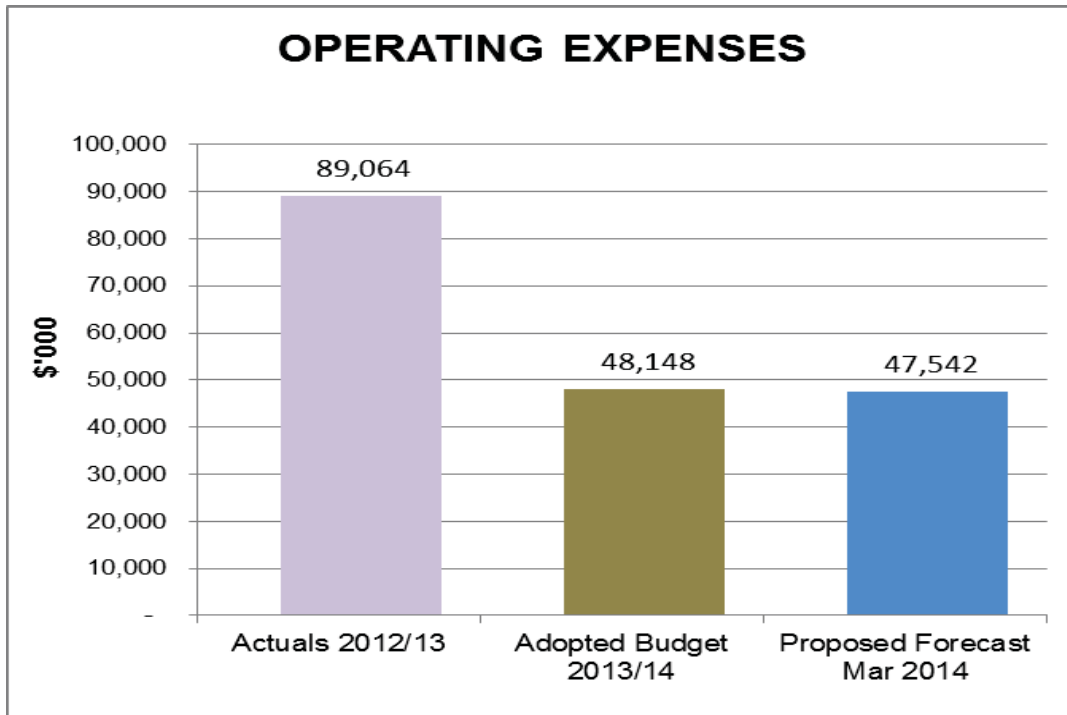
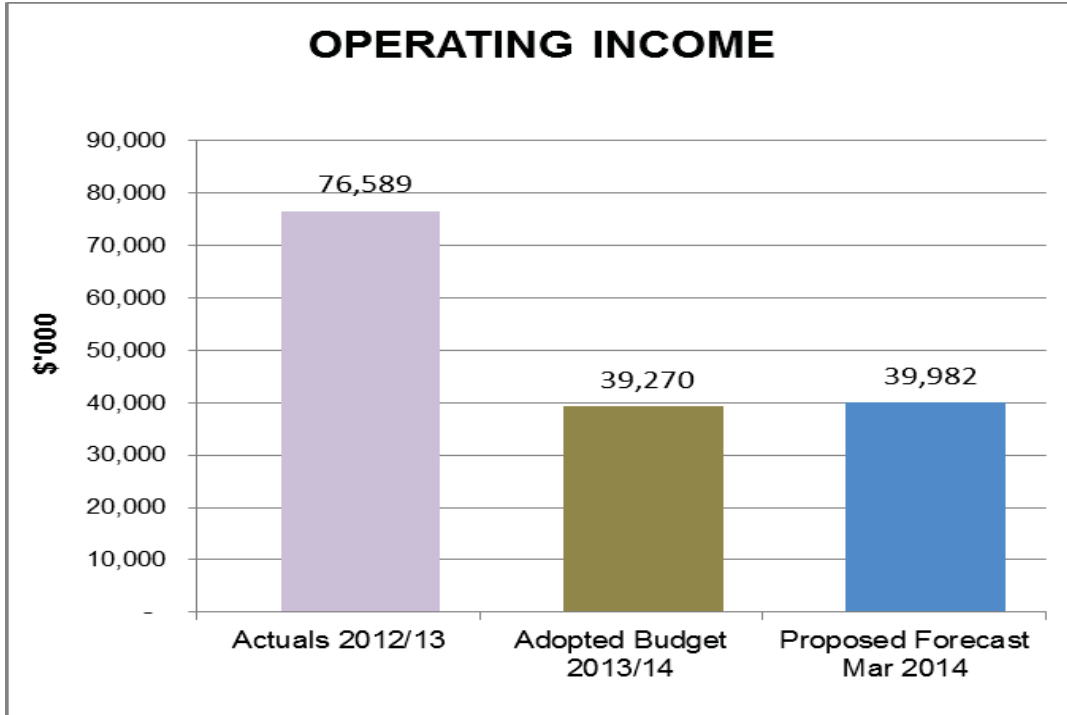
QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)



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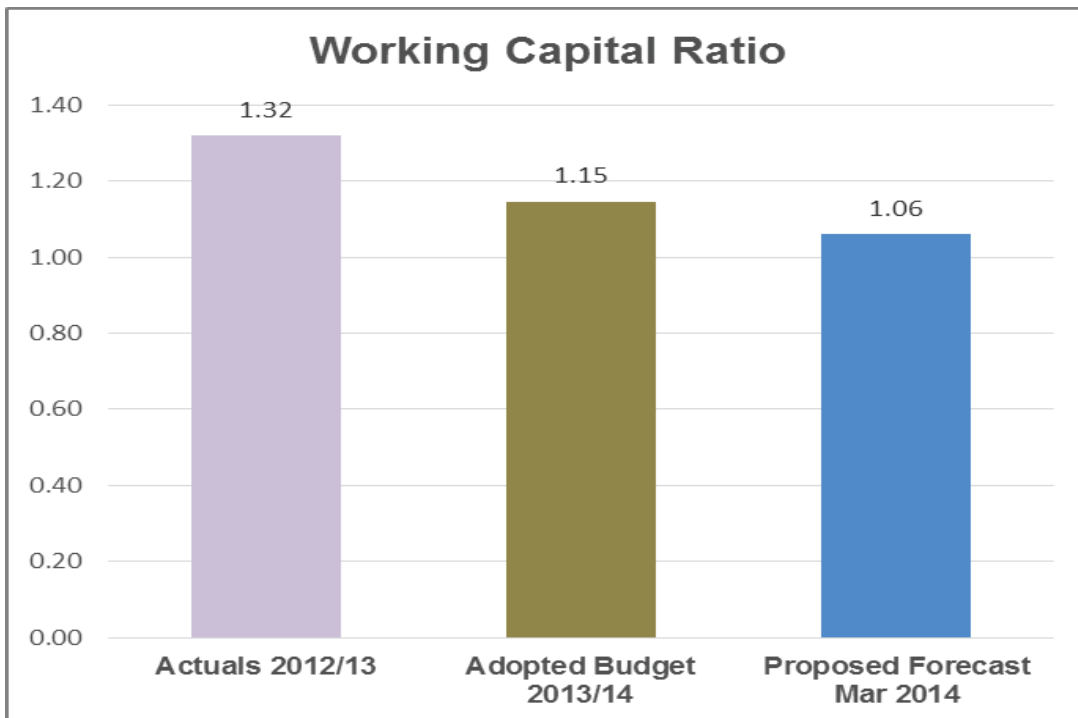
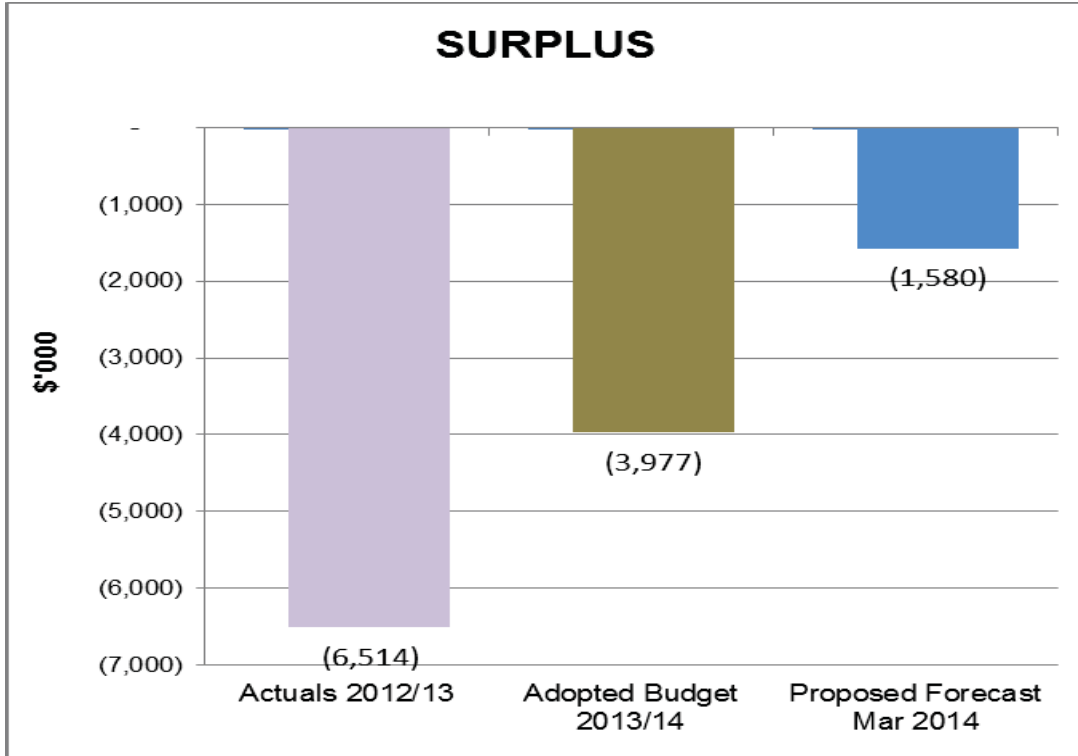
QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)



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(FINANCE MANAGER, WARREN BROWN)

QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

2. Discussion

2.1 Summary of changes to projected operating deficit for the 2013/14 financial year

The deficit in the Proposed Forecast March 2014 is expected to be \$1,579,600 - a decrease in the deficit of \$2,397,138 compared to the Adopted Budget deficit for 2013/14 of \$3,976,738. The major reasons for this decrease in the deficit are as follows:

	Favourable / (Unfavourable) \$
Deficit – Adopted Budget 2013/14	(3,976,738)
Increase in Rates income	505,630
Increase in Capital Income	801,275
Increase in Operating Grants	510,170
Decrease in income from investment	(332,600)
Employee benefits	5,582
Material & Services	716,645
Other various variations to operating income and expenses	190,436
Proposed March 2014 forecast deficit.	(1,579,600)

Council has a forecast deficit of \$1,579,600. The significant points are as follows:

- a) Increase in Rates income – The supplementary valuation process has identified increases in rates income.
- b) Increase in Capital Grants – Unfinished projects of 2012/13 were completed in 2013/14 thereby resulting in the additional Capital income.
- c) Increase in Operating Grants – Council has now received the confirmed amounts from the Victorian Grants Commission which was slightly higher than what was budgeted.
- d) Decrease in income from investments – Mainly due to reduction in the interest rates offered by the banks and reduction in bank balance due to completion of Flood Emergency process.
- e) Employee benefits – Savings mainly to timing of replacement staff and staff still to be appointed but this has however been offset by final settlement amounts.
- f) Materials & Services – Reduction due to correction of internal plant cost recovery process.

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

2.2 Summary of changes from December 2013 review to March 2014 review

The deficit in the Proposed Forecast December 2013 is expected to be \$1,579,600 - an decrease in the deficit of \$81,608 compared to the Approved Forecast September 2013 deficit of \$1,661,208. The major reasons for this decrease in the deficit are as follows:

	Favourable / (Unfavourable) \$
Deficit – December Review 2013	(1,661,208)
Increase in Operating Grants	14,895
Employee benefits	(48,381)
Other expenses	88,236
Other various variations to operating income and expenses	26,858
Proposed March 2014 forecast deficit.	(1,579,600)

The significant points for the increase in deficit are as follows:

- g) Increase in Operating Grants – New Grants were identified [Polystyrene Diversion Project and Energy Efficiency programme] offset by discontinuance of the Kennedy Park and Stormwater Management plan projects.
- h) Employee benefits - Mainly due to additional cost in Tourism offset by reduction in Operations department.
- i) Other expenses – Reduction in operational expenses relating to Tourism.

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

2.2 Income Statement

Income Statement	Adopted Budget 2013/14	December 2013 Forecast	March 2014 Forecast	Variance Adopted Budget Vs March 2014 Favourable / (Unfavourable)
	\$	\$	\$	\$
Income				
Rates	28,858,085	29,363,715	29,363,715	505,630
Operating Grants	5,582,127	6,077,402	6,092,297	510,170
Capital Grants	4,389,900	5,319,075	5,191,175	801,275
Capital contributions	378,531	378,531	303,531	(75,000)
Contributions- cash	66,688	154,369	170,369	103,681
Contributions- non - monetary (Donated assets)	200,000	200,000	200,000	-
Reimbursements and Subsidies	38,687	54,581	57,963	19,276
User Charges	2,692,355	2,769,270	2,796,850	104,495
Statutory Fees and Fines	906,681	906,631	906,871	190
Interest	732,600	400,000	400,000	(332,600)
Other Revenue	241,260	418,657	469,193	227,933
Net Proceeds of Sale of Land Held for Resale	10,000	10,000	10,000	-
Net Gain on Disposal of Property, Plant & Equipment	74,050	76,050	-	(74,050)
	-	-		
Income Total	44,170,964	46,128,281	45,961,964	1,791,000
Expenditure				
Employee Costs	17,699,392	17,645,429	17,693,810	5,582
Materials & Services	10,689,485	10,276,177	9,972,840	716,645
External Contract Services	5,307,116	5,458,201	5,474,917	(167,801)
Utilities	1,090,776	1,110,191	1,112,867	(22,091)

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

Bad and Doubtful Debts	5,000	5,000	5,000	-
Depreciation	8,027,230	8,027,230	8,027,230	-
Other expenses	4,020,356	3,958,914	3,870,678	149,678
Interest on Borrowings	587,931	587,931	587,931	-
Interest on Unwinding of Discount of Provisions	500,416	500,416	500,416	-
Written Down Value of Infrastructure Replaced	200,000	200,000	200,000	-
Net Loss on Disposal of Property, Plant & Equipment	-	-	75,875	(75,875)
Share of Net Loss of Associated Entity	20,000	20,000	20,000	-
Expenditure Total	48,147,702	47,789,489	47,541,564	606,138
Operating result	(3,976,738)	(1,661,208)	(1,579,600)	2,397,138

2.3 Statement of Cash Flow

Statement of Cash Flows	Actuals 2012/13 \$	Adopted Budget 2013/14 \$	March 2014 Forecast \$	Variation - from Adopted Budget (Unfavourable) \$
Net cash flows provided by operating activities	5,840,789	5,002,984	2,562,809	(2,440,175)
Net cash flow used on investing activities	(7,703,272)	(10,157,997)	(10,383,331)	(225,334)
Net cash flows provided by financing activities	(863,642)	(799,258)	(767,917)	(31,341)
Net change in cash held	(2,726,125)	(5,954,271)	(8,588,439)	(2,696,849)
Cash at the beginning of the year	18,419,205	12,923,413	15,693,080	2,769,667
Cash at the end of the year	15,693,080	6,969,142	7,104,641	135,499

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

2.4 Balance Sheet

Balance Sheet	Actuals 2012/13 \$	Adopted Budget 2013/14 \$	Proposed Forecast March 2014 \$	Variance (unfavourable)
Current Assets	19,275,027	11,079,715	11,928,543	848,828
Non-Current Assets	592,192,697	570,631,441	593,841,548	23,210,107
Total Assets	611,467,724	581,711,156	605,770,091	24,058,935
Current Liabilities	14,576,502	9,666,125	11,253,241	(1,587,116)
Non-current Liabilities	14,225,145	12,886,943	13,430,374	(543,431)
Total Liabilities	28,801,647	22,553,068	24,683,614	(2,130,546)
Equity	582,666,077	559,158,087	581,086,477	21,928,389

2.5 Capital

Council needs to minimise net capital expenditure in the short term due to the cash flow challenges which exist.

	Actuals 2012/13	Adopted Budget 2013/14	Proposed Forecast Mar 2014	Variance from Adopted Budget \$
Total capital income	(5,961,929)	(4,901,431)	(5,979,724)	1,078,293
Total capital expenditure	7,831,836	10,105,873	10,842,670	(736,797)
Grand Total	1,869,907	5,204,442	4,862,946	341,496

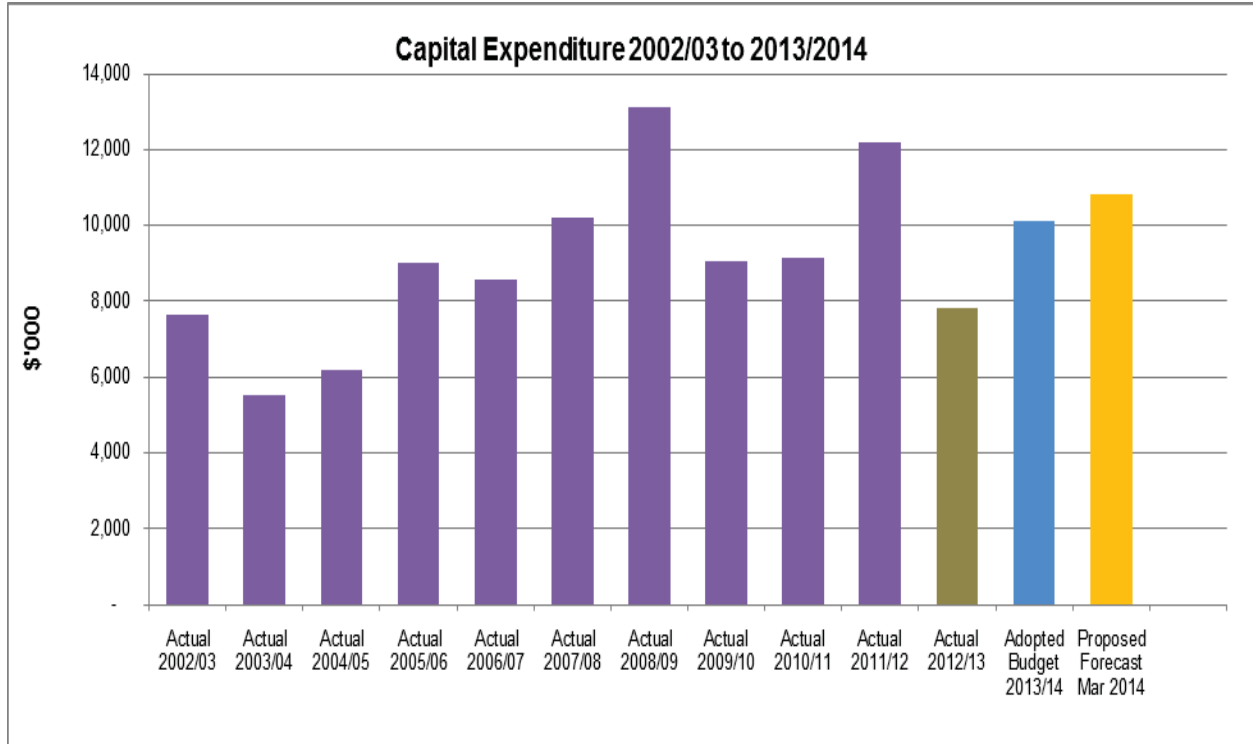
2.6 Capital expenditure

Historical expenditure on capital works:

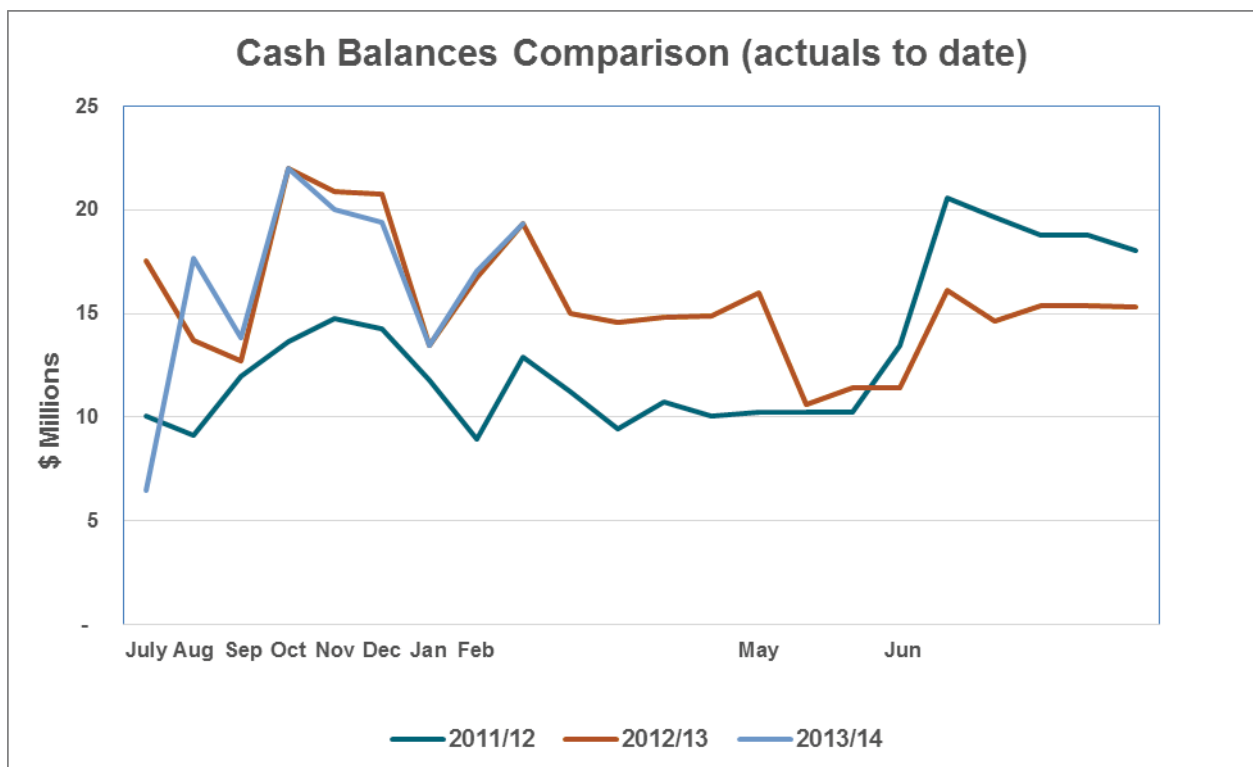
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2.7 Cash Balances



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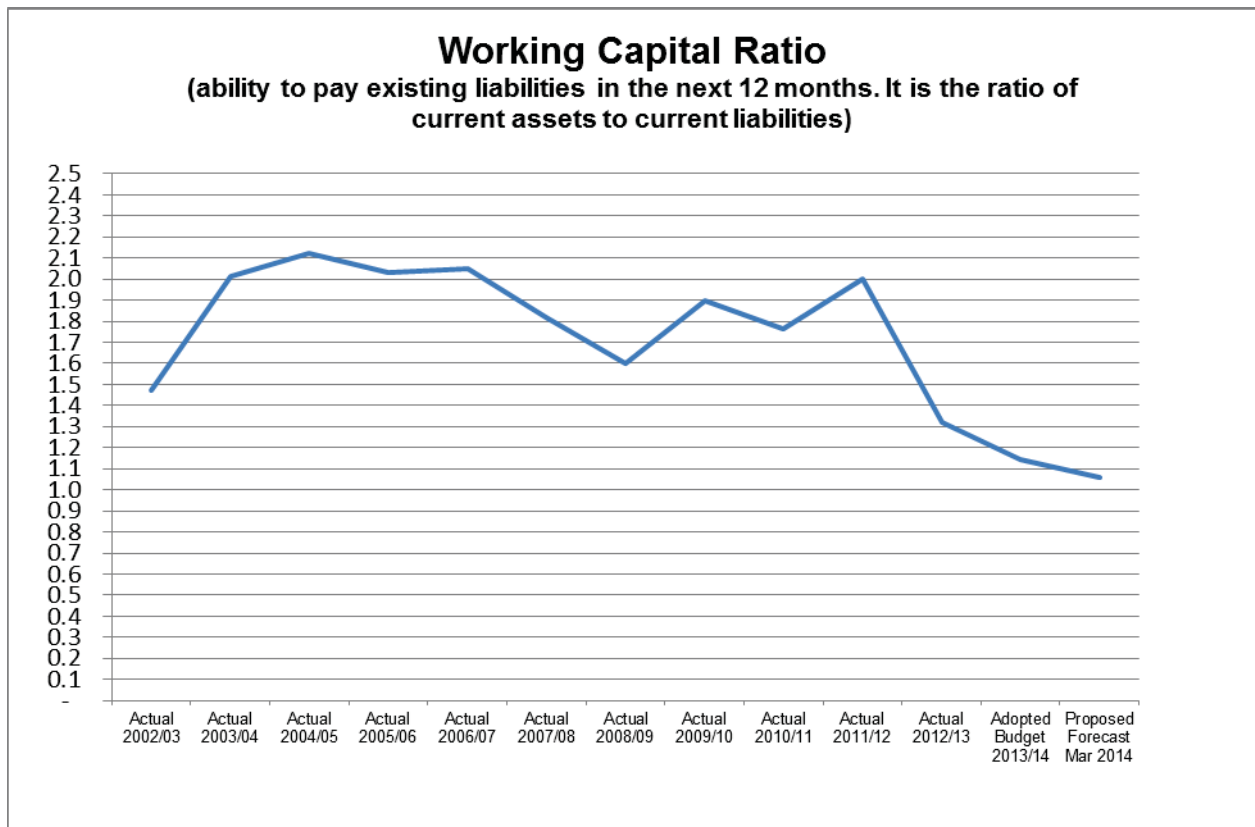
This graph represents the balance of cash assets which comprises cash at bank and on hand plus investments. The balance of cash assets remains in a sound position at \$15.5 million as at 31 March 2014.

2.8 Working Capital

Working capital equals current assets (assets which can be turned into cash within one year) less current liabilities (amounts owing by Council which need to be paid within one year).

The working capital is projected to be \$0.7 million as at 30 June 2014. This would result in a working capital ratio of 1:1.06, which is below the low risk sustainability indicator of the Victorian Auditor-General’s Office of better than 1:1.5. Council will continue to work hard to reduce expenditure and increase income to meet the VAGO ratio benchmark.

The present long term financial plan model indicates that the working capital ratio (at present 1:1.06), will not meet the VAGO target until 2021/22.



2.9 Financial Risks

Moving forward it is appropriate to examine risks as they may impact on the financial position of Council. The areas identified are flagged to highlight potential impacts on Council.

Capital Works

Council’s capital works need to be managed prudently to strengthen Council’s financial position and ensure Council meets all the low risk financial sustainability indicators as specified by the Victorian Auditor-General’s Office.

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

Grant Income

Council has a significant level of government grants - \$11.3 million. These grants underpin several capital works projects and operating programs, all of which are of importance to the community. Capital grants, for 2013/14, total \$5.2 million and operating grants \$6.1 million. Due to the current cash-strapped position of the Government there is a declining trend of Grants as a proportion of the total income. The continuation of this level of funding will be monitored closely and to actively look for more income streams.

Underlying deficit

In essence, the underlying result is the operating result after eliminating non-cash capital income, which is contributed assets from developers. For 2013/14 this financial indicator is a deficit and therefore well below the VAGO target of greater than zero. In 2014/15 the situation is slightly better - the indicator is (1.86%).

Indebtedness (total long term liabilities) / own source revenue

This ratio measures the ability for Council to pay its liabilities from its own sources of income, which excludes all grants and contributions. Council's long term liabilities include loans and Council's obligation to rehabilitate landfills.

To be in the low financial risk category VAGO suggests that the ratio be 40% or lower. Council's ratio is currently 39% and reduces gradually as Council's does not plan to avail of new loans.

3. Community Consultation

The Council's March 2014 budget review is provided for public viewing in accordance with Council's open and transparent governance policy.

4. Internal Consultation

The following members of staff were consulted:

- Corporate Management Team
- All Managers
- Financial Accountant
- Assistant Accountant
- Cost Clerk
- IT Network Administrator

5. Legislative / Policy Implications

This report complies with the Local Government Act 1989 and Council's Budget and Financial Reporting policy.

In accordance with Section 138 of the Local Government Act 1989, at least every three months the Chief Executive Officer must ensure a statement comparing the budgeted revenue and expenditure for the financial year with actual revenue and expenditure to date is presented to the Council.

The December quarterly review report is being presented to Council at the November Ordinary Council Meeting. Advice was sought from the Department of Local Government with respect to Council's obligations under Section 138 of the *Local Government Act 1898*. Council was advised

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QUARTERLY BUDGET REVIEW - MARCH 2014 (cont'd)

that there is no requirement under the Act stipulating when the quarterly statements must be prepared and it is reasonable to assume they can be prepared and provided as soon as is practical after the year end statements are finalised which has occurred in this instance.

6. Environmental Sustainability

Council's sound financial position continues to allow Council to implement and maintain its environmental projects.

7. Conflict of Interest Considerations

There are no officer conflict of interest issues to consider within this report.

8. Conclusion

The projected cash position is \$7.1 million as at 30 June 2014.

An operating deficit of \$1.6 million is forecast as at 30 June 2014.

A capital works program of \$10.8 million is currently forecast to be delivered as at 30 June 2014.

Council is facing a challenging position and will have to seek additional revenue streams and decrease expenditure as explained earlier.

Attachments

Nil