



# Moira Shire

## 2018/19 Budget



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## MAYOR AND CEO'S INTRODUCTION

It gives us great pleasure to present our 2018-19 budget to the Moira Shire Council (MSC) community.

This budget supports delivery of our Council Plan priorities -

- A great place to live
- A thriving local economy
- A clean green environment and
- A well run council.

In doing so council will continue to deliver more than one hundred services from maternal and child health to road construction, urban planning, waste management and support for arts, cultural, sport and recreation activities across our large regional shire. The budget also details the funding that is required to deliver these services and maintain community infrastructure.

### Key assumptions

Our 2018-19 budget is built on several key assumptions.

- Total rate revenue in 2018-19 is projected to increase by 2.25% in line with the Victorian Government's Fair Go Rates System rate cap.
- The Executive Officer of the Victorian Grants Commission has advised Council that of the \$10.65 million general purpose grants allocated for 2018/19, 50% (\$5.325 million) will be brought forward to 2017/18. Budget 2018/19 has been updated as appropriate.
- We will invest \$9.5 million to maintain existing assets and facilities in line with the Council's commitment to a minimum 80% asset renewal.
- The budget reflects the proposals contained in Council's Rates and Service Charges Strategy that is currently with the community for feedback. The Strategy includes proposals for changes to the environmental levy and general, recycling and organic waste kerbside bin collection charges. During the feedback period, Council renegotiated its recycling processing contract. In light of a different international recycling operating environment, Council have had to increase the kerbside collection price for the year by \$10 for each property that receives that service.
- Council determined fees and charges will increase by 3%, while statutory fees and charges will increase as determined by the Victorian Government.
- New programs, projects and initiatives have been evaluated against their ability to meet commitments made to our community through existing council strategies and plans including our Visitor Services Strategy.
- The Victorian Government's Fire Services Levy is unchanged from last year and is projected to collect \$3.7 million. The entire amount is forwarded to the Victorian Government to fund the provision of fire services including CFA operations.

### Major initiatives

The budget includes several initiatives and projects in 2018-19:

- Yarrowonga foreshore development (\$5.4 million), design of the multisport stadium (\$120,000) further development of a new library (\$100,000) and a new boat ramp (\$740,000).
- Begin implementation of Moira Shire's Visitor Services Strategy with a mobile visitor services van and development of a piazza in the area surrounding the existing Cobram Visitor Information Centre (\$1.05 million).
- Continuing replacement and upgrade of bridges, culverts and drainage across the shire and particularly in Numurkah and Nathalia (\$1.7 million).
- Repair and renew footpaths and kerb and channel and build 'missing links' (\$880,000).

- Nearly \$5 million invested in Moira’s 4,000km local road network and includes widening major works on Naring Road and Humberstone Street Nathalia.
- Nearly \$2 million to upgrade and expand courts, pitches, ovals and facilities at community recreation reserves. The projects include the Apex Park soccer pavilion, lighting at Cobram, Nathalia, Numurkah and Yarrawonga sports facilities, a second netball court at Yarrawonga and scoping new change rooms at Tungamah.

#### **Largest ever capital works program**

The 2018-19 budget commits council to delivering its largest ever capital works program with a total of \$21.1 million of works funded through a combination of state and federal grants, rates, user contributions and \$2.8 million drawn from council’s reserves. Council does not propose new borrowings in the current 2018-19 year but foreshadows future borrowings for large scale projects planned to get underway in the four year budget outlook.

#### **Four year capital investment program**

The 2018-19 budget should also be read in conjunction with the four year Strategic Resource Plan (SRP). The SRP proposes council will deliver \$71.2 million of works over the four year period to 2022 and identifies priority investment areas including almost \$20 million of new and upgraded infrastructure and a sustained program of investment in drainage and flood mitigation works.

#### **Seeking community feedback**

Council has sought feedback on the budget and this feedback program included community information sessions during May. The feedback was considered by Council prior to adopting the budget and SRP.

We look forward to delivering the proposed projects to the community throughout the coming year.



Councillor Libro Mustica  
Mayor



Mark Henderson  
CEO

## Financial Snapshot

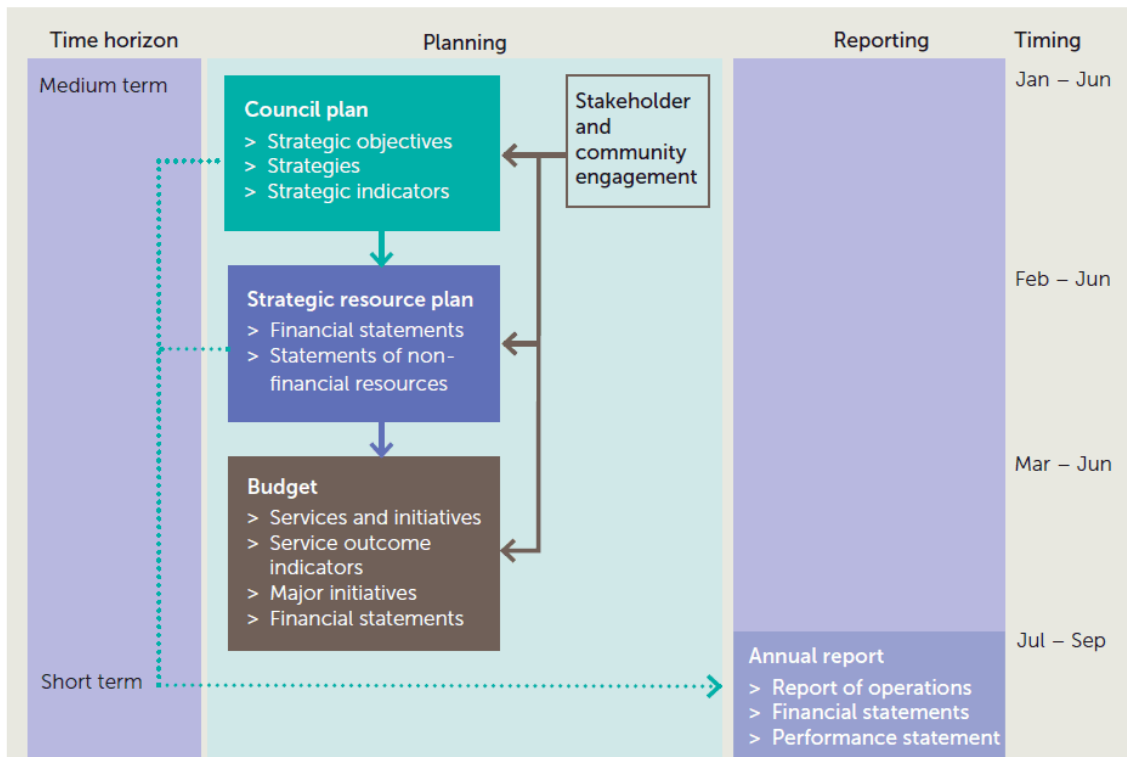
Key Statistics	2017-18 Budget \$'000	2018-19 Budget \$'000
Total Expenditure	53,638	56,500
Comprehensive Operating Surplus	(3,298)	818
Underlying Operating Surplus	(4,406)	(7,864)
Cash Result	(3,910)	(10,587)
Capital Works Program	9,662	21,107
Funding the Capital Works Program		
Council	6,737	10,817
Contributions/Asset Sales	342	3,679
Borrowings	-	-
Grants	2,583	6,611
<b>Budgeted Expenditure [including Capital] by Strategic Objective</b>	<b>Budget 2018-19</b>	
	<b>\$'000</b>	<b>%</b>
A great place to live	18,704	23.9%
A thriving local economy	4,879	6.2%
A clean and green environment	6,434	8.2%
A well run Council	48,195	61.6%

# 1. LINK TO THE COUNCIL PLAN

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

## 1.1 PLANNING AND ACCOUNTABILITY FRAMEWORK

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



Source: Department of Environment, Land, Water and Planning

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

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

## 1.2 OUR PURPOSE

### Our vision

Working together to be a vibrant and prosperous rural community.

### Our values

We will provide local leadership underpinned by a governance framework comprising these guiding values and behaviours.

Ethical leadership underpins our decision making and operations.

At all levels, we seek to ensure there is an appropriate balance between the values-based organisational culture described by our value and underlying behaviours.

- Respect
- Honesty
- Accountability
- Teamwork
- Integrity

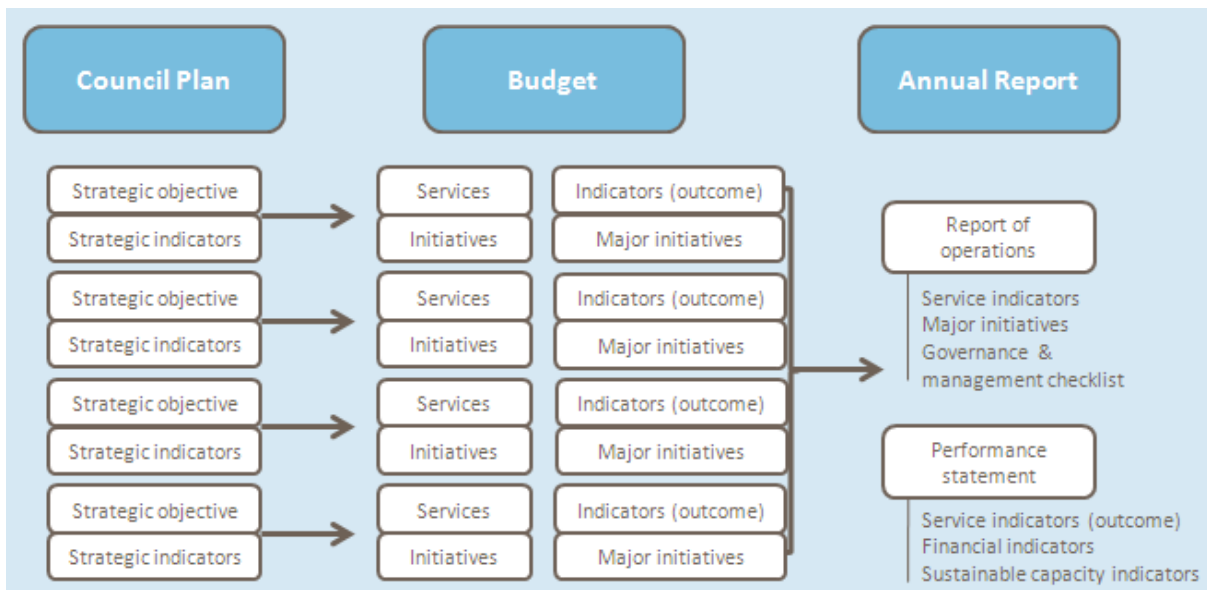
## 1.3 STRATEGIC OBJECTIVES

The Moira Shire Council Plan 2017-2021 centres around four key strategic objectives. These strategic objectives assist Council to make the most of our regional advantages and include aspects both internal to Council as well as those that are community aspirations.

Strategic Objective	Description
1. A great place to live.	We will have a connected and welcoming Shire for all by providing well planned places and quality services.
2. A thriving local economy.	We will support local businesses and attract new investment to generate employment opportunities.
3. A clean green environment.	We will work with our community and stakeholders for an environmentally sustainable future.
4. A well run Council.	We will implement a transparent, engaging and accountable governance structure for current and future generations.

## 2. SERVICES AND INITIATIVES AND SERVICE PERFORMANCE OUTCOME INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2018-19 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning



## 2.1 STRATEGIC OBJECTIVE 1: A GREAT PLACE TO LIVE

To achieve our objective, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Service Areas	Description of Services provided	Expense Income
		NETT \$'000
Roads, footpaths and drainage	<p>This service conducts ongoing maintenance of Council's road and bridge network which includes 80 bridges and major culverts, 1,000 km of sealed roads, 2,500 km of gravel roads varying from link roads to access tracks, 600 km of farm access tracks, 239 km of kerb and channel and 60 km of footpaths. Activities include repairing, resealing, asphaltting, resheeting and patching.</p> <p>The service also maintains CBD streetscapes in the four major towns and 18 smaller towns, fire plug maintenance and inspection and maintenance of flood pumps.</p>	<p>7,545</p> <p><u>(2,168)</u></p> <p>5,377</p>
Sports and recreation services	<p>Council maintains five outdoor swimming pools at Yarrawonga, Cobram, Numurkah, Strathmerton and Nathalia, the water slide and splash park on the Yarrawonga foreshore, the Nathalia Sports and Community Centre, the Cobram Sports Stadium, and the Numurkah Aquatic &amp; Fitness Centre along with the irrigation, mowing and general upkeep of Council's 19 recreation reserves and four showgrounds. The service also undertakes strategic reviews of service needs to identify and plan for future requirements.</p>	<p>1,382</p> <p><u>(26)</u></p> <p>1,356</p>
Health and community wellbeing	<p>Council works with communities to improve liveability for all residents across the Shire through arts and culture, access and inclusion and health and wellbeing programs. Council provides assistance to a range of partner agencies including Community Houses, Moira Health Care Alliance, Moira Arts and Culture Inc., and Moira Foodbank.</p> <p>Council works with committees and volunteer groups to plan for the future needs of our community and to ensure Council fulfils its legislated Public Health and Wellbeing obligations.</p> <p>Council provides targeted grant programs to assist community groups and organisations to achieve goals within their local communities.</p> <p>Council supports the delivery of a diverse range of arts, cultural activities and events that enhance community wellbeing and provide opportunities for residents and visitors to participate in and enjoy a wide variety of activities. Council delivers these services through a combination of direct delivery, funding through annual arts and events grants programs and through formal funding agreements with Moira Arts and Culture Incorporated and similar independent organisations and service providers.</p>	<p>1,632</p> <p><u>(7)</u></p> <p>1,625</p>

Children, youth and families	<p>This service provides</p> <ul style="list-style-type: none"> <li>Contributions to nine community-based not for profit preschools to ensure quality and affordable preschool services across the Shire.</li> <li>Maternal and child health services in Cobram, Nathalia, Numurkah, Strathmerton and Yarrawonga and outreach services to our smaller centres.</li> <li>Youth services and events that connect and engage our younger citizens, such as Youth Council.</li> </ul> <p>Immunisation programs for infants and school children</p>	<p>1,321</p> <p><u>(426)</u></p> <p>895</p>
Public safety	<p>This service provides a safe and orderly environment within the municipality through the regulation, control and enforcement of legislation and local laws. Services provided include school crossing supervisors, domestic animal management services and fire prevention enforcement program.</p>	<p>1,061</p> <p><u>(268)</u></p> <p>793</p>
Public health	<p>This service aims to protect the community's health and wellbeing through the provision of regulatory services and education. The service undertakes inspections and registers premises in accordance with health and food legislation and approves permits for the installation of septic tanks.</p>	<p>610</p> <p><u>(219)</u></p> <p>391</p>
Parks and reserves	<p>This service includes the cost of maintaining and upgrading Council's parks and gardens, reserves, town entrances and open spaces including 80 parks and gardens (open spaces), 44 playgrounds, 31 public toilet blocks, public BBQs and irrigation systems. This service is responsible for the management, maintenance and safety of parks and gardens, sporting grounds and playground facilities.</p>	<p>3,870</p> <p><u>(0)</u></p> <p>3,870</p>
Community development	<p>This service is responsible for working with the community, stakeholders and partner agencies to develop long term community plans that inform Council's land use planning, asset management, service delivery and investment decision-making across the Shire.</p>	<p>505</p> <p><u>(0)</u></p> <p>505</p>
Library services	<p>Council provides a financial contribution to the operation of the Goulburn Valley Regional Library Corporation who in turn provides a range of library services at four locations within the Shire and via a mobile library service to smaller towns and</p>	<p>777</p> <p><u>(0)</u></p> <p>777</p>

## 2.2 STRATEGIC OBJECTIVE 2: A THRIVING LOCAL ECONOMY

Service Areas	Description of Services provided	Expense Income ----- NETT \$'000
Tourism	This service provides support to the business plans of local tourism associations, and plans for future tourism opportunities and infrastructure needs. The service provides contributions to tourism marketing including Murray Regional Tourism.	1,394 <u>(24)</u> 1,370
Statutory planning	<p>This service monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also</p> <ul style="list-style-type: none"> <li>• prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.</li> <li>• processes all planning applications, provides advice and makes decisions about development proposals that require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary.</li> </ul>	1,323 <u>(401)</u> 922
Building services	This service provides statutory building services to the Moira Shire community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	701 <u>(438)</u> 263
Economic development	This service supports the attraction, growth and innovation of existing and prospective businesses across the Shire. Council provided a wide range of training and development opportunities for local business.	1,462 <u>(357)</u> 1,105

## 2.3 STRATEGIC OBJECTIVE 3: A CLEAN GREEN ENVIRONMENT

Service Areas	Description of Services provided	Expense Income ----- NETT \$'000
Waste Management	This service provides waste collection including kerbside rubbish collection of garbage, recyclables and organic waste from households and some commercial properties in Council. It also operates nine transfer stations and a landfill site, including monitoring to maintain environmental standards.	5,670 <u>(9,005)</u> (3,335)
Environmental Management	<p>This service develops environmental policy, implements environmental projects, delivers educational programs and works with other agencies to improve environment sustainability and natural resource management. The service assists with</p> <ul style="list-style-type: none"> <li>• implementing Council's roadside management plan,</li> <li>• management of Council's utilities including improving energy efficiency and reducing energy consumption,</li> <li>• responding to planning and other referrals relating to Natural Resource Management,</li> <li>• in partnership with other agencies managing Kinnairds Wetlands and</li> <li>• managing funded projects aimed at assisting the community adapt to climate change.</li> </ul>	764 <u>(0)</u> 764

## 2.4 STRATEGIC OBJECTIVE 4: A WELL RUN COUNCIL

Service Areas	Description of Services provided	Expense Income ----- NETT \$'000
Office of CEO	This service provides leadership guidance to the business and Council and guides the development and delivery of Council's representation and advocacy efforts.	1,531 (1) 1,530
Governance and compliance	This includes Councillor entitlements along with the costs of ensuring we comply with the governance obligations under the Local Government Act and other legislation.	1,364 (10) 1,354
Infrastructure assets	Council operates and maintains a range of 'other' assets including pumps and basins. This category also includes the costs of insurance for council buildings, plant and other assets.	1,932 (47) 1,885
Financial services	This service provides financial based services to both internal and external customers including the management of Council's finances, payment of salaries and wages to Council employees, procurement and contracting of services, raising and collection of rates and charges and valuation of properties throughout the municipality. The income in this service area is driven by the collection of rates, fees and charges and the receipt of government grants.	13,780 (34,105) (20,325)
Organisational development	This service provides Council with strategic and operational organisational development support including occupational health and safety obligations. The service develops and implements strategies, policies and procedures through the provision of human resources and industrial relations services. The service also assists managers to determine and progress toward future structures, capability and cultures in their service units.	1,967 (1) 1,966
Infrastructure planning	This service conducts capital works planning for Council's main civil infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include roads, laneways, car parks, foot/bike paths, drains and bridges. Council completed design and planning requirements for all infrastructure works and projects.	21,565 (9,963) 11,602
Maintain Civic Buildings	This service oversees repairs and maintenance of Council's more than 570 buildings that range from small pump sheds to historical and aging halls and community buildings and recreation facilities. Costs include contributions to local Committees of Management, utilities and repairs and maintenance.	854 (0) 854

Commercial Services	This service is responsible for the maintenance, management and strategic planning for Council's building, land and property leases and licenses	654 (432) 222
Emergency response management	This service assists Moira Shire communities to prepare, respond and recover from emergencies and natural disasters in line with Moira Shire's Emergency Management Plan.	58 (28) 30
Information services	This service provides, supports and maintains reliable and cost effective communications and computing systems, facilities and infrastructure to Council staff enabling them to deliver services in a smart, productive and efficient way. The service links more than 20 service centres, depots and transfer stations and enables remote service delivery including home visit services.	2,692 (0) 2,692
Communications	This service is responsible for the management and provision of advice on external and internal communications, in consultation with relevant stakeholders, on behalf of Council.	244 (0) 244
Customer service	This service is the main customer interface with the community and includes customer service delivered by phone and from centres in Cobram and Yarrawonga, agency services in eight other local centres and online through Council's website and social media platforms.	577 (0) 577
Engineering design and management	This service undertakes design, tendering, contract management and supervision of various works within Council's capital works program. The service also approves and supervises private development activities such as subdivisions and infrastructure associated with buildings and unit developments.	978 (0) 978

## 2.5 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A great place to live	15,470	18,584	3,114
A thriving local economy	3,490	4,709	1,219
A clean and green environment	4,879	6,434	1,555
A well run Council	18,260	27,379	9,119
<b>Total services and initiatives</b>	<b>42,099</b>	<b>57,105</b>	<b>15,006</b>
<b>Deficit before funding sources</b>	<b>42,099</b>		
<b>Funding sources</b>			
Rates and charges	36,306		
Capital grants	6,611		
<b>Total funding sources</b>	<b>42,917</b>		
<b>Surplus for the year</b>	<b>818</b>		

### 3. FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018-19 has been supplemented with projections to 2021/22 extracted from the Strategic Resource Plan.

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

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



## Comprehensive Income Statement

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	34,926	<b>36,391</b>	37,361	38,963	40,644
Statutory fees and fines	1,104	<b>1,245</b>	1,257	1,282	1,308
User fees	2,905	<b>2,390</b>	2,462	2,535	2,611
Grants - Operating	5,912	<b>6,094</b>	11,895	11,979	12,219
Grants - Capital	4,383	<b>6,611</b>	3,346	5,806	7,301
Contributions - monetary	116	<b>3,403</b>	131	564	739
Contributions - non-monetary	200	<b>200</b>	800	200	500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(170)	<b>(135)</b>	(225)	(225)	(225)
Share of net profits/(losses) of associates and joint ventures	(10)	<b>(10)</b>	36	37	38
Other income	974	<b>1,131</b>	1,171	1,064	949
<b>Total Income</b>	<b>50,340</b>	<b>57,319</b>	<b>58,234</b>	<b>62,206</b>	<b>66,084</b>
<b>Expenses</b>					
Employee costs	(21,514)	<b>(22,035)</b>	(22,520)	(23,015)	(23,522)
Materials and services	(21,502)	<b>(22,706)</b>	(23,451)	(24,201)	(24,940)
Bad and doubtful debts	(3)	<b>(10)</b>	(5)	(3)	(3)
Depreciation and amortisation	(9,502)	<b>(10,632)</b>	(10,964)	(11,013)	(11,221)
Borrowing costs	(300)	<b>(234)</b>	(110)	(81)	(50)
Other expenses	(817)	<b>(883)</b>	(986)	(1,044)	(1,157)
<b>Total Expenses</b>	<b>(53,638)</b>	<b>(56,500)</b>	<b>(58,036)</b>	<b>(59,358)</b>	<b>(60,893)</b>
<b>Surplus/(deficit) for the year</b>	<b>(3,298)</b>	<b>818</b>	<b>198</b>	<b>2,849</b>	<b>5,191</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment /(decrement)	(26,607)	<b>28,781</b>	9,740	9,978	10,302
<b>Total comprehensive result</b>	<b>(29,905)</b>	<b>29,599</b>	<b>9,939</b>	<b>12,827</b>	<b>15,493</b>

**Balance Sheet**

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	32,225	<b>21,638</b>	19,334	15,674	12,099
Trade and other receivables	5,020	<b>5,020</b>	3,534	3,691	3,848
Inventories	560	<b>560</b>	563	566	568
Non-current assets classified as held for sale	200	<b>200</b>	201	202	203
<b>Total current assets</b>	<b>38,005</b>	<b>27,418</b>	<b>23,631</b>	<b>20,133</b>	<b>16,718</b>
<b>Non-current assets</b>					
Investments in associates and joint ventures	1,200	<b>1,200</b>	1,236	1,273	1,311
Property, infrastructure, plant & equipment	529,502	<b>578,054</b>	589,955	606,149	624,901
Intangible asset	750	<b>750</b>	713	675	638
<b>Total non-current assets</b>	<b>531,452</b>	<b>580,004</b>	<b>591,904</b>	<b>608,097</b>	<b>626,850</b>
<b>Total assets</b>	<b>569,457</b>	<b>607,422</b>	<b>615,535</b>	<b>628,229</b>	<b>643,568</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	3,750	<b>3,750</b>	2,116	2,190	2,257
Trust funds and deposits	750	<b>750</b>	754	758	761
Provisions	5,229	<b>5,229</b>	4,367	4,368	4,369
Interest-bearing loans and borrowings	1,123	<b>988</b>	596	627	659
<b>Total current liabilities</b>	<b>10,852</b>	<b>10,717</b>	<b>7,833</b>	<b>7,942</b>	<b>8,046</b>
<b>Non-current liabilities</b>					
Provisions	12,841	<b>12,841</b>	14,075	14,460	14,860
Interest-bearing loans and borrowings	2,449	<b>1,461</b>	1,286	659	-
<b>Total non-current liabilities</b>	<b>15,290</b>	<b>14,302</b>	<b>15,360</b>	<b>15,119</b>	<b>14,860</b>
<b>Total liabilities</b>	<b>26,142</b>	<b>25,019</b>	<b>23,194</b>	<b>23,061</b>	<b>22,906</b>
<b>Net assets</b>	<b>543,315</b>	<b>582,403</b>	<b>592,342</b>	<b>605,169</b>	<b>620,662</b>
<b>Equity</b>					
Accumulated surplus	186,221	<b>196,498</b>	197,596	200,325	205,321
Reserves	357,094	<b>385,905</b>	394,745	404,844	415,341
<b>Total equity</b>	<b>543,315</b>	<b>582,403</b>	<b>592,342</b>	<b>605,169</b>	<b>620,662</b>

## Statement of Changes in Equity

For the four years ending 30 June 2022

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017/18</b>				
Balance at beginning of the financial year	547,753	189,519	356,587	1,647
Surplus/(deficit) for the year	(3,298)	(3,298)	-	-
Net asset revaluation increment/(decrement)	(1,140)	-	(1,140)	-
Transfer (to)/from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>543,315</b>	<b>186,221</b>	<b>355,447</b>	<b>1,647</b>
<b>2018/19</b>				
Balance at beginning of the financial year	543,315	186,221	355,447	1,647
Surplus/(deficit) for the year	818	818	-	-
Net asset revaluation increment/(decrement)	28,781	-	28,781	-
Transfer (to)/from reserves	9,489	9,459	-	30
<b>Balance at end of financial year</b>	<b>582,403</b>	<b>196,498</b>	<b>384,228</b>	<b>1,677</b>
<b>2019/20</b>				
Balance at beginning of the financial year	582,403	196,498	384,228	1,677
Surplus/(deficit) for the year	198	198	-	-
Net asset revaluation increment/(decrement)	9,740	-	9,740	-
Transfer (to)/from reserves	-	900	-	(900)
<b>Balance at end of financial year</b>	<b>592,342</b>	<b>197,596</b>	<b>393,968</b>	<b>777</b>
<b>2020/21</b>				
Balance at beginning of the financial year	592,342	197,596	393,968	777
Surplus/(deficit) for the year	2,849	2,849	-	-
Net asset revaluation increment/(decrement)	9,978	-	9,978	-
Transfer (to)/from reserves	(0)	(120)	-	120
<b>Balance at end of financial year</b>	<b>605,169</b>	<b>200,325</b>	<b>403,947</b>	<b>897</b>
<b>2021/22</b>				
Balance at beginning of the financial year	605,169	200,325	403,947	897
Surplus/(deficit) for the year	5,191	5,191	-	-
Net asset revaluation increment/(decrement)	10,302	-	10,302	-
Transfer (to)/from reserves	(0)	(195)	-	195
<b>Balance at end of financial year</b>	<b>620,662</b>	<b>205,321</b>	<b>414,249</b>	<b>1,092</b>

## Statement of Cash Flows

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	34,809	<b>36,339</b>	38,790	39,189	40,886
Statutory fees and fines	1,095	<b>1,272</b>	1,305	1,290	1,316
User fees	2,864	<b>2,462</b>	2,556	2,550	2,627
Grants - operating	11,237	<b>6,094</b>	12,350	12,048	12,291
Grants - capital	4,383	<b>6,611</b>	3,474	5,840	7,344
Contributions - monetary	116	<b>3,403</b>	131	564	739
Interest received	465	<b>472</b>	483	362	233
Trust funds and deposits taken	-	-	4	4	4
Other receipts	565	<b>123</b>	719	709	724
Net GST refund / payment	-	-	2,805	3,216	3,427
Employee costs	(21,514)	<b>(22,034)</b>	(24,474)	(24,176)	(24,718)
Materials and services	(21,502)	<b>(22,695)</b>	(25,488)	(25,424)	(26,212)
Trust funds and deposits repaid	(21)	<b>(21)</b>	-	-	-
Other payments	(501)	<b>(587)</b>	(668)	(691)	(795)
<b>Net cash provided by/(used in) operating activities</b>	<b>11,996</b>	<b>11,439</b>	<b>11,987</b>	<b>15,481</b>	<b>17,866</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(9,662)	<b>(21,107)</b>	(13,890)	(18,739)	(21,040)
Proceeds from sale of property, infrastructure, plant and equipment	437	<b>437</b>	275	275	275
<b>Net cash provided by/(used in) investing activities</b>	<b>(9,225)</b>	<b>(20,670)</b>	<b>(13,615)</b>	<b>(18,464)</b>	<b>(20,765)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(316)	<b>(233)</b>	(110)	(81)	(50)
Repayment of borrowings	(1,040)	<b>(1,123)</b>	(567)	(596)	(627)
<b>Net cash provided by/(used in) financing activities</b>	<b>(1,356)</b>	<b>(1,356)</b>	<b>(677)</b>	<b>(677)</b>	<b>(677)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>1,415</b>	<b>(10,587)</b>	<b>(2,304)</b>	<b>(3,660)</b>	<b>(3,575)</b>
Cash and cash equivalents at the beginning of the financial year	30,810	<b>32,225</b>	21,638	19,334	15,674
<b>Cash and cash equivalents at the end of the financial year</b>	<b>32,225</b>	<b>21,638</b>	<b>19,334</b>	<b>15,674</b>	<b>12,099</b>

## Statement of Capital Works

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
<b>Property</b>					
Land improvements	325	<b>6,820</b>	1,500	4,750	5,600
<b>Total land</b>	<b>325</b>	<b>6,820</b>	<b>1,500</b>	<b>4,750</b>	<b>5,600</b>
Buildings	1,435	<b>2,272</b>	2,493	5,240	6,618
<b>Total buildings</b>	<b>1,435</b>	<b>2,272</b>	<b>2,493</b>	<b>5,240</b>	<b>6,618</b>
<b>Total property</b>	<b>1,760</b>	<b>9,092</b>	<b>3,993</b>	<b>9,990</b>	<b>12,218</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	660	<b>1,308</b>	399	407	415
Fixtures, fittings and furniture	12	-	24	24	25
Computers and telecommunications	250	-	102	104	106
<b>Total plant and equipment</b>	<b>922</b>	<b>1,308</b>	<b>525</b>	<b>535</b>	<b>546</b>
<b>Infrastructure</b>					
Roads	4,790	<b>4,923</b>	4,515	3,971	3,827
Bridges	95	<b>1,080</b>	1,008	110	82
Footpaths and cycleways	190	<b>280</b>	303	330	315
Drainage	545	<b>981</b>	500	500	800
Recreational, leisure and community facilities	220	<b>575</b>	429	496	439
Waste management	-	<b>1,000</b>	-	-	-
Parks, open space and streetscapes	400	<b>1,046</b>	306	367	374
Aerodromes	20	<b>7</b>	-	-	-
Off street car parks	120	-	27	40	213
Other infrastructure	600	<b>815</b>	1,158	1,127	1,094
<b>Total infrastructure</b>	<b>6,980</b>	<b>10,707</b>	<b>8,245</b>	<b>6,941</b>	<b>7,144</b>
<b>Total capital works expenditure</b>	<b>9,662</b>	<b>21,107</b>	<b>12,763</b>	<b>17,467</b>	<b>19,909</b>
<b>Represented by:</b>					
New asset expenditure	1,233	<b>8,884</b>	2,065	3,190	3,893
Asset renewal expenditure	7,420	<b>9,448</b>	8,470	7,730	7,154
Asset expansion expenditure	120	-	1,319	4,619	5,219
Asset upgrade expenditure	889	<b>2,775</b>	910	1,928	3,642
<b>Total capital works</b>	<b>9,662</b>	<b>21,107</b>	<b>12,763</b>	<b>17,467</b>	<b>19,909</b>

## Statement of Human Resources

For the four years ending 30 June 2022

	Strategic Resource Plan				
	Budget	Budget	Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	19,738	20,304	20,710	21,125	21,547
Employee costs - capital	170	170	173	176	180
<b>Total staff expenditure</b>	19,908	20,474	20,883	21,301	21,727
<b>Staff numbers</b>	FTE	FTE	FTE	FTE	FTE
Employees - operating	210.6	215.9	215.9	214.9	214.9
Employees - capital	2.0	2.0	2.0	2.0	2.0
<b>Total staff numbers</b>	212.6	217.9	217.9	216.9	216.9

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

Department	Comprises				
	Budget	Permanent		Casual	Temporary
	2018/19	Full Time	Part Time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Commercial Services	440	389	32	-	19
Community Development	2,649	1,220	1,174	211	45
Construction and Assets	1,627	1,555	22	23	26
Economic Development	1,285	834	142	84	225
Governance and Communication	1,075	920	71	82	1
Information Services	976	767	111	-	98
Office of CEO	1,128	1,124	-	4	-
Operations	5,603	5,113	112	378	-
Strategic Projects	253	253	-	-	-
Organisational Development	811	658	153	-	-
Finance	698	698	-	-	-
Planning and Regulatory Services	2,316	1,752	340	87	136
Waste Management	1,066	660	285	121	-
Environmental Services	378	191	170	17	-
<b>Total operating staff</b>	<b>20,304</b>	<b>16,133</b>	<b>2,613</b>	<b>1,007</b>	<b>551</b>
Capitalised labour staff	170				
Apprentices and Trainees	561				
Other employee costs	1,000				
<b>Total staff</b>	<b>22,035</b>				

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

Department	Budget 2018/19 FTE	Comprises			
		Permanent		Casual	Temporary
		Full Time FTE	Part Time FTE	FTE	FTE
Commercial Services	4.6	4.0	0.4	-	0.2
Community Development	26.3	12.4	11.1	2.1	0.7
Construction and Assets	16.2	15.2	0.2	0.3	0.5
Economic Development	14.0	8.6	2.0	1.0	2.4
Governance and Communication	13.0	11.0	1.0	1.0	-
Information Services	11.6	9.0	1.6	-	1.0
Office of CEO	7.1	7.0	-	0.1	-
Operations	65.5	59.0	1.6	4.9	-
Strategic Projects	2.0	2.0	-	-	-
Organisational Development	7.6	6.0	1.6	-	-
Finance	7.2	7.2	-	-	-
Planning and Regulatory Services	24.8	18.0	3.8	1.0	2.0
Waste Management	11.7	7.0	3.4	1.3	-
Environmental Services	4.2	2.0	2.0	0.2	-
<b>Total operating staff</b>	<b>215.9</b>	<b>168.4</b>	<b>28.8</b>	<b>11.8</b>	<b>6.8</b>
Capitalised labour staff	2.0				
Apprentices and trainees	7.0				
<b>Total staff</b>	<b>224.9</b>				

## 4. NOTES TO THE FINANCIAL STATEMENTS

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

### 4.1 COMPREHENSIVE INCOME STATEMENT

#### 4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2018-19 the FGRS cap has been set at 2.25%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.25% in line with the rate cap.

This will raise total rates and charges for 2018-19 to \$36.26 million.

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

Type or class of land	Forecast	Budget	Change	
	Actual 2017/18 \$'000	2018/19 \$'000	\$'000	%
General rates*	22,782	23,292	510	2.24%
Municipal charge*	5,378	5,498	120	2.23%
Waste management charges	7,152	7,443	291	4.07%
Supplementary rates and rate adjustments	152	72	(80)	(52.7%)
Interest on rates and charges	85	84	(1)	(1.2%)
<b>Total rates and charges</b>	<b>35,549</b>	<b>36,389</b>	<b>840</b>	<b>2.36%</b>

\*These items are subject to the rate cap established under the FGRS. The Budget 2018-19 for these items allows for the impact of prior year supplementary rates and rates adjustments.



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

Type or class of land	2017/18 cents/\$ CIV	2018/19 cents/\$ CIV	Change	
Rate - Residential and Rural Building	0.0038840	<b>0.0036117</b>	(0.0002723)	<b>(7.0%)</b>
Rate - Residential and Rural Vacant	0.0077670	<b>0.0072234</b>	(0.0005436)	<b>(7.0%)</b>
Rate - Commercial and Industrial Building	0.0054370	<b>0.0050564</b>	(0.0003806)	<b>(7.0%)</b>
Rate - Commercial and Industrial Vacant	0.0077670	<b>0.0072234</b>	(0.0005436)	<b>(7.0%)</b>
Rate - Farm Building	0.0038840	<b>0.0036117</b>	(0.0002723)	<b>(7.0%)</b>
Rate - Farm Vacant	0.0038840	<b>0.0036117</b>	(0.0002723)	<b>(7.0%)</b>
Rate - Cultural and Recreational	0.0037635	<b>0.0035033</b>	(0.0002602)	<b>(6.9%)</b>

The rate in the dollar in table 4.1.1(b) may change before 30 June 2018 to take into account further changes in property valuations to ensure the Council remains under the rate cap of 2.25%

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

Type or class of land	2017/18 \$'000	2018/19 \$'000	Change	
			\$'000	%
Residential and Rural	13,691	<b>13,661</b>	(31)	<b>(0.2%)</b>
Commercial and Industrial	3,350	<b>3,414</b>	64	<b>1.9%</b>
Farm	5,739	<b>6,216</b>	477	<b>8.3%</b>
Cultural and Recreational	2	<b>1</b>	-	-
<b>Total to be raised by general rates</b>	<b>22,782</b>	<b>23,292</b>	<b>510</b>	<b>2.2%</b>

#### 4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2017/18 Number	2018/19 Number	Change	
			Number	%
Residential and Rural	12,969	<b>12,984</b>	15	<b>0.1%</b>
Commercial and Industrial	1,140	<b>1,142</b>	2	<b>0.2%</b>
Farm	3,334	<b>3,333</b>	(1)	-
Cultural and Recreational	1	<b>1</b>	-	-
<b>Total to be raised by general rates</b>	<b>17,444</b>	<b>17,460</b>	<b>16</b>	<b>0.1%</b>

**4.1.1(e) The basis of valuation to be used is the capital improved value (CIV)****4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year**

Type or class of land	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
Residential and Rural	3,364,014	<b>3,594,833</b>	230,818	<b>6.9%</b>
Commercial and Industrial	593,145	<b>667,012</b>	73,867	<b>12.5%</b>
Farm	1,467,550	<b>1,721,108</b>	253,558	<b>17.3%</b>
Cultural and Recreational	407	<b>426</b>	19	<b>4.7%</b>
<b>Total to be raised by general rates</b>	<b>5,425,116</b>	<b>5,983,379</b>	<b>558,263</b>	<b>10.3%</b>

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

Type of Charge	Per Rateable Property 2017/18	Per Rateable Property 2018/19	Change	
	\$	\$	\$	%
Municipal	332.30	<b>339.75</b>	7.45	<b>2.24%</b>

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

Type of Charge	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
Municipal	5,378	<b>5,498</b>	120	<b>2.22%</b>

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2017/18	2018/19	\$	%
Kerbside waste collection service	108.40	<b>240.00</b>	131.60	<b>121.40%</b>
Recyclable collection service	97.60	<b>110.00</b>	12.40	<b>12.70%</b>
Organic waste collection service	99.10	<b>103.00</b>	3.90	<b>3.94%</b>
Environmental levy	224.50	<b>120.00</b>	(104.50)	<b>(46.55%)</b>
<b>Total</b>	529.60	<b>573.00</b>	43.40	<b>8.19%</b>

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

Type of Charge	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
Kerbside waste collection service	1,459	<b>3,243</b>	1,784	<b>122.27%</b>
Recyclable collection service	1,267	<b>1,433</b>	166	<b>13.07%</b>
Organic waste collection service	798	<b>827</b>	29	<b>3.62%</b>
Environmental levy	3,628	<b>1,941</b>	(1,687)	<b>(46.51%)</b>
<b>Total</b>	7,152	<b>7,443</b>	291	<b>4.07%</b>

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

Rates Levied	2017/18	2018/19	Change	
	\$'000	\$'000	\$'000	%
General rates	22,782	<b>23,292</b>	510	<b>2.24%</b>
Municipal levy	5,378	<b>5,498</b>	120	<b>2.23%</b>
Kerbside waste collection service	1,459	<b>3,243</b>	1,784	<b>122.27%</b>
Recyclable collection service	1,267	<b>1,433</b>	166	<b>13.07%</b>
Organic waste collection service	798	<b>827</b>	29	<b>3.62%</b>
Environmental levy	3,628	<b>1,941</b>	(1,687)	<b>(46.51%)</b>
<b>Total Rates and charges</b>	35,312	<b>36,233</b>	921	<b>2.61%</b>

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

Moirā Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2017/18	2018/19
Total Rates	\$ 28,158	\$ 28,788
Number of rateable properties	17,443	17,459
Base Average Rate	\$ 1,614	\$ 1,649
Maximum Rate Increase (set by the State Government)	2.00%	2.25%
Capped Average Rate		\$ 1,651
Maximum General Rates and Municipal Charges Revenue		\$ 28,792
Budgeted General Rates and Municipal Charges Revenue		\$ 28,788

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

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2018-19: \$72,000 and 2017/18: \$75,000)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

##### Rates to be levied

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

- A general rate of 0.36117% (0.0036117 cents in the dollar of CIV) for all rateable Residential and Rural Building Land;
- A general rate of 0.72234% (0.0072234 cents in the dollar of CIV) for all rateable Residential and Rural Vacant Land;
- A general rate of 0.50564% (0.0050564 cents in the dollar of CIV) for all rateable Commercial and Industrial Building Land;
- A general rate of 0.72234% (0.0072234 cents in the dollar of CIV) for all rateable Commercial and Industrial Vacant Land;
- A general rate of 0.36117% (0.0036117 cents in the dollar of CIV) for all rateable Farm Building Land;
- A general rate of 0.36117% (0.0036117 cents in the dollar of CIV) for all rateable Farm Vacant Land;
- A general rate of 0.35033% (0.0035033 cents in the dollar of CIV) for all rateable Cultural and Recreational Land.

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

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

## **General Rates**

A general rate be declared in respect of the 2018-19 Financial Year.

It be further declared that the general rate be raised by the application of differential rates.

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:

### **a) Residential Building Land**

Any land:

- (i) on which a building designed or adapted for human occupation is erected; and
- (ii) which does not have the characteristics of:
  - Farm Building Land
  - Commercial Building Land
  - Industrial Building Land or
  - Rural Residential Building Land.

### **b) Residential Vacant Land**

Any land:

- (i) on which no building designed or adapted for human occupation is erected; and
- (ii) which does not have the characteristics of:
  - Farm Vacant Land;
  - Commercial Vacant Land;
  - Industrial Vacant Land; or
  - Rural Residential Vacant Land.

### **c) Rural Building Land**

Any land:

- (i) which is more than two (2) and less than 10 hectares in area;
- (ii) which is located within a Rural Residential Zone or Zones under the Moira Planning Scheme;
- (iii) on which a building designed or adapted for human occupation is erected; and
- (iv) which is used by a primary production business that:
  - does not have a significant and substantial commercial purpose or character;
  - does not seek to make a profit on a continuous and repetitive basis from its activities on the land; and
  - 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.

**d) Rural Vacant Land**

Any land:

- (i) which is more than two (2) and less than 10 hectares in area;
- (ii) which is located within a Rural Residential Zone or zones under the Moira Planning Scheme;
- (iii) on which no building designed or adapted for human occupation is erected;
- (iv) which is used by a primary production business that:
  - does not have a significant and substantial commercial purpose or character;
  - does not seek to make a profit on a continuous or repetitive basis from its activities on the land;
  - 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.

**e) Commercial Building Land**

Any land:

- (i) on which a building designed or adapted for human occupation is erected;
- (ii) which is used primarily for commercial purposes; and
- (iii) does not have the characteristics of:
  - Farm Building Land;
  - General Building Land;
  - Industrial Building Land; or
  - Rural Residential Building Land.

**f) Commercial Vacant Land**

Any land:

- (i) on which no building designed or adapted for human occupation is erected;
- (ii) which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for commercial purposes;
- (iii) does not have the characteristics of:
  - Farm Vacant Land;
  - General Vacant Land;
  - Industrial Vacant Land; or
  - Rural Residential Vacant Land.

**g) Industrial Building Land**

Any land:

- (i) on which a building designed or adapted for human occupation has been erected;
- (ii) which is used primarily for industrial purposes; and
- (iii) does not have the characteristics of:
  - Farm Building Land;
  - Commercial Building Land;
  - General Building Land; or
  - Rural Residential Building Land.

**h) Industrial Vacant Land**

Any land:

- (i) on which no building designed or adapted for human occupation is erected;
- (ii) which is, by reason of its zoning under the Moira Planning Scheme, capable of being used primarily for industrial purposes; and
- (iii) does not have the characteristics of:
  - Farm Vacant Land;
  - Commercial Vacant Land;
  - General Vacant Land; or
  - Rural Residential Vacant Land.

**i) Farm Building Land**

Any land:

- (i) on which a building designed or adapted for human occupation is erected; and
- (ii) is "farm land" within the meaning of section 3(1) of the Valuation of Land Act 1960.

**j) Farm Vacant Land**

Any land:

- (i) on which no building designed or adapted for human occupation is erected; and
- (ii) is "farm land" within the meaning of section 3(1) of the Valuation of Land Act 1960.

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

- a) the relevant
  - (i) uses of;
  - (ii) geographical locations of;
  - (iii) planning scheme zonings of; and
  - (iv) types of buildings on the respective types or classes of land be those identified in the schedule to this resolution.

**k) Cultural and Recreational Land**

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 the applicable Cultural and Recreational cents in the dollar rate.

**Municipal Charge**

A municipal charge be declared in respect of the 2018-19 Financial Year.

The municipal charge be declared for the purpose of covering some of the administrative costs of Council.

The municipal charge be in the sum of \$339.75 for each rateable land (or part) in respect of which a municipal charge may be levied.

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.

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### **Annual Service Charge**

An annual service charge be declared in respect of the 2018-19 Financial Year.

The annual service charge be declared for the collection and disposal of refuse from land.

The annual service charge be in the sum of, and be based on the criteria, set out below:

- (i) \$240.00 per annum for each rateable land to which a kerbside waste collection service is available;
- (ii) \$110.00 per annum for each rateable land to which a recyclable collection service is available;
- (iii) \$103.00 per annum for each rateable land to which an organic waste collection service is available;
- (iv) \$120.00 per annum Environmental Levy for each 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; except where:
  - 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 179(4) of the Local Government Act 1989.

### **Rebates & Concessions**

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 as declared by the Department of Health and Human Services, for the 2018/19 financial year this is \$229.40.

### **Incentives**

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

### **Payment**

All rates and charges are to be paid in accordance with Section 167(1) and (2) of the Local Government Act 1989. Moira Shire offers three alternative payment arrangements: Annual (15 February 2019); Quarterly; and 10 monthly payments.

### **Consequential**

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:

- (i) that person is liable to pay;
- (ii) have not been paid by the date specified for their payment.

The Team Leader Revenue be authorised to levy and recover the general rates, municipal charge and annual service charges in accordance with the Local Government Act 1989.



#### 4.1.2 Statutory fees and fines

	Budget	Budget	Change	
	2017/18	2018/19	\$'000	%
	\$'000	\$'000	\$'000	%
Town planning fees	262	328	66	25.19%
Building services fees	383	435	52	13.56%
Land information certificates	38	40	2	4.99%
Business registration fees	165	161	(4)	(2.42)%
Animal registration fees and fines	160	174	14	8.75%
Other statutory fees and fines	96	107	11	11.52%
<b>Total statutory fees and fines</b>	<b>1,104</b>	<b>1,245</b>	<b>141</b>	<b>12.76%</b>

#### 4.1.3 User fees

	Budget	Budget	Change	
	2017/18	2018/19	\$'000	%
	\$'000	\$'000	\$'000	%
Leisure centre and recreation	27	26	(1)	(5.0)%
Waste management services	1,719	1,471	(248)	(14.4)%
Rent and other property income	155	145	(9)	(6.0)%
Public facilities and park hire fees	609	383	(226)	(37.1)%
Sundry works and works within road reserve fees	53	54	1	2.0%
Caravan park charges	253	256	3	1.2%
Other user fees and charges	90	55	(35)	(38.7)%
<b>Total user fees</b>	<b>2,905</b>	<b>2,390</b>	<b>(515)</b>	<b>(17.7)%</b>

Waste management services income is lower in 2018-19 due to the loss of income from reduced demand for the disposal of commercial waste.

Public facilities and park hire fee income is reduced due to a contra entry adjustment to s86 committees where the income has been reduced which corresponds with the same reduction in the s86 expense budget.

The 2018-19 User Fees and Charges schedule as adopted by Council is detailed in Appendix A.

#### 4.1.4 Grants

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

	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
<b>Grants to be received in respect of the following:</b>			
Summary of Grants			
Commonwealth funded grants	8,541	9,556	1,015
State funded grants	1,754	3,149	1,396
<b>Total grants to be received</b>	<b>10,295</b>	<b>12,705</b>	<b>2,411</b>

	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Variance \$'000
<b>(a) Operating Grants</b>			
<b>Recurrent - Commonwealth Government</b>			
Victoria Grants Commission	4,950	5,326	376
<b>Recurrent - State Government</b>			
Community health	126	124	(2)
Community safety	57	57	-
Economic development and tourism	275	201	(74)
Environmental planning	120	-	(120)
Maternal and child health	337	341	4
Recreation	29	28	-
School crossing supervisors	18	18	-
<b>Total recurrent grants</b>	<b>5,912</b>	<b>6,095</b>	<b>183</b>
<b>Total operating grants</b>	<b>5,912</b>	<b>6,095</b>	<b>183</b>

Victorian Grants Commission budget for 2017/18 and 2018/19 is impacted by the receipt of 50% of the respective grants in the preceding financial year. Environmental planning budget is lower due to long term environmental programs being finalised in 2017/18.

	<b>Budget 2017/18 \$'000</b>	<b>Budget 2018/19 \$'000</b>	<b>Variance \$'000</b>
<b>(a) Capital Grants</b>			
<b>Recurrent - Commonwealth Government</b>			
Roads to recovery	3,591	1,531	(2,060)
<b>Total recurrent grants</b>	<b>3,591</b>	<b>1,531</b>	<b>(2,060)</b>
<b>Non-recurrent - Commonwealth Government</b>			
Land Improvement	-	2,700	2,700
<b>Non-recurrent - State Government</b>			
Buildings	-	100	100
Waste Management	-	500	500
Bridges	-	330	330
Drainage	192	-	(192)
Roads	350	-	(350)
Parks, open space and streetscapes	-	500	500
Land Improvement	-	484	484
Recreation, leisure and community facilities	250	467	217
<b>Total non-recurrent grants</b>	<b>792</b>	<b>5,081</b>	<b>4,289</b>
<b>Total capital grants</b>	<b>4,383</b>	<b>6,611</b>	<b>2,229</b>

Roads to Recovery funding is lower in 2018-19 due to the current five-year program coming to an end. A new program has been announced by the Commonwealth Government, but details have yet to be advised.

The Commonwealth Government grant of \$2.7 million has been awarded under the Regional Jobs and Investment Packages (RJIP) for the Yarrawonga Foreshore development.

Other capital grants have been provided under various Victorian Government programs

#### 4.1.5 Contributions

	<b>Budget 2017/18 \$'000</b>	<b>Budget 2018/19 \$'000</b>	<b>Change</b>	
			<b>\$'000</b>	<b>%</b>
Monetary	116	3,403	3,287	2833.4%
Non-monetary	200	200	-	0.0%
<b>Total contributions</b>	<b>316</b>	<b>3,603</b>	<b>3,287</b>	<b>1039.46%</b>

The increase in the 2018-19 monetary contributions is due to contributions to the Yarrawonga Foreshore development by the developer (Lotus Living) and Goulburn Murray Water.

## 4.1.6 Other income

	Budget	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Interest on investments	450	450	-	0.0%
Reimbursements and subsidies	66	61	(5)	(8.2)%
Legal costs recouped	214	220	6	2.8%
Property revaluation costs recouped	15	130	115	766.7%
Energy rebate scheme income	82	84	2	2.0%
Sale of recyclables income	40	80	40	100.0%
Visitor Information Centre income	25	24	(2)	(6.4)%
Other income	82	83	1	1.6%
<b>Total other income</b>	<b>974</b>	<b>1,131</b>	<b>157</b>	<b>16.10%</b>

Property revaluation costs recouped in 2018-19 represents reimbursement of biennial General Valuation costs incurred by Council in 2017/18 by State Revenue Office. From 2018-19 valuations will be conducted annually by the State Government.

Sale of recyclables income budget in 2018-19 represents recovery of price of scrap metals from Landfill.

Other income budget for 2018-19 is lower due to completion of five year contribution from State Revenue Office for collection of Fire Services Levy.

#### 4.1.7 Employee costs

	Budget	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Wages and salaries	18,300	18,613	313	1.7%
WorkCover	513	538	24	4.8%
Apprentices and Trainees	385	561	176	45.7%
Superannuation	1,661	1,692	31	1.9%
Fringe benefits tax	261	225	(36)	(13.8)%
Other employee costs	394	407	14	3.4%
<b>Total employee costs</b>	<b>21,514</b>	<b>22,035</b>	<b>521</b>	<b>2.42%</b>

The increase in wages and salaries increase in 2018-19 is consistent with council's Enterprise Bargaining Agreement.

Council will increase the number of apprentice and trainee positions in 2018/19 as we respond to the challenges of an aging workforce and seek to ensure council has access to appropriately skilled and experienced staff into the future.

Council's revised fleet policy is reflected in the reduction in council's projected fringe benefits tax obligations.

#### 4.1.8 Materials and services

	Budget	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Contractors and consultants	2,045	2,130	84	4.1%
Utilities	1,351	1,372	21	1.5%
Council contributions, donations and grants	1,820	1,838	18	1.0%
Building maintenance	405	544	139	34.3%
General maintenance	6,611	6,687	76	1.1%
Community health and safety	295	282	(12)	(4.2)%
Community services and events	551	638	87	15.8%
Economic development and tourism	834	927	93	11.2%
Environmental management	472	386	(86)	(18.2)%
Finance and administration	2,344	2,510	165	7.1%
Information technology	1,089	1,248	160	14.7%
Infrastructure and asset management	260	438	178	68.6%
Insurance	497	517	20	4.0%
Planning and building	392	410	19	4.8%
Waste management	2,537	2,779	242	9.5%
<b>Total materials and services</b>	<b>21,502</b>	<b>22,706</b>	<b>1,203</b>	<b>5.60%</b>

Contractors and consultant increase is a timing difference of costs associated with the delivery of the final year of the fully-funded Regional Fruit Fly program and waste management programs to ensure Cobram Landfill meets EPA requirements.

Building maintenance increase due to identified essential repair work (guttering, painting and electrical) on civic buildings.

General maintenance increase mainly due to an expanded road seal maintenance program.

Information technology (IT) budget increase driven by Investment in council's information management systems to ensure customer and personal information is secure, to streamline council processes and to meet current and future customer service expectations.

Infrastructure and asset management increase mainly due to costs associated with drainage pits and pipes inspections.

Community services and events budget decrease is a contra entry adjustment to s86 committees where the expense has been reduced which corresponds with the same reduction in s86 user income.

Environment management budget reduction due to grant-funded environmental programs being completed in 2017/18.

#### 4.1.9 Depreciation

	Budget	Budget	Change	
	2017/18	2018/19	\$'000	%
	\$'000	\$'000	\$'000	%
Property	2,122	1,753	(369)	(17.4)%
Plant and equipment	540	743	203	37.6%
Infrastructure	6,840	8,136	1,296	18.9%
<b>Total Depreciation</b>	<b>9,502</b>	<b>10,632</b>	<b>1,130</b>	<b>11.89%</b>

#### 4.1.10 Other expenses

	Budget	Budget	Change	
	2017/18	2018/19	\$'000	%
	\$'000	\$'000	\$'000	%
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquitals	65	82	17	26.2%
Auditors' remuneration - Internal	52	47	(5)	(9.7)%
Councillors' allowances	311	303	(8)	(2.5)%
Interest on unwinding of discount on provisions	300	300	-	0.0%
Refunds of rates	63	52	(11)	(16.8)%
Termination of property lease	-	(3)	(3)	0.0%
Other expenses	27	102	75	283.0%
<b>Total Other expenses</b>	<b>817</b>	<b>882</b>	<b>66</b>	<b>8.03%</b>

## 4.2.1 Borrowings

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

	<b>2017/18</b>	<b>2018/19</b>
	<b>\$'000</b>	<b>\$'000</b>
Total amount borrowed as at 30 June of the prior year	4,613	3,572
Total amount proposed to be borrowed	-	-
Total amount projected to be redeemed	(1,041)	(1,123)
<b>Total amount of borrowings as at 30 June</b>	<b>3,572</b>	<b>2,449</b>

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### 4.3.1 Reserves

#### Other Reserves

Moira Shire maintains the following reserves for future capital works:

- **Recreational open space reserve** has been established in accordance with the Sub-division Act 1988 and is used to develop strategically located parks and reserves for the benefit of the residents in the municipality.
- **Car parking reserve** has been established under the Planning and Environment Act 1987 and is used to provide adequate car parking spaces within the municipality.
- **Net gain native vegetation reserve** has been established under the Planning and Environment Act 1987 and is used to fulfil Council's obligation in regard to planting of native vegetation.
- **Botts Road – Murray Valley Highway intersection reserve** has been established to allocate funds provided by developers to improving the intersection of Botts Road and the Murray Valley Highway in Yarrawonga.
- **Yarrawonga Wetlands drainage reserve** has been established to allocate funds provided by developers to improving the drainage within the Yarrawonga wetlands.



## 4.5 CAPITAL WORKS PROGRAM

This section presents a listing of the capital works projects that will be undertaken for the 2018-19 year, classified by expenditure type and funding source. Works disclosed are for the current budget.

### 4.5.1 Summary

	Budget	Budget	Change	
	2017/18 \$'000	2018/19 \$'000	\$'000	%
Property	1,760	9,091	7,331	416.6%
Plant and equipment	922	1,308	386	41.9%
Infrastructure	6,980	10,707	3,727	53.4%
<b>Total</b>	<b>9,662</b>	<b>21,107</b>	<b>11,445</b>	<b>118.5%</b>

	Project						Special	Asset	Council
	Cost \$'000	New \$'000	Upgrade \$'000	Renewal \$'000	Grants \$'000	Contributions \$'000	Charge \$'000	Sales \$'000	funding \$'000
Property	9,091	7,372	182	1,537	3,550	2,910			2,632
Infrastructure	10,707	1,311	2,528	6,868	3,061	140	300		7,206
Plant & Equipment	1,308	200	65	1,043	-			329	979
<b>Grand Total</b>	<b>21,107</b>	<b>8,884</b>	<b>2,775</b>	<b>9,448</b>	<b>6,611</b>	<b>3,050</b>	<b>300</b>	<b>329</b>	<b>10,817</b>

## 4.5.2 Current Budget

	Asset expenditure types						Funding sources				
	Project						Special Asset Council				
	Cost \$'000	New \$'000	Upgrade \$'000	Expansio n \$'000	Renewal \$'000	Grants \$'000	Contributions \$'000	Charge \$'000	Sales \$'000	funding \$'000	Borrowings \$'000
<b>Property</b>											
<b>Buildings</b>											
Apex Reserve Soccer Pavillion 2nd stage funding commitment [subject to grant]	450	450	-		-	225				225	-
Building Key Register Update	40		-		40	-				40	-
Cobram and Nathalia Sports Stadiums – Renew High Bay LED Lighting	35		-		35	-				35	-
Cobram Civic Centre – Renew Fascia and Roof Guttering	40		-		40	-				40	-
Cobram Civic Centre - Renewal of Air Conditioning System	75		-		75	-				75	-
Cobram Office Accommodation Renewal works - final stage	300	-	-		300					300	-
Municipal Building - Implementing the Emissions Reduction Plan – Stage 1	50	50	-		-	-				50	-
Municipal Buildings - Essential Services Renewals	140		-		140	-				140	-
Municipal Buildings Painting Program	150		-		150	-				150	-
Municipal Buildings Electrical Safety Audit - Stage 3	100		-		100	-				100	-
Municipal Buildings Guttering and Down Pipes Renewal Program	50		-		50	-				50	-
Numurkah Tennis / Croquet Club – Renew Social Room Ceiling	15		-		15	-				15	-
Numurkah Visitor Information Centre – Carpet Renewal in Council Chamber	10		-		10	-				10	-
Public Toilet Renewal Program - Yarrawonga Foreshore	400		-		400	100				300	-
Tungamah Rec Reserve Changerooms - Design	45				45	-				45	-
Yarrawonga JC Lowe – Female Friendly Facilities - Construction	82	-	82		-	42	40			-	-
Yarrawonga Library - Design	100		100							100	-
Yarrawonga Multisports Stadium - Design	120	120								120	-
Yarrawonga Town Hall – Stage 2 of Electrical Upgrade	40		-		40	-				40	-
Yarroweyah Hall Foyer Roof Renewal - (Including new roof structure)	30		-		30	-				30	-
<b>Buildings Total</b>	<b>2,272</b>	<b>620</b>	<b>182</b>		<b>1,470</b>	<b>367</b>	<b>40</b>			<b>1,865</b>	<b>-</b>
<b>Land Improvements</b>											
Land Development	600	600								600	-
Replace Bollards at Haebich Drive Yarrawonga Foreshore	17		-		17	-				17	-
River Road and Foreshore development of 'The Point' at Silverwoods Yarrawonga	5,412	5,412	-		-	2,700	2,712			-	-
Strathmerton Recreation Reserve - Dam Stability, Safety Fencing and Pump Shed	50		-		50	-				50	-
Yarrawonga Boat Ramp - Construction [subject to grant]	740	740				483	158			100	-
<b>Land Improvements Total</b>	<b>6,820</b>	<b>6,752</b>	<b>-</b>		<b>67</b>	<b>3,183</b>	<b>2,870</b>			<b>767</b>	<b>-</b>
<b>Property Total</b>	<b>9,091</b>	<b>7,372</b>	<b>182</b>		<b>1,537</b>	<b>3,550</b>	<b>2,910</b>			<b>2,632</b>	<b>-</b>

	Asset expenditure types						Funding sources				
	Project						Special Asset Council				
	Cost \$'000	New \$'000	Upgrade \$'000	Expansio n \$'000	Renewal \$'000	Grants \$'000	Contributions \$'000	Charge \$'000	Sales \$'000	funding \$'000	Borrowings \$'000
Plant & Equipment											
Fleet											
Replacement of 20 Light Fleet Vehicles	664		-		664	-		263	401	-	
Visitors Information Service Vehicle	170	170							170	-	
<b>Fleet Total</b>	<b>834</b>	<b>170</b>	<b>-</b>		<b>664</b>	<b>-</b>		<b>263</b>	<b>571</b>	<b>-</b>	
Other Equipment											
New Survey Equipment	65	-	65		-	-			65	-	
<b>Other Equipment Total</b>	<b>65</b>	<b>-</b>	<b>65</b>		<b>-</b>	<b>-</b>			<b>65</b>	<b>-</b>	
Plant & Machinery											
Purchase of All Terrain Vehicle For Yarrowonga Depot	30	30	-		-	-			30	-	
Replace of 2 Front Deck Mowers	59		-		59	-		16	43	-	
Replacement of 3m3 Tip Truck	80		-		80	-		5	75	-	
Replacement of JCB 3CX Backhoe	90		-		90	-		8	82	-	
Replacement of Small Plant > \$2,500.00	75		-		75	-		22	53	-	
Replacement of Wood Chipper	75		-		75	-		15	60	-	
<b>Plant &amp; Machinery Total</b>	<b>409</b>	<b>30</b>	<b>-</b>		<b>379</b>	<b>-</b>		<b>66</b>	<b>343</b>	<b>-</b>	
<b>Plant &amp; Equipment Total</b>	<b>1,308</b>	<b>200</b>	<b>65</b>		<b>1,043</b>	<b>-</b>		<b>329</b>	<b>979</b>	<b>-</b>	
Infrastructure											
Aerodrome											
Yarrowonga Aerodrome Runway Sweeper	7		-		7	-			7	-	
<b>Aerodrome Total</b>	<b>7</b>		<b>-</b>		<b>7</b>	<b>-</b>			<b>7</b>	<b>-</b>	
Bridges											
Numurkah Train Park - Renewal of Deck Over Creek	40		-		40	-			40	-	
Stewarts Bridge Road - Bridge Renewal	1,000				1,000	330			670	-	
Wrights Bridge Renewal Works Design	40		-		40	-			40	-	
<b>Bridges Total</b>	<b>1,080</b>		<b>-</b>		<b>1,080</b>	<b>330</b>			<b>750</b>	<b>-</b>	
Culverts											
Culvert Renewal Program	206		-		206	-			206	-	
<b>Culverts Total</b>	<b>206</b>		<b>-</b>		<b>206</b>	<b>-</b>			<b>206</b>	<b>-</b>	

	Asset expenditure types						Funding sources				
	Project						Special Asset Council				
	Cost \$'000	New \$'000	Upgrade \$'000	Expansio n \$'000	Renewal \$'000	Grants \$'000	Contributions \$'000	Charge \$'000	Sales \$'000	fundings \$'000	Borrowings \$'000
Drainage											
Anchorage Way Y'wonga Drainage Works	150	150								150	-
Automation of Drainage / Flood Pumps - Stage 2	60	30	30		-	-				60	-
Catona Crescent Cobram - Drainage Design Works	30	-	30		-	-				30	-
Cobram - North East Drainage Dam - Outfall Renewal	120		-		120	-				120	-
Drainage Pipe and Pit Renewal Program	150		-		150	-				150	-
Drainage Pits Renewal Program	50		-		50	-				50	-
Karook Street Cobram Drainage Design	22	-	22		-	-				22	-
Patterson Street Numurkah - Drainage Site Renewal and Upgrade	80		40		40	-				80	-
Rowe Street - Drainage Basin Extension	88	-	88		-	-				88	-
Rural Drainage – Burramine Anabranche Renewal of Road Crossing	25	-	25		-	-				25	-
<b>Drainage Total</b>	<b>775</b>	<b>180</b>	<b>235</b>		<b>360</b>	<b>-</b>				<b>775</b>	<b>-</b>
Footpaths											
Footpath Renewal Program	280		-		280	-				280	-
<b>Footpaths Total</b>	<b>280</b>		<b>-</b>		<b>280</b>	<b>-</b>				<b>280</b>	<b>-</b>
Kerb & Channel											
Kerb & Channel Renewal Program	600		-		600	-				600	-
<b>Kerb &amp; Channel Total</b>	<b>600</b>		<b>-</b>		<b>600</b>	<b>-</b>				<b>600</b>	<b>-</b>
Landfill											
Cobram Commercial Waste Sorting Facility - Stage 1 [subject to grant]	1,000	1,000	-		-	500				500	-
<b>Landfill Total</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>		<b>-</b>	<b>500</b>				<b>500</b>	<b>-</b>
Open Space											
2018/19 Shire and Town Signage roll out	100	-	100		-	-				100	-
<b>Open Space Total</b>	<b>100</b>	<b>-</b>	<b>100</b>		<b>-</b>	<b>-</b>				<b>100</b>	<b>-</b>
Other Assets											
GMW Major Creek Boat Ramp - Works Contribution	15	15	-		-	-				15	-
Wilby Infrastructure	200	-	-		200	-				200	-
<b>Other Assets Total</b>	<b>215</b>	<b>15</b>	<b>-</b>		<b>200</b>	<b>-</b>				<b>215</b>	<b>-</b>
Parks & Gardens											
Cobram Piazza and Federation Park Redevelopment [subject to grant]	885	-	885		-	500				385	-
Installation of BBQ at Frank Keenan Reserve (Yarrowonga Yacht Club)	36	36	-		-	-				36	-
Tungamah Lions Park Beautification	25		-		25	-				25	-
<b>Parks &amp; Gardens Total</b>	<b>946</b>	<b>36</b>	<b>885</b>		<b>25</b>	<b>500</b>				<b>446</b>	<b>-</b>
Playgrounds											
Replacement of Playground Equipment	30		-		30	-				30	-
<b>Playgrounds Total</b>	<b>30</b>		<b>-</b>		<b>30</b>	<b>-</b>				<b>30</b>	<b>-</b>

Project	Asset expenditure types						Funding sources				
	Cost	New	Upgrade	Expansio	Renewal	Grants	Contributions	Special Charge	Asset Sales	Council funding	Borrowings
	\$'000	\$'000	\$'000	n \$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recreation Reserves											
Septic Tank Renewal – Waaia and Katamatite Recreation Reserves	50		-		50	-				50	-
Yarrawonga JC Lowe Oval – Lighting and Court Project-Construction	250	-	250		-	100	80			70	-
<b>Recreation Reserves Total</b>	<b>300</b>	<b>-</b>	<b>250</b>		<b>50</b>	<b>100</b>	<b>80</b>			<b>120</b>	<b>-</b>
Roads											
Acacia and Melaleuca Sts Y'wonga Road Works - Design	80	80								80	-
Gravel Roads - Resheet Program	1,100		-		1,100	1,048				52	-
Humberstone Street Nathalia Road & Drainage Design - Special charge scheme	350	-	350		-	-		300		50	-
Meiklejohn Street Numurkah - Asphalt Overlay	80		-		80	-				80	-
Naring Road - Widening of final stage - Construction	483	-	483			483				-	-
Roads - Asphalt Overlay Program	200		-		200	-				200	-
Roads - Bituminous Reseal Program	1,200		-		1,200	-				1,200	-
Roads - Final Seals	180		-		180	-				180	-
Roads - Major Patching Program	450		-		450	-				450	-
Roads - Reconstruction Program	600		-		600	-				600	-
Roads - Shoulder Resheet Program	200		-		200	-				200	-
<b>Roads Total</b>	<b>4,923</b>	<b>80</b>	<b>833</b>		<b>4,010</b>	<b>1,531</b>		<b>300</b>		<b>3,092</b>	<b>-</b>
Showgrounds											
Nathalia Showgrounds – Oval and Court Lighting [subject to grant]	220	-	220		-	100	60			60	-
Numurkah Showgrounds - Netball Court Compliance	5	-	5		-	-				5	-
<b>Showgrounds Total</b>	<b>225</b>	<b>-</b>	<b>225</b>		<b>-</b>	<b>100</b>	<b>60</b>			<b>65</b>	<b>-</b>
Swimming Pools											
Strathmerton Outdoor Swimming Pool - Shade Sail Renewal	20		-		20	-				20	-
<b>Swimming Pools Total</b>	<b>20</b>		<b>-</b>		<b>20</b>	<b>-</b>				<b>20</b>	<b>-</b>
<b>Infrastructure Total</b>	<b>10,707</b>	<b>1,311</b>	<b>2,528</b>		<b>6,868</b>	<b>3,061</b>	<b>140</b>	<b>300</b>		<b>7,206</b>	<b>-</b>
<b>Grand Total</b>	<b>21,107</b>	<b>8,884</b>	<b>2,775</b>		<b>9,448</b>	<b>6,611</b>	<b>3,050</b>	<b>300</b>	<b>329</b>	<b>10,817</b>	<b>-</b>

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## 5. FINANCIAL PERFORMANCE INDICATORS

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

Indicator	Measure	Budget	Budget	Strategic Resource Plan Projections			Trend
		2017/18	2018/19	2019/20	2020/21	2021/22	+/-
<b>Operating position</b>							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-8.9%	(16.2)%	(4.6)%	(3.7)%	(2.9)%	+
<b>Liquidity</b>							
Working Capital	Current assets / current liabilities	350.2%	255.8%	301.7%	253.5%	207.8%	-
Unrestricted cash	Unrestricted cash / current liabilities	0.0%	181.7%	230.6%	179.8%	130.6%	N/A
<b>Obligations</b>							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	10.2%	6.7%	5.1%	3.3%	1.6%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	3.9%	3.7%	1.8%	1.7%	1.7%	-
Indebtedness	Non-current liabilities / own source revenue	38.5%	34.9%	36.5%	34.6%	32.8%	-
Asset renewal	Asset renewal expenses / Asset depreciation	78.1%	88.9%	82.0%	81.0%	80.0%	o
<b>Stability</b>							
Rates concentration	Rate revenue / adjusted underlying revenue	70.9%	74.8%	66.8%	67.8%	68.4%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.7%	0.7%	0.6%	0.6%	0.6%	o
<b>Efficiency</b>							
Expenditure level	Total expenses/ no. of property assessments	\$3,070	\$3,236	\$3,324	\$3,400	\$3,488	+
Revenue level	Residential rate revenue / No. of residential property assessments	\$1,862	\$1,912	\$1,950	\$1,989	\$2,029	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	9.0%	9.0%	9.0%	9.0%	9.0%	o

**Key to Forecast Trend:**

+ Forecasts improvement in Council's financial performance/financial position indicator

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

**Notes to indicators**

1. **Adjusted underlying result** - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period.
2. **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2018/19 year due to higher utilisation of cash reserves to fund the long term capital program.
3. **Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
4. **Asset renewal** -This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). Council currently have a commitment to maintain assets at a minimum level of 80%.
5. **Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services.



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