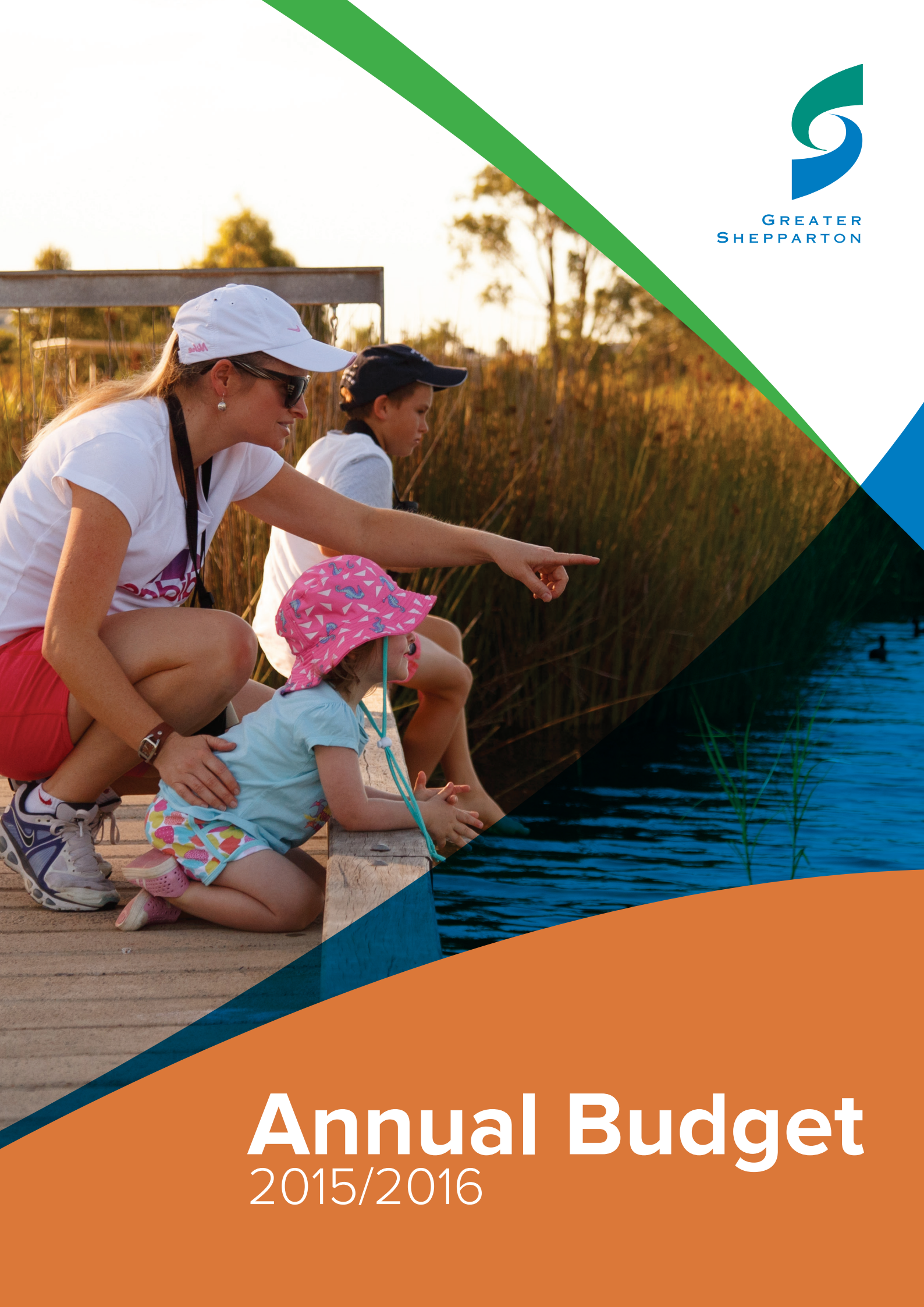




GREATER  
SHEPPARTON



# Annual Budget

2015/2016



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## Mayor's Introduction

It gives me great pleasure to present the 2015/2016 Budget to the community of Greater Shepparton City Council.

The Budget has been developed around the 2013-2017 Council Plan priorities and is in alignment with the five Key Strategic Objectives of Active & Engaged Community (Social), Enhancing the Environment (Natural), Economic Prosperity (Economic), Quality Infrastructure (Built) and High Performing Organisation (Leadership & Governance) within this plan.

Council delivers over 150 services to the community through various program, activities grants and projects which are aligned to the Strategic Resource Plan and resourced by the annual budget. Council must achieve a balance between those services the community desires and the funds available, which is an ongoing challenge.

To achieve these goals, the Budget proposes an increase in total revenue raised from all rates and charges of 4.95 per cent, excluding supplementaries, in the 2015/2016 financial year. This level allows Council to maintain existing service levels, fund a number of new initiatives and continue to allocate additional funds to renew ageing infrastructure. The rate increase has been kept in line with the levels projected in Council's adopted Strategic Resource Plan 2015/2016 to 2018/2019.

The total Capital Works program will be \$40.10 million, of which highlights include:

- Greater Shepparton Regional Sports Precinct (\$9.24million)
- Cosgrove 3 landfill site design and construction (\$6.18 million)
- Verney Road Stage 2 - Hawkins St to Graham St (\$3.32 million)
- Renewal works at the Aquamoves centre changerooms and car park (\$2.49 million)
- Upgrade works to Drainage in Shepparton East (\$1.01 million)
- Expanding the Regional Saleyards salepens and walkways (\$0.82 million)
- Finance systems replacement (\$0.82 million)

The Budget aims to place Council into a healthy financial position with the impending uncertainty surrounding rate capping to be implemented in 2016/2017. Council will need to consider strategies as part of its strategic resource planning to respond to the impacts of reduced rate revenue including options such as reduced service delivery and reduced capital expenditure.

This Budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible.

**Cr Dennis Patterson**  
**Mayor**





## Chief Executive Officer's Summary

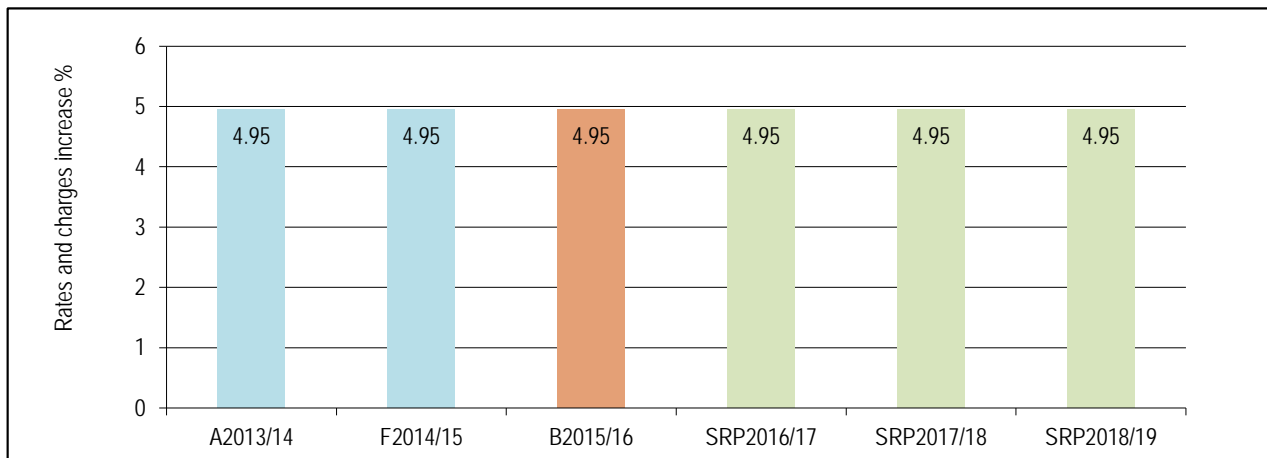
Council has prepared a 2015/2016 Budget which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the proposed rate increase, operating result, financial sustainability, cash and investments, financial position and liquidity, capital works and Council expenditure allocations.

### 1. Rates

It is proposed that the declared general rates and charges revenue will increase by 4.95 per cent for the 2015/2016 year, excluding supplementaries, raising total rates and charges of \$67.07 million plus \$0.64 million generated from supplementary rates and charges.

This rates increase is in line with the Council Plan 2013-2017 and the projections in the Council's adopted Strategic Resource Plan 2014/2015 to 2018/2019.

While around 54 per cent of the income for the budget comes from rates, it is not Council's only source of revenue. The rates and charges revenue goes towards maintaining and delivering over 150 services Council provides to the community.



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

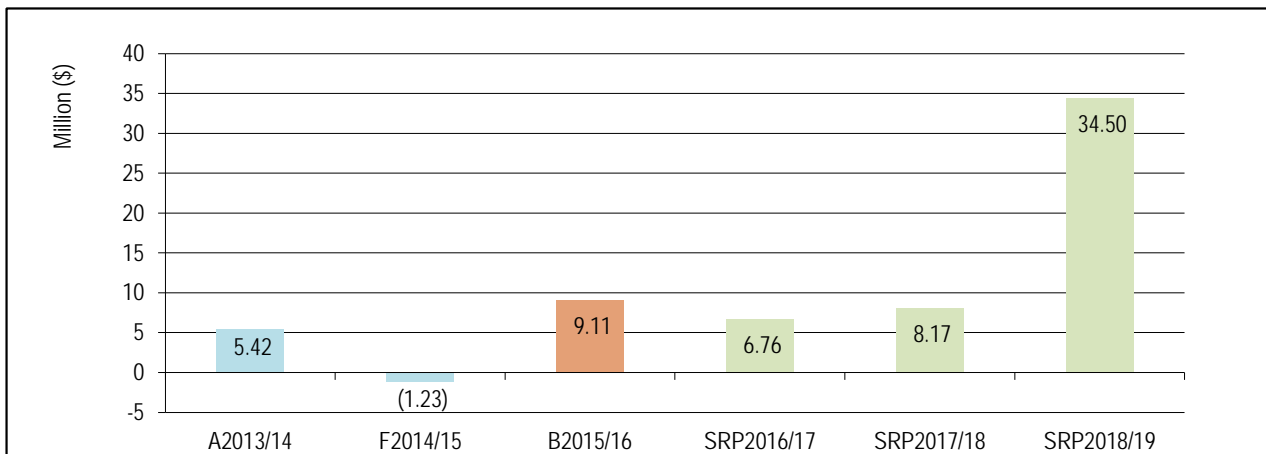
There is still uncertainty surrounding the impending rate capping to be implemented in 2016/2017. Council will need to consider strategies as part of its strategic resource planning to respond to the impacts of reduced rate revenue including options such as reduced service delivery and reduced capital expenditure.

For further details, refer to Section 9 Rating Information.

## 2. Operating result (Operating surplus/(deficit))

The budgeted operating result for the 2015/2016 year is an operating surplus of \$9.11 million, which is an increase of \$10.35 million from 2014/2015.

The major variance in the operating result between 2014/2015 and 2015/2016 is due to a reduction in Materials and Services expenditure relating to Building Better Regional Cities - Mooroopna West Growth Corridor rebates and Goulburn Broken Greenhouse Alliance Street Lighting Project expenditure.

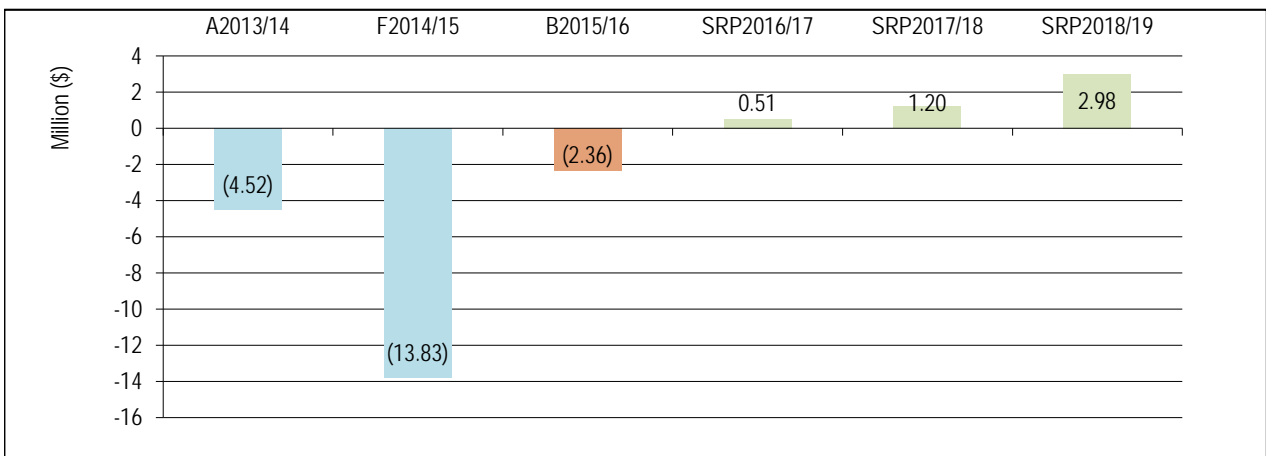


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

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

## 3. Financial Sustainability (Underlying operating surplus/(deficit))

The below graph presents the budgeted operating position excluding capital grants and developer contributions.

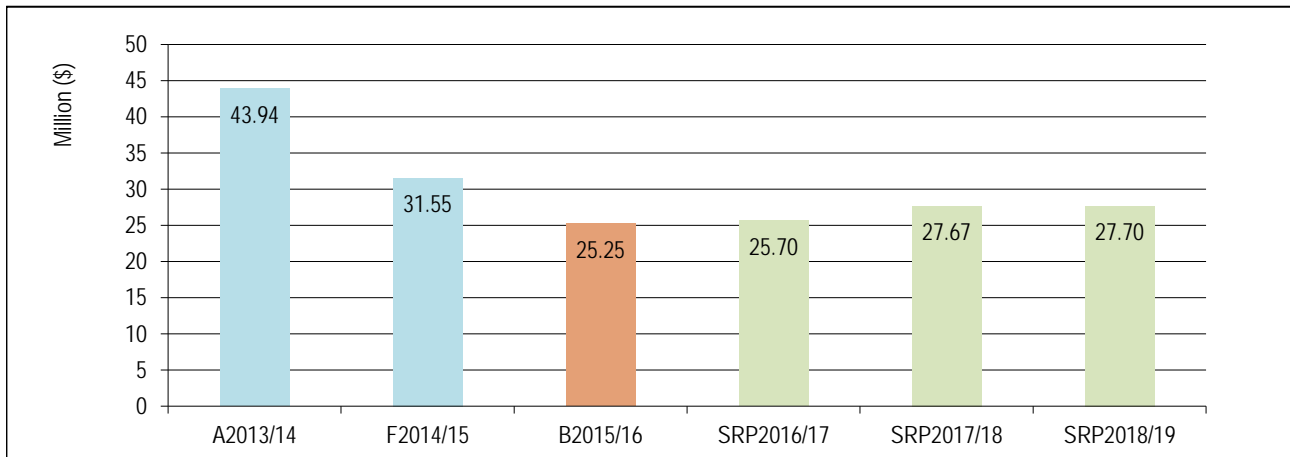


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The accounting underlying position should not be confused with a cash deficit. The figures include a non-cash depreciation component in 2015/2016 of \$22.64 million and excludes capital expenditure.

The underlying operating deficit forecast for 2014/2015 is largely impacted by Council's commitment to the Building Better Regional Cities Mooroopna West Growth Corridor project and the Goulburn Broken Greenhouse Alliance Street Lighting project.

#### 4. Cash and investments



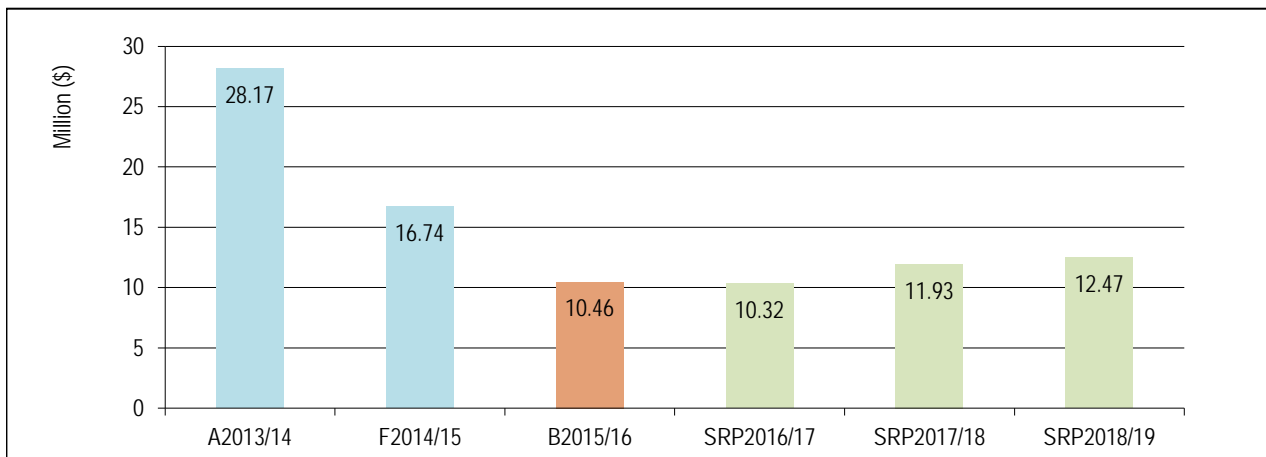
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Cash and investments are budgeted to decrease by \$6.29 million during the year to \$25.25 million as at 30 June 2016. The 2015/2016 figure includes \$12.00 million of investments classified as Other Financial assets.

The decrease is due mainly to the higher level of capital works budgeted for 2015/2016 without a similar increase in offsetting grants and contributions.

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

#### 5. Financial Position (Liquidity)



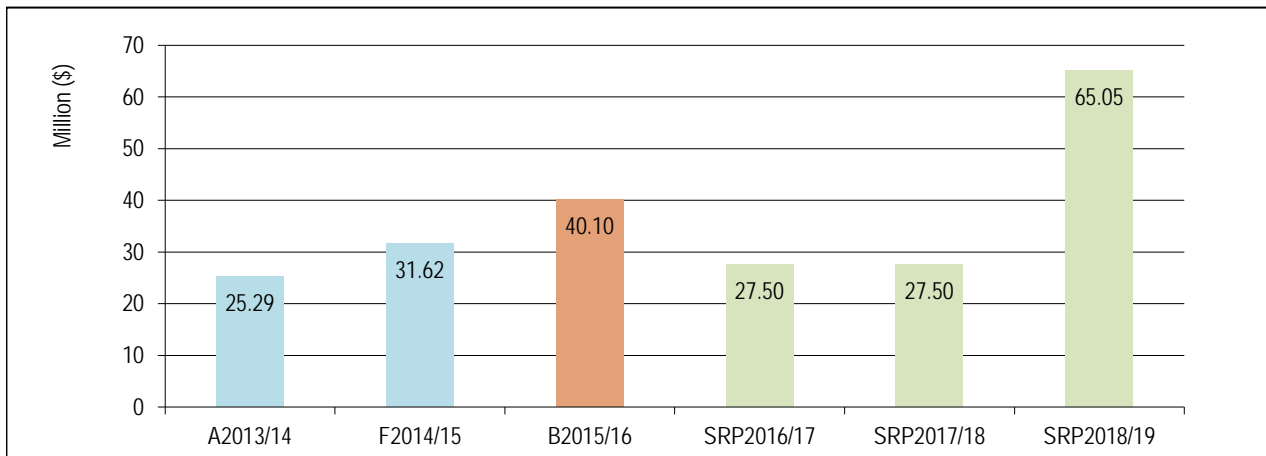
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Net current assets (current assets less current liabilities) are budgeted to reduce by \$6.28 million to \$10.46 million as at 30 June 2016. The decrease in net current assets is mainly due to the movement of cash and investments as detailed above.

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



## 6. Capital works



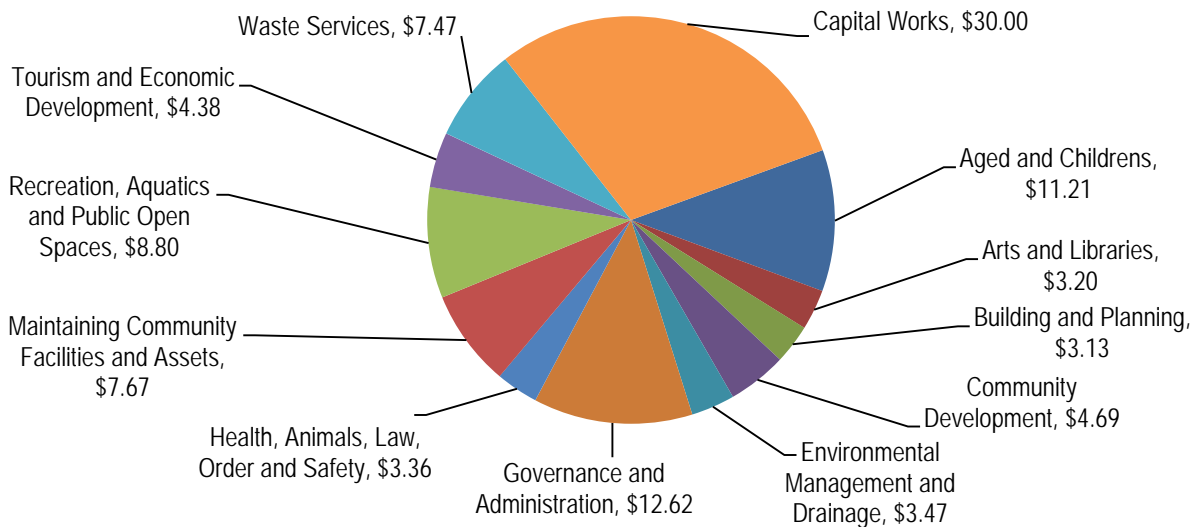
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The budgeted capital works program for the 2015/2016 year is \$40.10 million. Of the capital funding required, \$27.19 million, including \$1.5 million which will be re-budgeted from the 2014/2015 year, will come from Council operations, proceeds from asset sales, and cash reserves and investments.

\$8.48 million will be sourced from external grants and contributions while new borrowings of \$4.44 million are proposed for the Greater Shepparton Regional Sports Precinct.

Refer to Section 6 Analysis of Capital Budget for more information.

## 7. Council expenditure allocations



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.

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

**Gavin Cator**  
Chief Executive Officer

## Budget Process

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Local Government Act 1989 (the Act) and Local Government (Planning and Reporting) Regulations 2014 (the Regulations).

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

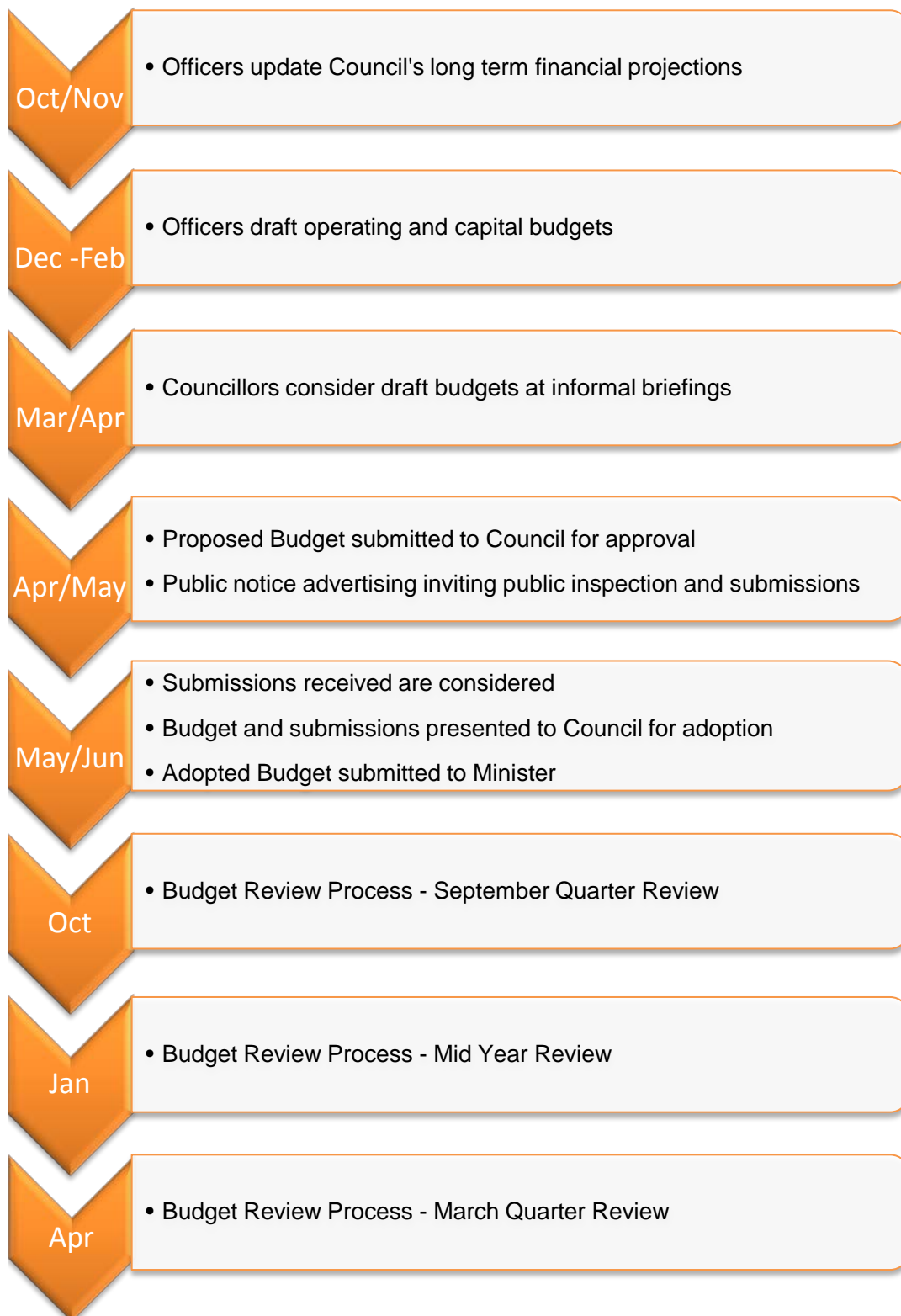
The 2015/2016 budget, which is included in this report, is for the year 1 July 2015 to 30 June 2016 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ending 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, Officers firstly review and update Council's long term financial projections. Financial projections for at least four years are ultimately included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. The preparation of the budget, within this broader context, begins with Officers preparing the operating and capital components of the annual budget during December to February. A draft consolidated budget is then prepared and various iterations are considered by Council at informal briefings during March and April. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. 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.

To assist interested persons to understand the budget and make a submission if they wish, Council officers can answer questions submitted via the council website. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

## Budget Process

The key dates for the budget process are summarised below:



## **Overview**

**Section 1 - Linkage to the Council Plan**

**Section 2 - Services, Initiatives and Service  
Performance Indicators**

**Section 3 - Budget Influences**

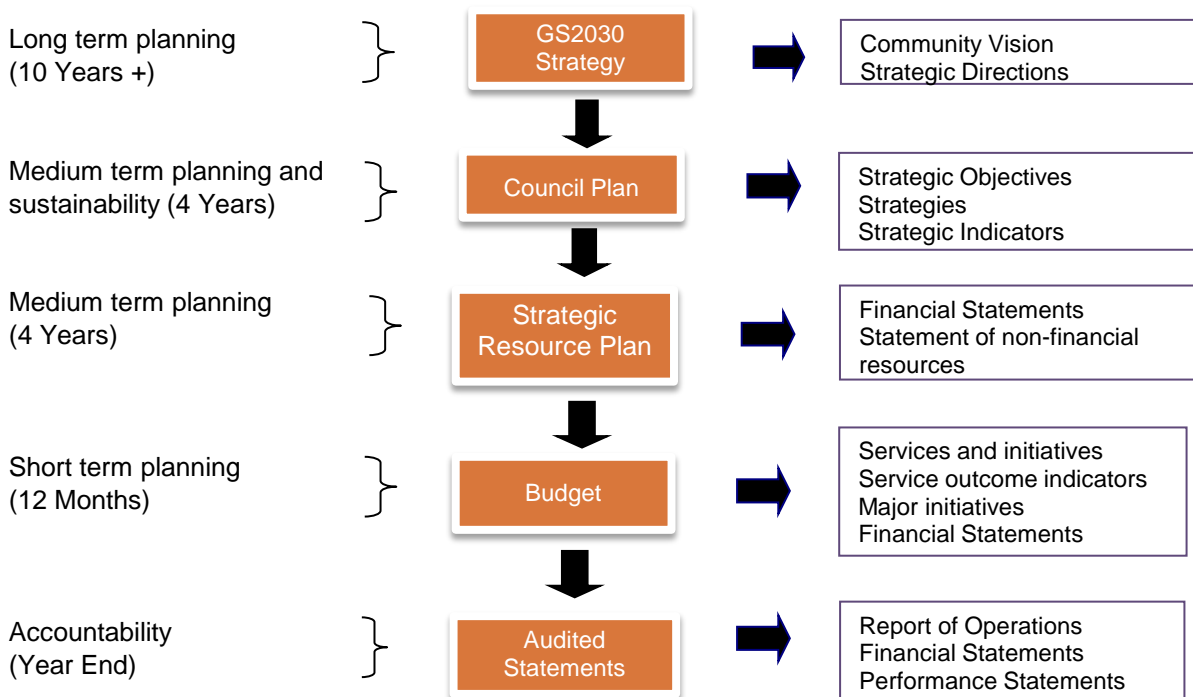
## Section 1: Linkage to the Council Plan

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

### 1.1 Planning and accountability framework

The Strategic Resource Plan, included in 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 then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget 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.



In addition to the above, Council has a long term plan (GS2030 Strategy) 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. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

## 1.2 Our purpose

Our Vision:

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

Our Values:

***Leadership** - Promote Leadership, by setting an example that encourages others to strive for positive community outcomes.*

***Integrity** - Act with Integrity, honesty, responsibility, transparency and accountability.*

***Respect** - Treat all people with Respect, showing consideration to and appreciation of others including their cultural backgrounds and beliefs and always seek to understand different points of view.*

***Innovation** - Committed to being Innovative, by seeking continuous improvement through the application of new ideas.*

***Teamwork** - Strive to work in an environment that fosters Teamwork, through understanding we all represent and make decisions on behalf of the community of the Greater Shepparton.*



### 1.3 Strategic Objectives

The Council delivers activities under 4 major service categories. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2013-2017 and shown in the table below.

The Greater Shepparton City Council's Key Strategic Objectives are aligned to the updated Strategic Resource Plan 2015/2016 to 2018/2019.

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

#### Strategic Goals

**Active and Engaged Community (Social)**

**Economic Prosperity (Economic)**

**Enhancing the Environment (Natural)**

**Quality Infrastructure (Build)**

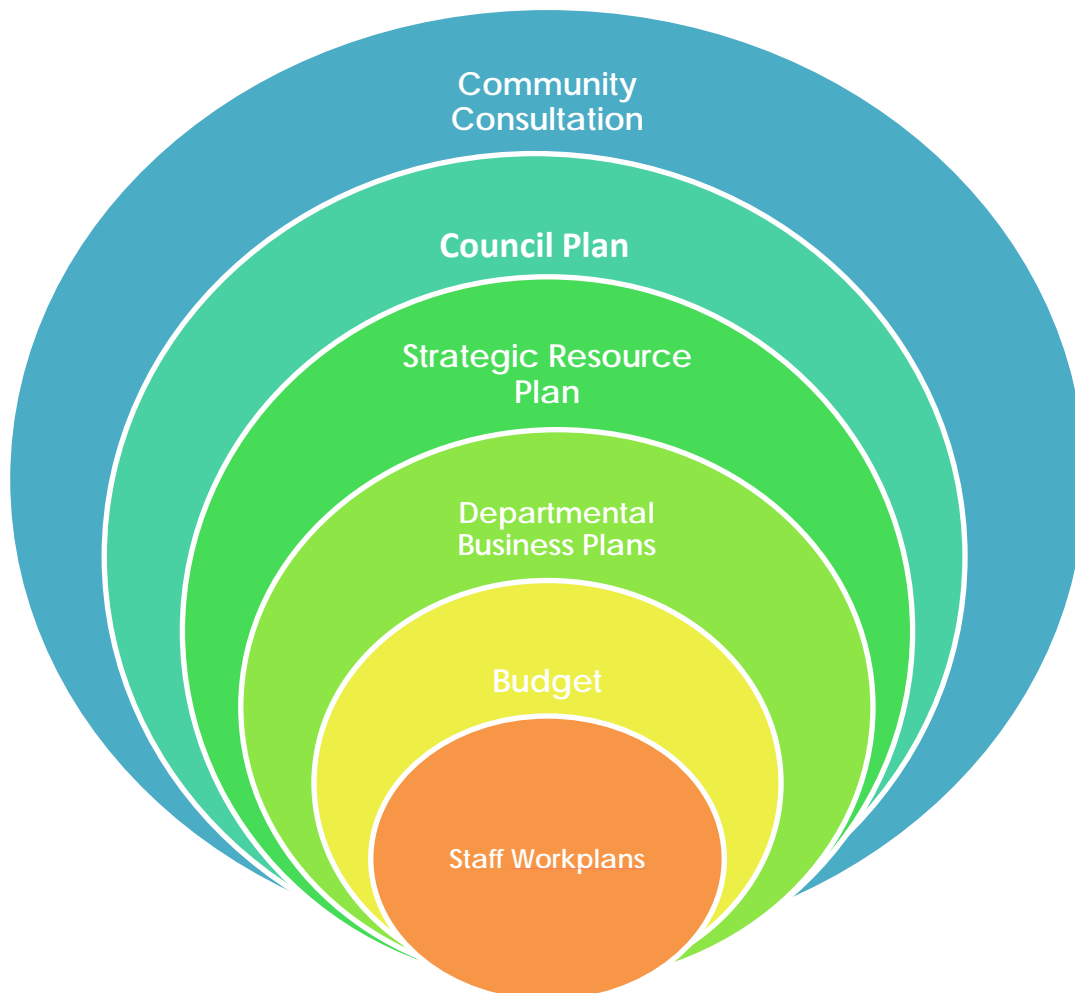
**High Performing Organisation (Leadership & Governance)**

## Section 2: Services, Initiatives and Service Performance Indicators

### Budget Highlights

- Total income raised from Rates and Charges increased by 4.95 per cent (5.95 per cent including supplementary rates).
- Implementation of Rating Strategy 2013-2017.
- Total Operating Revenues \$125.70 million (excluding Capital).
- Total Operating Expenses \$116.58 million (excluding Capital).
- Capital Works Program \$40.10 million.
- Total Capital Revenue \$10.95 million.
- \$4.44 million of borrowings proposed.

This section provides a description of the services and initiatives to be funded in the Budget for the 2015/2016 year and how these will contribute to achieving the strategic objectives specified in the Council Plan set out in Section 1. The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan. The relationship between these components of the Budget and the Council Plan, along with the link to reporting in the Annual Report, is shown below.



## 2.1 Strategic Objective: Active & Engaged Community

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

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Access and Inclusion	Work towards ensuring all residents and visitors of Greater Shepparton have access to Council facilities and events, through compliance of legislative requirements at a minimum, striving toward exceeding these requirements.	(191) <u>120</u> (71)
Active Living Management and Coordination	Daily operations of Aquamoves, Seasonal Pools in Mooroopna, Merrigum and Tatura, Indoor Sports Stadiums in Shepparton, Mooroopna and Tatura, SPC KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs.	(768) <u>50</u> (718)
Aged Services	Assists our most vulnerable communities, by providing the Home and Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.	(4,356) <u>4,117</u> (239)
Animal Management and Local Laws	Supports the community through provision of a number of services that support our animal community and its owners and regulate the municipality through Council's Local Law 1.	(1,298) <u>637</u> (661)
Arboriculture Services	Deliver Arboriculture management and maintenance services for all trees on Council managed property.	(1,106) <u>25</u> (1,081)
Building Services	Administration and enforcement of the Building Regulations under Section 212 of the Building Act. To provide an efficient system for issuing Building Permits.	(820) <u>669</u> (151)
Building Works	Undertake the maintenance of Council owned and controlled buildings to support service delivery to citizens, to community groups and organisations, and ensure safety of staff and users through full compliance with building code regulations.	(1,298) <u>0</u> (1,298)
Cemeteries	Deliver management and horticulture maintenance services for the Pine Lodge and Kialla West cemeteries.	(647) <u>643</u> (4)
Civic Presentation	Delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, lighting and furniture maintenances services to the Parks, Sport and Recreation department.	(762) <u>0</u> (762)
Community Facilities	Support and maintain the North Shepparton Community Hub and the Youth Club Hall.	(57) <u>26</u> (31)

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Community Strengthening	Bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.	(2,068) <u>243</u> (1,825)
Development Team	Works closely with developers and others to facilitate land use and development across the municipality through the planning permit process.	(495) <u>216</u> (279)
Early Childhood Education	Provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.	(8,500) <u>6,958</u> (1,542)
Emergency Management	Administer the Municipal Emergency Management Plan, including community recovery.	(193) <u>146</u> (47)
Native Vegetation	Deliver horticulture maintenance to native open space areas, water bodies, wetlands and road side reserves. Includes provision of landscaping and irrigation system maintenance services.	(583) <u>0</u> (583)
Environmental Health	Regulatory functions governed by several Acts and Regulations and various Health Promotion activities.	(1,208) <u>396</u> (812)
Events	Promote Greater Shepparton as a vibrant destination, maximise visitation to the region, and increase length of stay through the development of sustainable events, Position Greater Shepparton as a leading regional sports events destination and reduce economic leakage by presenting a range of diverse events to engage local audiences.	(1,848) <u>339</u> (1,509)
Healthy Community Programs	Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing the overall Health and Well-Being of the Greater Shepparton community.	(287) <u>50</u> (237)
Indoor Sports	Operation and maintenance of the Shepparton Sports Stadium, Tatura Community Activity Centre and the lease of the Mooroopna Sports Stadium.	(324) <u>227</u> (97)
Library	Greater Shepparton City Council is a member of the Goulburn Valley Regional Library Corporation (GVRLC) which delivers a range of library and other services including outreach programs. GVRLC is a separate Corporation and it is contracted to provide library services within the borders of Greater Shepparton City Council, Moira Shire and Strathbogie Shire.	(1,603) <u>0</u> (1,603)
Maternal and Child Health	Deliver the State Government Key Ages and Stages schedule of developmental checks for children from birth until school entry. Provide support and education to parents in the early years of their children's lives.	(1,613) <u>653</u> (960)
Neighbourhood Management	Lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department.	(664) <u>90</u> (574)

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Parks	Deliver horticulture maintenance services to parks, public open spaces, aquatic facilities and childcare centres.	(2,411) <u>0</u> (2,411)
Performing Arts and Conventions	Encourage participation and enjoyment of the Performing Arts in the community both at Riverlinks Venues (Westside PAC and Eastbank PAC) and throughout Greater Shepparton and to maximise the usage of the Council owned and operated Eastbank Performing Arts & Convention Centre.	(1,957) <u>845</u> (1,112)
Planning	Provide statutory planning services, development facilitation and administration and enforcement of the planning scheme including the assessment and approval of development applications and subdivisions.	(2,062) <u>452</u> (1,610)
Regional Aquatic Centre	Operation and management of Greater Shepparton's regional aquatic centre and gym Aquamoves.	(3,277) <u>3,121</u> (156)
Regulatory Maintenance	Undertake maintenance and renewal of road signage and roadside furniture, fire plugs, street lighting and street furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.	(1,404) <u>0</u> (1,404)
Rural Outdoor Pools	Provide seasonal swimming pools at Mooroopna, Merrigum and Tatura as well as financial support to the committee managed Murchison swimming pool.	(338) <u>59</u> (279)
Shepparton Art Museum (SAM)	Holds a growing collection of exemplary Contemporary Australian art and one of Australia's most significant ceramic collections along with a painting and works on paper collection. SAM houses, conserves, researches, publishes, communicates and exhibits art for the purposes of study, education and enjoyment, the permanent collection and temporary exhibitions.	(1,211) <u>232</u> (979)
SPC Kids Town	Greater Shepparton's Regional Adventure Playground (including the Connection) - provides an important facility for local residents to enhance their health and wellbeing and is a key contributor to regional tourism.	(646) <u>426</u> (220)
Sports Facilities	Deliver horticulture maintenance services to sports fields and recreation reserves. This includes specialist turf management for high profile sports venues and day to day maintenance of more than 25 community sports fields.	(964) <u>0</u> (964)
Strategic Asset Management	Facilitate asset management planning through the provision of accurate, timely and meaningful asset information. This enables the effective management of infrastructure based on its condition to support the delivery of services to the community.	(1,099) <u>264</u> (835)
Water and Energy	The sustainable management of water and energy demands for all Parks, Sport and Recreation service areas. Includes the management and maintenance of irrigation systems.	(569) <u>0</u> (569)

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Youth Development	Work with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised.	(296) 54 (242)
<b>Net cost to Council</b>		<b>(25,865)</b>

### Major Initiatives

- Expansion of facilities at the Greater Shepparton Sports Precinct.
- Implementation of Universal Access to 15 hours of Early Childhood Education (kindergarten). Enactment of the final stages of Council of Australian Governments Children's service reforms - increased staff: child ratios; inclusion of at least one bachelor qualified staff member in every service.
- SAM feasibility study and Business Case.
- KidsTown Future Directions Plan and Food Hub concept.

### Initiatives

- Strategic Planning for KidsTown, Shepparton Sports Stadium, Aquamoves and the Outdoor Pools.
- Aged Care Package Round (ACAR). Through a competitive tender process council has the opportunity to apply for additional home care packages as funded by the Commonwealth Department of Social Services.
- Development of a centralised building maintenance branch to manage all building repairs and maintenance for the organisation.
- Expansion of the Pine Lodge Cemetery.
- Increased number of public toilets.
- Detailed design and documentation of Shepparton Sports Stadium Future Direction Plan upgrades and to determine future arrangements for Mooroopna Stadium tenants.



## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Home and Community Care (Aged Services)	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service).	(Number of people that received a HACC service / Municipal target population for HACC services) x100.
Home and Community Care (Aged Services)	Participation	Participation in HACC service by Culturally and Linguistically Diverse people (CALD) (Percentage of the municipal target population in relation to CALD people that receive a HACC service).	(Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x100.
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits. (Percentage of children attending the MCH key ages and stages visits).	(Number of actual MCH visits / Number of expected MCH visits) x100.
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits by Aboriginal children. (Percentage of Aboriginal children attending the MCH key ages and stages visits).	(Number of actual MCH visits for Aboriginal children / Number of expected MCH visits for Aboriginal children) x100.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members).	(Number of active library members / municipal population) x100.
Pool Facilities (Regional Aquatic Centre)	Utilisation	Utilisation of pool facilities (The number of visits to pool facilities per head of municipal population).	Number of visits to pool facilities / Municipal population.
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions).	Number of successful animal management prosecutions.
Food safety (Environmental Health)	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council).	(Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises) x100.

## 2.2 Strategic Objective: Enhancing the Environment

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

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Environmental Management	Facilitate sustainable environmental growth and development within Greater Shepparton.	(3,202) <u>1,030</u> (2,172)
Road Works	Undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.	(3,775) <u>0</u> (3,775)
Waste and Resource Recovery	Manage Council's waste services and facilities including landfills, transfer stations, kerbside services and litter bins.	(9,966) <u>14,734</u> 4,768
<b>Net cost to Council</b>		<b>(1,179)</b>

### Major Initiatives

- As a result of community expectations and the adoption of Council's Environmental Sustainability Strategy, there is an increase in energy management; water efficiency; native offset management; sustainability; community liaison and partnerships.
- Road works expanded to neighbouring shires under Regional Partnerships model.

### Initiatives

- New residential areas and adoption of new services in the waste and resource recovery area are proposed for the next few years as contained within Council's recently adopted Waste & Resource Recovery Management Strategy. Resource recovery efforts have increased and will continue to increase, however these efforts are reactive to market forces.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection (Waste and Resource Recovery)	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that are diverted from landfill).	(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x100.

### 2.3 Strategic Objective: Economic Prosperity

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

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Business and Industry Development	Identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.	(1,133) <u>152</u> (981)
Business Centre	Promote the growth of business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services.	(274) <u>171</u> (103)
Holiday Park	Continue to provide tourist services which suitably meet the needs of visitors to the municipality including the Victoria Lake Holiday Park.	(506) <u>540</u> 34
Saleyards	Provide a state-of-the-art selling facility with an emphasis on providing a safe environment for clients, agents, staff and stock.	(1,067) <u>1,999</u> 932
Shepparton Show Me	A comprehensive marketing program with the objective of enticing people to come to Shepparton, utilise the city's services, attend an event or festival, dine, stay overnight and shop at local businesses.	(645) <u>0</u> (645)
Tourism	Promote Greater Shepparton as a vibrant destination and maximise visitation to the region, and increase length of stay through the development of sustainable attractions and experiences.	(898) <u>28</u> (870)
<b>Net cost to Council</b>		<b>(1,633)</b>

#### Major Initiatives

No major initiatives identified, refer to the Program Budget to view critical issues and challenges.

#### Initiatives

Increased focus on the delivery of employment response programs to assist businesses reducing employee numbers or ceasing business.

#### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development (Business and Industry Development)	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality).	(Number of businesses with an ABN in the municipality at the end of the financial year less the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year) x100

## 2.4 Strategic Objective: Quality Infrastructure

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

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Aerodrome Management	Provide a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.	(238) <u>133</u> (105)
Concrete Works	Deliver maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.	(868) <u>0</u> (868)
Drainage Works	Undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.	(841) <u>0</u> (841)
Emergency Management Works	Undertake the repair and maintenance of Council owned assets resulting from an emergency event.	0 <u>0</u> 0
Fleet and Stores	Manage Council's plant and fleet to meet current and future needs in a cost efficient and effective manner. To manage Council's stores, purchasing and material stock.	(3,117) <u>4,547</u> 1,430
Investigation Design	To investigate and design Council's capital budget program.	(697) <u>0</u> (697)
Parking Enforcement	Carry out regulatory functions governed by several Acts and regulations and other activities including parking enforcement, collection of money from parking meters and ticket machines, school crossing supervision at 23 locations.	(1,384) <u>1,985</u> 601
Project Management Office	Coordinate the timely delivery of the council's capital budget program.	(1,160) <u>0</u> (1,160)
Project Administration	Provide a consolidated unit across the Projects Department.	(270) <u>0</u> (270)
Sport, Recreation and Open Space Strategic	Deliver administration, project management and strategic planning support services.	(1,683) <u>206</u> (1,477)
Strategic Transport	Manage traffic, parking, road safety and related infrastructure design across Council's road network.	(459) <u>0</u> (459)
Transport and Road Reserves Administration	Provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up some miscellaneous but essential services, where there is no logical fit within other programs.	(1,034) <u>3,041</u> 2,007
<b>Net cost to Council</b>		<b>(1,839)</b>

In addition to the above details of initiatives the Council will also aim to deliver \$41.01 million of capital works across the municipality. Refer to Appendix C for further details.

### Major Initiatives

The service expands with the addition of new subdivisions and the drainage assets forming part of Council's ongoing maintenance program.

### Initiatives

No minor initiatives identified, refer to the Program Budget to view critical issues and challenges.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council).	(Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT) x100.
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads).	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

## 2.5 Strategic Objective: High Performing Organisation

We will deliver council services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.

Activity	Description	Expenditure - Revenue = Net Cost \$'000
Business Services Management	Lead and manage Council's Business Directorate.	(267) <u>0</u> (267)
Citizen Services	Support Council's vision through ensuring that our citizen's enquiries and issues are acknowledged, understood and, where possible, resolved at the first point of contact.	(942) <u>0</u> (942)
Community Management	Appropriately administer the Greater Shepparton City Council Community Directorate.	(323) <u>0</u> (323)
Corporate Strategic Planning	Provide an integrated planning framework that aligns strategic, corporate and operational plans to achieve sustainable outcomes and improvements for the municipality and our people.	(589) <u>0</u> (589)
Councillor Management and Support	Provide the support mechanisms that enable Councillors to operate within the relevant legislation and to provide a framework to enable setting the strategic direction for Council.	(372) <u>0</u> (372)
Financial Services	Maintain accountability for all financial transactions of the Council, develop the annual budget and quarterly budget reviews, implement and monitor internal control procedures, maintain efficient financial accounting systems and records, and produce the statutory annual accounts.	(7,971) <u>15,427</u> 7,456
Information Management	Create, receive and maintain records that document the functions, activities and transactions carried out within Council.	(588) <u>0</u> (588)
Information Services	Maintain, develop and implement Council's hardware and software requirements.	(2,636) <u>0</u> (2,636)
Infrastructure Management	Provide leadership and strategic direction regarding the provision of infrastructure maintenance and capital works. Provide leadership and oversight of the Works, Recreation and Parks and Project departments.	(345) <u>0</u> (345)
Marketing and Communications	Facilitate clear and consistent communication ensuring members of the community are fully aware, informed and engaged in Council activities.	(1,453) <u>0</u> (1,453)
Office of the CEO	Provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all staff to enable them to meet their legislative requirements.	(1,282) <u>0</u> (1,282)



Activity	Description	Expenditure - Revenue = Net Cost \$'000
People Performance	Assist the organisation in the effective recruitment, development, management and retention of staff.	(3,829) <u>5</u> (3,824)
Rates and Valuations	Administer all of the statutory rating and valuation services for ratepayers in a timely and meaningful manner.	(1,129) <u>534</u> (595)
Risk Management	Provide a structure and framework to manage organisational risk, and manage the internal and external audit functions for the organisation.	(1,547) <u>81</u> (1,466)
Sustainable Development Management	Oversee the management of the Building, Planning, Investment Attraction and Environment Departments.	(301) <u>0</u> (301)
<b>Net surplus to Council</b>		<b>(7,527)</b>

### Major Initiatives

Service Planning across all areas of the organisation. Development of Service Plans.

### Initiatives

No minor initiatives identified, refer to the Program Budget to view critical issues and challenges.

### Service Performance Outcome Indicators

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

## 2.6 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the financial year as required by Section 132 of the Act and included in the 2015/2016 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which is not included in this budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the 2015/2016 Annual Report in the form of a statement of progress in the report of operations.

## 2.6 Reconciliation with Budgeted Operating Result

	Net Cost (expenditure) \$'000	Expenditure \$'000	Revenue \$'000
Active & Engaged Community	(25,865)	(46,923)	21,058
Enhancing the Environment	(1,179)	(16,943)	15,764
Economic Prosperity	(1,633)	(4,523)	2,890
Quality Infrastructure	(1,839)	(11,751)	9,912
High Performing Organisation	(7,527)	(23,574)	16,047
<b>Total services</b>	<b>(38,043)</b>	<b>(103,714)</b>	<b>65,671</b>
Other non-attributable	(20,179)		
Deficit before funding sources	<b>(58,222)</b>		
<b>Funding</b>			
Rates and Charges	59,391		
Capital Grants and Contributions	7,945		
Total funding sources	<b>67,336</b>		
<b>Surplus for the year</b>	<b>9,114</b>		

### Capital Highlights



#### Greater Shepparton Regional Sports Precinct \$9.24 million

Shepparton Sport Precinct Project will include a variety of works over the next couple of years. The works include but are not limited to the following:

- Goulburn Valley Highway frontage & main entry
- Athletics area
- Netball
- Hockey
- Southern multi-use field
- Retention, irrigation storage and waste water treatment zone
- Multi-use fields (primarily soccer)
- Football main field (Soccer)
- Precinct Boulevard link
- Brauman Street roundabout

#### Shepparton East Drainage Scheme \$1.01 million

The proposed scheme involves the installation of an urban drainage system to service the area immediately east of Doyles Road including the Midland Highway, Carroll Road, Blossom Way, Davies Drive and also part of Doyles Road near the Midland Highway.

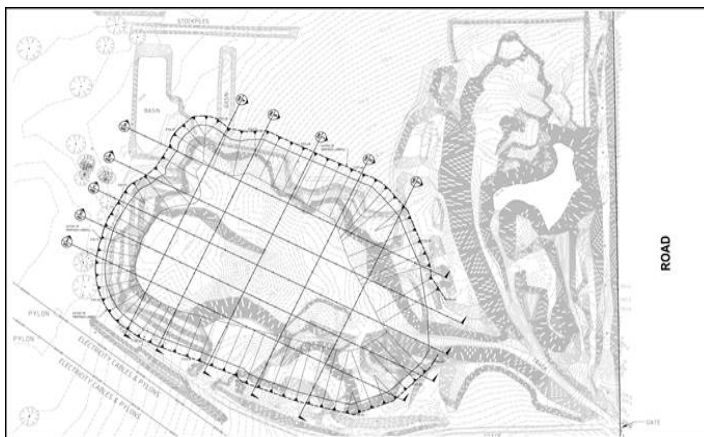
The scheme will provide improved drainage for residential and business properties within this area.



**Aquamoves Renewal Works  
\$2.49 million**

Upgrade the wet area, dry area and Raymond West changerooms. Stage one of a two stage redevelopment project for the Aquamoves Car Park. These upgrades will include an upgrade to sealed and line marked parks.

Upgrade the lighting in the Aquamoves Car Park.  
Resealing of the indoor pool deck to ensure a much safer surface for customers and reduce slips and falls.



**Cosgrove 3 site design and construction  
\$6.18 million**

Council is currently undertaking the works approval process through the EPA. Once the Works Approval has been attained design work on the Landfill will commence.

**Finance Systems Replacement  
\$0.82 million**

The Financial Systems Replacement will see a significant reduction in a number of risk areas identified with Council's current outdated financial management information systems .

The result will be a more efficient and effective financial package for the Council, providing reduced risk in regards to management of financial information and will allow Council more options in reporting to staff, councillors and the public in a clear and transparent manner.

**Verney Road Stage 2  
\$3.32 million**

Stage 2 of the proposed upgrade of Verney Road is between Hawkins Street and just south of Graham Street.

The works will include an improved road cross-section which will provide an central turning lane to cater for vehicles turning into private properties and adjacent roads.

Improved drainage including kerb and channel is also included in the proposed works.

### **3. Budget Influences**

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

#### **3.1 Snapshot of Greater Shepparton City Council**

Two hours north of Melbourne, Greater Shepparton's central location is a major advantage and has seen our urban centre emerge as the retail, industry and services hub for Central Victoria.

Located at the intersection of the Midland and Goulburn Valley Highways, Greater Shepparton provides straightforward access to Adelaide, Sydney, Brisbane and Melbourne.

Greater Shepparton is the fifth largest regional centre in Victoria extending over 2,421 kilometres.

#### **Population**

The population for Greater Shepparton is over 62,000 (Source: Australian Bureau of Statistics, Estimated Resident Population for 30 June 2013).

The municipality's population is almost evenly split between the main urban centres of Shepparton, Mooroopna and Tatura (53 per cent) and the surrounding rural areas, including the smaller townships of Murchison, Dookie, Merrigum, Congupna, Toolamba, Undera, Katandra and Tallygaroopna (47 per cent).

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

The overall population is forecast to grow to nearly 80,000 by 2031. Our community understands that an expanding population will increase demand for services and infrastructure, particularly those that provide for our health and wellbeing. The challenge for all levels of government is to provide essential services and infrastructure in a timely manner.

#### **Cultural diversity**

Our community is culturally rich with a large proportion of the population born overseas (13.1 per cent), with many residents immigrating from India, Afghanistan, Sudan, Italy, Iraq, Turkey, New Zealand and the Philippines.

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

#### **Housing**

The number of households in the municipality is increasing. From 2006 to 2011, total households increased 8 per cent to 22,799. This is forecast to increase by 42.4 per cent to 32,475 by the year 2031. (Source: Australian Bureau of Statistics, Forecast Household Types)

The percentage split in types of dwellings has remained somewhat stable between 2006 and 2011 with roughly 85 per cent of dwellings being a separate house and 13 per cent being medium density which includes townhouses, units and one and two storey apartments (Source: Australian Bureau of Statistics, Dwelling Type)

## **Education and occupation**

Greater Shepparton has a range of educational facilities including 14 day care facilities, 13 kindergartens, 26 primary schools, 6 secondary colleges (including Catholic and Grammar schools) and 3 tertiary institutions. Several smaller country schools are located just outside of Shepparton.

Compared to regional Victoria, there is a lower proportion of people holding formal qualifications (Bachelor or higher degree; Advanced Diploma or Diploma; or Vocational qualifications).

Overall, 35 per cent of the Greater Shepparton population aged 15 and over hold educational qualifications, while 53 per cent of the local population have no formal qualifications.

In terms of employment, people within Greater Shepparton are primarily employed in Health Care and Social Assistance (14 per cent), Retail Trade (13 per cent) and Manufacturing (12 per cent). These 3 sectors make up 39 per cent of the employed resident population (Source: Greater Shepparton City Council Annual Report 2013- 2014).

In the September 2014 quarter, the unemployment rate in Greater Shepparton was 8.09 per cent. This is higher than the state (6.75 per cent) and national (6.18 per cent) rates for the same period (Source: Australian Bureau of Statistics, quarterly unemployment rate).

## **Budget implications**

As a result of the City's demographic profile there are a number of budget implications in the short and long term as follows:

- Cultural and linguistic diversity means that Council needs to use a variety of media in languages other than English for mass communication with citizens, and use interpreting services for interpersonal communication with citizens.
- The high unemployment rate in comparison to the state and national rates provides an ongoing challenge for Council to achieve economic prosperity by maximising opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.
- The forecast growth in population will see an increase demand for services and infrastructure, particularly those that provide for our health and well-being.

### 3.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.7 per cent through the year to December quarter 2014 (ABS release 28 January 2015). State-wide CPI is forecast to be 2.5 per cent for the 2015/2016 year (Victorian Budget Papers 2014/2015). Note that the Municipal Association Victoria (MAV) publish a Local Government Cost Index Report which argues that CPI does not properly reflect local government cost increases as reviews of expenditure profiles suggest 80 per cent of cost increases relate to labour and 20 per cent to non-residential construction costs (MAV – Local Government Cost Index Report).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2014 was 3.1 per cent (ABS release 14 August 2014). The wages price index in Victoria is projected to be 3.5 per cent per annum in 2015/2016 and the subsequent two years (Victorian Budget Papers 2014/2015). Council renegotiated a new Enterprise Agreement during the 2014/2015 year for three years to 30 June 2017. This agreement prescribes an increase of 3 per cent or \$40 per week in year 1, 3.05 per cent or \$41 per week in year 2 and 3.05 per cent or \$42 per week in year 3. The previous agreement which expired in 2014/2015 prescribed an annual 4 per cent increase.
- Decision by the Federal Government in the 2014/2015 Budget to pause indexation applied to the Financial Assistance Grant programme for three years from 2014/2015 to 2016/2017. For Greater Shepparton this equates to approximately \$340,000 per annum in lost revenue.
- Ongoing Increases in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs to Council.
- Cost shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community.
- The State Government has announced that local government rates will be capped from 2016/17. Depending on the level at which rates are capped Council may need to undertake a review of services that are provided to the community with the aim of reducing the level of rate payer subsidy for services undertaken by Local Government on behalf of the State and Federal Government. If normal CPI was to be used, the December quarter 2014 figure of 1.7 per cent equates to \$2.12 million in lost revenue for Greater Shepparton.
- Councils across Australia raise approximately 3 per cent of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30 per cent of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012. All monies collected under this levy are passed on immediately to the State Government.
- Potential additional employer contributions to the defined benefits superannuation scheme. In 2011/2012 Greater Shepparton City Council had to fund a call of \$5.63 million for the scheme. An amount of \$350,000 will be set aside each year to offset any future calls should they arise.



### **3.3 Internal influences**

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2015/2016 Budget. These matters have arisen from events occurring in the 2014/2015 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2015/2016 year. These matters and their financial impact are set out below:

- Award requirements relating to backfilling of early childhood education staff and confirmation of penalty rates for transfer station staff during 2014/2015 has influenced the budgeted labour costs for 2015/2016 by \$0.50 million.
- Total restricted investment balances continue to exceed net current assets (working capital). While Council has sufficient working capital to meet its obligations when they fall due this should not be treated as available for discretionary use. For the 2015/2016 Budget, Council has a forecast restricted investment balance of \$22.65 million containing significant commitments that need to be covered by available working capital. Work is ongoing to reduce the restricted investment balance and increase cash reserves to cover these commitments.

### **3.4 Budget principles**

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

- Existing fees and charges to be increased in line with commercial business principles (unless set by legislation) and guidance from the Strategic Resource Plan assumptions.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Aim to use less resources with an emphasis on innovation and efficiency.
- Real savings in expenditure and increases in revenue identified in 2014/2015 to be preserved.
- Operating revenues and expenses arising from completed 2015/2016 capital projects to be included.
- Maintain Council's approach to continuous improvement in an effort to provide value for money and ensure realisation of productivity and effectiveness gains.

### **3.5 Long term strategies**

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2015/2016 to 2018/2019 (Section 8), Rating Information (Section 9) and Other Long Term Strategies (Section 10) including borrowings, infrastructure and service delivery.

## **Budget Analysis**

**Section 4 - Analysis of Operating Budget**

**Section 5 - Analysis of Budgeted Cash Position**

**Section 6 - Analysis of Capital Budget**

**Section 7 - Analysis of Budgeted Financial Position**

## 4. Analysis of Operating Budget

Source: Appendix A

This section analyses the operating budget including expected income and expenses of the Council for the 2015/2016 year.

### 4.1 Budgeted income statement

	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
Total income	4.2	123,582	125,696	2,114	1.7%
Total expenses	4.3	(124,816)	(116,581)	8,235	(6.6%)
<b>Surplus (deficit) for the year</b>		<b>(1,235)</b>	<b>9,114</b>	<b>10,349</b>	<b>(838.2%)</b>
Grants – capital non-recurrent	4.2.5	(1,678)	(4,704)	(3,026)	180.3%
Contributions – non-monetary assets	4.2.7	(8,000)	(3,000)	5,000	(62.5%)
Capital contributions – other sources	4.2.5&6	(2,917)	(3,771)	(853)	29.2%
<b>Adjusted underlying surplus (deficit)</b>	4.1.1	<b>(13,830)</b>	<b>(2,360)</b>	<b>11,470</b>	<b>(82.9%)</b>

#### 4.1.1 Adjusted underlying surplus (\$11.47 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

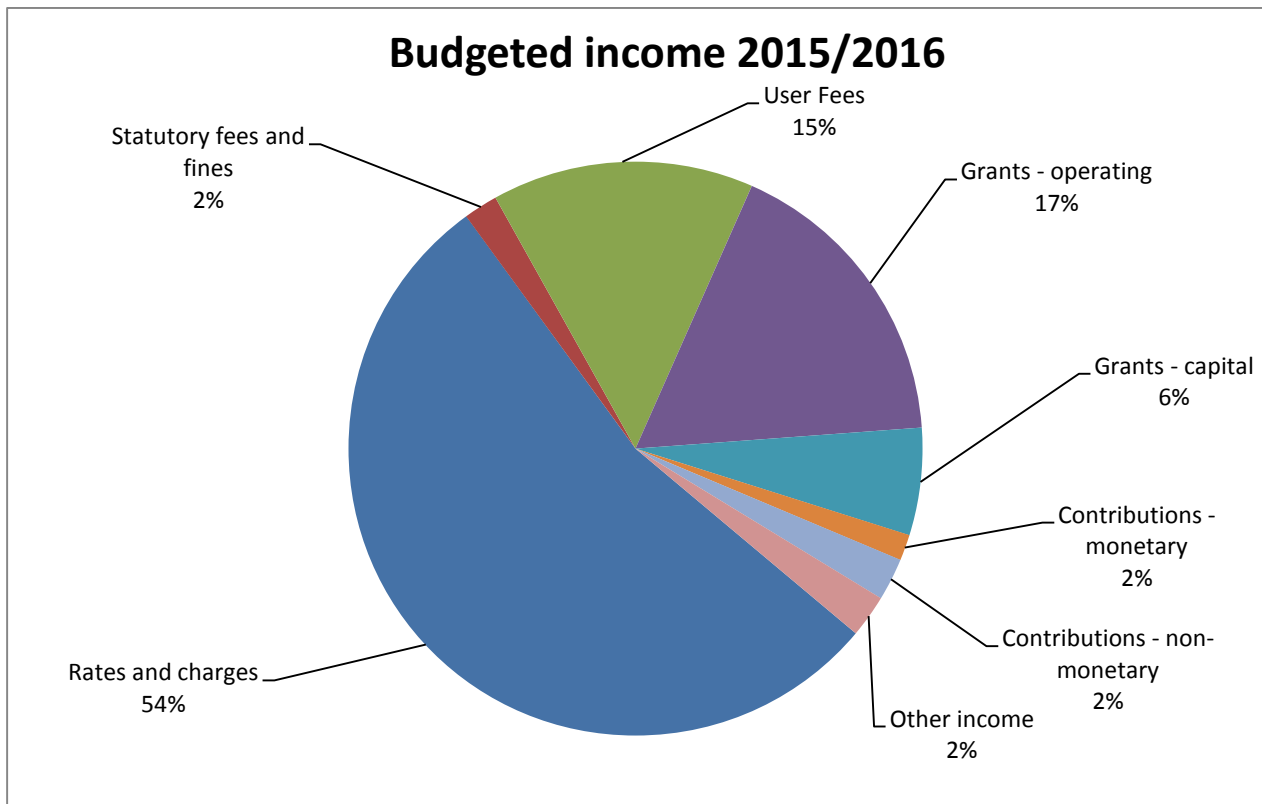
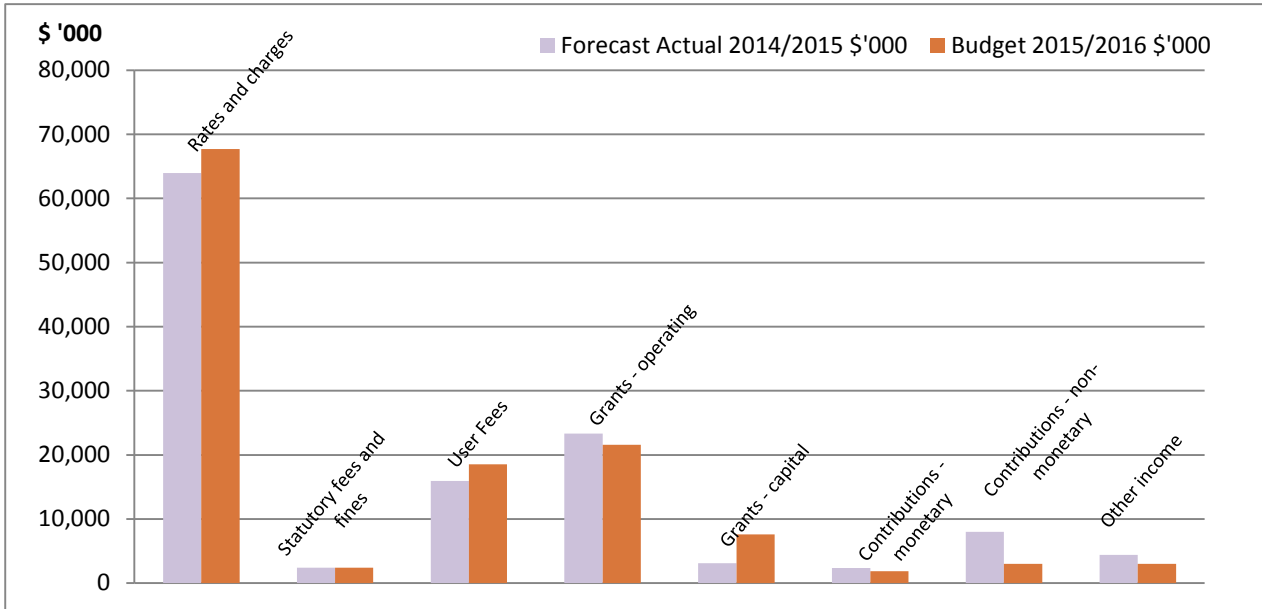
The adjusted underlying result for the 2015/2016 year is a deficit of \$2.36 million which is an increase of \$11.47 million from the 2014/2015 year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources.

Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 4.2 Income

Income Type	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
Rates and charges	4.2.1	63,974	67,706	3,733	5.8%
Statutory fees and fines	4.2.2	2,407	2,420	13	0.5%
User Fees	4.2.3	15,957	18,520	2,563	16.1%
Grants - operating	4.2.4	23,327	21,602	(1,726)	(7.4%)
Grants - capital	4.2.5	3,128	7,604	4,476	143.1%
Contributions - monetary	4.2.6	2,381	1,837	(545)	(22.9%)
Contributions - non-monetary	4.2.7	8,000	3,000	(5,000)	(62.5%)
Other income	4.2.8	4,407	3,007	(1,400)	(31.8%)
<b>Total income</b>		<b>123,582</b>	<b>125,696</b>	<b>2,114</b>	<b>1.7%</b>

#### 4. Analysis of operating budget



#### 4.2.1 Rates and Charges (\$3.73 million or 5.8 per cent increase)

Council's total rates and charges incorporate general rates, municipal charges, waste services charges and supplementary valuation rates.

It is proposed that income raised by all rates and charges be increased by 5.8 per cent or \$3.73 million over 2014/2015 to \$67.71 million. This includes increases in general rates of 5.6 per cent; Municipal Charge of 5.0 per cent and Waste Services Charges of 1.1 per cent.

Supplementary rates and charges for 2015/2016 are estimated in total to be \$0.64 million or 1.0 per cent of total rates and charges.

For more information on Rates and Charges refer to Section 9 Rating Information and Appendix B.

#### 4.2.2 Statutory Fees and Fines (\$0.01 million or 0.5 per cent increase)

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

Statutory fees are forecast to increase by 0.5 per cent or \$0.01 million compared to 2014/2015. The main areas contributing to the increase are:

Program Area	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
Planning	196	211	16	8.0%
Environmental Health	292	303	11	3.7%

The increase in Planning is related to increase income from planning permits applications. The increase in Environmental Health is related to increased income from registration fees for food, accommodation, caravan parks and health premises.

A detailed listing of fees and charges is attached as Appendix D.

#### 4.2.3 User Fees (\$2.56 million or 16.1 per cent increase)

User fees (excluding kerbside collection fees) relate mainly to the partial recovery of service delivery costs through the charging of fees to users of Council services. This includes the use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that where possible increases are guided by the strategic resource plan projections.

User fees are projected to increase by \$2.56 million compared with 2014/2015. The main areas contributing to the increase are:

Program Area	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
Parking Enforcement	0	1,150	1,150	100.0%
Early Childhood Education	1,965	2,584	619	31.5%
Waste and Resource Recovery	5,921	6,369	448	7.6%
Saleyards	1,647	1,934	287	17.4%
Regional Aquatic Centre	2,765	3,039	274	9.9%
Animal Management/Local Laws	102	146	44	43.1%
Performing Arts and Conventions	525	568	43	8.2%
SPC KidsTown	282	323	41	14.6%

The increase in Parking Enforcement is due to reclassification of income from "Other Income" to "User Fees". The increase in Early Childhood Education is mainly due to collection of fees by the Council that were previously collected by committees of management. The increase in user charges for the Waste and Resource Recovery is mainly due to increase in anticipated revenue based on forecast waste to be deposited in Council's landfill. The increase in Saleyards is mainly from saleyard selling fees and saleyard truck wash fees due to increased utilisation of the saleyard facilities. The Regional Aquatic Centre and SPC KidsTown increase are through income generated from various gym/centre usage fees and memberships. The increase in Animal Management/Local Laws is mainly due to income from Animal Shelter. The increase in Performing Arts and Conventions is mainly due to increase in anticipated income from Eastbank operations and Riverlinks programs.

A detailed listing of fees and charges is attached as Appendix D.

#### 4.2.4 Grants - Operating (\$1.73 million or 7.4 per cent decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by \$1.73 million compared to 2014/2015. Movements in grant funding are summarised below:

Operating Grant Funding Types and Source	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
<b>Recurrent – Federal Government</b>				
Aged Services	256	266	11	4.1%
Early Childhood Education	2,443	2,302	(141)	(5.8%)
Access and Inclusion	114	120	6	5.5%
<b>Recurrent – State Government</b>				
Victoria Grants Commission - General	8,502	8,478	(24)	(0.3%)
Victoria Grants Commission - Roads	2,950	2,976	27	0.9%
Aged Services	3,093	3,155	62	2.0%
Early Childhood Education	2,281	2,021	(259)	(11.4%)
Emergency Management	146	146	0	0.0%
Shepparton Art Museum	156	115	(41)	(26.2%)
Neighbourhood Management	86	90	4	5.1%
Parking Enforcement	62	64	2	2.5%
Business and Industry	135	50	(85)	(63.0%)
Waste and Resource Recovery	4	0	(4)	(100.0%)
Environmental Health	27	26	(1)	(4.1%)
Planning	9	9	0	0.0%
Environmental Management	51	0	(51)	(100.0%)
<b>Total recurrent grants</b>	<b>20,313</b>	<b>19,818</b>	<b>(495)</b>	<b>(2.4%)</b>
<b>Non-Recurrent – Federal Government</b>				
Environmental Management	439	200	(239)	(54.4%)
Business and Industry	114	42	(72)	(63.0%)
Early Childhood Education	78	38	(40)	(51.7%)
<b>Non-Recurrent – State Government</b>				
Maternal and Child Health	640	653	13	2.0%
Community Strengthening	0	233	233	100.0%
Performing Arts and Conventions	125	120	(5)	(4.0%)
Events	40	30	(10)	(25.0%)
Shepparton Art Museum	141	69	(72)	(50.9%)
Business and Industry	110	60	(50)	(45.6%)
Rates and Valuations	57	59	2	2.9%
Aerodrome Management	30	55	25	83.3%
Youth	54	54	0	0.0%
Environmental Health	64	52	(12)	(18.5%)
Active Living Management and Coordination	0	50	50	100.0%
Healthy Communities Programs	111	30	(81)	(73.0%)
Recreation & Strategic Services	0	30	30	100.0%
People Performance	3	5	2	77.5%
Environment	4	0	(4)	(100.0%)
Waste and Resource Recovery	0	4	4	100.0%
Environmental Management	118	0	(118)	(100.0%)
Emergency Management	2	0	(2)	(100.0%)
Emergency Managment Works	844	0	(844)	(100.0%)
Rural Outdoor Pools	27	0	(27)	(100.0%)
Works	12	0	(12)	(100.0%)
<b>Total non-recurrent grants</b>	<b>3,014</b>	<b>1,783</b>	<b>(1,231)</b>	<b>(40.8%)</b>
<b>TOTAL GRANTS</b>	<b>23,327</b>	<b>21,602</b>	<b>(1,726)</b>	<b>(7.4%)</b>



#### 4.2.5 Grants - Capital (\$4.48 million or 143.1 per cent increase)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Council will continue to investigate opportunities for grants and contributions throughout 2015/2016.

Capital Grant Funding Types and Source	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
<b>Recurrent – Federal Government</b>				
Roads to Recovery	1,450	2,900	1,450	100.0%
<b>Total recurrent grants</b>	<b>1,450</b>	<b>2,900</b>	<b>1,450</b>	<b>100.0%</b>
<b>Non-Recurrent – Federal Government</b>			0	100.0%
Open Space	575	4,314	3,739	650.3%
Building	158			
Other	58	0	(58)	(100.0%)
<b>Non-Recurrent – State Government</b>				
Buildings	500	0	(500)	(100.0%)
Roads	327	0	(327)	(100.0%)
Open Space	0	390	390	100.0%
Other	60	0	(60)	(100.0%)
<b>Total non-recurrent grants</b>	<b>1,678</b>	<b>4,704</b>	<b>3,026</b>	<b>180.3%</b>
<b>Total Capital Grants</b>	<b>3,128</b>	<b>7,604</b>	<b>4,476</b>	<b>143.1%</b>

#### 4.2.6 Contributions - Monetary (\$0.54 million or 22.9 per cent decrease)

Contributions relate to monies paid by various community sources towards capital and operating expenses. This includes contributions from developers in regard to public sport and recreation, drainage and car parking in accordance with planning permits issued for property development. Council will continue to investigate opportunities for contributions throughout 2015/2016.

#### 4.2.7 Contributions - Non-monetary (\$5.00 million or 62.5 per cent decrease)

Contributions relate to assets gifted by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development.

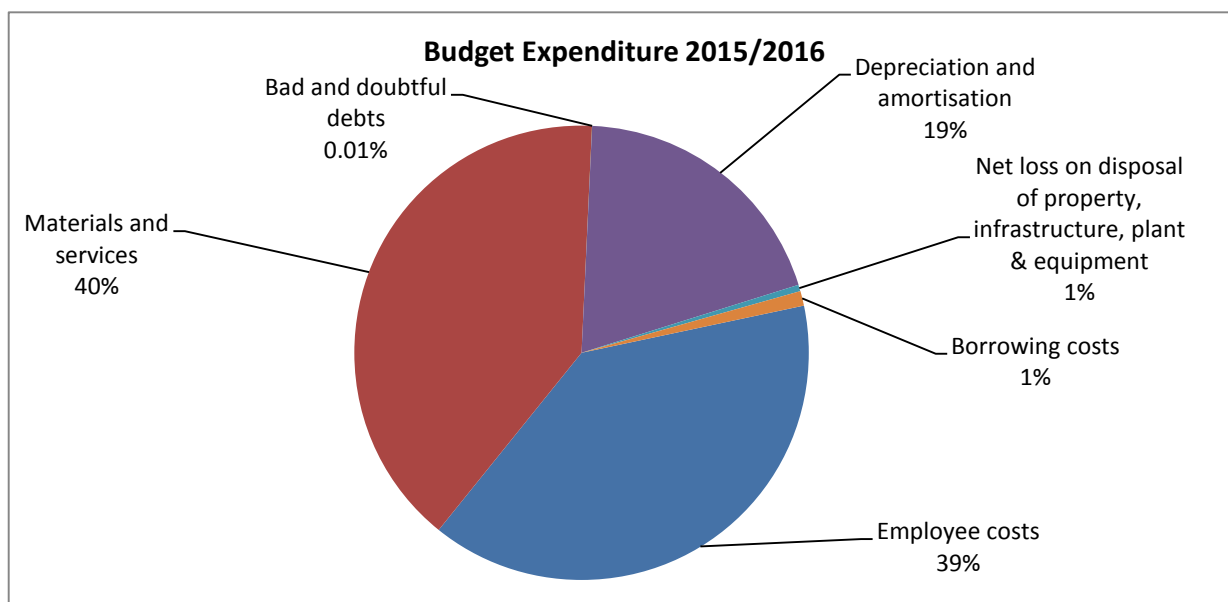
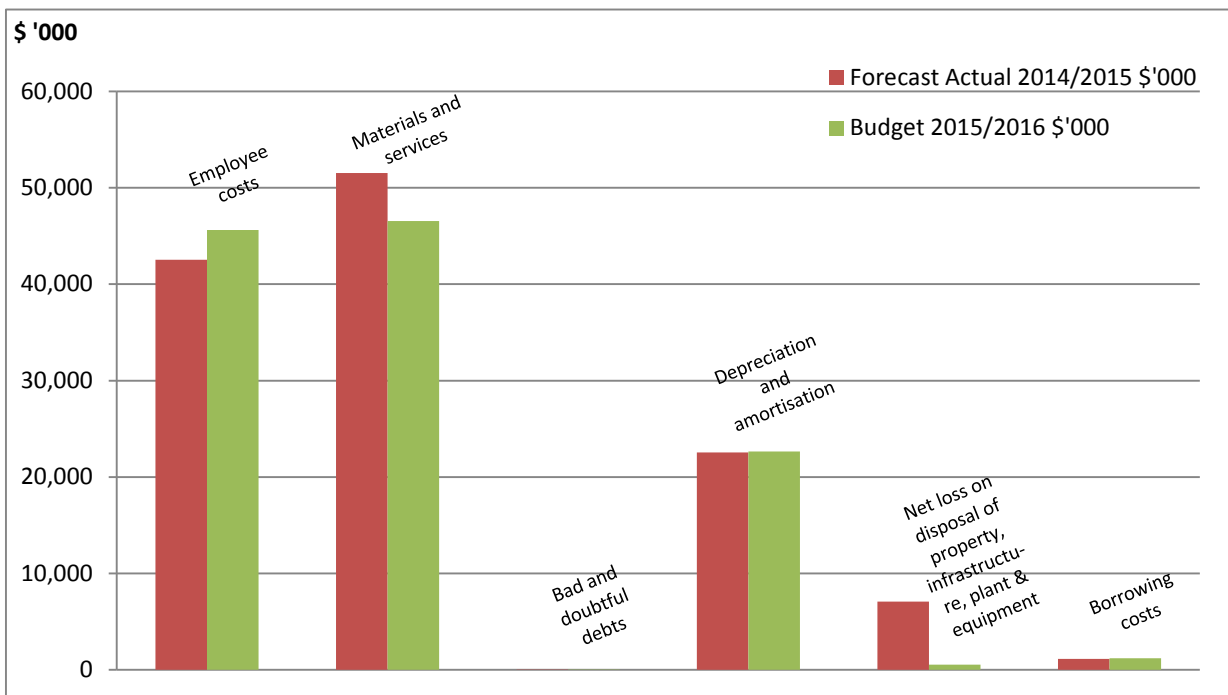
Contributions are projected to decrease by \$5.00 million. The decrease is mainly due to higher amount of developer gifted assets received in 2014/2015. Contributed assets are difficult to predict.

#### 4.2.8 Other Income (\$1.40 million or 31.8 per cent decrease)

Other income relates to a range of items such as interest income, rent income and other miscellaneous income items and is budgeted to decrease by \$1.4 million as compared with 2014/2015 forecasts. The decrease relates largely to reclassification of Parking Enforcement income from "Other Income" to "User Fees" and lower interest income.

### 4.3 Expenditure

Expenditure Type	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
Employee costs	4.3.1	42,535	45,617	3,082	7.2%
Materials and services	4.3.2	51,512	46,562	(4,949)	(9.6%)
Bad and doubtful debts	4.3.3	20	15	(5)	(25.0%)
Depreciation and amortisation	4.3.4	22,540	22,636	97	0.4%
Net loss on disposal of property, infrastructure, plant & equipment	4.3.5	7,084	541	(6,544)	(92.4%)
Borrowing costs	4.3.6	1,126	1,210	84	7.5%
<b>Total Operating Expenditure</b>		<b>124,816</b>	<b>116,581</b>	<b>(8,235)</b>	<b>(6.6%)</b>



#### 4.3.1 Employee Costs (\$3.08 million or 7.2 per cent increase)

Employee benefits include all labour related expenditure such as wages and salaries and on costs such as allowances, annual and long service leave entitlements, superannuation, rostered days off and workcover.

Employee costs are forecast to increase by \$3.08 million compared to 2014/2015. This increase is as a result of a combination of factors including;

- A forecast Enterprise Bargaining Agreement increase of 3.05 per cent or \$41 per week. The current agreement expires on 30 June 2017.
- Growth of 1 per cent from annual performance increments and additional positions.
- Recruitment of staff to vacant positions.

Department	Budget 2015/2016	Permanent Full Time \$'000	Permanent Part Time \$'000
Business	6,495	5,669	826
Community	13,217	6,625	6,592
Infrastructure	11,989	11,481	508
Office of the CEO	3,699	3,180	519
Sustainable Development	6,322	4,788	1,534
<b>Total permanent staff expenditure</b>	<b>41,722</b>	<b>31,743</b>	<b>9,979</b>
Casuals and other expenditure	3,895		
<b>Total expenditure</b>	<b>45,617</b>		

A summary of the number of full time equivalent (EFT) staff in relation to the above costs are shown below:

Department	Budget EFT 2015/2016	Permanent Full Time EFT	Permanent Part Time EFT
Business	69.78	62	7.78
Community	183.93	104	79.93
Infrastructure	170.53	169	1.53
Office of the CEO	42.87	39	3.87
Sustainable Development	82.69	77	5.69
<b>Total permanent staff</b>	<b>549.8</b>		
Casuals and other	37.32		
<b>Total staff</b>	<b>587.12</b>		

The most significant increases in employee costs by service unit are summarised below:

Directorate	Service Unit	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
Community	Early Childhood Education	6,008	6,480	472
Infrastructure	Road Works	1,217	1,672	455
Infrastructure	Investigation Design	93	508	415
Infrastructure	Regulatory Maintenance	202	409	207
Office of the CEO	Corporate Strategic Planning	238	438	201
Business	Information Services	898	1,075	178
Business	Financial Services	1,963	2,132	169
Office of the CEO	Marketing and Communications	800	967	166
Community	Maternal and Child Health	1,323	1,482	159
Infrastructure	Parks	1,567	1,719	152

The majority of increases in the table relate to the recruitment of staff to vacant positions already within approved EFT as opposed to organisational growth. The 2015/2016 budget assumes a full complement of staff to approved EFT levels less 1.5 per cent on total salary expenses for possible savings from staff vacancies. The increase in Financial Services includes an increase in the long service leave expense for all Council staff.

#### **4.3.2 Materials and Services (\$4.95 million or 9.6 per cent decrease)**

Materials and Services include the purchases of consumables, contract payments to external parties for the provision of services and utility costs. Materials and consumables are forecast to decrease by \$4.95 million or 9.6 per cent compared to 2014/2015.

Consumables is forecast to decrease by \$6.43 million or 19.3 per cent compared to 2014/2015. This relates mainly to Building Better Regional Cities - Mooroopna West Growth Corridor rebates, Goulburn Broken Greenhouse Alliance Street Lighting Project expenditure and the reallocation of Fuel & Oil cost and Building Repairs & Maintenance expenses from consumables to contract payments.

Utility costs relate to telecommunications (including usage of telephones), water, gas, and electricity.

Utility costs are forecast to decrease by 2.2 per cent or \$0.07 million compared to 2014/2015 resulting from expected cost savings at Aquamoves from the new cogeneration plant.

Contract payments are those payments made to contractors for the provision of services and are budgeted to increase by 10.5 per cent or \$1.56 million from 2014/2015.

This is mainly due to reallocated expenses from Materials and Consumables (refer above) and 2016 general valuation expenses.

#### **4.3.3 Bad and doubtful debts (\$0.01 million or 25 per cent decrease)**

Bad and doubtful debts is projected to decrease by \$0.01 million or 25 per cent compared to 2014/2015.

#### **4.3.4 Depreciation and amortisation (\$0.10 million or 0.4 per cent increase)**

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

Refer to Section 6 Analysis of Capital Budget for a more detailed analysis of Council's capital works program for the 2015/2016 year.

#### **4.3.5 Net loss on disposal of property, infrastructure, plant & equipment (\$6.54 million or 92.4 per cent decrease)**

Proceeds from the disposal of Council assets is forecast to be \$0.53 million for 2015/16 and relate mainly to the sale of plant and fleet items. The written down value of assets sold is forecast to be \$1.07 million.

Net loss on disposal of property, infrastructure, plant & equipment is projected to decrease by \$6.54 million. The decrease is mainly due to higher amount of write off identified during a review of the infrastructure assets register in 2014/2015.

#### **4.3.6 Borrowing costs (\$0.08 million or 7.5 per cent increase)**

Borrowing costs are interest charged by financial institutions on funds borrowed. The increase results from the planned \$4.44 million loan for the Greater Shepparton Regional Sports Precinct.

## 5. Analysis of budgeted Cash Position

Source: Appendix A

This section analyses the expected cash flows from the operating, investing and financing activities of the Council for the 2015/2016 year. Budgeting cash flows for the Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

### 5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	5.1.1			
<b>Receipts</b>				
Rates and charges		63,751	67,468	3,717
User fees and fines		18,281	20,824	2,543
Grants - operating		23,327	21,602	(1,726)
Grants - capital		3,128	7,604	4,476
Interest		1,229	1,054	(174)
Other receipts		5,585	3,735	(1,850)
		<b>115,301</b>	<b>122,288</b>	<b>6,986</b>
<b>Payments</b>				
Employee costs		(42,224)	(45,627)	(3,404)
Other payments		(52,624)	(46,121)	6,503
		<b>(94,848)</b>	<b>(91,748)</b>	<b>3,099</b>
<b>Net cash provided by operating activities</b>		<b>20,454</b>	<b>30,539</b>	<b>10,086</b>
<b>Cash flows from investing activities</b>	5.1.2			
Payments for property, infrastructure, plant & equipment		(31,618)	(40,098)	(8,480)
Proceeds from sale of property, infrastructure, plant & equipment		361	530	169
Net movement in other financial assets		4,500	0	(4,500)
<b>Net cash used in investing activities</b>		<b>(26,758)</b>	<b>(39,569)</b>	<b>(12,811)</b>
<b>Cash flows from financing activities</b>	5.1.3			
Finance costs		(1,126)	(1,210)	(84)
Proceeds from borrowings		0	4,436	4,436
Repayment of borrowings		(458)	(490)	(32)
<b>Net cash used in financing activities</b>		<b>(1,584)</b>	<b>2,736</b>	<b>4,320</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(7,888)</b>	<b>(6,293)</b>	<b>1,594</b>
Cash and cash equivalents at the beginning of the year		27,435	19,548	(7,888)
<b>Cash and cash equivalents at end of the year</b>	5.1.4	<b>19,548</b>	<b>13,255</b>	<b>(6,293)</b>

### 5.1.1 Operating activities (\$10.09 million increase inflow)

The increase in cash inflows from operating activities is due mainly to a \$4.95 million decrease in materials and services costs, a \$4.48 million increase in capital grants income and a \$3.73 million increase in rates and charges, which is in line with the total rates and charges increase of 4.95 per cent. This is partially offset by an increase in employee costs and a reduction in operating grants and other receipts largely due to non-recurrent grants and contributions received in the Environment program area during 2014/2015 for the Goulburn Broken Greenhouse Alliance Street Lighting Project.

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

Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Surplus for the year</b>	<b>(1,235)</b>	<b>9,114</b>	<b>10,349</b>
Depreciation	22,540	22,636	97
Contributions - non-monetary - Capital	(8,000)	(3,000)	5,000
Loss(gain) on disposal of property, infrastructure, plant and equipment	7,084	541	(6,544)
Finance costs	1,126	1,210	84
Net movement in current assets and liabilities	(1,061)	39	1,100
<b>Cash flows available from operating activities</b>	<b>20,454</b>	<b>30,539</b>	<b>10,086</b>

### 5.1.2 Investing activities (\$12.81 million decrease)

The increase in payments for investing activities represents movement in investments in financial assets (investments with maturity period more than 90 days) and the planned increase in capital works expenditure disclosed in section 6 and Appendix C of this budget report. In particular Cosgrove 3 Landfill and the Greater Shepparton Regional Sports Precinct represent significant works planned for 2015/2016. Proceeds from sale of assets is forecast to be slightly higher than 2014/2015.

### 5.1.3 Financing activities (\$4.32 million increase)

The increase in cash inflows from financing activities is in consideration of the proposed \$4.44 million in borrowings for 2015/2016. In consideration of cash savings identified at the 2014/2015 Mid Year Budget Review (reduced plant renewal expenditure) a decision was made to defer borrowing of \$2.00 million for the Greater Shepparton Regional Sports Precinct in 2014/2015, saving Council 12 months of principal and interest repayments. To meet the funding requirements of the sports precinct project, the 2015/2016 Budget proposes \$4.44 million in borrowings in line with the adopted Strategic Resource Plan projections of \$5.50 million in total.

### 5.1.4 Cash and cash equivalents at end of the year (\$6.29 million decrease)

Overall, total cash and investments is forecast to decrease by \$6.29 million to \$13.25 million as at 30 June 2016, reflecting Council's strategy of using excess cash and investments to enhance existing and create new infrastructure. While this is consistent with Council's Strategic Resource Plan to date (see Section 8), the introduction of rate capping in 2016/2017 will require Council to consider strategies such as reduced capital works expenditure and/or reduced service delivery to ensure that future budgets are balanced.

## 5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2016 it will have cash and investments of \$13.25 million plus another \$12.00 million in investments greater than 90 days. This provides a total of cash and investments of \$25.25 million, which has been restricted as shown in the following table.

Note that investments with a maturity date greater than 90 days are not considered cash and cash equivalents in the cash flow statement or the balance sheet, as per the accounting standards, but are included in this section as they are held for this purpose.

	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Total cash and investments</b>		<b>31,548</b>	<b>25,255</b>	<b>(6,293)</b>
Restricted cash and investments				
- Statutory reserves	5.2.1	(1,892)	(2,047)	(155)
- Cash held to carry forward capital works	5.2.2	(1,500)	0	1,500
- Trust funds and deposits		(2,087)	(2,051)	0
<b>Unrestricted cash and investments</b>	5.2.3	<b>26,069</b>	<b>21,157</b>	<b>(4,948)</b>
- Discretionary reserves	5.2.4	(19,255)	(16,219)	3,036
<b>Unrestricted cash adjusted for discretionary reserves</b>	5.2.5	<b>6,814</b>	<b>4,938</b>	<b>(1,912)</b>

### 5.2.1 Statutory reserves (\$2.05 million)

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

### 5.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2016, as it is expected that the capital works budget in the 2015/2016 financial year will be fully completed.

An amount of \$1.5 million is forecast to be held at 30 June 2015 to fund capital works budgeted but not completed in the 2014/2015 financial year. Section 6.2 contains further details on capital works funding.

### 5.2.3 Unrestricted cash and investments (\$21.16 million)

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

### 5.2.4 Discretionary reserves (\$16.22 million)

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2015/2016 year \$6.61 million is budgeted to be transferred to and \$9.23 million from Discretionary Reserves.

### 5.2.5 Unrestricted cash adjusted for discretionary reserves

There is no proposed unrestricted cash once adjusted for discretionary reserves. While Council proposes to have a healthy cash and investments balance this is to cover existing commitments and is not available to fund new initiatives.



## 6. Analysis of Capital Budget

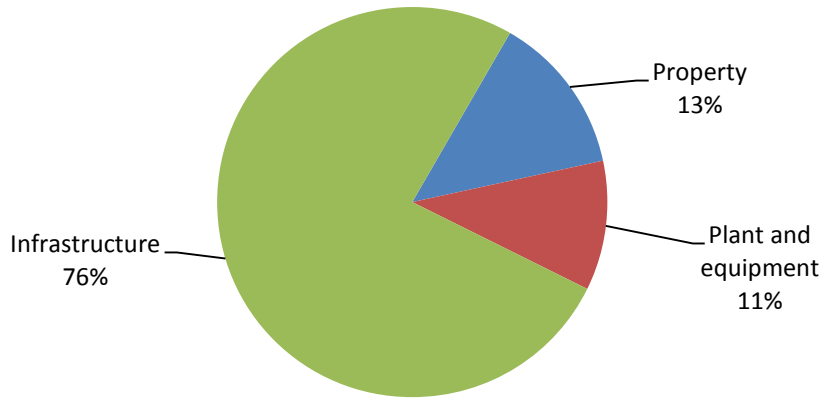
This section analyses the planned capital works budget for the 2015/2016 year and the sources of funding for the capital budget.

### 6.1 Capital works expenditure

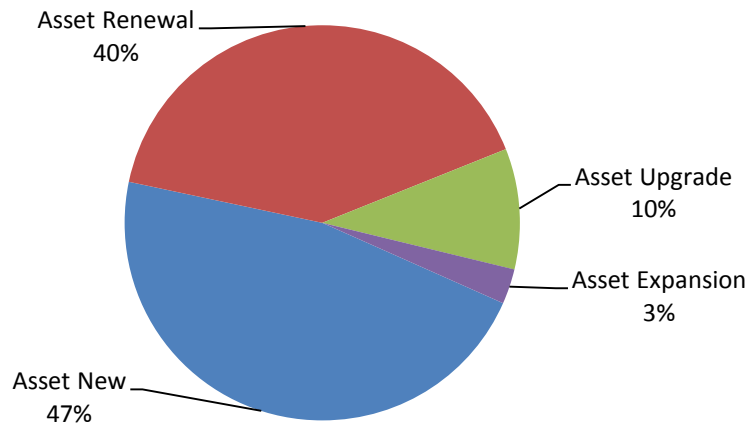
Capital Works Areas	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Works re-budgeted</b>	6.1.1			
<b>Property</b>				
Buildings		999	1,200	201
<b>Total property</b>		<b>999</b>	<b>1,200</b>	<b>201</b>
<b>Plant and equipment</b>				
Furniture & Equipment		0	0	0
IT		0	0	0
Outdoor furniture & signage		0	0	0
Plant		0	0	0
<b>Total plant and equipment</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Infrastructure</b>				
Aerodrome		6	0	(6)
Aquatics		0	300	300
Artwork		95	0	(95)
Bridges		0	0	0
Drainage rural		0	0	0
Drainage urban		1080	0	(1,080)
Footpaths		0	0	0
Greater Shepparton Regional Sports Precinct		1167	2,242	1,075
Kerb & channel		0	0	0
Off Street Carparking		0	0	0
Parks		0	0	0
Public Toilets		0	0	0
Recreation facilities		396	0	(396)
Saleyards		58	0	(58)
Sealed surface		6055	0	(6,055)
Shared Paths		0	0	0
Trees		0	0	0
Waste management		411	0	(411)
<b>Total infrastructure</b>		<b>9,268</b>	<b>2,542</b>	<b>(6,726)</b>
<b>Total works carried forward</b>		<b>10,267</b>	<b>3,742</b>	<b>(6,525)</b>
<b>New works</b>				
<b>Property</b>	6.1.2			
Aquatics		118	0	(118)
Artwork		21	25	4
Buildings		3169	3,188	19
Recreation facilities		0	80	80
Saleyards		0	820	820
<b>Total property</b>		<b>3,308</b>	<b>4,113</b>	<b>805</b>
<b>Plant and equipment</b>	6.1.3			
Aquatics		0	173	173
Buildings		0	117	117
Furniture & Equipment		235	0	(235)
IT		1542	1,405	(137)
Outdoor furniture & signage		0	13	13
Plant		1876	2,287	411
Waste management		0	315	315
<b>Total plant and equipment</b>		<b>3,653</b>	<b>4,310</b>	<b>657</b>

Capital Works Areas	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Infrastructure</b>	6.1.4			
Aerodrome		193	0	(193)
Bridges		170	86	(84)
Buildings		0	163	163
Drainage rural		263	50	(213)
Drainage urban		708	1,366	658
Footpaths		337	244	(93)
Greater Shepparton Regional Sports Precinct		621	0	(621)
Gravel Reseal		1129	0	(1,129)
Irrigation		0	121	121
Kerb & channel		801	1,384	583
Land		7	0	(7)
Off Street Carparking		118	0	(118)
Outdoor furniture & signage		111	61	(50)
Parks open space streetscapes		286	100	(186)
Playgrounds		0	233	233
Public Lighting		0	264	264
Public Toilets		520	0	(520)
Recreation facilities		3856	7,101	3,245
Saleyards		368	0	(368)
Sealed surface		3352	9,127	5,775
Shared Paths		112	0	(112)
Sportsfields, tracks & court surfaces		0	433	433
Trees		130	0	(130)
Unsealed roads		0	1,025	1,025
Waste management		1308	6,175	4,867
<b>Total infrastructure</b>		<b>14,390</b>	<b>27,933</b>	<b>13,543</b>
<b>Total new works</b>		<b>21,351</b>	<b>36,356</b>	<b>15,005</b>
<b>Total capital works expenditure</b>		<b>31,618</b>	<b>40,098</b>	<b>8,480</b>
<b>Represented by:</b>				
New asset expenditure	6.1.5	9,965	18,713	8,748
Asset renewal expenditure	6.1.5	18,129	16,278	(1,851)
Asset upgrade expenditure	6.1.5	3,525	3,953	428
Asset expansion expenditure	6.1.5	0	1,154	1,154
<b>Total capital works expenditure</b>		<b>31,618</b>	<b>40,098</b>	<b>8,480</b>

### Budgeted Capital Works 2015/2016



### Budgeted Capital Works 2015/2016



### **6.1.1 Capital re-budgeted works (\$3.74 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultations. For the 2014/2015 year it is forecast that \$3.74 million of capital works will be incomplete and be re-budgeted into the 2015/2016 year. These projects are shown in Appendix C.

### **6.1.2 Property (\$4.11 million)**

The property class comprises building and building improvements including community facilities, municipal offices, sports stadiums and pavilions.

For the 2015/2016 year, \$4.11 million will be expended on building and building improvement projects. The most significant projects include \$1.17 million for the renovation of the men's and women's change rooms at Aquamoves, \$0.82 million for works at the Saleyards including salepens, walkways and water tanks, and \$0.22 million for the construction of public toilets in the Mactier Gardens.

### **6.1.3 Plant and equipment (\$4.31 million)**

Plant and equipment includes plant, machinery and equipment, computers and telecommunications.

For the 2015/2016 year, \$4.31 million will be expended on plant, equipment and other projects. The most significant projects include ongoing cyclic replacement of the plant and vehicle fleet (\$2.29 million), and upgrade and replacement of information technology (\$1.41 million).

### **6.1.4 Infrastructure (\$27.93 million)**

Infrastructure includes roads, bridges, footpaths, and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes, off street car parks and other structures.

For the 2015/2016 year \$10.51 million will be expended on roads, kerbs and channels projects. The more significant projects include road reseals (\$1.57 million), the Federally funded Roads to Recovery program (\$1.90 million), the State funded Roads for Renewal program (\$1.50 million), unsealed road resheeting (\$1.00 million), and the Verney Road reconstruction stage 2 Hawkins street to Graham street (\$3.32 million).

\$7.87 million will be expended on new works for open space and recreational facilities, including \$7.00 million new works for the Greater Shepparton Regional Sports Precinct, and \$0.13 million for the KidsTown large slide renewal.

Other infrastructure expenditure of significance includes the Congrove 3 site design and construction (\$6.18 million) and drainage projects (\$1.42 million) including the Shepparton East Drainage scheme (\$1.01 million).

### **6.1.5 New assets (\$18.71 million), asset renewal (\$16.28 million) asset upgrades (\$3.95 million) and asset expansion (\$1.15 million)**

A distinction is made between expenditure on new assets, expenditure on asset renewals expenditure on asset upgrades and asset expansions. Expenditure on asset renewal is expenditure on existing assets, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on a new asset does not have any element of upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal. Expenditure on asset upgrades enhances existing assets or provides higher service levels or increases the life of the assets. Expenditure on expansion of assets extends the capacity to provide benefits to new users at the same standard as the existing beneficiaries.

The major projects in the above categories which constitute expenditure on new assets (excluding any re-budgeted capital works) are Cosgrove site design and construction (\$6.18 million), Greater Shepparton Regional Sports Precinct (\$7.00 million), new plant and equipment purchases (\$0.58 million).

### 6.1.6 Developer contribution Plans (DCP)

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

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

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

Included within the 2015/2016 capital works program is approximately \$0.11 million of DCP works as reflected in the table below.

<b>Capital Works Areas</b>		<b>Budget 2015/2016 \$'000</b>
<b>Total capital works</b>		<b>40,098</b>
<b>Developer contribution Plans</b>		
North Growth Corridor	75	
South Growth Corridor	35	
<b>Total capital works program (excluding DCP's)</b>		<b>39,988</b>

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

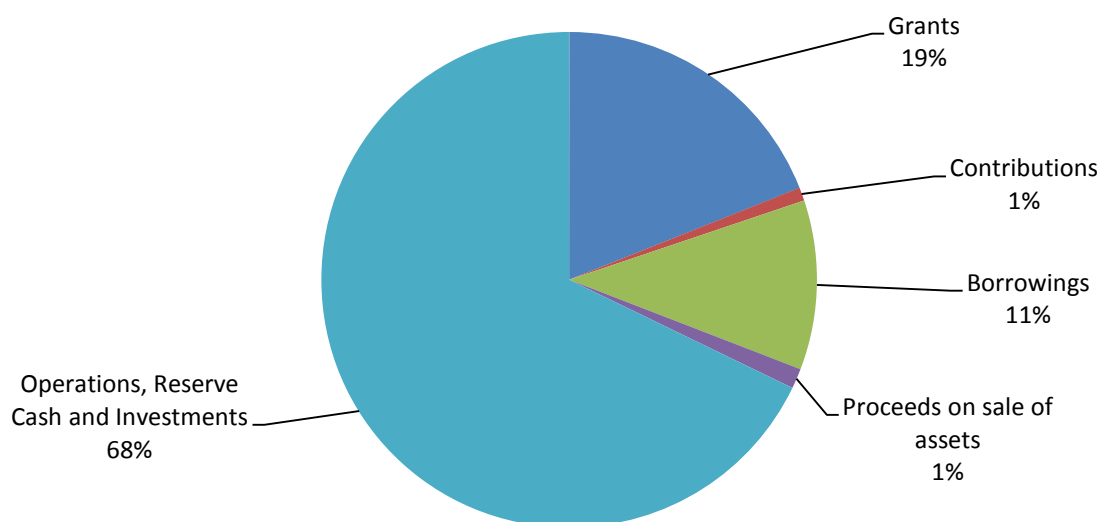
Under the current legislative framework, any funds that have been received from developers for those infrastructure works, under a DCP or freely negotiated agreements must be held in reserve for that actual infrastructure and cannot be reallocated for other non-related capital projects. Additionally,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

Council continues to monitor Developer Contribution Plans and capture known developments in its Strategic Resource Plan to ensure all future Council commitments are known and to ensure that all future liabilities in this area are understood and built into long term financial plans.

## 6.2 Funding sources

Source of Funding	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Grants		946	2,242	1,296
Contributions		0	0	0
Borrowings		0	0	0
Council cash				
- Operations, cash reserves and investments		9,321	1,500	(7,821)
<b>Total works carried forward</b>	6.2.1	<b>10,267</b>	<b>3,742</b>	<b>(6,525)</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	6.2.2	2,182	5,362	3,180
Contributions		1,107	341	(766)
Borrowings		0	4,436	4,436
Council cash				
- Proceeds on sale of assets	6.2.4	361	530	169
- Operations, cash reserves and investments	6.2.3	17,701	25,687	7,986
<b>Total new works</b>		<b>21,351</b>	<b>36,356</b>	<b>15,005</b>
<b>Total funding sources</b>		<b>31,618</b>	<b>40,098</b>	<b>8,480</b>

**Budgeted Total Capital Funding Sources 2015/2016**





### **6.2.1 Re-budgeted works (\$3.74 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2014/2015 year it is forecast that \$1.50 million of capital works will be incomplete and be re-budgeted into the 2015/2016 year.

Significant funding includes \$2.24 million in grants for the Greater Shepparton Regional Sporting Precinct project.

### **6.2.2 Grants (\$5.36 million)**

Capital grants include all monies received from State and Federal sources for the purpose of funding the capital works program. Significant grants are budgeted to be received for the Greater Shepparton Regional Sports Precinct (\$4.70 million which includes \$2.24 million from re-budgeted works) and Roads to Recovery projects (\$2.90 million).

### **6.2.3 Contributions (\$0.34 million)**

Contributions are monies received from external groups that are not Government organisations which are used as a funding source for the capital works program. It is forecast that \$0.34 million will be received in contributions to fund the 2015/2016 capital works program.

### **6.2.4 Borrowings (\$4.44 million)**

Recognising the need to invest in better infrastructure for the community now and for future generations the Council is proposing new borrowings of \$5.50 million over two years, including \$4.44 million for 2015/2016. This will fund Council's contribution to the Greater Shepparton Regional Sports Precinct project due for completion at the end of 2016/2017.

### **6.2.5 Council cash - Proceeds from Sale of Assets (\$0.53 million)**

Proceeds from sale of assets include motor vehicles and plant sales in accordance with Council's fleet renewal policy.

### **6.2.6 Council cash – operations, cash reserves and investments (\$25.69 million)**

Council has a number of sources of funding for capital works program including generating cash from its operating activities and maintaining significant restricted and discretionary cash reserves and investments. Refer to section 5.2 for further information on restricted and unrestricted cash and investments.

## Section 7: Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2014/2015 and 2015/2016. It also considers a number of key financial performance indicators.

### 7.1 Budgeted balance sheet

	Ref	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
<b>CURRENT ASSETS</b>	7.1.1				
Cash and cash equivalents		19,548	13,255	(6,293)	(32.2%)
Trade and other receivables		5,713	6,106	393	6.9%
Other financial assets		12,000	12,000	0	0.0%
Inventories		110	110	0	0.0%
Other assets		1,461	1,461	0	0.0%
<b>Total Current Asset</b>		<b>38,832</b>	<b>32,932</b>	<b>(5,900)</b>	<b>(15.2%)</b>
<b>NON CURRENT ASSETS</b>	7.1.1				
Investments in associates		1,314	1,314	0	0.0%
Property, infrastructure, plant and equipment		839,681	859,073	19,392	2.3%
Intangible assets		1,183	1,183	0	0.0%
<b>Total Non-Current Assets</b>		<b>842,178</b>	<b>861,570</b>	<b>19,392</b>	<b>2.3%</b>
<b>TOTAL ASSETS</b>		<b>881,011</b>	<b>894,502</b>	<b>13,492</b>	<b>1.5%</b>
<b>CURRENT LIABILITIES</b>	7.1.2				
Trade and other payables		10,652	11,093	441	4.1%
Trust funds and deposits		2,051	2,051	0	0.0%
Provisions		8,895	8,868	(28)	(0.3%)
Interest-bearing loans and borrowings		490	460	(30)	(6.1%)
<b>Total Current Liabilities</b>		<b>22,088</b>	<b>22,471</b>	<b>384</b>	<b>1.7%</b>
<b>NON CURRENT LIABILITIES</b>	7.1.2				
Provisions		992	1,010	18	1.8%
Interest-bearing loans and borrowings		13,864	17,840	3,976	28.7%
<b>Total Non-Current Liabilities</b>		<b>14,856</b>	<b>18,850</b>	<b>3,994</b>	<b>26.9%</b>
<b>TOTAL LIABILITIES</b>		<b>36,944</b>	<b>41,322</b>	<b>4,378</b>	<b>11.8%</b>
<b>NET ASSETS</b>		<b>844,066</b>	<b>853,180</b>	<b>9,114</b>	<b>1.1%</b>
<b>EQUITY:</b>	7.1.4				
Accumulated Surplus		314,997	324,111	9,114	2.9%
Assets revaluation reserve		529,069	529,069	0	0.0%
<b>TOTAL EQUITY</b>		<b>844,066</b>	<b>853,180</b>	<b>9,114</b>	<b>1.1%</b>

### **7.1.1 Current Assets (\$5.90 million or 15.2 per cent decrease) and Non-Current Assets (\$19.39 million or 2.3 per cent increase)**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$6.29 million during the year mainly to fund the capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. These balances are projected to increase by \$0.39 million during the year.

Inventories include stocks held for sale or consumption in Council's services and projected to remain consistent with 2014/2015 level.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery and other revenues due to be received in the next 12 months. Other assets projected to remain consistent with 2014/2015 levels.

Investments in associates include the investment in Goulburn Valley Regional Library Corporation. This balance is projected to remain consistent with 2014/2015 levels.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by Council over many years. The \$19.39 million increase in this balance is attributable to the net result of the capital works program (\$40.10 million), depreciation of assets (\$22.64 million), developer gifted assets (\$3.00 million) and through the sale of property, plant and equipment (\$1.07 million).

Intangible assets include value of Council's right to receive revenue. This represents the value held for Council's share of development and resale of Parkside Gardens. This balance is projected to remain consistent with 2014/15 levels.

### **7.1.2 Current Liabilities (\$0.38 million or 1.7 per cent increase) and Non-Current Liabilities (\$3.99 million or 26.9 per cent increase)**

Trade and other payables are those to whom Council owes money as at 30 June 2016. These liabilities are projected to decrease by \$0.44 million during the year.

Amounts received as tender deposits, retention amounts and other deposits controlled by Council are recognised as Trust Funds until they are returned or forfeited. This balance is projected to remain consistent with 2014/15 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are expected to decrease by \$0.01 million.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to borrow \$4.44 million during the year and repay loan principal of \$0.49 million over the year.

### 7.1.3 Working Capital (\$6.28 million or 37.5 per cent decrease)

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

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

	Forecast Actual 2014/2015 \$'000	Budget 2015/2016 \$'000	Variance \$'000	Variance %
<b>Current Assets</b>	38,832	32,932	(5,900)	(15.2%)
<b>Current Liabilities</b>	22,088	22,471	384	1.7%
<b>Working Capital</b>	<b>16,744</b>	<b>10,461</b>	<b>(6,284)</b>	<b>(37.5%)</b>
Restricted cash and investments				
- Statutory restricted investments	(1,892)	(2,047)	(155)	8.2%
- Cash held to fund carry forward capital works	(1,500)	0	1,500	(100.0%)
- Trust funds and deposits	(2,087)	(2,051)	36	(1.7%)
<b>Unrestricted working capital</b>	<b>11,265</b>	<b>6,363</b>	<b>(4,903)</b>	<b>(43.5%)</b>

In addition to the restricted cash shown above, Council is also projected to hold \$16.22 million in discretionary reserves at 30 June 2016. Although not restricted by a statutory purpose, Council has made previous commitments with these funds and therefore should not be seen as available for other purposes.

### 7.1.4 Equity (\$9.11 million or 1.1 per cent increase)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$9.11 million results directly from the surplus for the year.

## 7.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2016 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- Rates debtors at the end of financial year will be 6.0 per cent of the total rates and charges income recorded during the year. Opening rates debtors balance will be fully collected during the year.
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.
- Other debtors, creditors and trust funds liability to remain consistent with 2014/2015 levels.
- Other financial assets (financial investments with more than 90 days maturity) will be \$12.00 million.
- Employee entitlements to be increased by the Enterprise Bargaining Agreement outcome offset by the impact of more active management of leave entitlements of staff.
- New borrowings of \$4.44 million to support capital expenditure.
- Repayment of loan principal to be \$0.49 million.
- Total capital expenditure to be \$40.10 million.

## **Long Term Strategies**

**Section 8 - Strategic Resource Plan and Financial Performance Indicators**

**Section 9 - Rating Information**

**Section 10 - Other Strategies**

- Borrowing Strategy**
- Infrastructure Strategy**
- Service Delivery**

## **Section 8: Strategic Resource Plan**

This section includes an extract of the adopted Strategic Resource Plan to provide information on the long term financial projections of the Council.

### **8.1 Plan development**

The Act requires a Strategic Resource Plan (SRP) to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared an SRP for the four years 2015/2016 to 2018/2019 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial assumptions and objectives, which underpin the SRP, are:

- Maintain existing service levels (assumption).
- Achieve a low risk liquidity result for each year - greater than 150 per cent (objective).
- Achieve a balanced budget on a cash basis (objective).

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities.
- Prove reasonable stability in the level of rate burden.
- Consider the financial effects of Council decisions on future generations.
- Provide full, accurate and timely disclosure of financial information.

The SRP is updated annually through the rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve the key financial objectives.

## 8.2 Financial resources

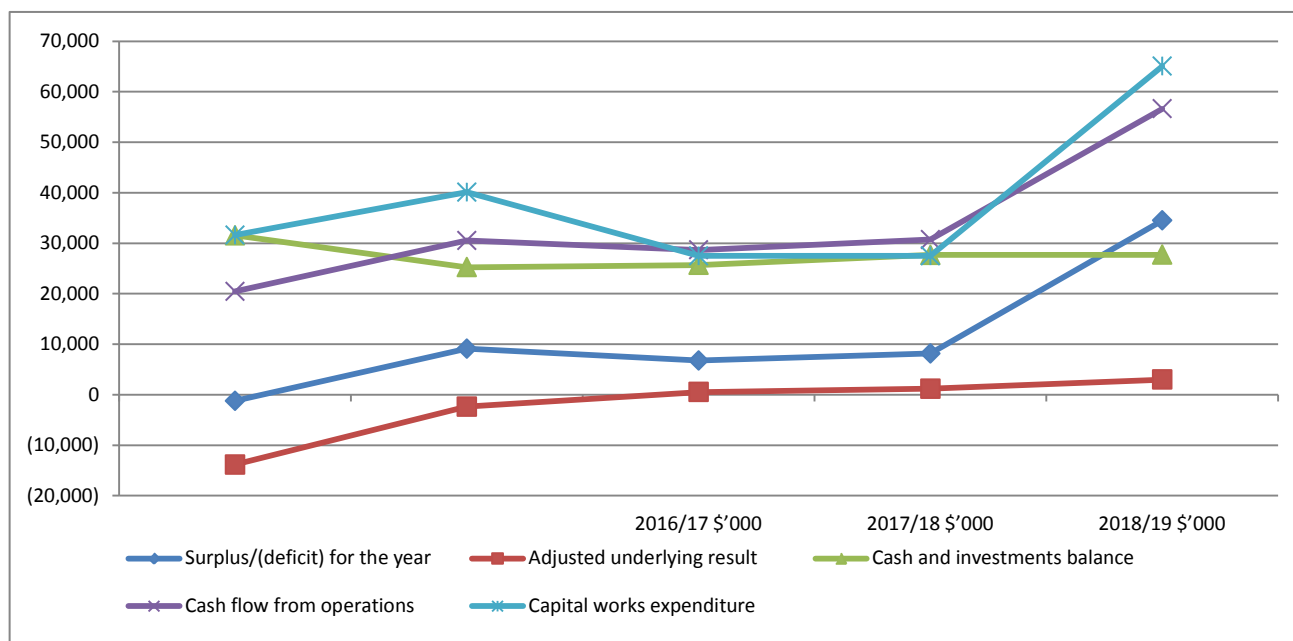
The following table summarises the key financial results for the next four years as set out in the SRP for years 2015/2016 to 2018/2019.

Indicator	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	SRP Projections			Trend + / o / -
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	
Surplus/(deficit) for the year	(1,235)	9,114	6,758	8,165	34,503	+
Adjusted underlying result	(13,830)	(2,360)	506	1,196	2,984	+
Cash and investments balance	31,548	25,255	25,695	27,672	27,698	o
Cash flow from operations	20,454	30,539	28,650	30,721	56,604	o
Capital works expenditure	31,618	40,098	27,500	27,500	65,050	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

The following graph shows the general financial indicators over the four year period.



The key outcomes of the SRP are as follows:

- **Financial sustainability (Section 5)** – Cash and investments is forecast to reduce after the 2014/2015 financial year as re-budgeted capital works are completed. As per the objectives of the Strategic Resource Plan future years are steady.
- **Rating levels (Section 9)** – The Strategic Resource Plans proposes modest rates and charges increases at 4.95 per cent. In 2016/2017 this will be impacted by rate capping. The Victorian Essential Services Commission is due to finalise the rate capping framework in October 2015. The Strategic Resource Plan will be reviewed once this framework is finalised.



- **Service delivery strategy (section 10)** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a deficit from 2014/2015 gradually increasing over the four year period. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.
- **Borrowings strategy (Section 10)** – Borrowings are forecast to increase from \$14.35 million to \$27.18 million over the four year period. This includes new borrowings of \$4.44 million in 2015/2016, \$1.06 million in 2016/2017 and \$10.00 million in 2018/2019.
- **Infrastructure strategy (section 10)** – Capital expenditure over the four year period will total \$160.15 million at an average of \$40.04 million.

### 8.3 Financial performance indicators

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

Indicator	Measure	Ref	Forecast Actual 2014/15	Budget 2015/16	Strategic Resource Plan Projections			Trend +/-
					2016/17	2017/18	2018/19	
<b>Operating position</b>								
Adjusted underlying result	Adjusted net result/adjusted underlying revenue	8.3.1	(12%)	(2%)	0%	1%	2%	+
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	8.3.2	176%	147%	145%	150%	151%	o
Unrestricted cash	Unrestricted cash / current liabilities		118%	94%	130%	118%	112%	-
Loans and borrowings	Interest bearing loans and borrowing / rate revenue	8.3.3	22%	27%	26%	24%	34%	+

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.

Indicator	Measure	Ref	Forecast Actual 2014/15	Budget 2015/16	Strategic Resource Plan Projections			Trend +o/-
					2016/17	2017/18	2018/19	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2%	3%	3%	3%	3%	o
Indebtedness	Non-current liabilities/ own source revenue		19%	21%	20%	18%	25%	o
Asset renewal	Asset renewal expenditure / depreciation	8.3.4	80%	72%	71%	80%	85%	+
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	8.3.5	61%	57%	61%	76%	50%	-
Rates effort	Rates revenue / CIV of rateable properties in the municipality		0.72%	0.75%	0.78%	0.81%	0.84%	-
<b>Efficiency</b>								
Expenditure level	Total expenditure/ no. of property assessments		\$3,981	\$3,892	\$4,143	\$4,293	\$5,258	o
Revenue level	Residential rate revenue / No. of residential assessments		\$2,163	\$2,271	\$2,382	\$2,499	\$2,623	o
Workforce turnover	No. of permanent staff resignations & terminations / average no. of staff permanent staff for the financial year		9%	8%	8%	8%	8%	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.

### 8.3.1 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 expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

### 8.3.2 Working Capital

The proportion of current liabilities represented by current assets. Working capital is steady as per the objectives of the Strategic Resource Plan. The trend in later years will be impacted by the introduction of rate capping in 2016/2017.

### 8.3.3 Debt compared to rates

Trend reflects Council's proposal to take on \$15.50 million in new borrowings over four financial years to fund Council's contribution to the Greater Shepparton Regional Sports Precinct and proposed Shepparton Art Museum.

### 8.3.4 Asset renewal

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

### 8.3.5 Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will continue to be reliant on rate revenue compared to all other revenue sources.

## 8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular people performance. A summary of Council's anticipated people performance requirements for the 2015/2016 year is shown below and further detail is included in section 4.3.1 of this budget. A statement of Human Resources is included in Appendix A.

Indicator	Forecast Actual 2014/15	Budget 2015/16	Strategic Resource Plan Projections		
			2016/17	2017/18	2018/19
Employee costs (\$'000)	42,535	45,617	47,665	49,806	52,040
Employee numbers (EFT)	555	587	590	593	596

The 2014/2015 employee numbers are actual equivalent full time as of April 2015 and do not include any vacant positions. The 2015/2016 budget was prepared on the assumption that Council is full complement of staff to approved EFT levels as well as 0.5 per cent organisational growth. To allow for natural staff turnover, total salary and related expenses were decreased by 1.5 per cent across the Council to recognise the possible savings from staff vacancies during the year.

The 2016/2017 forecast onwards assumes 0.5 per cent organisational growth on the 2015/2016 forecast, as per the strategic resource plan projections.

## **9. Rating information**

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

### **9.1 Rating context**

In developing the Strategic Resource Plan (referred to in Section 8), rates and charges were identified as an important source of revenue, accounting for over 50 per cent of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process.

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 Greater Shepparton community.

To determine how Council will raise the appropriate revenue from properties within the municipality, Council implements a rating structure that calculates the share of revenue to be contributed by each property.

This rating structure is guided by Council's Rating Strategy 2013-2017 where Council systematically considers the factors of importance that informs its decisions about the rating process.

### **9.2 Rating Strategy 2013-2017**

The rating strategy was developed with community input via a Rating Strategy Reference Group, public information sessions and a public submission process.

After its adoption in August 2013, Greater Shepparton City Council is entering the third year of the four year rating strategy from 2013 to 2017.

The past two financial years have seen a gradual redistribution of the percentage contribution from the various property classification groups. A review identified Commercial and Industrial ratepayers were contributing up to three times the rate of the Residential ratepayers. Council adopted a recommendation from the Rating Strategy Reference Group to reduce this to two times the residential rate. This redistribution is now complete.

### 9.3 Rating structure

Council's current rating structure is comprised of the following key rates and charges:

- General rates through the application of differential rates i.e. different rates in the dollar for different property classifications. General rates are calculated by multiplying the Capital Improved Value (CIV) of a property by its applicable rate in the dollar;
- A municipal charge being a uniform charge on all properties to cover some of the administrative costs of the Council (set at 12.4 per cent of total general rates); and
- A user pays component to reflect usage of services provided by the Council i.e. kerbside waste collection services.

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

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

Being a measure of the realisable value of the property, the CIV most closely reflects wealth and affordability and this is more equitable to ratepayers on the total value of their property rather than the notional value of their land alone.

There are currently no plans to change that basis, but Council does review its rating structure every four years.

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

The existing rating structure comprises twelve differential rates and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act.

## 9.4 Background to the level of rates and charges

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

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

Rating Year	Increase %*
2010/2011	6.00%
2011/2012	6.95%
2012/2013	3.95%
2013/2014	4.95%
2014/2015	4.95%
Average increase over 5 years	5.36%
2015/2016	4.95%

It should be noted the percentage increase is the proposed increase on total rates and charges. The base figure, used to determine the proposed total dollar increase, is calculated at the time of developing the budget and is adjusted for supplementary rates received during the year as if they were received for the full twelve months.

Supplementary rates are valuations that are performed in between general valuations. These are required when properties are:

- Physically changed – for example when buildings are altered, erected or demolished; or
- Amalgamated, subdivided, portions sold off or rezoned.

Comparisons between budgeted amounts and actual results as reported in Council's annual reports are therefore challenging as supplementary valuations are difficult to predict and will significantly influence the final amount of total rates and charges collected.

The 4.95 per cent does not allow for any supplementary valuations that will be undertaken in 2015/2016. An allowance of 1 per cent has been included in the total rates and charges estimate.

## 9.5 Current year rates and charges

Greater Shepparton City Council's Strategic Resource Plan has identified that an increase of 4.95 per cent in total rates and charges for 2015/0216 will ensure that Council will maintain a healthy financial position in the current environment of stagnating government funding and the impending rate capping for 2016/2017.

In order to achieve Council Plan objectives while maintaining service levels and a strong capital expenditure program, the revenue collected from the general rate will increase by 5.6 per cent, the municipal charge by 5.0 per cent, and the kerbside collection waste and recycling charges by 1.1 per cent. This will raise total rates and charges for 2015/16 of \$67.71 million, including \$0.64 million generated from supplementary rates.

Description	2014/2015 Total Annualised \$'000	2015/2016 Total Declared \$'000	Variance \$'000	Variance %
General Rates	48,952	51,678	2,726	5.57%
Municipal Charges	6,914	7,263	349	5.05%
Waste Service Charges	8,038	8,127	89	1.11%
<b>Total Rates &amp; Charges Revenue</b>	<b>63,904</b>	<b>67,068</b>	<b>3,164</b>	<b>4.95%</b>

The 2014/2015 figures in the above table have been adjusted for supplementary rates and charges. Whilst properties subjected to supplementary rates have received pro-rata accounts during 2014/2015, the above figures are based on the income that would have been received if the accounts were for a full twelve month period.

Supplementary rates and charges for 2015/2016 are estimated in total to be \$0.64 million or 1.0 per cent of total rates and charges (as per the assumptions of the Strategic Resource Plan).

Council's Strategic Resource Plan currently projects the future proposed total rates and charges increases will remain constant at the 4.95 per cent plus 1.0 per cent each year however this is expected to be impacted by the impending rate capping due to be implemented in 2016/2017.

The following table summarises the proposed differential rates for the 2015/2016 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

Rate Differential	How Applied	2014/2015	2015/2016	Total Raised \$000's	Change
Residential Unimproved Land	Cents in \$ of CIV	0.00471460	0.00497712	651	5.6%
Residential Improved Land	Cents in \$ of CIV	0.00471460	0.00497712	26,160	5.6%
Farm Land	Cents in \$ of CIV	0.00424314	0.00447940	5,963	5.6%
Rural Residential Land	Cents in \$ of CIV	0.00471460	0.00497712	4,215	5.6%
Commercial Unimproved Land	Cents in \$ of CIV	0.00942920	0.00995423	378	5.6%
Commercial Improved 1 Land*	Cents in \$ of CIV	0.01023069	0.01080034	8,339	5.6%
Commercial Improved 2 Land	Cents in \$ of CIV	0.00942920	0.00995423	496	5.6%
Commercial Improved 3 Land	Cents in \$ of CIV	0.00942920	0.00995423	497	5.6%
Industrial Unimproved Land	Cents in \$ of CIV	0.00942920	0.00995423	324	5.6%
Industrial Improved 1 Land*	Cents in \$ of CIV	0.00961779	0.01015332	3,405	5.6%
Industrial Improved 2 Land	Cents in \$ of CIV	0.00942920	0.00995423	1,016	5.6%
Industrial Improved 3 Land	Cents in \$ of CIV	0.00942920	0.00995423	185	5.6%
Cultural and Recreational Land	Cents in \$ of CIV	0.00344166	0.00363295	48	5.6%

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

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

The Rating Strategy 2013-2017 prescribes that the total amount raised from the municipal charge is maintained at 12.4 per cent of the total raised from the combination of municipal charge and general rates. This equates to \$250 per assessment.

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

Description	How Applied	2014/15 \$	2015/16 \$	Variance \$000's	Variance %
Municipal Charge	\$ per property	238.00	250.00	12	5%

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

The waste service charges account for the various costs associated with the provision of waste management services including a recycling service, waste disposal and management, management of the Council's landfills in accordance with the Environment Protection Authority Licence, waste minimisation promotion and education, management and administration of the waste collection contracts and the provision of a weekly kerbside collection service.



As part of the Greater Shepparton City Council's Waste and Resource Recovery Management Strategy 2013 – 2023 Council is investigating the provision of 360 litre recycle bins to provide an improved recycling service to those residents who can demonstrate the need.

Description	How Applied	2014/15 \$	2015/16 \$	Variance \$000's	Variance %
80L Waste/Recyclables Service	\$ per property	166	168	2	1.2%
120L Waste/Recyclables Service	\$ per property	222	224	2	0.9%
240L Waste/Recyclables Service	\$ per property	368	372	4	1.1%
120L or 240L Recyclable Only	\$ per property	77	78	1	1.3%
120L or 240L Green Organic Waste	\$ per property	77	78	1	1.3%

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

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

Such rateable land is described below:

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

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

The current penalty interest rate fixed by the Attorney-General under section 2 of the Penalty Interest Rates Act 1983 is 10.5 per cent per annum, effective on and from 11 August 2014.

## **9.6 State Government fire services property levy**

Through the Fire Services Property Levy Act 2012 the State Government requires Councils across the state to collect a Fire Services Property Levy on their behalf. The Government's levy is shown as a separate line item on Council's rates notices.

All monies collect under this levy are passed on immediately to the State Government. For more information on the Fire Services Property Levy visit <http://www.firelevy.vic.gov.au>

## **9.7 Shepparton Show Me**

Commercial and industrial improved properties located within the urban Shepparton location (under the Commercial Improved 1 and Industrial Improved 1 rating classification) will continue to make a contribution towards the promotion of business in urban Shepparton (i.e. Shepparton Show Me).

Please note the contribution to the Shepparton Show Me scheme forms part of Council's consolidated rates revenue and is not an additional contribution by ratepayers.

The proposed contribution for 2015/2016 is \$646,083. Based on a property value of \$330,000, the contribution for a Commercial Improved 1 property would be \$251. The contribution for an Industrial Improved 1 property of the same value would be \$59.

## Section 10: Other Strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

### 10.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 8), borrowings was identified as an important funding source for capital works programs. In the past, Council has borrowed to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council cash reserves and investments forecast to be \$31.55 million at 30 June 2015 with a significant reduction in 2015/2016 to complete current infrastructure works in progress, it has been necessary to consider the use of borrowings.

For the 2015/2016 year, Council has decided to borrow \$4.44 million to fund the capital works program and therefore, after making loan repayments of \$0.49 million, will increase its total borrowings to \$18.30 million as at 30 June 2016. However it is likely that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2015.

Year	New Borrowings	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000
2014/2015	0	458	1,126	14,354
2015/2016	4,436	490	1,210	18,300
2016/2017	1,064	659	1,337	18,709
2017/2018	0	724	1,319	17,984
2018/2019	10,000	803	1,314	27,182

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

	2014/2015	2015/2016
Total amount borrowed as at 30 June of the prior year	14,812	14,354
Total amount to be borrowed	0	4,436
Total amount projected to be redeemed	(458)	(490)
Total amount proposed to be borrowed as at 30 June	14,354	18,300

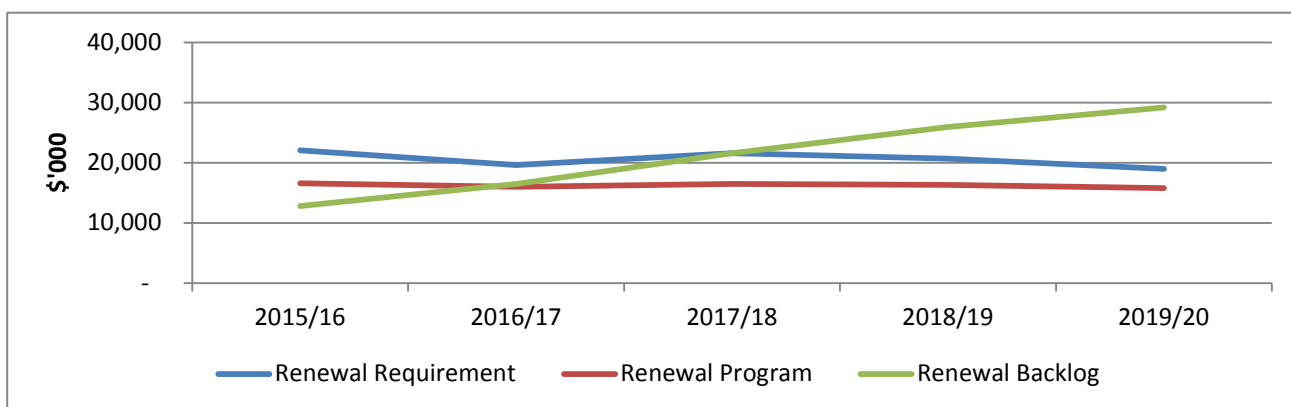
## 10.2 Infrastructure

The Council has developed an Infrastructure Strategy based on the information provided in various Asset Management Plans, which sets out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process integrated with the Council Plan, Strategic Resource Plan and Annual Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.
- Methodology for allocating annual funding to classes of capital projects.
- Business Case template for officers to document capital project submissions.

A key objective of the Infrastructure Strategy is to maintain or renew Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset renewal then Council's investment in those assets will decline, along with the capacity to deliver services to the community.

The graph below sets out the required and actual asset renewal over the life of the current SRP and the renewal backlog.



At present, Council is similar to most municipalities in that it is presently unable to fully fund assets renewal requirements identified in the Infrastructure Strategy. While the Infrastructure Strategy is endeavouring to provide a sufficient level of annual funding to meet ongoing asset renewal needs, the above graph indicates that in later years the required asset renewal is not being addressed creating an asset renewal gap and increasing the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap. In the above graph the backlog at the beginning of the five year period was \$12.80 million and \$29.15 million at the end of the period.

In updating the Infrastructure Strategy for the 2015/2016 year, the following influences have had a significant impact:

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs.
- Availability of significant Federal funding for upgrade of roads.
- The enactment of the Road Management Act 2004 removing the defence of non-feasance on major assets such as roads.
- New building regulations requiring all Child Care Centres to immediately upgrade to ensure compliance.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Works Program	Summary of funding resources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2014/2015	31,618	3,128	1,468	27,023	0
2015/2016	40,098	7,604	871	27,187	4,436
2016/2017	27,500	3,031	222	23,183	1,064
2017/2018	27,500	3,162	799	23,539	0
2018/2019	65,050	27,666	589	26,795	10,000

In addition to using cash generated from its annual operations, borrowings and external contributions such as government grants, Council has restricted investment reserves that are also used to fund a variety of capital projects. These reserves are either 'statutory' or discretionary' cash reserves. Statutory reserves relate to cash and investments held by Council that must be expended on a specific purpose as directed by legislation or a funding body, and included contributions to car parking, drainage and public resort and recreation. Discretionary cash reserves relate to those cash and investment balances that have been set aside by Council and can be used at Council's discretion, even though they may be earmarked for a specific purpose.

### 10.3 Service Delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 8.) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 9.) also refers to modest rate increases into the future approximating CPI plus 1 per cent. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

The general influences affecting all operating revenue and expenditure including the following:

	2015/2016	2016/2017	2017/2018	2018/2019
Rate Increases	4.95%	4.95%	4.95%	4.95%
Property Growth	1.00%	1.00%	1.00%	1.00%
Wages Growth	4.50%	4.50%	4.50%	4.50%
Government Funding	2.50%	2.50%	2.50%	2.50%
Statutory Fees	2.00%	2.00%	2.00%	2.00%
Investment Return	3.50%	3.50%	3.50%	3.50%

The service delivery outcomes measured in financial terms are shown in the following table.

Year	Surplus (Deficit) for the year \$'000	Adjusted Underlying Surplus (Deficit) \$'000	Net Service (Cost) \$'000
2014/2015	(1,235)	(13,830)	(39,843)
2015/2016	9,114	(2,360)	(38,045)
2016/2017	6,758	506	(37,526)
2017/2018	8,165	1,196	(39,678)
2018/2019	34,503	2,984	(41,905)

Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years. Excluding the effects of capital items such as capital grants and contributions, the adjusted underlying result is a deficit over the four year period with the uncertainty over the impending rate capping. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result.

## **Appendices**

**A – Financial Statements**

**B – Rates and Charges**

**C – Capital Works Program**

**D – Schedule of Fees and Charges**

**E – Program Budgets**

**F – Amendments to the 2015/2016 Budget**

## **Appendix A: Financial Statements**

This appendix presents information in regard to the Financial Statements and Statements of Human Resources. The budget information for the years 2015/2016 to 2018/2019 has been extracted from the Strategic Resource Plan.

The appendix includes the following budgeted information:

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



## Appendix A: Financial Statements

### Comprehensive Income Statement

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Income</b>					
Rates and charges	63,974	67,706	71,736	76,004	80,563
Statutory fees and fines	2,407	2,420	2,469	2,519	2,568
User fees	15,957	18,520	19,168	19,839	20,534
Grants - Operating	23,327	21,602	22,151	22,926	23,729
Grants - Capital	3,128	7,604	3,030	3,170	27,930
Contributions - monetary - Operating	1,274	1,496	0	0	0
Contributions - monetary - Capital	1,107	341	0	0	0
Contributions - non-monetary - Capital	8,000	3,000	3,000	3,000	3,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(7,084)	(541)	100	100	100
Fair value adjustments for investment	0	0	0	0	0
Share of net profits/(losses) of associates	0	0	0	0	0
Other income	4,407	3,007	3,079	3,002	3,077
<b>Total income</b>	<b>116,497</b>	<b>125,155</b>	<b>124,733</b>	<b>130,560</b>	<b>161,501</b>
<b>Expenses</b>					
Employee costs	42,535	45,617	47,665	49,806	52,040
Materials and services	51,512	46,562	45,642	47,240	48,893
Bad and doubtful debts	20	15	16	16	17
Depreciation and amortisation	22,540	22,636	23,315	24,014	24,734
Borrowing costs	1,126	1,210	1,337	1,319	1,314
Other expenses	0	0	0	0	0
<b>Total expenses</b>	<b>117,732</b>	<b>116,041</b>	<b>117,975</b>	<b>122,395</b>	<b>126,998</b>
<b>Surplus/(deficit) for the year</b>	<b>(1,235)</b>	<b>9,114</b>	<b>6,758</b>	<b>8,165</b>	<b>34,503</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment /(decrement)	0	0	0	0	0
Share of other comprehensive income of associates	0	0	0	0	0
Items that may be reclassified to surplus or deficit in future periods	0	0	0	0	0
<b>Total comprehensive result</b>	<b>(1,235)</b>	<b>9,114</b>	<b>6,758</b>	<b>8,165</b>	<b>34,503</b>

## Balance Sheet

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	19,548	13,255	13,695	15,672	15,698
Trade and other receivables	5,713	6,106	6,062	6,353	7,836
Other financial assets	12,000	12,000	12,000	12,000	12,000
Inventories	110	110	110	110	110
Non-current assets classified as held for sale	0	0	0	0	0
Other assets	1,461	1,461	1,461	1,461	1,461
<b>Total current assets</b>	<b>38,832</b>	<b>32,932</b>	<b>33,328</b>	<b>35,596</b>	<b>37,105</b>
<b>Non-current assets</b>					
Trade and other receivables	0	0	0	0	0
Investments in associates	1,314	1,314	1,314	1,314	1,314
Property, infrastructure, plant & equipment	839,681	859,073	891,909	897,696	967,453
Investment property	0	0	0	0	0
Intangible assets	1,183	1,183	1,183	1,183	1,183
<b>Total non-current assets</b>	<b>842,178</b>	<b>861,570</b>	<b>894,406</b>	<b>900,193</b>	<b>969,950</b>
<b>Total assets</b>	<b>881,011</b>	<b>894,502</b>	<b>927,734</b>	<b>935,789</b>	<b>1,007,055</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	10,652	11,093	10,773	11,203	11,653
Trust funds and deposits	2,051	2,051	2,051	2,051	2,051
Provisions	8,895	8,868	9,465	9,631	9,800
Interest-bearing loans and borrowings	490	460	724	779	1,131
<b>Total current liabilities</b>	<b>22,088</b>	<b>22,471</b>	<b>23,013</b>	<b>23,664</b>	<b>24,635</b>
<b>Non-current liabilities</b>					
Provisions	992	1,010	1,028	1,047	1,065
Interest-bearing loans and borrowings	13,864	17,840	17,985	17,205	26,051
<b>Total non-current liabilities</b>	<b>14,856</b>	<b>18,850</b>	<b>19,013</b>	<b>18,252</b>	<b>27,116</b>
<b>Total liabilities</b>	<b>36,944</b>	<b>41,322</b>	<b>42,026</b>	<b>41,916</b>	<b>51,751</b>
<b>Net assets</b>	<b>844,066</b>	<b>853,180</b>	<b>885,708</b>	<b>893,873</b>	<b>955,304</b>
<b>Equity</b>					
Accumulated surplus	314,997	324,111	330,869	339,034	373,537
Reserves	529,069	529,069	554,839	554,839	581,767
<b>Total equity</b>	<b>844,066</b>	<b>853,180</b>	<b>885,708</b>	<b>893,873</b>	<b>955,304</b>

## Statement of Changes in Equity

For the four years ending 30 June

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2016</b>				
Balance at beginning of the financial year	844,066	314,997	529,069	0
Surplus/(deficit) for the year	9,114	9,114	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>853,180</b>	<b>324,112</b>	<b>529,069</b>	<b>0</b>
<b>2017</b>				
Balance at beginning of the financial year	853,180	324,112	529,069	0
Surplus/(deficit) for the year	6,758	6,758	0	0
Net asset revaluation increment/(decrement)	25,770	0	25,770	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>885,708</b>	<b>330,870</b>	<b>554,839</b>	<b>0</b>
<b>2018</b>				
Balance at beginning of the financial year	885,708	330,870	554,839	0
Surplus/(deficit) for the year	8,165	8,165	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>893,873</b>	<b>339,035</b>	<b>554,839</b>	<b>0</b>
<b>2019</b>				
Balance at beginning of the financial year	893,873	339,035	554,839	0
Surplus/(deficit) for the year	34,503	34,503	0	0
Net asset revaluation increment/(decrement)	26,928	0	26,928	0
Transfer to other reserves	0	0	0	0
Transfer from other reserves	0	0	0	0
<b>Balance at end of the financial year</b>	<b>955,304</b>	<b>373,538</b>	<b>581,767</b>	<b>0</b>

## Statement of Cash Flows

For the four years ending 30 June 2019

	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	63,751	67,468	71,753	75,820	79,800
Statutory fees and fines	2,406	2,418	2,469	2,512	2,544
User fees	15,875	18,406	19,173	19,791	20,339
Grants - operating	23,327	21,602	22,157	22,871	23,504
Grants - capital	3,128	7,604	3,031	3,162	27,666
Contributions - monetary - Operating	1,274	1,496	0	0	0
Contributions - monetary - Capital	1,107	341	0	0	0
Interest received	1,229	1,054	1,181	1,219	1,252
Dividends received	0	0	0	0	0
Trust funds and deposits taken	0	0	0	0	0
Other receipts	3,204	1,897	1,899	1,777	1,796
Net GST refund / payment	0	1	0	0	0
Employee costs	(42,224)	(45,627)	(47,425)	(49,400)	(51,621)
Materials and services	(52,454)	(46,121)	(45,588)	(47,031)	(48,676)
Trust funds and deposits repaid	(29)	0	0	0	0
Other payments	(141)	0	0	0	0
<b>Net cash provided by/(used in) operating activities</b>	<b>20,454</b>	<b>30,539</b>	<b>28,650</b>	<b>30,721</b>	<b>56,604</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(31,618)	(40,098)	(27,500)	(27,500)	(65,050)
Proceeds from sale of property, infrastructure, plant and equipment	361	530	222	799	589
Net movement in other financial assets	4,500	0	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
<b>Net cash provided by/ (used in) investing activities</b>	<b>(26,758)</b>	<b>(39,569)</b>	<b>(27,278)</b>	<b>(26,701)</b>	<b>(64,461)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(1,126)	(1,210)	(1,337)	(1,319)	(1,314)
Proceeds from borrowings	0	4,436	1,064	0	10,000
Repayment of borrowings	(458)	(490)	(659)	(724)	(803)
<b>Net cash provided by/(used in) financing activities</b>	<b>(1,584)</b>	<b>2,736</b>	<b>(932)</b>	<b>(2,043)</b>	<b>7,883</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(7,888)</b>	<b>(6,293)</b>	<b>440</b>	<b>1,977</b>	<b>26</b>
Cash and cash equivalents at the beginning of the financial year	27,435	19,548	13,255	13,695	15,672
<b>Cash and cash equivalents at the end of the financial year</b>	<b>19,548</b>	<b>13,255</b>	<b>13,695</b>	<b>15,672</b>	<b>15,698</b>

## Statement of Capital Works

For the four years ending 30 June 2019

Capital Works Areas	Forecast	Budget	Strategic Resource Plan Projections		
	Actual 2014/15 \$'000	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
<b>Property</b>					
Aquatics	118	0			
Artwork	21	25			
Buildings	4,168	4,388			
Recreation facilities	0	80			
Saleyards	0	820			
<b>Total property</b>	<b>4,307</b>	<b>5,313</b>			
<b>Plant and equipment</b>					
Aquatics	0	173			
Buildings	0	117			
Furniture & Equipment	235	0			
IT	1542	1,405			
Outdoor furniture & signage	0	13			
Plant	1876	2,287			
Waste management	0	315			
<b>Total plant and equipment</b>	<b>3,653</b>	<b>4,310</b>			
<b>Infrastructure</b>					
Aerodrome	199	0			
Artwork	95	0			
Bridges	170	86			
Buildings	0	163			
Drainage rural	263	50			
Drainage urban	1788	1,366			
Footpaths	337	244			
Greater Shepparton Regional Sports Precinct	1788	2,242			
Gravel Reseal	1129	0			
Irrigation	0	121			
Kerb & channel	801	1,384			
Off Street Carparking	0	0			
Land	7	0			
Off Street Carparking	118	0			
Outdoor furniture & signage	111	61			
Parks open space streetscapes	286	100			
Playgrounds	0	233			
Public Lighting	0	264			
Public Toilets	520	0			
Recreation facilities	4252	7,401			
Saleyards	426	0			
Sealed surface	9407	9,127			
Shared Paths	112	0			
Sportsfields, tracks & court surfaces	0	433			
Trees	130	0			
Unsealed roads	0	1,025			
Waste management	1719	6,175			
<b>Total infrastructure</b>	<b>23,658</b>	<b>30,475</b>			
<b>Total capital works expenditure</b>	<b>31,618</b>	<b>40,098</b>			
<b>Represented by:</b>					
New asset expenditure	9,965	18,713	3,667	2,750	38,000
Asset renewal expenditure	18,129	16,278	16,500	19,250	21,040
Asset upgrade expenditure	3,525	3,953	3,667	2,750	3,005
Asset expansion expenditure	0	1,154	3,666	2,750	3,005
<b>Total capital works expenditure</b>	<b>31,618</b>	<b>40,098</b>	<b>27,500</b>	<b>27,500</b>	<b>65,050</b>

## Statement of Human Resources

For the four years ending 30 June 2019

Staff expenditure	Forecast Actual 2014/15 \$'000	Budget 2015/16 \$'000	Strategic Resource Plan Projections		
			2016/17 \$'000	2017/18 \$'000	2018/19 \$'000
Employee costs	42,535	45,617	47,665	49,806	52,040
<b>Staff numbers</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
Employees	555	587	590	593	596

The 2014/2015 employee numbers are actual equivalent full time as of April 2015 and do not include any vacant positions. The 2015/2016 budget was prepared on the assumption that Council is full complement of staff to approved EFT levels as well as 0.5 per cent organisational growth. To allow for natural staff turnover, total salary and related expenses were decreased by 1.5 per cent across the Council to recognise the possible savings from staff vacancies during the year.

The 2016/2017 forecast onwards assumes 0.5 per cent organisational growth on the 2015/2016 forecast, as per the strategic resource plan projections.

The below table details the assumptions used for determining employee costs and staff numbers in the 2015/2016 budget onwards.

Description	2015/16	2016/17	2017/18	2018/19
Enterprise Agreement Increase*	3.50%	3.50%	3.50%	3.50%
Superannuation Guarantee increase**	0.00%	0.00%	0.00%	0.00%
<b>Total Annual increment</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>	<b>3.50%</b>
Banding Increments	0.50%	0.50%	0.50%	0.50%
EFT growth	0.50%	0.50%	0.50%	0.50%
<b>Total</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>	<b>4.50%</b>

\* Greater Shepparton City Council's current enterprise agreement is due to expire at the end of 2016/2017. The current agreement allows an increase of 3.05% per annum or \$41 per week in 2015/2016 and \$42 per week in 2016/2017. This is difficult to translate into future years projections so a conservative average of 3.5% has been used.

\*\* The Superannuation guarantee is scheduled to remain at 9.5% until July 2021.

## Appendix B: Rates and Charges

This appendix presents information about rates and charges which the Act and the Regulations require to be disclosed in the Council's annual budget.

\*Rating differential provides the funding for Shepparton Show Me

### 1. Rates and charges

#### 1.1 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	2014/15 cents/\$CIV	2015/16 cents/\$CIV	Change
Residential Unimproved Land	0.00471460	0.00497712	5.6%
Residential Improved Land	0.00471460	0.00497712	5.6%
Farm Land	0.00424314	0.00447940	5.6%
Rural Residential Land	0.00471460	0.00497712	5.6%
Commercial Unimproved Land	0.00942920	0.00995423	5.6%
Commercial Improved 1 Land*	0.01023069	0.01080034	5.6%
Commercial Improved 2 Land	0.00942920	0.00995423	5.6%
Commercial Improved 3 Land	0.00942920	0.00995423	5.6%
Industrial Unimproved Land	0.00942920	0.00995423	5.6%
Industrial Improved 1 Land*	0.00961779	0.01015332	5.6%
Industrial Improved 2 Land	0.00942920	0.00995423	5.6%
Industrial Improved 3 Land	0.00942920	0.00995423	5.6%
Cultural and Recreational Land	0.00344166	0.00363295	5.6%

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

#### 1.2 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	2014/15 \$	2015/16 \$	Change
Residential Unimproved Land	617,249	651,618	5.6%
Residential Improved Land	24,780,081	26,159,873	5.6%
Farm Land	3,993,016	4,215,353	5.6%
Rural Residential Land	5,648,665	5,963,191	5.6%
Commercial Unimproved Land	358,008	377,942	5.6%
Commercial Improved 1 Land*	7,899,080	8,338,906	5.6%
Commercial Improved 2 Land	469,593	495,741	5.6%
Commercial Improved 3 Land	471,036	497,264	5.6%
Industrial Unimproved Land	306,638	323,712	5.6%
Industrial Improved 1 Land*	3,225,182	3,404,762	5.6%
Industrial Improved 2 Land	962,156	1,015,730	5.6%
Industrial Improved 3 Land	175,883	185,676	5.6%
Cultural and Recreational Land	45,454	47,985	5.6%
<b>Total amount to be raised by general rates</b>	<b>48,952,041</b>	<b>51,677,753</b>	<b>5.6%</b>

It should be noted that the rates and charges for 2015/2016 have been adjusted for supplementary rates received during the 2015/2016 financial year on a full year rate or annualised basis. Whilst properties subjected to supplementary rates have received pro-rata rate accounts, the above rate figures are based on the income that would have been received if the accounts were for a full twelve month period.

**1.3 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	2014/15 Number	2015/16 Number	Change
Residential Improved Land	21,084	21,147	0.3%
Residential Unimproved Land	698	813	16.5%
Farm Land	2,388	2,382	-0.3%
Rural Residential Land	2,922	2,935	0.4%
Commercial Unimproved Land	57	69	21.1%
Commercial Improved 1 Land*	1,387	1,394	0.5%
Commercial Improved 2 Land	33	32	-3.0%
Commercial Improved 3 Land	272	289	6.3%
Industrial Unimproved Land	76	87	14.5%
Industrial Improved 1 Land*	535	540	0.9%
Industrial Improved 2 Land	27	28	3.7%
Industrial Improved 3 Land	88	89	1.1%
Cultural and Recreational Land	7	7	0.0%
<b>Total number of assessments</b>	<b>29,574</b>	<b>29,812</b>	<b>0.8%</b>

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

The valuations used for the 2015/2016 rating year for properties in the municipality have been valued as at the common date of 1 January 2014.

**1.5 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	2014/15 \$	2015/16 \$	Change
Residential Improved Land	5,219,800,500	5,256,030,500	0.7%
Residential Unimproved Land	118,219,900	130,922,900	10.7%
Farm Land	848,433,000	846,947,000	-0.2%
Rural Residential Land	1,332,848,400	1,331,246,400	-0.1%
Commercial Unimproved Land	33,430,000	37,968,000	13.6%
Commercial Improved 1 Land*	770,121,500	772,096,488	0.3%
Commercial Improved 2 Land	50,760,000	49,802,000	-1.9%
Commercial Improved 3 Land	47,312,000	49,955,000	5.6%
Industrial Unimproved Land	30,175,000	32,520,000	7.8%
Industrial Improved 1 Land*	335,076,000	335,335,000	0.1%
Industrial Improved 2 Land	100,549,000	102,040,000	1.5%
Industrial Improved 3 Land	18,564,000	18,653,000	0.5%
Cultural and Recreational Land	12,507,000	13,207,000	5.6%
<b>Total value of land</b>	<b>8,917,796,300</b>	<b>8,976,723,288</b>	<b>0.7%</b>



**1.6 The municipal charge under Section 159 of the Act compared with the previous financial year.**

Type of Charge	Per Rateable Property 2014/15 \$	Per Rateable Property 2015/16 \$	Change
Municipal Charge	238	250	5.0%

**1.7 The estimated total amount to be raised by municipal charges compared with the previous financial year.**

Type of Charge	2014/2015 \$	2015/2016 \$	Change
Municipal Charge	6,914,376	7,263,000	5.0%

**1.8 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 2014/2015 \$	Per Rateable Property 2015/2016 \$	Change
80L Waste / Recyclables Service Charge	166	168	1.2%
120L Waste / Recyclables Service Charge	222	224	0.9%
240L Waste / Recyclables Service Charge	368	372	1.1%
120L or 240L Green Organic Waste Service Charge	77	78	1.3%
120L or 240L Recyclables Only Service Charge	77	78	1.3%

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

**1.9 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	2014/2015 \$	2015/2016 \$	Change
80L Waste / Recyclables Service Charge	1,745,490	1,766,520	1.2%
120L Waste / Recyclables Service Charge	1,734,641	1,750,269	0.9%
240L Waste / Recyclables Service Charge	3,274,133	3,309,721	1.1%
120L or 240L Green Organic Waste Service Charge	1,263,470	1,279,879	1.3%
120L or 240L Recyclables Only Service Charge	19,905	20,163	1.3%
<b>Total</b>	<b>8,037,639</b>	<b>8,126,552</b>	<b>1.1%</b>

**1.10 The estimated total amount to be raised by all rates and charges compared with the previous financial year.**

	2014/2015 \$	2015/2016 \$	Change
General rates	48,952,040	51,677,753	5.60%
Municipal charge	6,914,376	7,263,000	5.00%
Waste services charge	8,037,639	8,126,552	1.10%
<b>Sub Total Rates and charges</b>	<b>63,904,055</b>	<b>67,067,305</b>	<b>4.95%</b>
Supplementary Rates (estimated)		639,040	
<b>Total</b>	<b>63,904,055</b>	<b>67,706,345</b>	<b>5.95%</b>

### **1.11 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
- The variation of returned levels of value (e.g. valuation appeals)
- Changes in use of land (e.g. rateable land becomes non-rateable land and vice versa or residential land becomes commercial land and vice versa).

## **2. Differential rates**

### **2.1 Rates to be levied**

A general rate of 0.497712% (0.00497712 cents in the dollar of CIV) for all rateable Residential Unimproved  
A general rate of 0.497712% (0.00497712 cents in the dollar of CIV) for all rateable Residential Improved  
A general rate of 0.44794% (0.0044794 cents in the dollar of CIV) for all rateable Farm Land  
A general rate of 0.497712% (0.00497712 cents in the dollar of CIV) for all rateable Rural Residential Land  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Commercial  
A general rate of 1.080034% (0.01080034 cents in the dollar of CIV) for all rateable Commercial Improved 1  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Commercial Improved  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Commercial Improved  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Industrial Unimproved  
A general rate of 1.015332% (0.01015332) cents in the dollar of CIV) for all rateable Industrial Improved 1  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Industrial Improved 2  
A general rate of 0.9955423% (0.00995423) cents in the dollar of CIV) for all rateable Industrial Improved 3

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

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

## RESIDENTIAL UNIMPROVED LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2 and 3 land

and is:

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

### Use and Level of Differential Rate:

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

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

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

This category applies to an unimproved class of land only.

## RESIDENTIAL IMPROVED LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
- ii. Residential unimproved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1, 2 and 3 land

and is used primarily for residential purposes.

### Use and Level of Differential Rate:

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

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

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## FARM LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

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

**Farm land** means any rateable land-

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 90% of the residential improved land rate.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## RURAL RESIDENTIAL LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

- i. Any land which does not have the characteristics of:
- ii. Residential unimproved land; or
- iii. Residential improved land; or
- iv. Farm land; or
- v. Rural residential land; or
- vi. Commercial unimproved land; or
- vii. Commercial improved 1, 2 and 3 land; or
- viii. Industrial unimproved land; or
- ix. Industrial improved 1, 2 and 3 land

and is:

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

### Use and Level of Differential Rate:

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

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

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## COMMERCIAL UNIMPROVED LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

This category applies to an unimproved class of land only.

## COMMERCIAL IMPROVED 1 LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

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

### Use and Level of Differential Rate:

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

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

### Geographic Location:

Located within the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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



## COMMERCIAL IMPROVED 2 LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Located outside the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## COMMERCIAL IMPROVED 3 LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Located outside the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## INDUSTRIAL UNIMPROVED LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

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

and is:

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Wherever located within the municipal district.

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

This category applies to an unimproved class of land only.

## INDUSTRIAL IMPROVED 1 LAND

### Objective:

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

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

### Types and Classes:

Rateable land having the relevant characteristics described below:

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 2, and 3 land and is used primarily for, or is capable of use primarily for industrial purposes.

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 204% of the residential improved land rate.

### Geographic Location:

Located within the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## INDUSTRIAL IMPROVED 2 LAND

### Objective:

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

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

### Types and Classes:

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

Any land which does not have the characteristics of:

- i. Residential unimproved land; or
- ii. Residential improved land; or
- iii. Farm land; or
- iv. Rural residential land; or
- v. Commercial unimproved land; or
- vi. Commercial improved 1, 2 and 3 land; or
- vii. Industrial unimproved land; or
- viii. Industrial improved 1 and 3 land and is used primarily for, or is capable of use primarily for industrial purposes.

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Located outside the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## INDUSTRIAL IMPROVED LAND 3

### Objective:

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

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

### Types and Classes:

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

Any land which does not have the characteristics of:

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

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

### Use and Level of Differential Rate:

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

The level of the differential rate is set at 200% of the residential improved land rate.

### Geographic Location:

Located outside the urban Shepparton location bounded by –

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

### Use of Land:

Any use permitted under the relevant Planning Scheme.

### Planning Scheme Zoning:

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

### Types of Buildings:

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

## Appendix C: Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2015/2016 year.

The capital works projects are grouped by class and include the following:

- New works for 2015/2016
- Works carried forward from the 2014/2015 year

### 1. New works

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>ARTWORK</b>									
Shepparton Art Museum Collection Conservation	25		25					25	
<b>TOTAL ARTWORK</b>	<b>25</b>		<b>25</b>					<b>25</b>	
<b>BUILDINGS</b>									
Mactier Gardens - Public Toilet	220	220						220	
Congupa Public Toilet	150	150						150	
Building Renewals	692		692					692	
Aquamoves Wet Area Changeroom	698		698					698	
Aquamoves Raymond West Changeroom	249		249					249	
Aquamoves Dry Area Changeroom	223		223					223	
Aquamoves Indoor Pool Councourse Renewal	213		213					213	
Victoria Park Lake Caravan Park Renewals	120		120					120	
Arcadia Recreation Reserve Toilet	110		110					110	
Sports Stadium Grandstand Accessibility	81		81					81	
Aquamoves Minor Building Renewals	38		38					38	
KidsTown Minor Building Renewals	38		38					38	
KidsTown - Connection External Painting Renewal	38		38					38	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Shepparton Sports Stadium Painting	33		33					33	
Indoor Sports (Stadiums) Minor Building Renewals	28		28					28	
Rural Outdoor Pools Minor Building Renewals	28		28					28	
Active Living Sites Roof Access Requirements	23		23					23	
Mooroopna Rural Outdoor Pool - Chain Mesh Fence Replacement	21		21					21	
Mooroopna Sports Stadium - Switchboard	15		15					15	
KidsTown - Café Door Upgrade	13		13					13	
KidsTown - Tree House Decking and Stairs	8		8					8	
Tatura Senior Citizens extension	124			124				124	
Shepparton Heritage Centre Fence	25	25						25	
<b>TOTAL BUILDINGS</b>	<b>3,188</b>	<b>395</b>	<b>2,669</b>	<b>124</b>				<b>3,188</b>	
<b>RECREATION FACILITIES</b>									
Our Sporting Future Funding Program	80	80						80	
<b>TOTAL RECREATION FACILITIES</b>	<b>80</b>	<b>80</b>						<b>80</b>	
<b>SALEYARDS</b>									
Shepparton Regional Saleyards New Salepens and Walkways and Water Tanks	820				820			820	
<b>TOTAL SALEYARDS</b>	<b>820</b>				<b>820</b>			<b>820</b>	
<b>TOTAL PROPERTY</b>	<b>4,113</b>	<b>475</b>	<b>2,694</b>	<b>124</b>	<b>820</b>			<b>4,113</b>	
<b>PLANT &amp; EQUIPMENT</b>									
<b>AQUATICS</b>									
Aquamoves Raymond West Pool Blanket Renewal	77		77					77	
Aquamoves Cardio Equipment Renewal	48		48					48	
Aquamoves Gym Equipment Renewal	48		48					48	
<b>TOTAL AQUATICS</b>	<b>173</b>		<b>173</b>					<b>173</b>	



Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>BUILDINGS</b>									
Furniture and Equipment Renewal	40		40					40	
Aquamoves Minor Furniture and Fittings Renewal	23		23					23	
Rural Outdoor Pools Minor Equipment, Furniture and Fittings Renewals	18		18					18	
Indoor Sports (Stadiums) Equipment, Furniture and Fittings Renewals	18		18					18	
KidsTown Equipment, Furniture and Fittings Renewals	18		18					18	
<b>TOTAL BUILDINGS</b>	<b>117</b>		<b>117</b>					<b>117</b>	
<b>IT</b>									
Workstation Replacement	505		505					505	
Document Production Scanner	65		65					65	
Riverlinks Ticketing Software	20		20					20	
Financial Systems Replacement	815			815				815	
<b>TOTAL IT</b>	<b>1,405</b>		<b>590</b>	<b>815</b>				<b>1,405</b>	
<b>OUTDOOR FURNITURE &amp; SIGNAGE</b>									
KidsTown - Donation Bins	13				13			13	
<b>TOTAL FURNITURE &amp; SIGNAGE</b>	<b>13</b>				<b>13</b>			<b>13</b>	
<b>PLANT</b>									
Plant Purchases	581	581					530	51	
Plant Renewal - Program	1,588		1,588					1,588	
Parking Machine Renewal Program	90		90					90	
Boulevard River Pump Renewal	28		28					28	
<b>TOTAL PLANT</b>	<b>2,287</b>	<b>581</b>	<b>1,706</b>				<b>530</b>	<b>1,757</b>	
<b>WASTE MANAGEMENT</b>									
Purchase of new bins - Organics service	315				315			315	
<b>TOTAL WASTE MANAGEMENT</b>	<b>315</b>				<b>315</b>			<b>315</b>	
<b>TOTAL PLANT &amp; EQUIPMENT</b>	<b>4,310</b>	<b>581</b>	<b>2,586</b>	<b>815</b>	<b>328</b>		<b>530</b>	<b>3,780</b>	

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INFRASTRUCTURE</b>									
<b>BRIDGES</b>									
Bridge Renewals	79		79					79	
Lake Bartlett Tatura Master Plan action 2 - culvert	7			7				7	
<b>TOTAL BRIDGES</b>	<b>86</b>		<b>79</b>	<b>7</b>				<b>86</b>	
<b>BUILDINGS</b>									
Fire Access Road Subsidy (FARS) Scheme – Static Water Supply – Cnr Cosgrove Caniambo and Midland Highway Deviation Road Cosgrove	100	100						100	
Bus Shelters - Urban	15	15						15	
Maude Street Mall - plaza design	48			48				48	
<b>TOTAL BUILDINGS</b>	<b>163</b>	<b>115</b>		<b>48</b>				<b>163</b>	
<b>DRAINAGE RURAL</b>									
Drainage Replacement Design Program - Rural	50			50				50	
<b>TOTAL DRAINAGE RURAL</b>	<b>50</b>			<b>50</b>				<b>50</b>	
<b>DRAINAGE URBAN</b>									
Marlboro Dve Developments	164	164						164	
North Growth Corridor - Drainage design and landscape plan*	75	75					157	-82	
South Growth Corridor - New drainage basin design*	35	35					84	-49	
Wetland and Native infrastructure renewal	56		56					56	
Shepparton East Drainage Scheme	1,006			1,006				1,006	
Archer Road Flood Investigation - Functional Design	30			30				30	
<b>TOTAL DRAINAGE URBAN</b>	<b>1,366</b>	<b>274</b>	<b>56</b>	<b>1,036</b>			<b>241</b>	<b>1,125</b>	

\* Developers have provided contributions for development works. These contributions will be expended in future years.

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>FOOTPATHS</b>									
Footpath Missing Links - Greater Shepparton	100	100						100	
Footpath Renewal	75		75					75	
Shared Path Renewal	69		69					69	
<b>TOTAL FOOTPATHS</b>	<b>244</b>	<b>100</b>	<b>144</b>					<b>244</b>	
<b>IRRIGATION</b>									
Moat Rising Main	121		121					121	
<b>TOTAL IRRIGATION</b>	<b>121</b>		<b>121</b>					<b>121</b>	
<b>KERB &amp; CHANNEL</b>									
South Growth Corridor - New intersection with GV Highway	38	38						38	
Accessible parking bay installation	38	38						38	
Rural Intersection Upgrades	25	25						25	
Safe Routes to School	20	20						20	
Traffic Management Devices	10	10						10	
Kerb and Channel Renewal	750		750					750	
Wyndham Street Footpath & Hassett Street Kerb & Channel Construction	48		48					48	
Maude Street upgrade - High Street to Ashenden Street - Design	300			300				300	
Balaclava/Verney/New Dookie Roads intersection upgrade Stage 1	108			108				108	
Katandra West school crossing upgrade	34			34				34	
Pedestrian facilities - DDA	13			13				13	
<b>TOTAL KERB &amp; CHANNEL</b>	<b>1,384</b>	<b>131</b>	<b>798</b>	<b>455</b>				<b>1,384</b>	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>OUTDOOR FURNITURE &amp; SIGNAGE</b>									
Small Town Entry Signage	20	20						20	
Cycling Route Signage	15	15						15	
Outdoor Furniture and Signage	20		20					20	
KidsTown - Educational/Directive Signage	6				6			6	
<b>TOTAL FURNITURE &amp; SIGNAGE</b>	<b>61</b>	<b>35</b>	<b>20</b>		<b>6</b>			<b>61</b>	
<b>PARKS OPEN SPACE STREETSCAPES</b>									
Austalian Botanical Gardens - Shepparton	100	100						100	
<b>TOTAL PARKS OPEN SPACE STREETSCAPES</b>	<b>100</b>	<b>100</b>						<b>100</b>	
<b>PLAYGROUNDS</b>									
KidsTown - Large Slide Renewal	133		133					133	
Playground Installation and Border renewals	100		100					100	
<b>TOTAL PLAYGROUNDS</b>	<b>233</b>		<b>233</b>					<b>233</b>	
<b>PUBLIC LIGHTING</b>									
Street Lighting	54		54					54	
Victoria Park Lake Lighting Design	210	210						210	
<b>TOTAL PUBLIC LIGHTING</b>	<b>264</b>	<b>210</b>	<b>54</b>					<b>264</b>	
<b>RECREATION FACILITIES</b>									
Greater Shepparton Regional Sports Precinct - Community Football Complex	6,998	6,998				2,462	100	0	4,436
Dookie Recreation Reserve - Drainage design	38	38						38	
Tatura Park Stage 2 power upgrades - camping arena	65			65				65	
<b>TOTAL RECREATION FACILITIES</b>	<b>7,101</b>	<b>7,036</b>		<b>65</b>		<b>2,462</b>	<b>100</b>	<b>103</b>	<b>4,436</b>

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>SEALED SURFACE</b>									
Corio St bike lanes	39	39						39	
Verney Rd Stage 2-Hawkins St-Graham St	3,320		1,992	1,328		1,000		2,320	
Roads to Recovery - Morrell Street	164		164			164			
Roads to Recovery - Dunkirk Ave Stage 2	130		130			130			
Roads to Recovery - Bowenhall Stage 2	69		69			69			
Roads to Recovery - Parkside Drive	145		145			145			
Roads to Recovery - Cameron Avenue	117		117			117			
Roads to Recovery - Maude Street	166		166			166			
Roads to Recovery - Nixon Street	97		97			97			
Roads to Recovery - Hogan Street Stage 2	215		215			215			
Roads to Recovery - Archer Street	392		392			392			
Roads to Recovery - Alamein	168		168			168			
Roads to Recovery - Allambi Street	207		207			207			
Roads to Recovery - Wyndham Service Rd	30		30			30			
Roads for Renewal - Marungi Road	270		270					270	
Roads for Renewal - MSTP Asphalt Works	329		329					329	
Roads for Renewal - MSTP Stabilisation	682		682					682	
Roads for Renewal - Reseal Preparation	219		219					219	
Reseal Program - Urban and Rural	1,375		1,375					1,375	
Aquamoves Carpark Redevelopment - 2	575		575					575	
Reseal Program - Final Seals	195		195					195	
Plane Tree Rectification Works	117		117					117	
Off-Street Carpark (Renewal)	50		50					50	
Shepparton Regional Saleyards Truck Wash Crossover	31		31					31	
Pavement Investigations	25		25					25	
<b>TOTAL SEALED SURFACES</b>	<b>9,127</b>	<b>39</b>	<b>7,760</b>	<b>1,328</b>		<b>2,900</b>		<b>6,227</b>	

\* Roads to Recovery - The Department of Infrastructure and Regional Development has provided additional funding for 2015/2016. This funding will be allocated to jobs within the current proposed capital works program.

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>SPORTSFIELDS, TRACKS &amp; COURT SURFACES</b>									
Sports Infrastructure Renewals	200		200					200	
Parks Infrastructure Renewals	200		200					200	
Shepparton Sports Stadium - Under-court Membrane	33		33					33	
<b>TOTAL SPORTSFIELDS, TRACKS &amp; COURT SURFACES</b>	<b>433</b>		<b>433</b>					<b>433</b>	
<b>UNSEALED ROADS</b>									
Unsealed Road Resheeting	1,000		1,000					1,000	
Dust Suppression	25			25				25	
<b>TOTAL UNSEALED ROADS</b>	<b>1,025</b>		<b>1,000</b>	<b>25</b>				<b>1,025</b>	
<b>WASTE MANAGEMENT</b>									
Cosgrove 3 - Site Infrastructure Layout Construction	4,000	4,000						4,000	
Cosgrove 3 - Site Infrastructure Layout Design	2,000	2,000						2,000	
Cosgrove 3 - Cell 1 Construction	175	175						175	
<b>TOTAL WASTE MANAGEMENT</b>	<b>6,175</b>	<b>6,175</b>						<b>6,175</b>	
<b>TOTAL INFRASTRUCTURE</b>	<b>27,933</b>	<b>14,215</b>	<b>10,698</b>	<b>3,014</b>	<b>6</b>	<b>5,362</b>	<b>341</b>	<b>17,794</b>	<b>4,436</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>36,356</b>	<b>15,271</b>	<b>15,978</b>	<b>3,953</b>	<b>1,154</b>	<b>5,362</b>	<b>871</b>	<b>25,687</b>	<b>4,436</b>

## 2. Works re-budgeted from the 2014/2015 year

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>RE-BUDGETED WORKS</b>									
<b>PROPERTY</b>									
Katandra West Community Centre	1,200	1,200						1,200	
<b>TOTAL PROPERTY</b>	<b>1,200</b>	<b>1,200</b>						<b>1,200</b>	
<b>INFRASTRUCTURE</b>									
Greater Shepparton Regional Sports Precinct	2,242	2,242				2,242		0	
Aquamoves car park redevelopment	300		300					300	
<b>TOTAL INFRASTRUCTURE</b>	<b>2,542</b>	<b>2,242</b>	<b>300</b>			<b>2,242</b>		<b>300</b>	
<b>TOTAL RE-BUDGETED WORKS 2014/2015</b>	<b>3,742</b>	<b>3,442</b>	<b>300</b>			<b>2,242</b>		<b>1,500</b>	
<b>TOTAL CAPITAL WORKS PROGRAM</b>	<b>40,098</b>	<b>18,713</b>	<b>16,278</b>	<b>3,953</b>	<b>1,154</b>	<b>7,604</b>	<b>871</b>	<b>27,187</b>	<b>4,436</b>

## 3. Summary

Capital Works Area	Project Cost \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>SUMMARY</b>									
PROPERTY	5,313	1,675	2,694	124	820	0	0	5,313	0
PLANT & EQUIPMENT	4,310	581	2,586	815	328	0	530	3,780	0
INFRASTRUCTURE	30,475	16,457	10,998	3,014	6	7,604	341	18,094	4,436
<b>TOTAL CAPITAL WORKS</b>	<b>40,098</b>	<b>18,713</b>	<b>16,278</b>	<b>3,953</b>	<b>1,154</b>	<b>7,604</b>	<b>871</b>	<b>27,187</b>	<b>4,436</b>

## Appendix D: Schedule of Fees and Charges

### Discretionary Fees and Charges (Fees and Charges set by Council)

\*\* Some fees and charges listed in this schedule may be varied subject to commercial agreements

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>AERODROME – Hanger Sites</b>			
Hangar Site Development	Y	\$4,248.50	\$4,420.00
Rental - Commercial	Y	\$2,029.55	\$2,110.00
Landing Fees - Ambulance	Y	\$6,655.00	\$6,919.00
Landing Fees - Stewart Aviation	Y	\$13,100.00	\$13,838.00
Special Event Fee (per event)	Y	\$2,618.00	\$2,720.00
Rental - Northern Hangars (sealed apron)	Y	\$2,302.80	\$2,395.00
Rental - Southern Hangars (unsealed apron)	Y	\$1,550.10	\$1,612.00
Tie Down Fees	Y	\$314.60	\$328.00
Infrastructure Charge (per square metre)	Y	\$1.40	\$0.74
<b>AGED and DISABILITY SERVICES – Shepparton Senior Citizen's Centre Hire</b>			
Older Person - Half Day	Y	\$27.60	\$28.45
Older Person - Full Day	Y	\$39.55	\$40.75
Community – Half Day	Y	\$65.35	\$67.30
Community - Full Day	Y	\$99.20	\$102.20
Meals On Wheels - Full Cost Recovery	Y	\$21.00	\$21.35
Planned Activity Group - Full Cost Recovery	N	\$72.25	\$73.70
<b>ANIMALS - Cat Cages</b>			
Deposit (Refundable)	N	\$20.00	\$25.00
Hire (per week)	Y	\$12.00	\$15.00
<b>ANIMALS - Pound Fees - Release Fee</b>			
Registered Animal	Y	\$75.00	\$80.00
<b>ANIMALS - Pound Fees – Fee Per Day</b>			
Registered Animal	Y	\$21.00	\$22.00
<b>ANIMALS - Other Fees</b>			
Transfer of animal registration from another Council	Y	\$5.00	\$5.00
Replacement Tag	Y	\$5.00	\$6.00
Rehouse Dogs	Y	\$290.00	\$305.00
Rehouse Cats	Y	\$245.00	\$250.00
Euthanasia fee	Y	\$0.00	\$50.00
Release Livestock (per 5 head)	Y	\$280.00	\$294.00
Sustenance Fee (per head)	Y	\$30.00	\$32.00
Droving of livestock (through the municipality)	Y	\$315.00	\$330.00
Droving livestock bond (through the municipality)	Y	\$700.00	\$730.00
Grazing Permit	N	\$50.00	\$50.00
<b>ANIMALS - Premises Registrations - Domestic (Feral and Nuisance) Animal Act</b>			
Animal Boarding Establishments	Y	\$250.00	\$260.00
Dog Training Establishments	Y	\$250.00	\$260.00
Breeding Establishments	Y	\$250.00	\$260.00
Greyhound Establishments	Y	\$250.00	\$260.00
Pet Shops	Y	\$250.00	\$260.00
<b>AQUATIC FACILITIES – Child Care</b>			
Member 1 Child Per Hour	Y	\$5.50	\$5.75
Non Member 1 Child Per Hour	Y	\$6.25	\$6.50



Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>AQUATIC FACILITIES – Crèche</b>			
Occasional Care	Y	\$8.50	\$8.85
<b>BUILDING</b>			
Restump/Underpinning Permits	Y	\$380.00	\$390.00
Demolition/Removals Permits	Y	\$380.00	\$390.00
Dependant Relative Unit (Re-erection/ Removal)	Y	\$380.00	\$390.00
<b>BUILDING - Class 1 Dwellings (Additions) + Applicable Levies</b>			
Minimum fee up to \$30,000	Y	\$580.00	\$595.00
\$30,001 to \$100,000	Y	\$690.00	\$710.00
Greater than \$100,001	Y	\$850.00	\$870.00
<b>BUILDING - Class 1 Dwellings (New) + Applicable Levies</b>			
Minimum fee up to \$100,000	Y	\$850.00	\$870.00
\$100,001 to \$125,000	Y	\$1,000.00	\$1,025.00
\$125,001 to \$150,000	Y	\$1,200.00	\$1,230.00
\$150,001 to \$200,000	Y	\$1,360.00	\$1,395.00
\$200,001 to \$250,000	Y	\$1,480.00	\$1,515.00
\$200,000 to \$325,000	Y	\$1,600.00	\$1,640.00
\$325,001 - \$500,000	Y	\$1,840.00	\$1,885.00
\$500,001 + (by quotation)	Y	By Quote	By Quote
Multi-Unit Development - 2 Dwellings/Unit	Y	\$1,050.00	\$1,075.00
Removal of Dwellings (into municipality)	Y	\$380.00	\$390.00
<b>BUILDING - Class 10a Out Buildings + Applicable Levies</b>			
Under \$5,000	Y	\$300.00	\$310.00
\$5,001 to \$10,000	Y	\$380.00	\$390.00
\$10,001 to \$40,000	Y	\$515.00	\$525.00
Greater than \$40,000	Y	\$650.00	\$665.00
<b>BUILDING - Swimming Pools</b>			
Under \$5,000, minimum fee	Y	\$270.00	\$280.00
Concrete / Fibreglass Pool – under \$5,000	Y	\$485.00	\$500.00
<b>BUILDING - Front Fences on Corner Allotments</b>			
Under \$5,000	Y	\$270.00	\$275.00
Over \$5,000	Y	\$350.00	\$360.00
Liquor License Report (Patron calculations)	Y	\$0.00	\$160.00
<b>BUILDING - All other Classes + Applicable Levies</b>			
Change of Use (1 inspection)	Y	\$352.00	\$360.00
Change of Use (2 inspection)	Y	\$440.00	\$450.00
Miscellaneous (3 inspection)	Y	\$550.00	\$565.00
Miscellaneous (4 inspection)	Y	\$600.00	\$615.00
Minimum fee to \$60,000	Y	\$710.00	\$730.00
Fee for all extra inspections other than those specified	N	\$80.00	\$85.00
Fee for inspections associated with building works	N	\$100.00	\$105.00
Inspections for other Municipalities	Y	\$170.00	\$175.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>BUILDING - Misc. Service Fees</b>			
Application for Floor Level Relaxation	N	\$95.00	\$100.00
Non-Siting Consent and Report	N	\$92.50	\$92.50
Council Report and Consent	Y	\$170.00	\$180.00
Project Housing Specification Booklets	Y	\$11.00	\$12.00
Copy of Building Permits/Occupancy Permits/CFI	Y	\$28.00	\$30.00
Retrieval of House Plans	Y	\$50.00	\$55.00
Prescribed Temporary Structure	Y	\$110.00	\$150.00
Place of Public Entertainment (POPE)	Y	\$170.00	\$180.00
Perform Assessment	Y	\$120.00	\$130.00
Partial Compliance (Regulation 608)	Y	\$120.00	\$130.00
Inspections on Lapsed Permits	N	\$75.00	\$80.00
Amendment/Variation to a Building Permit	Y	\$0.00	\$75.00
Extension of Expired Permit	N	\$75.00	\$80.00
Assess the suitability of a relocated dwelling for transportation	Y	\$220.00	\$225.00
HER (6 Star)	Y	\$250.00	\$260.00
Crossing Fee	Y	\$90.00	\$90.00
Title Searches for Clients	Y	\$35.00	\$40.00
<b>BUSINESS CENTRE - Office Rental per month - normal rate</b>			
Suite 1	Y	\$626.00	\$638.00
Suite 2	Y	\$647.00	\$659.00
Suite 5	Y	\$468.00	\$477.00
Suite 6	Y	\$600.00	\$612.00
Suite 7	Y	\$532.00	\$542.00
Suite 8	Y	\$600.00	\$612.00
Suite 9	Y	\$532.00	\$542.00
Suite 10	Y	\$557.00	\$568.00
Suite 11	Y	\$388.00	\$395.00
Suite 12	Y	\$388.00	\$395.00
Suite 13	Y	\$468.00	\$477.00
Suite 14	Y	\$510.00	\$520.00
Suite 15	Y	\$510.00	\$520.00
Suite 16	Y	\$669.00	\$682.00
Suite 22	Y	\$1,016.00	\$1,036.00
Shed 1	Y	\$569.00	\$569.00
Shed 2	Y	\$569.00	\$569.00
Shed 3	Y	\$569.00	\$569.00
Shed 4	Y	\$569.00	\$569.00
Shed 5/6	Y	\$911.00	\$911.00
Shed 7/8	Y	\$911.00	\$911.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>BUSINESS CENTRE - Office Rental per month - incubator rate (5 per cent discount)</b>			
Suite 1	Y	\$595.00	\$606.00
Suite 2	Y	\$615.00	\$626.00
Suite 5	Y	\$445.00	\$453.00
Suite 6	Y	\$570.00	\$581.00
Suite 7	Y	\$505.00	\$514.00
Suite 8	Y	\$570.00	\$581.00
Suite 9	Y	\$505.00	\$514.00
Suite 10	Y	\$530.00	\$539.00
Suite 11	Y	\$369.00	\$375.00
Suite 12	Y	\$369.00	\$375.00
Suite 13	Y	\$444.00	\$453.00
Suite 14	Y	\$485.00	\$494.00
Suite 15	Y	\$485.00	\$494.00
Suite 16	Y	\$635.00	\$647.00
Suite 22	Y	\$965.00	\$984.00
Shed 1	Y	\$540.00	\$540.00
Shed 2	Y	\$540.00	\$540.00
Shed 3	Y	\$540.00	\$540.00
Shed 4	Y	\$540.00	\$540.00
Shed 5/6	Y	\$865.00	\$865.00
Shed 7/8	Y	\$865.00	\$865.00
<b>BUSINESS CENTRE - Venue Hire</b>			
Training Room - Daily Rate	Y	\$190.00	\$193.00
Training Room - Daily Rate Tenant	Y	\$95.00	\$96.00
Training Room - Half Day Rate	Y	\$136.00	\$138.00
Training Room - Half Day Rate Tenant	Y	\$68.00	\$69.00
Board Room - Daily Rate	Y	\$134.00	\$136.00
Board Room - Daily Rate Tenant	Y	\$67.00	\$69.00
Board Room - Half Day Rate	Y	\$82.00	\$83.00
Board Room - Half Day Rate Tenant	Y	\$41.00	\$41.00
Currawong Room - Daily Rate	Y	\$133.00	\$135.00
Currawong Room - Daily Rate Tenant	Y	\$67.00	\$68.00
Currawong Room - Half Daily Rate	Y	\$82.00	\$83.00
Currawong Room - Half Daily Rate Tenant	Y	\$41.00	\$41.00
Meeting Room 1 - Daily Rate	Y	\$101.00	\$103.00
Meeting Room 1 - Half Day (includes Kingfisher)	Y	\$56.00	\$57.00
Conference Phone Hire – Flat Rate	Y	\$15.50	\$15.00
Catering Per Head	N	\$3.30	\$3.30
Virtual Tenancy (with phone service)	Y	\$175.00	\$178.00
Virtual Tenancy (no phone service)	Y	\$133.00	\$135.00
<b>CHILDREN'S SERVICES - Long Day Care Centres - Effective 1 July 2015</b>			
Daily (full day)	N	\$92.00	\$96.20
<b>CHILDREN'S SERVICES - Occasional Care - Effective 1 July 2015</b>			
Occasional Childcare (per hr.)	N	\$9.00	\$9.36
Daily Occasional Childcare	N	\$0.00	\$93.60

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>CHILDREN'S SERVICES - Kindergarten</b>			
Kindergarten term fees (1 July 2015 to 31 December 2015)	N	\$280.00	\$318.00
Kindergarten term fees (1 January 2016 to 30 June 2016)	N	\$318.00	\$328.00
Fun Group term fees (1 July 2015 to 31 December 2015)	N	\$0.00	\$135.00
Fun Group Term fees (1 January 2016 to 30 June 2016)	N	\$0.00	\$145.00
3 hour session	N	\$18.00	\$18.75
5 hour session	N	\$30.00	\$31.25
6 hour session	N	\$36.00	\$37.50
<b>CHILDREN'S AND YOUTH SERVICES - (\$100 bond required upon collection of keys)</b>			
Youth Club Hall – half day	Y	\$65.35	\$67.95
Youth Club Hall – full day	Y	\$99.20	\$103.20
Riverside – half day	Y	\$31.70	\$32.95
Riverside – full day	Y	\$63.50	\$66.05
<b>CORPORATE SERVICES - Provision of Information</b>			
Property Sales Register (per two calendar months)	Y	\$80.00	\$80.00
Land Information Certificates (per rates assessment)	N	\$20.00	\$20.00
Land Information Certificate - Guaranteed 24 Hr. turnaround (per rates assessment includes standard application fee)	Y	\$69.00	\$75.00
Property Information Archive Search (per search per rates assessment)	Y	\$64.00	\$70.00
Copy of current rate notice - Collection from Council office (per current rating year)	Y	\$0.00	\$0.00
Copy of current rate notice - Mail out and invoice required (per current rating year)	Y	\$13.65	\$15.00
Dishonoured Payment Administration Fee (per payment)	N	\$15.00	\$15.00
Rates Account Reconciliation (per current rating year per property)	Y	\$0.00	\$10.00
Copy of non-current rate notice (per non-current rating year - available for the seven (7) years prior to the current rating year)	Y	\$25.00	\$40.00
<b>CORPORATE SERVICES - Aerial Photography</b>			
Medium Resolution (0.35m) Aerial Photo 1 image	Y	\$39.00	\$39.00
Medium Resolution (0.35m) Aerial Photo 2-4 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 5-9 image per image	Y	\$33.00	\$33.00
Medium Resolution (0.35m) Aerial Photo 10+ images per image	Y	\$30.00	\$30.00
Medium Resolution (0.35m) Complete set of Municipality	Y	\$3,300.00	\$3,300.00
High Resolution (0.22m) Aerial Photo 1 image	Y	\$50.00	\$50.00
High Resolution (0.22m) Aerial Photo 2-4 images per image	Y	\$39.00	\$39.00
High Resolution (0.22m) Aerial Photo 5-9 images per image	Y	\$39.00	\$39.00
High Resolution (0.22m) Aerial Photo 10+ images per image	Y	\$33.00	\$33.00
High Resolution (0.22m) Complete Set of Shepparton/ Mooroopna	Y	\$2,200.00	\$2,200.00
High Resolution (0.22m) Complete Set of Tatura	Y	\$495.00	\$495.00
High Resolution (0.22m) Complete set of Murchison	Y	\$220.00	\$220.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>CORPORATE SERVICES - Records</b>			
Scanning Fee - A4	Y	\$2.00	\$2.00
Scanning Fee - A3	Y	\$3.00	\$3.00
Scanning Fee - A2	Y	\$5.00	\$5.00
Scanning Fee - A1	Y	\$10.00	\$10.00
Scanning Fee - A0	Y	\$15.00	\$15.00
<b>HEALTH - Registered Premises</b>			
Food Company Certificates	N	\$35.00	\$35.00
Food Sampling	Y	Cost + Mngt + GST	Cost + Mngt + GST
Sale of Food safety templates	Y	\$60.00	\$60.00
Food Premises Class 1 – annual registration base fee. Class 1 food premises are those that predominately handle potentially hazardous food that is served vulnerable groups, such as hospitals, child care centres providing long day care and aged care facilities such as nursing homes and hostels.			
Annual registration	N	\$570.00	\$580.00
Fee per person >5	N	\$21.00	\$21.00
Maximum Fee	N	\$4,035.00	\$4,100.00
Food Premises Class 2 – annual registration base fee. Class 2 food premises are those whose main activity is handling unpackaged potentially hazardous foods which need correct temperatures control during the food handling process. This includes restaurants, fast food outlets, pubs, caterers, delicatessens, supermarkets with delicatessens, cafes and most manufacturers.			
Annual registration	N	\$570.00	\$580.00
Fee per person >5	N	\$21.00	\$21.00
Maximum Fee	N	\$4,035.00	\$4,100.00
Food and Accommodation Class 2 (B&Bs and accommodation establishments with breakfast only)	N	\$305.00	\$310.00
Food Vehicle Class 2	N	\$285.00	\$290.00
Food Premises Not for Profit Body/Community Group Class 2	N	\$285.00	\$290.00
Food Premises Class 3 - annual registration base fee. Class 3 food premises are those whose activities involve the supply or handling of unpackaged low risk foods or the sale of pre-packaged potentially hazardous foods. This includes convenience stores selling this type of food only, wholesalers distributing pre-packaged foods, fruit and vegetable shops selling cut fruit/vegetables only.			
Annual registration	N	\$200.00	\$205.00
Fee per employee > 5	N	\$20.00	\$20.00
Food and Accommodation Class 3 (B&Bs and accommodation establishments with breakfast only)	N	\$305.00	\$310.00
Food Vehicle Class 3	N	\$200.00	\$205.00
Food Premises Not for Profit Body/Community Group Class 3	N	\$108.00	\$110.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>HEALTH - Transfers</b>			
Transfer Inspection fee - food premises Class 1 and 2	N	\$284.00	\$290.00
Transfer Inspection fee - food premises Class 3	N	\$100.00	\$102.00
Transfer of Registration Certificate (Food and Health)	N	\$47.00	\$48.00
Transfer Inspection Fee - Health premises	N	\$100.00	\$102.00
Transfer Inspection Fee - Caravan Park	N	\$390.00	\$400.00
<b>HEALTH - Food Act</b>			
Non-compliance inspections	N	\$210.00	\$210.00
<b>HEALTH - Health Act</b>			
Prescribed accommodation only – (more than 5 people accommodated)	N	\$200.00	\$205.00
Hairdresser, beauty parlour, tattooist	N	\$108.00	\$110.00
<b>HEALTH - Head Lice Lotion</b>			
School Visits	Y	Cost + GST	Cost + GST
<b>HEALTH - Immunisation costs to visit businesses</b>			
Base fee - businesses up to 10 people	Y	\$100.00	\$100.00
Vaccinations - Flu	Y	\$20.00	\$20.00
Vaccinations - Hep B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep B course	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A and B course (3)	Y	Cost + GST	Cost + GST
Vaccinations - Hep A dose	Y	Cost + GST	Cost + GST
Vaccinations - Hep A course	Y	Cost + GST	Cost + GST
Search Fee of Records - child > 7 years	Y	\$27.00	\$27.00
Immunisation Record Retrievals (for children 18 years and over)	Y	\$27.00	\$27.00
<b>HEALTH - Syringe Containers (Businesses Only)</b>			
Syringe containers purchase 1 litre	Y	Cost + GST	Cost + GST
Syringe containers purchase 2 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 1 litre	Y	Cost + GST	Cost + GST
Syringe containers disposal 2 litre	Y	Cost + GST	Cost + GST
<b>HEALTH - Septic Tank Permits</b>			
Installations	N	\$387.00	\$402.00
Septic Tank Plan Retrieval fee	Y	\$26.00	\$27.00
Septic Tank Alteration - Major	N	\$262.00	\$268.00
Septic Tank Alteration - Minor	N	\$131.00	\$134.00
Septic Tank Infringements - Individual	N	5 penalty units	5 penalty units
Septic Tank Infringements - Corporate	N	10 penalty units	10 penalty units
<b>LOCAL LAWS - Footpath/Pavement Board Advertising</b>			
Footpath Advertising (per year)	N	\$80.00	\$85.00
Goods on display - Street Advertising (per year)	N	\$80.00	\$85.00
Fire Prevention Infringement	N	\$200.00	\$200.00
<b>LOCAL LAWS - Liquor</b>			
Liquor Local Law Fines	N	\$200.00	\$200.00
<b>LOCAL LAWS - Fines</b>			
Local Law Fines	N	\$200.00	\$200.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>LOCAL LAWS - Permits</b>			
Permits – Outdoor Dining Unlicensed	N	\$260.00	\$285.00
Permits – Outdoor Dining Licenced	N	\$500.00	\$550.00
Permits - consumption of liquor	N	\$48.00	\$50.00
Local Laws events permits - commercial	N	\$48.00	\$60.00
Parking permits in the Mall - temporary	N	\$12.50	\$15.00
Parking permits - Mall - delivery 12 months (single)	N	\$0.00	\$160.00
Parking permits - Mall - delivery 12 months (multiple)	N	\$0.00	\$320.00
Temporary camping permit	N	\$450.00	\$470.00
Fire Permit	N	\$0.00	\$5.00
<b>LOCAL LAWS - Bicycles, Roller Blades and Skateboards</b>			
Fines	N	\$200.00	\$200.00
Release Fee	N	\$0.00	\$80.00
<b>LOCAL LAWS - Impounded Items</b>			
Impounded items - trolleys, signs etc.	N	\$75.00	\$75.00
Impounded vehicles - release	N	\$300.00	\$300.00
Impounded vehicles - towing	Y	\$0.00	\$130.00
Sale of Impounded vehicles	Y	\$125.00	\$150.00
<b>PARKING - Meter Bag Permits - Builder (per bay)</b>			
Per day	Y	\$25.00	\$25.00
Per week	Y	\$100.00	\$100.00
<b>PARKING - Meter Bag Permits - Promotional (per bay)</b>			
Per day	Y	\$25.00	\$25.00
<b>PARKING - On Street Parking (per bay)</b>			
Meters (per hour)	Y	\$1.30	\$1.40
<b>PARKING - Off Street Car Parks - Outer CBD</b>			
Edward Street Car Park (per hour)	Y	\$1.30	\$1.40
Maude Street Car Park (per hour)	Y	\$1.30	\$1.40
Fryers Street Car Park (per hour)	Y	\$1.30	\$1.40
Fryers/Edward Street Car Park (per hour)	Y	\$1.30	\$1.40
<b>PARKING - Off Street Car Parks - Inner CBD</b>			
Wyndham Mall Car Park (per hour)	Y	\$1.30	\$1.40
High Street Car Park (per hour)	Y	\$1.30	\$1.40
Stewart Street Car Park (per hour)	Y	\$1.30	\$1.40
West Walk Car Park (per hour)	Y	\$1.30	\$1.40
<b>PARKING - Permits</b>			
Annual Parking Permit (designated car parks)	Y	\$1,232.00	\$1,280.00



Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PERFORMING ARTS</b>			
Ticket Selling charge, per ticket, Commercial hirer	Y	\$4.90	\$4.90
Ticket Selling rebate, per ticket, Community hirer	Y	\$2.45	\$2.45
Ticket reissue fee	Y	\$2.45	\$2.45
Commission on merchandise in conjunction with an event	Y	As Per Contract	As Per Contract
Mobile EFTPOS Machine charge	Y	\$0.00	\$33.00
Standard ticket build - Eastbank	Y	\$55.00	\$60.00
Standard ticket build - WestSide	Y	\$55.00	\$60.00
Ticket build surcharge (over standard) - Eastbank	Y	\$25.00	\$30.00
Ticket build surcharge (over standard) - WestSide	Y	\$25.00	\$30.00
Ticket printing fee - Eastbank (min 100)	Y	\$0.15	\$0.18
Ticket printing fee - WestSide (min 100)	Y	\$0.15	\$0.18
Ticket postage and handling	Y	\$2.50	\$2.50
Flyer distribution - combined - per 500	Y	\$85.00	\$90.00
Flyer distribution - individual - per 100	Y	\$125.00	\$135.00
Poster distribution - per 50	Y	\$0.00	\$99.00
<b>PERFORMING ARTS – Riverlinks Memberships</b>			
Riverlinks Membership – Gold	Y	\$55.00	\$60.00
Riverlinks Membership – Gold Concession	Y	\$45.00	\$50.00
Riverlinks Membership – Silver	Y	\$25.00	\$30.00
Riverlinks Membership – Silver Concession	Y	\$20.00	\$25.00
Riverlinks Memebership - Youth	Y	\$0.00	\$25.00
<b>PERFORMING ARTS – Eastbank Centre: Commercial Hire</b>			
Entire Venue	Y	\$1,980.00	\$2,010.00
Per head rate	Y	By Neg.	By Neg.
Rehearse/Set up (8 hours max)	Y	\$510.00	\$510.00
Eastbank Venue layover (lost hire opportunity)	Y	\$410.00	\$420.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Commercial Hire</b>			
Per Event/Performance/Concert	Y	\$1,820.00	\$1,880.00
Rehearse/Set up (8 hours max)	Y	\$510.00	\$520.00
Subsequent extra concerts in same day (fee per concert)	Y	\$860.00	\$880.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Commercial</b>			
Per Event – Large function space	Y	\$1,440.00	\$1,470.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$790.00	\$800.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 &amp; 2 alone): Commercial Hire</b>			
Per Event – Small function space	Y	\$840.00	\$860.00
Half day Meeting (Bus hours up to max 3 hours)	Y	\$400.00	\$410.00
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Commercial Hire</b>			
Meeting/Speaker/Function [One room]	Y	\$165.00	\$165.00
Meeting/Speaker/Function [Two rooms]	Y	\$315.00	\$315.00
Meeting/Speaker/Function [Small Room, morning or afternoon only]	Y	\$0.00	\$90.00
Meeting/Speaker/Function [Large Room, morning or afternoon only]	Y	\$0.00	\$165.00
<b>PERFORMING ARTS – Westside Performing Arts Centre – The Theatre (Auditorium &amp; Foyer):</b>			
Westside Performance/Concert	Y	\$1,350.00	\$1,380.00
Subsequent extra concerts in same day (per concert)	Y	\$690.00	\$710.00
Rehearsal Week Day (up to 8hrs)	Y	\$510.00	\$520.00
WestSide Venue layover (lost hire opportunity)	Y	\$410.00	\$420.00



Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PERFORMING ARTS – Eastbank Centre: Community Hire</b>			
Entire Venue	Y	\$1,460.00	\$1,490.00
Rehearse/Set up (8hrs max)	Y	\$435.00	\$445.00
Eastbank Venue layover (lost hire opportunity)	Y	\$0.00	\$335.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Community Hire</b>			
Per Event/Performance/Concert	Y	\$1,320.00	\$1,340.00
Rehearse/Set up (8 hours max)	Y	\$435.00	\$445.00
Subsequent extra concerts in same day (fee per concert)	Y	\$800.00	\$820.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Community</b>			
Per event – Large function space	Y	\$1,050.00	\$1,070.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 or 2 alone): Community Hire</b>			
Per event	Y	\$620.00	\$635.00
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Community Hire</b>			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
<b>PERFORMING ARTS - Westside Performing Arts Centre: Community Hire – The Theatre</b>			
Performance/Concert	Y	\$1,000.00	\$1,020.00
Subsequent extra concerts in same day (fee per concert)	Y	\$620.00	\$630.00
Rehearsal (up to 8hrs)	Y	\$435.00	\$445.00
Venue layover (lost hire opportunity)	Y	\$0.00	\$335.00
<b>PERFORMING ARTS – Eastbank Centre : School Hire</b>			
Entire Venue	Y	\$1,400.00	\$1,430.00
Rehearse/Set Up (8 hrs. max)	Y	\$385.00	\$395.00
Eastbank Venue layover (lost hire opportunity)	Y	\$0.00	\$295.00
<b>PERFORMING ARTS – Main Auditorium/Concert Hall: Schools Hire</b>			
Per Event/Performance/Concert	Y	\$1,290.00	\$1,310.00
Rehearse/Set up (8 hrs. max)	Y	\$385.00	\$395.00
Subsequent extra concerts in same day (fee per concert)	Y	\$750.00	\$770.00
Speech night/Graduation [NO ENTRY FEE TO BE CHARGED BY HIRER] [Schools and educational institutions only. One per year per institution. Rate not further reducible]	Y	\$810.00	\$825.00
<b>PERFORMING ARTS – Large Function Space (Function Rooms 1 &amp; 2 combined): Schools</b>			
Per event	Y	\$1,010.00	\$1,030.00
<b>PERFORMING ARTS – Small Function Space (Function Rooms 1 &amp; 2 combined): Schools</b>			
Per event	Y	\$590.00	\$600.00
<b>PERFORMING ARTS – Alex Rigg Meeting Rooms (Eastbank First Floor): Schools Hire</b>			
Meeting/Speaker/Function [One room] Small	Y	\$90.00	\$90.00
Meeting/Speaker/Function [Two rooms] Medium	Y	\$180.00	\$180.00
<b>PERFORMING ARTS - Westside Performing Arts Centre: School Hire – The Theatre</b>			
Performance/Concert	Y	\$940.00	\$960.00
Subsequent extra concerts in same day (fee per concert)	Y	\$610.00	\$620.00
Rehearsal (up to 8hrs)	Y	\$385.00	\$395.00
Venue layover (lost hire opportunity)	Y	\$0.00	\$295.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PLANNING</b>			
Request for Copies of Planning Permit and Plans	Y	\$50.00	\$50.00
Extension of time to planning Applications	Y	\$102.00	\$102.00
Pre application written advice	Y	\$100.00	\$100.00
Approval of Development Plans <20 Lots	Y	\$102.00	\$102.00
Approval of Development Plans >20 Lots	Y	\$102.00	\$102.00
Mail Out	Y	\$3.00	\$3.00
Sign on site (to produce and erect)	Y	\$148.50	\$148.50
Notice in Newspaper	Y	\$257.50	\$257.50
Sign on Site	Y	\$20.00	\$20.00
Title agreement (Section 173 Agreement) - in addition to legal fees	N	\$120.00	\$120.00
Full Copy Title Searches for Clients	N	\$50.00	\$50.00
<b>PARKS, SPORT &amp; RECREATION- Sports Fields - Deakin Reserve</b>			
GVFL prelim & Grand Final	Y	\$5,320.00	\$5,860.00
GVFL Extra Event Fee	Y	\$665.00	\$732.00
Deakin Reserve Winter Wicket Covering Fee	Y	\$610.00	\$631.35
<b>PARKS, SPORT &amp; RECREATION- Sports Fields - Regular Use</b>			
5 Star Facility Hourly Rate: - Deakin Reserve - Sports Precinct Main Soccer Pitch	Y	\$54.55	\$56.45
4 Star Facility Hourly Rate: - John Riordan Oval - Mooroopna Recreation Reserve Main Oval - Rumbalara Sports Field - Sports Precinct Athletics Track - Tatura Park Western Oval	Y	\$36.35	\$37.62
3 Star Facility Hourly Rate: - Frank Howley Oval - Kialla Park Main Oval - McGuire Senior Oval - Sports Precinct Multipurpose Field 1 - Sports Precinct Multipurpose Field 2 - Vibert Reserve Eastern Sports Field - Vibert Reserve Western Sports Field	Y	\$25.90	\$26.80
2 Star Facility Hourly Rate: - Howley Oval II - Kialla Park Recreation Reserve Oval 2 - John Gray Oval - Jim McGregor Oval - Leon Heath Oval - Mooroopna Recreation Reserve No 4 - Sports Precinct Multipurpose Field 3 - Sports Precinct Multipurpose Field 4 - Velodrome Arena - Vibert Reserve Central Sports Fields - Victory Park Oval - Wilmot Road PS Oval - Chas Johnson Reserve	Y	\$19.50	\$20.18

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PARKS, SPORT &amp; RECREATION- Sports Fields - Major Event or Finals</b>			
5 Star Facility % of Gate	Y	11%	11%
2,3 and 4 Star Facility % of Gate	Y	5%	5%
<b>PARKS, SPORT &amp; RECREATION- Sports Fields - School Use</b>			
Sports Field Daily Hire	Y	\$54.90	\$56.80
Sports Field Hourly Hire	Y	\$18.75	\$19.40
Athletics Track and Field Daily Hire (Primary Schools)	Y	\$99.75	\$103.24
Athletics Track and Field Daily Hire (Secondary Schools)	Y	\$168.30	\$174.19
<b>PARKS, SPORT &amp; RECREATION- Outdoor Hard Courts</b>			
4 Star Facility Hourly Rate: - Deakin Reserve - Mooroopna Recreation Reserve - Princess Park	Y	\$28.70	\$29.70
<b>PARKS, SPORT &amp; RECREATION- Outdoor Sports Facilities Concessions (apply to Sports Fields and Hard courts Only)</b>			
Junior Sport (per cent of rate)	Y	30%	30%
Sport Development (per cent of rate)	Y	40%	40%
High Volume / Low Participation (per cent of rate)	Y	75%	75%
<b>PARKS, SPORT &amp; RECREATION- Outdoor Sports Facilities Commercial (apply to Sports Fields and Hard courts Only)</b>			
Commercial Use (per cent of rate)	Y	2%	2%
<b>PARKS, SPORT &amp; RECREATION- Sports Pavilions (Seasonal Fees)</b>			
Catering/Social Area - Small	Y	\$218.50	\$226.14
Catering/Social Area - Medium	Y	\$498.95	\$516.41
Catering/Social Area - Large	Y	\$934.90	\$968.65
Change Rooms - Small	Y	\$187.00	\$193.54
Change Rooms - Medium	Y	\$436.30	\$451.57
Change Rooms - Large	Y	\$748.25	\$774.43
Daily Rate (% of Seasonal Fee)	Y	9.00%	9.00%
Infrequent Use (3-6 Uses) (% of Seasonal Fee)	Y	27.00%	27.00%
Junior Training Rate (per cent of rate)	Y	9.00%	9.00%
<b>PARKS, SPORT &amp; RECREATION- Sports Fields and Outdoor Courts Flood Lights Hourly Hire</b>			
Cost Per Lux Used (All Locations)	Y	\$0.17	\$0.15
<b>PARKS, SPORT &amp; RECREATION- Waste Servicing</b>			
Additional Litter Bin (Daily Fee)	Y	\$23.85	\$24.68
Litter Bin (Seasonal Fee)	Y	\$187.00	\$193.54
Event Litter Collection (per day)	Y	\$436.65	\$451.93
Additional Clearance of Existing Bin (Per Clearance)	Y	\$7.55	\$7.81
<b>PARKS, SPORT &amp; RECREATION- Toilet Servicing</b>			
Toilet Service Fee (Single Clean and Service)	Y	\$74.95	\$78.60
Toilet Service Fee (Half day with attendant)	Y	\$399.05	\$413.01
Toilet Service Fee (Full day with attendant)	Y	\$648.50	\$671.19

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PARKS, SPORT &amp; RECREATION- Line Marking , Scoring Apparatus and Additional Mowing</b>			
Standard Line Painting with Existing Set Out - Per Sports Field	Y	\$120.00	\$120.00
Standard Line Painting with Existing Set Out Athletics Track	Y	\$240.00	\$240.00
Athletic Track Set Out and Initial Line Paint	Y	\$480.00	\$480.00
Sports Field Set Out and Initial Line Paint	Y	\$240.00	\$240.00
Sports Fields Additional Mow	Y	\$240.00	\$240.00
<b>PARKS, SPORT &amp; RECREATION- Deposits and Insurance</b>			
Key Deposit (per key)	N	\$35.00	\$36.22
Sports Fields, POS and Pavilions Security Deposit Reg Low Risk	N	\$500.00	\$500.00
Sports Fields, POS and Pavilions Security Deposit Reg High Risk	N	\$1,000.00	\$1,000.00
Sports Fields, POS and Pavilions Security Deposit Circus	N	\$2,000.00	\$2,000.00
Sports Fields, POS and Pavilions Security Deposit Casual Use	N	\$200.00	\$200.00
<b>PARKS, SPORT &amp; RECREATION- Skate Parks</b>			
Skate Park Daily Hire for Event (No Spectator Fee)	Y	\$58.25	\$60.28
<b>PARKS, SPORT &amp; RECREATION- Parks and Public Open Space</b>			
5 Star Facility - Seasonal Market Booking	Y	\$2,700.00	\$2,700.00
5 Star Facility - Monthly Market Booking	Y	\$225.00	\$225.00
4 Star Facility - Seasonal Market Booking	Y	\$600.00	\$600.00
4 Star Facility - Monthly Market Booking	Y	\$50.00	\$50.00
Weddings in Council Parks	Y	\$100.00	\$103.50
<b>PARKS, SPORT &amp; RECREATION- Victoria Park Lake</b>			
VPL Water Body Hourly Hire – Exclusive Use	Y	\$150.00	\$150.00
<b>PARKS, SPORT &amp; RECREATION– Indoor Sports Facilities – All</b>			
Events Daily Cleaning Fee	Y	\$220.00	\$227.70
<b>PARKS, SPORT &amp; RECREATION– Indoor Sports Facilities - Programs</b>			
Indoor Sports- Group Fitness	Y	\$5.50	\$6.00
Indoor Sports - Netball - Per Team	Y	\$56.00	\$56.00
Social Badminton	Y	\$3.50	\$4.00
Keen-Agers Table Tennis	Y	\$3.50	\$4.00
<b>PARKS, SPORT &amp; RECREATION– Main Sports Courts and Multi-Purpose Room</b>			
Off Peak Rate (12.00am to 5.00pm)	Y	\$24.60	\$25.46
Peak Rate (5.00pm to 12.00pm)	Y	\$45.90	\$47.51
Junior Development/Training Rate	Y	\$24.60	\$25.46
4 Court Daily Rate - Weekend Foundation User Group	Y	\$620.25	\$614.96
4 Court Daily Rate - Weekend Non Foundation User Group	Y	\$863.40	\$893.62
<b>PARKS, SPORT &amp; RECREATION– Shepparton Sports Stadium – Commercial Use</b>			
Commercial Exclusive Daily Rate	Y	\$1,935.85	\$2,003.60
<b>PARKS, SPORT &amp; RECREATION– Shepparton Sports Stadium – Personal Casual Use</b>			
Basketball Half Court Hourly Rate	Y	\$3.00	\$3.00
Badminton Court Hourly Rate	Y	\$3.00	\$3.50
Table Tennis Table Hourly Rate	Y	\$3.00	\$3.50
<b>PARKS, SPORT &amp; RECREATION– Tatura Community Activity Centre – Main Court</b>			
Off Peak Rate (12.00am to 5.00pm)	Y	\$23.75	\$24.58
Peak Rate (5.00pm to 12.00pm)	Y	\$37.20	\$38.50

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PARKS, SPORT &amp; RECREATION– Tatura Community Activity Centre – Meeting Room</b>			
Programs and Functions Hourly Hire	Y	\$32.35	\$33.48
<b>PARKS, SPORT &amp; RECREATION– Tatura Community Activity Centre – Change rooms</b>			
Change Rooms Daily Cleaning Fee	Y	\$37.30	\$38.61
<b>SALEYARDS - (Effective 1 January 2015) - Yard Dues</b>			
Bulls (per head)	Y	\$19.55	\$20.23
Sheep (per head)	Y	\$0.90	\$0.93
<b>SALEYARDS - (Effective 1 January 2015) - Cattle (per head)</b>			
Cattle Weighed: Singles (per head)	Y	\$13.65	\$14.15
Cattle Weighed: 2 - 5 head (per head)	Y	\$11.55	\$11.95
Cattle Weighed: 6+ head (per head)	Y	\$9.35	\$9.65
Cattle Unweighed (per head - Sale Day Only)	Y	\$11.95	\$12.40
Cattle Unweighed (per head - Special/Store Sale)	Y	\$10.85	\$11.25
Calves Ordinary Monday Sale (per head)	Y	\$2.85	\$2.95
<b>SALEYARDS - (Effective 1 January 2015) - Selling Fees</b>			
Ordinary Sales (each) plus per head fees below	Y	\$131.25	\$140.00
Special Sales (each) plus per head fees below.	Y	\$216.90	\$225.00
- Plus bulls (per head)	Y	\$2.05	\$2.15
- Plus cattle (per head)	Y	\$1.05	\$1.09
- Plus calves (per head)	Y	\$0.40	\$0.42
- Plus sheep (per head)	Y	\$0.15	\$0.15
<b>SALEYARDS - (Effective 1 January 2015) - Misc. Charges</b>			
Office Rent (per annum)	Y	\$2,184.00	\$2,280.00
Private scanning of cattle (per head)	Y	\$3.30	\$3.40
Private Use of Yards for holding stock non-sale days (per head per day)	Y	\$2.10	\$2.18
Private Use of Yards for holding stock sale days (per head per day)	Y	\$5.70	\$5.92
Private weighing of Cattle (per head)	Y	\$4.75	\$4.95
Private weighing including scanning of Cattle (per head)	Y	\$8.00	\$8.30
Calves sold on cattle sale day i.e. Tuesday (per head)	Y	\$3.90	\$4.05
Truck wash charges (per minute)	Y	\$0.92	\$0.95
<b>SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements</b>			
Shepparton Showgrounds – Commercial Entire Facility including MPP, MC, GS, HS & Open space	Y	\$3,300.00	\$3,300.00
Shepparton Showgrounds – Community Entire Facility including MPP, MC, GS, HS & Open space	Y	\$3,000.00	\$3,000.00
Shepparton Showgrounds – Light tower per unit per night use	Y	\$55.00	\$50.00
Shepparton Showgrounds – High St front grass area	Y	\$200.00	\$200.00
Shepparton Showgrounds – Promenades with power	Y	\$200.00	\$200.00
Shepparton Showgrounds – Circus on open space	Y	\$500.00	\$500.00
Shepparton Showgrounds – Bump in days	Y	\$0.00	\$200.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>SHEPPARTON SHOWGROUNDS ** May be varied subject to commercial agreements</b>			
Shepparton Showgrounds McIntosh Centre	Y	\$670.00	\$660.00
Shepparton Showgrounds Grandstand Function Room	Y	\$275.00	\$275.00
Shepparton Showgrounds Grandstand Exterior Full Clean Weddings	Y	\$200.00	\$200.00
Shepparton Showgrounds Grandstand Exterior Wedding Photography	Y	\$80.00	\$80.00
Shepparton Showgrounds Site Daily Use	Y	\$2,000.00	\$2,000.00
McIntosh Centre Kitchen	Y	\$225.00	\$225.00
McIntosh Exhibition foyer	Y	\$375.00	\$375.00
Shepparton Showgrounds McIntosh Centre - Full Facility	N	\$815.00	\$800.00
Carpet Hire per sq. metre	Y	\$4.50	\$4.50
Open Space Arena - Commercial Use Full Day	Y	\$800.00	\$800.00
Open Space Arena - Commercial Use Half Day	Y	\$400.00	\$600.00
Open Space Arena - Community Use Full Day	Y	\$600.00	\$600.00
Open Space Arena - Community Use Half Day	Y	\$200.00	\$400.00
Trestle Table Hire (each)	Y	\$6.00	\$6.00
Chair Hire (each)	Y	\$4.00	\$3.00
Shepparton Showgrounds - New exhibition building	Y	\$2,000.00	\$2,000.00
Shepparton Showgrounds - Hardstand driving events	Y	\$450.00	\$450.00
Shepparton Showgrounds – Hardstand (non driving)	Y	\$260.00	\$275.00
Shepparton Showgrounds - Acoustic Curtain	Y	\$350.00	\$300.00
Shepparton Showgrounds - Hire of Portable Stage	Y	\$80.00	\$80.00
<b>TATURA PARK - Blackmore and Leslie Indoor Arena</b>			
Tatura Park - Major events per day	Y	\$440.00	\$450.00
Tatura Park - Horse clinics per day	Y	\$370.00	\$450.00
Tatura Park - Per Hour Casual Hire	Y	\$75.00	\$75.00
<b>TATURA PARK - Outdoor Arena</b>			
Per Day	Y	\$345.00	\$350.00
<b>TATURA PARK - Outdoor Sand Arena</b>			
Per Day	Y	\$270.00	\$350.00
Per Day if used in conjunction with Indoor Arena	Y	\$150.00	\$220.00
Per Hour Casual Hire	Y	\$60.00	\$60.00
<b>TATURA PARK - Stables</b>			
Tatura Park Stables	Y	\$21.00	\$21.00
Tatura Park Stables five nights or more	Y	\$0.00	POA
Stable cleaning	Y	\$40.00	\$40.00
Whole of facility hire IDW only	Y	\$11,000.00	\$15,000.00
<b>TATURA PARK - Camping</b>			
Powered Site (per day)	Y	\$17.00	\$20.00
Unpowered Site (per day)	Y	\$11.00	\$15.00



Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>TATURA PARK - Wilson Hall</b>			
Wilson Hall casual rental	Y	\$200.00	\$250.00
Hire of Eastern Oval Meeting Room	Y	\$100.00	\$100.00
<b>Tatura Park - Measuring stand per day</b>			
Tatura Park Measuring stand per day	Y	\$100.00	\$150.00
<b>TOURISM - Moooving Art</b>			
Visitor Centre Monthly Display Space hire - window - off peak	Y	\$0.00	\$100.00
Visitor Centre Monthly Display Space hire - window - mid peak	Y	\$0.00	\$150.00
Visitor Centre Monthly Display Space hire - window - peak	Y	\$0.00	\$200.00
Visitor Centre Monthly Display Space hire - indside - off peak	Y	\$0.00	\$70.00
Visitor Centre Monthly Display Space hire - indside - mid-peak	Y	\$0.00	\$105.00
Visitor Centre Monthly Display Space hire - indside - peak	Y	\$0.00	\$120.00
Visitor Centre - tour guide for commercial groups - first hour	Y	\$0.00	\$70.00
Moooving Art - Daily Community Hire rate	Y	\$0.00	\$65.00
Moooving Art - Weekly Community Hire rate	Y	\$0.00	\$150.00
Moooving Art - Daily Commercial/Business Hire rate	Y	\$0.00	\$85.00
Moooving Art - Weekly Commercial / Business Hire rate	Y	\$0.00	\$225.00
Moooving Art - "Sponsor a Cow" annual sponsorship	Y	\$0.00	\$750.00
Accommodation Commission	Y	10%	10%
<b>VICTORIA PARK LAKE HOLIDAY PARK *BASED ON 1-2 PEOPLE</b>			
Luxury Lakeview Cabin – Off Peak	Y	\$140.00	\$140.00
Luxury Lakeview Cabin - Peak	Y	\$160.00	\$160.00
Family Deluxe Cabin - Off Peak	Y	\$130.00	\$130.00
Family Deluxe Cabin - Peak	Y	\$140.00	\$140.00
Deluxe Cabin - Off Peak	Y	\$115.00	\$115.00
Deluxe Cabin - Peak	Y	\$130.00	\$130.00
En-suite Powered Site - Off Peak	Y	\$42.00	\$42.00
En-suite Powered Site - Peak	Y	\$52.00	\$52.00
Waterfront Powered Site – Off Peak	Y	\$32.00	\$32.00
Waterfront Powered Site - Peak	Y	\$37.00	\$37.00
Non Waterfront Powered Site - Off Peak	Y	\$32.00	\$32.00
Non Waterfront Powered Site - Peak	Y	\$37.00	\$37.00
Unpowered Site - Off Peak	Y	\$27.00	\$27.00
Unpowered Site - Peak	Y	\$30.00	\$30.00
Extra Adult	Y	\$15.00	\$15.00
Extra Child	Y	\$0.00	\$10.00
Bedding - per pack	Y	\$15.00	\$15.00
Cancellation Fees - within to 14 days of arrival date	Y	\$30.00	\$30.00
Stay 4 nights pay for 3	Y		
Stay 7 nights pay for 5	Y		
Top Tourist member's special rates - 10% off applicable rates	Y		
Group booking of 10 or more - 10% off applicable rates	Y		

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>WASTE MANAGEMENT - Transfer Stations (per cubic metre)</b>			
Municipal Waste	Y	\$40.00	\$43.00
Industrial/Commercial waste	Y	\$60.00	\$63.00
Organics waste	Y	\$18.00	\$20.00
Concrete waste	Y	\$24.00	\$25.00
Plaster waste	Y	\$22.00	\$22.00
Recycled concrete sales (Transfer Stations)	Y	\$18.00	\$18.00
Recycled brick sales (Transfer Stations)	Y	\$20.00	\$20.00
Mulch sales (Transfer Stations)	Y	\$6.00	\$6.00
Mattress disposal (Transfer Stations)	Y	\$18.00	\$19.00
e- waste disposal (Transfer Stations)	Y	\$5.00	\$5.00
Upsize kerbside waste bin (Kerbside services)	Y	\$31.00	\$31.00
Minimum Charge	Y	\$10.00	\$10.00
Replacement of waste/recycling/organics bin	Y	\$117.00	\$117.00
<b>WASTE MANAGEMENT - Cosgrove Landfill (per cubic metre)</b>			
Municipal Waste	Y	\$33.00	\$35.00
Industrial/Commercial waste	Y	\$56.00	\$58.00
<b>WASTE MANAGEMENT - Cosgrove Landfill (per tonne)</b>			
Municipal Waste	Y	\$101.00	\$105.00
Industrial/Commercial waste	Y	\$156.00	\$161.00
Prescribed waste	Y	\$189.00	\$192.00
<b>WASTE MANAGEMENT - Tyres (each)</b>			
Car/motorbike tyre (clean)	Y	\$3.00	\$4.00
Car/motorbike tyre (dirty)	Y	\$4.00	\$5.00
Car/motorbike tyre (with rim)	Y	\$4.00	\$5.00
Forklift tyre	Y	\$18.00	\$20.00
Go-cart tyre	Y	\$2.00	\$3.00
Rubber excavator tracks/Conveyor belts	Y	POA	POA
Four wheel motorbike	Y	\$5.00	\$6.00
Light truck (17" rim)	Y	\$6.00	\$7.00
Truck (clean)	Y	\$13.00	\$14.00
Truck (dirty)	Y	\$14.00	\$15.00
Truck (with rim)	Y	\$16.00	\$17.00
Tractor	Y	\$80.00	\$82.00
<b>WASTE MANAGEMENT - General</b>			
Cardboard (commercial customers)	Y	\$6.00	\$7.00
Earthmoving (up to 1.0m)	Y	POA	POA
Earthmoving (1.0 to 1.5m)	Y	POA	POA
Earthmoving (1.5 to 2.0m)	Y	POA	POA
Scraper	Y	POA	POA



## Statutory Fees and Charges - Banded

(Fees and Charges set by statute providing Council the authority to set a price within a given range)

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>AGED AND DISABILITY SERVICES - Aged Services Programs</b>			
Planned Activity Group (Program attendance)	N	\$10.00	\$10.20
Community Meals	N	\$8.70	\$8.85
Meals on Wheels	N	\$8.70	\$8.85
Meals on Wheels – Lighter Option	N	\$7.00	\$7.15
Meals on Wheels - Frozen	N	\$8.70	\$8.85
<b>AGED AND DISABILITY SERVICES - Low Income Range</b>			
Household Assistance (per hour)	N	\$5.80	\$5.90
Personal Care (per hour)	N	\$4.30	\$4.40
Respite Care (per hour)	N	\$2.90	\$2.95
Home Maintenance (per hour)	N	\$11.60	\$11.85
<b>AGED AND DISABILITY SERVICES - Medium Income Range</b>			
Household Assistance (per hour)	N	\$14.50	\$14.80
Personal Care (per hour)	N	\$8.50	\$8.65
Respite Care (per hour)	N	\$4.40	\$4.50
Home Maintenance (per hour)	N	\$17.40	\$17.75
<b>AGED AND DISABILITY SERVICES - High Income Range</b>			
Household Assistance (per hour)	N	\$31.50	\$32.15
Personal Care (per hour)	N	\$35.30	\$36.00
Respite Care (per hour)	N	\$32.50	\$33.15
Home Maintenance (per hour)	N	\$45.80	\$46.70
<b>ANIMALS - Dog Registration Fees - Effective 10 April 2015</b>			
Standard fee - Normal	N	\$120.00	\$130.00
Standard fee - Pensioner	N	\$60.00	\$65.00
Reduced fee if one of the following apply	N	\$40.00	\$40.00
* Desexed			
* 10 years of age or over			
* Permanently identified in the prescribed manner (e.g. microchip)			
* Kept for working stock (rural)			
* Registered with the Victorian Canine Association			
* Kept for breeding by the proprietor of a domestic animal business	N	\$20.00	\$20.00
Reduced fee - Pensioner			
<b>ANIMALS - Cat Registration Fees - Effective 10 April 2015</b>			
Standard fee - Normal	N	\$120.00	\$130.00
Standard fee - Pensioner	N	\$60.00	\$65.00
Reduced fee if one of the following apply	N	\$40.00	\$40.00
* Desexed			
* 10 years of age or over			
* Permanently identified in the prescribed manner (e.g. microchip)			
* Registered with the Feline Control Council			
* Kept for breeding by the proprietor of a domestic animal business			
Reduced fee - Pensioner	N	\$20.00	\$20.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>ANIMALS - Other Fees</b>			
Animal Management Fines – Fee Unit	N	1.5	1.5
Animal Management Fines – Fee Unit	N	2	2
<b>BUILDING - Information provided to Private Building Surveyors</b>			
Flooding/Floor level/legal point of discharge and Planning/Sitting	N	\$59.60	\$60.90
Bushfire prone area, termites, gust speed, land drainage etc.	N	\$47.60	\$48.60
<b>BUILDING - Lodging of documents - S30 of the Act (Reg. 2.16)</b>			
Other Classes	N	\$35.70	\$36.40
Demolition Report and Consent - Section 29A	N	\$59.60	\$60.90
Preceding 10 Years	N	\$46.45	\$48.60
Beyond 10 Years	N	\$46.45	\$48.60
<b>CORPORATE SERVICES</b>			
Freedom of Information Request – Application fee	N	\$25.70	\$26.50
<b>HEALTH - Registered Premises</b>			
Transfer of registration Certificate – CP – Fee Units	N	5	5
0-25 total ST and LT sites – Fee Units	N	17	17
26-50 total ST and LT sites – Fee Units	N	34	34
51-75 total ST and LT sites – Fee Units	N	51	51
76-100 total ST and LT sites – Fee Units	N	68	68
101-125 total ST and LT sites – Fee Units	N	85	85
126-150 total ST and LT sites – Fee Units	N	103	103
151-175 total ST and LT sites – Fee Units	N	120	120
176-200 total ST and LT sites – Fee Units	N	137	137
201-225 total ST and LT sites – Fee Units	N	154	154
226-250 total ST and LT sites – Fee Units	N	171	171
251-275 total ST and LT sites – Fee Units	N	188	188
276-300 total ST and LT sites – Fee Units	N	205	205
<b>PARKING - Fines</b>			
620 - Stopped in a slip lane	N	\$148.00	\$152.00
621 - Stopped contrary to a no parking sign	N	\$75.00	\$76.00
622 - Parallel parking in a road related area	N	\$90.00	\$91.00
623 - Stopped on a painted island	N	\$90.00	\$91.00
625 - Parked less than 3m from dividing line/strip	N	\$90.00	\$91.00
626 - Stopped on/across driveway or other way of access	N	\$90.00	\$91.00
627 - Stopped on a road 10m before/after safety zone	N	\$90.00	\$91.00
701 - Parked - For period longer than indicated	N	\$75.00	\$73.00
702 - Fail to pay fee and obey instructions on sign/meter/ticket etc.	N	\$75.00	\$76.00
704 - Stopped on a bicycle parking area	N	\$75.00	\$76.00
705 - Stopped on a motor bike parking area	N	\$75.00	\$76.00
706 - Parked - Contrary to requirement of parking area	N	\$75.00	\$76.00
707 - Parked - Not at an angle of 45o	N	\$75.00	\$76.00
708 - Parked - Not at an angle of 90o	N	\$75.00	\$76.00
711 - Parked - Not completely within a parking bay	N	\$75.00	\$76.00
712 - Parked - Long vehicle exceeding minimum number of bays	N	\$75.00	\$76.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
713 - Parked - Wide vehicle exceeding minimum number of bays	N	\$75.00	\$76.00
715 - Stopped - On a marked foot crossing	N	\$90.00	\$91.00
716 - Stopped - Within 10m before marked foot crossing	N	\$90.00	\$91.00
717 - Stopped - Within 3m after marked foot crossing	N	\$90.00	\$91.00
718 - Stopped - Within 10m before bicycle crossing lights	N	\$90.00	\$91.00
720 - Stopped - In a loading zone	N	\$148.00	\$152.00
721 - Stopped - In a loading zone longer than 30 minutes	N	\$148.00	\$152.00
722 - Stopped - In a loading zone longer than indicated time	N	\$148.00	\$152.00
723 - Stopped - In a truck zone	N	\$90.00	\$91.00
724 - Stopped - In a mail zone	N	\$90.00	\$91.00
725 - Stopped - In a works zone	N	\$90.00	\$91.00
726 - Stopped - In a taxi zone	N	\$90.00	\$91.00
727 - Stopped - In a bus zone	N	\$90.00	\$91.00
728 - Stopped - In a permit zone	N	\$90.00	\$91.00
729 - Stopped - Double Parked	N	\$90.00	\$91.00
730 - Stopped - Within 1m of fire hydrant	N	\$90.00	\$91.00
731 - Stopped - Within 1m of fire hydrant indicator	N	\$90.00	\$91.00
732 - Stopped - Within 1m of fire plug indicator	N	\$90.00	\$91.00
733 - Stopped - On a bus stop	N	\$90.00	\$91.00
734 - Stopped - Within 20m before a bus stop	N	\$90.00	\$91.00
735 - Stopped - Within 10m after a bus stop	N	\$90.00	\$91.00
736 - Stopped - On a bicycle path	N	\$90.00	\$91.00
737 - Stopped - On a footpath	N	\$90.00	\$91.00
738 - Stopped - On a shared path	N	\$90.00	\$91.00
739 - Stopped - On a dividing strip	N	\$90.00	\$91.00
740 - Stopped - On a nature strip	N	\$90.00	\$91.00
741 - Stopped -Within 3m public post-box	N	\$90.00	\$91.00
742 - Stopped - Within 20m of intersection with traffic lights	N	\$90.00	\$91.00
745 - Parked - Not facing direction of travel	N	\$90.00	\$91.00
746 - Parked - Not parallel to far left side of two-way road	N	\$90.00	\$91.00
747 - Parked - Not as near as practicable to far left side of 2-way road	N	\$90.00	\$91.00
748 - Parked - Not parallel to far left side of one-way road	N	\$90.00	\$91.00
749 - Parked -Not parallel to far right side of one way road	N	\$90.00	\$91.00
750 - Parked - Not as near as practicable to far left side of 1-way road	N	\$90.00	\$91.00
751 - Parked - Not as near as practicable to far right side of 1-way road	N	\$90.00	\$91.00
752 - Parked - Less than 1m from other vehicle	N	\$90.00	\$91.00
754 - Parked - Fail to leave 3m of road for other vehicle to pass	N	\$90.00	\$91.00
755 - Parked - Unreasonably obstructing the path of vehicles	N	\$90.00	\$91.00
756 - Parked - Unreasonably obstructing the path of pedestrians	N	\$90.00	\$91.00
758 - Next to a yellow edge line	N	\$90.00	\$91.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
759 - Stopped - On a level crossing	N	\$90.00	\$91.00
764 - Stopped - In a bus lane	N	\$90.00	\$91.00
765 - Stopped - In a transit lane	N	\$90.00	\$91.00
766 - Stopped - In a truck lane	N	\$90.00	\$91.00
764 - Stopped - In a bus lane	N	\$90.00	\$91.00
765 - Stopped - In a transit lane	N	\$90.00	\$91.00
766 - Stopped - In a truck lane	N	\$90.00	\$91.00
769 - Stopped - In a shared zone	N	\$90.00	\$91.00
770 - Stopped - In a safety zone	N	\$90.00	\$91.00
771 - Stopped - Within 10m before a safety zone	N	\$90.00	\$91.00
772 - Stopped - Within 10m after a safety zone	N	\$90.00	\$91.00
773 - Stopped - Near an obstruction	N	\$90.00	\$91.00
774 - Stopped - On bridge or similar structure - width less than approach road	N	\$90.00	\$91.00
775 - Stopped - In a tunnel with width less than approach road	N	\$90.00	\$91.00
776 - Stopped - In an underpass with width less than approach road	N	\$90.00	\$91.00
777 - Stopped - On a crest not in a built-up area	N	\$90.00	\$91.00
778 - Stopped - Near a crest not in a built-up area	N	\$90.00	\$91.00
779 - Stopped - On a curve not in a built up area	N	\$90.00	\$91.00
780 - Stopped - Near a curve not in a built up area	N	\$90.00	\$91.00
781 - Stopped - Obstruct access to a footpath	N	\$90.00	\$91.00
782 - Stopped - Obstruct access to bicycle path	N	\$90.00	\$91.00
783 - Stopped - Obstruct access to a passageway	N	\$90.00	\$91.00
784 - Stopped - Obstruct access from a footpath	N	\$90.00	\$91.00
785 - Stopped - Obstruct access from a bicycle path	N	\$90.00	\$91.00
786 - Stopped - Obstruct access from a passageway	N	\$90.00	\$91.00
787 - Stopped - Heavy vehicle not on shoulder of road	N	\$90.00	\$91.00
788 - Stopped - Long vehicle not on shoulder of road	N	\$90.00	\$91.00
789 - Stopped - Heavy vehicle in built up area longer than 1 hr	N	\$90.00	\$91.00
790 - Stopped - Long vehicle in built up area longer than 1 hr.	N	\$90.00	\$91.00
791 - Stopped - Clearance and side marker lights not effective and visible	N	\$90.00	\$91.00
793 - Stopped - In a no standing area	N	\$148.00	\$152.00
794 - Stopped - On a children's crossing	N	\$148.00	\$152.00
795 - Stopped - Within 20m before children's crossing	N	\$148.00	\$152.00
796 - Stopped - Within 10m after children's crossing	N	\$148.00	\$152.00
797 - Stopped - On a pedestrian's crossing	N	\$148.00	\$152.00
798 - Stopped - Within 20m before pedestrian's crossing	N	\$148.00	\$152.00
799 - Stopped - Within 10m after pedestrian's crossing	N	\$148.00	\$152.00
800 - Stopped - On a clearway	N	\$148.00	\$152.00
803 - Stopped In a parking area for people with disabilities	N	\$148.00	\$152.00
804 - Stopped - Within 10m of intersection	N	\$148.00	\$152.00
805 - Stopped - Within an intersection	N	\$148.00	\$152.00
807 - Disobey direction to move vehicle from disabled parking	N	\$148.00	\$152.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PLANNING - Amendments to Planning Schemes:</b>			
Considering a request to amend a planning scheme; and taking action required by Division 1 of Part 3 of the Planning and Environment Act: considering any submissions that do not seek a change to the amendment and if applicable, abandoning the amendment.	N	\$798.00	\$798.00
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel, providing assistance to a panel, making a submission to a panel and considering the report in accordance with Section 27.	N	\$798.00	\$798.00
Adopting an amendment or a part of an amendment; and Submitting the amendment for approval	N	\$524.00	\$524.00
Considering a request to approve an amendment, and giving notice of approval of an amendment by the proponent to the Minister.	N	\$798.00	\$798.00
<b>PLANNING - Planning Permit Applications:</b>			
Change of Use	N	\$502.00	\$502.00
<b>PLANNING - Planning Permit Applications: Single Dwellings OR Dependent Persons Units</b>			
\$10,001 - \$100,000	N	\$239.00	\$239.00
Greater than \$100,000	N	\$490.00	\$490.00
<b>PLANNING - Planning Permit Applications: Development Other Development Value</b>			
\$0 - \$10,000	N	\$102.00	\$102.00
\$10,001 - \$250,000	N	\$604.00	\$604.00
\$250,001 - \$500,000	N	\$707.00	\$707.00
\$500,001 - \$1,000,000	N	\$815.00	\$815.00
\$1,000,001 - \$7,000,000	N	\$1,153.00	\$1,153.00
\$7,000,001 - \$10,000,000	N	\$4,837.00	\$4,837.00
\$10,000,001 - \$50,000,000	N	\$8,064.00	\$8,064.00
Greater than \$50,000,000	N	\$16,130.00	\$16,130.00
<b>PLANNING - Planning Permit Applications: Subdivisions</b>			
Subdivision of a building/s (existing or proposed)	N	\$386.00	\$386.00
Subdivision into two lots only	N	\$386.00	\$386.00
Boundary realignments and consolidations of land	N	\$386.00	\$386.00
Other	N	\$781.00	\$781.00
<b>PLANNING - Planning Permit Applications:</b>			
Remove a restriction within the meaning of the Subdivision Act 1988, in the circumstances described in section 47(2) of the Act 1987.	N	\$249.00	\$249.00
<b>PLANNING - Planning Permit Applications:</b>			
Class 1: To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	N	\$541.00	\$541.00
Class 2: To create, vary or remove an easement within the meaning of the Subdivision Act 1988; or to vary or remove a condition in the nature of an easement in a Crown grant	N	\$404.00	\$404.00

Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>PLANNING - Combined Planning Permit Applications</b>			
Application to amend a permit - Class 1	N	\$502.00	\$502.00
Application to amend a permit - Class 2	N	\$502.00	\$502.00
Application to amend a permit - Class 3	N	\$239.00	\$239.00
Application to amend a permit - Class 4	N	\$490.00	\$490.00
Application to amend a permit - Class 5	N	\$102.00	\$102.00
Application to amend a permit - Class 6	N	\$604.00	\$604.00
Application to amend a permit - Class 7	N	\$707.00	\$707.00
Application to amend a permit - Class 8	N	\$815.00	\$815.00
Application to amend a permit - Class 8A(1) Amend an application for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 8A(2) Amend an application to amend for a permit after notice has been given	N	\$102.00	\$102.00
Application to amend a permit - Class 9	N	\$386.00	\$386.00
<b>PLANNING - Where the matter relates to a condition of permit</b>			
Certificate of Compliance	N	\$147.00	\$147.00
<b>PLANNING - Subdivision Act</b>			
Public Open Space Contributions (% of public open space value )	N	5.00%	5.00%
Supervision Fee (% of estimated cost of constructing the works)	N	2.50%	2.50%
Engineering Design Checking Fees (% of estimated cost of constructing the works)	N	0.75%	0.75%
Certification of consolidation of plans	N	\$100.00	\$100.00
Certification and SOC of subdivision	N	\$100.00	\$100.00
Plus \$20 for each lot within the subdivision	N	\$20.00	\$20.00
<b>WASTE MANAGEMENT - Local Law No. 1 (Fee)</b>			
Using litter bin for unauthorised waste – Penalty Unit	N	1	1
<b>WORKS – Works within Road Reserve Permits</b>			
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where works exceeds 8.5 square metres	N	45 Fee Units	45 Fee Units
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where work exceeds 8.5 square metres. Generally works conducted on Nature Strip.	N	25 Fee Units	25 Fee Units
Major Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works exceeds 8.5 square metres	N	20 Fee Units	20 Fee Units
Major Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works exceeds 8.5 square metres	N	5 Fee Units	5 Fee Units



Description of Fees and Charges	GST Y/N	2014/2015 Fees incl. GST	2015/2016 Fees incl. GST
<b>WORKS – Works within Road Reserve Permits</b>			
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where work is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is more than 50kph where works is less than 8.5 square metres	N	5 Fee Units	5 Fee Units
Minor Works - Works conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where work is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units
Minor Works - Works not conducted on any part of the roadway, shoulder or pathway on Municipal, or Non Arterial State Road where maximum speed limit at any time is not more than 50kph where works is less than 8.5 square metres	N	11.5 Fee Units	11.5 Fee Units

## Banded Fees and Charges (All fees are GST applicable)

Description of Fees and Charges	2014/2015 Min. Fee incl. GST	2014/2015 Max. Fee incl. GST	2015/2016 Min. Fee incl. GST	2015/2016 Max. Fee incl. GST
<b>AQUATIC FACILITIES - Administration</b>				
Admission Fee	\$2.00	\$2.00	\$2.00	\$2.00
Direct debit joining fee	\$0.00	\$50.00	\$0.00	\$50.00
Direct debit cancellation fee	\$100.00	\$200.00	\$100.00	\$200.00
Lost card charge	\$6.55	\$6.55	\$6.55	\$6.55
Pay phone	\$0.50	\$1.00	\$0.50	\$1.00
Suspension fee	\$7.00	\$7.00	\$7.00	\$7.00
Transfer fee	\$40.00	\$40.00	\$40.00	\$40.00
<b>AQUATIC FACILITIES – Aquatic Entry</b>				
Adult swim	\$3.50	\$7.20	\$2.90	\$5.80
Child swim	\$2.40	\$5.30	\$1.90	\$3.80
Family Swim	\$10.70	\$15.00	\$7.70	\$15.40
Adult Swim/Spa/Sauna	\$3.60	\$9.20	\$4.75	\$9.50
Hydrotherapy	\$3.80	\$5.70	\$2.95	\$5.90
Shower	\$3.80	\$3.80	\$3.80	\$3.80
<b>AQUATIC FACILITIES – Aquatic Visit Passes</b>				
20 Visit Adult Swim Pass	\$54.00	\$84.00	\$54.00	\$87.00
20 Visit Child Swim Pass	\$36.00	\$54.00	\$37.50	\$57.00
20 Visit Hydro Pass	\$57.00	\$85.50	\$57.00	\$88.50
20 Visit Swim/Spa/Sauna Pass	\$90.00	\$138.00	\$93.00	\$142.50
20 Family Swim Pass	\$160.50	\$225.00	\$166.50	\$231.00
20 Visit Swim Club Student Pass	\$79.50	\$79.50	\$82.30	\$82.30
<b>AQUATIC FACILITIES – Gymnasium Entry</b>				
Gym Pass	\$10.30	\$15.80	\$7.10	\$16.20
Fitness Assessment	\$23.60	\$47.25	\$24.40	\$48.90
<b>AQUATIC FACILITIES – Gymnasium Visit Passes</b>				
20 Visit Gym Pass	\$154.50	\$237.00	\$158.25	\$243.00
<b>AQUATIC FACILITIES – Group Fitness Entry</b>				
Group Fitness Pass	\$5.50	\$13.90	\$5.75	\$14.40
<b>AQUATIC FACILITIES – Group Fitness Visit Passes</b>				
20 Visit Group Fitness Pass	\$135.60	\$135.00	\$136.50	\$216.00
<b>AQUATIC FACILITIES – Full Centre</b>				
Full Centre Pass	\$14.60	\$22.50	\$15.10	\$23.30
<b>AQUATIC FACILITIES – Full Centre Visit Passes</b>				
20 Visit Full Centre Pass	\$219.00	\$337.50	\$226.65	\$349.30
<b>AQUATIC FACILITIES – Outdoor Pools</b>				
Adult Casual	\$2.60	\$4.50	\$3.95	\$4.50
Child Casual	\$1.00	\$3.20	\$1.65	\$3.30
Spectator	\$0.00	\$1.00	\$0.00	\$1.00
Membership – Family	\$155.35	\$155.35	\$160.80	\$160.80
Membership – Adult	\$77.10	\$77.10	\$79.80	\$79.80
Membership – Child	\$64.30	\$64.30	\$66.50	\$66.50
<b>AQUATIC FACILITIES – Pools</b>				
Schools Lane Hire per hour	\$52.20	\$52.20	\$57.15	\$57.15



Description of Fees and Charges	2014/2015	2014/2015	2015/2016	2015/2016
	Min. Fee incl. GST	Max. Fee incl. GST	Min. Fee incl. GST	Max. Fee incl. GST
<b>AQUATIC FACILITIES – Room Hire</b>				
Room Hire per hour	\$29.80	\$39.75	\$30.85	\$41.15
Room Hire per day	\$192.35	\$192.35	\$199.10	\$199.10
<b>AQUATIC FACILITIES – Learn to Swim</b>				
Learn to Swim per lesson	\$13.25	\$57.10	\$13.55	\$63.10
<b>AQUATIC FACILITIES –Swim Instructor Hire</b>				
Swim Instructor Hire per hour	\$41.00	\$41.00	\$42.45	\$42.45
<b>AQUATIC FACILITIES – Program</b>				
Tough Mudder/Kokoda Challenge Direct Debit	\$34.20	\$34.20	\$30.85	\$30.85
Mad Cow Mud Run Training	\$70.00	\$70.00	\$50.00	\$200.00
7 Week Challenge	\$180.00	\$207.00	\$50.00	\$200.00
Community Programs	\$6.90	\$6.90	\$7.10	\$7.10
Gecko Kids Fitness Direct Debit	\$21.30	\$27.75	\$22.05	\$28.70
School Programs	\$0.00	\$0.00	\$1.00	\$15.00
<b>AQUATIC FACILITIES – General Memberships</b>				
1 unit Memberships (upfront payment)	\$30.00	\$802.75	\$30.00	\$830.85
1 unit Memberships DD	\$16.75	\$33.50	\$17.30	\$34.60
2 unit Memberships (upfront payment)	\$30.00	\$40.65	\$30.00	\$1,009.55
2 unit Memberships DD	\$20.35	\$40.65	\$21.05	\$42.05
3 unit Memberships (upfront payment)	\$30.00	\$1,147.55	\$30.00	\$1,187.70
3 unit Memberships DD	\$23.90	\$47.80	\$24.75	\$49.50
<b>KIDSTOWN</b>				
Area Booking - Per Hour	\$10.00	\$100.00	\$10.00	\$100.00
Event Booking - Per Event	\$55.00	\$550.00	\$55.50	\$550.00
Schools Hire (per student)	\$1.00	\$1.00	\$1.00	\$1.00
Birthday Party - Per Child	\$13.50	\$16.50	\$13.50	\$20.00
Train Ride - Per Ride	\$2.00	\$3.00	\$2.00	\$3.00
Clown Hire - Per Hour	\$50.00	\$200.00	\$50.00	\$200.00
After Hour Train Hire - Per Hour	\$50.00	\$150.00	\$50.00	\$150.00
<b>SHEPPARTON ART MUSEUM</b>				
Workshop bookings	\$0.00	\$350.00	\$0.00	\$350.00
Sidney Myer Fund Entry Fee	\$0.00	\$0.00	\$0.00	\$25.00
Special exhibition fee	\$0.00	\$30.00	\$0.00	\$30.00
<b>STADIUM</b>				
School Holiday Program - per child charge to provider	\$5.00	\$7.00	\$5.00	\$7.00
School Holiday Program - Facility Hire Rate	\$20.00	\$150.00	\$20.00	\$150.00
School Holiday Program - Facility Hire Rate	\$0.00	\$0.00	\$20.00	\$150.00

## Appendix E: Program Budgets

The Program Budget details the purpose, influences, challenges, Council Plan links and service reduction/growth areas for each Council function.

The aim of the Program Budget is to increase transparency and give users an indication of what each program costs Council.

As it is based on internal costing structures, and not the statutory budgeted statements, the Program Budget should not be used for comparative purposes with other sections of this budget, any previous budgets or annual financial reports.

For example, non-cash expenses such as depreciation and written down value of assets sold are not included in the program budget as they are recorded centrally and are not allocated to individual programs.

To assist the user to make comparisons the Program Budget includes the 2014/2015 Adopted Budget and the 2014/2015 March Quarter Budget Review.

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## Sub-Account definitions

<b>101 User Charges/Fees</b>
Include items which are a provision for a service provided by Greater Shepparton City Council. Eg. child care centre charges, Aquamoves charges, senior citizen charges, Eastbank & Westside charges etc.
<b>102 Statutory Fees</b>
Includes items for which there is an statutory obligation for a fee to be issued. Eg. Planning permits, animal registrations, premises registrations, health certificates etc.
<b>103 Grants</b>
Grant monies received by the council for specific works or programs. Funding is typically sourced from State or Federal Government Departments. Eg Roads to Recovery, Victoria Grants Commission etc.
<b>104 Other Income</b>
Any other source of income not elsewhere included.
<b>105 Rates and Charges</b>
This sub account relates directly to the collection of rates revenue.
<b>106 Contributions</b>
Any monies received as a contribution towards works to be undertaken. Eg. developer contributions to infrastructure.
<b>107 Interest</b>
Interest received on investments.
<b>110 Rent</b>
Any monies received as rental/lease payments on Council property.
<b>111 Fines</b>
Any moneys received as a result of a fine for someone not being compliant Eg. Parking fines, animals on the loose, signage blocking footpath, etc.
<b>199 Internal Revenue Charge</b>
Internally generated charge between departments to allow proper costing. Eg. waste charges for Council departments
<b>301 Salaries</b>
Salaries for Council employees.
<b>302 Salary Oncost</b>
Expenditure relating to superannuation, long service leave, and workcover insurance.
<b>303 FBT</b>
Fringe Benefit Tax.
<b>321 Plant</b>
Expenditure relating to the monthly vehicle costs and plant usage costs.
<b>331 Depreciation</b>
Depreciation on Assets
<b>341 Interest Expense</b>
Interest payments on loans
<b>361 Advertising/ Promotions/Marketing</b>
Expenditure associated with any advertising, promotions or marketing undertaken by the Council.
<b>362 Consultants</b>
Expenditure relating to services provided by outside professionals offering specialist support that facilitates the decision making of the council not including the provision of the works.
<b>363 Contract Payments</b>
Expenditure relating to activities which are outsourced to contractors. Eg. Waste Collection, Homecare services, major projects. If a contract fits into another category (ie Advertising/Cleaning/Utilities) it goes in the other category.
<b>364 General Expenses</b>
This sub-account has been closed to allow for more accurate reporting of expenditure.
<b>365 Stationery/Office Consumables</b>
Expenditure relating to any office requisitions to be used in the course of daily activity. Eg pens, paper, toilet paper, detergent/cleaning supplies, name badges, business cards, tea/coffee, power cords etc.
<b>366 Professional Memberships</b>
Expenditure relating to employees who are members of professional bodies.
<b>367 Publications and Subscriptions</b>
Expenditure for purchasing organisational publications & subscriptions, may include one-off purchases.

<b>368 Training</b>
Expenditure associated with staff and Councillor training and may include staff development in accordance with the training policy or attendance of a one-off basis for technical sessions or conferences.
<b>369 Utilities</b>
Any expenditure relating to utility payments made for services provided to council. Eg. Telephone usage, water, power, gas etc.
<b>370 Legal Expenses</b>
Expenditure associated with seeking any legal advice, opinion or service.
<b>371 Materials or Services</b>
Expenditure associated with the purchase of materials or services required to allow the delivery of a service not included in other categories - Eg. groceries for childcare centres, spare parts for plant, catering, etc.
<b>372 External Labour</b>
Expenditure associated with the use of labour required to undertake council duties, sourced from external agencies (ie staff that are not in Aurion). Centralised through People Performance as of January 2015
<b>373 Repairs and Maintenance</b>
Expenditure associated with undertaking routine maintenance or repairs on Council's plant or property and do not fit into one of the other categories.
<b>374 Cleaning</b>
Expenditure associated with cleaning services for Council properties.
<b>375 Corporate Expenses</b>
Expenditure associated with corporate whole council services such as superannuation, workcover and insurance premiums, registration of fleet etc.
<b>376 Sponsor/Grant/Contrib/Donate</b>
Expenditure associated with Council funding external parties such as sponsorships, grants, contributions, and donations
<b>377 Finance Charges</b>
Expenditure associated with finance charges such as write off of bad debts, bank fees and charges.
<b>378 Licences &amp; Levies</b>
Expenditure associated with Licences and levies such as EPA, Les Mills, etc
<b>399 Internal Expense Charge</b>
Internally generated charge between departments to allow proper costing. Eg. waste charges for Council departments.

## Whole of Organisation Summary

See following pages for Directorate summaries and Program breakdowns

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$28,151,889	\$27,954,804	\$31,090,566
102	Statutory Fees	\$3,899,552	\$3,686,878	\$2,419,812
103	Grants	\$22,113,535	\$23,327,445	\$21,601,703
104	Other Income	\$5,576,085	\$5,736,193	\$6,443,134
105	Rates and Charges	\$55,996,814	\$55,996,814	\$59,390,753
106	Contributions	\$1,165,988	\$1,274,453	\$1,495,717
107	Interest	\$1,213,000	\$1,188,655	\$1,094,000
110	Rent	\$509,204	\$500,692	\$562,789
111	Fines	\$660,000	\$660,000	\$670,946
199	Internal Revenue Charge	\$218,025	\$287,147	\$292,230
<b>TOTAL INCOME</b>		<b>\$119,504,092</b>	<b>\$120,613,081</b>	<b>\$125,061,650</b>
<b>EXPENSE</b>				
301	Salaries	\$38,627,734	\$38,209,388	\$40,776,878
302	Salary Oncost	\$4,991,783	\$4,946,897	\$5,762,796
303	FBT	\$200,000	\$185,600	\$200,000
321	Plant	\$4,059,478	\$4,011,402	\$4,171,613
341	Interest expense	\$1,127,033	\$1,125,875	\$1,210,000
361	Advert/Promo/Market	\$1,909,256	\$1,832,657	\$1,963,565
362	Consultants	\$2,144,168	\$2,871,805	\$2,043,400
363	Contract Payments	\$15,212,738	\$14,833,566	\$16,390,570
364	General Expenses	\$7,748,908	\$0	\$0
365	Stationery/Office Consumables	\$227,762	\$312,499	\$689,420
366	Professional Memberships	\$215,607	\$281,431	\$270,094
367	Publications and Subscriptions	\$195,967	\$200,643	\$145,230
368	Training	\$1,058,098	\$1,058,098	\$1,291,000
369	Utilities	\$3,259,744	\$3,268,039	\$3,196,469
370	Legal Expenses	\$586,000	\$1,178,983	\$810,000
371	Materials or Services	\$9,795,572	\$19,044,222	\$12,319,474
372	External Labour	\$1,167,927	\$405,676	\$85,900
373	Repairs and Maintenance	\$3,062,289	\$3,105,487	\$3,106,975
374	Cleaning	\$498,481	\$602,248	\$675,436
375	Corporate Expenses	\$1,848,000	\$5,825,136	\$6,322,576
376	Sponsor/Grant/Contrib/Donate	\$0	\$1,110,356	\$1,562,260
377	Finance Charges	\$0	(\$267,744)	\$366,500
378	Licences & Levies	\$0	\$73,305	\$62,250
399	Internal Expense Charge	\$218,025	\$243,110	\$292,230
<b>TOTAL EXPENSES</b>		<b>\$98,154,570</b>	<b>\$104,458,679</b>	<b>\$103,714,635</b>
<b>Net Surplus/(Loss)</b>		<b>\$21,349,522</b>	<b>\$16,154,402</b>	<b>\$21,347,014</b>

## Total for Office of the Chief Executive Officer Directorate

See following pages for Program breakdowns

	2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>			
101	User Charges/Fees	\$0	\$0
102	Statutory Fees	\$0	\$5,000
103	Grants	\$0	\$2,817
104	Other Income	\$15,000	\$147,187
105	Rates and Charges	\$0	\$0
106	Contributions	\$78,000	\$115,400
107	Interest	\$0	\$0
110	Rent	\$0	\$0
111	Fines	\$0	\$0
199	Internal Revenue Charge	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$93,000</b>	<b>\$270,404</b>
<b>EXPENSE</b>			
301	Salaries	\$3,010,566	\$2,993,392
302	Salary Oncost	\$395,144	\$431,507
303	FBT	\$0	\$0
321	Plant	\$66,351	\$66,351
341	Interest expense	\$0	\$0
361	Advert/Promo/Market	\$902,884	\$734,566
362	Consultants	\$345,000	\$468,000
363	Contract Payments	\$0	\$0
364	General Expenses	\$502,000	\$0
365	Stationery/Office Consumables	\$5,000	\$9,950
366	Professional Memberships	\$131,600	\$169,440
367	Publications and Subscriptions	\$33,750	\$25,750
368	Training	\$1,058,098	\$1,058,098
369	Utilities	\$42,000	\$23,400
370	Legal Expenses	\$84,500	\$433,500
371	Materials or Services	\$510,458	\$741,702
372	External Labour	\$30,000	\$405,676
373	Repairs and Maintenance	\$1,000	\$67,000
374	Cleaning	\$0	\$0
375	Corporate Expenses	\$1,608,000	\$1,977,289
376	Sponsor/Grant/Contrib/Donate	\$0	\$61,564
377	Finance Charges	\$0	\$0
378	Licences & Levies	\$0	\$0
399	Internal Expense Charge	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$8,726,351</b>	<b>\$9,667,185</b>
<b>Net Surplus/(Loss)</b>		<b>(\$8,633,351)</b>	<b>(\$9,396,781)</b>
		<b>(\$9,629,612)</b>	<b>(\$9,629,612)</b>

## **Office of the Chief Executive Officer**

Department: Corporate Performance

### **Purpose**

The purpose of the Office of the Chief Executive Officer (CEO) is to provide internal consultation, advice and support to Councillors, the Chief Executive Officer and all Council officers.

The Directorate's role is to encourage high performance across the organisation, and to ensure all staff meet their legislative requirements.

The team:

- Facilitates capacity building for staff,
- Ensures adherence to Governance and Risk Management requirements
- Promotes our organisation and explains the variety of services we provide to our community.

The team delivers these key elements through

- Strategic Planning.
- Leadership.
- Provision of excellent customer service by focussing on our citizen's needs.
- Providing development opportunities for staff.
- Identifying innovative solutions and encouraging continuous improvement.
- Promoting successful outcomes and achievements.

### **Influences**

The Council Plan is one of the key influences behind all decisions made by the Executive team and Councillors, as it sets the overall direction for the organisation. The Council Plan focuses on 5 strategic goals, all of which have the best interest of our Community in mind.

The transition plan, first implemented in 2012 has also had a significant impact on implementing change in the organisation with a strong focus on accountability and transparency.

### **Critical Issues / Challenges**

There are several critical issues that inform and influence the activities of the Directorate including:

- Achieving financial sustainability.
- Providing the key linkage to manage resources.
- Provision of appropriate support to Councillors.

### **Link to the Council Plan**

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

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

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

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Office of the CEO

		2014/2015	2014/2015	2015/2016
		Adopted Budget	Forecast	Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income *	\$0	\$18,250	\$250
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$18,250</b>	<b>\$250</b>
<b>EXPENSE</b>				
301	Salaries	\$808,400	\$758,918	\$762,298
302	Salary Oncost	\$105,543	\$99,061	\$107,164
303	FBT	\$0	\$0	\$0
321	Plant	\$25,718	\$25,718	\$24,365
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$21,000	\$19,436	\$1,000
362	Consultants	\$118,000	\$98,000	\$20,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$3,000
366	Professional Memberships	\$93,150	\$103,897	\$106,150
367	Publications and Subscriptions	\$13,400	\$13,400	\$10,050
368	Training	\$0	\$0	\$0
369	Utilities	\$8,000	\$8,000	\$8,000
370	Legal Expenses	\$26,000	\$375,000	\$126,000
371	Materials or Services	\$44,000	\$83,000	\$101,700
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate **	\$0	\$1,564	\$12,100
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,266,211</b>	<b>\$1,588,994</b>	<b>\$1,281,827</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,266,211)</b>	<b>(\$1,570,744)</b>	<b>(\$1,281,577)</b>

\* Includes sponsorship money and registration fee income for Local Government Golf Day.

\*\* Includes minor sponsorship expenses for various events.

## **Councillor Management and Support**

Department: Corporate Performance

### **Purpose**

Councillor Management and Support provides the support mechanisms which enable Councillors to operate within all relevant legislation and to provide Council with a framework to facilitate setting the organisations strategic direction.

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

### **Influences**

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

### **Critical Issues / Challenges**

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

### **Link to the Council Plan**

Goal 5, Objective 2 - Develop stronger relationships between Council and State and Federal Governments, local government sector and non-government partnerships to enhance the position of Greater Shepparton City Council.  
Goal 5, Objective 3 - Ensure strong internal systems and processes to ensure best practice delivery of services for the community.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Councillor Management and Support

		2014/2015	2014/2015	2015/2016
		Adopted Budget	Forecast	Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees *	\$0	\$5,000	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$5,000</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$16,463	\$16,463	\$16,463
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$5,000	\$8,000
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$25,000	\$8,000	\$7,000
370	Legal Expenses	\$0	\$0	\$20,000
371	Materials or Services	\$249,958	\$286,769	\$320,376
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$291,421</b>	<b>\$316,232</b>	<b>\$371,839</b>
<b>Net Surplus/(Loss)</b>		<b>(\$291,421)</b>	<b>(\$311,232)</b>	<b>(\$371,839)</b>

\* Includes Council election fees and fines from 2008 election.

## **Corporate Strategic Planning**

Department: Corporate Performance

### **Purpose**

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

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

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

### **Influences**

In undertaking planning across the organisation key influences include:

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

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

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

### **Critical Issues / Challenges**

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

Council has commenced a review of the service delivery model which supports the community and the organisation to ensure that it is providing the services required by the community and that those services are provided as value for money.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

Council has commenced a service planning model across all areas of the organisation. By developing service plans, the organisation will be able to identify cost reduction area, efficiency gains, while continuing to meet the needs of our community. With the commencement of service planning, it will allow our services to be reviewed on a regular basis.

In addition to establishing our service plans, this will also allow each business unit to develop business plans. Business plans are essential to understand the future direction and running of the department.

All Victorian Councils are now legislated to deliver the Local Government Performance Reporting Framework (LGPRF). Councils are to develop a performance reporting framework to ensure that all councils are measuring and reporting on their performance in a consistent way. Council now collects this data and will commence regular reporting of the information gathered in addition to the legislative requirement.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Corporate Strategic Planning

		2014/2015	2014/2015	2015/2016
		Adopted Budget	Forecast	Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income *	\$15,000	\$112,554	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$15,000</b>	<b>\$112,554</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$309,568	\$205,468	\$386,150
302	Salary Oncost	\$40,856	\$32,101	\$52,130
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$9,046	\$6,200
362	Consultants	\$20,000	\$190,000	\$70,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$850
366	Professional Memberships	\$0	\$0	\$2,250
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$5,000
371	Materials or Services	\$89,000	\$101,750	\$66,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$459,424</b>	<b>\$538,365</b>	<b>\$588,580</b>
<b>Net Surplus/(Loss)</b>		<b>(\$444,424)</b>	<b>(\$425,811)</b>	<b>(\$588,580)</b>

\* 2014/2015 Forecast includes income for Goulburn Valley Regional Collaboration Alliance Service planning and income from Hume Region Local Government Network.

## **Risk Management**

Department: Corporate Performance

### **Purpose**

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

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

### **Influences**

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

### **Critical Issues / Challenges**

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

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Risk Management

		2014/2015	2014/2015	2015/2016
		Adopted Budget	Forecast	Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$5,672	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$78,000	\$115,400	\$80,550
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$78,000</b>	<b>\$121,072</b>	<b>\$80,550</b>
<b>EXPENSE</b>				
301	Salaries	\$148,027	\$148,027	\$147,005
302	Salary Oncost	\$19,536	\$19,536	\$19,846
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants *	\$122,000	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$290
366	Professional Memberships	\$1,000	\$1,000	\$1,400
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$200	\$200
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$116,000	\$195,000	\$238,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$65,000	\$70,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses **	\$1,028,000	\$1,049,431	\$1,070,000
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,434,563</b>	<b>\$1,478,194</b>	<b>\$1,547,241</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,356,563)</b>	<b>(\$1,357,122)</b>	<b>(\$1,466,691)</b>

\* Includes internal audit fees now shown in Materials or Services.

\*\* Includes insurance premiums and fire service property levy for council owned properties.

## **Marketing and Communications**

Department: Marketing and Communications

### **Purpose**

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

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

### **Influences**

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

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

- Development of a strategic integrated marketing and communication plan for key initiatives linked to the Council Plan.
- Enhancement and protection of the Greater Shepparton City Council reputation.
- Development of staff and Councillor capacity to effectively communicate and interact with citizens, media, government and other key stakeholders.
- Undertaking research to inform and improve service delivery.
- Proactive and responsive communication via a range of communication channels.
- Undertaking advocacy activities in lobbying both levels of government for infrastructure and services which meets the needs of our growing and diverse community.

### **Critical Issues / Challenges**

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

- Strong brand awareness but limited understanding and/or negative association.
- Dated corporate image that fails to resonate with the community and reflect Council's more contemporary business model.
- The community's limited understanding of the breadth of services delivered by Council and Council's roles and responsibilities.
- Perceived excessive high residential and commercial rates.
- The need to embrace the diverse nature of our community.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

Realignment of web development functions to the Marketing and Communications Team.

Development of internal graphic design capability.

Increase use of digital platforms in engaging and communicating with the community.

Increase resources requested (to the value of \$100,000) to facilitate the review and rejuvenation of Council's identity and refresh two of the sub-brands.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Marketing and Communications

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	(\$200)	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>(\$200)</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$584,682	\$680,000	\$851,044
302	Salary Oncost	\$76,144	\$120,144	\$115,480
303	FBT	\$0	\$0	\$0
321	Plant	\$12,085	\$12,085	\$12,085
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$333,415	\$242,415	\$348,200
362	Consultants	\$0	\$120,000	\$105,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$1,000	\$1,000	\$300
366	Professional Memberships	\$1,500	\$1,500	\$1,600
367	Publications and Subscriptions	\$19,000	\$8,000	\$14,000
368	Training	\$0	\$0	\$0
369	Utilities	\$1,000	\$1,000	\$1,415
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$5,000	\$31,183	\$3,400
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,033,826</b>	<b>\$1,217,327</b>	<b>\$1,452,524</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,033,826)</b>	<b>(\$1,217,527)</b>	<b>(\$1,452,524)</b>

## **Shepparton Show Me**

Department: Marketing and Communications

### **Purpose**

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

### **Influences**

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

### **Critical Issues / Challenges**

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

With the current challenges facing business in Greater Shepparton, Shepparton Show Me is having a greater strategic focus in working with key partners to position the whole of Greater Shepparton as the key regional destination in northern Victoria.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Show Me

		2014/2015	2014/2015	2015/2016
		Adopted Budget	Forecast	Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$69,441	\$99,441	\$73,642
302	Salary Oncost	\$9,162	\$16,762	\$9,943
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$543,469	\$461,669	\$399,233
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$2,200	\$600
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$1,000	\$2,000	\$19,018
372	External Labour	\$20,000	\$0	\$0
373	Repairs and Maintenance	\$1,000	\$2,000	\$6,172
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$60,000	\$136,202
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$644,072</b>	<b>\$644,072</b>	<b>\$644,810</b>
<b>Net Surplus/(Loss)</b>		<b>(\$644,072)</b>	<b>(\$644,072)</b>	<b>(\$644,810)</b>

\* Includes expenses for sponsoring of events and activities that are approved by the Shepparton Show Me Committee.

## **People Performance**

Department: People Performance

### **Purpose**

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

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

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

### **Influences**

Continued and increased focus on working with other Departments to become a proactive internal consultancy resource to Directors, Managers and Team Leaders and staff.

The continues requirement to build resilience, people skills, techniques and empowerment for all.

The recent strategic centralisation of the following functions from across Council:

- Learning and Development delivery at a high standard.
- Travel and accommodation.
- Recruitment and Selection.
- Labour Hire and casual recruitment.
- Induction and OHS processes and procedures.
- Staff wellbeing and early intervention program.

### **Critical Issues / Challenges**

- Development of a highly successful early intervention program for the staff of this organisation and the bottom line of the organisation and reduced Workcover premiums and reduced risk for Council in the future.
- Exceptional empowerment of staff from a highly inclusive corporate learning and development program, increased opportunity for staff to learn and develop both professionally and personally.
- Enabling Cultural change and strategic thinking and enabling about the future for Managers following through on strategic human resources thinking and the completion of Job Analysis.
- Continuation of the “Whole Brain Thinking” roll out, to achieve our vision of “an Organisation that thinks, looks and acts in the Whole Brain, which builds and maintains effective working relationship”.
- Workforce planning to enable GSCC to meet the challenges of the future.
- Aging Workforce and redesign of positions based on functional assessment to fulfil current roles.

### **Link to the Council Plan**

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

### **Service Growth Areas**

Increase in learning and development opportunities for employees.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: People Performance

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$2,817	\$5,000
104	Other Income	\$0	\$10,911	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$13,728</b>	<b>\$5,000</b>
<b>EXPENSE</b>				
301	Salaries	\$1,090,448	\$1,101,538	\$1,132,313
302	Salary Oncost	\$143,903	\$143,903	\$159,332
303	FBT	\$0	\$0	\$0
321	Plant	\$12,085	\$12,085	\$12,085
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$5,000	\$2,000	\$6,000
362	Consultants	\$85,000	\$60,000	\$50,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$502,000	\$0	\$0
365	Stationery/Office Consumables	\$1,000	\$950	\$5,000
366	Professional Memberships	\$35,950	\$63,043	\$55,661
367	Publications and Subscriptions	\$1,350	\$4,350	\$1,400
368	Training *	\$1,058,098	\$1,058,098	\$1,259,000
369	Utilities	\$8,000	\$4,000	\$5,000
370	Legal Expenses	\$58,500	\$58,500	\$59,000
371	Materials or Services	\$5,500	\$42,000	\$52,900
372	External Labour *	\$10,000	\$405,676	\$85,900
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses **	\$580,000	\$927,858	\$945,000
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,596,834</b>	<b>\$3,884,001</b>	<b>\$3,828,591</b>
<b>Net Surplus/(Loss)</b>		<b>(\$3,596,834)</b>	<b>(\$3,870,273)</b>	<b>(\$3,823,591)</b>

\* Includes training expenses and external labour expenses for the whole organisation.

\*\* Includes Workcover Premium and Workcover Medical Expenses (Early Intervention Program) expenses for the whole organisation. Workcover Medical Expenses were originally recorded under General Expenses.

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## Total for Business Directorate

See following pages for Program breakdowns

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$911,669	\$897,149	\$1,885,519
102	Statutory Fees	\$1,926,671	\$1,771,402	\$491,211
103	Grants	\$8,347,378	\$8,621,680	\$8,600,492
104	Other Income	\$4,996,783	\$4,953,990	\$5,864,796
105	Rates and Charges	\$55,996,814	\$55,996,814	\$59,390,753
106	Contributions	\$0	\$0	\$0
107	Interest	\$1,190,000	\$1,155,000	\$1,070,000
110	Rent	\$0	\$0	\$0
111	Fines	\$660,000	\$660,000	\$670,946
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$74,029,315</b>	<b>\$74,056,035</b>	<b>\$77,973,717</b>
<b>EXPENSE</b>				
301	Salaries	\$6,010,392	\$5,638,610	\$6,039,973
302	Salary Oncost	\$669,171	\$621,132	\$843,692
303	FBT	\$200,000	\$185,600	\$200,000
321	Plant	\$137,894	\$125,809	\$119,217
341	Interest expense	\$1,127,033	\$1,125,875	\$1,210,000
361	Advert/Promo/Market	\$33,000	\$50,534	\$36,500
362	Consultants	\$55,500	\$137,350	\$25,000
363	Contract Payments	\$399,400	\$435,919	\$677,950
364	General Expenses	\$3,964,908	\$0	\$0
365	Stationery/Office Consumables	\$127,000	\$109,635	\$99,600
366	Professional Memberships	\$12,350	\$17,067	\$18,400
367	Publications and Subscriptions	\$6,250	\$9,555	\$11,500
368	Training	\$0	\$0	\$0
369	Utilities	\$290,510	\$288,120	\$254,474
370	Legal Expenses	\$354,000	\$354,000	\$364,000
371	Materials or Services	\$286,575	\$652,725	\$598,900
372	External Labour	\$137,800	\$0	\$0
373	Repairs and Maintenance	\$901,802	\$937,702	\$1,153,307
374	Cleaning	\$0	\$120	\$0
375	Corporate Expenses	\$130,000	\$3,723,847	\$4,195,576
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	(\$829,154)	\$366,500
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$1,000	\$1,000	\$1,200
<b>TOTAL EXPENSES</b>		<b>\$14,844,585</b>	<b>\$13,585,446</b>	<b>\$16,215,789</b>
<b>Net Surplus/(Loss)</b>		<b>\$59,184,730</b>	<b>\$60,470,589</b>	<b>\$61,757,928</b>

## **Business Services Management**

Department: Business Services

### **Purpose**

Lead and manage the Council's Business Directorate.

### **Influences**

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

### **Critical Issues / Challenges**

Achieving the objectives of the Council Plan.

### **Link to the Council Plan**

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

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Business Services Management

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$218,198	\$147,000	\$234,415
302	Salary Oncost	\$28,792	\$19,500	\$31,647
303	FBT	\$0	\$0	\$0
321	Plant	\$12,085	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$4,619	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$3,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$135	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$305	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$750	\$1,350	\$750
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$1,000	\$9,200	\$500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$263,825</b>	<b>\$182,109</b>	<b>\$267,312</b>
<b>Net Surplus/(Loss)</b>		<b>(\$263,825)</b>	<b>(\$182,109)</b>	<b>(\$267,312)</b>

## **Financial Services**

Department: Finance and Rates

### **Purpose**

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

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

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

### **Influences**

The key influences of the Financial Services Teams are ensuring that legislative requirements are met, including where there is a change to legislation and meeting internal service requirements whilst integrated service planning is bedded down in the organisation.

Council has spent considerable effort developing a detailed and transparent 2014-2024 Strategic Resource Plan which contains a number of key strategic directions. In particular, the Financial Services Team will be working with all areas of the organisation to ensure these strategic directions are delivered.

### **Critical Issues / Challenges**

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

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Financial Services

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$371,799	\$365,899	\$339,109
102	Statutory Fees	\$0	\$0	\$0
103	Grants *	\$8,202,928	\$8,502,176	\$8,477,780
104	Other Income **	\$4,996,783	\$4,953,990	\$5,764,796
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$900,000	\$900,000	\$845,000
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$14,471,510</b>	<b>\$14,722,065</b>	<b>\$15,426,685</b>
<b>EXPENSE</b>				
301	Salaries	\$1,886,835	\$1,850,000	\$1,873,139
302	Salary Oncost	\$125,032	\$113,000	\$259,146
303	FBT	\$200,000	\$185,600	\$200,000
321	Plant	\$12,859	\$12,859	\$12,859
341	Interest expense	\$1,127,033	\$1,125,875	\$1,210,000
361	Advert/Promo/Market	\$6,000	\$6,091	\$2,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses ***	\$3,827,908	\$0	\$0
365	Stationery/Office Consumables	\$0	\$500	\$100
366	Professional Memberships	\$4,500	\$4,500	\$4,500
367	Publications and Subscriptions	\$3,250	\$6,250	\$8,000
368	Training	\$0	\$0	\$0
369	Utilities	\$840	\$350	\$500
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$84,075	\$85,975	\$99,700
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$3,593,847	\$4,065,576
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges ****	\$0	(\$843,154)	\$235,000
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$7,278,332</b>	<b>\$6,141,693</b>	<b>\$7,970,520</b>
<b>Net Surplus/(Loss)</b>		<b>\$7,193,178</b>	<b>\$8,580,372</b>	<b>\$7,456,165</b>

\* Includes Victoria Grants Commission grant funding.

\*\* Centralised oncost income which offsets salary oncost of all programs.

\*\*\* Includes superannuation expense for the whole organisation and it is now being shown in Corporate Expenses.

\*\*\*\* Mid year forecast figure includes cancellation of Purchase Orders from previous year. Finance Charge for 2015/2016 includes bank charges and bad debts.

## **Rates and Valuations**

Department: Finance and Rates

### **Purpose**

The Rates and Valuation Team is responsible for providing effective and efficient valuation, revenue raising and property services so as to ensure the accurate and timely collection of property rates and charges. Key functions include:

- Managing the valuation of all properties within the municipality for rating purposes;
- Raising annual rates and charges revenue;
- Collection of rates and charges;
- Levy, collect and pass on the Fire Services Property Levy to the State Government;
- Production of the Council's voter's roll;
- Maintaining the Council's databases for:
  - o Property and land records;
  - o Rate and charges assessments;
  - o Municipal valuation assessments;
  - o Name and address register;
- Provision of property, rating and valuation information requests to various stakeholders.

### **Influences**

Key influences for the team include:

- Increase regulatory and compliance expectations from other agencies including State Government;
- Implementation of legislative changes;
- Ensuring compliance with the Ministerial Guidelines on Differential Rating which became operative 1 July
- Coordination of the 201 Property Revaluation return;
- Ongoing implementation of the Council's 2013-2017 Rating Strategy;
- Increased community expectations for ongoing communications and engagement; and
- Increasing demand for online delivery of services, such as rate notices.

### **Critical Issues / Challenges**

The key challenges for the Rates and Valuations Team relate to:

- Administering the State Government's Fire Services Property Levy efficiently, effectively and accurately;
- Managing the completion of the 2014 Property Revaluation process; and
- Implementation of e-presentment solutions (e.g. BPAY View and/or Australia Post Digital Mailbox) for rate notices.

### **Link to the Council Plan**

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

### **Service Growth Areas**

- Online service delivery; and
- Payment arrangements, particularly those by Direct Debits.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Rates and Valuations

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees *	\$427,000	\$429,250	\$250,401
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$82,000	\$57,054	\$58,690
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$55,996,814	\$55,996,814	\$59,390,753
106	Contributions	\$0	\$0	\$0
107	Interest	\$290,000	\$255,000	\$225,000
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$56,795,814</b>	<b>\$56,738,118</b>	<b>\$59,924,844</b>
<b>EXPENSE</b>				
301	Salaries	\$378,742	\$341,580	\$367,361
302	Salary Oncost	\$49,984	\$44,933	\$52,691
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$15,000	\$15,000	\$11,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$122,000	\$152,000	\$393,850
364	General Expenses **	\$14,000	\$0	\$0
365	Stationery/Office Consumables	\$24,000	\$31,000	\$25,000
366	Professional Memberships	\$750	\$760	\$1,500
367	Publications and Subscriptions	\$2,000	\$2,000	\$2,500
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$254,000	\$254,000	\$264,000
371	Materials or Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges **	\$0	\$14,000	\$11,500
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$860,476</b>	<b>\$855,273</b>	<b>\$1,129,402</b>
<b>Net Surplus/(Loss)</b>		<b>\$55,935,338</b>	<b>\$55,882,845</b>	<b>\$58,795,442</b>

\* User charges reduction due to drop in reimbursement of expenses from State Revenue Office for revaluation of property. Revaluation happens once in every two years.

\*\* Includes rates refunds now shown in Finance Charges.

## **Information Services**

Department:Information Services

### **Purpose**

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

### **Influences**

The Information Services Business Unit has completed a large asset renewal project replacing the existing core network infrastructure and upgrading Councils disaster recovery capabilities, ensuring Councils ability to deliver services and suitably support Council employees. Greater Shepparton City Council continues to implement the Information Communications Technology (ICT) Strategy, which will influence the next 4 years of Councils the information Systems new, upgrade and renewal projects.

### **Critical Issues / Challenges**

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

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

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Information Services

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$955,503	\$787,743	\$943,715
302	Salary Oncost	\$126,095	\$109,860	\$131,429
303	FBT	\$0	\$0	\$0
321	Plant	\$12,859	\$12,859	\$12,859
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,000	\$4,341	\$3,000
362	Consultants	\$52,500	\$115,350	\$15,000
363	Contract Payments	\$220,000	\$218,000	\$218,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$2,900	\$5,507	\$5,500
367	Publications and Subscriptions	\$1,000	\$1,000	\$1,000
368	Training	\$0	\$0	\$0
369	Utilities	\$261,920	\$261,920	\$223,824
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$47,500	\$71,000	\$128,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$891,802	\$917,702	\$953,307
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,573,079</b>	<b>\$2,505,282</b>	<b>\$2,636,134</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,573,079)</b>	<b>(\$2,505,282)</b>	<b>(\$2,636,134)</b>

## **Information Management**

Department: Information Services

### **Purpose**

The Information Management team are responsible for the capture, recording and audit control of all activity conducted by Council.

The Information Management Team are focused on transitioning the organization to a 'paperless' environment. This involves partnering with each business unit to develop strategies to manage historical paper files and to effectively manage the storage and disposal schedules for this information. It also involves creating an electronic environment in which to do business from that complies with the standards set by the

The Information Management Team are also tasked with educating the organisation on their record keeping responsibilities and ensuring that staff are trained in the EDRMS (Electronic Document Record Management System).

### **Influences**

The Information Management Team engages with and is influenced by the community via:

- Developing strong internal relationships to ensure that the appropriate systems are used for storing records and capturing vital Council information.
- Development of an internal service culture that is based on dual ownership of record keeping responsibilities to meet our legislated obligations as a public authority.
- Keeping up to date with legislative changes and requirements that Council must abide by.

### **Critical issues / Challenges**

The critical issues and challenges currently being addressed by the Information Management Team are:

- Consolidating the existing paper files to ensure that vital records are stored in a compliant and accessible manner.
- Continue working towards the adopted target of 80% paper reduction and creating strong digital capture of information.
- Developing the Information Management Team to educate and partner with business units to ensure that our records are managed according to legislation.

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

### **Link to the Council Plan**

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Information Management

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$402,035	\$390,000	\$307,809
302	Salary Oncost	\$53,055	\$52,055	\$45,181
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$4,000	\$4,000
362	Consultants	\$3,000	\$22,000	\$10,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$65,000	\$60,000	\$40,000
366	Professional Memberships	\$1,000	\$3,100	\$3,100
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$0	\$16,500	\$48,000
372	External Labour	\$20,000	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$130,000	\$130,000	\$130,000
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$674,090</b>	<b>\$677,655</b>	<b>\$588,090</b>
<b>Net Surplus/(Loss)</b>		<b>(\$674,090)</b>	<b>(\$677,655)</b>	<b>(\$588,090)</b>

\* Includes record management and office consumable expenses some of which were reported under Stationery/Office Consumable in previous year and in mid year forecast.

## **Citizen Services**

Department: Citizen Services

### **Purpose**

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

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

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

### **Influences**

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

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

### **Critical Issues / Challenges**

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

- The roll out of a new customer relationship management system that will allow Council to capture quality information about our citizens and create an organisation wide accountability to customer outcomes that is measurable.
- Developing the Citizen Services Team to engage in progressive service that is open, transparent and elicits feedback from the community.
- Creating service delivery standards that are achievable, sustainable and supported by the organisation .

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

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Citizen Services

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$738,941	\$688,941	\$694,972
302	Salary Oncost	\$97,486	\$92,486	\$99,931
303	FBT	\$0	\$0	\$0
321	Plant	\$12,859	\$12,859	\$12,859
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,000	\$2,000	\$2,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$14,500	\$17,000	\$17,100
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$1,000	\$1,000	\$1,000
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$1,000	\$2,400
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$9,500	\$8,500	\$112,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$875,286</b>	<b>\$823,786</b>	<b>\$942,262</b>
<b>Net Surplus/(Loss)</b>		<b>(\$875,286)</b>	<b>(\$823,786)</b>	<b>(\$942,262)</b>

\* Includes expenses for the development of Customer Service Strategy and Charter.

## **Animal Management/Local Laws**

Department: Citizen Services

### **Purpose**

The Animal Management / Local Laws team supports the community through provision of a number of services that support our animal community and its owners and regulate the municipality through Council's

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

- Registering, renewals permit development and property checks to ensure responsible pet ownership for cats and dogs.
- Monitoring and administering Animal Business Registrations.
- Managing the Animal Shelter operations for the community working towards optimal rehouse.
- Management of citizen enquiries, including investigations, infringements and warnings for both non-compliance with Councils' Local Law No 1 and the Domestic Animal Act and various other Acts.
- Fire Prevention activities to protect the community.

### **Influences**

The Animal Management and Low Laws Team engage with and are influenced by the community via:

- Ensuring compliance with registration and responsible ownership provisions under the Domestic Animal Act and encouraging the rehousing of animals to new homes.
- Developing a service culture that is based on educating the community on their regulatory obligations in relation to animal and local law matters.
- Delivering on the Domestic Animal Management Plan that is developed with the community and endorsed by Council.
- Ensuring compliance with Local Law 1 to ensure that the community can live harmoniously.

### **Critical Issues / Challenges**

The critical issues and challenges currently being addressed by the Animal Management / Local Laws Team

- Educating the community on responsible pet ownership to reduce the instances of animals being 'at large', unidentifiable and inappropriately housed.
- Managing rural property owners whose boundary fences fall into disrepair which results in livestock being be at large, impounded and costly to manage.
- Working with the community to ensure compliance rather than needing to infringe on matters that can be rectified for a long term outcome.
- Delivering customer service in an, at times, agitated environment which prioritises the health and well-being of the community's animal population.

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Animal Management and Local Laws

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$112,870	\$102,000	\$146,009
102	Statutory Fees *	\$646,671	\$491,402	\$491,211
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$759,541</b>	<b>\$593,402</b>	<b>\$637,220</b>
<b>EXPENSE</b>				
301	Salaries	\$582,510	\$582,510	\$688,565
302	Salary Oncost	\$76,867	\$76,867	\$93,685
303	FBT	\$0	\$0	\$0
321	Plant	\$58,788	\$58,788	\$52,197
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$10,000	\$13,754	\$13,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$42,900	\$40,919	\$41,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$21,500	\$6,500	\$17,000
366	Professional Memberships	\$3,200	\$3,200	\$3,600
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$17,000	\$14,500	\$17,000
370	Legal Expenses	\$40,000	\$65,000	\$40,000
371	Materials or Services **	\$25,500	\$239,300	\$131,000
372	External Labour	\$85,800	\$0	\$0
373	Repairs and Maintenance ***	\$10,000	\$20,000	\$200,000
374	Cleaning	\$0	\$120	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$1,000	\$1,000	\$1,200
<b>TOTAL EXPENSES</b>		<b>\$975,065</b>	<b>\$1,122,458</b>	<b>\$1,298,247</b>
<b>Net Surplus/(Loss)</b>		<b>(\$215,524)</b>	<b>(\$529,056)</b>	<b>(\$661,027)</b>

\* User charges decreased due to lower cat and dog registration and animal permits.

\*\* Includes Vet fees and sustenance cost related to the animal shelter.

\*\*\* Includes maintenance works related to the animal shelter.

## **Parking Enforcement**

Department: Citizen Services

### **Purpose**

The Parking Enforcement Team supports the community through provision of a number of services that ensure safe and equitable access in a traffic environment.

These regulatory functions governed by several Acts include the following:

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

### **Influences**

The Parking Enforcement Team engages with and is influenced by the community via:

- Ensuring that the income generated by parking enforcement serves the community by financing upgrades to the Central Business District.
- Developing a service culture that is non- confrontational and allows the constant flow of traffic and equitable access to services.
- Providing a safe environment for families to access school crossings.

### **Critical Issues / Challenges**

The critical issues and challenges currently being addressed by the Parking Enforcement Team are:

- Delivering services in an unobtrusive and consistent manner with a focus on educating our citizens on their obligations when parking.
- Ensuring the safety of our community at high traffic areas around schools.
- Managing community perception about Parking Enforcements role and the perception that parking fees are too high.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Parking Enforcement

		2014/2015 Adopted	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees*	\$0	\$0	\$1,150,000
102	Statutory Fees*	\$1,280,000	\$1,280,000	\$0
103	Grants	\$62,450	\$62,450	\$64,022
104	Other Income*	\$0	\$0	\$100,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$660,000	\$660,000	\$670,946
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$2,002,450</b>	<b>\$2,002,450</b>	<b>\$1,984,968</b>
<b>EXPENSE</b>				
301	Salaries	\$847,628	\$850,836	\$929,997
302	Salary Oncost	\$111,860	\$112,431	\$129,983
303	FBT	\$0	\$0	\$0
321	Plant	\$28,444	\$28,444	\$28,443
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$729	\$1,500
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$8,000	\$8,000
364	General Expenses **	\$120,000	\$0	\$0
365	Stationery/Office Consumables	\$15,500	\$10,500	\$16,500
366	Professional Memberships	\$0	\$0	\$200
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$10,000	\$9,000	\$10,000
370	Legal Expenses	\$60,000	\$35,000	\$60,000
371	Materials or Services	\$119,000	\$222,250	\$79,200
372	External Labour	\$32,000	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges **	\$0	\$0	\$120,000
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,344,432</b>	<b>\$1,277,190</b>	<b>\$1,383,823</b>
<b>Net Surplus/(Loss)</b>		<b>\$658,018</b>	<b>\$725,260</b>	<b>\$601,145</b>

\* Includes Ticket Machine and Parking Meter Income now shown in User Charges/Fees and Other Income.

\*\* Includes parking infringement bad debts now shown in Finance Charges.

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## Total for Community Directorate

See following pages for Program breakdowns

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$6,013,027	\$5,796,319	\$6,789,607
102	Statutory Fees	\$727,932	\$684,340	\$679,156
103	Grants	\$9,707,556	\$9,751,363	\$9,461,747
104	Other Income	\$403,302	\$362,723	\$355,588
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$67,900	\$58,386	\$11,460
107	Interest	\$0	\$0	\$0
110	Rent	\$133,317	\$103,604	\$118,500
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$17,053,034</b>	<b>\$16,756,735</b>	<b>\$17,416,058</b>
<b>EXPENSE</b>				
301	Salaries	\$13,619,977	\$13,720,032	\$14,622,332
302	Salary Oncost	\$1,797,235	\$1,798,210	\$2,047,265
303	FBT	\$0	\$0	\$0
321	Plant	\$176,954	\$168,213	\$157,585
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$400,726	\$429,292	\$494,493
362	Consultants	\$157,215	\$459,059	\$454,400
363	Contract Payments	\$5,677,450	\$5,506,115	\$5,617,659
364	General Expenses	\$618,981	\$0	\$0
365	Stationery/Office Consumables	\$51,762	\$157,192	\$522,880
366	Professional Memberships	\$14,207	\$14,374	\$23,513
367	Publications and Subscriptions	\$18,237	\$19,599	\$6,810
368	Training	\$0	\$0	\$32,000
369	Utilities	\$973,944	\$952,874	\$903,955
370	Legal Expenses	\$3,000	\$27,968	\$6,000
371	Materials or Services	\$2,103,779	\$2,408,619	\$2,370,953
372	External Labour	\$34,428	\$0	\$0
373	Repairs and Maintenance	\$345,587	\$271,215	\$392,971
374	Cleaning	\$229,361	\$366,808	\$398,776
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$305,673	\$582,458
377	Finance Charges	\$0	\$553,601	\$0
378	Licences & Levies	\$0	\$47,863	\$40,750
399	Internal Expense Charge	\$25	\$36	\$30
<b>TOTAL EXPENSES</b>		<b>\$26,222,868</b>	<b>\$27,206,743</b>	<b>\$28,674,830</b>
<b>Net Surplus/(Loss)</b>		<b>(\$9,169,834)</b>	<b>(\$10,450,008)</b>	<b>(\$11,258,772)</b>

## **Community Management**

Department: Community

### **Purpose**

Appropriately administer the Greater Shepparton City Council Community directorate.

### **Influences**

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

### **Critical Issues / Challenges**

Achieving the objectives of the Council Plan and budget.

### **Link to the Council Plan**

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

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

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

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

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

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

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

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

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

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

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

### **Service Growth Areas**

- Community building
- Quality service provision
- Service planning
- Visual and performing Arts presentation

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Community Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$276,399	\$275,000	\$259,278
302	Salary Oncost	\$36,472	\$35,000	\$35,002
303	FBT	\$0	\$0	\$0
321	Plant	\$16,463	\$16,463	\$16,463
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$500	\$924	\$400
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$80	\$0
366	Professional Memberships	\$600	\$348	\$350
367	Publications and Subscriptions	\$0	\$784	\$650
368	Training	\$0	\$0	\$0
369	Utilities	\$2,000	\$1,300	\$1,200
370	Legal Expenses	\$3,000	\$2,778	\$5,000
371	Materials or Services	\$6,000	\$10,000	\$5,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$27,000	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$341,434</b>	<b>\$369,677</b>	<b>\$323,343</b>
<b>Net Surplus/(Loss)</b>		<b>(\$341,434)</b>	<b>(\$369,677)</b>	<b>(\$323,343)</b>

\* Includes payment to Kaiela Institute Ltd for the social inclusion project funding.

## **Emergency Management**

Department: Community

### **Purpose**

Administer the Municipal Emergency Management Plan, including community recovery.

### **Influences**

- Frequency of emergency.
- Preparedness for emergency.

### **Critical Issues / Challenges**

- Resources.
- Community expectation.

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

- Coordination.
- Partnership.
- Planning.
- Communication.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$145,706	\$148,556	\$146,106
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$145,706</b>	<b>\$148,556</b>	<b>\$146,106</b>
<b>EXPENSE</b>				
301	Salaries	\$89,992	\$87,000	\$92,054
302	Salary Oncost	\$11,878	\$11,878	\$12,428
303	FBT	\$0	\$0	\$0
321	Plant	\$12,859	\$12,859	\$12,859
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$4,900	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$11,800	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$800	\$750	\$1,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$53,412	\$55,611	\$62,212
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$11,800	\$12,154
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$180,741</b>	<b>\$184,798</b>	<b>\$192,707</b>
<b>Net Surplus/(Loss)</b>		<b>(\$35,035)</b>	<b>(\$36,242)</b>	<b>(\$46,601)</b>

\* Includes Shepparton search and rescue support grants expenses and it is now being shown in Sponsor/Grant/Contrib/Donations.

## **Library**

Department: Community

### **Purpose**

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

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

### **Influences**

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

### **Critical Issues / Challenges**

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

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

Shepparton Library Re development, completed in March 2015.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Library

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$1,472,900	\$1,462,050	\$1,507,050
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$55,000	\$54,000	\$56,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$20,000	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$20,000	\$14,000	\$10,000
374	Cleaning	\$0	\$26,125	\$30,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,567,900</b>	<b>\$1,556,175</b>	<b>\$1,603,050</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,567,900)</b>	<b>(\$1,556,175)</b>	<b>(\$1,603,050)</b>

## **Shepparton Art Museum (SAM)**

Department: Shepparton Art Museum

### **Purpose**

The Shepparton Art Museum has a growing collection of exemplary Contemporary Australian art, and holds one of Australia's most significant ceramic collections along with a painting and works on paper collection developed over 79 years. The Shepparton Art Museum (SAM) houses, conserves, researches, publishes, communicates and exhibits art for the purposes of study, education and enjoyment, the permanent collection and temporary exhibitions.

### **Influences**

- Growth of external stakeholder relationships.
- Attendance at exhibitions.
- Curating and publishing rigorous and compelling art exhibitions.

### **Critical Issues / Challenges**

- Business Plan and Feasibility Study findings with respect to a new Art Museum.
- Engaging an ever diversifying local audience while growing attendance numbers.
- Growth of tourism visitors to expand economic regional impact.
- Storage capacity for a growing collection of acquisitions and gifted works.
- Planning for the Museums 80<sup>th</sup> Anniversary in 2016.
- Space for Community exhibitions and events.

### **Link to the Council Plan**

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

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

### **Service Growth Areas**

SAM Feasibility Study and Business Case.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Shepparton Art Museum (SAM)

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$26,490	\$21,000	\$11,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants *	\$146,618	\$296,909	\$184,300
104	Other Income	\$51,000	\$64,764	\$36,750
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$63,700	\$45,000	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$287,808</b>	<b>\$427,673</b>	<b>\$232,050</b>
<b>EXPENSE</b>				
301	Salaries	\$487,091	\$519,082	\$576,964
302	Salary Oncost	\$64,278	\$66,608	\$80,178
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$98,300	\$100,099	\$137,000
362	Consultants *	\$33,025	\$250,000	\$0
363	Contract Payments	\$16,500	\$16,500	\$16,974
364	General Expenses **	\$55,000	\$0	\$0
365	Stationery/Office Consumables	\$6,500	\$5,500	\$5,000
366	Professional Memberships	\$1,305	\$1,721	\$750
367	Publications and Subscriptions	\$1,000	\$1,000	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$43,800	\$38,200	\$45,930
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$235,132	\$301,110	\$295,123
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$20,000	\$10,000	\$53,200
374	Cleaning	\$9,500	\$0	\$148
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate **	\$0	\$5,000	\$0
377	Finance Charges ***	\$0	\$530,000	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,071,431</b>	<b>\$1,844,820</b>	<b>\$1,211,267</b>
<b>Net Surplus/(Loss)</b>		<b>(\$783,623)</b>	<b>(\$1,417,147)</b>	<b>(\$979,217)</b>

\* Mid year forecast in Consultants include SAM Feasibility Study expenses which offsets with income shown under Grants.

\*\* Includes expenses related to Art Museum Sidney Myer Fund Australian Ceramic Award and it is now being shown in Sponsor/Grant/Contrib/Donations.

\*\*\* Includes payment of the art gallery investment to SAM foundation.

## **Performing Arts & Conventions**

### Department: Performing Arts and Conventions (Riverlinks)

#### **Purpose**

The department encourages and facilitates participation and in the performing arts both within the managed venues (Westside PAC and Eastbank PAC) and throughout Greater Shepparton. Riverlinks also encourages and supports the pursuit of excellence in the performing arts by entering into partnerships with organisations that share this purpose. Riverlinks also maintains safe and well-presented venues and manages them responsibly with the aim of to maximizing commercial and community use while minimising operational expenditure.

#### **Influences**

- Community needs and expectations for the programming and presentation of performing arts events.
- Community and commercial user groups expectations relating to suitably and affordability of venues for hire.
- Changing trends relating to the role and purpose of arts centres in the community.
- An ageing traditional audience base and an emerging audience with diverse tastes and needs.
- Availability of high quality affordable productions suitable for our programs.
- Emergence of digital and social media platforms.

#### **Critical Issues / Challenges**

- General downturn in discretionary spending and theatre attendances.
- Increasing activity from the commercial entertainment industry and market saturation.
- Replacing ageing audiences and ensuring relevance to diverse audiences.
- Competition with digital entertainment mediums.
- Age and condition of WestSide PAC.
- Successful completion of a Joint Use Agreement for the WestSide PAC.
- Potential to lose funding or receive reduced funding under Regional Partnerships Program as Arts Victoria transitions to Creative Victoria.

#### **Link to the Council Plan**

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

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

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

#### **Service Growth Areas**

Community partnerships delivering arts programs.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Performing Arts and Conventions

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$604,045	\$525,000	\$568,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$120,000	\$125,000	\$120,000
104	Other Income	\$150,660	\$128,000	\$153,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$4,200	\$4,200	\$4,060
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$878,905</b>	<b>\$782,200</b>	<b>\$845,060</b>
<b>EXPENSE</b>				
301	Salaries	\$839,707	\$807,671	\$888,893
302	Salary Oncost	\$110,806	\$102,100	\$127,384
303	FBT	\$0	\$0	\$0
321	Plant	\$13,211	\$11,377	\$11,377
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$118,150	\$113,675	\$116,950
362	Consultants	\$0	\$33,000	\$3,400
363	Contract Payments	\$346,765	\$316,112	\$368,949
364	General Expenses *	\$45,000	\$0	\$0
365	Stationery/Office Consumables	\$12,000	\$9,500	\$12,365
366	Professional Memberships	\$3,240	\$3,240	\$3,425
367	Publications and Subscriptions	\$140	\$154	\$150
368	Training	\$0	\$0	\$0
369	Utilities	\$98,252	\$86,652	\$103,456
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$144,588	\$190,490	\$180,587
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$58,847	\$55,000	\$73,112
374	Cleaning	\$16,000	\$16,300	\$16,912
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$31,800	\$50,000
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,806,706</b>	<b>\$1,777,071</b>	<b>\$1,956,960</b>
<b>Net Surplus/(Loss)</b>		<b>(\$927,801)</b>	<b>(\$994,871)</b>	<b>(\$1,111,900)</b>

\* Includes community arts grants expenses and it is now being shown in sponsor/Grant/Contrib/Donations.

## **Aged Services**

Department: Neighbourhoods

### **Purpose**

Greater Shepparton assists our most vulnerable communities, by providing the Home and Community Care (HACC) program to eligible clients preventing premature admission to residential aged care facilities.

### **Influences**

Greater Shepparton through external funding from the Department of Health & Human Services and the Commonwealth Department of Social Services delivers home care, personal care, respite care, home maintenance assessments, food services, social support and management of senior citizen centers. Council also provides 18 Commonwealth funded Community Home Care Packages to eligible members of the community; each package is valued at \$13,621.

Greater Shepparton promotes the Active Service Model of Community Aged Care. To reduce social isolation and encourage active participation in the community, Council offers Social Connection programs through HACC funding to create active socialisation opportunities for older people in the greater Shepparton community. These program aim to build the capacity of individuals to manage independently through the accomplishment of new skills.

Council provides a financial contribution towards the Food Services Program (Meals on Wheels). Annually, Council engages contractors and volunteers to deliver approximately 27,000 meals to residents within the municipality.

Greater Shepparton City Council is a key stakeholder in the Goulburn Valley Aged Care Planning Forum which ensures that all residents in the region have access to timely, appropriate, and professionally delivered services to allow continued independence and community participation for as long as possible.

### **Critical Issues / Challenges**

- Announcement and implementation of the Commonwealth Home Support Program (CHSP).
- Increasing Ageing population as detailed in the 2011 census data.
- Ageing infrastructure of Senior Citizens buildings within the municipality.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

Aged Care Package Round (ACAR). Through a competitive tender process council has the opportunity to apply for additional home care packages as funded by the Commonwealth Department of Social Services.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Aged Services

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$10,000	\$8,000	\$20,000
102	Statutory Fees	\$727,932	\$684,340	\$675,036
103	Grants	\$3,301,262	\$3,348,217	\$3,420,754
104	Other Income	\$2,500	\$0	\$1,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$1,400	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$4,041,694</b>	<b>\$4,041,957</b>	<b>\$4,117,290</b>
<b>EXPENSE</b>				
301	Salaries	\$1,051,342	\$1,101,965	\$1,161,032
302	Salary Oncost	\$138,742	\$146,118	\$163,948
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$19,173
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,000	\$2,270	\$2,200
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$2,641,339	\$2,578,508	\$2,533,041
364	General Expenses	\$2,000	\$0	\$0
365	Stationery/Office Consumables	\$1,200	\$1,200	\$1,000
366	Professional Memberships	\$80	\$80	\$80
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$32,545	\$29,830	\$32,920
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$379,125	\$431,399	\$415,498
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$8,000	\$7,000
374	Cleaning	\$27,000	\$24,000	\$20,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$1,669	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$25	\$0	\$30
<b>TOTAL EXPENSES</b>		<b>\$4,274,398</b>	<b>\$4,325,039</b>	<b>\$4,355,922</b>
<b>Net Surplus/(Loss)</b>		<b>(\$232,704)</b>	<b>(\$283,082)</b>	<b>(\$238,632)</b>

## **Neighbourhoods Management**

Department: Neighbourhoods

### **Purpose**

To lead, manage and oversee the successful delivery of all functions of the Neighbourhoods Department. This program also supports the five neighbourhoods/community houses in Greater Shepparton through a memorandum of understanding \$18,089 per house.

### **Influences**

- Managing community needs, expectations and aspirations.
- Managing funding bodies.
- Delivering of the Council Plan 2013-2017.
- Shape, develop and deliver policy, strategy and services to ensure an enhanced sense of community connectedness and wellbeing.
- Support community development through Neighbourhood/Community Houses (\$17,735 per House, five in total).

### **Critical Issues / Challenges**

- Managing community expectation.

### **Link to the Council Plan**

Goal 1, Objective 1 - Continue to enhance Community Capacity Building.

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Neighbourhood Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$85,957	\$85,957	\$90,340
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$85,957</b>	<b>\$85,957</b>	<b>\$90,340</b>
<b>EXPENSE</b>				
301	Salaries	\$473,305	\$473,305	\$466,413
302	Salary Oncost	\$62,459	\$62,459	\$65,689
303	FBT	\$0	\$0	\$0
321	Plant	\$19,172	\$19,172	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$15,000	\$2,000	\$15,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$88,675	\$88,675	\$90,445
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$3,000	\$300	\$1,500
366	Professional Memberships	\$1,500	\$1,859	\$1,950
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$1,500	\$4,500	\$2,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$21,500	\$16,141	\$21,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$686,111</b>	<b>\$668,411</b>	<b>\$664,497</b>
<b>Net Surplus/(Loss)</b>		<b>(\$600,154)</b>	<b>(\$582,454)</b>	<b>(\$574,157)</b>

## **Community Strengthening**

Department: Neighbourhoods

### **Purpose**

To bring together a number of diverse programs to build strong sustainable and resilient communities across Greater Shepparton.

### **Influences**

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for Greater Shepparton.

Building resilient communities requires initiatives that benefit the community for the long term, equipping them for future challenges. It is a development approach that blends 'bottom up' community-driven change, with 'top down' resourcing, facilitation and coordination by local government. Council supports community development through the following areas:

- Community Safety.
- Municipal Health and Wellbeing.
- Cultural Development.
- Aboriginal Partnerships.
- Localities Embracing and Accepting Diversity Program.
- Community Matching Grants (\$75,000).
- Neighbourhood Planning.
- Women's charter.
- Volunteer development .
- Community Development.
- Community Donations (\$190,000).
- Section 86 Committee of Management.
- Cemetery Trust – Pine Lodge and Kialla West Cemeteries..
- Community leadership program (\$75,000).

### **Critical Issues / Challenges**

Cessation of funded projects and managing community expectations.

Additional EFT is required to fully perform the functions required in this Branch.

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

Increase of \$16,000 for Volunteer Development.

Anticipate additional grants to enhance Aboriginal partnerships and cultural development.

Increase cultural development officer EFT from 0.6 to 1.0.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Community Strengthening

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$2,200	\$2,500	\$2,200
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$232,854
104	Other Income	\$11,400	\$400	\$400
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$7,786	\$7,400
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$13,600</b>	<b>\$10,686</b>	<b>\$242,854</b>
<b>EXPENSE</b>				
301	Salaries	\$688,459	\$730,168	\$798,051
302	Salary Oncost	\$90,814	\$96,286	\$108,466
303	FBT	\$0	\$0	\$0
321	Plant	\$22,432	\$22,432	\$12,085
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$25,750	\$45,073	\$67,950
362	Consultants	\$50,000	\$27,000	\$0
363	Contract Payments	\$265,000	\$282,070	\$339,000
364	General Expenses *	\$245,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$400	\$2,150
366	Professional Memberships	\$375	\$675	\$0
367	Publications and Subscriptions	\$12,800	\$14,600	\$2,200
368	Training	\$0	\$0	\$0
369	Utilities	\$4,345	\$5,345	\$4,520
370	Legal Expenses	\$0	\$1,000	\$1,000
371	Materials or Services	\$174,350	\$255,500	\$421,765
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$57,000	\$22,000	\$54,800
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$44,996	\$256,304
377	Finance Charges	\$0	\$1,715	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,636,325</b>	<b>\$1,549,260</b>	<b>\$2,068,291</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,622,725)</b>	<b>(\$1,538,574)</b>	<b>(\$1,825,437)</b>

\* Includes grants expense for Stepping Stone Project and Aboriginal Partnerships grants and it is now being shown in sponsor/Grant/Contrib/Donations.

**Access and Inclusion**

Department: Neighbourhoods

**Purpose**

To work towards ensuring all residents and visitors of Greater Shepparton have access to Council facilities and events, through compliance of legislative requirements at a minimum, striving toward exceeding these requirements.

Build and strengthen the community's capacity to provide support to people with a disability and their families through a range of strategies which include networking, community education, policy development, partnership development and specific project development.

**Influences**

Any changes within the relevant Acts, that need to be adhered to.

A part of this program, Department of Human Services provides funding for the position of a Rural Access Officer across the three municipalities of Greater Shepparton, Moira Shire and Strathbogie Shire Council.

Council appoints community members and local organisations' to the Greater Shepparton Disability Advisory Committee and the Positive Aging Advisory Committee.

**Critical Issues / Challenges**

Any reduction in funding.

**Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Access and Inclusion

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$113,775	\$113,719	\$119,962
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$113,775</b>	<b>\$113,719</b>	<b>\$119,962</b>
<b>EXPENSE</b>				
301	Salaries	\$118,011	\$118,011	\$124,249
302	Salary Oncost	\$15,573	\$15,573	\$16,774
303	FBT	\$0	\$0	\$0
321	Plant	\$10,347	\$10,347	\$10,347
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$4,500	\$4,500	\$5,500
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$1,313	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$1,300	\$1,300	\$1,500
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$32,919	\$32,553	\$32,540
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$182,650</b>	<b>\$183,597</b>	<b>\$190,910</b>
<b>Net Surplus/(Loss)</b>		<b>(\$68,875)</b>	<b>(\$69,878)</b>	<b>(\$70,948)</b>

## **Active Living Management and Coordination**

Department: Active Living

### **Purpose**

The Active Living Department oversees the strategic direction and daily operations of Aquamoves, Seasonal Pools in Mooroopna, Merrigum and Tatura, Indoor Sports Stadiums in Shepparton, Mooroopna and Tatura, SPC KidsTown and the Connection venues and a range of Health Promotion programs and activities such as the Healthy Communities Initiative and Activities in the Parks Programs. The Department provides input into the development of Council policy and procedures relevant to the activity areas and is responsible for their implementation at program and site level and is responsible for the development of and reporting against annual budgets and performance objectives such as those identified in the Council Plan.

### **Influences**

The management and operation of the sites and programs under the Active Living Departments control host over 700,000 visits each year and require significant financial, asset, risk, human resource and project management. The overall management structure of Council provides this framework to allow for appropriate levels of support and direction to be provided at Department, Branch and Program level.

### **Critical Issues / Challenges**

Ensuring services reflect community expectations but are delivered in a financial, social and environmentally sustainable manner.

### **Link to Council Plan**

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

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

### **Service Growth Areas**

KidsTown - future directions planning.

Sports Stadium – allocation was for Functional design of stadium in the four stages(two new courts including show court, refurbishment of existing facility and retractable seating for 1500, reception refurbishment and new multipurpose room, mezzanine sports house and administrative hub) outlined in future directions plan that has been adopted by Council in February.

Aquamoves - strategic directions planning.

Outdoor Pools - detailed design and implementation based on outdoor pools strategic directions document to be completed by June 2015.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Active Living Management and Coordination

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants *	\$0	\$0	\$50,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>
<b>EXPENSE</b>				
301	Salaries	\$272,725	\$272,725	\$278,802
302	Salary Oncost	\$35,994	\$35,994	\$40,237
303	FBT	\$0	\$0	\$0
321	Plant	\$12,859	\$12,859	\$21,332
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$1,000	\$0
362	Consultants	\$35,000	\$17,135	\$400,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$800	\$2,500	\$2,900
370	Legal Expenses	\$0	\$24,190	\$0
371	Materials or Services	\$25,000	\$5,000	\$25,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$382,378</b>	<b>\$371,403</b>	<b>\$768,271</b>
<b>Net Surplus/(Loss)</b>		<b>(\$382,378)</b>	<b>(\$371,403)</b>	<b>(\$718,271)</b>

\* Includes grant/partnership support for Kids Town food hub and entry project.

## **Regional Aquatic Centre**

Department: Active Living

### **Purpose**

Operation and management of Greater Shepparton's regional aquatic centre and gym Aquamoves.

### **Influences**

With over 350,000 programmed and 600,000 total visits each year, Aquamoves is amongst the Greater Shepparton community's highest utilised services and assets. The centre services users from all townships across the municipality as well as playing host to a number of regional and state wide events.

Aquamoves is a key driver in contributing to the overall health and well-being of the community by providing a suite of programs and services that support education and participation in physical activity and healthy eating.

### **Critical Issues / Challenges**

Aquamoves faces a number of financial challenges in delivering the current level of services. These include:

- Competition with private service providers.
- The impacts on revenue generation through the state of the broader economic climate and impact on disposable income.
- The challenge of maintaining operational costs and aging infrastructure .

### **Link to the Council Plan**

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

Goal 2, Objective 1 - 1. Maximise opportunities to ensure Greater Shepparton leads Victoria, retaining and attracting education and industry.

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

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Regional Aquatic Centre

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$2,999,831	\$2,764,835	\$3,039,050
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$45,742	\$54,460	\$47,343
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$34,925	\$32,604	\$35,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$3,080,498</b>	<b>\$2,851,899</b>	<b>\$3,121,393</b>
<b>EXPENSE</b>				
301	Salaries	\$2,108,508	\$2,061,626	\$2,168,645
302	Salary Oncost	\$278,323	\$275,281	\$298,489
303	FBT	\$0	\$0	\$0
321	Plant	\$13,859	\$6,952	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$46,366	\$46,366	\$47,988
362	Consultants	\$2,500	\$0	\$0
363	Contract Payments *	\$84,071	\$0	\$0
364	General Expenses **	\$36,181	\$0	\$0
365	Stationery/Office Consumables	\$13,762	\$11,000	\$14,243
366	Professional Memberships	\$1,900	\$1,776	\$1,966
367	Publications and Subscriptions	\$1,049	\$1,296	\$1,350
368	Training	\$0	\$0	\$0
369	Utilities	\$429,496	\$437,261	\$328,900
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$182,764	\$189,502	\$210,534
372	External Labour	\$31,178	\$0	\$0
373	Repairs and Maintenance	\$75,000	\$75,000	\$75,000
374	Cleaning *	\$0	\$86,571	\$89,600
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies **	\$0	\$47,863	\$40,750
399	Internal Expense Charge	\$0	\$36	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,304,957</b>	<b>\$3,240,530</b>	<b>\$3,277,465</b>
<b>Net Surplus/(Loss)</b>		<b>(\$224,459)</b>	<b>(\$388,631)</b>	<b>(\$156,072)</b>

\* Includes cleaning expenses now shown in Cleaning.

\*\* Includes Aquamoves permits licensing expenses now shown in Licences & Levies.

## **Rural Outdoor Pools**

Department: Active Living

### **Purpose**

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

### **Influences**

The rural outdoor pools are important community assets providing access to safe recreational swimming facilities over the summer. In 2014/2015 the combined pools had approximately 12,000 visits including a number of school aquatic education programs, community events and bookings by sporting clubs.

### **Critical Issues / Challenges**

- Ongoing trend of declining use of rural pools.
- Ageing facilities and infrastructure that require renewal.
- Changes in climatic conditions.

### **Link to the Council Plan**

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Rural Outdoor Pools

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$53,000	\$47,399	\$58,725
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$27,000	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$53,000</b>	<b>\$74,399</b>	<b>\$58,725</b>
<b>EXPENSE</b>				
301	Salaries	\$149,782	\$141,011	\$147,785
302	Salary Oncost	\$19,812	\$19,812	\$19,984
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$1,514	\$500
362	Consultants	\$0	\$21,024	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$70,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$38,600	\$47,600	\$48,788
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$34,000	\$77,968	\$35,190
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$15,000	\$14,829	\$15,525
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$31,077	\$70,000
377	Finance Charges	\$0	\$3,312	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$327,194</b>	<b>\$358,147</b>	<b>\$337,772</b>
<b>Net Surplus/(Loss)</b>		<b>(\$274,194)</b>	<b>(\$283,748)</b>	<b>(\$279,047)</b>

\* Includes annual contribution to the Murchison Pool Committee and it is now being shown in

## **Regional Adventure Playground – SPC Ardmona Kids Town**

Department: Active Living

### **Purpose**

Greater Shepparton's Regional Adventure Playground (including the Connection) - provides both an important facility for local residents to enhance their health and wellbeing through participation and socialisation, as well as being a key contributor to regional tourism.

### **Influences**

KidsTown is both an important attraction enjoyed by a high proportion of local families and a key tourist attraction for Greater Shepparton. The site attracts over 150,000 visits each year with a high number travelling from outside the region (include inter-state) to attend the playground or events such as KidsFest. KidsTown is also the host to many social and community gatherings with events held at the playground almost every weekend including markets, weddings, school fetes and events such as the Twilight Strolls. KidsTown also has a strong history of promoting the Greater Shepparton region through being a regular feature on TV shows such as Sunrise, The Great Outdoors, Coxy's Big Break and Postcards.

### **Critical Issues / Challenges**

- Reliance on corporate and community assistance to support financial operations.
- Declining revenue from donations and café operations.
- Ageing infrastructure.

### **Link to the Council Plan**

Goal 1, Objective 4 – Provide sustainable community services to our community.  
Goal 4, Objective 1 – Ensure that the community has access to high quality facilities.

### **Service Growth Areas**

KidsTown Future Directions Plan and Food Hub Concept.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: SPC Kids Town

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$310,644	\$281,873	\$322,917
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$87,000	\$93,455	\$87,595
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$33,446	\$3,000	\$15,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$431,090</b>	<b>\$378,328</b>	<b>\$425,512</b>
<b>EXPENSE</b>				
301	Salaries	\$308,677	\$313,780	\$330,288
302	Salary Oncost	\$40,689	\$42,513	\$46,222
303	FBT	\$0	\$0	\$0
321	Plant	\$11,378	\$11,378	\$11,377
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$23,000	\$20,611	\$23,805
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$3,105
366	Professional Memberships	\$707	\$707	\$732
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$31,755	\$31,755	\$33,660
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$159,200	\$152,340	\$162,273
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$34,220	\$31,670	\$31,543
374	Cleaning	\$0	\$660	\$3,328
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$612,626</b>	<b>\$608,414</b>	<b>\$646,333</b>
<b>Net Surplus/(Loss)</b>		<b>(\$181,536)</b>	<b>(\$230,086)</b>	<b>(\$220,821)</b>

## **Healthy Communities Programs**

Department: Active Living

### **Purpose**

Provide a range of programs and activities facilitating a number of actions of the current Municipal Public Health Plan and contributing the overall Health and Well-Being of the Greater Shepparton community.

### **Influences**

The Healthy Communities Program incorporates the Get Mooving Greater Shepparton Program which aims to help reduce the prevalence of obesity within the target populations of participating communities.

A highlight of 2014/2015 has been the Activities in the Park program which in partnership with Parks Victoria and a range of community groups held over 200 free events between October and March including fishing, walks, star-gazing, kite flying, movies and table tennis and was attended by over 8,000 people.

### **Critical Issues / Challenges**

Sustainability of program after Healthy Communities Program funding finishes in June 2014.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Healthy Community Programs

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$111,000	\$30,000
104	Other Income	\$55,000	\$10,350	\$20,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$55,000</b>	<b>\$121,350</b>	<b>\$50,000</b>
<b>EXPENSE</b>				
301	Salaries	\$110,830	\$149,805	\$127,012
302	Salary Oncost	\$14,628	\$20,453	\$20,082
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$30,000	\$47,260	\$30,000
362	Consultants	\$0	\$30,000	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$75,000	\$91,500	\$110,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$230,458</b>	<b>\$339,018</b>	<b>\$287,094</b>
<b>Net Surplus/(Loss)</b>		<b>(\$175,458)</b>	<b>(\$217,668)</b>	<b>(\$237,094)</b>

## **Indoor Sports**

Department: Active Living

### **Purpose**

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

### **Influences**

The Sports Stadiums provide for a range of indoor sports across the municipality including badminton, basketball, table tennis, futsal, netball, volleyball, an extensive older adults program, gymnastics and host a number of significant regional and state level events. In 2014/2015, the stadiums combined had in excess of 200,000 visits made up of individuals, community groups, sports clubs and school groups.

### **Critical Issues / Challenges**

Ageing infrastructure and condition of venues and impact on being fit for purpose for state standard sporting events.

### **Link to the Council Plan**

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

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

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

### **Service Growth Areas**

Detailed design and documentation of Shepparton Sports Stadium Future Direction Plan upgrades.

Determine future arrangements for Mooroopna Stadium tenants.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Indoor Sports

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$171,234	\$180,500	\$183,602
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$43,000	\$43,000	\$43,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$214,234</b>	<b>\$223,500</b>	<b>\$226,602</b>
<b>EXPENSE</b>				
301	Salaries	\$154,608	\$120,432	\$158,664
302	Salary Oncost	\$20,387	\$15,159	\$21,426
303	FBT	\$0	\$0	\$0
321	Plant	\$11,378	\$11,378	\$11,377
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$8,000	\$8,000	\$8,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$500	\$500	\$500
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$70,000	\$63,500	\$61,800
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$22,000	\$21,200	\$21,939
372	External Labour	\$3,250	\$0	\$0
373	Repairs and Maintenance	\$31,200	\$25,000	\$31,200
374	Cleaning	\$8,500	\$42,737	\$8,798
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$329,823</b>	<b>\$307,906</b>	<b>\$323,704</b>
<b>Net Surplus/(Loss)</b>		<b>(\$115,589)</b>	<b>(\$84,406)</b>	<b>(\$97,102)</b>

## **Early Childhood Education**

Department: Children's and Youth Services

### **Purpose**

We provide high quality education and care for children from birth to school entry in specialist / purpose built facilities.

### **Family Day Care**

#### **Long Day Care**

Arthur Dickmann Child Care Centre  
Frank R Pullar Child Care Centre  
Nancy Vibert Child Care Centre

#### **Occasional Child Care**

Nancy Vibert Occasional Child Care Centre

#### **Rural Occasional Care**

Tallygaroopna Children's Centre  
Katandra West Children's Centre

### **Kindergartens**

Alexandra Street  
Arthur Dickmann  
Arthur Mawson  
Colliver Road  
Dookie  
Dolena Young  
Echuca Road  
Gowrie Park  
Isabel Pearce  
Katandra West  
Leslie Gribble  
Patricia Smith  
Rodney Neighborhood  
Tallygaroopna

### **Influences**

Greater Shepparton City Council provides services at 17 locations across the municipality. Programs are designed to meet the individual needs of children and families under the National Education and Care Act, Regulations and Quality framework. Services receive partial funding from State and Federal Government Departments and fees for services provided.

### **Critical Issues / Challenges**

- Maintaining affordability for service users.
- Transitional implementation of Council of Australian Governments Children's services reforms continue until 2016. Uncertainty surrounds ongoing funding and implementation requirements.
- High level of vulnerability and disadvantage in Greater Shepparton has a negative impact on health, safety and cognitive outcomes for children in the municipality.

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

Implementation of Universal Access to 15 hours of Early Childhood Education (kindergarten) Enactment of final stages of Council of Australian Governments Children's service reforms – increased staff: child ratios; inclusion of at least one Bachelor qualified staff member in every service (Bachelor of Early Childhood Education / Bachelor of Education Early Childhood); improved staff qualification ratios (at least 50 per cent of all staff will hold a minimum Diploma of Children's Services).

Inclusion of kindergarten and Fun group income and expenses in Council budget. Previously largely maintained by committees of management.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Early Childhood Education

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$1,835,583	\$1,965,212	\$2,584,113
102	Statutory Fees	\$0	\$0	\$4,120
103	Grants	\$5,094,738	\$4,801,180	\$4,360,810
104	Other Income	\$0	\$11,294	\$9,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$6,930,321</b>	<b>\$6,777,686</b>	<b>\$6,958,043</b>
<b>EXPENSE</b>				
301	Salaries	\$5,291,062	\$5,310,551	\$5,678,555
302	Salary Oncost	\$698,190	\$697,234	\$801,638
303	FBT	\$0	\$0	\$0
321	Plant	\$20,911	\$20,911	\$19,110
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$23,160	\$26,000	\$32,700
362	Consultants	\$36,690	\$76,000	\$51,000
363	Contract Payments	\$762,200	\$762,200	\$762,200
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$8,800	\$120,699	\$477,917
366	Professional Memberships	\$2,500	\$2,468	\$2,260
367	Publications and Subscriptions	\$2,248	\$1,265	\$1,460
368	Training *	\$0	\$0	\$32,000
369	Utilities	\$96,052	\$82,918	\$107,249
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$464,939	\$523,547	\$303,442
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$31,320	\$13,716	\$38,591
374	Cleaning	\$137,057	\$130,236	\$192,025
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$13,198	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$7,575,129</b>	<b>\$7,780,943</b>	<b>\$8,500,147</b>
<b>Net Surplus/(Loss)</b>		<b>(\$644,808)</b>	<b>(\$1,003,256)</b>	<b>(\$1,542,104)</b>

\* Include training expenses outside the budget in People Performance due to grant acquittal requirements.

## **Maternal and Child Health**

Department: Children's and Youth Services

### **Purpose**

To deliver the State government Key Ages and Stages schedule of developmental checks for children from birth until school entry. To provide support and education to parents in the early years of their children's lives. This is a health promotion service and can make referrals to medical and ancillary services.

Arthur Dickmann	Balaclava Road
Dookie	Frank R Pullar
Katandra West	Kialla Park
Merrigum	Mooroopna Hub
Murchison	North Shepparton Hub
Rumbalara	Riverside Plaza
Tatura	Westmorland Crescent

### **Influences**

Maternal and Child Health is a well-respected universal service that is free to all families. The service operates under family centred practices and strength based education.

### **Critical Issues / Challenges**

- Expectation for Maternal and Child Health services to deliver additional information and services.
- Shortages of suitably qualified nurses.
- The conclusion of the Enhanced Best Start project funding will diminish the proactive services provided to support access to M&CH services and to improve breastfeeding rates in the municipality.

### **Link to the Council Plan**

Best Start Early Years Plan

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

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Maternal and Child Health

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$645,500	\$639,825	\$652,621
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$645,500</b>	<b>\$639,825</b>	<b>\$652,621</b>
<b>EXPENSE</b>				
301	Salaries	\$1,137,875	\$1,174,900	\$1,301,082
302	Salary Oncost	\$150,063	\$147,615	\$180,601
303	FBT	\$0	\$0	\$0
321	Plant	\$12,085	\$12,085	\$12,085
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$5,000	\$3,000	\$5,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$3,500
366	Professional Memberships	\$2,000	\$1,500	\$12,000
367	Publications and Subscriptions	\$1,000	\$500	\$1,000
368	Training	\$0	\$0	\$0
369	Utilities	\$25,000	\$23,000	\$26,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$36,000	\$36,000	\$37,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$3,000	\$2,000	\$3,000
374	Cleaning	\$31,000	\$32,601	\$32,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$368	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,406,023</b>	<b>\$1,436,569</b>	<b>\$1,613,268</b>
<b>Net Surplus/(Loss)</b>		<b>(\$760,523)</b>	<b>(\$796,744)</b>	<b>(\$960,647)</b>

## **Youth Development**

Department: Children's and Youth Services

### **Purpose**

To work with the agencies currently delivering services to young people in Greater Shepparton to ensure opportunities for education, work and social engagement are maximised, including Council contributing \$130,000 to Word and Mouth.

### **Influences**

Council's inaugural Youth Strategy and Action Plan (2012) was developed following intensive consultation with young people, youth services sector and the general population. Council seeks to support partnerships and collaboration between agencies to ensure the delivery of the Youth Strategy and Action Plan.

### **Critical Issues / Challenges**

- Engaging young people.
- Providing appropriate services.
- Applicable state funding.
- Maintaining the sustainability of the youth organisation Word and Mouth Inc.

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

Maintaining the sustainability of the youth organisation Word and Mouth Inc. Additional funding is required to ensure service delivery is maintained and developed.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Youth Development

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$54,000	\$54,000	\$54,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$54,000</b>	<b>\$54,000</b>	<b>\$54,000</b>
<b>EXPENSE</b>				
301	Salaries	\$61,604	\$63,000	\$64,565
302	Salary Oncost	\$8,127	\$8,127	\$8,716
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$2,000	\$7,000	\$1,500
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$154,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$480	\$1,500	\$700
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$26,550	\$15,830	\$27,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$154,000	\$194,000
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$252,761</b>	<b>\$249,457</b>	<b>\$296,481</b>
<b>Net Surplus/(Loss)</b>		<b>(\$198,761)</b>	<b>(\$195,457)</b>	<b>(\$242,481)</b>

\* Includes Word & Mouth and Auspiced grant expenses now shown in sponsor/Grant/Contrib/Donations.

## **Community Facilities**

Department; Children's & Youth Services

### **Purpose**

To support and maintain the use of two community buildings; the North Shepparton Hub and the Youth

### **Influences**

There is an emerging community interest in using the Youth Club Hall for a number of reasons. The potential to increase use of the Youth Club Hall in particular will be a priority this year. As the facility has not been used as a 'youth space' for many years this possibility will be of high significance.

### **Critical Issues / Challenges**

The ageing facilities at the Youth Club Hall, particularly the ablutions block limit its use. The ongoing use of the facility will need to consider upgrading this area.

### **Links to the Council Plan**

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

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

### **Service Growth Areas**

Increasing Community use of facility.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Community Facilities

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$21,946	\$25,000	\$25,500
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$21,946</b>	<b>\$25,000</b>	<b>\$25,500</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$700	\$1,600
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$42,219	\$40,963	\$45,432
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$11,300	\$2,928	\$4,350
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$304	\$7,578	\$5,965
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$3,339	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$53,823</b>	<b>\$55,508</b>	<b>\$57,347</b>
<b>Net Surplus/(Loss)</b>		<b>(\$31,877)</b>	<b>(\$30,508)</b>	<b>(\$31,847)</b>

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## Total for Infrastructure Directorate

See following pages for Program breakdowns

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$7,208,780	\$7,340,729	\$7,665,914
102	Statutory Fees	\$78,483	\$60,000	\$65,061
103	Grants	\$3,049,649	\$3,840,425	\$3,061,222
104	Other Income	\$10,500	\$24,827	\$10,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$43,895	\$260,502	\$434,020
107	Interest	\$23,000	\$33,655	\$24,000
110	Rent	\$375,887	\$332,088	\$354,289
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$10,790,194</b>	<b>\$11,892,226</b>	<b>\$11,615,006</b>
<b>EXPENSE</b>				
301	Salaries	\$10,291,445	\$10,267,758	\$10,986,301
302	Salary Oncost	\$1,378,716	\$1,357,093	\$1,582,969
303	FBT	\$0	\$0	\$0
321	Plant	\$3,073,920	\$3,107,793	\$3,320,091
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$87,200	\$67,204	\$70,000
362	Consultants	\$600,000	\$905,755	\$723,000
363	Contract Payments	\$3,218,457	\$2,997,490	\$4,337,691
364	General Expenses	\$140,500	\$0	\$0
365	Stationery/Office Consumables	\$25,000	\$16,894	\$26,250
366	Professional Memberships	\$15,050	\$23,160	\$36,825
367	Publications and Subscriptions	\$5,950	\$13,525	\$8,400
368	Training	\$0	\$0	\$0
369	Utilities	\$1,798,480	\$1,849,415	\$1,843,875
370	Legal Expenses	\$15,000	\$70,515	\$17,500
371	Materials or Services	\$4,571,773	\$8,148,373	\$2,461,953
372	External Labour	\$211,000	\$0	\$0
373	Repairs and Maintenance	\$1,687,200	\$1,622,943	\$1,319,025
374	Cleaning	\$205,000	\$176,000	\$213,000
375	Corporate Expenses	\$110,000	\$124,000	\$112,000
376	Sponsor/Grant/Contrib/Donate	\$0	\$114,080	\$110,000
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$18,442	\$18,500
399	Internal Expense Charge	\$217,000	\$238,065	\$209,000
<b>TOTAL EXPENSES</b>		<b>\$27,651,691</b>	<b>\$31,118,505</b>	<b>\$27,396,380</b>
<b>Net Surplus/(Loss)</b>		<b>(\$16,861,497)</b>	<b>(\$19,226,279)</b>	<b>(\$15,781,374)</b>

## **Infrastructure Management**

Department: Infrastructure

### **Purpose**

To provide leadership and strategic direction to Council regarding the provision of infrastructure maintenance, capital works projects, and asset management. Provide leadership and oversight of the Transport and Road Reserve, Parks Sport and Recreation, Strategic Assets and Project departments.

### **Influences**

Best practice Council Service and Asset Planning models and Council's project planning, management and governance frameworks.

### **Critical Issues / Challenges**

Improving management and accountability across Council's maintenance programs and improving project selection and management to drive value in the delivery of Council's Capital Works. Improving prediction models for asset renewals and long term financial planning, and updating Councils asset management plans.

### **Link to the Council Plan**

Goal 1, Objective 1 – Continue to enhance Community Capacity Building.

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

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

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

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

### **Service Growth Areas**

Development of service plans to drive operational improvements and better manage community expectations.

Review of Asset management plans and continued development of the Project Management Office to improve capital project selection, planning, delivery and governance.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Infrastructure Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$239,901	\$239,901	\$246,006
302	Salary Oncost	\$30,039	\$30,039	\$31,668
303	FBT	\$0	\$0	\$0
321	Plant	\$12,801	\$16,464	\$16,463
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$7,000	\$6,000
362	Consultants	\$0	\$0	\$15,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$21,000	\$15,020	\$22,000
366	Professional Memberships	\$1,000	\$635	\$1,000
367	Publications and Subscriptions	\$0	\$1,089	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$2,000	\$1,500	\$2,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$0	\$3,150	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$2,186	\$5,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$306,741</b>	<b>\$316,984</b>	<b>\$345,137</b>
<b>Net Surplus/(Loss)</b>		<b>(\$306,741)</b>	<b>(\$316,984)</b>	<b>(\$345,137)</b>

## **Building Works**

Department: Strategic Assets

### **Purpose**

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

### **Influences**

Building codes, Disability Discrimination Act, condition surveys and customer service requests are direct influences on the way we manage our buildings assets along with meeting compliance obligations for Essential Safety Measures.

### **Critical Issues / Challenges**

The branch has a number of key challenges including:

- Developing a centralised building maintenance function by June 2015/2016.
- Improving building asset data and occupancy information.
- Funding of the long term renewal gap.
- Implementation of CONFIRM as the key platform for maintenance management.
- Contractor & OH&S Management.
- Security control of all buildings.
- Better use of condition rating data for renewal programs.
- Rationalisation of building stock.
- Development of appropriate service levels for buildings assets.
- Rationalisation of building stock.
- Developing proactive servicing practices in place of current reactive maintenance.

### **Link to the Council Plan**

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

### **Service Growth Areas**

Development of a centralised building maintenance branch to manage all building repair and maintenance for the organisation.

### **Service Reduction Areas**

Potential for rationalisation of building stock resulting in a reduction of the number of buildings being maintained.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Building Works

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$149,184	\$242,648	\$289,173
302	Salary Oncost	\$19,686	\$34,000	\$41,827
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$9,600	\$12,859
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments *	\$0	\$45,000	\$513,800
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$130	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$180,000	\$214,000	\$185,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$50,000	\$30,000	\$30,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance *	\$440,000	\$420,000	\$20,000
374	Cleaning	\$205,000	\$172,000	\$205,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$300	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,043,870</b>	<b>\$1,167,678</b>	<b>\$1,297,659</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,043,870)</b>	<b>(\$1,167,678)</b>	<b>(\$1,297,659)</b>

\* Includes building repairs and maintenance expenses. Council will enter into a Trade Services contract in 2015/2016. Historically has been under repairs and maintenance.

## **Fleet and Stores**

Department: Strategic Assets

### **Purpose**

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

### **Influences**

Improved collection and control of plant and fleet data to ensure we can provide those departments we service with fit for purpose plant and fleet based on whole of life costs and utilisation rates. Reporting on plant and fleet items to department managers will greatly improve in order to allow them make more informed decisions about future plant and fleet resourcing requirements.

### **Critical Issues / Challenges**

Issues being examined during this Council Plan include:

- Improved Whole of Life cost analysis and use of business cases in decision making.
- Vehicle scheduled servicing reducing reactive maintenance.
- Improvement in the process to procure plant, materials and services.
- Managing Plant and Fleet asset data in a Macros spread sheet, rather than specialised fleet management software.
- Unpredictable fuel and Oil costs.
- Changing passenger vehicles to all Hybrid Electric Vehicles (HEV).
- Council Procurement Policy.
- Management of Council's supply contracts.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Fleet and Stores

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees *	\$4,307,698	\$4,418,896	\$4,547,307
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$4,307,698</b>	<b>\$4,418,896</b>	<b>\$4,547,307</b>
<b>EXPENSE</b>				
301	Salaries	\$499,489	\$450,676	\$467,769
302	Salary Oncost	\$65,915	\$59,213	\$65,061
303	FBT	\$0	\$0	\$0
321	Plant	\$251,733	\$275,746	\$284,419
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments **	\$432,000	\$352,000	\$1,227,116
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$1,200	\$2,200	\$1,900
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$2,000	\$14,500	\$2,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services **	\$1,373,000	\$1,415,500	\$582,060
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$423,000	\$367,000	\$375,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$110,000	\$124,000	\$112,000
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$3,158,337</b>	<b>\$3,060,835</b>	<b>\$3,117,325</b>
<b>Net Surplus/(Loss)</b>		<b>\$1,149,361</b>	<b>\$1,358,061</b>	<b>\$1,429,982</b>

\* Centralised offset of total 321 Plant costs across all program areas.

\*\* Includes fuel and oil expense which was recorded in Materials or Services in 2014/2015.

## **Strategic Asset Management**

Department: Strategic Assets

### **Purpose**

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

Manage Council's leased properties and handle all of Council's property purchase and sale transactions.

### **Influences**

The services provided by Greater Shepparton City Council are exposed to considerable financial risk due to the significant scale of its infrastructure investment of over \$1.181 billion. The estimated required annual renewal investment is equal to \$23 million. High level asset condition information is essential to ensure the targeting of our highest priorities to ensure we do not allow asset failure; which effects our service standards.

### **Critical Issues / Challenges**

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

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

- Assessing and understanding the condition of our assets.
- The timely collection and analysis of asset data including the condition of existing assets and assets gifted to Council due to new developments. The value of assets gifted to Council during the 2013/2014 financial years was \$2.6 million; in 2012/2013 this figure was \$3.5m and 2011/2012 \$3.3m.
- Reviewing how long each asset type can be used before it needs to be replaced.
- The modeling of long term asset renewal requirements based on asset condition rather than using depreciation expense as a benchmark.
- Aligning long term asset renewal funding requirements with long term financial planning.
- Utilising service plans to inform the renewal, upgrade, creation or decommissioning of assets.
- Reviewing and updating asset management plans for major asset groups.
- Updating Councils property deed register.
- Getting all of Council's property leases up to date.

### **Link to the Council Plan**

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

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Strategic Asset Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$24,500	\$0	\$5,000
102	Statutory Fees	\$45,000	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$1,000	\$655	\$0
110	Rent	\$279,000	\$241,802	\$259,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$349,500</b>	<b>\$242,457</b>	<b>\$264,000</b>
<b>EXPENSE</b>				
301	Salaries	\$717,889	\$655,000	\$665,138
302	Salary Oncost	\$117,105	\$102,712	\$95,934
303	FBT	\$0	\$0	\$0
321	Plant	\$59,076	\$59,076	\$44,062
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,500	\$2,504	\$2,500
362	Consultants	\$190,000	\$181,000	\$40,000
363	Contract Payments	\$15,500	\$50,406	\$190,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$244	\$0
366	Professional Memberships	\$650	\$0	\$10,000
367	Publications and Subscriptions	\$500	\$2,879	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$17,900	\$17,953	\$4,700
370	Legal Expenses	\$15,000	\$12,531	\$15,000
371	Materials or Services	\$28,220	\$21,240	\$16,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$10,000	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$15,942	\$15,500
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,163,340</b>	<b>\$1,131,487</b>	<b>\$1,098,834</b>
<b>Net Surplus/(Loss)</b>		<b>(\$813,840)</b>	<b>(\$889,030)</b>	<b>(\$834,834)</b>

## **Saleyards**

Department: Strategic Asset

### **Purpose**

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

### **Influences**

Shepparton Regional Saleyards caters for stock from North West Victoria and parts of NSW as far west as Wilcannia. The catchment area for the Shepparton Regional Saleyards is increasing compared to previous years. This is due to a number of factors including the closure of other regional saleyards, the scale of operations and increasing number of buyers and sellers in the one location.

### **Critical Issues / Challenges**

- Increasing numbers of cattle sold, and the need to cap numbers.
- The need to complete the trade waste system which was started in 2014/2015.
- OH&S requirements.
- National Livestock Identification Scheme for sheep.

In 2014/2015 a new selling shed will be constructed at the southern end of the facility, with new sale pens and walkways earmarked for construction in 2015/2016.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

The number of livestock sold through the Shepparton Saleyards has steadily increased and with the construction of the new selling facilities in 2014/2015 and 2015/2016, this trend is expected to continue.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Saleyards

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$1,627,000	\$1,647,200	\$1,934,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$10,500	\$10,500	\$10,500
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$22,000	\$33,000	\$24,000
110	Rent	\$33,630	\$29,898	\$30,300
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$1,693,130</b>	<b>\$1,720,598</b>	<b>\$1,998,800</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$37,000	\$36,000	\$32,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$787,380	\$787,380	\$818,875
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$77,000	\$77,000	\$81,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$78,800	\$283,028	\$105,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$20,000	\$25,000	\$30,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,000,180</b>	<b>\$1,208,408</b>	<b>\$1,066,875</b>
<b>Net Surplus/(Loss)</b>		<b>\$692,950</b>	<b>\$512,190</b>	<b>\$931,925</b>

## **Holiday Park**

Department: Strategic Asset

### **Purpose**

The Victoria Lake Holiday Park is a Council owned Caravan Park facility which was up until 2013 leased to a private business. Council has operated the facility over the past two years. The Caravan Park is a visitor/tourist accommodation facility.

### **Influences**

The Caravan Park has suffered from under investment over the past decade and is in need of a considerable upgrade. The Park still continues to attract tourists and visitors, however numbers have been declining. In 15/16 there will be need to consider the long term future of the Caravan Park, which includes a review of the Victoria Lake Masterplan and consideration of Shepparton's tourist accommodation requirements.

### **Critical Issues / Challenges**

- Safety and OH&S requirements.
- Expiry of management teams contract term.
- Halt declining occupancy rates.
- Updating/upgrading of the Tourist Park.

A feasibility study was conducted in 2014 which made recommendations regarding the Victoria Lake Caravan Park being upgraded to a Premium Caravan Park. This study will assist with planning for the Parks future.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Holiday Park

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$543,000	\$520,000	\$540,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$543,000</b>	<b>\$520,000</b>	<b>\$540,000</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$2,000	\$0
302	Salary Oncost	\$0	\$500	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$39,027	\$37,000	\$44,500
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$5,000	\$4,500	\$4,000
362	Consultants	\$0	\$50,000	\$0
363	Contract Payments	\$257,000	\$257,000	\$252,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$6,000	\$10,095	\$10,000
367	Publications and Subscriptions	\$1,000	\$750	\$750
368	Training	\$0	\$0	\$0
369	Utilities	\$67,000	\$65,000	\$65,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$57,500	\$45,000	\$50,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$62,000	\$70,000	\$80,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$494,527</b>	<b>\$541,845</b>	<b>\$506,250</b>
<b>Net Surplus/(Loss)</b>		<b>\$48,473</b>	<b>(\$21,845)</b>	<b>\$33,750</b>

## **Transport and Road Reserves Administration**

Department: Transport & Road Reserves

### **Purpose**

To provide management and administrative support to the Department in its endeavours to deliver quality services to citizens, and pick up some miscellaneous but essential services, where there is no logical fit within other programs.

### **Influences**

Council's reform agenda is driving an examination of the efficiency and effectiveness in the delivery of Works services to the organisation.

### **Critical Issues / Challenges**

- Incorporating overhead costs into cost of service delivery.
- Developing service planning framework and capacity.
- Providing effective and efficient management and support to staff.
- Undertaking maintenance of Council's Doyles Road Complex grounds.
- Administering a handyman maintenance service that crosses multiple functional areas.
- Managing the after hour's emergency maintenance service.

### **Link to the Council Plan**

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

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Transport and Road Reserves Administration

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$60,000	\$65,061
103	Grants *	\$2,949,649	\$2,962,053	\$2,976,222
104	Other Income	\$0	\$9,681	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$2,949,649</b>	<b>\$3,031,734</b>	<b>\$3,041,283</b>
<b>EXPENSE</b>				
301	Salaries	\$1,428,158	\$1,460,192	\$752,262
302	Salary Oncost	\$188,449	\$187,958	\$111,742
303	FBT	\$0	\$0	\$0
321	Plant	\$77,059	\$97,349	\$95,999
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$4,000	\$4,000	\$4,000
362	Consultants	\$0	\$60,003	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$500	\$500	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$1,000	\$1,250	\$1,200
368	Training	\$0	\$0	\$0
369	Utilities	\$18,400	\$11,835	\$18,856
370	Legal Expenses	\$0	\$3,000	\$0
371	Materials or Services	\$25,000	\$57,729	\$47,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$2,500	\$3,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,742,566</b>	<b>\$1,886,316</b>	<b>\$1,034,059</b>
<b>Net Surplus/(Loss)</b>		<b>\$1,207,083</b>	<b>\$1,145,418</b>	<b>\$2,007,224</b>

\* Includes Victoria Grants Commission local roads grant funding.

## **Road Works**

Department: Transport & Road Reserves

### **Purpose**

To undertake maintenance and renewal programs on Council's sealed and unsealed road network to ensure our roads provide safe and efficient travel for citizens, support industry and tourism, and meet all necessary compliance obligations under the Road Management Act.

### **Influences**

Service Planning for the road works branch will drive change in this branch over the next 2-3 years.

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to road users. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

### **Critical Issues / Challenges**

- Continue the implementation of proactive maintenance strategies.
- Develop and deliver on new defined service levels for road maintenance.
- Seize opportunities to expand service delivery under regional partnerships.
- Business Case development for next 5-10 years.
- Increasing cost of materials used in maintenance and construction of roads.
- High ownership and maintenance costs of plant used for the purpose of road maintenance.
- Maintaining a high standard of public convenience.
- Maintaining full compliance with the Road Management Act.
- Developing succession plan for staff.
- Extension of the network due to subdivision growth.

### **Link to the Council Plan**

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

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

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

### **Service Growth Areas**

Road works expanded to neighbouring shires under Regional Partnerships model.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Road Works

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$10,000	\$30,000	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$10,000</b>	<b>\$30,000</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$1,009,802	\$1,081,329	\$1,444,471
302	Salary Oncost	\$133,246	\$136,053	\$228,023
303	FBT	\$0	\$0	\$0
321	Plant	\$935,462	\$919,564	\$1,054,036
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$719,277	\$751,043	\$661,500
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$276	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$47,000	\$83,629	\$155,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$92,000	\$7,066	\$48,500
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$185,500	\$211,115	\$183,000
<b>TOTAL EXPENSES</b>		<b>\$3,122,287</b>	<b>\$3,190,075</b>	<b>\$3,774,530</b>
<b>Net Surplus/(Loss)</b>		<b>(\$3,112,287)</b>	<b>(\$3,160,075)</b>	<b>(\$3,774,530)</b>

## **Drainage Works**

Department: Transport & Road Reserves

### **Purpose**

To undertake maintenance works of urban and rural drainage systems to provide maximum functionality and ensure asset preservation into the future.

### **Influences**

The Council drainage strategy and service planning for drainage will be key influences on drainage management over the next 2-3 years.

### **Critical Issues / Challenges**

- Ensure the functionality of the drainage network to reduce impact of floods and storms.
- To maintain the quality and condition of established assets.
- To undertake programmed maintenance in an efficient and effective manner.
- To support our staff in improving service delivery.
- Developing succession plan for staff.
- Extension of the network due to subdivision growth.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

The service expands with the addition of new subdivisions and the drainage assets forming part of our ongoing maintenance program.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Drainage Works

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$227,707	\$192,707	\$297,765
302	Salary Oncost	\$30,051	\$25,501	\$46,757
303	FBT	\$0	\$0	\$0
321	Plant	\$135,429	\$163,978	\$187,862
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$100,000	\$141,761	\$155,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$40,000	\$40,428	\$46,500
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$105,000	\$75,000	\$105,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$10,000	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$2,000	\$2,000	\$2,000
<b>TOTAL EXPENSES</b>		<b>\$640,187</b>	<b>\$651,375</b>	<b>\$840,884</b>
<b>Net Surplus/(Loss)</b>		<b>(\$640,187)</b>	<b>(\$651,375)</b>	<b>(\$840,884)</b>

## **Regulatory Maintenance**

Department: Transport & Road Reserves

### **Purpose**

To undertake maintenance and renewal of road signage and roadside furniture, fire plugs, street lighting and street furniture to ensure appropriate levels of service and convenience to road users and members of the public, as well as ensure appropriate and compliant safety standards are being met.

### **Influences**

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to road users. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

The development of new service levels through service planning will better inform staff of where to invest effort and resources in the delivery of maintenance.

### **Critical Issues / Challenges**

- Maintaining a high standard of public convenience.
- Maintaining full compliance with road management act.
- Modelling of renewal program and establishing a better system to perform condition based inspections.
  
- Extension of the network due to subdivision growth.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Regulatory Maintenance

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$450	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$450</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$216,829	\$176,941	\$358,020
302	Salary Oncost	\$28,612	\$24,989	\$50,600
303	FBT	\$0	\$0	\$0
321	Plant	\$69,918	\$38,952	\$48,196
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$60,000	\$46,000	\$60,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$740,000	\$789,913	\$789,100
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$35,000	\$37,557	\$69,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$69,000	\$67,975	\$29,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$1,000	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,220,359</b>	<b>\$1,182,327</b>	<b>\$1,403,916</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,220,359)</b>	<b>(\$1,181,877)</b>	<b>(\$1,403,916)</b>

## **Concrete Works**

Department: Transport & Road Reserves

### **Purpose**

The delivery of maintenance and renewal programs for Council's path network and its kerb and channel infrastructure, to ensure maximum functionality, safety for the public, and preservation of the assets.

### **Influences**

The Road Management Act places obligations on Council to develop and undertake proactive maintenance strategies supported by regular defect inspections to monitor and manage risks to users of the footpath network. This in turn, can facilitate improvements to efficiency and effectiveness of the work undertaken.

### **Critical Issues / Challenges**

- Appropriate response times to address maintenance issues to better ensure public safety.
- Efficient maintenance practices for small maintenance and renewal programs.
- Skilled labour to deliver concrete works.
- Increasing litigation by the public for accidents that are within service intervention levels.
- Extension of the network due to subdivision growth.

### **Link to the Council Plan**

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Concrete Works

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$238,591	\$353,791	\$352,177
302	Salary Oncost	\$31,484	\$49,060	\$49,884
303	FBT	\$0	\$0	\$0
321	Plant	\$201,089	\$150,770	\$169,858
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$280,000	\$120,000	\$150,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$5,000	\$76,279	\$137,900
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$350	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$12,000	\$11,650	\$8,000
<b>TOTAL EXPENSES</b>		<b>\$768,164</b>	<b>\$761,900</b>	<b>\$867,819</b>
<b>Net Surplus/(Loss)</b>		<b>(\$768,164)</b>	<b>(\$761,900)</b>	<b>(\$867,819)</b>

\* Includes expenses for incidental equipment and replacement of damaged tactile tiles at paths and kerb.

## **Emergency Management Works**

Department: Transport & Road Reserves

### **Purpose**

To undertake the repair and maintenance of Council owned assets resulting from an emergency event.

### **Influences**

- Frequency of emergency.
- Severity of emergency.

### **Critical Issues / Challenges**

- Resource availability.
- Government funding.
- Community expectations on repair works after an emergency.

### **Link to the Council Plan**

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Emergency Management Works \*

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$844,310	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$844,310</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$0	\$0	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Surplus/(Loss)</b>		<b>\$0</b>	<b>\$844,310</b>	<b>\$0</b>

\* Includes expenses for September 2010 Flood event and February/March 2012 Floods event.

## **Strategic Transport**

Department: Transport & Road Reserves

### **Purpose**

The Traffic Team manages traffic, parking, road safety and related infrastructure design across the council's road network.

### **Influences**

The need to deal with the many users of the council road network and adjoining space. There is an increased emphasis on safety of travel as the municipality grows and our travel corridors attempt to accommodate changing needs in both urban and rural environments.

### **Critical Issues/Challenges**

Road safety is an ongoing challenge as council's infrastructure provides for the competing interests of pedestrians, cyclists and motorists both off and on road.

Council is the convener of the Shepparton Traffic Liaison Committee made up of representatives from Victoria Police and Vic Roads. This group reviews road safety issues including speed limits and traffic accident data.

The outputs from this group assist Council to identify high priority safety improvements across the municipality. Availability of funding to deliver priority safety improvements is also a challenge.

### **Link to the Council Plan**

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Strategic Transport

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$159,904	\$171,904	\$272,779
302	Salary Oncost	\$21,105	\$21,105	\$40,433
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$30,000	\$0	\$10,000
362	Consultants	\$4,000	\$13,000	\$133,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$550
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$200
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$1,000	\$0	\$1,000
372	External Labour	\$15,000	\$0	\$0
373	Repairs and Maintenance	\$1,000	\$2,228	\$1,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$232,009</b>	<b>\$208,237</b>	<b>\$458,962</b>
<b>Net Surplus/(Loss)</b>		<b>(\$232,009)</b>	<b>(\$208,237)</b>	<b>(\$458,962)</b>

## **Aerodrome Management**

Department: Projects

### **Purpose**

The Shepparton Aerodrome provides a service to Shepparton and the regional community with the provision of air ambulance transport, charter flights, commercial pilot training, recreational flying and onsite aeronautical maintenance.

### **Influences**

The operation of the Aerodrome is influenced by amenity issues from encroaching residential development and the limited runway length, which limits the size of aircraft able to land and take off.

### **Critical Issues/Challenges**

The challenge for council is to manage the competing interests of residential amenity against the overall community benefits that the aerodrome provides, particularly access to the air ambulance.

Council acknowledged in 2011 that the Aerodrome had a limited life and that it would remain open for the next eight years. During this time, studies would be undertaken to identify a suitable future site where the existing aerodrome could be relocated to with sufficient space to be able to expand as demand warranted. Council has allocated funding in the 2014/2015 budget to allow these studies to proceed.

### **Link to the Council Plan**

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

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

Goal 4, Objective 2 - Encourage sustainable municipal growth and development.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Aerodrome Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees *	\$0	\$33,483	\$29,145
102	Statutory Fees *	\$33,483	\$0	\$0
103	Grants	\$100,000	\$30,000	\$55,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$3,895	\$0	\$4,020
107	Interest	\$0	\$0	\$0
110	Rent	\$43,257	\$40,388	\$44,989
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$180,635</b>	<b>\$103,871</b>	<b>\$133,154</b>
<b>EXPENSE</b>				
301	Salaries	\$0	\$0	\$0
302	Salary Oncost	\$0	\$0	\$0
303	FBT	\$0	\$0	\$0
321	Plant	\$8,000	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$2,500	\$700	\$2,000
362	Consultants	\$30,000	\$10,000	\$10,000
363	Contract Payments	\$307,300	\$85,900	\$164,400
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$1,300	\$1,130	\$1,400
367	Publications and Subscriptions	\$450	\$357	\$400
368	Training	\$0	\$0	\$0
369	Utilities	\$10,400	\$10,400	\$10,500
370	Legal Expenses	\$0	\$4,984	\$2,500
371	Materials or Services	\$18,100	\$15,500	\$12,000
372	External Labour	\$3,000	\$0	\$0
373	Repairs and Maintenance	\$25,600	\$25,600	\$28,500
374	Cleaning	\$0	\$0	\$6,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$406,650</b>	<b>\$154,571</b>	<b>\$237,700</b>
<b>Net Surplus/(Loss)</b>		<b>(\$226,015)</b>	<b>(\$50,700)</b>	<b>(\$104,546)</b>

\* Includes Aerodrome user fees now shown in User Charges.

## **Development Team**

Department: Projects

### **Purpose**

This business unit works closely with developers and others to facilitate land use and development across the municipality through the planning permit process.

The Development Team also undertakes technical reviews of development proposals which are guided by the standards and procedures set out in Council's Infrastructure Design Manual.

### **Influences**

Land developments are driven by commercial supply and demand.

### **Critical Issues/Challenges**

The challenge council has is to fund that portion of the infrastructure cost, which is often drainage in the form of retardation basins, that developers are not required to fund in the first instance due to different developments proceeding on a number of fronts and in stages.

Development Contribution Plans are an agreed apportionment of developer and council costs. The challenge for council is to manage the incoming developer contributions against the outgoing infrastructure costs that it must fund upfront.

Council's further challenge is the ongoing maintenance cost of the inherited infrastructure like drains, roads, footpaths and street trees.

Further rollout of Council's residential growth corridors.

### **Link to the Council Plan**

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Development Team

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$248,000	\$270,000	\$201,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$15,000	\$130,000	\$15,000
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$263,000</b>	<b>\$400,000</b>	<b>\$216,000</b>
<b>EXPENSE</b>				
301	Salaries	\$343,952	\$343,592	\$351,910
302	Salary Oncost	\$45,390	\$45,390	\$48,698
303	FBT	\$0	\$0	\$0
321	Plant	\$25,718	\$25,718	\$25,718
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$56,000	\$214,000	\$60,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$22,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$6,440	\$0	\$9,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$2,200,000	\$5,235,303	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,699,500</b>	<b>\$5,864,003</b>	<b>\$495,326</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,436,500)</b>	<b>(\$5,464,003)</b>	<b>(\$279,326)</b>

\* Include Building Better Regional Cities (Mooroopna West Growth Corridor) project rebates.

## **Projects Administration**

Department: Projects

### **Purpose**

The purpose of creating a new business unit, known as the Projects Administration, is to provide a consolidated unit across the Projects Department.

### **Influences**

The need to consolidate a number of Operational expenses which are currently reported in individual Team Operational expenses.

### **Critical Issues/Challenges**

The challenge is to better manage the Projects Departments Operational Budget by consolidating items such as salaries, oncosts, consultants, utilities and advertising. This will minimise the requirement to check these operational items through several different accounts.

### **Link to the Council Plan**

Goal 5, Objective 3 – Ensure strong interest systems and processes to best practice delivery of service to the community.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Project Administration

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$142,667	\$142,667	\$153,754
302	Salary Oncost	\$18,828	\$18,828	\$20,756
303	FBT	\$0	\$0	\$0
321	Plant	\$12,859	\$12,070	\$11,506
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,200	\$500	\$500
362	Consultants	\$50,000	\$50,000	\$50,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$3,500	\$1,000	\$3,750
366	Professional Memberships	\$4,900	\$8,300	\$9,475
367	Publications and Subscriptions	\$3,000	\$7,200	\$6,050
368	Training	\$0	\$0	\$0
369	Utilities	\$3,000	\$0	\$6,000
370	Legal Expenses	\$0	\$50,000	\$0
371	Materials or Services	\$5,000	\$10,300	\$5,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$3,000	\$500	\$3,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$247,954</b>	<b>\$301,365</b>	<b>\$269,791</b>
<b>Net Surplus/(Loss)</b>		<b>(\$247,954)</b>	<b>(\$301,365)</b>	<b>(\$269,791)</b>

## **Project Management Office**

Department: Projects

### **Purpose**

The purpose of this recently created business unit, known as the Project Management Office, is to coordinate the timely delivery of the council's capital budget program.

### **Influences**

Many of these programs are driven by the ability to attract external government funding opportunities.

In addition these programs have also been influenced by council's asset management plans where the renewal budget is derived from condition based assessments.

### **Critical Issues/Challenges**

Planning, supporting and delivery of Council's adopted capital works budget.

The Project Management Office will ensure that the investigation, planning, design and delivery functions are carried out under a nationally accredited project management process.

### **Link to the Council Plan**

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Project Management Office

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$1,091,723	\$1,041,723	\$868,656
302	Salary Oncost	\$144,147	\$140,147	\$120,887
303	FBT	\$0	\$0	\$0
321	Plant	\$61,527	\$61,527	\$55,119
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$3,000	\$5,500	\$6,000
362	Consultants	\$75,000	\$75,000	\$40,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$9,860	\$7,860	\$14,500
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$6,000	\$66,000	\$51,000
372	External Labour	\$4,000	\$0	\$0
373	Repairs and Maintenance	\$2,500	\$2,500	\$4,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,397,757</b>	<b>\$1,400,257</b>	<b>\$1,160,162</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,397,757)</b>	<b>(\$1,400,257)</b>	<b>(\$1,160,162)</b>

## **Investigation Design**

Department: Projects

### **Purpose**

The purpose of the Investigation & Design Team is to investigate and design Council's capital budget program.

The Investigation & Design Team provides proactive planning, investigations and designs in a timely manner for the Council's capital budget program.

The Investigation & Design Team also provide technical support to other Council departments.

### **Influences**

Many of these programs are driven by the ability to attract external government funding opportunities.

In addition these programs have also been influenced by Council's Asset Management Plans where the renewal budget is derived from condition based assessments.

Deficiencies identified in Council Infrastructure particularly in relation to the Council's road and drainage networks are investigated and designed as required.

### **Critical Issues/Challenges**

Investigation, planning and design of Council's adopted capital works budget.

The Investigation & Design Team will ensure that the investigation, planning and design functions are performed a year prior to proposed delivery to ensure detailed designs and estimates are ready for input into the capital works program.

### **Link to the Council Plan**

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Investigation Design

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$81,245	\$82,245	\$444,133
302	Salary Oncost	\$10,643	\$10,774	\$63,731
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$12,859
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$155,000	\$135,000	\$175,000
363	Contract Payments *	\$0	\$250,000	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$17,480	\$0	\$1,160
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$0	\$70,000	\$0
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$7,000	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$264,368</b>	<b>\$555,019</b>	<b>\$696,883</b>
<b>Net Surplus/(Loss)</b>		<b>(\$264,368)</b>	<b>(\$555,019)</b>	<b>(\$696,883)</b>

\* Includes expenses for Marungi Street Drainage Outfall works.

## **Sports Facilities**

Department: Parks, Sport and Recreation

### **Purpose**

The delivery of horticultural maintenance services to sports fields and recreation reserves This includes specialist turf management for high profile sports venues such as Deakin Reserve and the Greater Shepparton Regional Sports Precinct as well as the day to day maintenance of more than 25 community sports fields.

### **Influences**

Greater Shepparton has a fantastic reputation for the quality of its sporting venue, and recently announced funding for the development of the Greater Shepparton Regional Sports Precinct will position our City as the regional sporting capital of Victoria.

### **Critical Issues/Challenges**

- Increasing demand for expansion of sports fields and generally higher quality expectations of users and user groups.
- Delivering a \$14 million capital works program for the Greater Shepparton Regional Sports Precinct.
- Water costs and availability.
- Increasing power costs.

### **Link to the Council Plan**

Goal 3, Objective 3 - Making Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

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

### **Service Growth Areas**

Expansion of facilities at the Greater Shepparton Regional Sports Precinct.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Sports Facilities

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$297,584	\$297,584	\$419,228
302	Salary Oncost	\$39,266	\$39,266	\$61,426
303	FBT	\$0	\$0	\$0
321	Plant	\$111,455	\$128,000	\$184,949
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$132,800	\$152,800	\$146,080
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$142,600	\$122,600	\$152,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$723,705</b>	<b>\$740,250</b>	<b>\$963,683</b>
<b>Net Surplus/(Loss)</b>		<b>(\$723,705)</b>	<b>(\$740,250)</b>	<b>(\$963,683)</b>

## **Sport, Recreation and Open Space Strategic Services**

Department: Parks, Sport and Recreation

### **Purpose**

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

### **Influences**

Increasing focus on more efficient methods and processes of service delivery and developing systems to support and encourage best practice.

### **Critical Issues/Challenges**

- Responding to demographic and participation trends.
- Responding to changing values, for example, the importance of open space in physical and mental health and wellbeing.
- Changing community values in terms of playspace.
- Responding to ageing and single use infrastructure.
- The need to evaluate a sustainable service planning approach to changing and increasing community demand.

### **Link to the Council Plan**

Objective 1, Goal 1 - Continue to enhance Community Capacity Building.

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

Objective 3, Goal 3 - Making Greater Shepparton the regional sporting capital of Victoria and a leading sporting destination.

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

### **Service Growth Areas**

Changes in demographics and participation trends across informal and formal sport and recreation activities require careful planning to ensure community need is to be met now and into the future:

- Increased value of open space by both rural and city communities throughout the municipality.
- A significant increase in the demand for walking and cycling facilities.
- Participation increases are being experienced by juniors and women in organised sport.
- Increased demand for accessible playspaces rather than traditional playgrounds across age groups.
- Effects of the ageing population on facility development.
- Significant growth in new residential developments and the importance of open space to communities now and into the future.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Sport, Recreation and Open Space Strategic Services

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$153,000	\$150,000	\$156,060
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$30,000
104	Other Income	\$0	\$4,646	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$20,000	\$20,000	\$20,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$173,000</b>	<b>\$174,646</b>	<b>\$206,060</b>
<b>EXPENSE</b>				
301	Salaries	\$660,264	\$560,000	\$574,538
302	Salary Oncost	\$87,041	\$70,000	\$80,730
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$48,500	\$47,632
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$3,000	\$6,500	\$3,000
362	Consultants	\$40,000	\$40,000	\$200,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$118,500	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$500
366	Professional Memberships	\$0	\$800	\$2,500
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$607,000	\$598,750	\$608,359
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$27,453	\$40,387	\$36,043
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$5,000	\$2,963	\$5,125
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$114,080	\$110,000
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$15,000	\$11,500	\$15,000
<b>TOTAL EXPENSES</b>		<b>\$1,563,258</b>	<b>\$1,493,480</b>	<b>\$1,683,427</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,390,258)</b>	<b>(\$1,318,834)</b>	<b>(\$1,477,367)</b>

\* Includes grant expenses for the Our Sporting Future Fund Program and it is now being shown in sponsor/Grant/Contrib/Donations.

## **Native Vegetation**

Department: Parks, Sport and Recreation

### **Purpose**

The delivery of horticultural maintenance to native open spaces areas, water bodies, wetlands and road side reserves. Includes provision of a landscaping and irrigation system maintenance services to the Parks, Sport and Recreation Department.

### **Influences**

Increased focus on environmentally sustainable maintenance and management to improve environmental benefit of native public open space, lakes and wetlands.

### **Critical Issues/Challenges**

- Increasing development of wetland areas as stormwater treatment systems for new property developments.
- Maintaining high water quality.
- Managing fire risk of open space areas.
- Available funding to maintain and renew ageing infrastructure.
- Increased responsibility of ,managing pests and weeds within the Road Reserve (previously managed by DEPI).

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

Maintenance of several hectares of new wetlands, drainage reserve and native open space associated with the Mooroopna West Growth Corridor Inspections and management of pest and weeds on all Council Roads Reserves.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Native Vegetation

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$4,062	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$4,062</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$256,427	\$277,444	\$342,717
302	Salary Oncost	\$33,838	\$33,838	\$46,267
303	FBT	\$0	\$0	\$0
321	Plant	\$144,468	\$144,468	\$125,600
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$46,800	\$69,871	\$48,020
372	External Labour	\$58,000	\$0	\$0
373	Repairs and Maintenance	\$18,000	\$18,000	\$20,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$557,533</b>	<b>\$543,621</b>	<b>\$582,604</b>
<b>Net Surplus/(Loss)</b>		<b>(\$557,533)</b>	<b>(\$539,559)</b>	<b>(\$582,604)</b>

## **Arboriculture Services**

Department: Parks, Sport and Recreation

### **Purpose**

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

### **Influences**

Improving the quality of management and maintenance of over 40,000 trees and ensuring effective strategic planning so that future generations will benefit from the provision of tree lined street and urban forests.

### **Critical Issues/Challenges**

- Power line clearance legislation increase costs of maintenance.
- New pests and diseases.
- Renewal of trees.
- New subdivisions with street and park trees.

### **Link to the Council Plan**

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

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

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Arboriculture Services

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$25,000	\$47,750	\$25,000
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$25,000</b>	<b>\$47,750</b>	<b>\$25,000</b>
<b>EXPENSE</b>				
301	Salaries	\$298,923	\$255,000	\$292,378
302	Salary Oncost	\$39,447	\$35,610	\$40,578
303	FBT	\$0	\$0	\$0
321	Plant	\$86,091	\$86,091	\$98,032
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$260,000	\$110,000	\$140,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$60,000	\$80,000	\$185,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$225,000	\$315,000	\$350,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$969,461</b>	<b>\$881,701</b>	<b>\$1,105,988</b>
<b>Net Surplus/(Loss)</b>		<b>(\$944,461)</b>	<b>(\$833,951)</b>	<b>(\$1,080,988)</b>

**Civic Presentation**

Department: Parks, Sport and Recreation

**Purpose**

The delivery of cleaning and maintenance services to public toilets, the Mall and central business districts in town and suburbs. Includes the provision of building, playground, lighting and furniture maintenance services to the Parks, Sport and Recreation department.

**Influences**

Very high community expectations to increase the number of public toilets and ensure all facilities are accessible and maintained to very high standards.

**Critical Issues/Challenges**

- Implementation of Council's Public Toilet Policy.
- Potential for centralised approach to building maintenance services.

**Link to the Council Plan**

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

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

**Service Growth Areas**

Increase in maintenance and cleaning service levels for all public toilets.

Increase in number of public toilet facilities.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Civic Presentation

	2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>			
101	User Charges/Fees	\$0	\$0
102	Statutory Fees	\$0	\$0
103	Grants	\$0	\$0
104	Other Income	\$0	\$0
105	Rates and Charges	\$0	\$0
106	Contributions	\$0	\$0
107	Interest	\$0	\$0
110	Rent	\$0	\$0
111	Fines	\$0	\$0
199	Internal Revenue Charge	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>			
301	Salaries	\$364,303	\$400,000
302	Salary Oncost	\$48,072	\$48,072
303	FBT	\$0	\$0
321	Plant	\$132,988	\$98,000
341	Interest expense	\$0	\$0
361	Advert/Promo/Market	\$0	\$0
362	Consultants	\$0	\$0
363	Contract Payments	\$0	\$0
364	General Expenses	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0
366	Professional Memberships	\$0	\$0
367	Publications and Subscriptions	\$0	\$0
368	Training	\$0	\$0
369	Utilities	\$0	\$0
370	Legal Expenses	\$0	\$0
371	Materials or Services	\$128,300	\$124,300
372	External Labour	\$15,000	\$0
373	Repairs and Maintenance	\$83,000	\$80,000
374	Cleaning	\$0	\$4,000
375	Corporate Expenses	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0
377	Finance Charges	\$0	\$0
378	Licences & Levies	\$0	\$0
399	Internal Expense Charge	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$771,663</b>	<b>\$754,372</b>
<b>Net Surplus/(Loss)</b>		<b>(\$771,663)</b>	<b>(\$754,372)</b>
		<b>(\$761,910)</b>	<b>(\$761,910)</b>

## **Parks**

Department: Parks, Sport and Recreation

### **Purpose**

The delivery of horticultural maintenance services to parks, public open spaces, aquatic facilities and childcare centres.

### **Influences**

Rationalising service delivery levels and becoming more efficient in the delivery of services.

### **Critical Issues/Challenges**

- Matching service levels to community expectations.
- Water costs and high expectation of community in regards to maintaining all open spaces in lush green condition.
- Increasing energy costs due to ineffective carbon tax and subsidisation on of renewable energy sources.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

New subdivisions with parks and open space areas.



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Parks

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$1,384,414	\$1,384,414	\$1,504,406
302	Salary Oncost	\$182,688	\$182,688	\$214,355
303	FBT	\$0	\$0	\$0
321	Plant	\$552,982	\$572,982	\$556,130
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$1,000	\$5,000
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$62,800	\$71,800	\$74,000
372	External Labour	\$58,000	\$0	\$0
373	Repairs and Maintenance	\$45,000	\$30,000	\$57,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,285,884</b>	<b>\$2,242,884</b>	<b>\$2,410,891</b>
<b>Net Surplus/(Loss)</b>		<b>(\$2,285,884)</b>	<b>(\$2,242,884)</b>	<b>(\$2,410,891)</b>

## **Cemeteries**

Department: Parks, Sport and Recreation

### **Purpose**

The delivery of management and horticultural maintenance services for the Pine Lodge and Kialla West Cemeteries.

### **Influences**

Rationalising service delivery levels and becoming more efficient in the delivery of services.

### **Critical Issues/Challenges**

- Matching service levels to community expectations and catering for culturally diverse communities.
- Planning for the expansion of the Pine Lodge Cemetery.

### **Link to the Council Plan**

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

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

### **Service Growth Areas**

Increasing burial and internment rates.

Catering for culturally diverse communities.

Expansion of Pine Lodge Cemetery.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Cemeteries

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$295,582	\$270,700	\$253,402
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions *	\$0	\$82,752	\$390,000
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$295,582</b>	<b>\$353,452</b>	<b>\$643,402</b>
<b>EXPENSE</b>				
301	Salaries	\$148,368	\$136,000	\$120,755
302	Salary Oncost	\$19,575	\$17,850	\$16,942
303	FBT	\$0	\$0	\$0
321	Plant	\$86,200	\$86,200	\$81,992
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$77,752	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services *	\$25,000	\$30,000	\$411,500
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$14,500	\$14,500	\$14,500
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$1,500	\$1,500	\$1,000
<b>TOTAL EXPENSES</b>		<b>\$295,143</b>	<b>\$363,802</b>	<b>\$646,689</b>
<b>Net Surplus/(Loss)</b>		<b>\$439</b>	<b>(\$10,350)</b>	<b>(\$3,287)</b>

\* Pine Lodge Cemetery expansion transferred from capital to operating in 2014/2015.

## **Water and Energy**

Department: Parks, Sport and Recreation

### **Purpose**

The sustainable management of water and energy demands for all Parks, Sport and Recreation service areas. Includes the management and maintenance of irrigation systems.

### **Influences**

Managing resources more efficiently.

### **Critical Issues/Challenges**

- Increasing and unsustainable energy costs due to ineffective carbon tax and subsidisation on of renewable energy sources.
- Less availability of water for irrigation due to the Murray Darling Basin Plan and application of environmental flows.
- Increase irrigation systems to a raw water source rather than using potable water.

### **Link to the Council Plan**

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

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

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

### **Service Growth Areas**

Sports Precinct irrigation system.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Water and Energy

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$334,121	\$320,000	\$364,254
302	Salary Oncost	\$44,089	\$43,500	\$49,901
303	FBT	\$0	\$0	\$0
321	Plant	\$70,038	\$75,738	\$83,170
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$0	\$0	\$0
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$54,000	\$54,000	\$55,350
372	External Labour	\$58,000	\$0	\$0
373	Repairs and Maintenance	\$16,000	\$22,475	\$16,400
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$576,248</b>	<b>\$515,713</b>	<b>\$569,075</b>
<b>Net Surplus/(Loss)</b>		<b>(\$576,248)</b>	<b>(\$515,713)</b>	<b>(\$569,075)</b>

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## Total for Sustainable Development Directorate

See following pages for Program breakdowns

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$14,018,413	\$13,920,607	\$14,749,526
102	Statutory Fees	\$1,166,466	\$1,166,136	\$1,184,384
103	Grants	\$1,008,952	\$1,111,160	\$473,242
104	Other Income	\$150,500	\$247,466	\$212,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$976,193	\$840,165	\$969,687
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$65,000	\$90,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$218,025	\$287,147	\$292,230
<b>TOTAL INCOME</b>		<b>\$17,538,549</b>	<b>\$17,637,681</b>	<b>\$17,971,069</b>
<b>EXPENSE</b>				
301	Salaries	\$5,695,354	\$5,589,596	\$5,775,820
302	Salary Oncost	\$751,517	\$738,955	\$824,975
303	FBT	\$0	\$0	\$0
321	Plant	\$604,359	\$543,236	\$509,722
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$485,446	\$551,061	\$601,939
362	Consultants	\$986,453	\$901,641	\$596,000
363	Contract Payments	\$5,917,431	\$5,894,042	\$5,757,270
364	General Expenses	\$2,522,519	\$0	\$0
365	Stationery/Office Consumables	\$19,000	\$18,828	\$23,250
366	Professional Memberships	\$42,400	\$57,390	\$24,295
367	Publications and Subscriptions	\$131,780	\$132,214	\$93,070
368	Training	\$0	\$0	\$0
369	Utilities	\$154,810	\$154,230	\$171,950
370	Legal Expenses	\$129,500	\$293,000	\$212,500
371	Materials or Services	\$2,322,987	\$7,092,803	\$6,085,774
372	External Labour	\$754,699	\$0	\$0
373	Repairs and Maintenance	\$126,700	\$206,627	\$165,500
374	Cleaning	\$64,120	\$59,320	\$63,660
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$629,039	\$721,500
377	Finance Charges	\$0	\$7,809	\$0
378	Licences & Levies	\$0	\$7,000	\$3,000
399	Internal Expense Charge	\$0	\$4,009	\$82,000
<b>TOTAL EXPENSES</b>		<b>\$20,709,075</b>	<b>\$22,880,800</b>	<b>\$21,712,225</b>
<b>Net Surplus/(Loss)</b>		<b>(\$3,170,526)</b>	<b>(\$5,243,119)</b>	<b>(\$3,741,156)</b>

## **Sustainable Development Management**

### **Purpose**

The Sustainable Development Directorate is made up of four departments each outlined below.

**Building** - to administer the Building Act and Regulations. This includes the issuing of building permits and enforcement of building regulations.

**Business Investment** - to identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment within Greater Shepparton City Council.

**Environment** - to assist in the maintenance of the health of the community and the environment in a sustainable manner.

**Planning** - to strategically plan for and administer all acts and legislation associated with land use planning and transport planning.

### **Influences**

The Sustainable Development Directorate is influenced by:

- Legislation.
- Economic trends and forecasts.
- Environmental trends and forecasts.
- Community health.
- Environmental health.

### **Critical Issues / Challenges**

Critical issues for the Sustainable Development Directorate include the need to balance local needs with State, Federal and market objectives.

### **Link to the Council Plan**

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

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

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

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

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

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

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

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

Goal 4, Objective 3 – Encourage sustainable municipal growth and development.

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Sustainable Development Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENSE</b>				
301	Salaries	\$245,744	\$245,744	\$246,177
302	Salary Oncost	\$32,427	\$32,427	\$34,687
303	FBT	\$0	\$0	\$0
321	Plant	\$12,869	\$12,869	\$9,802
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$0	\$0	\$0
362	Consultants	\$25,000	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$500	\$500	\$500
366	Professional Memberships	\$1,000	\$1,250	\$1,000
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$3,960	\$3,710	\$4,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$6,800	\$4,000	\$5,000
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$328,300</b>	<b>\$300,500</b>	<b>\$301,166</b>
<b>Net Surplus/(Loss)</b>		<b>(\$328,300)</b>	<b>(\$300,500)</b>	<b>(\$301,166)</b>

## **Building Services**

Department: Building

### **Purpose**

The Municipal Building Surveyor is responsible for the administration and enforcement of the Building Regulations under Section 212 of the Building Act.

Council also aims to provide an efficient system for issuing Building Permits.

### **Influences**

The community expects a safe building program to be in place throughout the Municipality. The community may face incidents resulting from poorly constructed buildings, walls collapsing, children drowning or serious fire traps in buildings.

The Municipal Building Surveyor is responsible for the provision for Essential Safety Measures, Smoke Alarms and Swimming Pool Barriers.

Provide Council Report and Consent for variations to the Building Regulations.

Maintain all building registers required under the Building Act.

Building Permits operate in a competitive market. Building Permits may be obtained from either Council or Private Building Surveyors.

### **Critical Issues / Challenges**

Provide Building information and advice for the community. Ensure Swimming Pools/Spas have suitable child safety barriers. Ensure prescribed stages of works are inspected for compliance with Regulations.

To carry more inspections of non-Council owned buildings for maintenance of Essential Safety Measures.

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Building Services

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$669,000	\$676,000	\$669,000
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$669,000</b>	<b>\$676,000</b>	<b>\$669,000</b>
<b>EXPENSE</b>				
301	Salaries	\$639,511	\$575,000	\$657,819
302	Salary Oncost	\$84,390	\$82,000	\$100,072
303	FBT	\$0	\$0	\$0
321	Plant	\$35,548	\$38,000	\$35,547
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$500	\$500	\$1,000
362	Consultants	\$2,500	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$12,500	\$0	\$0
365	Stationery/Office Consumables	\$1,500	\$2,000	\$2,000
366	Professional Memberships	\$2,400	\$2,400	\$2,500
367	Publications and Subscriptions	\$1,700	\$2,200	\$2,000
368	Training	\$0	\$0	\$0
369	Utilities	\$4,000	\$4,000	\$4,000
370	Legal Expenses	\$4,000	\$4,000	\$5,000
371	Materials or Services *	\$0	\$11,500	\$7,000
372	External Labour	\$3,000	\$0	\$0
373	Repairs and Maintenance	\$500	\$500	\$500
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies *	\$0	\$7,000	\$3,000
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$792,049</b>	<b>\$729,100</b>	<b>\$820,438</b>
<b>Net Surplus/(Loss)</b>		<b>(\$123,049)</b>	<b>(\$53,100)</b>	<b>(\$151,438)</b>

\* Includes protection equipment and licences & levies expenses now shown in Materials or Services and Licences & Levies.

## **Business Centre**

Department: Investment Attraction

### **Purpose**

Greater Shepparton City Council promotes the growth of Business in our region by providing support with office accommodation, industrial space, business support, meeting facilities, and phone/fax and training services. By providing office, industrial space and management support at competitive rates it enables businesses to minimise startup costs, creating an impetus for entrepreneurialism and growth. The Business Centre rents space on a month to month basis, without requiring tenants to enter into a long-term lease. It is also flexible in its configuration and structure to allow tenants to expand and contract the space they occupy as needed. The environment is professional and allows the tenant's business to be part of a wider community thus gaining support from like-minded enterprises.

### **Influences**

The Business Centre provides the opportunity for businesses to minimise the risks associated with starting up a new business, encourages entrepreneurship and provides a supportive network in which to do so.

### **Critical Issues / Challenges**

Marketing and increasing the awareness of the existence of, and variety of services that the Business Centre provides.

Currently experiencing a growth in virtual tenancies and casual hire arrangements.

Currently experiencing a reduction in the use of landline telephones and photocopying equipment due to online technology and smartphone usage.

### **Link to the Council Plan**

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Business Centre

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$205,000	\$58,900	\$81,000
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$65,000	\$90,000
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$205,000</b>	<b>\$123,900</b>	<b>\$171,000</b>
<b>EXPENSE</b>				
301	Salaries	\$119,853	\$119,853	\$142,388
302	Salary Oncost	\$15,817	\$15,817	\$19,233
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$0	\$0
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$15,000	\$15,000	\$17,000
362	Consultants	\$0	\$0	\$0
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$7,500	\$4,000	\$5,000
366	Professional Memberships	\$0	\$0	\$0
367	Publications and Subscriptions	\$0	\$600	\$400
368	Training	\$0	\$0	\$0
369	Utilities	\$35,000	\$30,000	\$29,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$29,000	\$30,500	\$30,500
372	External Labour	\$500	\$0	\$0
373	Repairs and Maintenance	\$14,000	\$14,000	\$14,000
374	Cleaning	\$16,000	\$15,000	\$16,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$1,000	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$252,670</b>	<b>\$245,770</b>	<b>\$273,521</b>
<b>Net Surplus/(Loss)</b>		<b>(\$47,670)</b>	<b>(\$121,870)</b>	<b>(\$102,521)</b>

## **Business and Industry Development**

### Department: Investment Attraction

#### **Purpose**

To identify opportunities to retain, diversify and grow existing businesses and jobs, and to encourage new investment. To market and secure investment in GV Link (Goulburn Valley Freight and Logistics Centre). To ensure a sufficient supply of skilled labour is available to support economic growth and industry development. Lobby other tiers of government for assistance to provide infrastructure and services commensurate with a growing regional municipality.

#### **Influences**

Business and Industry Development identifies opportunities to retain and grow existing businesses and retain and create employment. The unit actively seeks investment, provides assistance for sound decision making and connections to ensure a streamlined development process and access to funding from other tiers of government. Additionally, the unit provides an employment response program to ensure that employees affected by redundancies are well equipped to be retrained, up-skilled and reemployed.

#### **Critical Issues / Challenges**

Online purchasing is adversely impacting on the CBD retail growth. Negative perceptions regarding parking, retail vacancies and safety impact on the ability to secure investment. Previous uncertainty surrounding the future of SPCA has consequently had an adverse impact on investor confidence. This has highlighted the need for Greater Shepparton to diversify its economy.

#### **Link to the Council Plan**

Goal 1, Objective 2 – Continue to enhance Community Capacity Building.

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

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

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

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

#### **Service Growth Areas**

Increased focus on the delivery of employment response programs to assist businesses reducing employee numbers or ceasing business.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Business and Industry Development

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$266,088	\$359,296	\$152,242
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$266,088</b>	<b>\$359,296</b>	<b>\$152,242</b>
<b>EXPENSE</b>				
301	Salaries	\$646,274	\$614,240	\$453,856
302	Salary Oncost	\$85,284	\$80,289	\$62,473
303	FBT	\$0	\$0	\$0
321	Plant	\$24,944	\$12,085	\$11,506
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$98,882	\$67,719	\$99,242
362	Consultants	\$324,706	\$118,211	\$160,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$180,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$823	\$2,800
366	Professional Memberships	\$0	\$15,196	\$4,000
367	Publications and Subscriptions	\$80,480	\$75,000	\$76,400
368	Training	\$0	\$0	\$0
369	Utilities	\$16,100	\$14,962	\$17,800
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$104,000	\$214,961	\$188,500
372	External Labour	\$6,000	\$0	\$0
373	Repairs and Maintenance	\$0	\$4,153	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$220,736	\$56,800
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,566,670</b>	<b>\$1,438,375</b>	<b>\$1,133,377</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,300,582)</b>	<b>(\$1,079,079)</b>	<b>(\$981,135)</b>

\* Includes contributions towards Economic Development Management programs and Shepparton Tertiary Education Program grants and Provincial Leaders Development program now shown in Materials or services

## **Events**

### Department: Investment Attraction

#### **Purpose**

The purpose of the Events Program is to:

- Promote Greater Shepparton as a vibrant destination.
- Maximise visitation to the region, and increase length of stay through the development of sustainable
- Position Greater Shepparton as a leading regional sports events destination.
- Reduce economic leakage by presenting a range of diverse events to engage local audiences.

#### **Influences**

- Attendances at events.
- Funding secured for the completion of capital projects.
- Successful events through competitive bids.

#### **Critical Issues / Challenges**

- Growing competition from other regional centres and facilities for established events.
- Accommodation capacity.
- Infrastructure requirements from events corporations increasing.
- Volunteerism within associations and committees is declining and there is increased pressure on Council resources to ensure events are sustainable.

#### **Link to the Council Plan**

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

Goal 1, Objective 6 – Value arts, culture and heritage as an integral part of our dynamic community.

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

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Events

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$225,000	\$237,120	\$260,000
102	Statutory Fees	\$0	\$2,150	\$1,000
103	Grants	\$35,000	\$40,000	\$30,000
104	Other Income	\$13,000	\$62,103	\$48,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$273,000</b>	<b>\$341,373</b>	<b>\$339,000</b>
<b>EXPENSE</b>				
301	Salaries	\$383,146	\$383,146	\$410,150
302	Salary Oncost	\$50,562	\$50,562	\$58,014
303	FBT	\$0	\$0	\$0
321	Plant	\$19,085	\$19,528	\$21,194
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$153,500	\$151,866	\$201,100
362	Consultants	\$25,000	\$25,000	\$85,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses *	\$364,000	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$1,000
366	Professional Memberships	\$0	\$3,000	\$3,000
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$55,000	\$66,982	\$70,000
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$289,250	\$487,490	\$451,440
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$53,000	\$123,135	\$86,000
374	Cleaning	\$46,000	\$41,320	\$45,000
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$270,584	\$416,200
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,438,543</b>	<b>\$1,622,613</b>	<b>\$1,848,098</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,165,543)</b>	<b>(\$1,281,240)</b>	<b>(\$1,509,098)</b>

\* Includes grants and contributions for events and it is now being shown in sponsor/Grant/Contrib/Donations.

## **Tourism**

Department: Investment Attraction

### **Purpose**

The purpose of the Tourism Program is to;

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

### **Influences**

National downward trend in visitor numbers to regional Australia.

Operations of the Visitor Centre which has now moved to 33 Nixon Street following lakeside centre in 2013 are now returning back to pre-fire numbers with positive response from visitors and community.

Participation in the development of the Destination Management plan for the Goulburn River Valley Region in partnerships with Goulburn River Valley Tourism member councils: Strathbogie, Murrindindi, Mitchell has identified tourism development opportunities and catalysts .

Next stages of the Discover Your Own Backyard program campaign targeting local residents will have key influences for visitation to the region and length of stay.

### **Critical Issues / Challenges**

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

Growing competition and maturation of other regional centres.

### **Link to the Council Plan**

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

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

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

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

### **Service Growth Areas**

Website platform upgrade

Destination brand development

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Tourism

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$735	\$1,180
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$0	\$0
104	Other Income	\$36,500	\$29,500	\$27,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$1,000	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$37,500</b>	<b>\$30,235</b>	<b>\$28,180</b>
<b>EXPENSE</b>				
301	Salaries	\$322,801	\$354,801	\$374,417
302	Salary Oncost	\$42,652	\$45,549	\$53,807
303	FBT	\$0	\$0	\$0
321	Plant	\$0	\$12,085	\$12,085
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$140,730	\$132,230	\$156,650
362	Consultants	\$37,000	\$30,000	\$3,000
363	Contract Payments	\$146,225	\$135,925	\$142,640
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$0	\$2,800	\$4,250
366	Professional Memberships	\$7,000	\$4,000	\$3,000
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$10,500	\$7,879	\$9,600
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services	\$47,950	\$51,150	\$73,550
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$56,200	\$61,839	\$62,000
374	Cleaning	\$2,120	\$3,000	\$2,660
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$646	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$813,178</b>	<b>\$841,904</b>	<b>\$897,659</b>
<b>Net Surplus/(Loss)</b>		<b>(\$775,678)</b>	<b>(\$811,669)</b>	<b>(\$869,479)</b>

## **Planning**

Department: Planning

### **Purpose**

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

### **Influences**

The statutory planning system is complex and seeks to balance many competing policies and diverse range of views. It is influenced by state government policy and involves a third party review process through VCAT.

### **Critical Issues / Challenges**

The increasing complexity of the system increases the cost to the Council to administer the system. Decision may be challenged which increases the Council's legal costs. The income received from application fees has also not kept pace with the cost to administer the system.

### **Link to the Council Plan**

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

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

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

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

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

Goal 4, Objective 3 - Encourage sustainable municipal growth and development.

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

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Planning

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$204,192	\$195,500	\$211,084
103	Grants	\$9,000	\$9,000	\$9,000
104	Other Income	\$52,000	\$87,000	\$92,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$140,000	\$170,000	\$140,000
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$405,192</b>	<b>\$461,500</b>	<b>\$452,084</b>
<b>EXPENSE</b>				
301	Salaries	\$1,417,500	\$1,250,000	\$1,329,754
302	Salary Oncost	\$186,980	\$163,750	\$188,847
303	FBT	\$0	\$0	\$0
321	Plant	\$36,065	\$36,065	\$36,065
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$18,000	\$31,000	\$13,000
362	Consultants	\$388,000	\$151,700	\$174,000
363	Contract Payments	\$0	\$0	\$0
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$1,500	\$2,400	\$1,000
366	Professional Memberships	\$1,500	\$1,544	\$1,345
367	Publications and Subscriptions	\$5,500	\$8,064	\$6,000
368	Training	\$0	\$0	\$0
369	Utilities	\$3,000	\$3,000	\$3,400
370	Legal Expenses	\$90,000	\$200,000	\$160,000
371	Materials or Services	\$22,000	\$217,900	\$148,730
372	External Labour	\$0	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,170,045</b>	<b>\$2,065,423</b>	<b>\$2,062,141</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,764,853)</b>	<b>(\$1,603,923)</b>	<b>(\$1,610,057)</b>

## **Waste and Resource Recovery**

Department: Environment

### **Purpose**

The waste department manages the Councils waste services and facilities including landfills, transfer stations, kerbside services and litter bins.

Landfill: The landfill assists with the maintenance of a healthy community and clean environment by providing a safe facility for the permanent disposal of household and commercial waste.

Kerbside Collections and Litter Bins: To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household food, packing and personal waste.

Transfer Stations: To assist with the maintenance of a healthy community and clean environment by the provision of a convenient and cost effective means of disposing of household and commercial waste. Most of the services are provided under contract however the landfill and transfer stations are operated with direct labour.

### **Influences**

Management of waste services including administration of contracts ensures that the Council receives quality services at the lowest cost.

The provision of Landfill services allows for the permanent and safe storage of waste that may otherwise be unsightly, contaminate our environment or be a risk to health. Landfill is closely influenced and regulated through the Environment Protection Authority of Victoria.

The Litter Bin service minimises littering by providing infrastructure for away from home waste disposal.

The provision of the Transfer Station service removes waste that may otherwise be unsightly, contaminate our environment and attract disease carrying vermin.

### **Critical Issues / Challenges**

Ever increasing environmental protection standards have significantly lifted landfill construction and operational costs. Strategies need to be developed to garner public support for protection of the environment and the flow on effect of increasing waste disposal costs. The surplus made within this program is allocated to a reserve which is used to fund future capital works and to assist in monitoring operating and closed landfills to ensure compliance with EPA requirements.

Ever increasing environmental standards and landfill levies have significantly increased the cost of waste disposal. The challenge is to guide the community to a sustainable waste management future.

Critical challenges include the implementation of a new waste management strategy, compliance with the State Government's waste strategy and tendering for new waste collection services and the capital expenditure associated with the construction of Council's new landfill site.

### **Link to the Council Plan**

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

### **Service Growth Areas**

New residential areas and adoption of new services in the waste and resource recovery area are proposed for the next few years as contained within Council's recently adopted Waste & Resource Recovery Management Strategy. Resource recovery efforts have increased and will continue to increase, however these efforts are reactive to market forces.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Waste and Resource Recovery

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$13,574,795	\$13,610,472	\$14,392,446
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$0	\$4,000	\$4,000
104	Other Income	\$49,000	\$68,806	\$45,000
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$218,025	\$287,147	\$292,230
<b>TOTAL INCOME</b>		<b>\$13,841,820</b>	<b>\$13,970,425</b>	<b>\$14,733,676</b>
<b>EXPENSE</b>				
301	Salaries	\$662,712	\$843,122	\$879,998
302	Salary Oncost	\$87,452	\$107,658	\$123,860
303	FBT	\$0	\$0	\$0
321	Plant	\$406,818	\$355,574	\$327,240
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$17,500	\$17,500	\$52,000
362	Consultants	\$20,000	\$357,000	\$15,000
363	Contract Payments *	\$5,376,200	\$5,402,053	\$5,388,700
364	General Expenses	\$1,877,519	\$0	\$0
365	Stationery/Office Consumables	\$0	\$0	\$0
366	Professional Memberships	\$600	\$500	\$1,000
367	Publications and Subscriptions	\$0	\$0	\$0
368	Training	\$0	\$0	\$0
369	Utilities	\$17,500	\$16,990	\$20,100
370	Legal Expenses	\$20,000	\$85,000	\$25,000
371	Materials or Services **	\$1,108,400	\$2,988,899	\$2,998,850
372	External Labour	\$46,400	\$0	\$0
373	Repairs and Maintenance	\$3,000	\$3,000	\$3,000
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$47,719	\$49,000
377	Finance Charges	\$0	\$6,163	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$4,000	\$82,000
<b>TOTAL EXPENSES</b>		<b>\$9,644,101</b>	<b>\$10,235,178</b>	<b>\$9,965,748</b>
<b>Net Surplus/(Loss)</b>		<b>\$4,197,719</b>	<b>\$3,735,247</b>	<b>\$4,767,928</b>

\* Includes expenses for collection and disposal of waste

\*\* Includes expenses for EPA Levy & Licence , plant hire and monitoring expenses related to Cosgrove Operations and other materials or services expense

## **Environmental Health**

Department: Environment

### **Purpose**

The Environmental Health team carries out Regulatory functions governed by several Acts and Regulations and various Health Promotion activities as detailed below.

The regulatory functions include:

- Food premises registration and inspection, food sampling, investigation of complaints and outbreaks.
- Health premises registration and inspection of accommodation and hair/beauty and skin penetration
- Investigation of nuisances defined under the Public Health and Wellbeing Act.
- Caravan Park registration and inspection.
- Septic tank permits for new and alterations to systems for dwellings and small industrial.
- Tobacco Act – education and enforcement program for licensed premises, eating establishments, retailers, workplaces, playgrounds and sporting fields.
- The health promotion functions include:
  - Immunisation Program.
    - For Infants and adults – 11 monthly sessions at 13 locations.
    - For School students – secondary schools currently year 7, 9 and 10 students – 3 visits per year.
    - For businesses – specific on request for example Influenza and Hepatitis A & B.
  - Infectious Disease prevention programs.
  - Gastroenteritis investigations at institutions e.g. Aged Care and Child Care.
  - Single case investigations as requested by the Department of Health.
  - Syringe containers provided to persons with diabetic/medical needs.
  - Mosquito Monitoring Program – seasonal program October – April each year.
  - Emergency Management – response, recovery and relief centre roles.

### **Influences**

Council assists the State Government in addressing issues of public health through legislative and regulatory processes in areas as discussed above. Part of this is achieved through education processes in rolling out the regulatory function.

A number of services undertaken have fees attached that are determined by regulation whilst in some areas fees may be set by the Council.

### **Critical Issues / Challenges**

Changes in legislation provide constant challenges to the Environmental Health team. The changes in funded vaccines can also change the delivery of services, for example additional vaccinations to year 9 boys for Gardasil – Human Papillomavirus.

### **Link to the Council Plan**

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



## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Health

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$13,618	\$13,380	\$14,900
102	Statutory Fees	\$293,274	\$292,486	\$303,300
103	Grants	\$90,903	\$90,903	\$78,000
104	Other Income	\$0	\$0	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$0	\$0	\$0
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$397,795</b>	<b>\$396,769</b>	<b>\$396,200</b>
<b>EXPENSE</b>				
301	Salaries	\$904,459	\$850,336	\$876,256
302	Salary Oncost	\$119,323	\$114,273	\$127,949
303	FBT	\$0	\$0	\$0
321	Plant	\$61,601	\$49,601	\$50,911
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$1,500	\$1,500	\$2,000
362	Consultants	\$6,000	\$3,000	\$24,000
363	Contract Payments	\$45,080	\$43,480	\$46,600
364	General Expenses	\$0	\$0	\$0
365	Stationery/Office Consumables	\$5,000	\$3,305	\$5,700
366	Professional Memberships	\$2,400	\$2,000	\$2,600
367	Publications and Subscriptions	\$500	\$2,500	\$500
368	Training	\$0	\$0	\$0
369	Utilities	\$4,500	\$3,107	\$8,800
370	Legal Expenses	\$15,500	\$4,000	\$22,500
371	Materials or Services	\$25,800	\$37,500	\$40,100
372	External Labour	\$10,500	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate	\$0	\$0	\$0
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$0	\$0
<b>TOTAL EXPENSES</b>		<b>\$1,202,163</b>	<b>\$1,114,602</b>	<b>\$1,207,916</b>
<b>Net Surplus/(Loss)</b>		<b>(\$804,368)</b>	<b>(\$717,833)</b>	<b>(\$811,716)</b>

## **Environmental Management**

Department: Environment

### **Purpose**

The Council's Sustainability and Environment Department has the role of facilitating sustainable environmental growth and development within Greater Shepparton.

### **Influences**

We are leaders and a source of information to the community on environmental and sustainability issues. We also assist the community to attain their goals for environmental and sustainability outcomes such as providing advice, assistance and partnerships where appropriate.

Through energy management and implementing efficiency measures, we aim to reduce the budget burden for ratepayers by reducing energy consumption and cost. We seek external funding from other sources for projects that deliver sustainability, environmental economic and social benefits to the Council as an organisation and to the community generally.

Our internal relationships rely on efficient communication. We assist other departments by providing advice on environmental and sustainability best practice and statutory requirements. We focus on providing information early in the development phase of projects through the development of tools to assist project managers to easily understand information such as checklists and management plans. Assist staff and the organisation to reduce council's greenhouse gas emissions.

### **Critical Issues / Challenges**

Limited resources; staff buy-in; opportunities for external funding; changing legislation.

### **Link to the Council Plan**

Goal 1, Objective 1 – Continue to enhance Community Capacity Building.

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

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

Goal 4, Objective 3 – Encourage sustainable municipal growth and development.

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

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

### **Service Growth Areas**

As a result of community expectations and the adoption of Council's Environmental Sustainability Strategy, there is an increase in Energy management; water efficiency; native vegetation offset management; sustainability; community liaison and partnerships.

## BUDGET 2015/2016 OPERATING INCOME & EXPENDITURE

Business Unit: Environmental Management

		2014/2015 Adopted Budget	2014/2015 Forecast	2015/2016 Budget
<b>INCOME</b>				
101	User Charges/Fees	\$0	\$0	\$0
102	Statutory Fees	\$0	\$0	\$0
103	Grants	\$607,961	\$607,961	\$200,000
104	Other Income	\$0	\$57	\$0
105	Rates and Charges	\$0	\$0	\$0
106	Contributions	\$835,193	\$670,165	\$829,687
107	Interest	\$0	\$0	\$0
110	Rent	\$0	\$0	\$0
111	Fines	\$0	\$0	\$0
199	Internal Revenue Charge	\$0	\$0	\$0
<b>TOTAL INCOME</b>		<b>\$1,443,154</b>	<b>\$1,278,183</b>	<b>\$1,029,687</b>
<b>EXPENSE</b>				
301	Salaries	\$353,354	\$353,354	\$405,005
302	Salary Oncost	\$46,630	\$46,630	\$56,034
303	FBT	\$0	\$0	\$0
321	Plant	\$7,429	\$7,429	\$5,372
341	Interest expense	\$0	\$0	\$0
361	Advert/Promo/Market	\$39,834	\$133,746	\$59,947
362	Consultants	\$158,247	\$216,730	\$135,000
363	Contract Payments	\$349,926	\$312,584	\$179,330
364	General Expenses *	\$88,500	\$0	\$0
365	Stationery/Office Consumables	\$3,000	\$3,000	\$1,000
366	Professional Memberships	\$27,500	\$27,500	\$5,850
367	Publications and Subscriptions	\$43,600	\$43,850	\$7,770
368	Training	\$0	\$0	\$0
369	Utilities	\$5,250	\$3,600	\$5,250
370	Legal Expenses	\$0	\$0	\$0
371	Materials or Services **	\$689,787	\$3,048,903	\$2,142,104
372	External Labour	\$688,299	\$0	\$0
373	Repairs and Maintenance	\$0	\$0	\$0
374	Cleaning	\$0	\$0	\$0
375	Corporate Expenses	\$0	\$0	\$0
376	Sponsor/Grant/Contrib/Donate *	\$0	\$90,000	\$199,500
377	Finance Charges	\$0	\$0	\$0
378	Licences & Levies	\$0	\$0	\$0
399	Internal Expense Charge	\$0	\$9	\$0
<b>TOTAL EXPENSES</b>		<b>\$2,501,356</b>	<b>\$4,287,335</b>	<b>\$3,202,162</b>
<b>Net Surplus/(Loss)</b>		<b>(\$1,058,202)</b>	<b>(\$3,009,152)</b>	<b>(\$2,172,475)</b>

\* Includes Salinity Works Contributions and it is now being shown in sponsor/Grant/Contrib/Donations.

\*\* Includes expenses for GBGA Street Lighting project and other material or services expenses.

## Appendix F: Amendments to the 2015/2016 Budget

This appendix identifies the changes made to the 2015/2016 Budget document following the public display period for the 2015/2016 Budget.

### Schedule of Fees and Charges

- *Page 118* - Shepparton Showgrounds – Open Space Arena Commercial Use Half Day fee of \$600 inclusive of GST (Existing charge - \$400, 2014/2015)
- *Page 118* - Shepparton Showgrounds – Chair Hire (each) fee of \$3 inclusive of GST (Existing charge - \$4, 2014/2015)
- *Page 118* - Shepparton Showgrounds – Hardstand (non driving) fee of \$275 inclusive of GST (Existing charge - \$260, 2014/2015)

### Other Amendments

- The 2015/2016 Budget provides comparisons with the 2014/2015 financial year forecast. Due to timings the Mid Year Budget Review forecast adopted 17 February 2015 was used for the Draft 2015/2016 Budget document that was submitted to the Council on 28 April 2015 and made available during the public submission. Post submissions closing 29 May 2015, all 2014/2015 financial year forecasts have been updated with March Quarter Review forecasts in the final draft budget document submitted for adoption. Comparative notes, balance sheet and statements of cash flows have also been updated accordingly for 2015/2016 and forecast for the subsequent periods.
- *Page 73, 273 & 283* Additional expenditure of \$40,000 was recognised in 2015/2016 budget to provide sponsorship.
- *Page 73 & 167* – Parking Meters/Ticket Machine Fees, Due to a classification change, fee income of \$1,150,000 is reported under “User Charges/Fees” and \$100,000 is reported under "Other Income" (Previously reported under “Statutory Fees”).
- *Page 73 & 273* - Grants Income (Operating) and Other Income was reduced by \$50,000 each and operating expenses were reduced by \$153,000.
- *Page 73* - Grants Income (Operating) was increased by \$2,000 to match with the Victoria Grants Commission indicative financial assistance grant allocations for 2015/2016.
- *Page 73-77* – The Strategic Resource Plan (SRP) projections were updated to include the proposed Shepparton Art Museum (SAM) as per the Council resolution at the Ordinary Council Meeting on 19 May 2015. Accordingly, proposed capital expenditure of \$34,500,000, Grant Income of \$20,000,000, contribution income of \$4,500,000 and borrowings of \$10,000,000 were recorded in 2018/2019 SRP projections.
- *Page 77, 96 & 100* - The Capital Budget was amended to include two new capital budget items, Victoria Park Lake Lighting Design and investigation \$210,000 and Shepparton Heritage Centre Fence \$25,000. The Lighting for the Telstra Tower \$160,000 has been removed.
- *Page 77, 101 & 103* – Capital Budget - Welsford Street Upgrade (Nixon Street to Knight Street) \$712,870 and re-budget capital expenditure for Nixon St Welsford St Intersection \$270,000 were removed from the 2015/16 budget with the projects to be included in a future budget.
- *Page 2, 56 & 70* - Future years rate increases were adjusted to 4.95% in line with the updated Strategic Resource Plan. This will be reviewed once the rate capping framework is finalised by the Victorian State Government in October 2015.
- Minor amendments have been made where such changes do not alter the substance of the 2015/2016 Budget.