



towongshire

2016/17

Budget

Strategic Resource Plan 2016/17 to 2019/20

Long Term Financial Plan 2016/17 to 2025/26

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This Budget Report has been prepared with reference to Chartered Accountants ANZ "Victorian City Council Model Budget 2016/2017" a best practice guide for reporting local government budgets in Victoria.



Mayor's Introduction

On behalf of Council I present the proposed Budget Report 2016/17 to the ratepayers and residents of Towong Shire. This Report contains the annual Budget for 2016/17, the Strategic Resource Plan that covers the period to 2019/20 and the Long Term Financial Plan which projects through to 2025/26.

Financial sustainability continues to be a core focus for Council. Six years ago Council developed a ten year Long Term Financial Plan which projected a 6% rate rise each year and an extensive expenditure reduction program for the organisation to remain financially sustainable. Since this time Councillors and staff have actively driven the implementation of a demand reduction and expenditure savings program throughout our operations and in doing so have been recognised by the State Government for some of these initiatives.

This financial year the Victorian State Government's Fair Go Rates System takes effect from 1 July 2016. The rate cap announced by the Minister for the 2016/17 year was 2.5%.

Council submitted an application to the Essential Services Commission for a rate cap variation of 6.34% in order for Council to continue to provide day-to-day services and infrastructure maintenance and renewal at the current modest level. The higher cap is what is required to be financially sustainable in accordance with Council's Long Term Financial Plan and the Victorian Auditor General's financial sustainability indicators. This application was approved by the Essential Services Commission on 31 May 2016.

Council supports the principles underpinning the Fair Go Rates System, particularly to contain the cost of living for Towong Shire ratepayers. The development of this year's budget has been very difficult for both Councillors and staff.

Council is balancing the community's expectations for local services and infrastructure with the capacity of ratepayers to pay increased rates to fund delivery of the services. The financial modelling indicates that Council requires additional revenue to fund future Towong Shire infrastructure and service delivery needs. We believe that additional revenue should come from other levels of government rather than from Towong Shire ratepayers. Alternatively, it may be appropriate for some services to be fully funded or provided by the State Government. Council has formally requested a meeting with the Premier to discuss alternative funding options for Towong Shire. A meeting has been held with the Treasurer. The Treasurer has requested further information to be provided on the administrative burden placed on local government by the State Government. Over coming months Council will work with the Victorian Government to demonstrate the impact of State Government policy and legislation on local government.

A proposed Budget for 2016/17 was released in June 2016 for public consultation. The proposed Budget included a range of service reductions, including the cessation of financial contributions to the three local State Emergency Service (SES) units that operate from the Shire. Thirteen submissions were received supporting the reinstatement of funding to the SES units. Council considered the submissions and has agreed to continue financial contributions to the SES units for the first three months of 2016/17. This will support the three SES units and local volunteers in their activities whilst discussions continue between the Victorian Government and the Victorian State Emergency Service on alternative funding models.

This adopted Budget for 2016/17 has been prepared with a 3.5% rate increase and a range of service reductions to accommodate a rate increase that is lower than originally proposed (6.34%). The service reductions will impact across the community and include:

- a) Ceasing to match the Victorian Government contributions to the three State Emergency Service units whilst providing the equivalent of three months funding support (\$8,085) to allow time for the State Government and State Emergency Service to work through alternative funding models
- b) Reducing the Youth and Senior events budget by \$18,000
- c) Reducing the Tallangatta and Corryong pool budget by \$10,000
- d) Ceasing participation in the whole-of-government community satisfaction survey

In addition Council has limited the budget available to fund employee wage increases and to provide training.

The bottom line is that Council has needed to make short term expenditure decisions in areas that it has control over, while continuing to pursue long term revenue solutions for our Shire. Council will continue to lobby for a sustainable level of funding from both the State and Federal Government, to ensure that the cause of this problem is addressed and that Towong Shire ratepayers are able to access an acceptable level of services within their community.

This budget seeks to address the financial challenges faced by our municipality whilst also delivering on a range of key projects for our community, which includes:

- Implementing Destination Tallangatta projects including upgrades to the Tallangatta foreshore, Tallangatta Holiday Park and Towong Street
- Seeking external funding to implement the Master Plan for our Upper Murray communities – Upper Murray 2030 Vision Plan
- Establishing a range of services in our new community building in Tallangatta, including library, kindergarten, child care and maternal and child health services
- Continuing to implement our Town Beautification Program throughout the Shire
- Upgrading of the Corryong airport precinct in partnership with the State Government
- Attracting business and government agencies to operate within our Shire.

We have been fortunate with the number of projects that have received State and Federal Government support and local community input. These projects all contribute to making our Shire a more attractive place to live.

This budget was developed through a rigorous review process and has been prepared in line with Council's Long Term Financial Plan. Council endorses the proposed budget as financially responsible. Thank you to my fellow Councillors and our staff for their tireless efforts to achieve the best possible long term outcomes for the communities we serve.

Cr David Wortmann
Mayor

Executive summary

Council has prepared a Budget for 2016/17 which is aligned to the vision in the 2013 – 2017 Council Plan. It seeks to balance the demands for services and infrastructure with the community's capacity to pay. This budget document also contains Council's updated Strategic Resource Plan (2016/17 to 2019/20) and Long Term Financial Plan (2016/17 to 2025/26) to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of these Plans is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan.

As stated by the Mayor, financial sustainability continues to be a core focus for Council. Over a number of years Council has implemented a demand reduction and expenditure savings program to reduce the cost of service delivery to our community.

Subsequent to this Council was challenged by the Commonwealth Government's indexation freeze on Financial Assistance Grants. A range of changes were implemented in 2015/16 to reduce operating costs, reduce the impact of the indexation freeze on Financial Assistance Grants and improve Council's financial sustainability. These include:

- Migrating Council's phone systems to a internet service delivery model (VOIP)
- Closing the Corryong library and customer service centre on Saturdays
- Ceasing to provide a mobile library services
- Ceasing to provide a financial contribution to the Towong Alliance
- Reducing the resourcing commitment for the maintenance of roads, parks and gardens
- Electing the Valuer General to be the Shire's valuation authority to secure a more cost effective arrangement.

These changes only go part way to addressing the shortfall of Federal funding from the indexation freeze with more work to be done to realise further savings.

Council has considered the implementation of the Victorian Government's rate capping framework, the Fair Go Rates System. Effective 1 July 2016, Councils are not permitted to raise the average rate above the cap set by the Minister, unless they can demonstrate to the Essential Services Commission (ESC) that an increase above the cap is justified and a higher rate cap is subsequently approved by the ESC.

A rate cap of 2.5% was announced by the Minister for Local Government on 14 December 2015.

Council has conducted financial modelling to establish the rate increase required to have enough funds to meet Council's commitments in ten years and to be financially sustainable. The average rate increase required over the next ten years is 6.34%. Accordingly Council made an application to the ESC for a 6.34% average rate increase in 2016/17 (3.84% above the rate cap).

After completing a comprehensive review of Council financial data and analysis, the Essential Services Commission announced on 31 May 2016 that Council's application for a higher rate cap (6.34%) has been approved for the 2016/17 financial year.

Council is balancing the short term capacity of ratepayers to pay increased rates with the longer term service delivery and infrastructure needs of the community.

After much deliberation and consideration of budget submissions, Council supported a 3.5% rate increase for this Budget. Council also decided that it would need to reduce a number of services to

accommodate this reduced rate increase. The services (and associated expenditure impacts) are as follows:

- a) Ceasing to match the Victorian Government contributions to the three State Emergency Service units whilst providing the equivalent of three months funding support (\$8,085) to allow time for the State Government and State Emergency Service to work through alternative funding models
- b) Reduce the Youth events budget by \$9,000
- c) Reduce the Seniors event budget by \$9,000
- d) Reduce funding to the Eskdale pool by \$1,000
- e) Reduce the Tallangatta and Corryong pool budget by \$10,000
- f) Cease membership of the Murray Darling Association
- g) Cease participating in the whole-of-government community satisfaction survey
- h) Discontinue the Local Government tertiary scholarship
- i) Reduce the contribution to Murray Arts by \$2,000
- j) Cap the budget available for annual salary and wage increases to 1% or CPI, whichever is the lesser
- k) Reduce the staff training budget by \$9,000
- l) Cease membership of Timber Towns for 2016/2017 (and review for 2017/2018).

In addition to the above changes for 2016/17, Council requested a review of a number of areas of operation:

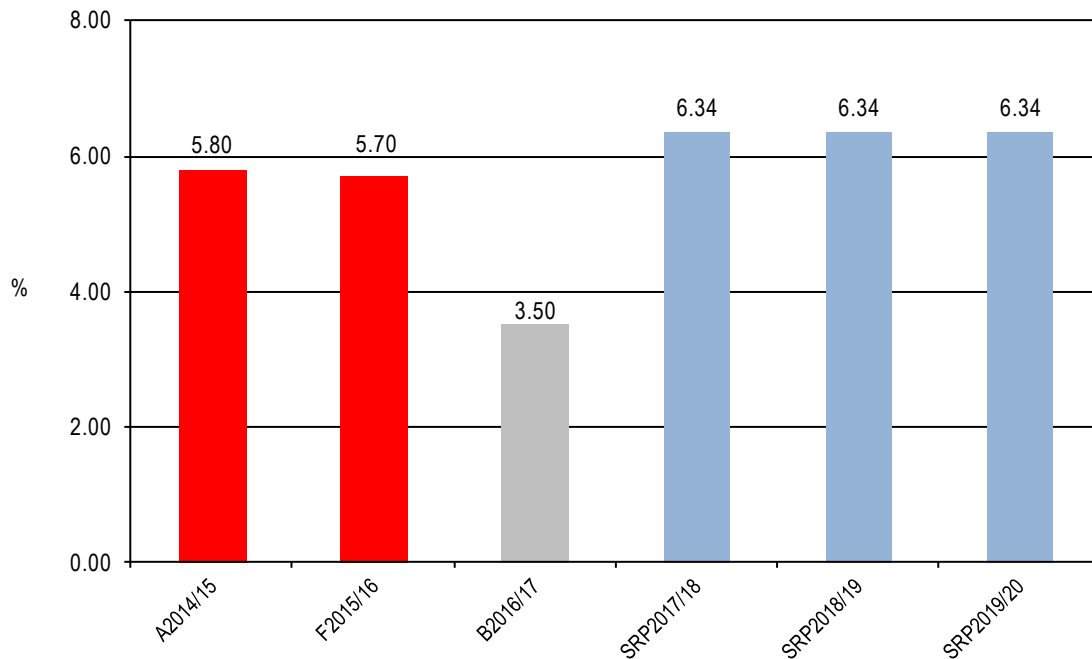
- swimming pools - consider alternative operating models, including the possibility of a community run model
- maternal and child health services- consider opportunities for service delivery efficiencies or for better targeting of services
- Corryong and Tallangatta transfer station operations - consider alternative opening hours or operating models.

Council believes that the additional revenue should come from other levels of government rather than Towong Shire ratepayers. Accordingly a formal request has been made to the Premier of Victoria for a meeting to discuss alternative funding options for Towong Shire.

The Budget for 2016/17, Strategic Resource Plan and Long Term Financial Plan assume a 3.5% rate increase for 2016/17 followed by 6.34% rate increases from 2017/18 to 2025/26. The plans have been prepared consistent with Council's long term financial planning objectives.

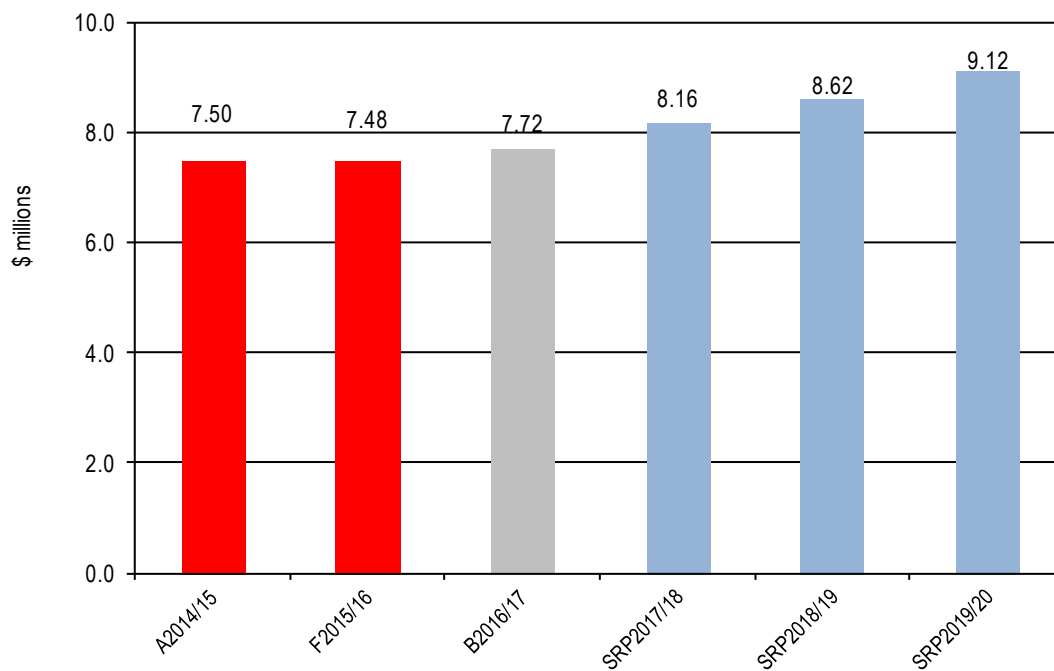
Key information is provided below about rates and charges, operating result, underlying result, services, cash and investments, capital works, financial position and the strategic objectives of the Council.

1. Rate Income



It is proposed that the average rate will increase by 3.50% for the 2016/17 year and thereafter by 6.34% to be financially sustainable in the long term. This future increase from 2017/18 will only be possible if a higher rate cap is approved by the Essential Services Commission.

2. Total rates and charges

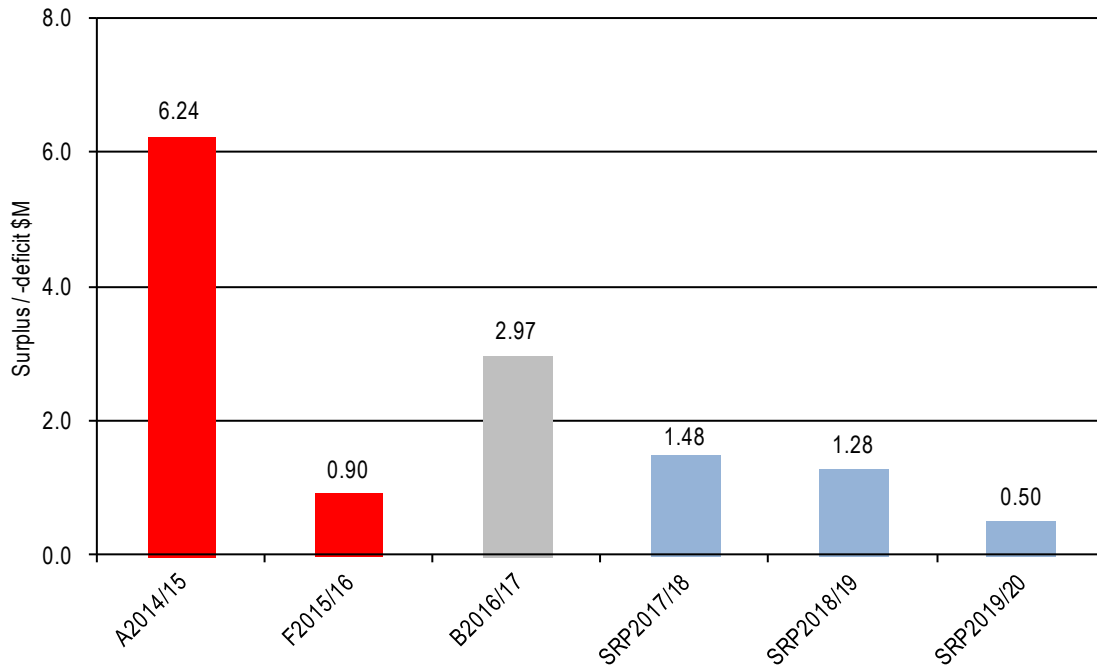


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The proposed average rate increase of 3.50% for the 2016/17 year will raise total rates and charges of \$7.72 million. This will result in an increase in total revenue from rates and service charges of 3.2%.

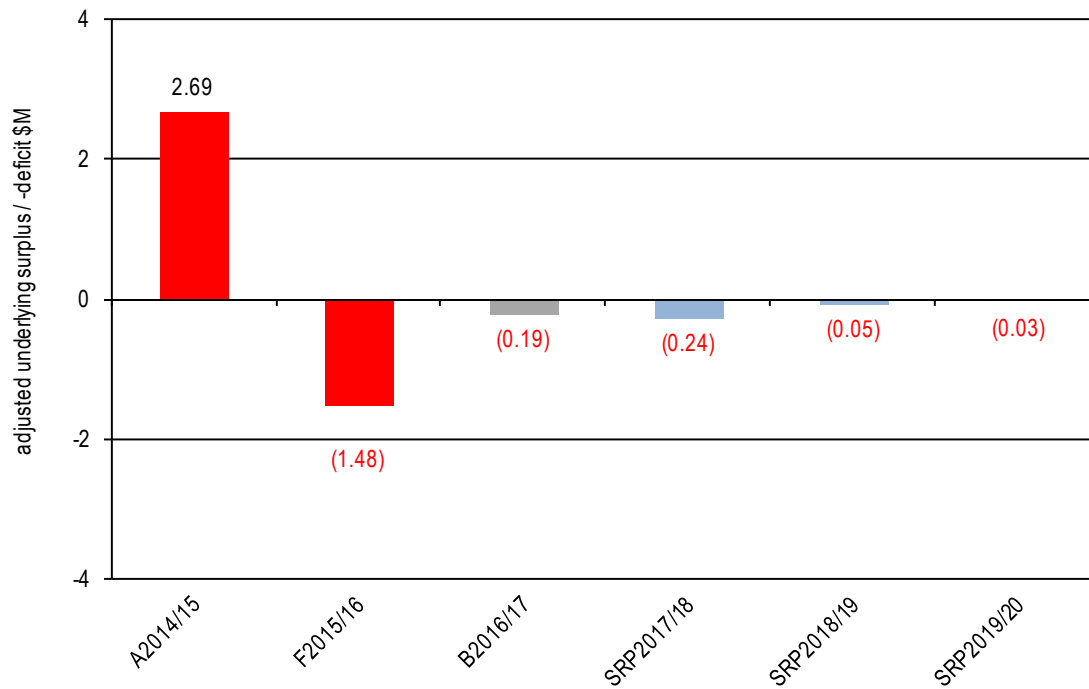
The increase will go towards ensuring that Council delivers essential community services and capital works to address the asset renewal needs of the Shire. Refer to Sections 7 and 9 for more information.

3. Operating result



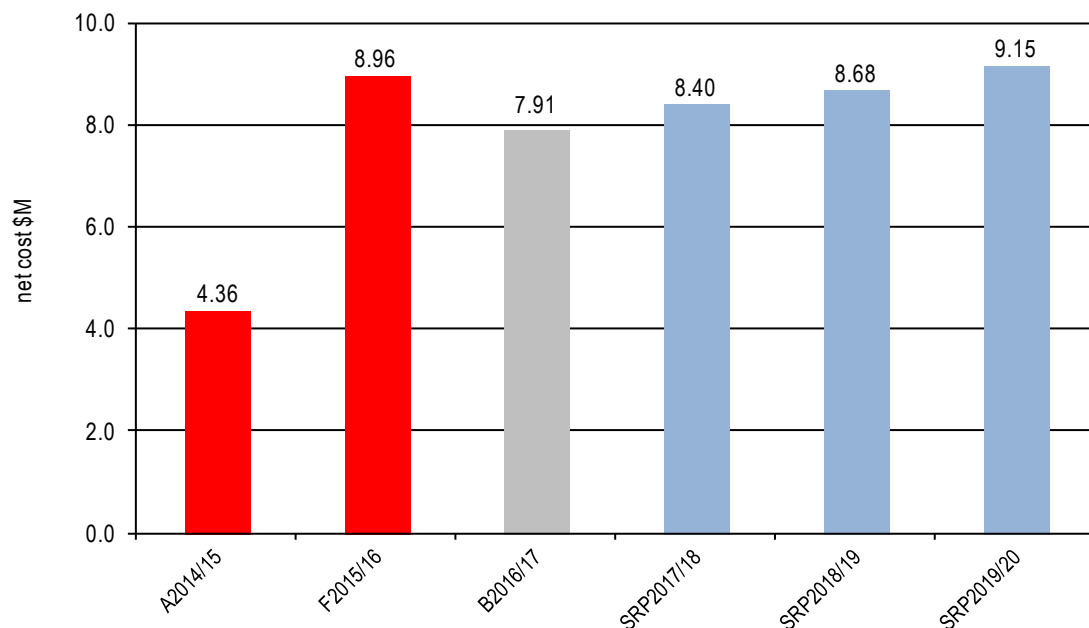
The operating result recognises all revenue received by Council (including capital grants) and all operating expenditure. The expected operating result for the 2016/17 year is a surplus of \$2.97 million, which is an increase of \$2.07 million over 2015/16. The higher operating result in 2016/17 primarily results from the timing of the Financial Assistance Grants payments. Half of the 2015/16 Financial Assistance Grants allocation was prepaid in the 2014/15 financial year and recognised as revenue in 2014/15. As a consequence, the operating result for 2015/16 is effectively understated.

4. Adjusted underlying result



The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing deficit over the four year period. The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a deficit of \$0.19 million, which is a decrease of \$1.29 million over 2015/16. This result is based on a rate revenue increase of 3.50% for 2016/17 and 6.34% from 2017/18 onwards. Refer to Section 7 for further information.

5. Services



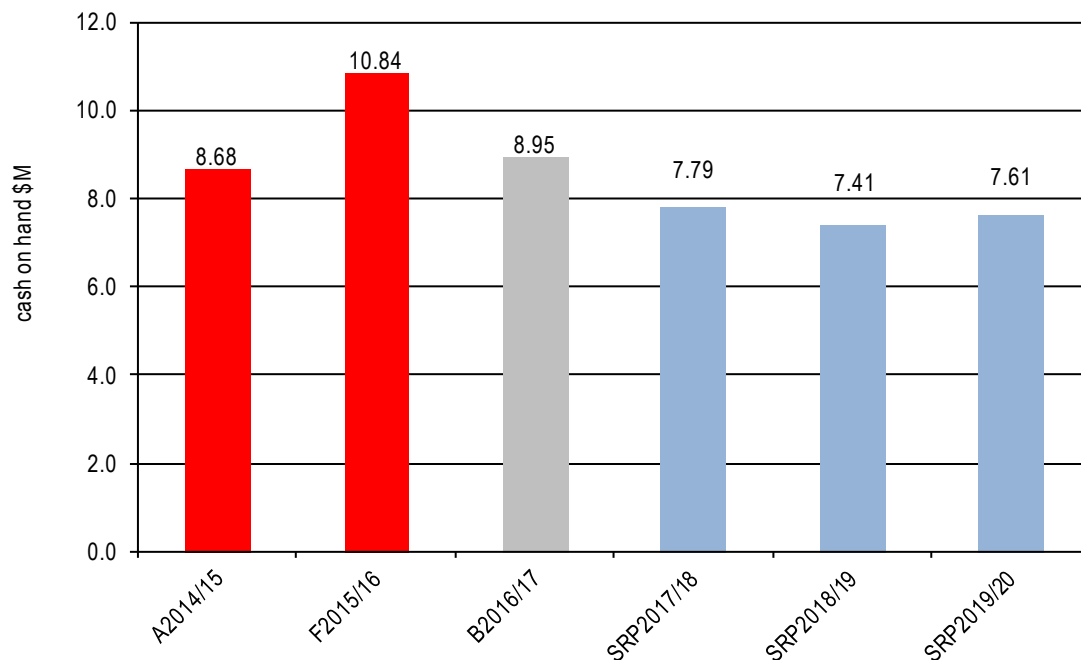
Council delivers a broad range of services to the Towong Shire community including libraries, kindergartens, planning, kerbside waste collection and access to council assets such as roads, bridges

and playgrounds. The net cost of delivering services is effectively the shortfall between the total cost of service delivery and any income received directly from government and users of services. This equates to the amount of expenditure that rates and charges revenue is required to fund.

The net cost of all services delivered to the community for the 2016/17 year is expected to be \$7.91 million which is a decrease of \$1.05 million over 2015/16. The actual for 2014/15 is considerably lower than expected due to the prepayment of half the 2015/16 Financial Assistance Grants allocation on 30 June 2015. This significant prepayment was required to be recognised as revenue in 2014/15. As a result the net cost to Council of delivering services appears considerably lower than would be expected.

Refer Section 2 for more detail on the range of services provided by Council.

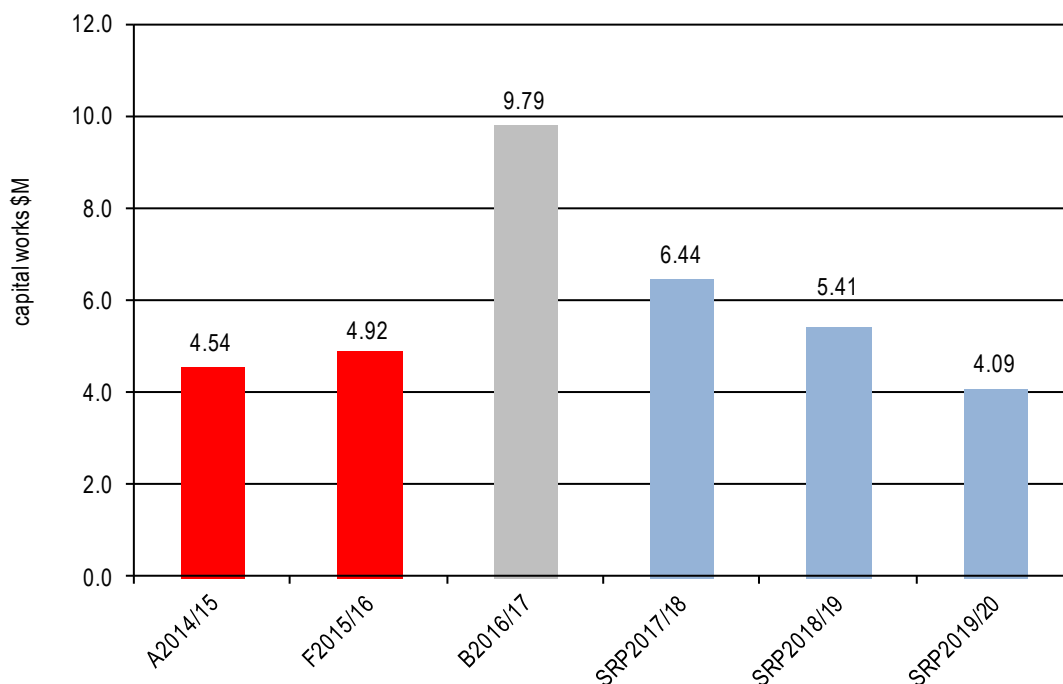
6. Cash and investments



Cash and investments are expected to decrease by \$1.89 million during the year to \$8.95 million as at 30 June 2017. This is due mainly to the capital works that were budgeted in 2015/16 (\$2.84 million) and are expected to be finalised in 2016/17. As a result the forecast cash balance at 30 June 2016 (\$10.84 million) is higher than it would normally be.

Refer also Section 4 for the Statement of Cash Flows and Section 10 for an analysis of the cash position.

7. Capital works

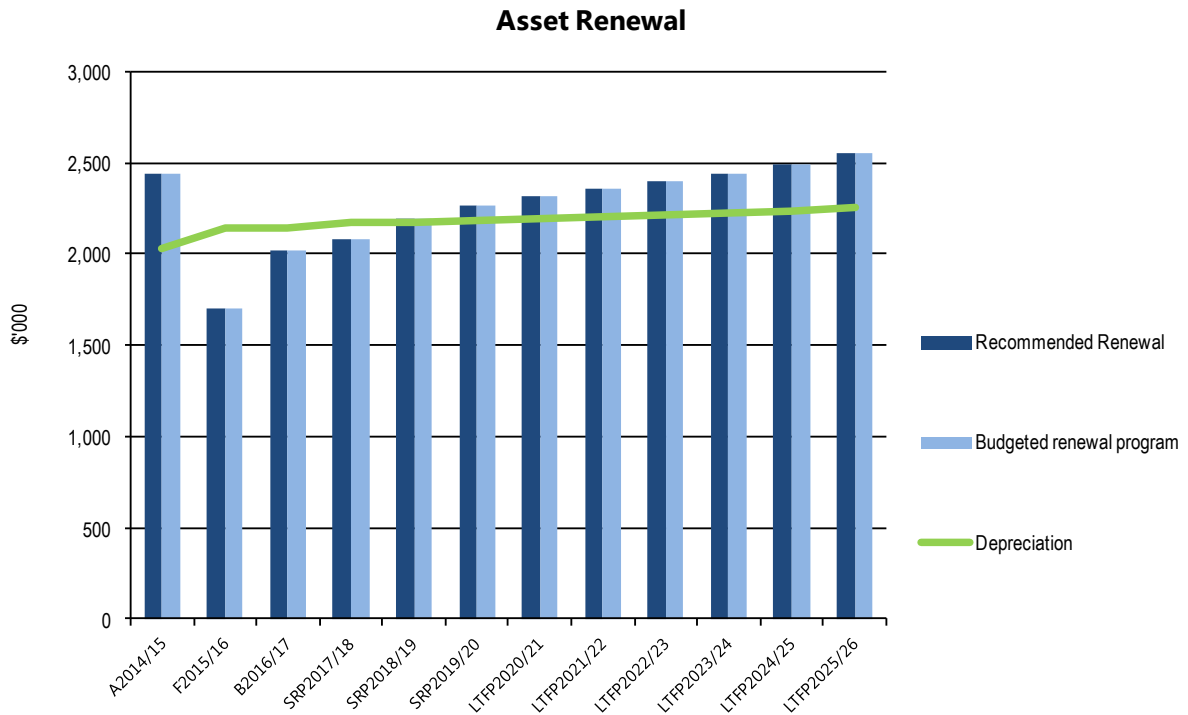


The capital works program for the 2016/17 year is expected to be \$9.79 million of which \$2.84 million relates to carried forward projects which were budgeted in 2015/16 and are expected to be finalised in 2016/17. The carried forward component is fully funded from the 2015/16 budget. Of the \$9.79 million of capital funding required, \$2.83 million will come from external grants, \$0.99 million from loans and the balance of \$4.98 million from Council cash. The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project.

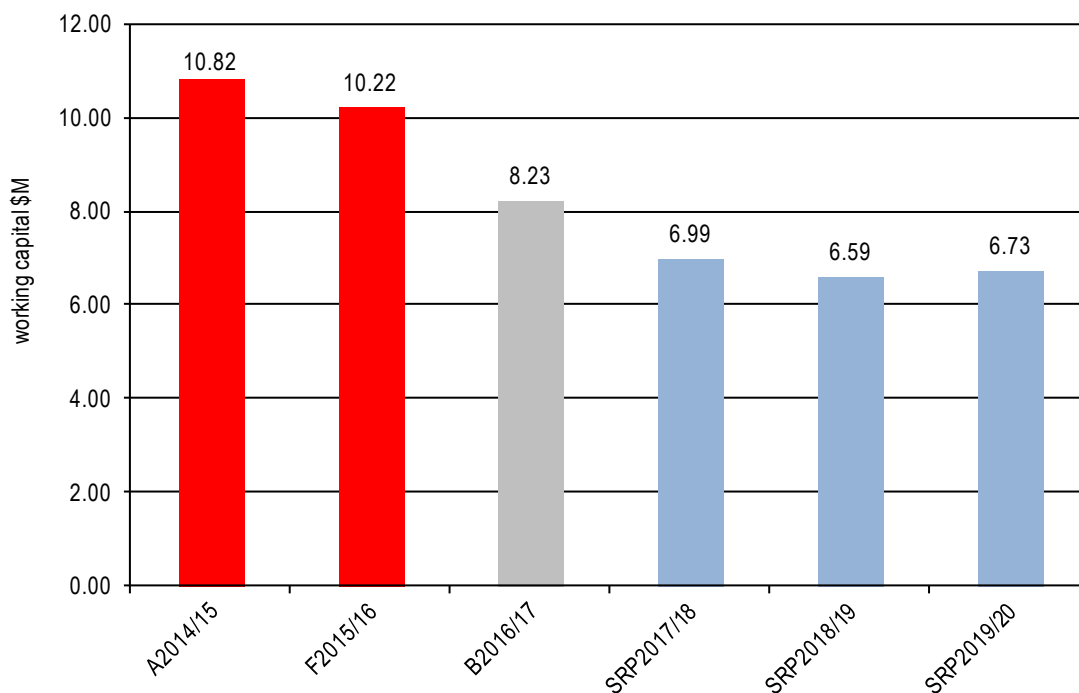
The program also includes Council financial commitments to particular community and strategic projects, such as initiatives from the Upper Murray 2030 Vision Plan. Council is actively seeking external funding to enable delivery of these projects.

Council uses the Moloney Asset Model to help manage Council's assets and determine its level of expenditure on asset renewal. The model has been developed by an independent specialist in the field of asset management and is widely used by Councils throughout Victoria.

Council is committed to undertaking asset renewal in accordance with renewal recommendations from this independent specialist and the Budget, Strategic Resource Plan and Long Term Financial Plan have been prepared on this basis. The graph below reflects the recommended renewal expenditure requirements on assets (per the Moloney model), Council's budgeted renewal program and depreciation.



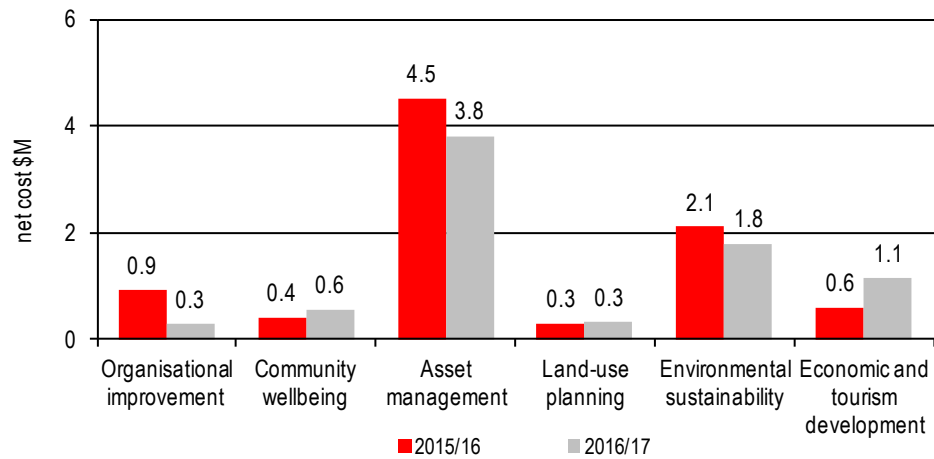
8. Financial position



Net current assets (working capital) will reduce by \$1.99 million to \$8.23 million. This is due mainly to the capital works that were budgeted in 2015/16 (\$2.84 million) and are expected to be finalised in 2016/17. Net assets are forecast to be \$10.22 million as at 30 June 2016.

Refer also Section 4 for the Balance Sheet and Section 12 for an analysis of the budgeted financial position.

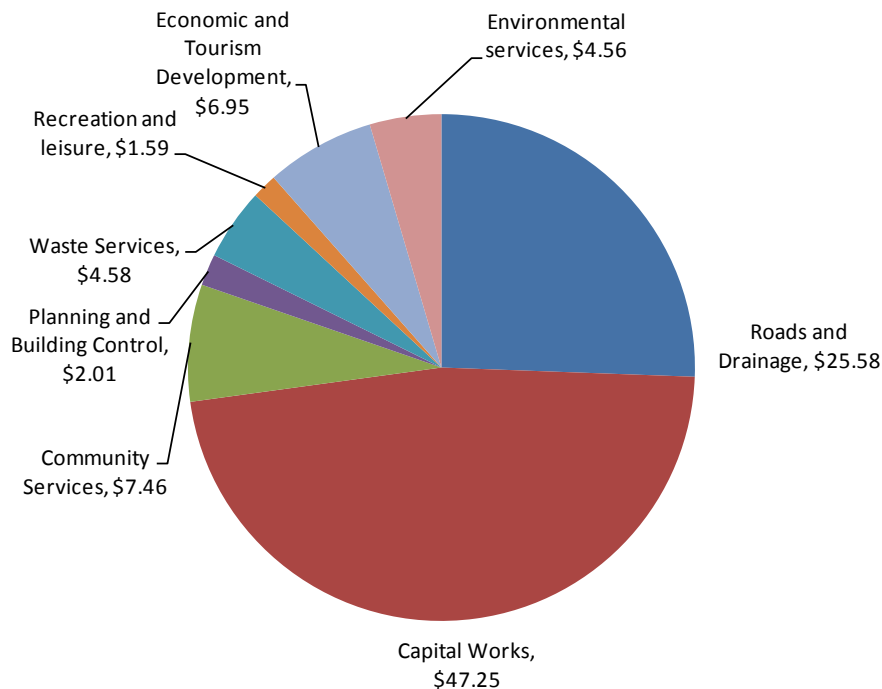
9. Strategic objectives



The Annual Budget includes a range of services and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Council Plan. The above graph shows the level of funding allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2016/17 year.

The services that contribute to these objectives are set out in Section 2.

10. 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 in 2016/17. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 15 of this report.

This section includes the following reports and statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

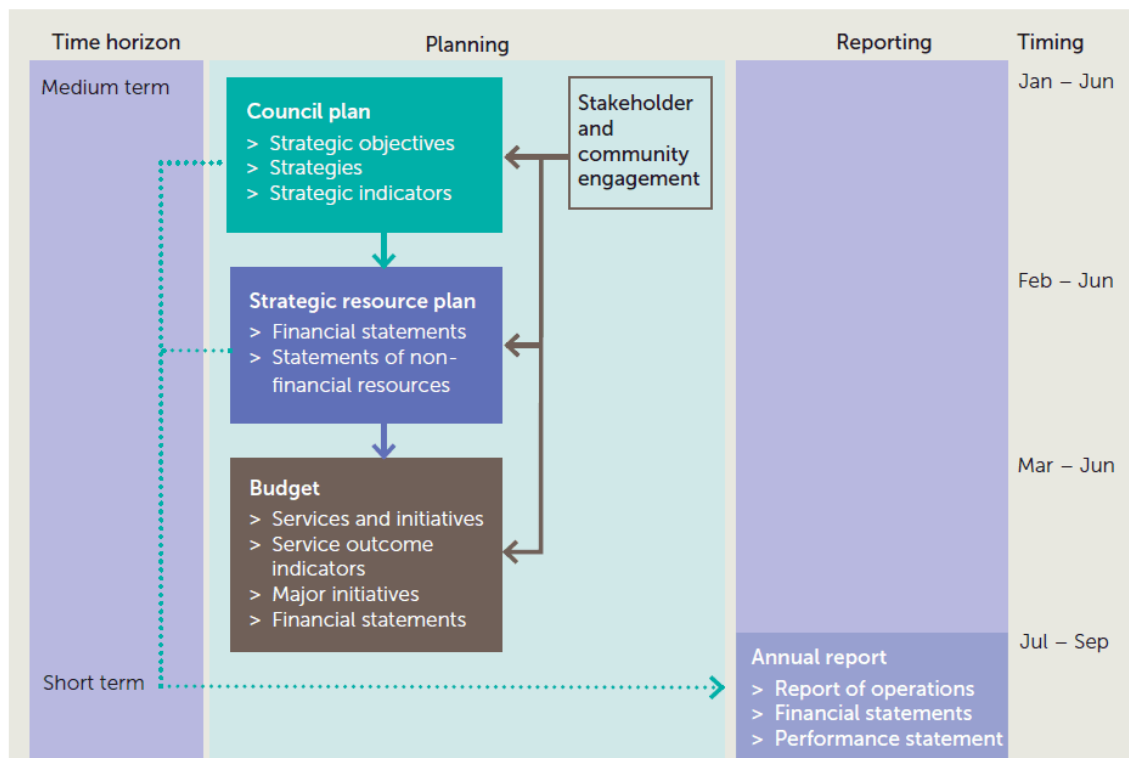
- 1 Links to the Council Plan
- 2 Services and service performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Other budget information (required by the Regulations)
- 6 Detailed list of Capital Works
- 7 Rates and charges

1. Links to the Council Plan

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

1.1 Planning and accountability framework

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



Source: Department of Environment, Land, Water and Planning (formerly Department of Transport, Planning and Local Infrastructure)

In addition to the above, Council's vision for its communities is captured in several long term master plans, such as *Tallangatta Tomorrow*, *Our Valley*, *Our Future*, *Our Bellbridge* and *Upper Murray 2030 Vision 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

We will be a World Class small Council and Towong Shire will be an ideal place to live.

Our mission

To provide leadership and service to the Towong Shire community that adds value and enhances social, economic and environmental wellbeing now and in the future.

Our values

- **Pride** - We will always take care in what we do
- **Teamwork** - We will help others to achieve by being positive, enthusiastic and confident
- **Integrity** - We will seek the common good
- **Respect** - We will listen and consider other perspectives and treat each other with courtesy

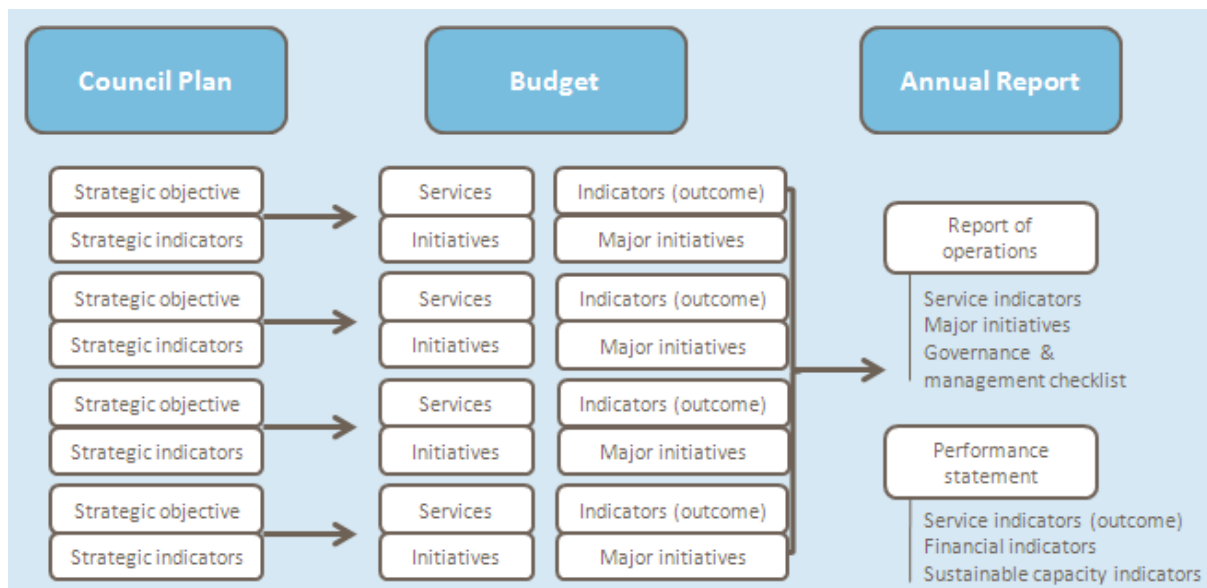
1.3 Strategic objectives

Council delivers services and initiatives under 17 major service categories. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan for the years 2013-17. The following table lists the six Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Organisational improvement	Embed organisational excellence into our governance and management processes in order to deliver the best possible outcomes for our residents and ratepayers.
2. Community wellbeing	Assist Towong Shire residents in the attainment of a high level of health and safety, resilience and connectedness to their communities.
3. Asset management	To maintain and improve the Shire's infrastructure to meet agreed levels of service.
4. Land-use planning	To develop a strategic and sustainable long-term land use direction for the Shire based on an integrated approach to the natural and built environment.
5. Environmental sustainability	Integrate sustainable natural resource management into all of our business activities.
6. Economic and tourism development	Expand long-term employment and economic opportunities whilst continuing to maintain and promote our environment and the lifestyle our municipality offers.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2016/17 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Environment, Land, Water and Planning (formerly Transport, Planning and Local Infrastructure)

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections.

2.1 Strategic Objective 1: Organisational improvement

To achieve our Organisational improvement objective, we will continue to embed organisational excellence into our governance and management processes in order to deliver the best possible outcomes for our residents and ratepayers. The services, initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Councillors, Chief Executive and associated support	This area of governance includes the Mayor, Councillors, Chief Executive Officer and associated support which cannot be easily attributed to the direct service provision areas.	
Customer Service	This service provides Council with operational organisational support to Council, CEO and the Senior Management Group and acts as the main customer interface with the community. The service also assists with delivering on the communication and governance needs of the Council.	
Corporate Services	This service provides financial and corporate based services to internal and external customers, including the management of Council's finances, payment of salaries and wages to employees, human resources, procurement and contracting of services, raising and collection of rates and charges, managing Council's records and delivering on Council's occupational health and safety responsibilities. This service also maintains reliable and cost effective communications and computing systems, facilities and infrastructure to support Council staff.	
Total Organisational improvement		3,064 <u>(2,788)</u> 276

Council Plan Initiatives

- 1) Implement business improvements in the areas of OHS, risk management, swimming pools and landfills as identified by previous internal audits.
- 2) Improve service delivery and reduce costs through process improvement and shared services.
- 3) Deploy software that leverages improved IT infrastructure with a particular focus on the areas of shared services, record management and business process workflows.
- 4) Improve the use of electronic mediums in Council's communications with the community.

Service Performance Outcome Indicators

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

2.2 Strategic Objective 2: Community wellbeing

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

Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Community Services	This service provides family oriented support services including kindergartens, maternal and child health, immunisations and youth services. It also supports Council's commitment to improved access for all residents, delivers an annual Seniors event and is exploring opportunities to support arts and culture throughout the Shire.	
Library Services	This service provides public library services at two locations and provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.	
Swimming Pools	This service provides Council's two seasonally operated swimming pools at Corryong and Tallangatta. These pools operate from November to March each year. It also provides a financial contribution to the community operated Eskdale pool.	
Community Facilities	This service identifies opportunities for Council or community groups to access funding to better meet community needs and delivers on key Council funding applications.	
Total Community Wellbeing		1,546 (984) 562

Council Plan Initiatives

- 5) Complete the Tallangatta Caravan Park Planning Study and implement the adopted recommendations from the plan.
- 6) Seek funding for the Corryong Aquatic Training Centre Project.
- 7) Successfully deliver the Tallangatta Integrated Community Centre project.
- 8) Conduct a review of public pools with a view to lowering operating costs and increasing safety and participation.
- 9) Continue to pursue extended childcare services across the Shire.
- 10) Auspice and support the successful delivery of the Mitta Valley 'Our Valley, Our Future' project.
- 11) Auspice and support the successful delivery of the Upper Murray 2030 Vision Plan.
- 12) Undertake a review of early childhood services to identify opportunities to improve the sustainability of these services and better meet the community's needs.
- 13) Continue to implement the key priorities from 'Tallangatta Tomorrow' including residential development.
- 14) Actively participate in the Towong Alliance with the three Shire based Health Services.
- 15) Deliver an events schedule targeted towards youth, seniors and disabled people within the Shire.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health (MCH)	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

2.3 Strategic Objective 3: Asset management

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

Services

Service area	Description of services provided	Expenditure (Revenue)
		Net Cost \$'000
Engineering Services	This service undertakes design, tendering, contract management and supervision of various works within Council's capital works program. This service also conducts asset renewal and maintenance planning for Council's main infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These include: -roads, bridges, footpaths -buildings -drainage -recreation and open spaces.	
Infrastructure	This service maintains Council infrastructure, vehicles, plant and equipment to meet functional and safety needs.	
Total Asset Management		5,299 (1,483) 3,816

Council Plan Initiatives

- 16) Deliver the adopted Capital Works program
- 17) Implement the stock grid policy
- 18) Prepare an Asset Management Plan for Recreation and Open Spaces (inclusive of trees of significance)
- 19) Implement the Town Beautification Program throughout the Shire
- 20) Work with VicRoads and other stakeholders to progress the upgrade/sealing of the Benambra-Corryong Road and the Shelley-Walwa Road

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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.

2.4 Strategic Objective 4: Land-use planning

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

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Planning	The planning service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It administers the Towong Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares amendments to the Towong Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	
Building Services	This service provides statutory building services to the Council community including processing of building permits, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.	
Total Land-use planning		417 (104) 313

Council Plan Initiatives

- 21) Improve our communication in relation to town and land use planning
- 22) Develop and implement a Domestic Wastewater Management Plan
- 23) Complete a section 12B (Planning and Environment Act) review of Towong Planning Scheme
- 24) Revise Local Planning Policies with a view to protecting strategically important land for food production
- 25) Finalise the Rural Living Zone Planning Scheme Amendment

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 not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

2.5 Strategic Objective 5: Environmental sustainability

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

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Waste Services	This service provides waste collection including kerbside collections of rubbish and recycling from households and commercial properties, special hard waste, green waste collections, transfer station and land fill management.	
Emergency Management	This service provides Council's emergency management planning function.	
Animal Control	This service provides animal management services including a cat trapping program, dog / cat collection service, lost and found notification service, pound service, registration / administration service and an after-hours emergency service. It also provides education, regulation and enforcement of the Local Law and relevant State legislation.	
Total Environmental Sustainability		2,232 (424) 1,808

Council Plan Initiatives

26) Explore solutions for Bellbridge water and waste water expansion (in conjunction with North East Water).

- 27) Lobby for the expansion/improvement of the North East Water Tallangatta wastewater plant to accommodate future development in Tallangatta and the elimination of odour emanating from the plant.
- 28) Continue to implement the adopted outcomes from the Waste Management Services review.
- 29) Explore waste to energy options suitable for a small municipality.
- 30) Consider the options available for the Bethanga Wastewater project.
- 31) Provide proactive support to Department of Environment, Land, Water and Planning (DELWP) Wild Dog Program and lobby for increased resourcing.
- 32) Continue to implement noxious weed controls along roadsides and encourage adjoining landowners (including DELWP and Parks Victoria) to also implement controls on their property.
- 33) Continue to maintain and monitor operational and closed landfills within EPA guidelines.
- 34) Support waste minimisation and management initiatives in the North East Regional Waste Implementation Plan and Regional Waste Minimisation Strategy.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is 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
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

2.6 Strategic Objective 6: Economic and tourism development

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

Services

Service areas	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Economic Development	The economic development service assists the organisation to facilitate an environment that is conducive to a sustainable and growing local business sector and provides opportunities for local residents to improve their skill levels and access employment.	

Service areas	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Tourism	This service includes the provision of a Visitor Information Centre in Corryong, support for visitor information services in Tallangatta and development of tourism websites to provide advice to visitors to the region.	
Total Economic and tourism development		1,445 (312) 1,133

Council Plan Initiatives

- 35) Lobby the Federal Government in order to maximise the NBN outcomes for our communities.
- 36) Develop a Corryong Saleyards strategy with adopted recommendations implemented by June 2015.
- 37) Continue to work towards the availability of Industrial land in Corryong and Tallangatta.
- 38) Encourage (and where possible deliver) sustainable design for community buildings and residential estate development.
- 39) Lobby Federal Government and private telcos for improved mobile coverage.
- 40) Support the Agribusiness sector in Towong Shire to achieve profitability and sustainability.
- 41) Support the Retail, Commercial and Industrial sectors in Towong Shire to achieve profitability and sustainability.
- 42) Promote the Omeo Highway and the Benambra-Corryong Road as touring links to the Gippsland region.

Service Performance Outcome Indicators

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

2.7 Performance Statement

The service performance indicators detailed in the preceding pages will be reported on in the Performance Statement which is prepared at the end of the year as required by Section 132 of the Act and included in the 2016/17 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 8) and sustainable capacity, which are not included in this budget report. The prescribed performance indicators contained in the Performance Statement are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the Report of Operations.

2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Organisational improvement	276	3,064	2788
Community wellbeing	562	1,546	984
Asset management	3,816	5299	1483
Land-use planning	313	417	104
Environmental sustainability	1,800	2,232	424
Economic and tourism development	1,133	1,445	312
Total services and initiatives	7,908	14,003	6,095
Other non-attributable	-		
Deficit before funding sources	7,908		
Funding sources			
Rates and charges	7,718		
Capital grants	3,162		
Total funding sources	10,880		
Surplus for the year	2,972		

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2019/20 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- 3.1 Comprehensive Income Statement
- 3.2 Balance Sheet
- 3.3 Statement of Changes in Equity
- 3.4 Statement of Cash Flows
- 3.5 Statement of Capital Works
- 3.6 Statement of Human Resources

3.1 Comprehensive Income Statement

For the ten years ending 30 June 2026

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	7,478	7,718	8,159	8,624	9,120	9,644	10,205	10,795	11,425	12,092	12,802
Statutory fees and fines	175	182	187	188	194	195	200	206	212	218	224
User fees	417	952	900	990	940	1,030	980	1,071	1,022	1,113	1,065
Grants - Operating (recurrent)	2,401	4,275	4,175	4,184	4,193	4,202	4,211	4,221	4,231	4,241	4,252
Grants - Operating (non-recurrent)	548	195	-	-	-	-	-	-	-	-	-
Grants - Capital (recurrent)	1,917	2,214	671	671	-	-	-	-	-	-	-
Grants - Capital (non-recurrent)	463	948	1,048	664	532	-	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Other income	635	490	659	628	624	641	628	628	618	623	619
Total income	14,034	16,974	15,799	15,949	15,603	15,712	16,224	16,921	17,508	18,287	18,962
Expenses											
Employee costs	4,880	5,966	6,548	6,780	7,020	7,269	7,527	7,794	8,037	8,288	8,547
Materials and services	4,375	3,587	3,509	3,598	3,683	3,787	3,879	3,992	4,097	4,224	4,344
Bad and doubtful debts	-	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	3,525	3,537	3,831	3,853	3,868	3,932	3,981	4,021	4,060	4,102	4,142
Borrowing costs	8	93	85	78	70	61	52	43	33	22	10
Other expenses	345	819	351	356	461	466	471	476	504	538	544
Total expenses	13,133	14,002	14,324	14,665	15,102	15,515	15,910	16,326	16,731	17,174	17,587
Surplus/(deficit) for the year	901	2,972	1,475	1,284	501	197	314	595	777	1,113	1,375
Other comprehensive income											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	901	2,972	1,475	1,284	501	197	314	595	777	1,113	1,375

3.2 Balance Sheet

For the ten years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan			Long Term Financial Plan					
	Actual		Projections			Projections					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	10,838	8,947	7,781	7,403	7,602	6,914	6,592	5,973	5,776	5,302	5,291
Trade and other receivables	808	970	909	918	902	911	942	984	1,019	1,065	1,106
Other financial assets	-	-	-	-	-	-	-	-	-	-	-
Inventories	10	10	10	10	10	10	10	10	10	10	10
Other assets	300	300	300	300	300	300	300	300	300	300	300
Total current assets	11,956	10,227	9,000	8,631	8,814	8,135	7,844	7,267	7,105	6,677	6,707
Non-current assets											
Property, infrastructure, plant & equipment	179,712	185,963	188,574	190,128	190,352	191,115	191,595	192,635	193,425	194,811	195,982
Total non-current assets	179,712	185,963	188,574	190,128	190,352	191,115	191,595	192,635	193,425	194,811	195,982
Total assets	191,668	196,190	197,574	198,759	199,166	199,250	199,439	199,902	200,530	201,488	202,689
Liabilities											
Current liabilities											
Trade and other payables	582	542	476	487	511	524	536	551	567	587	603
Trust funds and deposits	281	286	291	296	301	306	311	316	321	326	331
Provisions	878	1,044	1,113	1,119	1,123	1,127	1,129	1,130	1,125	1,119	1,111
Interest-bearing loans and borrowings	-	121	129	137	145	154	164	174	185	197	-
Total current liabilities	1,741	1,993	2,009	2,039	2,080	2,111	2,140	2,171	2,198	2,229	2,045
Non-current liabilities											
Provisions	195	239	262	271	281	291	301	312	321	332	342
Interest-bearing loans and borrowings	32	1,285	1,156	1,019	874	720	556	382	197	-	-
Total non-current liabilities	227	1,524	1,418	1,290	1,155	1,011	857	694	518	332	342
Total liabilities	1,968	3,517	3,427	3,329	3,235	3,122	2,997	2,865	2,716	2,561	2,387
Net assets	189,700	192,672	194,147	195,430	195,931	196,128	196,442	197,037	197,814	198,927	200,302
Equity											
Accumulated surplus	79,287	82,259	83,734	85,017	85,518	85,715	86,029	86,624	87,401	88,514	89,889
Reserves	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413	110,413
Total equity	189,700	192,672	194,147	195,430	195,931	196,128	196,442	197,037	197,814	198,927	200,302

3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	189,700	79,287	110,413	-
Surplus/(deficit) for the year	2,972	2,972	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	192,672	82,259	110,413	-
2018				
Balance at beginning of the financial year	192,672	82,259	110,413	-
Surplus/(deficit) for the year	1,475	1,475	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	194,147	83,734	110,413	-
2019				
Balance at beginning of the financial year	194,147	83,734	110,413	-
Surplus/(deficit) for the year	1,283	1,283	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	195,430	85,017	110,413	-
2020				
Balance at beginning of the financial year	195,430	85,017	110,413	-
Surplus/(deficit) for the year	501	501	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	195,931	85,518	110,413	-

3.4 Statement of Cash Flows

For the ten years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan			Long Term Financial Plan					
	Actual		Projections			Projections					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	7,575	7,704	8,132	8,597	9,090	9,612	10,172	10,759	11,387	12,052	12,760
Statutory fees and fines	175	182	187	188	194	195	200	206	212	218	224
User fees	417	952	900	990	940	1,030	980	1,071	1,022	1,113	1,065
Grants - operating	3,295	4,322	4,263	4,202	4,239	4,225	4,213	4,215	4,234	4,235	4,253
Grants - capital	2,380	3,162	1,719	1,335	532	-	-	-	-	-	-
Interest received	204	174	334	294	280	287	263	252	230	223	207
Trust funds and deposits taken	5	5	5	5	5	5	5	5	5	5	5
Other receipts	431	316	325	334	344	354	365	376	388	400	412
Net GST refund / payment	-	-	-	-	-	-	-	-	-	-	-
Employee costs	(5,394)	(5,756)	(6,456)	(6,765)	(7,006)	(7,255)	(7,515)	(7,782)	(8,033)	(8,283)	(8,545)
Materials and services	(3,718)	(3,011)	(2,903)	(2,968)	(3,028)	(3,106)	(3,171)	(3,256)	(3,332)	(3,428)	(3,515)
External contracts	(78)	(96)	(99)	(102)	(105)	(108)	(111)	(114)	(117)	(121)	(125)
Utilities	(196)	(176)	(187)	(198)	(210)	(223)	(236)	(250)	(265)	(281)	(298)
Trust funds and deposits repaid	-	-	-	-	-	-	-	-	-	-	-
Other payments	(846)	(1,162)	(737)	(675)	(777)	(803)	(820)	(833)	(871)	(912)	(934)
Net cash provided by/(used in) operating activities	4,250	6,616	5,483	5,237	4,498	4,213	4,345	4,649	4,860	5,221	5,509
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(4,915)	(9,788)	(6,442)	(5,406)	(4,092)	(4,696)	(4,460)	(5,061)	(4,850)	(5,487)	(5,313)
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(4,915)	(9,788)	(6,442)	(5,406)	(4,092)	(4,696)	(4,460)	(5,061)	(4,850)	(5,487)	(5,313)
Cash flows from financing activities											
Finance costs	(8)	(93)	(85)	(78)	(70)	(61)	(52)	(43)	(33)	(22)	(10)
Proceeds from borrowings	-	1,488	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	(114)	(121)	(129)	(137)	(145)	(154)	(164)	(174)	(185)	(197)
Net cash provided by/(used in) financing activities	(8)	1,281	(206)	(207)	(207)	(206)	(206)	(207)	(207)	(207)	(207)
Net increase/(decrease) in cash & cash equivalents	(673)	(1,891)	(1,165)	(376)	199	(689)	(321)	(619)	(197)	(473)	(11)
Cash and cash equivalents at the beginning of the financial year	11,511	10,838	8,947	7,781	7,403	7,602	6,914	6,592	5,973	5,776	5,302
Cash and cash equivalents at the end of the financial year	10,838	8,947	7,781	7,403	7,602	6,914	6,592	5,973	5,776	5,302	5,291

3.5 Statement of Capital Works

For the ten years ending 30 June 2026

	Forecast	Budget	Strategic Resource Plan			Long Term Financial Plan					
	Actual		Projections			Projections					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	-	-	-	-	-	-	-	-	-	-	-
Buildings	2,368	102	-	-	-	-	-	-	-	-	-
Building improvements	550	1,561	612	630	649	669	689	709	731	753	775
Total buildings	2,918	1,663	612	630	649	669	689	709	731	753	775
Total property	2,918	1,663	612	630	649	669	689	709	731	753	775
Plant and equipment											
Plant, machinery and equipment	39	669	650	700	700	720	714	789	800	800	850
Fixtures, fittings and furniture	-	2	-	-	-	-	-	-	-	-	-
Computers and telecommunications	66	66	73	45	67	70	100	50	64	90	66
Library books	40	20	20	20	20	20	20	20	20	20	20
Total plant and equipment	145	1,257	743	765	787	810	834	859	884	910	936
Infrastructure											
Roads	1,547	3,712	1,939	2,104	2,234	2,345	2,447	2,555	2,677	2,819	2,979
Bridges	20	20	308	337	364	393	419	444	470	493	517
Footpaths and cycleways	133	432	26	27	29	32	34	37	40	42	45
Kerb and channel	39	225	26	26	26	30	33	37	41	45	49
Drainage	10	20	-	1	2	2	4	5	8	9	11
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	200	-	200	-	415	-	415	-	415	-
Parks, open space and streetscapes	103	375	-	-	-	-	-	-	-	-	-
Aerodromes	-	692	-	-	-	-	-	-	-	-	-
Other infrastructure	-	1,192	2,788	1,316	-	-	-	-	-	-	-
Total infrastructure	1,852	6,868	5,087	4,011	2,655	3,216	2,937	3,493	3,236	3,825	3,602
Total capital works expenditure	4,915	9,788	6,442	5,406	4,092	4,696	4,460	5,061	4,850	5,487	5,313
Represented by:											
New asset expenditure	2,847	1,171	2,808	1,536	20	435	20	435	20	435	20
Asset renewal expenditure	1,701	6,733	3,634	3,870	4,072	4,261	4,440	4,626	4,830	5,052	5,293
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	367	1,884	-	-	-	-	-	-	-	-	-
Total capital works expenditure	4,915	9,788	6,442	5,406	4,092	4,696	4,460	5,061	4,850	5,487	5,313

3.6 Statement of Human Resources

For the ten years ending 30 June 2026

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2017/18 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Staff expenditure											
Employee costs - operating	4,880	5,966	6,548	6,780	7,020	7,269	7,527	7,794	8,037	8,288	8,547
Employee costs - capital	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	4,880	5,966	6,548	6,780	7,020	7,269	7,527	7,794	8,037	8,288	8,547
Staff numbers	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Employees	63.5	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1
Total staff numbers	63.5	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1	70.1

The 2015/16 forecast of 63.5 EFT (equivalent full-time employees) compares to budgeted resourcing level of 68.3 EFT. There have been a number of positions that have remained vacant through 2015/16 and are expected to be filled early in the 2016/17 financial year.

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Organisational improvement	1,559	1,316	243
Community wellbeing	653	116	537
Asset management	2,266	2,125	141
Land-use planning	193	193	-
Environmental sustainability	579	505	74
Economic and tourism development	176	109	67
Total permanent staff expenditure	5,426	4,364	1,062
Casuals and other expenditure	540		
Capitalised Labour costs	0		
Total expenditure	5,966		

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

Department	Budget FTE	Comprises	
		Permanent Full time	Permanent Part Time
Organisational improvement	16.64	12.90	3.74
Community wellbeing	8.42	1.00	7.42
Asset management	28.94	27.00	1.94
Land-use planning	2.00	2.00	-
Environmental sustainability	8.41	7.53	0.88
Economic and tourism development	2.05	1.00	1.05
Total permanent staff	66.46	51.43	15.03
Casuals and other	3.63		
Capitalised Labour costs	-		
Total staff	70.09		

4. Financial performance indicators

This section presents information in regard to the financial performance indicators.

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

Indicator	Measure	Notes	Actual 2014/15	Forecast 2015/16	Budget 2016/17	Strategic Resource Plan Projections			Trend + / o / -
						2017/18	2017/18	2019/20	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	26.57%	(12.69%)	(1.38%)	(1.73%)	(0.35%)	(0.21%)	+
Liquidity									
Working Capital	Current assets / current liabilities	2	633.48%	686.73%	512.89%	447.98%	423.30%	423.75%	-
Unrestricted cash	Unrestricted cash / current liabilities		281.66%	622.52%	448.70%	387.31%	363.07%	365.48%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.46%	0.43%	18.33%	15.85%	13.49%	11.24%	+
Loans and borrowings repayments	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.64%	0.11%	2.70%	2.54%	2.42%	2.28%	+
Indebtedness	Non-current liabilities / own source revenue		5.97%	2.61%	16.31%	14.32%	12.37%	10.62%	+
Asset renewal	Asset renewal expenses / Asset depreciation	4	76.64%	48.26%	190.36%	94.86%	100.44%	105.27%	0
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	38.78%	63.78%	55.54%	57.59%	58.65%	60.14%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.53%	0.56%	0.56%	0.59%	0.63%	0.66%	+
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$3,012.96	\$2986.81	\$3,167.16	\$3,239.99	\$3,317.12	\$3,415.97	-
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,258.49	\$1,321.88	\$1,355.77	\$1,426.08	\$1,499.40	\$1,578.13	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		7.04%	5.63%	5.71%	5.71%	5.71%	5.71%	0

Key to Forecast Trend:

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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance is expected over the period, although continued losses means reliance on Council's cash reserves to maintain services. The large reduction from 2014/15 actual to 2015/16 forecast is due to half of the 2015/16 allocation of Financial Assistance Grants being prepaid on 30 June 2015.

2 Working Capital – Is the proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17. This is due cash balances being reduced to fund the 2016/17 underlying deficit and the delivery of significant capital works that were postponed from 2015/16 to 2016/17. The trend in later years is to remain steady.

3 Debt compared to rates – Council intends to use borrowings to fund its contribution to a number of multigenerational projects in 2016/17.

4 Asset renewal - This percentage indicates the extent of Council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). 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. Council's policy is for 100% infrastructure renewal as per recommendations from an independent expert.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

5. Other budget information (required by the Regulations)

This section presents other budget related information required by the Regulations.

This section includes the following statements and reports:

- 5.1 Grants operating
- 5.2 Grants capital
- 5.1 Statement of borrowings

5.1 Grants - operating

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 increase by 44.1% or \$1.30 million compared to 2015/16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grants	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission – General purpose funding	656	1,406	750
Victorian Grants Commission – Local roads funding	1,064	2,275	1,211
Recurrent - State Government			
Emergency	93	93	-
Family and children	384	281	(103)
School crossing supervisors	9	9	-
Community	92	108	16
Libraries	103	103	-
Total recurrent grants	2,401	4,275	1,874
Non-recurrent - Commonwealth Government			
Nil	-	-	-
Non-recurrent - State Government			
Economic development	115	111	61
Environment	30	30	(1)
Recreation	397	48	(387)
Roads	6	6	-
Total non-recurrent operating grants	548	195	(353)
Total operating grants	2,949	4,470	1,521

The Commonwealth Government provides recurrent funding to Victorian councils through the Victorian Grants Commission. The increase in Victoria Grants Commission (VGC) funding is a result of the timing of the payment of the 2015/16 funding allocation. Half of the 2015/16 allocation was prepaid on 30 June 2015 and was recognised as recurrent revenue in 2014/15. This means that the forecast actual for 2015/16 only includes half of the full year allocation.

The level of VGC grants to Victorian councils has been affected by the Commonwealth Government's decision to pause indexation for three years commencing in 2014-15. The VGC analysis indicates that Victorian councils will be impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%. Towong Shire Council has planned for a \$658,000 reduction over the three year period.

5.2 Grants - capital

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 32.8% or \$0.78 million compared to 2015/16 due mainly no funding for specific capital works projects. Section 6 includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grants	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Roads to recovery	1,917	2,214	297
Recurrent - State Government			
Nil	-	-	-
Total recurrent capital grants	1,917	2,214	297
Non-recurrent - Commonwealth Government			
National Stronger Regions Fund	-	798	798
Non-recurrent - State Government			
Buildings	179	-	(179)
Infrastructure	10	-	(10)
Aerodrome	-	150	150
Recreation	200	-	(200)
Waste management	74	-	(74)
Total non-recurrent capital grants	463	948	485
Total capital grants	2,380	3,162	782

5.3 Statement of Borrowings

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

	2015/16 \$'000	2016/17 \$'000
Total amount borrowed as at 30 June of the prior year	32	32
Total amount to be borrowed	-	1,488
Total amount projected to be redeemed	-	(114)
Total amount proposed to be borrowed as at 30 June	32	1,406

Council intends to increase its borrowings to fund its contribution to a number of large multigenerational projects. Borrowings include:

- \$0.493 million towards the undergrounding of power in Towong St, Tallangatta
- \$0.495 million towards the Great River Road (project subject to securing State or Federal Government funding) See Section 6 for more information on the capital program.
- \$0.500 million contribution to the Upper Murray Events Centre (project subject to securing State or Federal Government funding)

6. Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2016/17 year.

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

- 6.1 New works for 2016/17
- 6.2 Works carried forward from the 2015/16 year.

Capital works program

For the year ending 30 June 2017

6.1 New works for 2016/17

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY									
Buildings									
Tallangatta Holiday Park	433,000	-	433,000	-	-	367,000	-	66,000	-
10 Banool Road	315,000	-	-	315,000	-	-	-	315,000	-
Towong St shopfronts/verandah	150,000	-	150,000	-	-	75,000	-	75,000	-
Annual building renewal	45,000	-	45,000	-	-	20,000	-	25,000	-
Tallangatta pool renewal	14,500	-	14,500	-	-	-	-	14,500	-
Corryong pool renewal	3,700	-	3,700	-	-	-	-	3,700	-
Total Buildings	961,200	-	646,200	315,000	-	462,000	-	499,200	-
TOTAL PROPERTY	961,200	-	646,200	315,000	-	462,000	-	499,200	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Annual plant replacement	606,500	-	606,500	-	-	-	-	606,500	-
Annual fleet replacement	62,875	-	62,875	-	-	-	-	62,875	-
IT infrastructure renewal	36,000	-	36,000	-	-	-	-	36,000	-
IT disaster recovery system	30,000	30,000	-	-	-	-	-	30,000	-
Library books	20,000	20,000	-	-	-	-	-	20,000	-
Dangerous goods storage unit - Corryong	2,000	2,000	-	-	-	-	-	2,000	-
Total Plant, Machinery and Equipment	757,375	52,000	705,375	-	-	-	-	757,375	-
TOTAL PLANT AND EQUIPMENT	757,375	52,000	705,375	-	-	-	-	757,375	-

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
INFRASTRUCTURE									
Roads									
Reseal program	850,000	-	850,000	-	-	675,000	-	175,000	-
Major patching/ dig outs	600,000	-	600,000	-	-	550,000	-	50,000	-
Road reconstruction – TBC	350,000	-	350,000	-	-	300,000	-	50,000	-
Road reconstruction - Georges Creek Rd - Stage 4	250,000	-	-	250,000	-	200,000	-	50,000	-
Resheeting - annual renewal	230,000	-	230,000	-	-	-	-	230,000	-
Olsen St and Beardmore St intersection upgrade	50,000	-	-	50,000	-	50,000	-	-	-
Shelley-Walwa Road	50,000	-	-	50,000	-	-	-	50,000	-
Guardrail	30,000	-	30,000	-	-	-	-	30,000	-
Total Roads	2,410,000	-	2,060,000	350,000	-	1,775,000	-	635,000	-
Bridges									
Bridge renewal	20,000	-	20,000	-	-	-	-	20,000	-
Total Bridges	20,000	-	20,000	-	-	-	-	20,000	-
Kerb and Channel									
Kerb and channel - Hanson St, Corryong	380,000	-	380,000	-	-	380,000	-	-	-
Kerb and channel - Streetscape Stage 2 – Walwa	195,694	-	-	195,694	-	104,494	-	91,200	-
Kerb and channel - Annual renewal	150,000	-	150,000	-	-	130,000	-	20,000	-
Total Kerb and Channel	725,694	-	530,000	195,694	-	614,494	-	111,200	-
Footpaths and Cycleways									
Strategic path links	200,000	-	200,000	-	-	100,000	-	100,000	-
Annual footpath renewal	20,000	-	20,000	-	-	-	-	20,000	-
Total Footpaths and Cycleways	220,000	-	220,000	-	-	100,000	-	120,000	-
Drainage									
Annual drainage renewal	60,000	-	60,000	-	-	40,000	-	20,000	-
Wise St, Bethanga – underground stormwater	50,000	50,000	-	-	-	30,000	-	20,000	-
Total Drainage	110,000	50,000	60,000	-	-	70,000	-	40,000	-

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Aerodrome									
Corryong Airport upgrade	532,000	532,000	-	-	-	532,000	-	-	-
Total Aerodrome	532,000	532,000	-	-	-	532,000	-	-	-
Waste Management									
New cell – Corryong landfill	200,000	200,000	-	-	-	-	-	200,000	-
Total Waste Management	200,000	200,000	-	-	-	-	-	200,000	-
Parks, Open Space and Streetscapes									
Tallangatta foreshore	286,000	-	286,000	-	-	143,000	-	143,000	-
Street furniture renewal	15,000	-	15,000	-	-	5,000	-	10,000	-
Annual town beautification	10,000	-	10,000	-	-	-	-	10,000	-
Annual playground equipment renewal	4,000	-	4,000	-	-	-	-	4,000	-
Total Parks, Open Space and Streetscapes	315,000	-	315,000	-	-	148,000	-	167,000	-
Other infrastructure									
Great River Road	495,000	495,000	-	-	-	-	-	-	495,000
Upper Murray 2030	150,000	-	150,000	-	-	-	-	150,000	-
Raw water pipe and tank - Tallangatta	54,000	54,000	-	-	-	27,000	-	27,000	-
Total other infrastructure	699,000	549,000	150,000	-	-	27,000	-	177,000	495,000
TOTAL INFRASTRUCTURE	5,231,694	1,331,000	3,355,000	545,694	-	3,266,494	-	1,470,200	495,000
TOTAL NEW CAPITAL WORKS 2016/17	6,950,269	1,383,000	4,706,575	860,694	-	3,728,494	-	2,726,775	495,000

6.2 Works carried forward from the 2015/16 year

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contributions \$	Council Cash \$	Borrowings \$
PROPERTY									
Buildings									
Tallangatta Holiday Park	300,000	-	300,000	-	-	-	-	300,000	-
Corryong Swimming Pool	300,000	-	300,000	-	-	-	-	300,000	-
Tallangatta Senior Citizens Centre	101,820	-	101,820	-	-	-	-	101,820	-
Total Buildings	701,820	-	701,820	-	-	-	-	701,820	-
TOTAL PROPERTY	701,820	-	701,820	-	-	-	-	701,820	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Infrastructure Project (NEBFCN)	300,000	300,000	-	-	-	-	-	300,000	-
Finance System	200,000	-	-	200,000	-	-	-	200,000	-
Total Plant, Machinery and Equipment	500,000	300,000	-	200,000	-	-	-	500,000	-
TOTAL PLANT AND EQUIPMENT	500,000	300,000	-	200,000	-	-	-	500,000	-
INFRASTRUCTURE									
Roads									
Shelley-Walwa Rd	100,000	-	-	100,000	-	-	-	100,000	-
Georges Creek Road – Stage 3	230,523	-	-	230,523	-	-	-	230,523	-
Major Patching/ Digouts	71,479	-	71,479	-	-	-	-	71,479	-
Reseal program	175,000	-	175,000	-	-	-	-	175,000	-
Total Roads	577,002	-	246,479	330,523	-	-	-	577,002	-
Footpaths and Cycleways									
Strategic path links	100,000	-	100,000	-	-	-	-	100,000	-
TICC streetscape	111,496	-	111,496	-	-	-	-	111,496	-
Total Footpaths and Cycleways	211,496		211,496	-	-	-	-	211,496	-

Capital Works Area	Project Cost	Asset expenditure types				Funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
		\$	\$	\$	\$	\$	\$	\$	\$
Drainage									
Drainage renewal- Tallangatta	20,000	-	20,000	-	-	-	-	20,000	-
Total Drainage	20,000	-	20,000	-	-	-	-	20,000	-
Kerb and channel									
Kerb and channel – Destination Tallangatta	50,000	-	50,000	-	-	-	-	50,000	-
Kerb replacement program	65,043	-	65,043	-	-	-	-	65,043	-
Total Parks, Open Space and Streetscapes	115,043	-	115,043	-	-	-	-	115,043	-
Aerodromes									
Airstrip resealing	120,000	-	120,000	-	-	-	-	120,000	-
Airstrip lighting	40,000	40,000	-	-	-	-	-	40,000	-
Total Aerodrome	160,000	40,000	120,000	-	-	-	-	160,000	-
Other Infrastructure									
Underground power – Towong St	493,000	-	-	493,000	-	-	-	-	493,000
Town beautification - Signage	60,000	-	60,000	-	-	-	-	60,000	-
Total Other Infrastructure	553,000	-	60,000	493,000	-	-	-	60,000	493,000
TOTAL INFRASTRUCTURE	1,636,541	40,000	773,018	823,523	-	-	-	1,143,541	493,000
TOTAL C/FWD CAPITAL WORKS 2015/16	2,838,361	340,000	1,474,838	1,023,523	-	-	-	2,345,361	493,000

6.3 Summary

Capital Works Area	Asset expenditure types					Funding sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$	\$
PROPERTY	1,663,020	-	1,348,020	315,000	-	462,000	-	1,201,020	-
PLANT AND EQUIPMENT	1,257,375	352,000	705,375	200,000	-	-	-	1,257,375	-
INFRASTRUCTURE	6,868,235	1,371,000	4,128,018	1,369,217	-	3,266,494	-	2,613,741	988,000
TOTAL	9,788,630	1,723,000	6,181,413	1,884,217	-	3,728,494	-	5,072,136	988,000

7. Rates and charges

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

7.1 Rates and charges

7.2 Differential rates

7.1 Rates and charges

In developing the Strategic Resource Plan (referred to in Section 13.), rates and charges were identified as an important source of revenue, accounting for 56.5% 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 State Government have introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges. Council applied to the Essential Services Commission for a higher rate cap of 6.34%.

On 31 May 2016, the Essential Services Commission announced that Council's application for a higher rate cap (6.34%) has been approved for the 2016/17 financial year. Despite this approval, Council agreed to a 3.5% rate increase for the 2016/17 Budget to ensure that the rate rise imposed on ratepayers as close to the 2.5% cap as possible.

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

7.1.1- 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	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
General rate for rateable residential properties	0.4197	0.4228	0.74%
General rate for rateable rural residential properties	0.4197	0.4228	0.74%
General rate for rateable rural properties	0.3777	0.3805	0.74%
General rate for rateable business properties	0.3987	0.4017	0.75%
General rate for rateable undeveloped residential properties	1.5109	1.5221	0.74%

7.1.2 - 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	2015/16 \$	2016/17 \$	Change
Residential	1,158,000	1,194,000	3.11%
Rural Residential	851,000	884,000	3.88%
Rural	3,067,000	3,176,000	3.55%
Business	139,000	150,000	7.91%
Undeveloped residential	93,000	90,000	(3.23%)
Total amount to be raised by general rates	5,308,000	5,494,000	3.50%

7.1.3 - 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	2015/16 Number	2016/17 Number	Change
Residential	1,659	1,664	0.3%
Rural Residential	840	850	1.2%
Rural	1,544	1,549	0.3%

Business	246	249	1.2%
Undeveloped residential	108	109	0.9%
Non-rateable	455	450	(1.1%)
Total number of assessments	4,852	4,871	0.4%

7.1.4 - The basis of valuation to be used is the Capital Improved Value (CIV)

7.1.5 - 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	2015/16 \$	2016/17 \$	Change
Residential	275,851,000	282,420,500	2.4%
Rural Residential	202,757,000	209,041,000	3.1%
Rural	811,939,000	834,615,500	2.8%
Business	34,781,000	37,387,000	7.5%
Undeveloped residential	6,123,000	5,925,000	(3.2%)
Total value of land	1,331,451,000	1,369,389,000	2.8%

7.1.6 - The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal	258	267	3.5%

7.1.7 - The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal	987,000	1,024,000	3.7%

7.1.8 - 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 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Kerbside collection:			
Garbage and Recycling - 140/240 Litre Bins (Standard Service)	265	270	1.9%
Garbage and Recycling - 240/240 Litre Bins	289	295	2.1%
Garbage and Recycling - 80/240 Litre Bins	231	236	2.3%
Additional Garbage - 140 Litre Bin (Standard Size)	216	221	2.3%
Additional Garbage - 240 Litre Bin	282	288	2.1%
Additional Garbage - 80 Litre Bin	184	188	2.2%
Additional Recycling - 240 Litre	119	122	2.5%
Garbage/Recycle Service extension – per km	130	133	2.3%
Waste management	101	101	0.0%

7.1.9 - 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	2015/16 \$	2016/17 \$	Change
Kerbside collection	752,000	766,000	1.9%
Waste management	387,000	387,000	0.0%
Total	1,139,000	1,153,000	1.2%

7.1.10 - The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2015/16 \$	2016/17 \$	Change
General rates	5,308,000	5,494,000	3.5%
Municipal charge	987,000	1,024,000	3.7%
Rates in lieu	43,000	47,000	9.3%
Kerbside collection	752,000	766,000	1.9%
Waste management	387,000	387,000	0.0%
Total Rates and charges	7,477,000	7,718,000	3.2%

7.1.11 - 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 such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that it changes rating category.

7.2 Differential rates

7.2.1 Rates to be levied

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

- A general rate of 0.4228% (0.4228 cents in the dollar of CIV) for all rateable residential properties
- A general rate of 0.4228% (0.4228 cents in the dollar of CIV) for all rateable rural residential properties
- A general rate of 0.3805% (0.3805 cents in the dollar of CIV) for all rateable rural properties
- A general rate of 0.4017% (0.4017 cents in the dollar of CIV) for all rateable business properties
- A general rate of 1.5221% (1.5221 cents in the dollar of CIV) for all rateable undeveloped residential properties.

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

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

The objective of each differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

7.2.2 Residential land

Residential land is any land, which is:

- Less than 0.4 ha in size, and
- Not classified as rural, business or undeveloped residential.

7.2.3 Rural residential land

Rural residential land is any land, which is:

- From 0.4 ha to 40 ha in size, and
- Not classified as rural, business or undeveloped residential.

7.2.4 Rural land

Rural land is any land, which is:

- Greater than 40 ha in size.

7.2.5 Business land

Business land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in goods or services, or;
- Unoccupied but zoned commercial or industrial under the Towong Planning Scheme.

7.2.6 Undeveloped residential land

Undeveloped residential land is any land, which is:

- Within a residential, low density residential, mixed use or township zone, and
- Within a sewerage area, and
- Able to be developed as residential land within the planning scheme, and
- Land that has not been issued with an occupancy permit.

Budget Analysis

The following reports provide detailed analysis to support and explain the budget reports in the previous section.

This section includes the following analysis and information:

- 8 Budget influences
- 9 Analysis of operating budget
- 10 Analysis of budgeted cash position
- 11 Analysis of capital budget
- 12 Analysis of budgeted financial position

8. Budget influences

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

- 8.1 Snapshot of Towong Shire Council
- 8.2 Influences
- 8.3 Budget principles
- 8.4 Long term strategies

8.1 Snapshot of Towong Shire Council

Towong Shire Council is located in the north east of Victoria. The Shire encompasses an area of 6,635 square kilometres.

In June 2011, the estimated resident population of the Towong Shire was 5,958 (2006: 6,019 people). (Source: Australian Bureau of Statistics, 2011 Census).

8.2 Influences

A number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5%.
- Council was successful in its application for a higher cap of 6.34%, however has prepared the budget based on a 3.5% rate increase
- State-wide CPI is forecast to be 2.5% for the 2016/17 year.
- Additional funding announced for the Roads to Recovery program for 2016/17.
- Freezing of the previously anticipated indexation in Federal Financial Assistance Grants (administered by the Victorian Grants Commission) recurrent funding.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government under the *Fire Services Property Levy Act 2012*.

As well as external influences, there are also a number of internal influences. These include:

- Wage increases have been budgeted at 1.0% for 2016/17.
- Council must negotiate a new Enterprise Agreement during the 2016/17 year for commencement on 1 August 2016.
- Ongoing work to reduce costs and increase efficiency.

8.3 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 CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2015/16 levels, except where otherwise agreed by Council, with the aim to use less resources and an emphasis on innovation and efficiency.
- Contract labour to be minimised.
- New initiatives or employee proposals to be justified through a business case.
- Real savings in expenditure and increases in revenue identified in previous years to be preserved
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.
- Cost recovery on services provided where possible.

8.4 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 2016/17 to 2019/20 (Section 13.), Rating Information (Section 14.) and Other Long Term Strategies (Section 15.) including borrowings, infrastructure and service delivery.

9. Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2016/17 year.

- 9.1 Budgeted income statement
- 9.2 Income
- 9.3 Expenses

9.1 Budgeted income statement

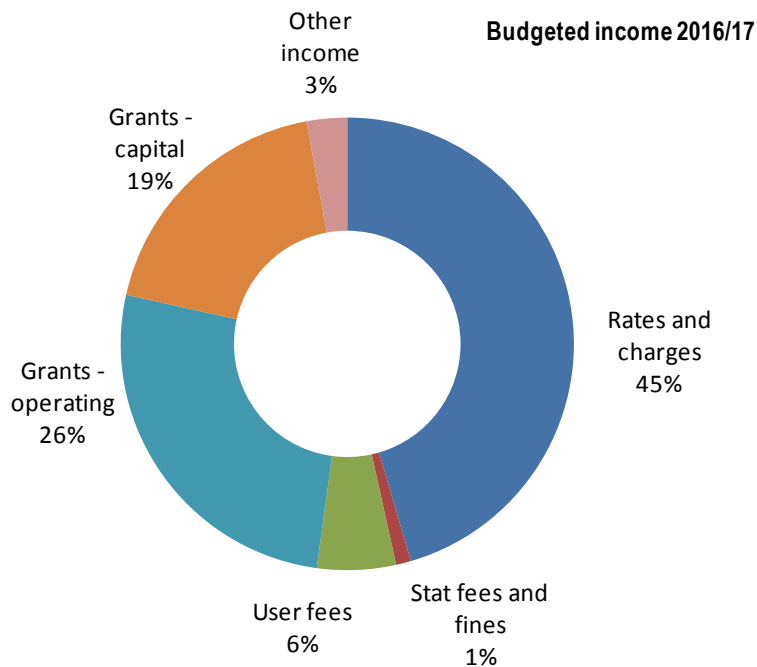
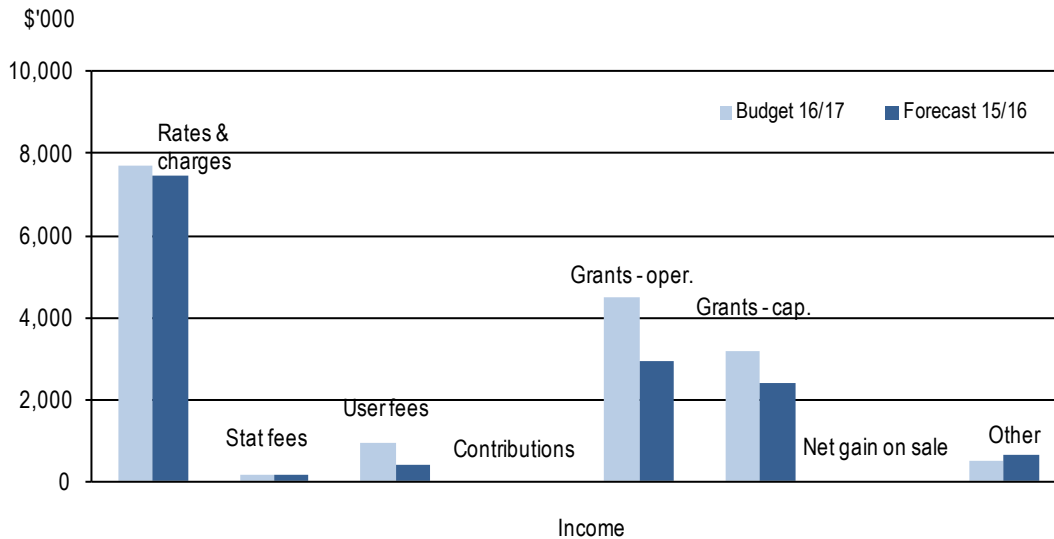
	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total income	9.2	14,034	16,974	2,940
Total expenses	9.3	(13,133)	(14,002)	(869)
Surplus (deficit) for the year		901	2,972	2,071
Grants – capital non-recurrent	9.2.6	(2,380)	(3,162)	(782)
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	9.2.4	-	-	-
Adjusted underlying surplus (deficit)	9.1.1	(1,479)	(190)	1,289

9.1.1 Adjusted underlying deficit

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 2016/17 year is a deficit of \$0.19 million which is a decrease of \$1.29 million from the 2015/16 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.

9.2 Income

Income Types	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Rates and charges	9.2.1	7,478	7,718	240
Statutory fees and fines	9.2.2	175	182	7
User fees	9.2.3	417	952	535
Contributions - monetary	9.2.4	-	-	-
Grants - operating	5.1.1	2,949	4,470	1,521
Grants – capital	5.1.2	2,380	3,162	782
Net gain on disposal of property, infrastructure, plant and equipment	9.2.5	-	-	-
Other income	9.2.6	635	490	(145)
Total income		14,034	16,974	2,940



9.2.1 Rates and charges

Income raised by all rates and charges is budgeted to increase by 3.2% or \$240,000 over 2015/16 to \$7.72 million. This also includes amounts levied on certain land holders in lieu of rates.

Section 7 – Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2016/17 and the rates and charges information specifically required by the Regulations.

9.2.2 Statutory fees and fines

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

Income from statutory fees and fines is budgeted to increase by \$7,000 compared to 2015/16.

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

9.2.3 User fees

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of swimming pools and other community facilities and the provision of community services such as kindergartens and family day care. In setting the budget, the key principle for determining the level of user charges has been to ensure that where possible increases recover the costs of providing the service.

Income from user fees are budgeted to increase by \$535,000 over 2015/16, which is mainly due to the new day care service starting in 2016/17.

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

9.2.4 Contributions - monetary

There are no contributions budgeted for 2016/17.

9.2.5 Net gain on disposal of property, infrastructure, plant and equipment

There is no net gain on disposal of property budgeted for 2016/17.

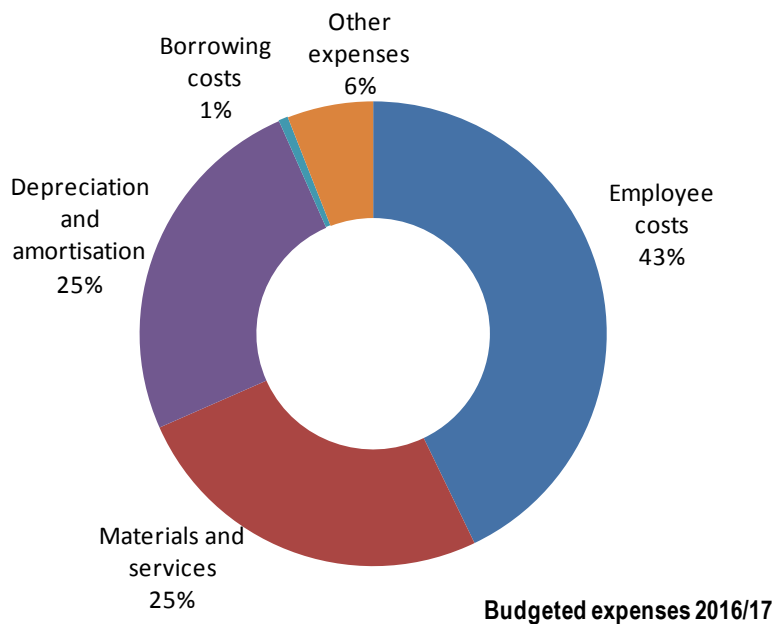
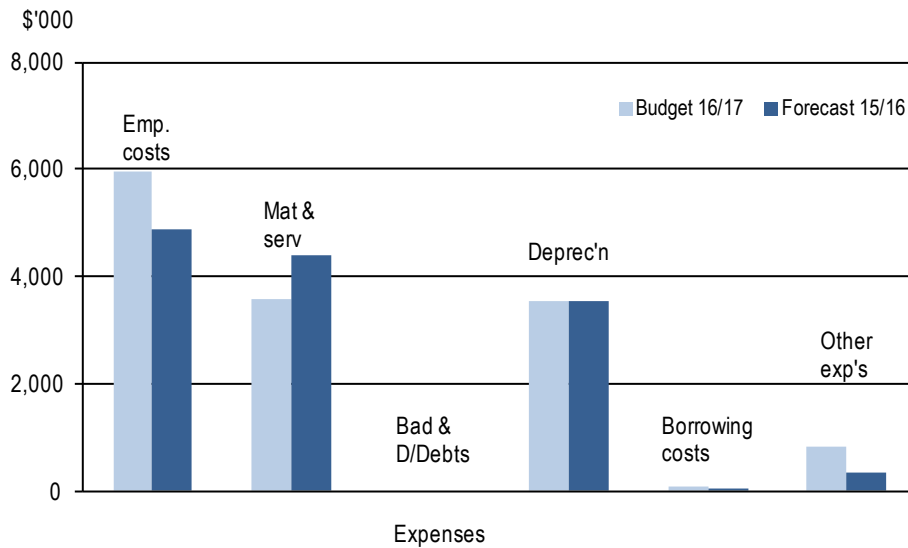
9.2.6 Other income

Other income relates to a range of items such as private works, cost recovery and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is budgeted to decrease by \$145,000 compared to 2015/16. The main reason for this decrease is the reduction in community contributions due to no large community projects being budgeted as well as a reduction in interest income on investments, due to lower interest rates and less cash available to be invested.

9.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Employee costs	9.3.1	4,880	5,966	(1,086)
Materials and services	9.3.2	4,375	3,587	788
Bad and doubtful debts	9.3.3	-	-	-
Depreciation and amortisation	9.3.4	3,525	3,537	(12)
Borrowing costs	9.3.5	8	93	(85)
Other items of expense	9.3.6	345	819	(466)
Total expenses		13,133	14,002	(869)



9.3.1 Employee costs

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

Employee costs are forecast to increase by 22.3% or \$1.09 million compared to 2015/16. This increase relates to the following factors:

- Fully resourcing all vacant positions that were not filled during 2015/16
- Increase in staff numbers resulting from Council's decision to commence child care services in Tallangatta
- Renegotiation of Council's Enterprise Bargaining Agreement (EBA) due to expire August 2016.

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part Time \$'000
Organisational improvement	1,559	1,316	243
Community wellbeing	653	116	537
Asset management	2,266	2,125	141
Land-use planning	193	193	-
Environmental sustainability	579	505	74
Economic and tourism development	176	109	67
Total permanent staff expenditure	5,426	4,364	1,062
Casuals and other expenditure	540		
Capitalised Labour costs	-		
Total expenditure	5,966		

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

Department	Budget FTE	Comprises	
		Permanent Full time	Permanent Part Time
Organisational improvement	16.64	12.90	3.74
Community wellbeing	8.42	1.00	7.42
Asset management	28.94	27.00	1.94
Land-use planning	2.00	2.00	-
Environmental sustainability	8.41	7.53	0.88
Economic and tourism development	2.05	1.00	1.05
Total permanent staff	66.46	51.43	15.03
Casuals and other	3.63		
Capitalised Labour costs	-		
Total staff	70.09		

9.3.2 Materials and services

Materials and services include purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 18.0% or \$788,000 compared to 2015/16.

The main reason for this decrease is the completion of a number of significant community projects in 2015/16 that are not on land owned by Council. The costs associated with these projects are recognised as operating expenditure in the year the expenditure is incurred.

9.3.3 Bad and doubtful debts

There are no bad and doubtful debts budgeted for in 2016/17.

9.3.4 Depreciation and amortisation

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. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

9.3.5 Borrowing costs

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The increase in borrowing costs of \$85,000 results from Council's intention to borrow funds to enable the delivery of a number of multigenerational projects.

9.3.6 Other expenses

Other expenses relate to a range of unclassified items including contributions to community groups, Councillor allowances, auditors remuneration and other miscellaneous expenditure items. Other expenses are forecast to increase by \$474,000 compared to 2015/16. This is primarily due to Council's commitment to contribute to the Upper Murray Event Centre.

10. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for 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.

- 10.1 Budgeted cash flow statement
- 10.2 Restricted and unrestricted cash and investments

10.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Cash flows from operating activities	10.1.1			
Rates and charges		7,575	7,704	129
Statutory fees and fines		175	182	7
User fees		417	952	535
Grants - operating		3,295	4,322	1,027
Grants - capital		2,380	3,162	782
Interest received		204	174	(30)
Trust funds and deposits taken		5	5	-
Other receipts		431	316	(115)
Net GST refund / payment		-	-	-
Employee costs		(5,394)	(5,756)	(362)
Materials and services		(3,992)	(3,283)	709
Trust funds and deposits repaid		-	-	-
Other payments		(846)	(1,162)	(316)
Net cash provided by/(used in) operating activities		4,250	6,616	2,366
Cash flows from investing activities	10.1.2			
Payments for property, infrastructure, plant and equipment		(4,915)	(9,788)	(4,873)
Proceeds from sale of property, infrastructure, plant and equipment		-	-	-
Payments for investments		-	-	-
Proceeds from sale of investments		-	-	-
Loan and advances made		-	-	-
Payments of loans and advances		-	-	-
Net cash provided by/ (used in) investing activities		(4,915)	(9,788)	(4,873)
Cash flows from financing activities	10.1.3			
Finance costs		(8)	(93)	(85)
Proceeds from borrowings		-	1,488	1,488
Repayment of borrowings		-	(114)	(114)
Net cash provided by/(used in) financing activities		(8)	1,281	1,289
Net increase/(decrease) in cash & cash equivalents		(673)	(1,891)	(1,218)
Cash and cash equivalents at the beginning of the financial year		11,511	10,838	(673)
Cash and cash equivalents at the end of the financial year	10.1.4	10,838	8,947	(1,891)

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 property, infrastructure, plant 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.

10.1.1 Operating activities

The increase in cash inflows from operating activities is due to:

- The increase in user fees for the child care service to be operated from the Tallangatta Integrated Community Centre
- Half of the 2015/16 Financial Assistance Grants allocation was prepaid in the 2014/15 financial year and recognised as revenue in 2014/15. This results in the 2015/16 result being understated and the full allocation is budgeted in 2016/17 budget
- The increase in non-recurrent capital grants for the Corryong Airport and National Stronger Regions Fund for the Destination Tallangatta 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.

10.1.2 Investing activities

The large increase in payments for investing activities represents the carried forward capital projects which were budgeted in 2015/16 and are expected to be finalised in 2016/17.

10.1.3 Financing activities

For 2016/17 Council is budgeting to fund some large multigenerational projects by taking out loans. \$1.49 million has been budgeted as loan proceeds for these projects.

10.1.4 Cash and cash equivalents at end of the year

Overall, total cash and investments are forecast to decrease by \$1.89 million to \$8.95 million as at 30 June 2017.

10.2 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 \$7.87 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total cash and investments		10,838	8,947	(1,891)
Restricted cash and investments				
- Statutory reserves	10.2.1	-	-	-
- Cash held to fund carry forward capital works	10.2.2	(2,838)	-	2,838
- Trust funds and deposits		(281)	(286)	(5)
Unrestricted cash and investments	10.2.3	7,719	8,661	942
- Discretionary reserves	10.2.4	(1,000)	-	1,000
Unrestricted cash adjusted for discretionary reserves	10.2.5	6,719	8,661	1,942

10.2.1 Statutory reserves

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. Council has not budgeted to be holding any statutory reserves in 2016/17.

10.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully expended. An amount of \$2.84 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2015/16 financial year. Section 6.2 contains further details on capital works funding.

10.2.3 Unrestricted cash and investments

The amount shown is in accordance with the definition of unrestricted cash included in the Section 3 of 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.

10.2.4 Discretionary reserves

Council has not budgeted to be holding any discretionary reserves in 2016/17.

10.2.5 Unrestricted cash adjusted for discretionary reserves

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

11. Analysis of capital budget

This section analyses the planned capital works expenditure budget for the 2016/17 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

11.1 Capital works expenditure

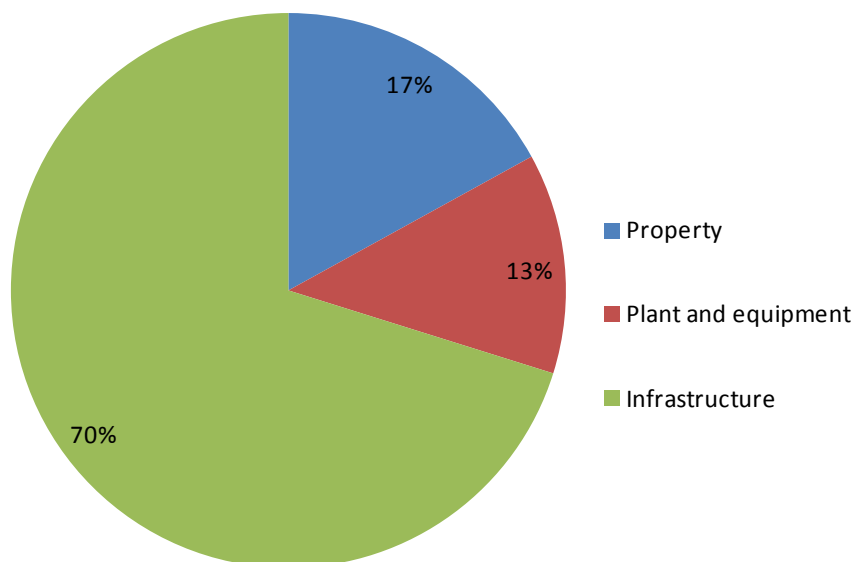
11.2 Funding sources

11.1 Capital works expenditure

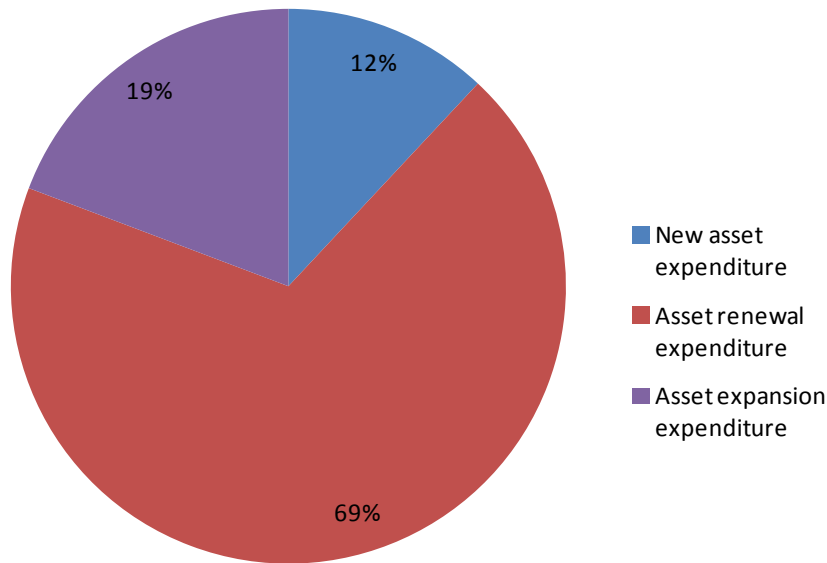
Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Works carried forward	11.1.1			
Property				
Land		-	-	-
Land improvements		-	-	-
Total land		-	-	-
Buildings		-	702	(702)
Heritage buildings		-	-	-
Building improvements		-	-	-
Leasehold improvements		-	-	-
Total buildings		-	702	(702)
Total property		-	702	(702)
Plant and equipment				
Plant, machinery and equipment		-	-	-
Computers and telecommunications		-	500	(500)
Library books		-	-	-
Fixtures, fittings and furniture		-	-	-
Total plant and equipment		-	500	(500)
Infrastructure				
Roads		-	577	(577)
Bridges		-	-	-
Footpaths and cycleways		-	211	(211)
Drainage		-	20	(20)
Kerb and channel		-	115	(115)
Rec, leisure and community facilities		-	-	-
Waste management		-	-	-
Parks, open space and streetscapes		-	-	-
Aerodromes		-	160	(160)
Other infrastructure		-	553	(553)
Total infrastructure		-	1,636	(1,636)
Total works carried forward		-	2,838	(2,838)
New works				
Property	11.1.2			
Land		-	-	-
Land improvements		-	-	-
Total land		-	-	-
Buildings		2,368	961	1,407
Heritage buildings		-	-	-
Building improvements		550	-	550
Leasehold improvements		-	-	-
Total buildings		2,918	961	1,957
Total property		2,918	961	1,957
Plant and equipment	11.1.3			
Plant, machinery and equipment		39	669	(630)
Fixtures, fittings and furniture		-	2	(2)
Computers and telecommunications		66	66	-

Library books		40	20	20
Total plant and equipment		125	737	(612)
Infrastructure	11.1.4			
Roads		1,547	2,410	(863)
Bridges		20	20	-
Footpaths and cycleways		133	220	(87)
Kerb and channel		39	726	(687)
Drainage		10	110	(100)
Rec, leisure and community facilities		-	-	-
Waste management		-	200	(200)
Parks, open space and streetscapes		103	315	(208)
Aerodromes		-	532	(532)
Other infrastructure		-	699	(699)
Total infrastructure		1,852	5,232	(2,693)
Total new works		4,915	6,950	(1,349)
Total capital works expenditure		4,915	9,788	(4,187)
Represented by:				
New asset expenditure	11.1.5	2,847	1,171	1,676
Asset renewal expenditure	11.1.5	1,701	6,733	(5,032)
Asset upgrade expenditure	11.1.5	-	-	-
Asset expansion expenditure	11.1.5	367	1,884	(1,517)
Total capital works expenditure		4,915	9,788	(4,873)

Budgeted capital works 2016/17



Budgeted capital works 2016/17



A more detailed listing of the capital works program is included in Section 6.

11.1.1 Carried forward works

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 2015/16 year it is forecast that \$2.84 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the underground power project – Towong Street, Tallangatta Holiday Park, Infrastructure Project and Corryong Swimming Pool.

11.1.2 Property

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

For the 2016/17 year, \$0.96 million will be expended on building and building improvement projects. The more significant projects include upgrades of the Tallangatta Holiday Park, Council's building located at 10 Banool Road Tallangatta and Towong Street Shopfronts.

11.1.3 Plant and equipment

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

For the 2016/17 year, \$0.76 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet as well as various computer and telecommunication equipment.

11.1.4 Infrastructure

Infrastructure includes roads, bridges, footpaths and cycleways, drainage, recreation, leisure and community facilities, parks, open space and streetscapes and other infrastructure.

For the 2016/17 year, \$5.23 million will be expended on infrastructure projects. The more significant projects include the reseal program, major patching/digouts program, kerb and channel replacement program, the Great River Road and Tallangatta foreshore.

11.1.5 Asset renewal, new assets, upgrade and expansion

A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets, but will result in an additional burden for future operation, maintenance and capital renewal.

11.2 Funding sources

Sources of Funding	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Works carried forward			
Current year funding			
Grants	-	-	-
Contributions	-	-	-
Borrowings	-	493	493
Council cash			
- operations	-	2,345	2,345
- proceeds on sale of assets	-	-	-
- reserve cash and investments	-	-	-
- unrestricted cash and investments	-	-	-
Total works carried forward	-	2,838	2,838
New works			
Current year funding			
Grants	-	3,728	3,728
Contributions	-	-	-
Borrowings	-	495	495
Council cash			
- operations	4,915	2,727	(2,188)
- proceeds from sale of assets	-	-	-
- reserve cash and investments	-	-	-
- unrestricted cash and investments	-	-	-
Total new works	4,915	6,950	2,035
Total funding sources	4,915	9,788	4,873

12. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2015/16 and 2016/17. It also considers a number of key financial performance indicators.

12.1 Budgeted balance sheet

12.2 Key assumptions

12.1 Budgeted balance sheet

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000
Current assets	12.1.1			
Cash and cash equivalents		10,838	8,947	(1,891)
Trade and other receivables		808	970	162
Financial assets		-	-	-
Other assets		310	310	-
Total current assets		11,956	10,227	(1,729)
Non-current assets	12.1.1			
Trade and other receivables		-	-	-
Property, infrastructure, plant and equipment		179,712	185,963	6,251
Total non-current assets		179,712	185,963	6,251
Total assets		191,668	196,190	4,522
Current liabilities	12.1.2			
Trade and other payables		582	543	39
Trust funds and deposits		281	286	(5)
Interest-bearing loans and borrowings		878	1,044	(166)
Provisions		-	121	(121)
Total current liabilities		1,741	1,994	(253)
Non-current liabilities	12.1.2			
Interest-bearing loans and borrowings		195	239	(44)
Provisions		32	1,285	(1,253)
Total non-current liabilities		227	1,524	(1,297)
Total liabilities		1,968	3,517	(1,549)
Net assets		189,700	192,672	2,972
Equity	12.1.3			
Accumulated surplus		79,287	82,259	2,972
Reserves		110,413	110,413	-
Total equity		189,700	192,680	2,972

12.1.1 Current Assets and Non-Current Assets

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 \$1.89 million during the year.

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.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

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 \$6.25 million increase in this balance is attributable to the net result of the capital works program and depreciation of assets.

12.1.2 Current Liabilities and Non-Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees and rehabilitation costs for landfill sites.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to take out loans of \$1.49 million over the year.

12.1.3 Equity

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 \$2.97 million results directly from the operating surplus for the year.

12.2 Key assumptions

In preparing the Balance Sheet for the year ending 30 June 2017 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 94% of total rates and charges raised will be collected in the 2016/17 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 45 days
- Total capital expenditure to be \$9.79 million

LONG TERM STRATEGIES

This section includes the following analysis and information

- 13 Strategic resource plan (SRP) and long term financial plan (LTFP)
- 14 Rating information
- 15 Other long term strategies

13. Strategic resource plan and long term financial plan

This section considers the long term financial projections of Council.

- 13.1 Plan development
- 13.2 Fair Go Rates System
- 13.3 Financial resources

13.1 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 a SRP for the four years 2016/17 to 2019/20 as well as a Long Term Financial Plan (LTFP) to 2025/26 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP and LTFP take the strategic objectives and strategies as specified in the Council Plan and express them in financial terms for the next ten years.

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

- Maintain existing service levels where possible
- Secure the current net asset position of the Council (ensure Council is always liquid)
- Deliver a capital renewal program that maintains all Council assets at an acceptable level
- Working towards a balanced budget on a cash basis

In preparing the SRP and LTFP, 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
- Provide 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.

13.2 Fair Go Rates System

A major factor for consideration from 2016/17 onwards is the introduction of the Fair Go Rates System (FGRS) by the Victorian Government. This is a framework that limits the maximum amount councils may increase rates in a year without seeking additional approvals. Rate capping has been introduced 'to promote the long term interests of ratepayers and the community in relation to sustainable outcomes in the delivery of services and critical infrastructure' and 'to ensure that a Council has the financial capacity to perform its duties and functions and exercise its powers'.

Each year the Minister for Local Government will set the rate cap that will specify the maximum increase in councils' rates and charges for the forthcoming financial year. The Minister has the capacity to set a cap that applies to all councils, a group of councils or a single council. The Minister has set the rate cap at 2.5% for 2016/17 which is the States forecast CPI figure.

In circumstances where the rate cap is insufficient for a specific Council's needs, it can apply to the Essential Services Commission (ESC) for a higher cap.

Under the FGRS, the Commission is responsible for:

- providing advice to the Minister on the annual rate cap
- assessing council applications for a higher cap
- accepting or rejecting council applications for a higher cap
- monitoring and reporting annually on councils' compliance with the cap or approved higher cap

- monitoring and reporting biennially on the overall outcomes in the sector arising from the FGRS, and
- issuing guidance materials and guidelines on the implementation and administration of the FGRS

Council submitted an application to the Essential Services Commission (ESC) for a rate cap variation of 6.34% so that Council can continue to provide day-to-day services and infrastructure maintenance and renewal at the current level. The higher cap is what is required to be financially sustainable in accordance with Council's Long Term Financial Plan and the Victorian Auditor General's financial sustainability indicators. Council was successful in receiving approval from the ESC for the higher cap of 6.34%. Council has considered a reduction in some service levels and associated expenditure and is increasing the average rate by 3.5%

This Budget document (including Council's Strategic Resource Plan and Long Term Financial Plan) assumes a 3.5% rate increase for 2016/17 and a 6.34% increase from 2017/18 through to 2025/26 (next 10 years) per its Long Term Financial Plan. Rate increases from 2017/18 onwards above the cap will be subject to submitting further applications to the ESC for approval of a higher rate cap.

The SRP and LTFP are published within this budget report.

13.3 Financial resources

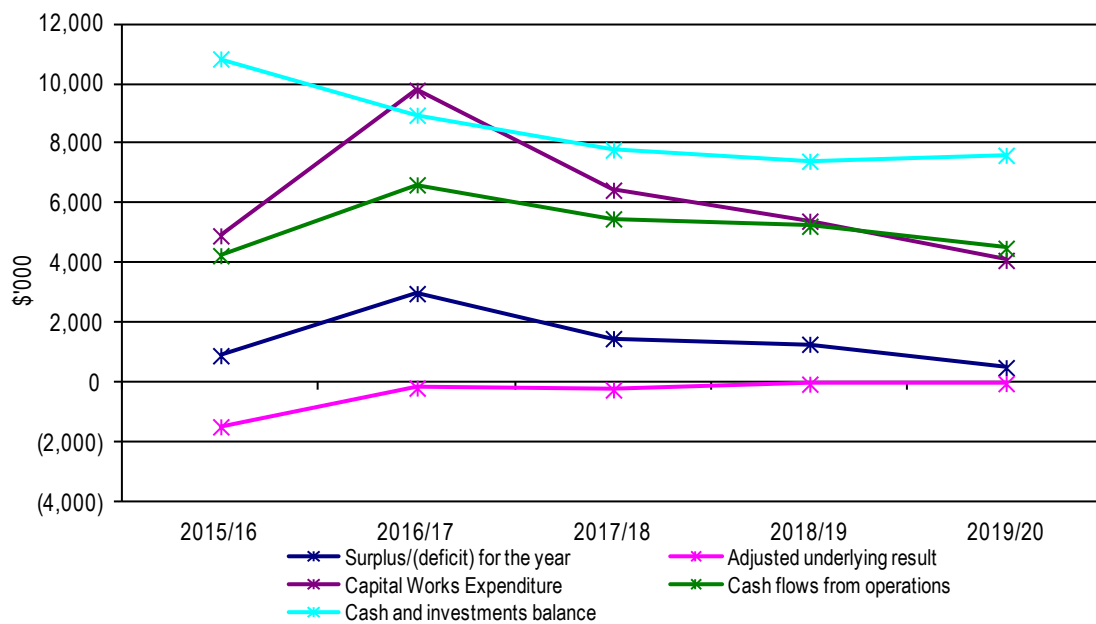
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget 2016/17 \$'000	Strategic Resource Plan			Trend + / o / -
	Actual		Projections			
	2015/16 \$'000		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	
Surplus/(deficit) for the year	901	2,972	1,475	1,283	501	-
Adjusted underlying result	(1,479)	(190)	(244)	(52)	(31)	+
Cash and investments balance	10,838	8,947	7,781	7,403	7,602	-
Cash flow from operations	4,250	6,616	5,482	5,236	4,498	-
Capital works expenditure	4,915	9,788	6,442	5,406	4,092	-

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 10)** - Cash and investments are forecast to reduce over the four year period from 2016/17 to 2019/20.
- **Rating levels (Section 14)** – Rate increases are forecast over the four years at an average of 5.63% (3.5% in 2016/17 and 6.34% in 2017/18, 2018/19 and 2019/20). This will however be subject to future year applications for a higher rate cap is approved by the ESC.
- **Borrowing strategy (Section 15)** – Council has budgeted to use loans to fund its contribution to some multigenerational projects in 2016/17. This includes new borrowings of \$1.49 million in 2016/17. Borrowings are forecast to reduce from \$1.49 million to \$1.02 million over the four year period.
- **Infrastructure strategy (Section 15)** - Capital expenditure over the four year period will total \$25.73 million at an average of \$6.43 million per annum.

14. 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.

- 14.1 Rating context
- 14.2 Current year rates and charges
- 14.3 Rating structure

14.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for between 50% and 60% 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 within the community.

However, it has been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were taken into consideration. The following table shows a comparison of the last five years and the average rates increase for the 2016/17 year.

Council has budgeted for a 3.50% rate increase in 2016/17 and forecast a rate increase of 6.34% each year from 2017/18 onwards in its LTFP. This will only be possible if approval is received from the ESC for a higher rate cap. See Section 13.1 for further detail on the rate increases within the Fair Go Rates System.

Year	Rate Revenue Increase
2011/12	5.75%
2012/13	5.95%
2013/14	4.95%
2014/15	5.80%
2015/16	5.70%
Average increase	5.63%
2016/17	3.50%

14.2 Current year rates and charges

The following table sets out future proposed increases in revenue from rates and charges and the total rates to be raised, based on the forecast financial position of Council as at 30 June 2016.

Year	General Rate Increase	Municipal Charge Increase	Waste Management Charge Increase	Kerbside Collection Charge Increase	Total Rates and charges Raised
	%	%	%	%	\$'000
2015/16	5.70	5.70	6.30	6.00	7,478
2016/17	3.50	3.50	0.00	2.00	7,718
2017/18	6.34	6.34	2.00	2.00	8,159
2018/19	6.34	6.34	2.00	2.00	8,624
2019/20	6.34	6.34	2.00	2.00	9,120

14.3 Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed Municipal Charge per property to cover some of the administrative costs of the Council.

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

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or commercial purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates, taking into account the benefits those commercial properties derive from the local community.

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

The existing rating structure comprises five differential rates. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. The residential and rural residential rates are set at the base rate. The business rate is set at 95% of the base rate and the rural rate is set at 90% of the base rate. The undeveloped residential rate is set at 360% of the base rate. Council also has a Municipal Charge, a Kerbside Collection Charge and a Waste Management Charge as allowed under the Act.

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7.

Rate type	How applied	2015/16	2016/17	Total Raised \$000's	Change
Residential	Cents in \$ of CIV	0.4197	0.4228	1,194	0.74%
Rural Residential	Cents in \$ of CIV	0.4197	0.4228	884	0.74%
Rural	Cents in \$ of CIV	0.3777	0.3805	3,176	0.74%
Business	Cents in \$ of CIV	0.3987	0.4017	150	0.75%
Undeveloped Residential	Cents in \$ of CIV	1.5109	1.5221	90	0.74%
Municipal charge	\$ per property	258	267	1,024	3.50%
Waste management charge	\$ per property	101	101	387	0.00%
Kerbside collection charge	\$ per property	265	270	766	2.00%

15. Other long term 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.

- 15.1 Borrowings
- 15.2 Infrastructure

15.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 13), borrowings was identified as an important funding source for enabling the delivery of a number of multigenerational projects.

The SRP includes the results of the 'obligations' indicators that are part of the prescribed financial reporting indicators.

For the 2016/17 year, Council has budgeted to take out new borrowings to fund its commitment to a number of multigenerational projects. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	-	-	8	32
2016/17	1,488	114	93	1,406
2017/18	-	121	85	1,285
2018/19	-	129	78	1,156
2019/20	-	137	70	1,019

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

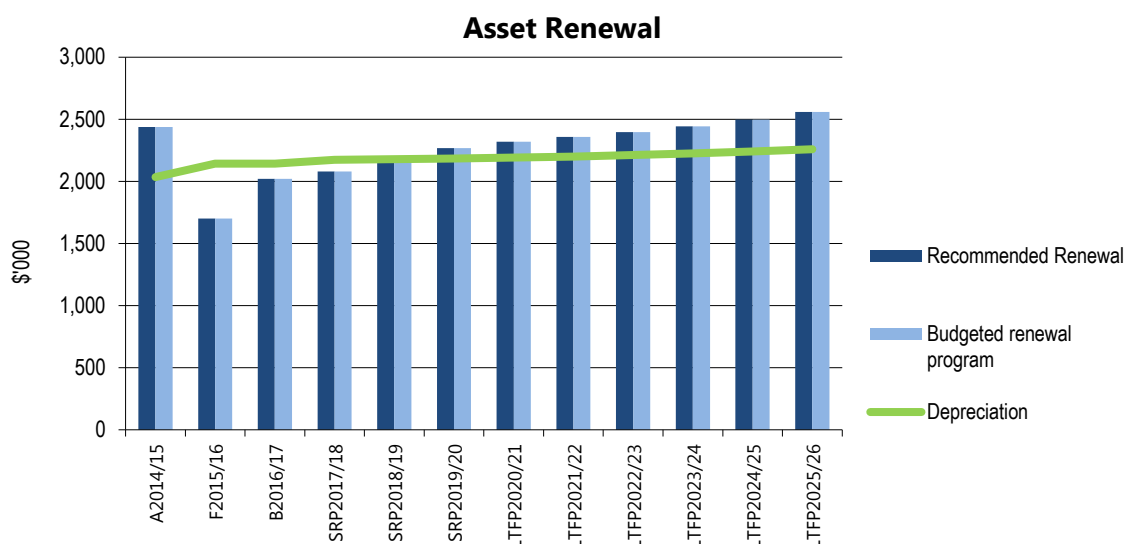
	2015/16 \$	2016/17 \$
Total amount borrowed as at 30 June of the prior year	32,000	32,000
Total amount to be borrowed	-	1,488,000
Total amount projected to be redeemed	-	(114,000)
Total amount proposed to be borrowed as at 30 June	32,000	1,406,000

15.2 Infrastructure

Council has developed an Asset Renewal policy based on the knowledge provided by various Asset Management Plans and models, which sets out the capital expenditure requirements of Council for the next 20 years by class of asset, and is a key input to the SRP and the LTFP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The policy 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 which integrates with the Council Plan, Long Term Financial Plan and 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 policy 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 reduce, along with the capacity to deliver services to the community.



Council uses the Moloney Asset Model to help manage Council's assets and determine the appropriate level of expenditure on asset renewal. The model has been developed by an independent specialist in the field of asset management and is widely used by Councils throughout Victoria.

Council is committed to undertake asset renewal in accordance with renewal recommendations from the independent specialist and the budget has been prepared on this basis. The graph above reflects the asset renewal expenditure requirements (per the Moloney model) and aligns it with the straight line accounting measure of depreciation.

In updating the policy for the 2016/17 year, the following influences have had a significant impact:

- The additional funding announced by the Federal Government for the Roads to Recovery program

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

Year	Summary of funding sources				
	Total Capital Program	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000
2015/16	4,915	2,380	-	2,535	-
2016/17	9,788	3,162	-	5,638	988
2017/18	6,442	1,719	-	4,723	-
2018/19	5,406	1,335	-	4,071	-
2019/20	4,092	532	-	3,560	-

Appendix A

Fees and charges schedule

This appendix presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2016/17 year.

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Fee Schedule (effective 1 August 2016) unless otherwise stated						
Kerbside Collection						
Garbage and Recycling - 140/240 Litre Bins (Standard Service)	\$265.00	\$270.00	1.9%	No	No	DTS
Garbage and Recycling - 240/240 Litre Bins	\$289.00	\$295.00	2.1%	No	No	DTS
Garbage and Recycling - 80/240 Litre Bins	\$231.00	\$236.00	2.2%	No	No	DTS
Additional - Garbage - 140 Litre Bin (Standard Size)	\$216.00	\$221.00	2.3%	No	No	DTS
Additional - Garbage - 240 Litre Bin	\$282.00	\$288.00	2.1%	No	No	DTS
Additional - Garbage - 80 Litre Bin	\$184.00	\$188.00	2.2%	No	No	DTS
Additional - Recycling - 240 Litre Bin	\$119.00	\$122.00	2.5%	No	No	DTS
Garbage/Recycle Service Extension - per km (by request and subject to Council approval)	\$130.00	\$133.00	2.3%	No	No	DTS
Waste Management Centres						
General Waste Material						
Single Bin or Garbage Bag	\$8.00	\$8.00	0.0%	Yes	No	DTS
Car or Station Wagon Boot	\$15.00	\$15.00	0.0%	Yes	No	DTS
6' x 4' Trailer or Utility (< 1 Cubic Metre)	\$50.00	\$50.00	0.0%	Yes	No	DTS
Tandem Axle Trailer (< 2 Cubic Metres)	\$85.00	\$85.00	0.0%	Yes	No	DTS
Other Vehicles, Woolpacks and Trailers (> 2 Cubic Metres) - \$ per Cubic Metre	\$45.00	\$45.00	0.0%	Yes	No	DTS
Mattresses or Bed Bases (each)	\$30.00	\$30.00	0.0%	Yes	No	DTS
E-Waste - \$ per kilo	\$1.65	\$1.65	0.0%	Yes	No	DTS
Non-separated surcharge	50%	50%	0.0%	Yes	No	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Re-Use Material						
Clean Green waste	50% discount on Waste Material rates above	50% discount on Waste Material rates above		Yes	No	DTS
Car or Motorcycle Tyres (each) - tyre only	\$7.00	\$7.50	7.1%	Yes	No	DTS
Truck Tyres (each) - tyre only	\$15.00	\$15.50	3.3%	Yes	No	DTS
Tractor Tyres (each) - tyre only	\$150.00	\$155.00	3.3%	Yes	No	DTS
Loader Tyres (each) - tyre only	\$220.00	\$225.00	2.3%	Yes	No	DTS
Car or Motorcycle Tyres (each) - tyre and rim	\$15.00	\$16.00	6.7%	Yes	No	DTS
Truck Tyres (each) - tyre and rim	\$33.00	\$35.00	6.1%	Yes	No	DTS
Tractor Tyres (each) - tyre and rim	\$297.00	\$315.00	6.1%	Yes	No	DTS
Loader Tyres (each) - tyre and rim	\$440.00	\$460.00	4.5%	Yes	No	DTS
LPG Cylinders (each)	\$45.00	\$45.00	0.0%	Yes	No	DTS
Fridge or Air Conditioner	\$10.00	\$10.00	0.0%	Yes	No	DTS
Car Bodies	\$0.00	\$0.00		Yes	No	DTS
Separated Domestic Quantities of Car Batteries, Waste Oil, Steel, Glass, Paper and Plastic	\$0.00	\$0.00		Yes	No	DTS
Soil (per cubic metre)	\$9.00	\$9.00	0.0%	Yes	No	DTS
Concrete, Bricks, Rubble (per cubic metre)	\$18.00	\$18.00	0.0%	Yes	No	DTS
Concrete, Bricks, Rubble (single axle trailer)	\$27.00	\$27.00	0.0%	Yes	No	DTS
Concrete, Bricks, Rubble (tandem trailer)	\$34.00	\$34.00	0.0%	Yes	No	DTS
Concrete, Bricks, Rubble (bag/boot load)	\$9.00	\$9.00	0.0%	Yes	No	DTS
Kindergarten and Child Care						
Kindergarten - per term fee						
4 Year Old (15 hours)	\$290.00	\$365.00	25.9%	Yes	No	DCCS
4 Year Old - More than one child enrolled (15 hours)	\$290.00	\$365.00	25.9%	Yes	No	DCCS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
3 Year Old (3 hours)	\$140.00	\$175.00	25.0%	Yes	No	DCCS
Child Subsidised by DEECD	\$0.00	\$0.00		Yes	No	DCCS

* Note - Kindergarten fees will run on a calendar year basis. i.e.
Fees for 2016/17 will be effective 1/1/17 - 31/12/17.

Child Care - per day fee (transition period)

Child care fees (< 3 years old)	NA	\$85.00		Yes	No	DCCS
Child care fees (>= 3 years old)	NA	\$85.00		Yes	No	DCCS
Child care fees (school age - Before School Care)	NA	\$28.00		Yes	No	DCCS
Child care fees (school age - After School Care)	NA	\$28.00		Yes	No	DCCS
Child care fees (school age - vacation care)	NA	\$38.00		Yes	No	DCCS

Child Care - per day fee

Child care fees (< 3 years old)	NA	\$90.00		Yes	No	DCCS
Child care fees (>= 3 years old)	NA	\$90.00		Yes	No	DCCS
Child care fees (school age - Before School Care)	NA	\$30.00		Yes	No	DCCS
Child care fees (school age - After School Care)	NA	\$30.00		Yes	No	DCCS
Child care fees (school age - vacation care)	NA	\$40.00		Yes	No	DCCS

Swimming Pools

General Admission

Adult Single Admission	\$5.00	\$5.00	0.0%	Yes	No	DCCS
Adult Single Admission - Concession	\$2.50	\$2.50	0.0%	Yes	No	DCCS
Junior (<16 years) Single Admission	\$2.50	\$2.50	0.0%	Yes	No	DCCS
Supervising Adult Single Admission	\$0.00	\$0.00		Yes	No	DCCS
Event Spectator Single Admission	\$2.50	\$2.50	0.0%	Yes	No	DCCS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Memberships - Standard						
Family Season Ticket	\$170.00	\$170.00	0.0%	Yes	No	DCCS
Adult Season Ticket	\$100.00	\$100.00	0.0%	Yes	No	DCCS
Junior (<16 years) Season Ticket	\$55.00	\$55.00	0.0%	Yes	No	DCCS
Family Season Ticket - Concession	\$130.00	\$130.00	0.0%	Yes	No	DCCS
Adult Season Ticket - Concession	\$75.00	\$75.00	0.0%	Yes	No	DCCS
Memberships - Early Bird						
Family Season Ticket	\$120.00	\$120.00	0.0%	Yes	No	DCCS
Adult Season Ticket	\$75.00	\$75.00	0.0%	Yes	No	DCCS
Junior (<16 years) Season Ticket	\$45.00	\$45.00	0.0%	Yes	No	DCCS
Family Season Ticket - Concession	\$120.00	\$120.00	0.0%	Yes	No	DCCS
Adult Season Ticket - Concession	\$75.00	\$75.00	0.0%	Yes	No	DCCS
Pool Hire						
Schools (outside of operating hours):						DCCS
- Single Session	\$75.00	\$75.00	0.0%	Yes	No	DCCS
- 5-15 Sessions	\$370.00	\$370.00	0.0%	Yes	No	DCCS
- 16-35 Sessions	\$925.00	\$925.00	0.0%	Yes	No	DCCS
- 36+ Sessions	\$1,500.00	\$1,500.00	0.0%	Yes	No	DCCS
- Lifeguard (per hour)	\$60.00	\$60.00	0.0%	Yes	No	DCCS
Individual Private Hire - outside operating hours (e.g parties)	NA	Not Available				
Swimming Clubs - outside of operating hours	General Admission	General Admission		Yes	No	DCCS
Swimming Clubs - within operating hours	NA	\$15.00		Yes	No	DCCS
Other Sporting Clubs - outside of operating hours	NA	General Admission		Yes	No	DCCS
Other Sporting Clubs - within operating hours	NA	\$15.00		Yes	No	DCCS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Lane Hire:						
- Outside of operating hours	General Admission	General Admission		Yes	No	DCCS
- Within operating hours, per lane per hour	\$11.00	\$15.00	36.4%	Yes	No	DCCS
Swimming Instructors or Commercial Operators						
- Outside of operating hours	NA	General Admission		Yes	No	DCCS
- Within operating hours, per lane per hour	\$11.00	\$15.00		Yes	No	DCCS
Kiosk Sales						
All Items	RRP	RRP		Yes	No	DCCS

Animal Control

Registration and Permit Fees

Dog Registration - Maximum*	\$99.50	\$105.50	6.0%	No	Partially	DTS
Dog Registration - Maximum Pensioner*	\$51.50	\$54.50	5.8%	No	Partially	DTS
Dog Registration - Reduced*	\$35.50	\$37.50	5.6%	No	Partially	DTS
Dog Registration - Reduced Pensioner*	\$19.50	\$20.50	5.1%	No	Partially	DTS
Dog Registration - Working Dog*	\$19.50	\$20.50	5.1%	No	Partially	DTS
Cat Registration - Maximum*	\$98.00	\$104.00	6.1%	No	Partially	DTS
Cat Registration - Maximum Pensioner*	\$50.00	\$53.00	6.0%	No	Partially	DTS
Cat Registration - Reduced*	\$34.00	\$36.00	5.9%	No	Partially	DTS
Cat Registration - Reduced Pensioner*	\$18.00	\$19.00	5.6%	No	Partially	DTS
Registration - Animal Business*	\$90.00	\$90.00	0.0%	No	Partially	DTS
Transfer of Registration from Another Municipality	\$9.00	\$9.50	5.6%	No	Partially	DTS
Replacement Registration Tag	\$9.00	\$9.50	5.6%	No	Partially	DTS
Permit to Keep Multiple Animals	\$50.00	\$52.00	4.0%	No	Partially	DTS
Animals registered for the first time between 1 January and 9 April	Nil	Nil		No	Partially	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
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* Includes the Victorian State Government Levy of \$3.50 per dog, \$2.00 per cat or \$10.00 per animal business

Impoundment Fees

Release - per animal (Cats and Dogs)	\$90.00	\$95.00	5.6%	Yes	No	DTS
Release - per animal (Cattle, Sheep, Horses and Other)	\$40.00	\$42.00	5.0%	Yes	No	DTS
Sustenance - per animal per day (All Animals)	\$18.00	\$19.00	5.6%	Yes	No	DTS
Transport (Cattle, Sheep and Horses)	Cost including all labour + 50%	Cost including all labour + 50%		Yes	No	DTS

Cat Trap Hire

Deposit	\$50.00	\$50.00	0.0%	Yes	No	DTS
Fee	\$6.00	\$7.00	16.7%	Yes	No	DTS

Building

Class 1, 2 and 10 - (Dwellings and Outbuildings)

New Dwellings (up to 4 inspections included)	Cost of Works x 0.005 (Minimum Fee \$1,500)	Cost of Works x 0.005 (Minimum Fee \$1,525)		Yes	No	DTS
External Additions (up to 4 inspections included)	Cost of Works x 0.005 (Minimum Fee \$950)	Cost of Works x 0.005 (Minimum Fee \$975)		Yes	No	DTS
Internal Alterations (up to 2 inspections included)	Cost of Works x 0.005 (Minimum Fee \$725)	Cost of Works x 0.005 (Minimum Fee \$750)		Yes	No	DTS
Multi Unit Developments (up to 4 inspections per unit included)	Cost of Works x 0.005 (Minimum Fee \$1,150 per unit)	Cost of Works x 0.005 (Minimum Fee \$1,175 per unit)		Yes	No	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Class 3, 4, 5, 6, 7, 8 and 9 (Commercial, Industrial and Other)						
< \$30,000	\$850.00	\$890.00	4.7%	Yes	No	DTS
\$30,001 - \$100,000	\$450 + Cost of Works x 0.0125	\$475 + Cost of Works x 0.0125		Yes	No	DTS
\$100,001 - \$500,000	\$1,550 + Cost of Works x 0.003	\$1,575 + Cost of Works x 0.003		Yes	No	DTS
\$500,001+	\$3,200 + Cost of Works x 0.0016	\$3,250 + Cost of Works x 0.0016		Yes	No	DTS
Additional Inspections						
Inspection	\$195.00	\$205.00	5.1%	Yes	No	DTS
Minor Works						
Garages, Carports, In Ground Swimming Pools <\$5,000 in value (1 inspection included)	\$350.00	\$410.00	17.1%	Yes	No	DTS
Garages, Carports, In Ground Swimming Pools \$5,000<\$10,000 in value (1 inspection included)	NA	\$525.00		Yes	No	DTS
Garages, Carports, In Ground Swimming Pools \$10,000<\$20,000 in value (1 inspection included)	NA	\$595.00		Yes	No	DTS
Garages, Carports, In Ground Swimming Pools >\$20,000 (up to 2 inspections included)	\$600.00	\$690.00	15.0%	Yes	No	DTS
Swimming Pools (above ground)	NA	\$530.00		Yes	No	DTS
Swimming Pools (inground)	NA	\$720.00		Yes	No	DTS
Swimming Pool (Fence only)	\$160.00	\$215.00	34.4%	Yes	No	DTS
Building Removals, Verandas, Re-stumping, Fences, Heaters (up to 1 inspection included)	\$500.00	\$530.00	6.0%	Yes	No	DTS
Demolitions						
All Types (up to 2 inspections included)	\$390.00	\$390.00	0.0%	Yes	No	DTS
Lodgement Fee						
Domestic and Commercial (>\$5,000)	As Regulated	As Regulated		No	Yes	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Building Commission Levies						
Domestic (>\$10,000 Cost of Works)	As Regulated	As Regulated		No	Yes	DTS
Commercial (>\$10,000 Cost of Works)	As Regulated	As Regulated		No	Yes	DTS
Other Services						
Application for Extension of Time	\$85.00	\$85.00	0.0%	Yes	No	DTS
Records Retrieval (Non FOI)	\$85 per hour (\$45.00 minimum charge)	\$88 per hour (\$48.00 minimum charge)		Yes	No	DTS
Occupancy Permits (not in conjunction with Building Permit)	150% of the costs of works for Relevant Building Permit	150% of the costs of works for Relevant Building Permit		Yes	No	DTS
Owner-builder Certificate of Consent	As Regulated	As Regulated		Yes	Yes	DTS
Building Certificates	As Regulated	As Regulated		No	Yes	DTS
Consideration for report and consent under Section 29A of the Act (Building Permit Application for Demolition)	As Regulated	As Regulated		Yes	Yes	DTS
Consideration for report and consent under Part 4, 5, 8 or 604(4) of the regulations	As Regulated	As Regulated		Yes	Yes	DTS
Consideration for report and consent under 610(2) of the regulations (Stormwater Discharge Points)	As Regulated	As Regulated		Yes	Yes	DTS
Planning						
Application for a Permit or to Amend a Planning Permit						
Class 1 – Change of use only	As Regulated	As Regulated		No	Yes	CEO
To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:						
Class 2 - Dwellings \$10,000 to \$100,000	As Regulated	As Regulated		No	Yes	CEO
Class 3 - Dwellings more than \$100,001	As Regulated	As Regulated		No	Yes	CEO

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:						CEO
Class 4 - \$10,000 or less	As Regulated	As Regulated		No	Yes	CEO
Class 5 - \$10,000 to \$250,000	As Regulated	As Regulated		No	Yes	CEO
Class 6 - \$250,000 to \$500,000	As Regulated	As Regulated		No	Yes	CEO
Class 7 - \$500,000 to \$1,000,000	As Regulated	As Regulated		No	Yes	CEO
Class 8 - \$1,000,000 to \$7,000,000	As Regulated	As Regulated		No	Yes	CEO
Class 9 - \$7,000,000 to \$10,000,000	As Regulated	As Regulated		No	Yes	CEO
Class 10 - \$10,000,000 to \$50,000,000	As Regulated	As Regulated		No	Yes	CEO
Class 11 - Over \$50,000,000	As Regulated	As Regulated		No	Yes	CEO
Class 12 - Subdivide existing building	As Regulated	As Regulated		No	Yes	CEO
Class 13 - Subdivide land into two lots	As Regulated	As Regulated		No	Yes	CEO
Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots	As Regulated	As Regulated		No	Yes	CEO
Class 15 - To subdivide land	As Regulated	As Regulated		No	Yes	CEO
Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction	As Regulated	As Regulated		No	Yes	CEO
Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way	As Regulated	As Regulated		No	Yes	CEO
Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant	As Regulated	As Regulated		No	Yes	CEO
Amend an Application (Regulation 8A)						
Amend an application for a permit after notice has been given for every class of application (other than Class 4)	As Regulated	As Regulated		No	Yes	CEO

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Amend an application for a permit after notice has been given for every class of application (other than Class 5)	As Regulated	As Regulated		No	Yes	CEO
Combined Permit Applications						
The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.						
Application to Amend the Planning Scheme						
Stage 1	As Regulated	As Regulated		No	Yes	CEO
Stage 2	As Regulated	As Regulated		No	Yes	CEO
Stage 3	As Regulated	As Regulated		No	Yes	CEO
Stage 4	As Regulated	As Regulated		No	Yes	CEO
Other						
Certificate of Compliance	As Regulated	As Regulated		No	Yes	CEO
Planning Certificate	As Regulated	As Regulated		No	Yes	CEO
Satisfaction Matters - Determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority	As Regulated	As Regulated		No	Yes	CEO
Consideration of a Request for the Demolition of a Building	As Regulated	As Regulated		No	Yes	CEO
Application for Extension of Time	\$85.00	\$89.00	4.7%	Yes	No	CEO
Records Retrieval (Non FOI)	\$85 per hour (\$45.00 minimum charge)	\$88 per hour (\$48.00 minimum charge)		Yes	No	CEO
Assessment of a Development Plan	\$125 + \$25 per lot	\$130 + \$30 per lot		Yes	No	CEO
Public Notice of an Application	\$39.00	\$41.00	5.1%	Yes	No	CEO
Admin Fee for Section 173 Agreements	\$50.00	\$53.00	6.0%	Yes	No	CEO

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Request for Written Planning Information	\$67.00	\$70.00	4.5%	Yes	No	CEO
Engineering						
Consent for Works in a Roadway						
Minor Works (within roadway or pathway)	As Regulated	As Regulated		No	Yes	DTS
Minor Works (not within roadway or pathway)	As Regulated	As Regulated		No	Yes	DTS
Other Works (within road or pathway Speed 50 km/h or less)	As Regulated	As Regulated		No	Yes	DTS
Other Works (within road or pathway Speed > 50 km/h)	As Regulated	As Regulated		No	Yes	DTS
Other Works (not within road or pathway Speed 50 km/h or less)	As Regulated	As Regulated		No	Yes	DTS
Other Works (not within road or pathway Speed > 50 km/h)	As Regulated	As Regulated		No	Yes	DTS
Local Laws						
Grazing Permit	As Regulated	As Regulated		No	Yes	DDS
Stock Grid (0 - 250m)	\$60.00	\$60.00		No	No	DTS
Stock Grid (250+m - 500m)	\$120.00	\$120.00		No	No	DTS
Stock Grid (500+m - 1km)	\$180.00	\$180.00		No	No	DTS
Stock Grid (Greater than 1km)	\$240.00	\$240.00		No	No	DTS
Environmental Health						
Food Premises - Class 1 ready to eat potentially hazardous served to vulnerable groups, e.g. hospitals)	\$475.00	\$515.00	8.4%	No	Partially	DTS
Food Premises - Class 2 (potentially hazardous unpackaged foods, e.g. hotels)	\$350.00	\$380.00	8.6%	No	Partially	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Food Premises - Class 3 (Unpacked low risk or pre-packaged potentially hazardous, e.g. xx)	\$230.00	\$250.00	8.7%	No	Partially	DTS
Food Premises - Class 4 (Pre-packaged low risk food only, e.g. newsagent)	\$0.00	\$0.00		No	Partially	DTS
Temporary Food Premises - Class 2	\$200.00	\$200.00	0.0%	No	Partially	DTS
Temporary Food Premises - Class 3	\$120.00	\$120.00	0.0%	No	Partially	DTS
Temporary Food Premises - Class 4	\$0.00	\$0.00		No	Partially	DTS
Transfer Fee - All Others	50% of Applicable Fee	50% of Applicable Fee		No	No	DTS
Late Penalty Fee - Premises Registrations	50% of Applicable Fee	50% of Applicable Fee		No	No	DTS
Prescribed Accommodation up to 9 beds	\$160.00	\$175.00	9.4%	No	Partially	DTS
Prescribed Accommodation 10 or more beds	\$225.00	\$245.00	8.9%	No	Partially	DTS
Health Act Premises (e.g. hairdressing, skin penetration)	\$130.00	\$140.00	7.7%	No	Partially	DTS
Health Act Premises Schools, Church, and Other Community Groups	\$0.00	\$0.00		No	Partially	DTS
Health Act Premises Inspection Request Fee	\$120.00	\$150.00	25.0%	No	Partially	DTS
Caravan Park - Registration	As Regulated	As Regulated		No	Yes	DTS
Caravan Park - Transfer	As Regulated	As Regulated		No	Yes	DTS
Septic Tank Permit (New)	\$460.00	\$490.00	6.5%	No	Partially	DTS
Septic Tank Permit (Alteration)	\$220.00	\$235.00	6.8%	No	Partially	DTS
Septic Tank Permit (Re-inspection)	\$175.00	\$190.00	8.6%	No	Partially	DTS
Records Retrieval (Non FOI)	\$85 per hour (\$45.00 minimum charge)	\$88 per hour (\$48.00 minimum charge)		No	No	DTS

Corryong Saleyard

Yarding Fees

Bobby Calves (per head)	\$2.20	\$2.20	0.0%	Yes	No	DTS
Bulls (per head)	\$9.35	\$9.35	0.0%	Yes	No	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Cattle (per head)	\$8.80	\$8.80	0.0%	Yes	No	DTS
Calves (per head)	\$4.40	\$4.40	0.0%	Yes	No	DTS
Cow and Calf (sold as a unit)	\$9.90	\$9.90	0.0%	Yes	No	DTS
Sheep (per head)	\$1.10	\$1.10	0.0%	Yes	No	DTS
Penning and Weigh Fee (per head)	\$2.75	\$2.75	0.0%	Yes	No	DTS
Scanning Charge (per head)	\$2.75 per head (Minimum \$13.75)	\$2.75 per head (Minimum \$13.75)		Yes	No	DTS
Selling Charges - Agent						
Agents Fee	\$275.00	\$275.00	0.0%	Yes	No	DTS
Selling Charges - Vendor						
NLIS Rescanning Fee	\$2.75	\$2.75	0.0%	Yes	No	DTS
NLIS Device - Retagging/Tagging Fee - Cattle	\$27.50	\$27.50	0.0%	Yes	No	DTS
NLIS Device - Retagging/Tagging Fee - Bull	\$33.00	\$33.00	0.0%	Yes	No	DTS
NLIS Device - Non Reader Tagging Fee	\$4.40	\$4.40	0.0%	Yes	No	DTS
Lost Lifetime Traceability Beast Identification	\$2.20	\$2.20	0.0%	Yes	No	DTS
Transfer NLIS	\$0.66	\$0.66	0.0%	Yes	No	DTS
Passed in levy (cattle and calves)	Nil	Nil		Yes	No	DTS
Other Fees						
Unreported Stock movement	additional 25% on top of any per head and pen fees payable	additional 25% on top of any per head and pen fees payable		Yes	No	DTS
Truck wash	\$1 for 2 minutes	\$1 for 2 minutes		Yes	No	DTS
Cleaning:						
- Zone 1	\$165.00	\$165.00	0.0%	Yes	No	DTS
- additional pens to Zone 1	\$5.50	\$5.50	0.0%	Yes	No	DTS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Property						
Land Information Certificate	As Regulated	As Regulated		No	Yes	DCCS
Valuation Certificate	As Regulated	As Regulated		No	Yes	DCCS
Freedom of Information						
Application Fee	As Regulated	As Regulated		No	Yes	DCCS
Charge for Search Time	As Regulated	As Regulated		No	Yes	DCCS
Charge for Supervision	As Regulated	As Regulated		No	Yes	DCCS
Charge for providing black and white photocopy	As Regulated	As Regulated		No	Yes	DCCS
Other Fees	As Regulated	As Regulated		No	Yes	DCCS
Meeting Rooms and Facilities						
Indi, Mitta or Snowy - Meeting Room						
Not for Profit Community Group - Half Day	\$25.00	\$0.00	-100.0%	Yes	No	DCCS
Not for Profit Community Group - Full Day	\$40.00	\$0.00	-100.0%	Yes	No	DCCS
Commercial/Other - Half Day	\$50.00	\$50.00	0.0%	Yes	No	DCCS
Commercial/Other - Full Day	\$85.00	\$85.00	0.0%	Yes	No	DCCS
Tallangatta Integrated Community Centre - Activity Space						
Not for Profit Community Group - Half Day	\$75.00	\$0.00	-100.0%	Yes	No	DCCS
Not for Profit Community Group - Full Day	\$125.00	\$0.00	-100.0%	Yes	No	DCCS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Commercial/Other - Half Day	\$150.00	\$150.00	0.0%	Yes	No	DCCS
Commercial/Other - Full Day	\$250.00	\$250.00	0.0%	Yes	No	DCCS
Tallangatta Integrated Community Centre - Library Meeting Room						
Not for Profit Community Group - Half Day	\$30.00	\$0.00	-100.0%	Yes	No	DCCS
Not for Profit Community Group - Full Day	\$45.00	\$0.00	-100.0%	Yes	No	DCCS
Commercial/Other - Half Day	\$60.00	\$60.00	0.0%	Yes	No	DCCS
Commercial/Other - Full Day	\$100.00	\$100.00	0.0%	Yes	No	DCCS
Tallangatta Integrated Community Centre - Meeting Room						
Not for Profit Community Group - Half Day	\$30.00	\$0.00	-100.0%	Yes	No	DCCS
Not for Profit Community Group - Full Day	\$45.00	\$0.00	-100.0%	Yes	No	DCCS
Commercial/Other - Half Day	\$60.00	\$60.00	0.0%	Yes	No	DCCS
Commercial/Other - Full Day	\$100.00	\$100.00	0.0%	Yes	No	DCCS
Corporate						
Records Retrieval (Non FOI)	\$85 per hour (\$45.00 minimum charge)	\$88 per hour (\$48.00 minimum charge)		Yes	No	DCCS
Voters Rolls - no longer available for sale	\$32.50	NA		No	No	DCCS
Council Minutes - Mail outs to Private Citizens	\$330.00	\$350.00	6.1%	Yes	No	DCCS
Disabled Parking Permit	\$7.50	\$8.00	6.7%	Yes	No	DCCS

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Debt Collection						
Location/Search Fee	NA	At Cost		No	No	DCCS
Property Title Search	NA	At Cost		No	No	DCCS
Filing/Listing Fee	NA	At Cost		No	No	DCCS
Caveat Fee	NA	At Cost		No	No	DCCS
Beneficiary Search	NA	At Cost		No	No	DCCS
Duplicate Rate Notice (e.g. owner and tenant – owner must receive first copy)	NA	\$11.00		Yes	No	DCCS
Photocopying and Faxing						
A4 and A3 BandW Copies	\$1.00 per copy	\$1.00 per copy		Yes	No	DCCS
A4 and A3 Colour Copies	\$2.00 per copy	\$2.00 per copy		Yes	No	DCCS
Approved Community Groups A4 and A3 B&W Copies	\$0.00	\$0.00		Yes	No	DCCS
Fax	\$3.00 per page	\$3.00 per page		Yes	No	DCCS
Other Fees						
Standpipe Water Charge per Kilolitre	\$3.70	\$3.90	5.4%	No	No	DTS
Standpipe Key Deposit	\$50.00	\$50.00	0.0%	No	No	DTS
Airport Fees						
Corryong Airport Hire - Half Day (Not for Profit Community Groups)	\$55.00	\$55.00	0.0%	Yes	No	CEO

Description	2015/16 (includes GST if applicable)	2016/17 (includes GST if applicable)	Increase	GST	Regulated	Responsible Officer
Corryong Airport Hire - Full Day (Not for Profit Community Groups)	\$110.00	\$110.00	0.0%	Yes	No	CEO
Corryong Airport Hire - Half Day (Commercial)	\$110.00	\$110.00	0.0%	Yes	No	CEO
Corryong Airport Hire - Full Day (Commercial)	\$220.00	\$220.00	0.0%	Yes	No	CEO

Appendix B

Budget processes

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 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 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 2017 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. 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.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May 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.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

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	Timing
1. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	Dec
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Proposed budget(s) submitted to Council for approval	Apr/May

Budget process	Timing
6. ESC advises whether rate variation submission is successful	31 May
7. Public notice advising intention to adopt budget	Jun
8. Budget available for public inspection and comment	Jun
9. Public submission process undertaken	Jun
10. Submissions period closes (28 days)	Jul
11. Submissions considered by Council/Committee	Jul
12. Budget and submissions presented to Council for adoption	Aug
13. Copy of adopted budget submitted to the Minister	Aug
14. Revised budget where a material change has arisen	

End of Towong Shire Council Budget Report