



South Gippsland Shire Council

ADOPTED ANNUAL BUDGET 2017-2018

*Incorporating the 15 year Long Term Financial Plan
and extract of 4 year Strategic Resource Plan*

This Budget document has been prepared with reference to Chartered Accountants Australia and New Zealand 'Victorian Council Model Budget 2017/18' a best practice guide for reporting local government budgets in Victoria.

Venus Bay
Photo by Ken Fraser



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You can contact Council to request a copy of the Annual Budget by:

- Visiting the main office at 9 Smith Street, Leongatha Vic 3953
- Calling our customer service centre on (03) 5662 9200
- Sending an email to council@southgippsland.vic.gov.au
- Visiting Council's website www.southgippsland.vic.gov.au

Mayor's Introduction

This feels like a moment of great potential. Two-thirds of us are around the Council table for the first time and with that comes a wave of new ideas. We've been busy working to understand the variety and diversity of Council's services and activities in order to make well-informed decisions about the budget and long-term plans. We are committed to actively working with our residents to ensure that decisions are made in line with community expectations while meeting Council's overall direction. As a new Council we are determined to provide good governance of the Shire and of the community's assets and resources.

Over the long-term we need to be sustainable, to have the capacity to maintain service levels and assets into the future. I believe that this budget provides a clear blueprint for a sustainable future that will build on recent successes in advocating for our community. The Karmai Community Children's Centre in Korumburra has opened this year and is already proving to be a remarkable community asset as it brings together child care, kindergarten and family and children's health services under the one roof. With the Foster Streetscape and Northern Towns Connection works underway, the Long Jetty redevelopment out to tender and commitments from both the State and Federal Governments for the re-alignment of the Black Spur bends our advocacy activities have been remarkably successful.

We need to couple our good work on the advocacy front with an increased emphasis on economic development. In a changing global economy we must support our existing industries to be adaptive and attract new industries to the region. While agriculture underpins our local economy, it is augmented by the food production, value-adding and manufacturing sectors. There is also great potential for arts, culture and tourism in South Gippsland. We believe that there is a bright future in South Gippsland, we just need to have everything in place to harness it.

During the election last year and in the few months since it has been quite conspicuous that working with our community will need to be an integral part of what we do throughout the next four years. It is our responsibility to recognise the importance of involving the community in our work to ensure the best approach is taken for all decisions and actions.

With the introduction of rate capping in 2016, Council's engagement with the community assisted in providing suggestions on the priorities for future budgets. We resolved to work within the 2.5% rate cap without having to reduce levels of service last year and will do the same again under the 2.0% cap this year.

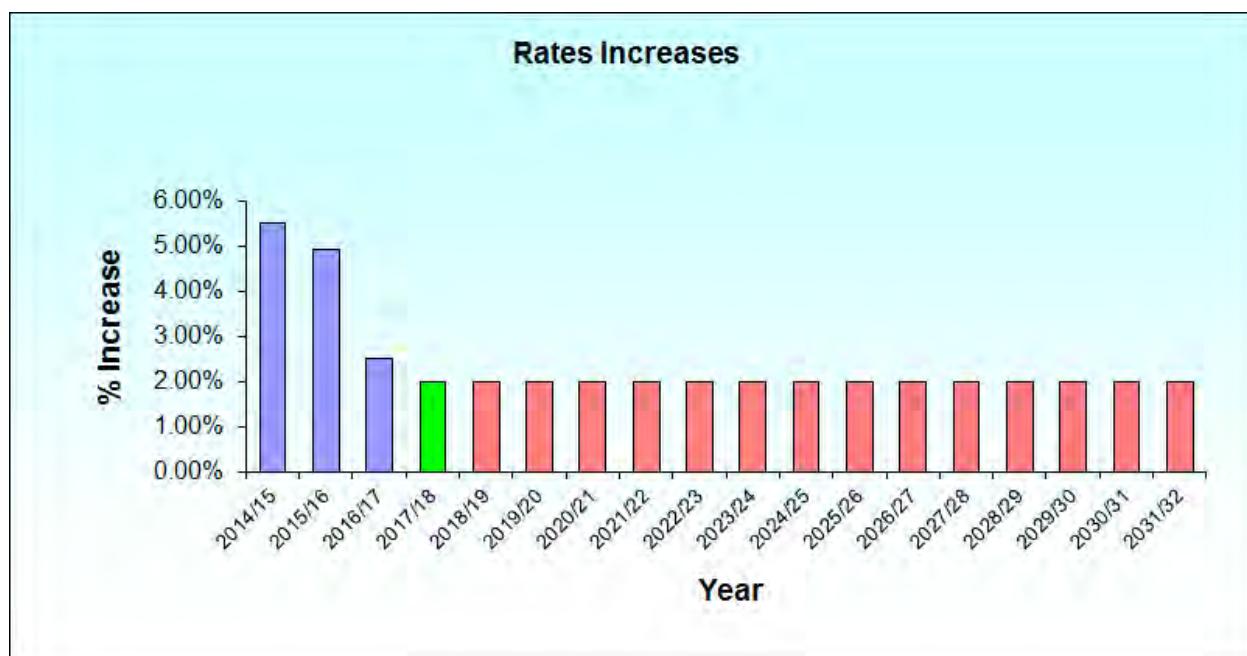
Council is committed to finding the most efficient and effective way to manage our assets and provide services to the community. We know that we've been entrusted with an enormous responsibility. This budget is our best effort to match the wishes of you, our community, with our need for financial prudence.

**Cr Ray Argento
Mayor**

Executive Summary

Council has prepared a Budget for the 2017/18 financial year, which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash position, cash from operations, capital expenditure, financial position, borrowings and financial sustainability of the Council.

Rates



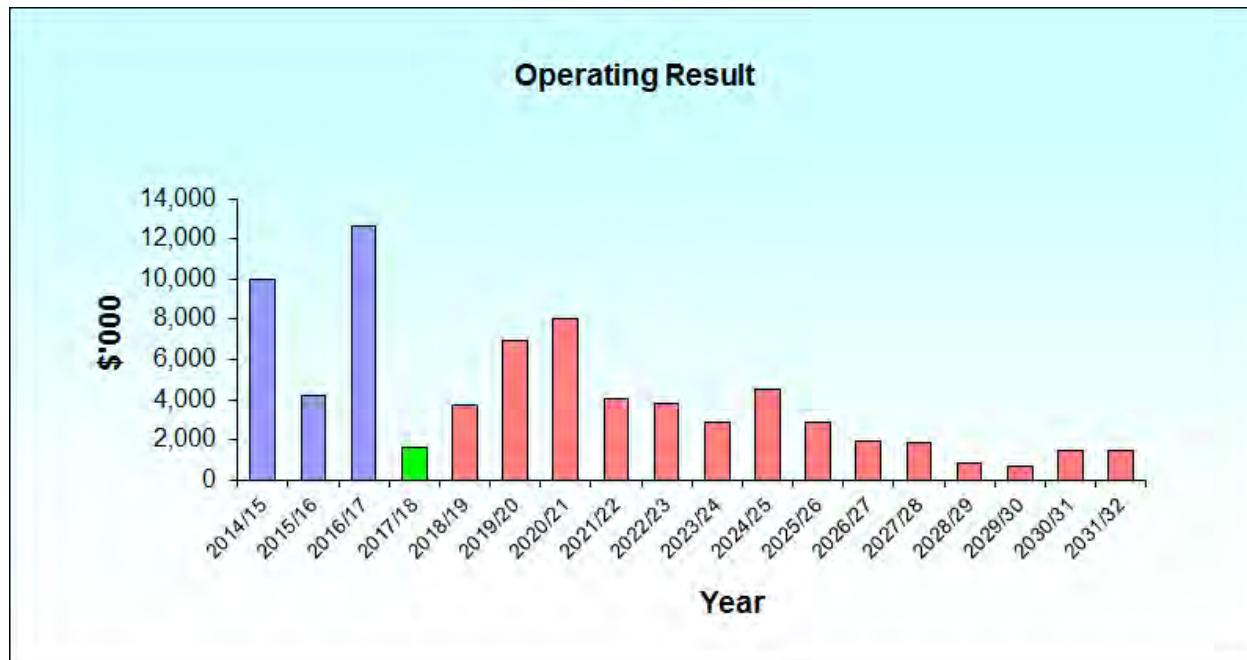
The Minister for Local Government the Honourable Natalie Hutchins announced on 19 December 2016 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

The general rate for 2017/18 will increase by 2.0%. The garbage and green waste charges will increase by 1.3% for 2017/18. It is projected that total rates and charges income which includes an estimated \$302,000 in supplementary rates will increase by 3.0% over the base that was raised last year to \$40.99m.

The rate increase for the previous 2016/17 year was 2.5% and the waste service charge was increased by 1.7%.

As a result of rate capping Council will receive \$26.4m less rates & charges revenue over a 14 year period when comparing the 2017/18 Budget / Long Term Financial Plan to the previously Adopted 2016/17 Budget / Long Term Financial Plan.

Operating result



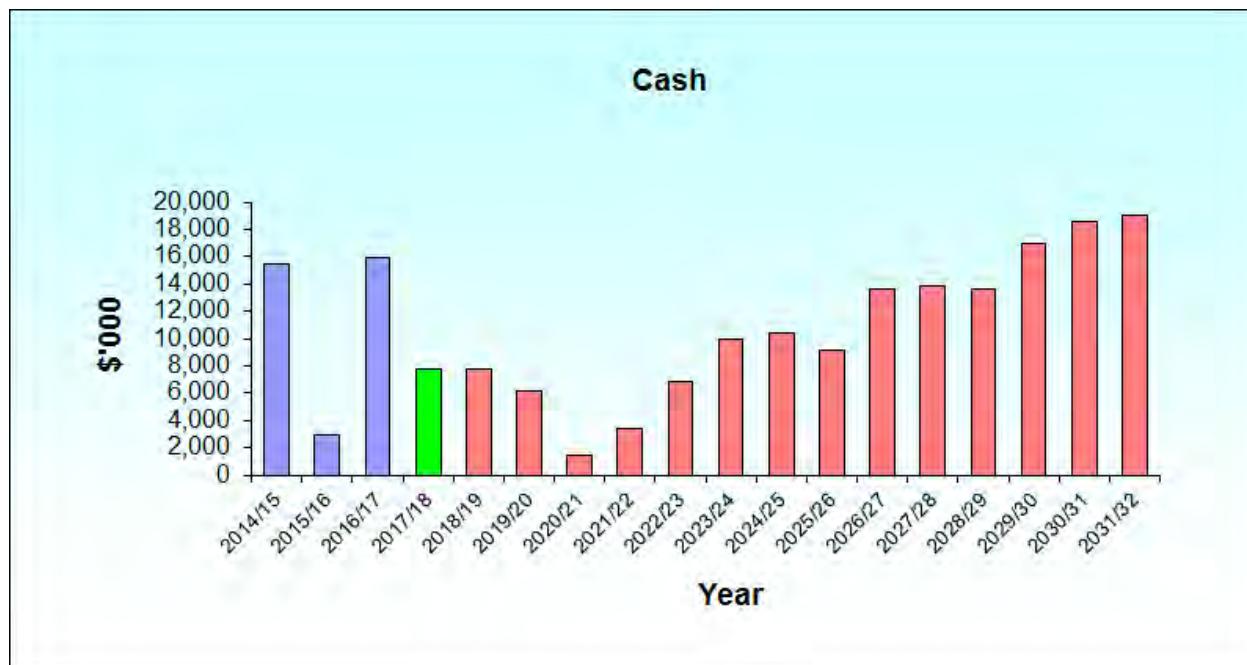
The expected operating result for the 2017/18 year is a surplus of \$1.63m, which is less than the projected \$12.62m surplus result for 2016/17. A major contributor to the variation is that Council forecasts to receive \$9.82m less operating grants in 2017/18 compared to the previous financial year. Council's operating results for 2016/17 and 2017/18 are distorted by having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017.

Council's operating results for the prior 2014/15 and 2015/16 years were distorted by having to bring to account \$4.34m Victoria Grants Commission allocation for 2015/16 in the prior financial year (2014/15) because it was actually received in June 2015.

The projected operating results in the forward budget have a gradual downward trend. This is due to the longer term impact of less rates revenue being generated as a result of rate capping.

To address the longer term downward trend in projected operating results, any net favourable productivity gains identified in 2017/18 and future years will be allowed to flow through to the bottom line.

Cash position



The cash position is expected to decrease by \$8.15m during the year to \$7.74m as at 30 June 2018. It is projected to be \$15.89m as at 30 June 2017.

The flat lining of the capital expenditure budgets requirements in the later years of the Long Term Financial Plan contribute to the gradual strengthening of the cash position. It would not be unreasonable to assume that in coming years there may be some upward rather than downward pressure on capex funding requirements.

The gradual strengthening of cash in the middle to later years is in line with Council's Long Term Financial Strategies. It provides funding capacity that can be released for capital works requirements in later years. It also provides some financial capacity for unavoidable cost events and strategic opportunities that may occur in the later years of the plan.

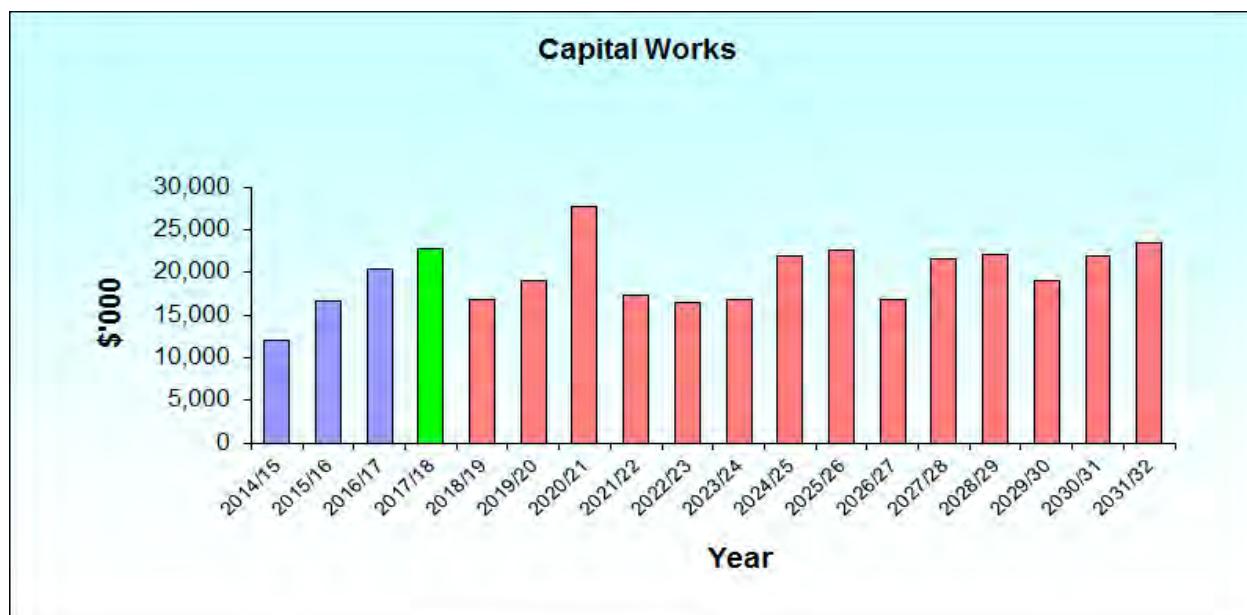
Cash from operations



Net cash from operations for 2017/18 is forecast to be \$13.61m. It is less than the previous year's projection of \$23.58m. The spike in 2016/17 is attributable to bringing to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017.

The cash from operations provides funding for future years' capital works renewal programs.

Capital expenditure



The capital expenditure program for the 2017/18 year is \$22.78m which is \$2.37m more than for 2016/17. This includes \$4.24m expenditure for projects that were budgeted for, but not completed in 2016/17. The projected capital expenditure for the previous financial year is \$20.41m.

The previous 2016/17 year's capital expenditure includes \$2.54m expenditure for projects that were budgeted for, but not completed in 2015/16. The carried forward component was fully funded from the 2015/16 budget.

The capital expenditure program for 2017/18 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.

There are no asset renewal primary funding gaps for all major classes of assets over the 15 year Long Term Financial Plan. There are adequate funds for recurrent cost requirements for all major asset classes for the current defined service levels as documented in Asset Management Plans.

As previously mentioned, it would not be unreasonable to assume that in coming years there may be some upward rather than downward pressure on capex funding requirements in the later years of the Long Term Financial Plan.

Financial position



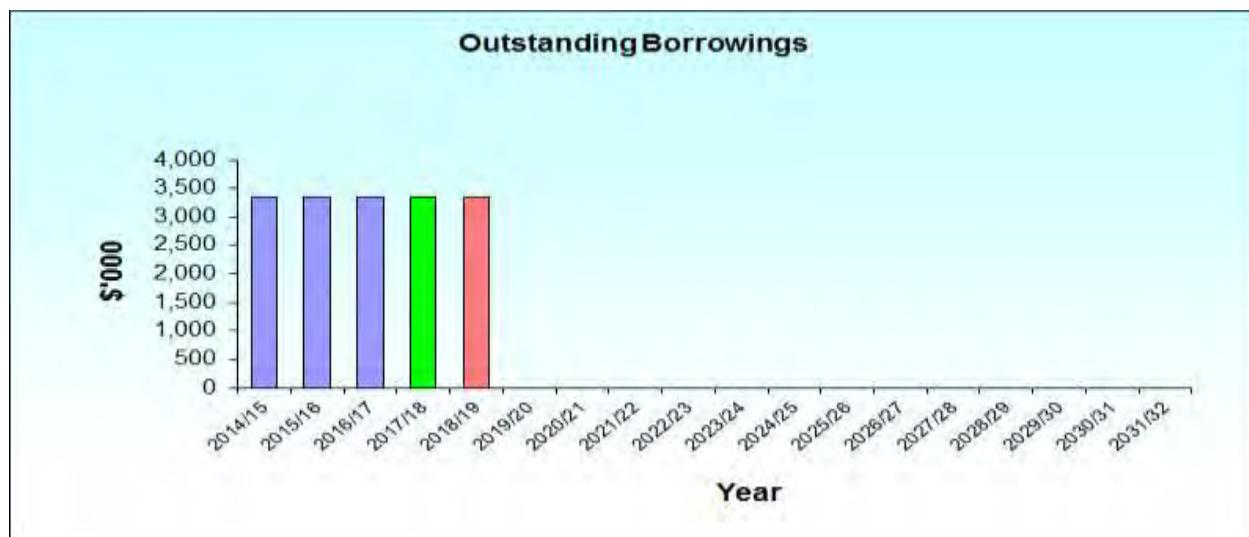
Net current assets (working capital) will decrease by \$8.20m to \$10.32m as at 30 June 2018. Working capital is projected to be \$18.52m as at 30 June 2017.

The financial position tightens somewhat in the immediate years before it gradually and progressively strengthens in the later years. The capital works funding requirements in the immediate years contribute to the working capital decline.

The flat lining of the capital works program funding requirements in the mid to later years of the Long Term Financial Plan contributes to the strengthening of the working capital. The projected growth in cash backed internal reserves also contributes to the growth in the later years.

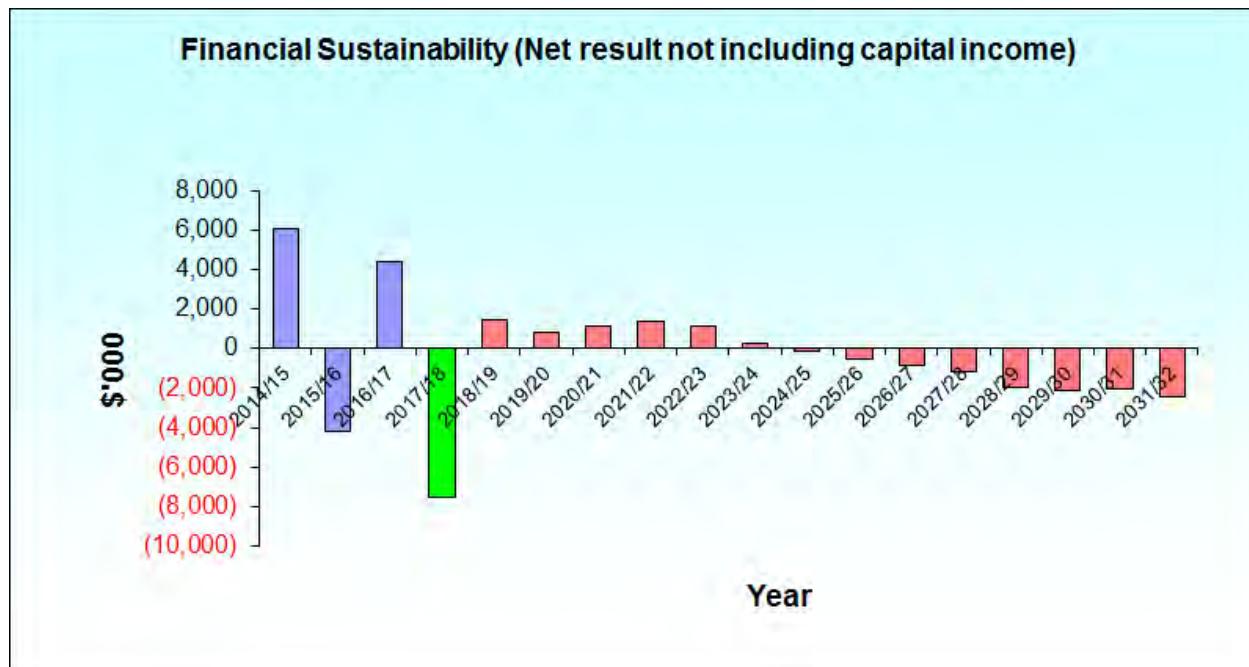
This provides financial capacity for future capital works program requirements as well as for strategic or unavoidable cost events.

Borrowings



Council borrowed \$4.00m in 2013/14 to fund the \$4.59m unfunded superannuation obligation which was paid in 2013. In 2014/15 Council converted its borrowing into a 5 year bond which made the liability non-current for a number of years. The bond will be repayable in 2019/20. At 30 June 2018 it will have \$3.35m in outstanding borrowings.

Financial sustainability



A detailed Long Term Financial Plan for the years 2017/18 to 2031/32 has been developed to assist Council in adopting an annual budget within a longer term prudent financial framework. The key objective of the Plan is to achieve financial sustainability in the medium to long term, whilst still achieving the Council's strategic objectives as specified in the Council Plan. When capital funding (\$8.67m) and donated / granted assets (\$479,000) are backed out of the operating result (\$1.63m surplus) the underlying result (net result not including capital funding sources) for 2017/18 is projected to be a \$7.51m underlying deficit.

The spike and the dip in underlying operating results in 2016/17 and 2017/18 is largely attributable to having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017.

Similarly, Council's underling operating results for the prior 2014/15 and 2015/16 years were distorted by having to bring to account \$4.34m Victoria Grants Commission allocation for 2015/16 in the prior financial year (2014/15) because it was actually received in June 2015.

Council then is projecting to making an underlying surpluses for the following six years. In the mid to later years of the plan, the projected underlying operating result has a gradual downward trend into underlying deficits. This is due to the longer term impact of less rates revenue being generated as a result of rate capping.

To address the longer term downward trend in projected underlying operating results any net favourable productivity gains identified in 2017/18 and future years will in the mid to later years of the Long Term Financial Plan be allowed to flow through to the bottom line.

Longer Term Key Performance Indicators

The table below shows a series of key performance indicators that are used to assess the financial integrity of the budgeted financial statements in the Long Term Financial Plan.

2017/18 Budget	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Financial performance																
Underlying result	6.74%	-13.2%	2.4%	1.2%	1.0%	2.14%	1.7%	0.36%	-4.20%	-0.7%	-1.13%	-1.54%	-2.40%	-2.68%	-2.42%	-2.9%
Underlying Working Capital	2.71	1.65	1.11	1.65	1.03	1.13	1.46	1.69	1.72	1.48	1.85	1.76	1.62	1.79	1.75	1.63
Funding capacity																
SelfFinancing	32.21%	20.92%	25.85%	28.95%	31.08%	26.94%	27.21%	26.66%	28.47%	26.99%	26.35%	26.33%	25.85%	25.81%	26.25%	26.04%
Sustainability index	143%	92%	124%	92%	157%	115%	93%	95%	127%	93%	138%	110%	96%	108%	100%	90%
Borrowing capacity																
Indebtedness	12.05%	11.83%	3.24%	3.29%	3.33%	3.38%	3.41%	3.46%	3.50%	3.55%	3.60%	3.65%	3.70%	3.74%	3.76%	3.79%
Total Debt as a % of Rate revenue	8.41%	8.17%	7.98%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
Debt servicing costs as a % of Total revenue	0.19%	0.22%	0.22%	0.08%	0.01%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Ratios coloured green denotes low risk, yellow medium risk and red indicate either short term / immediate sustainability concerns.

The 'Underlying Result' compares recurrent income and recurrent expenditure. The underlying result is forecast to be in the red zone in 2017/18 as a result of having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017. The dipping of the ratio into the red zone does not present as a strategic concern.

For the following six financial years in the forward plan the underlying result trends into and remains in the green zone. In the later years it trends down into the yellow cautionary zone. Council is managing this issue by allowing any future years' productivity gains to flow through to the bottom line in the later years, so as to strategically begin addressing the downward trend in the forecast underlying operating results.

The 'Underlying Working Capital' assesses Balance Sheet strength and in particular Council's ability to pay existing liabilities. In the forward plan the ratio marginally falls below the strategic target of 1.25 to 1 in 2018/19, 2020/21 and 2021/22 before strengthening again in the later years.

Council has somewhat limited financial capacity to accommodate unforeseen strategic opportunities or unavoidable cost events that may arise in the immediate years.

The flat lining of the capital expenditure budgets in the later years of the Long Term Financial Plan contribute to the gradual strengthening of the underlying working capital ratio. However as previously mentioned, it would not be unreasonable to assume that in coming years there may be some upward rather than downward pressure on capital expenditure funding requirements in those later years, that in turn will impact on the ratio.

The 'Self Financing' indicator compares net operating cash flows to underlying revenue and capital grants. It is forecast to be in the green zone in 2017/18 and all the forward budgets.

The 'Sustainability Indicator' assesses asset renewal and upgrade expenditure spend effort over a period of time. In the forward years it generally fluctuates between the green and yellow zone and even dips into the red zone in 2026/27, 2029/30 and 2030/31. This does not present as a strategic concern. This is expected because the nature of capital renewal expenditure requirements tends to have a profile that varies over the years. It is worth noting that there are no asset renewal primary funding gaps for all major classes of assets over the 15 year Long Term Financial Plan. There are adequate funds for recurrent cost requirements for all major asset classes for the current defined service levels as documented in Asset Management Plans.

The three borrowing capacity indicators, 'Indebtedness', 'Total Debt as a percentage of Rate Revenue' and 'Debt Servicing Costs as a percentage of Total Revenue' are forecast to be in the green zone for 2017/18 and all the forward budgets. Due to the inherent strength of the Balance Sheet, Council has borrowing capacity in the forward years if it wishes to consider funding additional capital upgrade or extension projects.

The key financial performance indicators in the Long Term Financial Plan serve as very important lead indicators to identify future years' financial ramifications of decisions that are made in the present period.

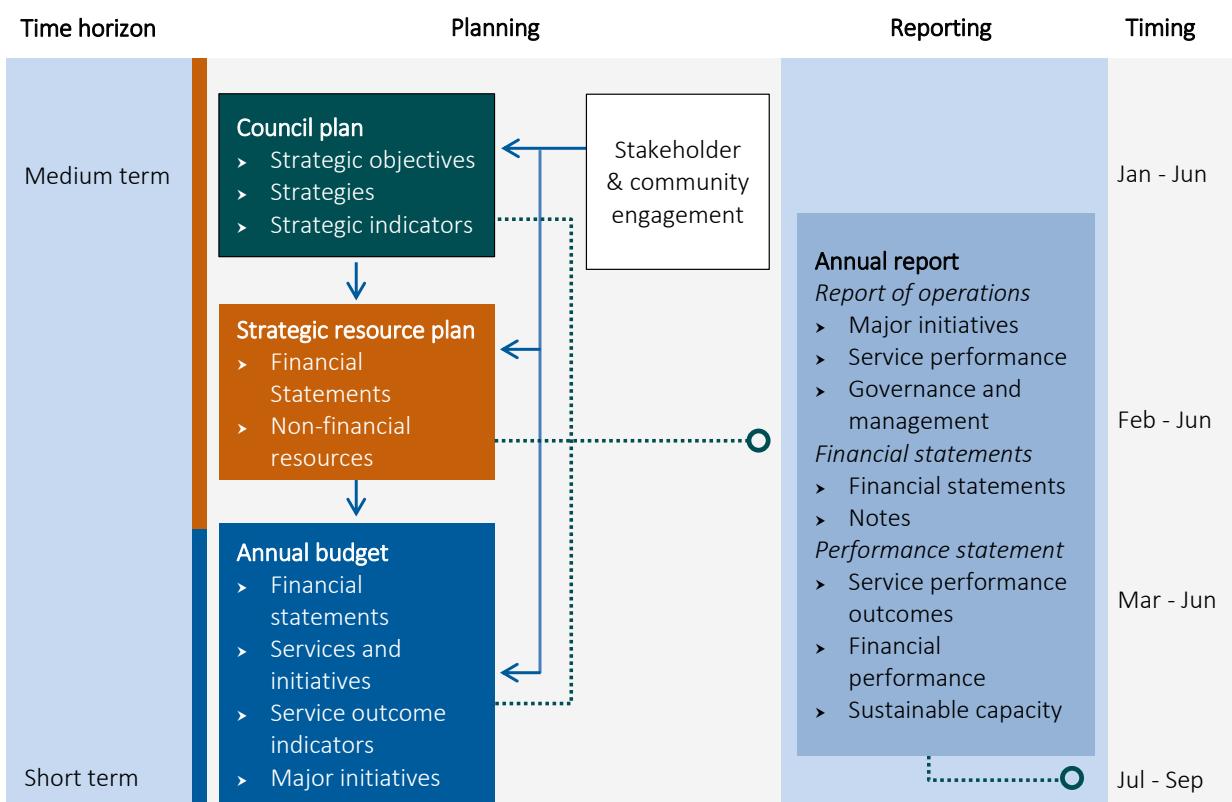
The 2017/18 Budget / Long Term Financial Plan is financially sustainable. It is however important to note that the 2017/18 Budget / Long Term Financial Plan from a recurrent operational perspective, trends marginally weaker than the previous year's adopted 2016/17 Budget / Long Term Financial Plan as a result of the tightening of the rate capping.

1 Link to Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Key Strategies and Planning Documents and the Long Term Financial Plan), medium term (four year Council Plan and Strategic Resource Plan) and short term (Annual Budget) and then holding itself accountable (Quarterly Performance Reports, Annual Report and Local Government Performance Reporting Framework).

1.1 Strategic planning framework

The Strategic Resource Plan, included in the 2017-2021 Council Plan, is a rolling four year plan that outlines the financial and non-financial resources that Council requires to achieve the Strategic Outcomes, Objectives and Strategies described in the Council Plan. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget, which contribute to achieving the strategic objectives outlined in the Council Plan. The diagram below depicts the planning and accounting framework that applies to local government in Victoria.

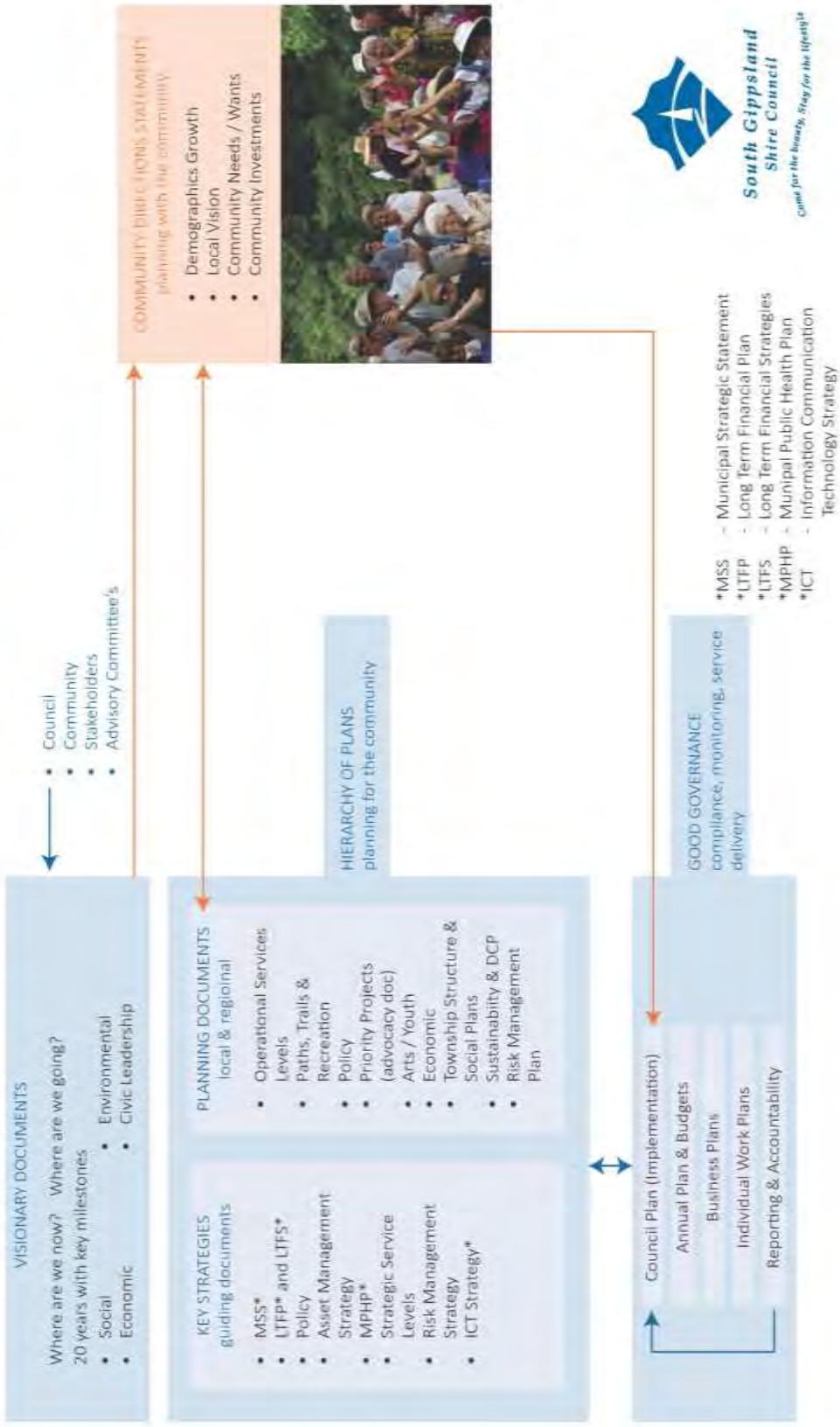


Source: Department of Environment, Land, Water and Planning (formerly Department of Transport, Planning and Local Infrastructure)

The timing of each component of the planning framework is critical to the successful achievement of the Council's 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.

Council has established a Strategic Integrated Planning Framework that sets out the hierarchy of plans Council utilises in framing its broader strategic directions. The overarching strategic plans are channelled through the Council Plan and Annual Initiatives/Budgets to realise those directions in accordance with the priorities and resource availability of Council. This is shown diagrammatically on the following page:

strategic integrated planning framework



The diagram below sets out the strategic planning and reporting framework of Council:



1.2 Our Purpose

Council's role is to provide leadership for the good governance of the Shire and its local communities. Council undertakes its responsibilities in accordance with the Local Government Act 1989 and other Acts for the peace, order and good government of the Shire.

Council's Vision 2020 developed in 2006/2007 represents the aspirations of our diverse communities and articulates a vision of what South Gippsland should be like in the year 2020. The vision has been refined slightly by the previous Council to reflect changing community needs and expectations. The vision aspires to achieve a number of key outcomes with the aim of creating South Gippsland into a place which has:

- a caring community where people feel safe and secure;
- a wide range of recreation and leisure amenities;
- high grade transport links;
- appropriate infrastructure to meet community needs;
- respect for the environment by being clean and green;
- sustainable economic growth;
- coordinated health services;
- youth who are valued and participate in the community;
- a sustainable agricultural industry, including direct and indirect support for businesses;
- a sustainable thriving tourism industry;
- arts and culture that are encouraged and promoted; and
- quality early childhood and education facilities.

1.3 Council's Vision for Success

South Gippsland Shire will be a place where our quality of life and sense of community are balanced by sustainable and sensitive development, population and economic growth.

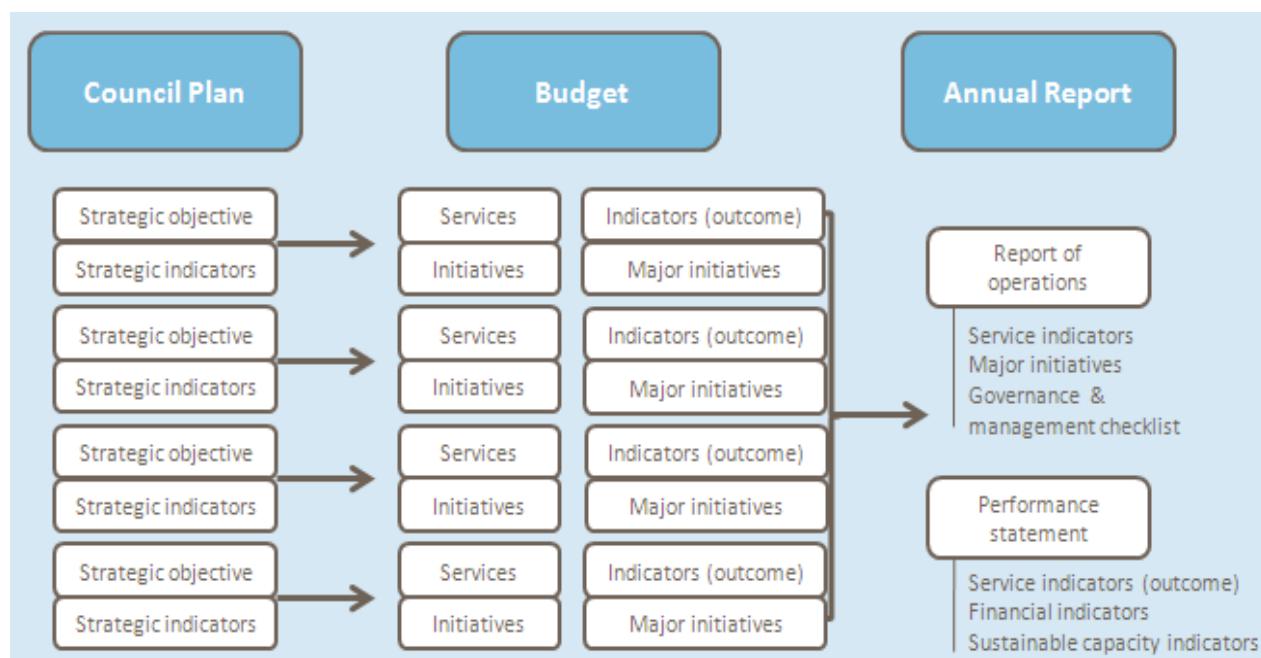
1.4 Council's Commitment to the Community

As Councillors, we are committed to demonstrating leadership by working constructively together and with the organisation to achieve success. Throughout the next four years we commit to:

- Value the contribution made by everyone; to listen to you and each other.
- Value individual diversity, act with respect and professionalism in our interactions with you and each other, and never seek to undermine, mislead or undervalue anyone.
- Value opportunities that come from change, keeping our focus on the future and our responses flexible for a constantly evolving world.
- Value the community spirit, vibrancy and unique character of each of our towns and rural areas.
- Encourage our communities and support our community leaders.
- Value the depth and breadth of creative thinking and the outcomes that can be achieved from working closely with our communities, businesses, supporting agencies, government agencies and other councils.
- Embrace and encourage community engagement, work collaboratively with others and establish partnerships that benefit our communities and the wider region.
- Value our reputation in the community and the region, and acknowledge that we are the guardians of community information.
- Respect the trust placed in us by seeking to be as open and transparent in our decisions as the law allows, to help the community understand the decisions Council makes.
- Value constructive criticism that helps us understand how and where we need to improve.
- Proactively reflect on our own behaviour, that of each other and of the organisation as a whole, to continually build the capacity, passion and success of this Council.

2 Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2017-18 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 Department of Transport, Planning and Local Infrastructure)

2.1 Strategic Objective 1 – Strengthen Economic Growth and Prosperity

The strategies to assist Council achieving this objective are to:

Strategies
Strategy 1: Develop a ‘vision’ for the future growth and development of the Shire in partnership with the community.
Strategy 2: Develop a strategy to grow the Shire, attract investment and promote tourism consistent with the ‘vision’.
Strategy 3: Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.
Strategy 4: Identify Priority Projects and advocate to the State and Federal governments for funding and support.
Strategy 5: Review and implement the Economic Development and Tourism Strategy to provide direction to support our businesses to grow, generate employment, pursue economic development and the attraction of visitors.
Strategy 6: Support our diversified agricultural sector.
Strategy 7: Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.
Strategy 8: Finalise South Gippsland’s Branding Strategy that supports the regional ‘Destination Gippsland’ branding and use them both to promote the Shire.
Strategy 9: Progress the development of a business case to support the establishment of a multipurpose undercover ‘Equestrian / Expo Centre’ at Stony Creek.

Strategies

Strategy 10:

Undertake an investigation of caravan parks and camping grounds at Sandy Point.

The services, major initiatives, initiatives and service performance indicators for each Service Area are described on the following pages:

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Development Services Management	<p>The Development Services Management unit is accountable for ensuring that Council's objectives for the Development Services Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> • Planning; • Regulatory Services; and • Economic Development and Tourism. <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, undertake regional advocacy to facilitate planned growth in the Shire and implement the strategic directions set by Council relevant to the Directorate.</p>	<p>\$ 587</p> <p>(\$ 0)</p> <p>\$ 587</p>
Economic Development & Tourism	<p>The Economic Development & Tourism Department plans for and facilitates economic growth and prosperity within the Shire. This is achieved by actively promoting and supporting sustainable agriculture and industry development, commercial business opportunities and by providing excellent customer and visitor information services.</p> <p>The Department manages Council's Caravan Parks and Coal Creek Community Park & Museum.</p> <p>The Department plays a key role in working with the business community to support existing businesses, diversify employment opportunities and attract new businesses.</p>	<p>\$ 1,987</p> <p>(\$1,025)</p> <p>\$ 962</p>

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Planning Department	<p>The Planning Department provides statutory, strategic and social planning services to the community to provide for development, land use and community policy.</p> <p>The Department actively supports planned growth across the municipality, protects and enhances the unique identity and liveability of local districts and advocates to other levels of government and stakeholders for developments that will prosper the Shire.</p>	\$ 1,846 (\$ 428) \$ 1,417
TOTAL		\$ 4,420 (\$1,453) \$ 2,967

Major Initiatives

1. Commence the development of a Vision 2040 for the Shire.
(Chief Executive Office)
[Additional funding of \$120K was required for this initiative. It is reflected within the budget allocations]
2. Review the Economic Development and Tourism Study.
(Economic Development & Tourism)
3. Advocate for funding of Council's Bair Street Leongatha Priority Project development.
(Economic Development & Tourism)

Initiatives

4. Identify and target 'Priority Projects' that are to be advocated to State and Federal Governments for funding support.
(Economic Development & Tourism)
5. Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.
(Engineering & Assets)

6. Complete a review of the Municipal Strategic Statement.
(Planning)
 7. Undertake a Population Growth Study.
(Planning)
 8. Investigate protection of the Nyora sand resources.
(Planning)
 9. Progress the development of a business case to investigate in detail factors to be considered in the establishment of a multipurpose undercover 'Equestrian / Expo Centre' and provide a report to Council by 30 June 2018.
(Sustainable Communities)
10. Commence the review of residential, commercial and industrial land supply in the Shire.
(Planning)
[Additional funding of \$50K was required for this initiative. It is reflected within the budget allocations]

Council Plan Strategic Indicators	
Council Plan 2017/21 Indicator	Responsible Unit
At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements	Chief Executive Office

Local Government Service Performance Reporting Indicators - Audited			
Service	Indicator	Performance Measure	Computation
Statutory Planning <i>(Planning)</i>	Decision making (Indicator of the broad objective that planning application processing and decisions should be consistent with the local planning scheme. High or increasing number of planning applications unsuccessfully challenged suggests and improvement in the effectiveness of decisions)	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

2.2 Strategic Objective 2 – Build Strong Partnerships, Strengthen Arts & Culture and Deliver Equitable Outcomes

The strategies to assist Council achieving this objective are to:

Strategies
Strategy 1: Where appropriate, support community groups to achieve projects they have ownership of and want to progress.
Strategy 2: Update and continue to implement the Blueprint for Social Community Infrastructure so that services and the associated supporting infrastructure are planned, ready for business and population growth.
Strategy 3: Update and implement strategies for Community Strengthening and Engagement.
Strategy 4: Implement the Arts and Culture Strategy and support growth of the sector.
Strategy 5: Review the Recreation Strategy.
Strategy 6: Review and update the Paths and Trails Strategy to determine where regional and local connections are required.
Strategy 7: Renew and maintain aquatic facilities in accordance with the Asset Management Plan and the Aquatic Strategy.
Strategy 8: Investigate opportunities to consider a model for community self-determination to facilitate working in partnership with the community.
Strategy 9: Determine and implement the arrangements for the future Aged and Disability services provision, including advocating for those affected by Federal policy service delivery changes.
Strategy 10: Implement the Active Ageing Strategy.

The services, major initiatives, initiatives and service performance indicators for each Service Area are described below:

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Sustainable Communities and Infrastructure Management	<p>The Sustainable Communities and Infrastructure Directorate is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> • Engineering and Assets; • Sustainable Communities; and • Operations. <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, prepare and deliver the Capital Works Program and Asset Management Plan and work with the community to integrate community needs into Council's plans.</p>	\$ 264 (\$ 0) \$ 264
Community Services	<p>The Community Services Department provide policy advice and program delivery for the following services:</p> <ul style="list-style-type: none"> • Aged & Disability Services, including Home and Community Care and Disability Service support; • Children and Family Services; including Maternal and Child Health; Immunisation, Pre-school and Playgroup support; • Community Grants and Emergency Management; • Libraries; and • Create the Municipal Public Health and Wellbeing Plan. <p>Together these teams work towards creating a collaborative, self-supporting community.</p>	\$ 3,618 (\$2,615) \$ 1,003

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
Sustainable Communities	<p>The Sustainable Communities Department plans for and delivers a diverse range of integrated community strengthening, facility, land and building management services that include:</p> <ul style="list-style-type: none"> • Sustainability services including Waste Management and Biodiversity; • Property services including leases, land sales/purchases and property oversight; • Community Strengthening services including Recreation/Aquatic Facilities, Arts and Culture, Youth, Volunteers, Event Management, Section 86 Committees and Access and Inclusion planning and support; and • Building Management services including building maintenance. <p>Together these teams connect and support community groups, volunteers, committees and other Council Departments to provide services beyond those that Council, by itself, can provide.</p> <p>The team also supports practices by Council and the community to live and operate in a sustainable manner thereby protecting our environment for current and future generations. (<i>Refer Outcome 3 - Integrated Services & Infrastructure</i>)</p>	\$ 9,850 <hr/> (\$2,880) <hr/> \$ 6,970
TOTAL		\$ 13,732 <hr/> (\$ 5,495) <hr/> \$ 8,237

Major Initiatives

1. Further investigate the proposed land exchange with the Returned Services League Sub Branch – Leongatha.
(Sustainable Communities)

2. Commence implementation of the Arts and Culture Strategy.
(Sustainable Communities)
[Additional funding of \$100K was required for this initiative. It is reflected within the budget allocations]

Initiatives

3. Municipal Public Health and Well-Being Plan will be implemented with the community and other government funded agencies, and reflect community requirements and shared ownership of responsibilities.
(Community Services)

4. Update the 'Blueprint for Social Community Infrastructure – Community Facility Actions' and report to Council on the progress.
(Sustainable Communities and Engineering & Assets)

5. Review and update the Paths and Trails Strategy.
(Engineering & Assets)

6. Implement the Active Ageing Strategy.
(Community Services)

7. Develop the Community Strengthening Strategy.
(Sustainable Communities)

8. Develop the Engagement Strategy.
(Executive Support & Community Information)

9. Work with the MAV on initiatives for 'Community empowering decision making process.'
(Chief Executive Office)

Council Plan Strategic Indicators	
Council Plan 2017/21 Indicator	Responsible Unit
The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30% of applications submitted to be funded.	Community Services
The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted by Council on behalf of community groups.	Community Services

Local Government Service Performance Reporting Indicators - Audited			
Service	Indicator	Performance Measure	Computation
Libraries (Community Services)	Participation (Indicator of the broad objective that library resources should be free, accessible and well utilised. High or increasing participation suggests an improvement in the effectiveness of library services)	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities (Sustainable Communities)	Utilisation (Indicator of the broad objective that pools are safe, accessible and well utilised. High or increasing utilisation of pool facilities suggest an improvement in the effectiveness of the aquatic facilities)	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	[Number of visits to aquatic facilities / Municipal population] x100
Maternal and Child Health (Community Services)	Participation (Indicator of the broad objective that councils should promote healthy outcomes for children and their families. High or increasing participation suggests an improvement in the effectiveness of the MCH service)	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

Local Government Service Performance Reporting Indicators - Audited			
Service	Indicator	Performance Measure	Computation
Maternal and Child Health (Community Services)	Participation (Indicator of the broad objective that councils should promote healthy outcomes for children and their families. High or increasing participation suggests an improvement in the effectiveness of the MCH service)	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

2.3 Strategic Objective 3 – Improve South Gippsland’s Built Assets and Value our Natural Environment

The strategies to assist Council achieving this objective are to:

Strategies
Strategy 1: Improve management of roads and roadsides through enhanced operational practices, increased funding and continued advocacy to VicRoads
Strategy 2: Waste Management and Sustainability strategies implemented.
Strategy 3: Promote a safe and healthy community through our municipal public health programs, Emergency Management Plans and regulatory activities that meet our statutory obligations.
Strategy 4: Facilitate community and business renewable energy programs and sustainable practices to reduce the Shire’s carbon footprint.
Strategy 5: Undertake a review of the Council’s Building Portfolio to ensure it meets community needs.
Strategy 6: Advocate to Parks Victoria, DELWP and other relevant stakeholders to improve access, parking, safety and user-friendliness of beaches, State and National Parks, conservation areas and natural assets.
Strategy 7: Review the Strategic Land Review Project in regard to public open spaces in Venus Bay.
Strategy 8: Implement the Footpath Extension Program.
Strategy 9: Council to receive a report on the use of Design Panels for major projects and other development in the municipality.

Strategy 10:

Establish a Council Committee to review the implementation of Council's 'Compliance and Enforcement Policy', and that it seeks appropriate input from the general public and from people who have had concerns with Council's enforcement of the Policy.

Strategy 11:

Council to play an advocacy role for townships that demonstrate 70% or greater community support, for sewerage infrastructure.

The services, major initiatives, initiatives and service performance indicators for each Service Area are described below:

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
Engineering and Assets	<p>The Engineering and Assets Department prepare and deliver asset plans and project delivery services:</p> <ul style="list-style-type: none">• Project Coordination includes capital works planning, administration, project management and delivery of Council's long term and annual Capital Works Program;• Asset Management includes planning Council's infrastructure networks in order to meet current and future needs of the community and to integrate with State networks; and• Assets Management Systems includes collection, analysis and management of infrastructure related data to effectively manage Council's infrastructure assets. <p>The team works together to clearly define Council requirements for the design and development of infrastructure that is, or will become, a civil Council asset.</p> <p>The Team also standardises development submissions thereby expediting Council's engineering approvals for civil assets and ensuring specified design criteria are met for the design and construction of civil infrastructure.</p>	\$ 6,027 (\$1,542) \$ 4,485

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
Operations	<p>The Operations Department implement Council's asset management plans and improve the appearance and amenity of townships, rural areas, streetscapes and parkland through the following services:</p> <ul style="list-style-type: none"> • Sealed Roads Planning including drainage operations, maintenance and construction of internal capital works; • Unsealed Roads Planning including drainage operations, maintenance and construction of internal capital works; • Parks & Gardens including planning operations, maintenance and construction; and • Fleet & Plant including proactive purchasing to minimise Council's vehicle emissions. <p>Together these teams work towards providing a healthy & safe community at realistic and affordable service standards and efficient management of assets and resources.</p>	\$ 19,546 <hr/> (\$ 2,606) <hr/> \$ 16,940

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
Regulatory Services	<p>The Regulatory Services Department is responsible for administration, education and enforcement of varied Victorian legislation along with Council's General Local Law. Services include</p> <ul style="list-style-type: none"> • animal management; • building/planning enforcement; • building/property information; • fire prevention; • registration and inspection of food and accommodation premises; • local laws development and enforcement; • occupancy permits for places of public entertainment; • parking control; • report and consent applications for new building work; • school crossings; and • wastewater. <p>The Department responds to a variety of community enquiries and undertakes public health and nuisance complaint investigations. Together these services work towards providing a safer Shire for businesses and the community.</p>	\$ 1,692 <hr/> (\$1,124) <hr/> \$ 568
TOTAL		\$ 27,265 <hr/> (\$ 5,272) <hr/> \$ 21,993

Major Initiative

1. Scope a Korumburra Revitalisation Project that considers the Town Centre Framework Plan, Streetscape Master Plan, future Community Hub/Library, railway land and station uses.
(Planning)

Initiatives

2. Progress the planning for the development of the Korumburra Railway Station.
(Sustainable Communities)
3. Leongatha Railway Station Precinct Master Plan finalised and presented to Council.
(Planning)
4. Successful implementation of the waste water compliance program, which protects public health and amenity and supports sustainable development in the Tarwin Potable Water Supply Catchment.
(Regulatory Services)
5. Review the Significant Tree Register and investigate the introduction of a Vegetation Protection Overlay.
(Sustainable Communities and Planning)
6. Review and update the Open Space Strategy and present to Council.
(Planning)

Council Plan Strategic Indicators	
Council Plan 2017/21 Indicator	Responsible Unit
The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.	Engineering & Assets
Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.	Sustainable Communities

Local Government Service Performance Reporting Indicators - Audited			
Service	Indicator	Performance Measure	Computation
Roads (Operations)	Satisfaction (Indicator of the broad objective that the local road network should be maintained and renewed to ensure that it is safe and efficient. High or increasing satisfaction suggests an improvement in the effectiveness of the local road network)	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.
Waste Collection (Sustainable Communities)	Waste diversion (Indicator of the broad objective that the amount of waste diverted from landfill should be maximised. High or increasing volume of waste diverted away from landfill suggests an improvement in the effectiveness of the waste collection system)	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 (Regulatory Services)	Health and safety (Indicator of the broad objective that the animal management service should protect the health and safety of animals, humans and the environment. Low or decreasing number of successful animal prosecutions suggests an improvement in the effectiveness of the animal management service)	Animal management prosecutions (Number of successful animal management prosecutions)	[Number of successful animal management prosecutions]

Food Safety (Regulatory Services)	<p>Health and safety</p> <p>(Indicator of the broad objective that the food safety service should protect public health by preventing the sale of unsafe food. Low or decreasing number of public health notifications, or a high follow up by council, suggests an improvement in the effectiveness of the food safety service)</p>	<p>Critical and major non-compliance outcome notifications</p> <p>(Percentage of critical and major non-compliance notifications that are followed up by Council)</p>	<p>[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100</p>
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2.4 Strategic Objective 4 – Enhance Organisational Development and Implement Governance Best Practice

The strategies to assist Council achieving this objective are to:

Strategies
Strategy 1: Increase transparency through more items being held in open Council Meetings and communicating more clearly the reasons behind decisions.
Strategy 2: Actively pursue continuous improvement and innovation, consider best practice and encourage the creation of higher valued services.
Strategy 3: Develop a Digital Strategy.
Strategy 4. Enhance customer service experiences through the development of a continuous feedback and improved customer service system.
Strategy 5. Develop educative tools and processes to assist community members understand the Planning and Enforcement processes.
Strategy 6: Enhance staff skills, capabilities and well-being through the implementation and ongoing development of SGSC people.
Strategy 7: Work in partnership with the Chief Executive Officer and senior staff to develop a four year Rate Reduction Strategy, to reduce the rate burden by 3% through improved innovation and productivity savings, streamlining the administrative structures and processes, through improved Business Unit performance and economic growth.

The services, major initiatives, initiatives and service performance indicators for each Service Area are described below:

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Executive Office/ Management	<p>The Executive Office builds strong and productive relationships with government and key regional agencies to strengthen the performance of Council.</p> <p>The Executive Office is accountable for ensuring that Council's objectives for the Council Plan are achieved through the allocation of appropriate resources, the provision of strategic policy and legal advice to Council and the establishment of good governance practices to guide the management of the organisation.</p>	<p>\$ 826 (\$ 0)</p> <p>\$ 826</p>
Corporate and Community Services Management	<p>The Corporate and Community Services Directorate Management is accountable for ensuring that Council's objectives for the Directorate are achieved through the following Departments:</p> <ul style="list-style-type: none"> • Community Services; • Finance, Risk & Procurement; and • Innovation & Council Business. <p>Together these Departments provide strategic policy advice to Councillors to inform their decisions, coordinate the preparation of the Vision and four year Council Plan for the Shire, plan for long term financial sustainability and implement strategic directions relevant to the Directorate once set by Council.</p>	<p>\$ 1,639 (\$ 0)</p> <p>\$ 1,639</p>

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Finance, Risk and Procurement	<p>The Finance, Risk and Procurement Department deliver financial planning, budget management oversight, risk management coordination and procurement coordination for the organisation. The Department comprises:</p> <ul style="list-style-type: none"> • Accounting includes strategic financial advice, accounting systems and services, management accounting support and financial reporting; • Rates and Valuations includes property valuations for rating purposes and administration of rate collection; and • Risk and Procurement including contract and quotation management, shared risk management services delivery with Baw Baw Shire, risk and insurance management, internal audit and regulatory compliance. <p>Together the teams improve the financial sustainability of Council by pursuing continuous improvement in processes and procedures, proactively managing risks, sustainably managing finances and gaining efficiencies through procurements.</p>	\$ 2,704 (\$ 877) <hr/> \$ 1,827

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
		Net Cost \$000
Innovation and Council Business	<p>The Innovation and Council Business Department leads organisation wide planning and implementation of good governance, innovation, technology and corporate information management practices. The Department comprises:</p> <ul style="list-style-type: none"> • Corporate Planning and Council Business including policy development and review, Council elections, Council meeting, briefings and public presentation coordination, corporate planning and reporting and community engagement to inform the Council Plan and annual initiatives for the Budget; • Innovation including Information Technology strategy, policy and planning, project development and delivery, systems management and on-going management of hardware and software; and • Corporate Information Management including strategy, policies, systems' coordination and operational support to capture, manage and archive corporate records; Freedom of Information and Privacy. 	\$ 3,331 (\$ 16) <hr/> \$ 3,315
People and Culture	<p>The People and Culture Unit ensure our people are developed and supported so they have the opportunity to deliver services to the best of their ability for the benefit of the community.</p> <p>The team's contribution to employee and organisation success is achieved through business partnership with Directorates using people and culture processes and systems; developing employee work environment, mindset and culture; providing people and culture expertise in role, work design, staffing, professional development, performance, remuneration, recognition, OHS, return to work, and wellbeing.</p>	\$ 989 (\$ 210) <hr/> \$ 779
Executive Support & Community Information	The Executive Support & Community Information Department plays a pivotal role in raising community awareness of Council services and strategic directions. It creates a working interface between Council, Council Departments and the community through customer service, after-hours emergency service, community engagement, media	\$ 785 (\$ 0) <hr/> \$ 785

Service Area	Description of Services provided	Expenditure \$000
		(Revenue \$000)
	management, publishing material, social media, website management and internal liaison.	Net Cost \$000
TOTAL		\$ 10,274 (\$ 1,103) \$ 9,171

Major Initiative

1. Continue involvement in the Gippsland Local Government Network Shared Services Project.
(Corporate and Community Services Directorate)

Initiative

2. Continue to pursue the internal Business Integration Systems Architecture Project to streamline organisational efficiencies, get teams working more effectively together and achieve better outcomes for our customers.
(Innovation & Council Business)

Council Plan Strategic Indicators	
Council Plan 2017/21 Indicator	Responsible Unit
Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with our Public Presentation Policy and report on participation rates.	Innovation & Council Business
Council decisions made at meetings closed to the public will be monitored in accordance with the Local Government Performance Reporting Framework.	Innovation & Council Business
Councillor attendance at Council meetings will be monitored in accordance with the Local Government Performance Reporting Framework.	Innovation & Council Business
Productivity savings identified and reported annually.	Chief Executive Office

Local Government Service Performance Reporting Indicators - Audited			
Service	Indicator	Performance Measure	Computation
Governance	Satisfaction (Indicator of the broad objective that councils should make and implement decisions in the best interest of the community. High or increasing satisfaction suggest an improvement in the effectiveness of decisions)	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 the performance of Council in making decisions in the interests of the community

2.5 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 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 4) 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 major 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.

2.6 Reconciliation with Budgeted Operating Result

	Net cost (revenue) 2016/17 \$'000	Expenditure \$'000	Revenue \$'000
Strengthen economic growth and prosperity	2,967	4,420	1,453
Build strong partnerships, strengthen arts & culture and deliver equitable outcomes	8,237	13,732	5,495
Improve South Gippsland's built assets and value our natural environment	21,993	27,265	5,272
Enhance organisational development and implement governance best practice	9,171	10,274	1,103
Total Services and initiatives	42,368	55,691	13,323
Other Non attributable ¹	6,141		
Deficit before funding sources	48,509		
Funding sources:			
Rates & charges	40,995		
Capital Grants & Contributions	9,148		
Total funding sources	50,143		
Operating surplus (deficit)	1,634		

1. Includes Victoria Grants Commission allocation, corporate overheads, proceeds and written down value of assets sold, loan management, donated & gifted assets, de-recognition of assets and abnormal items.

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 2020/21 has been extracted from the Long Term Financial 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 Budgeted Comprehensive Income Statement
- 3.2 Budgeted Balance Sheet
- 3.3 Budgeted Statement of Changes in Equity
- 3.4 Budgeted Statement of Cash Flows
- 3.5 Budgeted Statement of Capital Works
- 3.6 Budgeted Statement of Human Resources

3.1 BUDGETED COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2021

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
INCOME					
Rates and charges	39,811	40,995	42,092	43,217	44,369
Statutory fees and fines	625	618	622	630	650
User fees	4,053	4,183	4,460	4,629	4,855
Grants - Operating	18,048	8,228	11,954	13,030	12,346
Grants - Capital	7,656	8,669	1,872	5,763	5,980
Contributions - monetary	497	316	67	68	571
Contributions - non monetary	379	479	387	395	404
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment	104	(329)	(257)	(276)	(397)
Fair value adjustment for investment property	0	0	0	0	0
Other income	2,420	2,388	2,374	2,414	2,456
TOTAL INCOME	73,593	65,547	63,571	69,870	71,234
EXPENSES					
Employee costs	23,871	24,687	25,079	25,696	26,328
Materials and services	22,542	24,079	18,552	20,807	19,671
Bad and doubtful debts	1	1	1	1	1
Depreciation and amortisation	11,209	11,884	12,491	13,113	13,873
Borrowing costs	142	142	142	59	0
Other expenses	3,213	3,120	3,576	3,239	3,312
TOTAL EXPENSES	60,978	63,913	59,841	62,915	63,185
SURPLUS (DEFICIT)	12,615	1,634	3,730	6,955	8,049
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to surplus or deficit					
Net Asset revaluation increment (decrement)	0	25,655	0	27,526	0
Previously unrecognised assets	0	0	0	0	0
TOTAL COMPREHENSIVE RESULT	12,615	27,289	3,730	34,481	8,049

3.2 BUDGETED BALANCE SHEET

For the four years ending 30 June 2021

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
BUDGETED BALANCE SHEET					
Current assets					
Cash and cash equivalents	15,894	7,738	7,804	6,196	1,432
Trade and other receivables	4,203	4,203	4,203	4,203	4,203
Other financial assets	6,896	6,896	6,896	6,896	6,896
Inventories	195	195	195	195	195
Other assets	227	227	227	227	227
Total current assets	27,415	19,259	19,325	17,717	12,953
Non current assets					
Trade and other receivables	0	0	0	0	0
Investments in associates and joint ventures	991	991	991	991	991
Property, infrastructure, plant and equipment	531,215	566,700	569,689	602,533	615,453
Investment property	729	729	729	729	729
Total non current assets	532,935	568,420	571,409	604,253	617,173
Total assets	560,350	587,679	590,734	621,970	630,126
Current liabilities					
Trade and other payables	2,978	2,978	2,978	2,978	2,978
Trust funds and deposits	873	873	873	873	873
Provisions	5,045	5,085	5,125	5,165	5,205
Interest bearing loans and borrowings	0	0	3,350	0	0
Total current liabilities	8,896	8,936	12,326	9,016	9,056
Non current liabilities					
Provisions	2,313	2,313	1,598	1,663	1,730
Interest bearing loans and borrowings	3,350	3,350	0	0	0
Total non current liabilities	5,663	5,663	1,598	1,663	1,730
Total liabilities	14,559	14,599	13,924	10,679	10,786
Net assets	545,791	573,080	576,810	611,291	619,340
Equity					
Accumulated surplus	212,941	213,328	215,936	225,762	232,965
Reserves	332,850	359,752	360,874	385,529	386,375
Total equity	545,791	573,080	576,810	611,291	619,340

3.3 BUDGETED STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2021

STATEMENT OF CHANGES IN EQUITY				
For the four years ending 30 June				
	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other reserves \$'000
2017/18				
Balance at beginning of the financial year	545,791	212,941	329,540	3,310
Adjustment on change in accounting policy	-	-		
Comprehensive result	27,289	1,634	25,655	
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(2,141)		2,141
Transfer from reserves		894		(894)
Balance at end of the financial year	573,080	213,328	355,195	4,557
2018/19				
Balance at beginning of the financial year	573,080	213,328	355,195	4,557
Adjustment on change in accounting policy	-	-		
Comprehensive result	3,730	3,730		-
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(2,220)		2,220
Transfer from reserves		1,098		(1,098)
Balance at end of the financial year	576,810	215,936	355,195	5,679
2019/20				
Balance at beginning of the financial year	576,810	215,936	355,195	5,679
Adjustment on change in accounting policy	-	-		
Comprehensive result	34,481	6,955	27,526	
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(1,678)		1,678
Transfer from reserves		4,549		(4,549)
Balance at end of the financial year	611,291	225,762	382,721	2,808
2020/21				
Balance at beginning of the financial year	611,291	225,762	382,721	2,808
Adjustment on change in accounting policy	-	-		
Comprehensive result	8,049	8,049		-
Impairment losses on revalued assets				
Reversal of impairment losses on revalued assets				
Transfer to reserves		(2,354)		2,354
Transfer from reserves		1,508		(1,508)
Balance at end of the financial year	619,340	232,965	382,721	3,654

3.4 BUDGETED STATEMENT OF CASH FLOWS

For the four years ending 30 June 2021

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
BUDGETED CASH FLOW STATEMENT					
Cash flows from operating activities					
Rates and charges	39,811	40,995	42,092	43,217	44,369
Statutory fees & fines	625	618	622	630	650
User fees	4,053	4,183	4,460	4,629	4,855
Grants - operating	18,048	8,228	11,954	13,030	12,346
Grants - capital	7,656	8,669	1,872	5,763	5,980
Contributions- monetary	497	316	67	68	571
Interest received	602	602	614	626	640
Other receipts	1,818	1,786	1,760	1,788	1,816
Employee costs	(23,770)	(24,586)	(24,976)	(25,591)	(26,221)
Materials and services	(22,543)	(24,080)	(18,553)	(20,808)	(19,672)
Other payments	(3,213)	(3,120)	(3,576)	(3,239)	(3,312)
Net cash provided by (used in) operating activities	23,584	13,611	16,336	20,113	22,022
Cash flows from investing activities					
Payments for property, infrastructure, plant & equipment	(20,409)	(22,775)	(16,836)	(19,052)	(27,764)
Proceeds from sale of property, infrastructure, plant and equipment	1,510	1,150	708	740	978
Payments for / from investments	8,420	0	0	0	0
Trust Funds and deposits	0	0	0	0	0
Loan advances made	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0
Net cash provided by (used in) investing activities	(10,479)	(21,625)	(16,128)	(18,312)	(26,786)
Cash flows from financing activities					
Finance costs	(142)	(142)	(142)	(59)	0
Proceeds from borrowing	0	0	0	0	0
Repayment of borrowings	0	0	0	(3,350)	0
Net cash provided by (used in) financing activities	(142)	(142)	(142)	(3,409)	0
Net increase (decrease) in cash and cash equivalents	12,963	(8,156)	66	(1,608)	(4,764)
Cash and cash equivalents at the beginning of the financial year	2,931	15,894	7,738	7,804	6,196
Cash and cash equivalents at the end of the financial year	15,894	7,738	7,804	6,196	1,432

3.5 BUDGETED STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2021

Capital Works Areas	Forecast	Budget		Budget	
		2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Property					
Land	385	25	400	100	5,100
Buildings	3,082	1,507	1,592	1,354	2,062
Total property	3,467	1,532	1,992	1,454	7,162
Plant and equipment					
Plant, machinery and equipment	2,293	2,258	2,583	2,988	3,712
Computers and telecommunications	1,434	1,595	672	667	683
Total plant and equipment	3,727	3,853	3,255	3,655	4,395
Infrastructure					
Roads	10,718	11,633	5,432	6,171	10,084
Kerb & Channel	-	-	-	-	-
Bridges	233	2,524	399	226	358
Major Culverts	9	124	72	95	98
Footpaths and cycleways	663	760	329	3,440	3,456
Drainage	161	134	116	119	124
Off street car parks	495	-	-	-	-
Waste management #	350	432	38	218	72
Other infrastructure	586	1,724	4,425	3,673	2,015
Total infrastructure	13,215	17,331	10,811	13,942	16,207
Total capital works expenditure	20,409	22,716	16,058	19,051	27,764
Represented by:					
New asset expenditure	154	1,280	-	3,000	3,116
Asset renewal expenditure	15,905	12,093	15,272	12,857	16,895
Asset upgrade expenditure	2,711	6,860	678	909	6,308
Asset expansion expenditure	1,639	2,483	108	2,285	1,445
Total capital works expenditure	20,409	22,716	16,058	19,051	27,764
# Excludes Landfill rehabilitation provision	-	61	778	-	-

3.6 BUDGETED STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2021

	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
Staff expenditure					
Employee costs – operating	23,871	24,687	25,079	25,696	26,328
Employee costs – capital	1,321	1,338	1,284	1,294	1,326
Total staff expenditure	25,192	26,025	26,363	26,990	27,654
Staff numbers					
Employees	263.40	265.53	264.23	264.03	264.03
Total staff numbers	263.40	265.53	264.23	264.03	264.03

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

Directorate	Budget 2017/18 \$'000	Permanent Full time \$'000	Permanent Part Time \$'000
Corporate and Community Services	6,135	3,759	2,376
Development Services	4,387	3,813	574
Sustainable Communities and Infrastructure	10,529	9703	826
Executive Services	755	573	182
Total permanent staff expenditure	21,806	18,848	3,958
Casuals and other expenditure	4,219		
Total expenditure	26,025		
Less Capitalised labour costs	1,338		
Total Employee costs	24,687		

A summary of the number of Full Time Equivalent (FTE) Council staff in relation to the above expenditure is included below:

Directorate	Budget FTE	Permanent Full time	Permanent Part Time
Corporate and Community Services	62.49	35.00	27.49
Development Services	45.79	38.40	7.39
Sustainable Communities and Infrastructure	114.95	105.60	9.35
Executive Services	6.85	5.00	1.85
Total permanent staff	230.08	181.00	46.08
Casuals and other	35.45		
Total staff	265.53		

4 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	Forecast	Budget	Strategic Resource Plan			Trend
					2016/17	2017/18	2018/19	
<i>Operating position</i>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	11.93%	(6.98)%	4.99%	3.78%	4.30%	o
<i>Liquidity</i>								
Working Capital	Current assets / current liabilities	2	308.17%	215.52%	156.78%	196.51%	143.03%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	83.99%	25.83%	10.16%	27.89%	(34.18)%	-
<i>Obligations</i>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	8.41%	8.17%	7.96%	0.00%	0.00%	+
Loans and borrowings	Interest and principal repayments / rate revenue	4	0.36%	0.35%	0.34%	7.89%	0.00%	+
Indebtedness	Non-current liabilities / own source revenue	4	12.05%	11.83%	3.24%	3.29%	3.33%	o
Asset renewal	Asset renewal expenditure / depreciation	5	141.89%	101.74%	122.26%	98.04%	121.78%	o

Indicator	Measure	Notes	Strategic Resource Plan					
			Forecast	Budget	Projections			Trend
			2016/17	2017/18	2018/19	2019/20	2020/21	+/o/-
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	57.50%	68.62%	66.83%	66.10%	67.20%	o
Rates effort	Rate revenue / property values (CIV)		0.53%	0.54%	0.54%	0.55%	0.55%	o
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,146	\$3,280	\$3,068	\$3,223	\$3,233	o
Revenue level	Residential rate revenue / No. of residential assessments		\$1,807	\$1,847	\$1,865	\$1,884	\$1,902	o
Workforce turnover	No. of resignations & terminations / average no of staff		13.1%	9.9%	9.9%	9.9%	9.9%	o

Key to Forecast Trend:

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

Notes to indicators

- 1 **Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Aside from the spike and dip in 2016/17 and 2017/18 as a result of receiving one half of VGC allocations in advance (in 2016/17), financial performance is expected to marginally taper down over the period as a result of rate capping.
- 2 **Working Capital** – The proportion of current liabilities represented by current assets. Working capital is expected to gradually taper down over the period.
- 3 **Unrestricted Cash** - Although the indicator trends into the negative, Council has other financial assets that can be converted to cash and cash equivalents if required.
- 4 **Loans and Borrowings** – Loans and borrowings are expected to remain relatively stable over the period. Council will be debt free in 2020/21.
- 5 **Asset renewal** - This percentage indicates the extent of Council's expenditure on asset renewals against its depreciation charge (cost of consumption of the assets service potential). 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. The fluctuations over the years do not present as a strategic concern. This is expected because the nature of capital renewal expenditure requirements tends to have a profile that varies over the years. There are no asset renewal primary funding gaps for all major classes of assets
- 6 **Rates concentration** - Reflects the extent of reliance on rate revenues to fund all of Council's on-going services.

5 Detailed List of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year. The capital works projects are grouped by asset class.

Capital works program

For the year ending 30 June 2018

Capital Works Area	Project Cost	Asset expenditure types					Funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Contributions /Sales	Council Cash	Borrowings
PROPERTY									
LAND									
General Land Purchases	25	-	-	25	-	-	-	25	-
TOTAL LAND	25	-	-	25	-	-	-	25	-
BUILDINGS									
Yanakie - Camp Kitchen & Communal Area	108	-	108	-	-	-	-	108	-
Long Jetty - Kiosk / Front Office / Residence	39	-	39	-	-	-	-	39	-
Long Jetty - Kiosk / Front Office / Residence	26	-	-	26	-	-	-	26	-
Recreation - Korumburra Recreation Centre	175	175	-	-	-	-	-	175	-
Buildings - Renewal Program - Franklin River Toilet Renewal	259	-	259	-	-	-	-	259	-
Buildings - Renewal Program - Main Office Air Conditioner	42	-	42	-	-	-	-	42	-
Buildings - Renewal Program - Mirboo North Hall Toilets renew	278	-	278	-	-	-	-	278	-
Buildings - Renewal Program - Foster Basketball Stadium Upgrade Design	62	-	62	-	-	-	-	62	-
Buildings - Caravan Park Toilet Block - Waratah Bay	142	-	142	-	-	-	-	142	-
Buildings - Caravan Park Toilet Block - Port Welshpool	376	-	376	-	-	-	-	376	-
TOTAL BUILDINGS	1,507	175	1,306	26	-	-	-	1,507	-
TOTAL PROPERTY	1,532	175	1,306	51	-	-	-	1,532	-
PLANT AND EQUIPMENT									
PLANT, MACHINERY AND EQUIPMENT									
Fleet - Fleet Purchases	1,037	-	1,037	-	-	-	436	601	-
Plant - Plant Purchases	1,221	-	1,221	-	-	-	313	908	-
TOTAL PLANT, MACHINERY & EQUIPMENT	2,258	-	2,258	-	-	-	749	1,509	-

Capital Works Area	Project Cost	Asset expenditure types					Funding sources		
		New	Renewal	Upgrade	Expansion	Grants	Contributions /Sales	Council Cash	Borrowings
COMPUTERS AND TELECOMMUNICATIONS									
Information Services	1,595	-	1,595	-	-	-	-	1,595	-
TOTAL COMPUTERS & TELECOMM'S	1,595	-	1,595	-	-	-	-	1,595	-
TOTAL PLANT AND EQUIPMENT	3,853	-	3,853	-	-	-	749	3,104	-
INFRASTRUCTURE									
ROADS									
Roads - Bair Street Streetscape - Leongatha	4,610	-	-	4,610	-	3,060	-	1,550	-
Civil - Foster Streetscape (Main and Station Street)	700	-	700	-	-	300	-	400	-
Korumburra Streetscape	179	-	179	-	-	-	-	179	-
Fish Creek School Crossing Construction	110	110	-	-	-	42	-	68	-
Civil - Capital Works Design	195	-	78	39	78	-	-	195	-
Roads - Reseals (Partially funded R2R)	1,873	-	1,873	-	-	1,873	-	-	-
Roads - Reseal Preparation	829	-	829	-	-	829	-	-	-
Roads - Sealed Rehabilitation Program - North Poowong Road	25	-	25	-	-	-	-	25	-
Roads - Hudsons Road, Korumburra South	1,150	-	-	1,150	-	642	-	508	-
Roads - Sealed Rehabilitation Program - Grip Road - Toora	108	-	108	-	-	-	-	108	-
Roads - Sealed Rehabilitation Program - Hawkins Street - Korumburra - ID 2449	62	-	62	-	-	-	-	62	-
Roads - Sealed Rehabilitation Program - Main South Road - Poowong (Schmidts Rd to No 2670) (Ch 2095 to 3236) - ID 965	368	-	368	-	-	-	-	368	-
Roads - Sealed Rehabilitation Program - Mt Eccles Rd - M Eccles	250	-	250	-	-	-	-	250	-
Roads - Sealed Rehabilitation Program - Projects to be Finalised	285	-	285	-	-	-	-	285	-
Roads - Sealed Rehabilitation Program - Stewarts Rd - Outtrim	22	-	22	-	-	-	-	22	-
Roads - Sealed Rehabilitation Program - Turtons Creek Rd - Turtons Creek	12	-	12	-	-	-	-	12	-
Roads - Access Area Long Vehicle Parking off Bridge St, rear of BP, Korumburra	31	-	31	-	-	-	-	31	-
Roads - Anderson St Town Entrance - Leongatha	97	-	97	-	-	-	-	97	-
Roads - Anderson St Town Entrance - Leongatha	404	-	-	404	-	-	-	404	-
Roads - Deviation of Koonwarra-Pound Creek Road - Leongatha	18	-	-	18	-	-	-	18	-
Guard Rails - Replacement Program - Mardan Rd (WB220) - Mardan	37	-	37	-	-	-	-	37	-
Guard Rails - Replacement Program - Mardan Rd (WB230) - Mardan	37	-	37	-	-	-	-	37	-
Guard Rails - Replacement Program - Canavans Rd (MB060) - Leongatha North	37	-	37	-	-	-	-	37	-
Guard Rails - Replacement Program - To be determined	63	-	63	-	-	-	-	63	-
Walkerville North - Road & Retaining Wall protection	131	-	131	-	-	-	-	131	-
TOTAL ROADS	11,633	110	5,224	6,221	78	6,746	-	4,887	-
BRIDGES									
Bridge - Rehabilitation Program	104	-	104	-	-	-	-	104	-
Bridge - Powneys Road WB370	320	-	320	-	-	213	-	107	-
Bena Kongwak Bridge - Replacement	2,100	-	-	-	2,100	1,450	-	650	-
TOTAL BRIDGES	2,524	-	424	-	2,100	1,663	-	861	-

Capital Works Area	Project	Asset expenditure types						Funding sources		
		Cost	New	Renewal	Upgrade	Expansion	Grants	Contributions /Sales	Council Cash	Borrowings
MAJOR CULVERTS										
Major Culvert - Renewal Program - General		32	-	32	-	-	-	-	32	-
Major Culvert - Renewal Program - Bechers Road (C006) - Welshpool		92	-	92	-	-	-	-	92	-
TOTAL CULVERTS		124	-	124	-	-	-	-	124	-
FOOTPATHS AND CYCLEWAYS										
Footpaths - Renewal - Jumbunna Rd - Korumburra		54	-	54	-	-	-	-	54	-
Footpaths - Renewal - Ferrier St - Korumburra		20	-	20	-	-	-	-	20	-
Footpaths - Renewal - Howard St - Leongatha		7	-	7	-	-	-	-	7	-
Footpaths - Renewal - Ogilvy Street - Leongatha		108	-	108	-	-	-	-	108	-
Roads - Kerb & Channel - Renewal - Reserve Street - Port Franklin		130	-	130	-	-	-	-	130	-
Footpaths - Extension Program - Hassett St - Leongatha, Ogilvy St to Turner St on the East Side.		221	-	-	-	221	-	-	221	-
Great Southern Rail Trail		120	120	-	-	-	-	-	120	-
Footpaths - Couper Street, Mirboo North		100	100	-	-	-	-	-	100	-
TOTAL FOOTPATHS AND CYCLEWAYS		760	220	319	-	221	-	-	760	-
DRAINAGE										
Drainage - Rehabilitation Program - Noel Court Leongatha		134	-	-	134	-	-	-	134	-
TOTAL DRAINAGE		134	-	-	134	-	-	-	134	-
WASTE MANAGEMENT										
Waste - Leachate Evaporation System		432	-	-	432	-	-	-	432	-
TOTAL WASTE MANAGEMENT		432	-	-	432	-	-	-	432	-
OTHER INFRASTRUCTURE										
Long Jetty - New Power Heads		22	-	-	22	-	-	-	22	-
Pools - Splash Hydro Therapy Pool and Gymnasium - Leongatha		65	-	-	-	65	-	-	65	-
Recreation - Baromi Park Master Plan & Associated Works		300	300	-	-	-	-	-	300	-
Recreation - Venus Bay Skate Park		125	125	-	-	-	-	-	125	-
Recreation - Venus Bay Environment Projects		125	125	-	-	-	-	-	125	-
Recreation - Korumburra Recreation Reserve		175	175	-	-	-	-	-	175	-
Recreation - Korumburra Skate Park		50	50	-	-	-	-	-	50	-
Carry Forward Poowong Pool from 16/17 to 18/19		150	-	150	-	-	20	-	130	-
Pools - Renewal Program - SG Splash Replace Solar - Leongatha		62	-	62	-	-	-	-	62	-
Pools - Renewal Program - Toora Design and Stage One (Toilet & Kiosk Refurbishment).		318	-	318	-	-	-	-	318	-
Recreation - Kindergartens Playground Replacement Program - Welshpool Kindergarten, South Gippsland Highway-Welshpool		19	-	19	-	-	-	-	19	-
Playgrounds - Replacement Program - Fishermans Jetty Reserve, Venus Bay		41	-	41	-	-	-	-	41	-
Playgrounds - Replacement Program - Recreation Reserve - Foster		36	-	36	-	-	-	-	36	-
Playgrounds - Replacement Program - Recreation Reserve - Korumburra		37	-	37	-	-	-	-	37	-
Pools - Refurbishment Design - Mirboo North		180	-	180	-	-	-	-	180	-
Sun Shelter - Tarwin Lower to Venus Bay Walking Track		19	-	-	-	19	-	-	19	-
TOTAL OTHER STRUCTURES		1,724	775	843	22	84	20	-	1,704	-
TOTAL INFRASTRUCTURE		17,331	1,105	6,934	6,809	2,483	8,429	0	8,902	-
TOTAL CAPITAL WORKS 2017/18		22,716	1,280	12,093	6,860	2,483	8,429	749	13,538	-

6 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.

In developing the Long Term Financial Plan (referred to in Section 12), rates and charges were identified as an important source of revenue, accounting for 62% of the total revenue received by Council in 2017/18. Planning for future rate increases has therefore been an important component of the financial planning process. The State Government in 2016/17 introduced the *Fair Go Rates System (FGRS)* which sets out the maximum amount councils may increase rates in a year. For 2017/18 the FGRS cap has been set at 2.0%. The cap applies to general rates and is calculated on the basis of council's average rates and charges.

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

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 2.0% in line with the rate cap and the waste collection charge by 1.3%. This will raise total rates and charges for 2017/18 of \$40.94m, including \$302,000 generated from supplementary rates.

6.1 Rates and charges

6.1.1 The rate in the dollar to be levied as general rates under Section 158 of the Local Government Act 1989 for each type or class of land compare with the previous financial year.

Type or class of land	2016/17 cents / \$CIV	2017/18 cents / \$CIV	Change
General rate	0.536050	0.546771	2.00%
General rate for rateable industrial properties	0.562853	0.574110	2.00%
General rate for rateable commercial properties	0.562853	0.574110	2.00%
General rate for rateable farm properties	0.375235	0.382740	2.00%
General rate for rateable rural residential properties	0.375235	0.382740	2.00%
General rate for rateable vacant land properties	1.072100	1.093542	2.00%
General rate for rateable cultural and recreational land properties	0.268025	0.273386	2.00%

6.1.2 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	2016/17 \$	2017/18 \$	Change
General	21,676,310	22,426,847	3.46%
Industrial	1,378,920	1,464,679	6.22%
Commercial	1,471,494	1,497,576	1.77%
Farm	9,990,768	10,187,636	1.97%
Rural Residential	71,186	71,063	-0.17%
Vacant Land	2,320,604	2,198,643	-5.26%
Cultural and Recreational Land	21,935	22,374	2.00%
Total amount to be raised by general rates	36,931,216	37,868,818	2.54%

6.1.3 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	2016/17	2017/18	Change
General	13,374	13,522	1.11%
Industrial	303	341	12.54%
Commercial	653	645	-1.23%
Farm	3,305	3,290	-0.45%
Rural Residential	37	37	0.00%
Vacant Land	1,691	1,627	-3.78%
Cultural and Recreational Land	22	22	0.00%
Total number of assessments	19,385	19,484	0.51%

6.1.4 The basis of valuation to be used is the Capital Improved Value (CIV).

6.1.5 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	2016/17 \$	2017/18 \$	Change
General	4,043,710,000	4,101,689,000	1.43%
Industrial	362,773,000	372,754,000	2.75%
Commercial	261,435,000	260,852,000	-0.22%
Farm	2,662,536,000	2,661,766,000	-0.03%
Rural Residential	18,971,000	18,567,000	-2.13%
Vacant Land	216,454,000	201,057,000	-7.11%
Cultural and Recreational Land	8,184,000	8,184,000	0.00%
Total value of land	7,574,063,000	7,624,869,000	0.67%

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

Type of Charge	Per Rateable property 2016/17 \$	Per Rateable property 2017/18 \$	Change
Municipal	Nil	Nil	Nil%

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

Type of Charge	2016/17 \$	2017/18 \$	Change
Municipal	Nil	Nil	Nil%

6.1.8 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 2016/17 \$	Per Rateable property 2017/18 \$	Change
Waste Services Charge A - Kerbside garbage & recycling collection service charge – Residential (120 litre weekly garbage/240 litre fortnightly recycling).	185.80	188.20	1.29%
Waste Services Charge B - Kerbside recycling only collection service charge - Commercial (2 x 240 litre fortnightly recycling service only),	185.80	188.20	1.29%
Waste Services Charge C - Kerbside garbage & recycling collection service – Commercial premises only (240 litre weekly garbage / 240 litre fortnightly recycling).	269.30	272.80	1.30%
Waste Services Charge D – Kerbside garbage & recycling collection service - Sandy Point (120 litre weekly garbage/240 litre fortnightly recycling, plus 3 additional recycling collections during Summer).	192.70	195.20	1.30%
Waste Services Charge E – Kerbside garbage & recycling collection service - Waratah Bay (120 litre weekly garbage/240 litre fortnightly recycling, plus 3 additional recycling collections during Summer).	223.65	226.55	1.30%
Waste Services Charge G – Kerbside garbage & recycling collection service – Venus Bay (120 litre weekly garbage / 240 litre fortnightly recycling) for 6 months from November to April	145.25	147.15	1.31%
Waste Services Charge H – Kerbside garbage & recycling collection service – Venus Bay (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	227.00	229.95	1.30%

Type of Charge	Per Rateable property 2016/17 \$	Per Rateable property 2017/18 \$	Change
Waste Services Charge J – Kerbside garbage & recycling collection service – Walkerville (120 litre weekly garbage / 240 litre fortnightly recycling) for 6 months from November to April	132.35	134.05	1.28%
Waste Services Charge K – Kerbside garbage & recycling collection service Walkerville (120 litre weekly garbage / 240 litre fortnightly recycling) for 12 months	234.10	237.15	1.30%
Garb Green Waste Bin – Kerbside greenwaste collection service (240 litre fortnightly) for 12 months	79.35	80.40	1.32%

6.1.9 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	Per Rateable property 2016/17 \$	Per Rateable property 2017/18 \$	Change
Waste Services Charge A	1,666,069	1,708,856	2.57%
Waste Services Charge B	10,962	10,539	-3.86%
Waste Services Charge C	69,749	71,746	2.86%
Waste Services Charge D	132,192	134,493	1.74%
Waste Services Charge E	24,378	25,374	4.08%
Waste Services Charge G	205,965	186,292	-9.55%
Waste Services Charge H	61,063	100,718	64.94%
Waste Services Charge J	397	670	68.83%
Waste Services Charge K	1,405	2,846	102.55%
Garb Green Waste Bin	563,861	582,016	3.22%
Total	2,736,041	2,823,550	3.20%

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

	2016/17 \$	2017/18 \$	Change
General rates	36,931,216	37,868,818	2.54%
Waste service charges	2,736,040	2,823,550	3.20%
Rates and Charges	39,667,256	40,692,368	2.58%

6.1.11 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 (2017/18: estimated \$302,000, 2016/17: \$295,000)
- 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 residential land becomes business land and vice versa.

6.2 Differential Rates

6.2.1 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 0.546771% (0.546771 cents in the dollar of CIV) for all rateable General Land;
- a general rate of 0.574110% (0.574110 cents in the dollar of CIV) for all rateable Commercial Land;
- a general rate of 0.574110% (0.574110 cents in the dollar of CIV) for all rateable Industrial Land;
- a general rate of 1.093542% (1.093542 cents in the dollar of CIV) for all rateable Vacant Land;
- a general rate of 0.382740% (0.382740 cents in the dollar of CIV) for all rateable Farming Land;
- a general rate of 0.273386% (0.273386 cents in the dollar of CIV) for all rateable Cultural and Recreational Lands; and
- a general rate of 0.382740% (0.382740 cents in the dollar of CIV) for all rateable Rural Residential Land; and

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

The objective of the differential rates is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. Council has chosen to define the categories of land to which each differential rate applies by reference to the Australian Valuation Property Classification Code (AVPCC) that is allocated to it in accordance with the *Valuation of Land Act 1960*.

Details of the objectives of each differential rate, the types and classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

6.2.2 General Land

6.2.2.1 General Land is any land which is not:

- 6.2.2.1.1 Commercial Land, as described in subparagraph 6.2.3.1;
 - 6.2.2.1.2 Industrial Land, as described in subparagraph 6.2.4.1;
 - 6.2.2.1.3 Vacant Land, as described in subparagraph 6.2.5.1;
 - 6.2.2.1.4 Farming Land, as described in subparagraph 6.2.6.1;
 - 6.2.2.1.5 Cultural and Recreational Land, as described in subparagraph 6.2.7.1; or
 - 6.2.2.1.6 Rural Residential Land as described in subparagraph 6.2.8.1.
- 6.2.2.2 The objective of this 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:
- 6.2.2.2.1 construction and maintenance of infrastructure assets;
 - 6.2.2.2.2 development and provision of health and community services; and
 - 6.2.2.2.3 provision of general support services.
- 6.2.2.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.2.1 above.
- 6.2.2.4 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.
- 6.2.2.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 6.2.2.6 The use of the land within this differential rate is, in the case of improved land, any use of land creating the relevant characteristics described in paragraph 6.2.2.1 above.
- 6.2.2.7 The land affected by this rate is that which displays the characteristics described in subparagraph 6.2.2.1 above, and may be located in any zone created by the South Gippsland Planning Scheme.
- 6.2.2.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.

- 6.2.2.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.3 Commercial Land

- 6.2.3.1 Commercial Land is any land which is used predominantly for commercial purposes and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:

AVPCC 202–299, 656, 657, 669–672, 674, 675, 684, 687, 688, 690, 696, 711, 715, 803–816, 818–820, 822, 823, 825, 827 and 828.

- 6.2.3.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the 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:

- 6.2.3.2.1 construction and maintenance of infrastructure assets;
- 6.2.3.2.2 development and provision of health and community services; and
- 6.2.3.2.3 provision of general support services.

- 6.2.3.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.3.1 above.

- 6.2.3.4 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.

- 6.2.3.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

- 6.2.3.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 6.2.3.1 above.

- 6.2.3.7 The land affected by this rate is that which is in any zone where commercial development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 6.2.3.1 above.

- 6.2.3.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.

- 6.2.3.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.4 Industrial Land

- 6.2.4.1 Industrial Land is any land which is used predominantly for industrial purposes and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:

AVPCC 303–399, 400–481, 483–499, 602–612, 615–623, 626–637, 639–644, 647–649, 659, 661–664, 666, 667, 673, 676–679, 681–683, 685, 689, 691, 693, 694 and 697–699.

- 6.2.4.2 The objective of this 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:

- 6.2.4.2.1 construction and maintenance of infrastructure assets;
- 6.2.4.2.2 development and provision of health and community services; and
- 6.2.4.2.3 provision of economic development and general support services.

- 6.2.4.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.4.1 above.

- 6.2.4.4 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.

- 6.2.4.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

- 6.2.4.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 6.2.4.1 above.

- 6.2.4.7 The land affected by this rate is that which is in any zone where industrial development is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 6.2.4.1 above.

- 6.2.4.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.

- 6.2.4.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.5 Vacant Land

- 6.2.5.1 Vacant Land is any land which is vacant, to the extent that no buildings are erected on it, and to which any of the following AVPCC codes, or AVPCC codes in the following ranges, have been allocated:

AVPCC 100–108, 150, 151, 200, 201, 300, 301, 482, 600, 601, 700–706,782 or 800–802.

- 6.2.5.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

6.2.5.2.1 promote responsible land management through appropriate maintenance and development of the land;

6.2.5.2.2 ensure that foregone community and economic development resulting from underutilisation of land is minimised; and

6.2.5.2.3 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:

- (a) construction and maintenance of infrastructure assets;
- (b) development and provision of health and community services; and
- (c) provision of economic development and general support services.

- 6.2.5.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.5.1 above.

- 6.2.5.4 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.

- 6.2.5.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.

- 6.2.5.6 The vacant land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described under subparagraph 6.2.5.1 above.

6.2.5.7 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.6 Farm Land

6.2.6.1 Farm Land is any land on which the business of farming is being carried out, and which:

6.2.6.1.1 has a total area of less than 2 hectares and is –

(a) used predominantly for farming purposes;

AND

(b) forms part of a farm business which straddles the boundary with an adjoining municipality;

OR

(c) (where the farm business is entirely within the municipality) to which any of the following AVPCC codes, or AVPCC codes in the following range, have been allocated:

AVPCC 540–543 or 564;

OR

(d) used predominantly for farming purposes;

AND

(e) is operated in combination with other property within Council's municipal district which, when combined, have a total area exceeding 20 hectares, to which AVPCC codes in the following range apply:

AVPCC 570–572;

OR

6.2.6.1.2 has a total area of between 2 and 20 hectares and –

(a) is used predominantly for farming purposes;

AND

(b) if there is a dwelling situated on the land, or a current planning permit for construction of a dwelling on the land, has applied to it an AVPCC code within the following range:

AVPCC 540–583;

OR

- (c) if there is no dwelling situated on the land, and no current planning permit for construction of a dwelling on the land, has applied to it an AVPCC code within the following range:

AVPCC 500–583;

OR

6.2.6.1.3 has a total area exceeding 20 hectares and –

- (a) is used predominantly for farming purposes;

AND

- (b) has applied to it an AVPCC code within the following range:

AVPCC 500–583.

To avoid doubt, 'business' for the purposes of identifying Farm Land, has the same meaning as that given to it by section 2(1) of the *Valuation of Land Act* 1960 for the same purpose, being a business that:

has a significant and substantial commercial purpose or character; and

seeks to make a profit on a continuous or repetitive basis from its activities on the land; and

is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

6.2.6.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:

6.2.6.2.1 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:

- (a) construction and maintenance of public infrastructure assets;
- (b) development and provision of health, environmental and community services; and
- (c) provision of general support services;

encourage and support the business of primary production; and

retain and, where appropriate, expand the business of primary production.

- 6.2.6.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.6.1 above.
- 6.2.6.4 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.
- 6.2.6.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 6.2.6.6 The use of the land within this differential rate is any use of land creating the relevant characteristics described in subparagraph 6.2.6.1 above.
- 6.2.6.7 The land affected by this rate is that which is in any zone where farming is permitted by the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 6.2.6.1 above.
- 6.2.6.8 The types of buildings on the land within this differential rate (if any) are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.
- 6.2.6.9 Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.7 Cultural and Recreational Land

- 6.2.7.1 Cultural and Recreational Land is any land that has the characteristics of 'recreational lands' as defined by section 2 of the Cultural and Recreational Lands Act 1963.
- 6.2.7.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the rate, are to:
 - 6.2.7.2.1 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:
 - (a) construction and maintenance of public infrastructure assets;
 - (b) development and provision of health, environmental and community services; and
 - (c) provision of general support services; and
 - 6.2.7.2.2 encourage the provision of land and facilities for the enjoyment of residents of and visitors to the municipal district.

- 6.2.7.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.7.1 above.
- 6.2.7.4 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.
- 6.2.7.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 6.2.7.6 The use of the land within this differential rate is any use of land creating the relevant characteristics described in subparagraph 6.2.7.1 above.
- 6.2.7.7 The land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 6.2.7.1 above.
- 6.2.7.8 The types of buildings on the land within this differential rate (if any) are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.
- 6.2.7.9 Council has considered this differential rate in the context of the range of revenue instruments and options available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

6.2.8 Rural Residential Land

- 6.2.8.1 Rural residential land is any land which:-
 - (a) has a total area equal to or greater than 18.30 hectares; and
 - (b) where primary production uses and associated improvements are secondary to the residential uses; and
 - (c) has applied to it an AVPCC code 117
- 6.2.8.2 The objectives of this differential rate, having regard to principles of equity including the capacity to pay of those levied the 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:
 - 6.2.8.2.1 construction and maintenance of infrastructure assets;
 - 6.2.8.2.2 development and provision of health and community services; and
 - 6.2.8.2.3 provision of general support services.

- 6.2.8.3 The types and classes of rateable land within this differential rate are those having the relevant characteristics described in subparagraph 6.2.8.1 above.
- 6.2.8.4 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.
- 6.2.8.5 The geographic location of the land within this differential rate is land wherever located within the municipal district, without reference to ward boundaries.
- 6.2.8.6 The use of the land within this differential rate is, in the case of improved land, any use of land giving rise to the allocation of a relevant AVPCC code specified in subparagraph 6.2.8.1 above.
- 6.2.8.7 The land affected by this rate is that which is located in any zone under the South Gippsland Planning Scheme and which displays the characteristics described in subparagraph 6.2.8.1 above.
- 6.2.8.8 The types of buildings on the land within this differential rate are all buildings which are present on the land at the date of declaration of rates for the 2017/18 financial year.
- 6.2.8.9 Council has considered this differential rate in the context of the range of revenue instruments available to it and has determined that this differential rate is the most appropriate means of meeting Council's stated objectives.

7 Budget Influences

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

7.1 Snapshot of South Gippsland Shire Council

South Gippsland Shire was formed in 1994 from the amalgamation of four municipalities. Located 90 minutes south east of Melbourne, the Shire has population of 28,071. It has an area of 3,300 square kilometres with substantial coastal frontage. South Gippsland Shire is a spectacular region, with communities nestled among the rolling green hills, and along the coast, linking the mountains to the sea.

Its major centres are Leongatha, Korumburra, Mirboo North and Foster, and other significant townships include Nyora, Toora, Venus Bay, Sandy Point, Poowong, Port Welshpool, Loch, Dumbalk, Welshpool, Meeniyan, Fish Creek, Port Franklin, Koonwarra, Kongwak and Tarwin Lower.

Our Economic Base

South Gippsland has a thriving economy with over 7,000 businesses contributing to an annual output of over \$2.9 billion. South Gippsland has one of the lowest unemployment rates in Australia.

Key industry sectors contributing to this output are:

- Manufacturing \$688 million;
- Agriculture, Forestry and Fishing \$470 million;
- Property services \$290 million;
- Construction \$257 million;
- Wholesale Trade \$144 million;
- Health care and social assistance \$119 million;
- Retail trade \$118 million; and
- Utilities \$116 million

Major Industries

Agriculture

South Gippsland's economy centres around agricultural production. It is one of the key dairy farming locations in Australia, is a major beef farming area and also has significant sheep farming. The Victorian Livestock Exchange operates a modern regional saleyards at Koonwarra.

Horticultural food production, such as snow pea and potato farming, are also key industries in South Gippsland. For part of the year most of Australia's snow peas are produced here.

South Gippsland has an increasing range of specialty food production including cheese, meat, eggs, wine production and brewing.

Food Processing

- Murray Goulburn, Leongatha dairy production;
- Burra Foods, Dairy Production Korumburra;
- ViPlus Dairy production at Toora;
- Select Produce, a significant snow pea packing and distribution centre at Korumburra;
- GBP Australia, operating a major export abattoir at Poowong; and
- Fresh Zest, operating a herb packing facility at Pound Creek.

Tourism

The tourism industry is also a major contributor to the South Gippsland economy with visitors contributing over \$100 million annually to the economy. Marketed as "Prom Country" - the region attracts over 1 million visitors each year. The region is rich in nature based activities, with the world renowned Wilsons Promontory National Park, spectacular scenery, unspoilt beaches and quaint villages.

Other Industries

Esso has a major marine terminal located at Barry Point near Toora that is used to provide services to their Bass Strait oil and gas platforms. 'Port Anthony', a private port, is located next to the Esso facility. An important fishing industry operates from Port Welshpool and Port Franklin. A wind farm is located on the hills around Toora and the Bald Hills Wind Farm is located near Tarwin Lower.

The agricultural and manufacturing sectors also support a substantial service industry including: transport, engineering, construction and agricultural supplies.

Major Infrastructure and Investment Projects

There are a number of key infrastructure and investment projects currently underway or recently completed in South Gippsland Shire. These include:

- Port Welshpool Long Jetty funded and currently out to tender via Gippsland Ports;
- Northern Towns Connection, a South Gippsland Water project to connect water supply to the towns of Korumburra, Loch Nyora and Poowong;
- South Gippsland Highway Black Spur Re-alignment, a VicRoads project with funding announced by the Federal and State Governments
- Completion of Karmai Community Children's Centre in Korumburra open for business January 2017;
- Completion of bridges at Black Spur Creek on the Great Southern Rail Trail opened March 2016 provides a trail open from Leongatha to Port Welshpool;

- Completion of the Leongatha Heavy Vehicle Alternate Route completed October officially opened November 2016;
- Rollout of the National Broadband Network has been completed to most areas with roll out to occur to Foster, Leongatha and Korumburra in 2017.

Major Regional Projects

- The Pakenham Bypass and Eastlink have reduced the travelling time from metropolitan Melbourne to 1.5 hours. The Koo Wee Rup bypass, completed in 2015 has further reduced travelling times to the area.

Our Community

South Gippsland features many vibrant communities where people can enjoy a healthy and rewarding lifestyle. Our affordable housing options and excellent education and medical facilities offer the chance to have both a family life and career in a safe and relaxed environment.

Resident Profile

Council's recently prepared population forecasts project that the Shire's population will increase to 36,000 by 2036. This is an increase of almost 7,700 people at an average annual growth rate of 1.3%. The Shire has approximately 15,000 dwellings and about 19,500 rateable properties.

The number of households within South Gippsland increased by 790 between 2006 and 2011 to a total of 10,884.

This trend is expected to continue over the next 20 year period as population growth increases. The increase in the total number of households will require a diverse range of housing opportunities including higher density dwelling development in serviced townships and lifestyle living opportunities in a low density residential or rural living context.

The age profile of South Gippsland Shire in 2011 reflected a similar profile to Regional Victoria as a whole. The proportion of residents in the 20-29 age group (8.8%) continues to be lower than the average for Regional Victoria (10.7%) whereas the proportions in age groups above 50 years were higher. The proportion in the 60-69 age range was 11.8%, almost three percentage points higher than the average for Regional Victoria.

South Gippsland's age profile compared with Regional Victoria is shown in the following table:

Age Group	South Gippsland	Regional Victoria
0-9	12.1%	12.5%
10-19	13.0%	13.5%
20-29	8.7%	10.7%
30-39	10.1%	11.3%
40-49	13.1%	13.7%
50-59	15.0%	14.0%
60-69	14.4%	11.8%
70-79	8.1%	7.3%
80-89	5.2%	4.9%

(ID consulting for South Gippsland Shire Council, Community Profile 2011)

There are high levels of home ownership in South Gippsland with 44% of dwellings fully owned compared with 32% nationally. The proportion of rental dwellings at 18.5% is much lower than the national average of 29.6%.

South Gippsland has 27% of lone person households, higher than the national rate of 24% while 56% of South Gippsland residents are married compared with 50% average for Australia.

South Gippsland has very high levels of citizen engagement with 71.4% of the population participating in the last year in comparison with 50.5% for Victoria. Volunteering is also high with 54.8% of the adult population identifying that they worked as a volunteer for an organisation. This compared with about 34.3% across Victoria.

Labour Force

South Gippsland Shire has:

- an unemployment rate of 5.2% as at September Quarter 2016.

This remains the lowest unemployment rate in Gippsland and one of the lowest in the State. This is below the average for Victoria of 5.8%.

Key industry sectors by employment in the South Gippsland Shire in 2011 were Agriculture, Forestry & Fishing (16.7%), Health Care and Social Assistance (10.6%), Retail Trade (10.2%), and Construction (9.7%). The Shire's top eight employment sectors compared with that of Regional Victoria as shown in the table below:

Employment by Industry	South Gippsland	Regional Victoria
Agriculture, Forestry & Fishing	16.7%	7.8%
Health Care and Social Assistance	10.6%	13.1%
Retail Trade	10.2%	11.6%
Construction	9.7%	8.9%
Manufacturing	9.6%	10.4%
Education and Training	6.6%	8.2%
Accommodation and Food Services	5.9%	6.8%
Transport, Postal and Warehousing	4.2%	4.1%

(ABS 2011 Census)

Since 2006 the greatest rise has been in the Manufacturing sector and in Transport, Postal and Warehousing. There has been a drop in those working in Agriculture, Forestry and Fishing.

In 2011, key employment by occupation groups in South Gippsland were managers (22.0%), technicians and trades workers (15.1%) and professionals (13.7%). The Shire's employment by occupation compared with that of Regional Victoria are as follows:

Occupation	South Gippsland	Regional Victoria
Managers	22.0%	15.2%
Technicians and trades workers	15.1%	15.4%
Professionals	13.7%	16.7%
Labourers	12.4%	12.3%
Clerical and administrative services	10.2%	11.7%
Sales workers	8.9%	9.7%
Community and personal service workers	8.4%	10.3%
Machinery operators and drivers	7.4%	6.9%
Inadequately described and not stated	1.9%	2.0%

(ABS 2011 Census)

Community Infrastructure

South Gippsland boasts a wide range of community assets that are appreciated and enjoyed by our residents and visitors. These include:

- Three public hospitals and five medical centres;
- Residential aged care facilities in four towns;
- Home and Community Care services provided by Council, including Meals on Wheels, Personal Care, Respite Care, Home Maintenance and Community Transport;
- Childcare centres operate in Leongatha, Korumburra, Mirboo North and Foster. Uniting Care Gippsland facilitate Family Day Care available across the Shire;
- Five public libraries plus mobile services to 7 towns;
- Daily V/Line Coach services to and from Melbourne and the Latrobe Valley, Yarram and Wonthaggi;
- Numerous galleries and museums, a cinema, theatres and clubs;
- Over 200 sporting clubs with facilities such as a cycling velodrome and indoor basketball stadiums, a regional leisure centre incorporating a heated indoor swimming pool, six public swimming pools of which two are heated, and seven golf courses;
- The Great Southern Rail Trail, is approximately 72km of bike/walking trails and has recently been completed from Leongatha to Port Welshpool;
- The Grand Ridge Rail Trail runs between Mirboo North and Boolarra over 13km;
- Over 50 parks, reserves and sanctuaries including coastal/beach assets, trails in the Strzelecki Ranges, Coal Creek Community Park and Museum and Mossvale Park at Berry's Creek.

South Gippsland is well serviced by modern education facilities. These include:

- 16 Primary Schools, including four independent primary schools;
- 6 Secondary Colleges, including two independent colleges;
- Leongatha Specialist School;
- Community College Gippsland;
- Federation Training TAFE;
- South Gippsland Bass Coast Local Learning and Employment Network;

- Apprenticeships Group Australia;
- 12 Kindergartens;
- 4 Neighbourhood/Community Houses; and
- South Gippsland Trade Training Skills Alliance.

7.2 External Influences

In preparing the 2017/18 budget there were a number of external influences, which were taken into consideration, because they were likely to impact significantly on the services delivered by Council in the ensuing twelve months. These include:

- The Victorian State Government has introduced a cap on rate increases from 2016/17. The Minister for Local Government, the Honourable Natalie Hutchins announced in December 2016 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury. Council will now receive \$26.4m less rates & charges revenue over a 14 year period when comparing the 2017/18 Budget / LTFP to the previously adopted 2016/17 Budget / Long Term Financial Plan.
- Consumer Price Index (CPI) for Victoria is forecast to be 2.0% for the 2017/18 year (Victorian Department of Treasury & Finance, 2016-17 Budget Update).
- The Victorian Wage Price Index is projected to be 2.5% in 2017/18 (Victorian Department of Treasury & Finance, 2016-17 Budget Update)
- The Federal Government advised the Victoria Grants Commission in 2014 that it will freeze indexation on grants for 3 years to 2016/17. Although the freeze has now been removed this is a permanent loss of revenue. Council estimated in 2014 that it will receive \$1.5m less over 5 years, \$3.9m less over 10 years and \$6.5m over 15 years.
- Ongoing cost shifting. This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervision, Library services and Home and Community Care for aged residents. In all these services the level of payment received by Council from the State Government does not reflect the real cost of providing the service to the community
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of the all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

- The Australian Prudential Regulation Authority introduced a Prudential Standard in 2014 to assess the market value of assets in defined benefit superannuation funds. The budget impact for South Gippsland is the likelihood of further more frequent calls being made upon Council to fund defined benefits superannuation liabilities.

7.3 Internal Influences

As well as external influences, there were also internal influences arising from the 2016/17 year which have had a significant impact on the setting of the 2017/18 budget. These includes making the following allocations from the \$1.6m Community Capital Works allocation that was established in 2016/17 to following projects in 2017/18:

• Couper Street Mirboo North footpath	\$100,000
• Foster recycled water project	\$400,000
• Venus Bay Surf Life Saving Club Reserve)	\$150,000 (allocated to an Internal Reserve)
• Baromi Park Masterplan & associated works	\$300,000
• Venus Bay Skate Park	\$125,000
• Venus Bay Environment Projects	\$125,000
• Korumburra Recreation Centre	\$175,000
• Korumburra Recreation Reserve	\$175,000
• Korumburra Skate Park	\$50,000

Council also removed the municipal precinct, library and community project scheduled to be undertaken in 2022/23 and 2023/24 and associated funding sources from the Long Term Financial Plan. The resulting financial capacity was redirected to a number of projects including:

RSL/Carinos Land investigation Hub and library investigation:

- 2017/18 \$25,000 for preliminary investigation
- 2018/19 \$400,000 relocation costs for 40 staff if project proceeds
- 2019/20 \$100,000 rent office space
- 2020/21 \$100,000 rent office space
- 2020/21 \$5,000,000 Capital expenditure

Great Southern Rail Trail project covering both east and west connections:

- 2017/18 \$120,000 for design investigation and feasibility
- 2019/20 \$3m expenditure and \$2m grant income

- 2020/21 \$3m expenditure and \$2m grant income

Korumburra Revitalisation project which includes review of Town Centre Framework Plan, selecting location for Community Hub, and landscape design for the Railway Land:

- 2017/18 \$100,000 expenditure

Equestrian & Expo Centre Business Case and Detailed Design

- 2017/18 \$90,000 expenditure
- 2019/20 \$1.8m expenditure and \$1.2m grant income

Mirboo North Pool

- 2018/19 budget increased from \$1.9m to \$3.8m to cover renewal.

7.4 Budget Principles

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

- Grants to be based on confirmed funding levels;
- New revenue sources to be identified where possible;
- Aside from the recurrent cost requirements to implement Arts and Culture Strategy, the Service levels are to be maintained at 2016/17 with an emphasis on innovation and efficiency;
- New service level initiatives and associated staff resource proposals to be justified through a business case;
- New initiatives or projects which are not cost neutral to be justified through a business case, and lifecycle costing analysis; and
- Real savings in expenditure and increases in revenue identified in 2016/17 to be preserved.

7.5 Long Term Strategies

The Budget includes consideration of a number of long-term strategies, plans and other information to assist Council in considering the Budget in a proper financial management context. These include the Long Term Financial Strategies and Long Term Financial Plan (section 12), Rating Information (section 15), Borrowing Information (section 16) and Infrastructure Information (section 17).

8 Analysis of Operating Budget

This section of the Annual Budget report analyses the expected revenues and expenses of the Council for the 2017/18 year.

8.1 Budgeted Income Statement

	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Total income	8.2	73,593	65,547	(8,046)
Total expenses	8.3	60,978	63,913	(2,935)
Surplus (deficit) for the year		12,615	1,634	(10,981)
		0		
Grants - capital	8.2.6	7,656	8,669	1,013
Contributions - non monetary assets	8.2.7	379	479	100
Capital contributions - other sources	8.2.4	176	0	(176)
Adjusted underlying surplus (deficit)	8.1.1	4,404	(7,514)	(11,918)

8.1.1 Adjusted Underlying Surplus (deficit) (\$11.92m decrease)

The adjusted underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives.

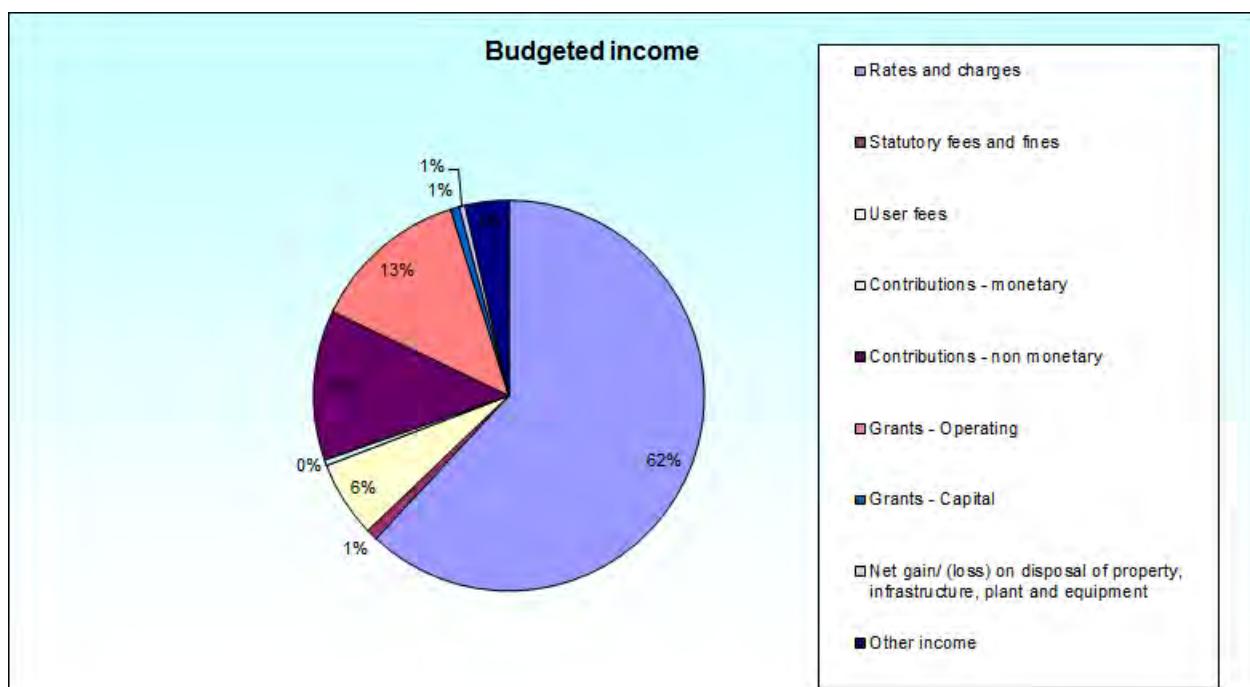
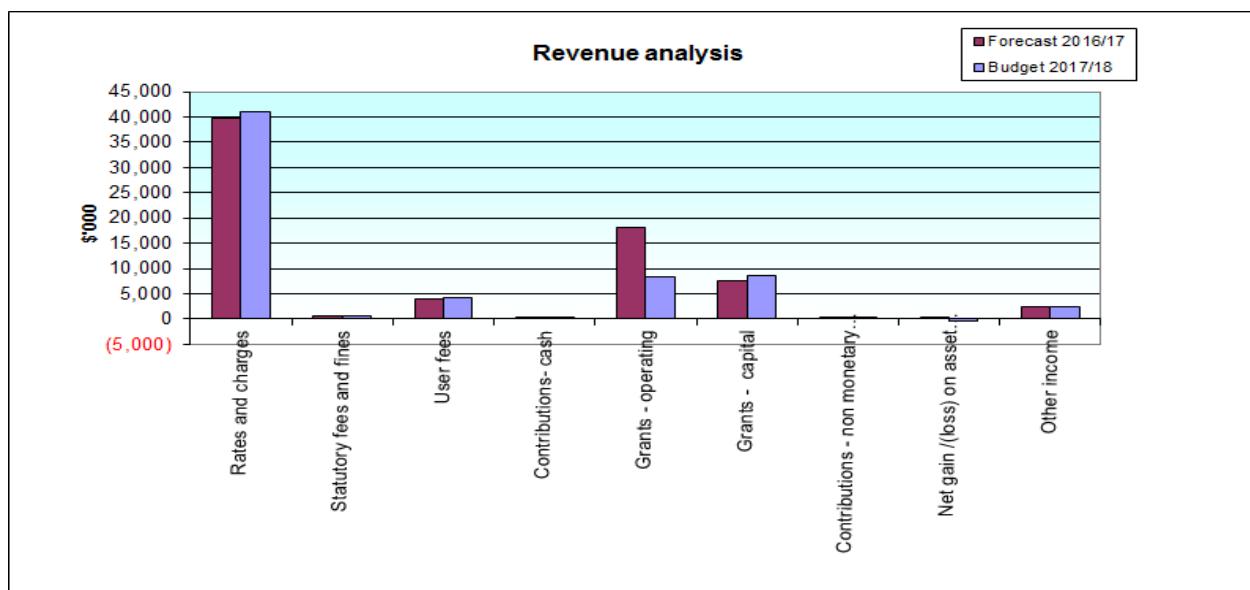
The adjusted underlying result for the 2017/18 year is a deficit of \$7.51m which is an unfavourable movement of \$11.92m over the 2016/17 year. Council's underlying operating results for 2016/17 and 2017/18 are distorted by having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017.

In calculating the underlying result, Council has excluded capital grants and capital contributions received for capital purposes. Contributions of non-monetary assets are also excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

A key strategic objective is to achieve underlying surpluses in the medium to long term.

8.2 Income

Income types	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Rates & charges	8.2.1	39,811	40,995	1,184
Statutory fees and fines	8.2.2	625	618	(7)
User fees	8.2.3	4,053	4,183	130
Contributions- cash	8.2.4	497	316	(181)
Grants - operating	8.2.5	18,048	8,228	(9,820)
Grants - capital	8.2.6	7,656	8,669	1,013
Contributions - non monetary assets	8.2.7	379	479	100
Net gain / (loss) on asset disposals	8.2.8	104	(329)	(433)
Other income	8.2.9	2,420	2,388	(32)
Total Operating Revenue		73,593	65,547	(8,046)



8.2.1 Rates and Charges (\$1.18m increase)

It is projected that general rates and charges income which, includes an estimated \$302,000 in supplementary rates, will increase by 3.0% over the base that was raised last year to \$40.99m.

The general rate will increase by 2.00%. The waste services charges for garbage collection and recycling will increase by 1.30%. (Refer Section 6 'Rates and Charges' for more details).

Section 15, 'Rating Information' includes further analysis of the rates and charges to be levied for 2017/18.

8.2.2 Statutory fees and fines (\$7,000 decrease)

There is a decrease of \$7,000 or 1.1% for Statutory fees. Statutory fees relate to fees and fines levied in accordance with legislation and include Planning, Health Act Registrations and Parking Fines.

8.2.3 User Fees (\$130,000 increase)

There is an increase of \$130,000 or 3.2% for user fees. The fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include animal registrations, use of leisure, entertainment and other community facilities and the provision of human services such as aged and disability services.

User fees increases are generally modelled to increase by the same as the general rates increase until full cost recovery is achieved for the direct costs of service provision. The approach is to ensure that applicable user fees are reviewed beyond just CPI movements in line with the annual rate rise.

Appendix B, 'Fees and Charges' details all user charges fees.

8.2.4 Contributions - cash (\$181,000 decrease)

Contributions relate to capital contributions as well as contributions made for non-capital related activities and projects. There is a \$181,000 or 36.4% decrease in the level of contributions expected to be received in 2017/18. Contributions are expected for statutory open space contributions (\$62,000), Nyora Recreation Reserve Oval Development (\$55,000), Arthur Sutherland Welshpool Recreation Reserve (\$50,000), Leongatha Knights Soccer Club (\$40,000), Poowong Cenotaph Relocation (\$5,000), Leongatha Football Netball Club (\$100,000) and for Property (\$4,000).

In the previous 2016/17 year contributions were received for Leongatha Recreation Reserve (\$150,000), Anderson Street Town Entrance (\$35,000), South Gippsland Rural Cricket Facility (\$68,000), Open Space contributions (\$60,000), Property (\$4,000), Sustainability Services projects (\$4,000), Foster Streetscape (\$25,000), Child Care Hub Korumburra (\$100,000) and Sealed Road Rehabilitation Program (\$51,000).

8.2.5 Grants - operating (\$9.82m decrease)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers, as well as one-off funding for projects undertaken on behalf of community organisations. Overall, the level of grants has decreased by

\$9.82m or 54.4% compared to 2016/17. Council's operating grants for 2016/17 and 2017/18 are distorted by having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017

A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Types and Source	Forecast	Budget	Fav
	2016/17 \$'000	2017/18 \$'000	(Unfav)
<i>Recurrent - Commonwealth Government</i>			
Victorian Grants Commission	13,302	4,540	(8,762)
Immunisation	2	3	1
Home And Community Care	921	1,187	266
Senior Citizens	24	24	0
<i>Recurrent - State Government</i>			
PreSchool Inclusion Program	77	78	1
Supported Playgroups	90	90	0
Immunisation	20	13	(7)
Maternal and Child Health	283	283	0
Home And Community Care	590	326	(264)
Planning Management	10	-	(10)
Senior Citizens	16	2	(14)
Local Laws	8	8	0
Grants / Emergency Management	-	27	27
Valuations	268	7	(261)
Childrens Crossings	32	32	0
Building Inclusive Communities	104	107	3
Education Programs	18	22	4
<i>Recurrent - Other Bodies</i>			
Environmental health	5	5	0
Total recurrent grants	5,770	6,754	(9,016)
<i>Non recurrent - Commonwealth Government</i>			
Storm damage - rain event funding	70	35	(35)
<i>Non recurrent - State Government</i>			
Litter Bins	14	-	(14)
Recreation Facilities	2	-	(2)
Sustainability Services	52	57	5
Youth Development	84	84	0
Grants / Emergency Management	60	60	0
Property and Revenue	47	47	0
Strategic Planning	80	-	(80)
Planning Management	10	-	(10)
Biodiversity	46	-	(46)
Foster Flood Study	100	20	(80)
Community Building	14	-	(14)
Dredging Toora Channel	-	313	313
Recreation - Leongatha Skate Park	60	-	(60)

Operating Grant Funding Types and Source	Forecast	Budget	Fav
	2016/17	2017/18	(Unfav)
	\$'000	\$'000	\$'000
Storm Event - 1 - 3 May 2016	329	-	(329)
Storm Event - July 2016	590	-	(590)
Recreation - Leongatha Golf Club Irrigation Project	72	8	(64)
Recreation - South Gippsland Rural Cricket Facilities	10	-	(10)
Bridge - Black Spur Bridge Investigation - Koonwarra	50	53	3
Corner Inlet Tourism - Great Southern Rail Trail	500	-	(500)
Poowong Cenotaph Relocation Project	20	-	(20)
Nyora Recreation Reserve Oval Development	-	100	100
Arthur Sutherland Recreation Reserve	-	100	100
Leongatha Knights Soccer Club- Lights and Pitch Upgrade	-	100	100
Leongatha Football Netball Club - Court Development	-	100	100
Agnes Falls Contribution	-	350	350
<i>Non recurrent - Other Bodies</i>			
Litter Bins	20	-	(20)
Access and Inclusion Program	1	-	(1)
Sustainability Services	2	2	0
Recreation - Leongatha Golf Club Irrigation Project	45	45	0
Total non recurrent grants	2,278	1,474	(804)
Total Operating Grants	18,048	8,228	(9,820)

8.2.6 Grants - capital (\$1.01m increase)

Capital grants include all monies received from State and Federal governments for the purposes of funding the capital works program. Overall the level of grants has increased by \$1.01m or 13.2% compared to 2016/17. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Types and Source	Forecast	Budget	Fav
	2016/17	2017/18	(Unfav)
	\$'000	\$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	3,860	3,344	(516)
Total recurrent grants	3,860	3,344	(516)
<i>Non recurrent - Commonwealth Government</i>			
Federal Blackspot Program	2,317	-	(2,317)
Buildings - Child Care Hub - Korumburra	480	160	(320)
<i>Non recurrent - State Government</i>			
Plant - Plant Purchases	1	-	(1)
Bena Kongwak Bridge	-	1,450	1,450
Pools - Renewal Program	60	20	(40)
Roads - Bair Street Streetscape - Leongatha	-	3,060	3,060
Civil - Foster Streetscape (Main and Station Street)	200	300	100

Capital Grant Funding Types and Source	Forecast	Budget	Fav (Unfav)
	2016/17	2017/18	
	\$'000	\$'000	\$'000
Buildings - Child Care Hub - Korumburra	720	80	(640)
Fish Creek School Crossing Construction	18	42	24
Bridge - Powneys Road Bridge (WB370)	-	213	213
Total non recurrent grants	3,796	5,325	1,529
Total Capital Grants	7,656	8,669	1,013

Section 10, 'Analysis of Capital Budget' includes further analysis of the grants and contributions that are expected to be received during the 2017/18 year.

8.2.7 Contributions – non monetary assets (\$100,000 increase)

This includes gifted assets to Council such as roads, footpath and kerb and channels from developers who create new subdivisions.

It is projected that Council in 2017/18 will receive \$100,000 additional contributions from developers.

8.2.8 Net Gain / (Loss) on Asset Disposals (\$433,000 decrease)

This line item records the net difference between the sale prices received for disposing of assets and the written down value of the asset as recorded in the Balance Sheet.

A degree of volatility is expected in Net Gain / (Loss) on asset disposals. This is due to the differing nature of items being disposed of each year.

8.2.9 Other Income (\$32,000 decrease)

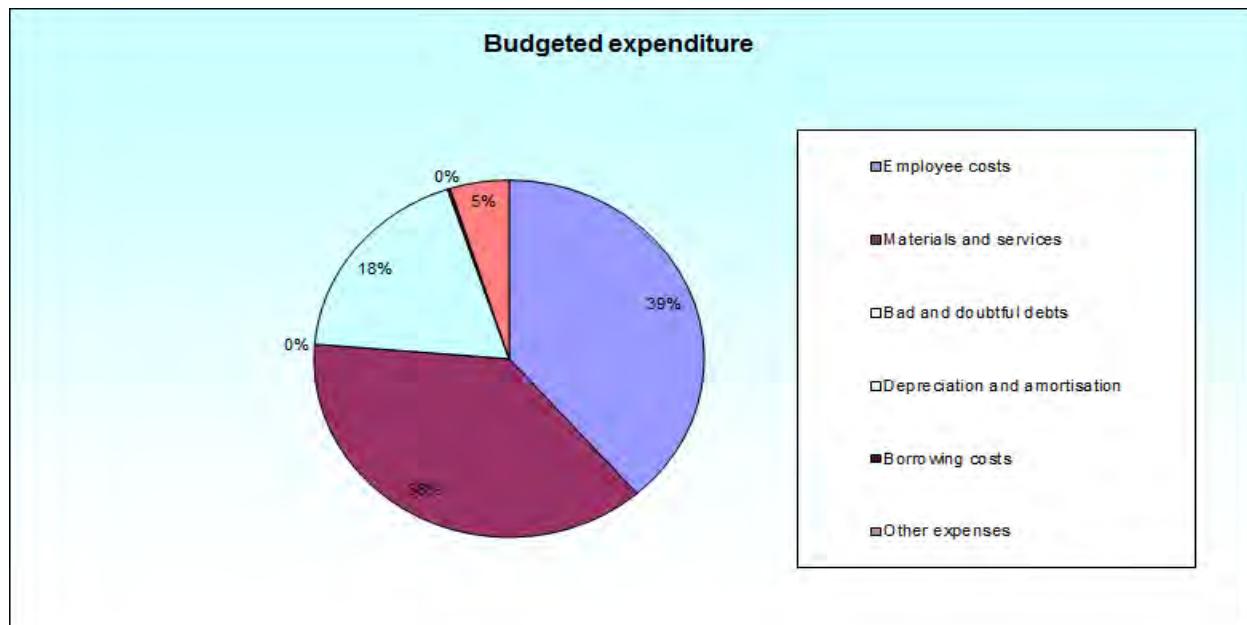
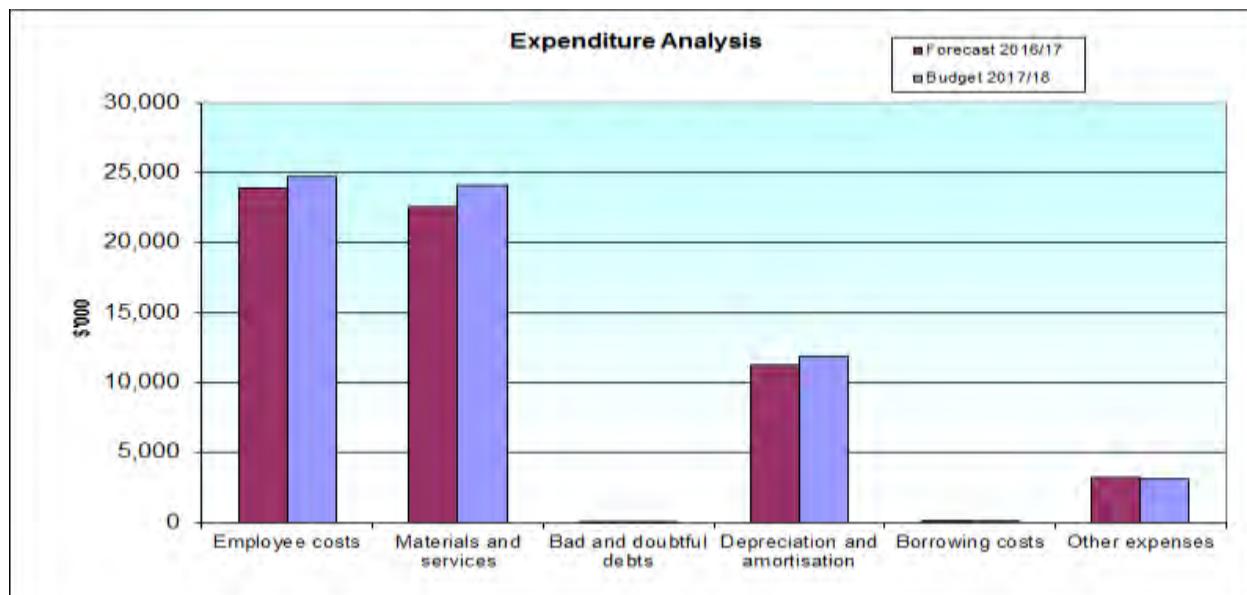
Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other revenue is projected to decrease by \$32,000 or 1.3% in 2017/18.

This is predominantly due to expecting \$50,000 less income from WorkCover reimbursements.

8.3 Expenditure

Expenditure types	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Employee costs	8.3.1	23,871	24,687	(816)
Materials and services	8.3.2	22,542	24,079	(1,537)
Bad and doubtful debts	8.3.3	1	1	0
Depreciation	8.3.4	11,209	11,884	(675)
Borrowing costs	8.3.5	142	142	0
Other expenses	8.3.6	3,213	3,120	93
Total Operating Expenses		60,978	63,913	(2,935)



8.3.1 Employee Costs (\$816,000 increase)

Employee costs include all labour related expenditure including wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and fringe benefits tax.

Employee costs are forecast to increase by \$816,000 or 3.4% when compared to the 2016/17 forecast result.

The 2017/18 budgeted employee costs takes into account:

- A 2.0% allowance for banding and contract staff increments in 2017/18, higher duties as well as the flow on effect to oncost expenses;
- The mandatory superannuation contributions remain at 9.5% until 2021/22; and
- A 2.13 increase in Full Time Equivalent (FTE) across all four directorates from 2016/17.

The range of services undertaken by Council involves the abilities, efforts and competencies of 265.53 Full Time Equivalent staff.

In delivering services to the community, Council may choose to use in-house or outsourced resources. The efficiency of Council's service delivery relies on a combination of both to achieve best value for the community.

There are also a vast number of volunteers that provide unpaid assistance across many services of Council.

8.3.2 Materials and services (\$1.54m increase)

Materials and consumables are forecast to increase by \$1.54m or 6.8% compared to 2016/17.

In 2017/18 there were a significant number of one off grant funded projects carried forward from 2016/17 that were not completed by 30 June 2017. This contributed to an increase in the 2017/18 materials and services projected budget.

Section 2. 'Services and Service Performance Indicators' provide a more detailed analysis of the activities and initiatives being undertaken by Departments.

8.3.3 Bad and doubtful debts (\$0 movement)

Bad and doubtful debts are projected to remain relatively stable in 2017/18.

8.3.4 Depreciation and amortisation (\$675,000 increase)

Depreciation relates to the usage of Council's property, plant and equipment including infrastructure assets such as roads and drains. Depreciation systematically allocates the cost of the 'consumption of the service potential' over the useful life of the asset to the Income Statement.

Periodic revaluation of infrastructure asset classes, revision of estimated useful lives of asset classes, the completion of the 2016/17 Capital Works Program and the full year effect of depreciation on the 2016/17 Capital Works Program impacts upon the depreciation charges. Refer to Section 10. 'Analysis of Capital Budget' for a more analysis of Council's Capital Works Program for the 2017/18 year.

8.3.5 Borrowing Cost Expenses (\$0 movement)

Borrowing cost expenses represent the interest cost associated with borrowed funds. Borrowing costs are forecast to remain unchanged from 2016/17.

8.3.6 Other Expenses (\$93,000 decrease)

Other expenses relate to a range of items including councillor allowances, contributions to community groups, advertising, insurances, motor vehicle registrations, library service, future known cost commitments associated with landfill rehabilitation and other miscellaneous expenditure items.

Grants contributions and discretionary fund expenditure are expected to decrease by \$144,000. The contribution to the libraries is expected to increase by \$26,000, Council operations by \$7,000 and building grants by \$16,000.

9 Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting financially sustainable budgets and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves. The analysis is based on three main categories of cash flow. In summary these are:

- *Operating activities - these activities refer to the cash generated or used in carrying out the normal service delivery functions of Council;*
- *Investing activities - these activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment; and*
- *Financing activities - these activities refer 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 borrowings.*

Budgeting cash flows is a key factor in setting financially sustainable budgets each year.

9.1 Analysis of Budgeted Statement of Cash Flows

	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Operating Activities	9.1.1			
Receipts		73,110	65,397	(7,713)
Payments		(49,526)	(51,786)	(2,260)
Net cash inflow (outflow)		23,584	13,611	(9,973)
Investing Activities	9.1.2			
Receipts		9,930	1,150	(8,780)
Payments		(20,409)	(22,775)	(2,366)
Net cash inflow (outflow)		(10,479)	(21,625)	(11,146)
Financing Activities	9.1.3			
Receipts		0	0	0
Payments		(142)	(142)	0
Net cash inflow (outflow)		(142)	(142)	0
Net increase (decrease) in cash held		12,963	(8,156)	(21,119)
Cash at beginning of year		2,931	15,894	12,963
Cash at end of year	9.1.4	15,894	7,738	(8,156)

9.1.1 Operating Activities (\$9.97m decrease)

The decrease in net cash inflows from operating activities is due mainly to receiving less grants (\$9.82m) and less cash contributions (\$181,000) as well as incurring additional expenses for employee costs (\$816,000) and materials and services (\$1.54m). This is partially offset by receiving additional rates & charges income (\$1.18m) and capital grants (\$1.01m).

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

	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Surplus (deficit) for the year	12,615	1,634	(10,981)
Depreciation	11,209	11,884	675
Contributions - non cash	(379)	(479)	(100)
Loss (gain) on sale of assets	(104)	329	433
Finance costs	142	142	0
Net movement in current assets and liabilities	101	101	0
Cash flows available from operating activities	23,584	13,611	(9,973)

9.1.2 Investing Activities (\$11.15m increase)

The \$11.15m increase in net payments for investing activities is due mainly to receiving a \$8.42m transfer 'payment' from other financial assets in 2016/17 and \$360,000 less in proceeds from asset sales as well as actual gross expenditure on capital in 2017/18 being \$2.37m greater when compared with the previous 2016/17 year.

9.1.3 Financing activities (\$0 movement)

Financing activities includes new borrowings, the principal component of loan repayments for the year as well as the interest costs. Total interest payment budgeted for 2017/18 is \$142,000.

9.1.4 Cash at End of the Year (\$8.16m decrease)

Overall, total cash and investments are forecast to be \$8.16m less than 2016/17. The opening cash position of \$15.89m and contribution of cash from operating activities (\$13.61m) has provided significant funds for financing activities (\$142,000) and for investing activities (\$21.63m). Cash is expected to be \$7.74m as at 30 June 2018, which is less than the previous year (\$15.89m).

9.2 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 2018 it will have cash and investments of \$7.99m, which has been restricted as shown in the table below.

	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Total cash and investments		15,894	7,738	(8,156)
Restricted cash and investments				
Statutory reserves	9.2.1	0	0	0
Cash held to fund carry forward capital works	9.2.2	4,239	0	(4,239)
Trust funds and deposits	9.2.3	873	873	0
Unrestricted cash and investments	9.2.4	10,782	6,865	(3,917)
Discretionary reserves	9.2.5	3,311	4,557	1,246
Unrestricted cash adjusted for discretionary reserves	9.2.6	7,471	2,308	(5,163)

9.2.1 Statutory Reserves (\$Nil)

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

Council estimates that it will receive \$62,000 public open space contributions in 2017/18. This will be transferred to the Open Space Contributions Reserve. Council in 2016/17 will be utilising \$62,000 of its Open Space Contributions reserve to fund costs for the Corner Inlet Tourism – Great Southern Rail Trail project. It is projected that as at 30 June 2018 there will be nil funds in Statutory Reserves from open space contributions.

9.2.2 Cash held to fund carry forward capital works (\$Nil)

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation or other delays.

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is planned that the capital works budget in the 2017/18 financial year will be completed.

The following capital projects have had budgets carried forward from 2016/17 to 2017/18. These include:- Hudson's road Korumburra South (\$1.15m), Walkerville North – Road and Retaining Wall (\$131,000), Leachate Evaporative System (\$432,000), Pools – Renewal Program (\$150,000), Caravan Park Toilet Block- Port Welshpool (\$376,000), Deviation of Koonwarra- Pound Creek Road (\$18,000), Fish Creek School Crossing (\$110,000), Sun shelter- Tarwin Lower to Venus Bay Walking Track (\$19,000), Anderson Street Town Entrance (\$500,000), Foster Streetscape (\$700,000), Bair Street Streetscape (\$20,000), Splash Hydro Therapy Pool and Gymnasium (\$65,000), Mirboo North Pool- Refurbishment Design (\$180,000), North Poowong Road (\$25,000), Guard Rails – Replacement Program (\$63,000), Major Culvert – Renewal program (\$32,000) and Sealed Roads- Rehabilitation Program (\$267,000).

Section 10.2 contains further details on capital works funding.

9.2.3 Trust funds and deposits (\$873,000)

The level of trust funds and deposits is expected to remain at similar levels to the previous financial year

9.2.4 Unrestricted cash and investments (\$6.87m)

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

9.2.5 Discretionary Reserves (\$4.56m)

These funds are shown as Discretionary Reserves as, although not restricted by a statutory purpose, Council has made decisions regarding their future use. Unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2017/18 year \$2.08m (includes \$45,548 interest allocations) is budgeted to be transferred to the Discretionary Reserves and \$829,054 from Discretionary Reserves.

Discretionary Reserve	Opening balance \$	Transfer to reserve \$	Interest allocation \$	Transfer from reserve \$	Closing balance \$
Corner Inlet Seawall Drainage	19,385		678		20,063
Venus Bay Surf Life Saving Club	Nil	150,000			150,000
General	1,280,498	381,023	44,817		1,706,338
Caravan parks	Nil	832,889		832,889	Nil
LGFV Bond	2,010,000	670,000			2,680,000
Total	3,309,883	2,033,912	45,495	832,889	4,556,401

Allocations to Discretionary Reserves normally only occur when underlying surplus operating results are at least equivalent to the reserve transfer. These funds will be available for whatever purpose Council decides is their best use.

The Corner Inlet Seawall Drainage reserve allocates funds that are specific to associated works obligations.

The Venus Bay Surf Life Saving Club reserve has quarantined funds from a community capital works allocation to allow the club time to attract further funding from other agencies.

The General reserve's primary purpose is to accumulate funding for likely future funding calls made for defined benefits superannuation liabilities.

The Caravan Parks reserves quarantines overall net surpluses from caravan park operations.

The Local Government Finance Vehicle (LGFV) Bond reserve is accumulating funds to enable repayment a \$3.35m loan when it falls due in 2019/20.

There are no restrictions on the use of these funds other than as Council may itself impose. Any changes in future use of the funds will be made in the context of the future strategic funding requirements. The decisions about future use of these funds can then be updated into Council's Long Term Financial Plan.

9.2.6 Unrestricted cash adjusted for discretionary reserves (\$2.31m)

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 year following their receipt 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.

10 Analysis of Capital Budget

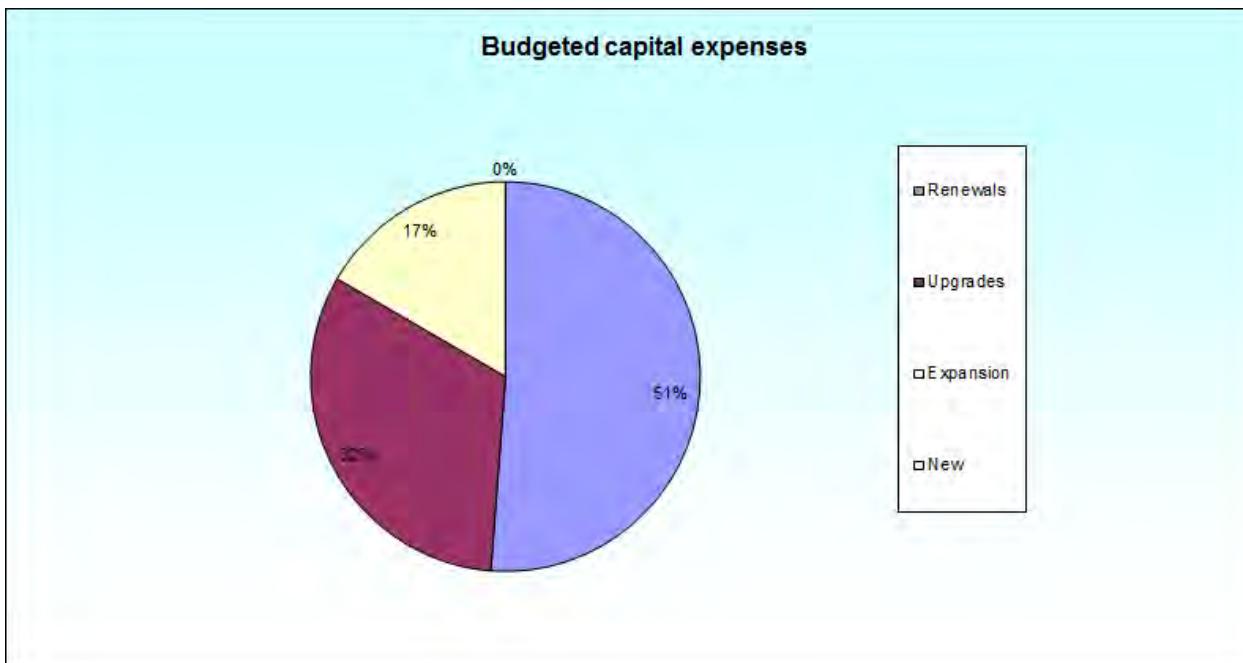
This section of the Budget report analyses the planned capital expenditure budget for the 2017/18 year and the sources of funding for the budget.

10.1 Capital Works

Capital Works Areas	Ref	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Property	10.1.1			
Land		385	25	(360)
Buildings		3,082	1,507	(1,575)
Total property		3,467	1,532	(1,935)
Plant, machinery and equipment	10.1.2			
Plant and machinery		2,293	2,258	(35)
Computers and telecommunications		1,434	1,595	161
Total plant, machinery and equipment		3,727	3,853	126
Infrastructure	10.1.3			
Roads		10,718	11,633	915
Kerb & Channel		-	-	-
Bridges		233	2,524	2,291
Major Culverts		9	124	115
Footpaths		663	760	97
Drainage		161	134	(27)
Off street car parks		495	-	(495)
Waste management #		350	432	82
Other Infrastructure		586	1,724	1,138
Total infrastructure		13,215	17,331	4,116
Total capital works expenditure		20,409	22,716	2,307
Represented by:				
New asset expenditure		154	1,280	1,126
Asset renewal expenditure		15,905	12,093	(3,812)
Asset upgrade expenditure		2,711	6,860	4,149
Asset expansion expenditure		1,639	2,483	844
Total capital works expenditure		20,409	22,716	2,307

Excludes Landfill rehabilitation provision

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10.1.1 Property (\$1.53m)

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

For the 2017/18 year, \$1.53m will be expended on land, building and building improvement projects. The projects include General Land Purchases (\$25,000), Yanakie – Camp Kitchen & Communal Area (\$108,000), Long Jetty – Kiosk / Front office / Residence (\$65,000), Korumburra Recreation Reserve (\$175,000), Buildings renewal program (\$641,000), Waratah Bay Caravan Park Toilet Block (\$142,000) and Port Welshpool Caravan Park Toilet Block (\$376,000).

10.1.2 Plant and Equipment (\$3.85m)

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

For the 2017/18 year, \$3.75m will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.26m) and upgrade and replacement of Information Technology (\$1.60m).

10.1.3 Infrastructure (\$17.33m)

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

For the 2017/18 year, \$11.63m will be expended on road projects. The projects include Capital Works Civil Design (\$195,000), Guard Rail Projects (\$174,000), Bair Street Streetscape – Leongatha (\$4.61m), Korumburra Streetscape (\$179,000), Hudson's Road Korumburra South (\$1.15m), Roads Reseal Preparation (\$829,000), Roads – Reseals (\$1.87m), Sealed Rehabilitation program (\$1.13m), Foster Streetscape (\$700,000), Fish Creek School Crossing (\$110,000), Anderson Street Town Entrance (\$501,000), Vehicle parking – Bridget Street (\$31,000), Deviation

of Koonwarra Pound Road (\$18,000) and Walkerville North – Road & Retaining Wall Protection (\$131,000).

\$104,000 will be expended on the Bridge Rehabilitation Program, \$320,000 on Powneys Road Bridge and \$2.1m on Bena Kongwak Bridge replacement.

\$124,000 will be expended on Major Culvert projects. The project for 2017/08 is Becher's Road .

\$189,000 will be expended on Footpaths renewal program, \$221,000 on the footpath extension program, \$130,000 on the kerb & channel renewal program, Great Southern Rail Trail (\$120,000) and Couper Street Footpath (\$100,000).

\$134,000 will be expended on Noel Court Leongatha drainage rehabilitation program.

\$432,000 will be expended on Waste Management projects. The project for 2017/18 is the Leachate Evaporation System Koonwarra.

\$1.72m will be expended on Other Infrastructure projects. The projects include Playground Replacement Program (\$133,000), Long Jetty – new Power Heads (\$22,000), Pools renewal program (\$530,000), Mirboo North Pool – Refurbishment Design (\$180,000), Tarwin Lower to Venus Bay Walking Track Sun Shelter (\$19,000) and Community Recreation projects (\$840,000).

10.1.4 Asset renewal (\$12.09m), upgrade (\$6.86m), expansion (\$2.48m) and new (\$1.28m).

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.

The major projects included in the above categories which constitute expenditure on expansion and new assets are: Capital Works design (\$78,000), Bena Kongwak Bridge replacement (\$2.1m), Splash Hydro Therapy Pool and Gymnasium (65,000), Tarwin Lower to Venus Bay Walking Track Sun Shelter (\$19,000), Footpaths Extension program (\$221,000), Korumburra Recreation Centre (\$175,000), Great Southern Rail Trail (\$120,000), Couper Street Footpath (\$100,000), Recreation Projects (775,000), Fish Creek School Crossing (\$110,000). The rest of the expenditure relates to renewal and upgrade of existing assets.

10.1.5 Carried Forward Works (\$Nil)

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation or other delays.

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is planned that the capital works budget in the 2017/18 financial year will be completed.

The following capital projects have had budgets carried forward from 2016/17 to 2017/18. These include:- Hudson's road Korumburra South (\$1.15m), Walkerville North – Road and Retaining Wall (\$131,000), Leachate Evaporative System (\$432,000), Pools – Renewal Program (\$150,000), Caravan Park Toilet Block- Port Welshpool (\$376,000), Deviation of Koonwarra- Pound Creek Road (\$18,000), Fish Creek School Crossing (\$110,000), Sun shelter- Tarwin Lower to Venus Bay

Walking Track (\$19,000), Anderson Street Town Entrance (\$500,000), Foster Streetscape (\$700,000), Bair Street Streetscape (\$20,000), Splash Hydro Therapy Pool and Gymnasium (\$65,000), Mirboo North Pool- Refurbishment Design (\$180,000), North Poowong Road (\$25,000), Guard Rails – Replacement Program (\$63,000), Major Culvert – Renewal program (\$32,000) and Sealed Roads- Rehabilitation Program (\$267,000).

10.2 Funding Sources

	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Grants	10.2.1	7,656	8,429	773
Contributions	10.2.2	176	0	(176)
Borrowings	10.2.3	0	0	0
Council cash	-	0		0
-Operations	10.2.4	24,030	5,040	(18,990)
-Proceeds on sale of assets	10.2.5	1,510	749	(761)
-Reserve cash and investments	10.2.6	755	833	78
- Unrestricted cash and investments	10.2.7	(13,718)	7,724	21,442
Total funding sources		20,409	22,775	2,366

10.2.1 Grants (\$8.43m)

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants are budgeted to be received for the Roads to Recovery funding (\$3.34m), Bair Street Leongatha Landscape (\$3.06m), Foster Streetscape (\$300,000), Fish Creek School crossing (\$42,000), Pools renewal program (\$20,000), Powneys Road Bridge (\$213,000) and Bena Kongwak Bridge (\$1.45m).

10.2.2 Contributions (\$Nil)

Capital contributions include all monies received from community sources for the purposes of funding the capital works program. There are no contributions budgeted to be received in 2017/18.

10.2.3 Borrowing (\$Nil)

There are no borrowing's budgeted for in the 2017/18 financial year for capital projects.

10.2.4 Council Cash - Operations (\$5.04m)

During the year Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$5.04m will be generated from operations to fund the 2017/18 capital works program (after allowing for capital grants and contributions as discussed in Section 10.2.1 and 10.2.2). Refer section 9. 'Analysis of Budgeted Cash Position' for more information on funds from operations.

10.2.5 Council Cash - Proceeds from Sale of Assets (\$749,000)

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$314,000 for plant sales and \$435,000 for vehicle sales.

10.2.6 Council Cash - Reserve Cash and Investments (\$833,000)

Council has significant cash reserves, which it is currently using to fund its annual capital works program. For 2017/18 \$833,000 will be used to fund part of the caravan parks capital works program.

10.2.7 Council Cash - Unrestricted Cash and Investments (\$7.72m)

In addition to reserve investments, Council has uncommitted cash and investments which represent unrestricted cash and investments funds preserved from the previous year mainly as a result of grants and contributions being received in advance and the strategic building up and periodic releasing of financial capacity. It is forecast that \$7.72m will be available from the 2016/17 year to fund capital works in the 2017/18 year.

11 Analysis of Budgeted Balance Sheet

This section of the budget report analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18.

11.1 Budgeted Balance Sheet

	Reference	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Current				
Assets	11.1.1	27,415	19,259	(8,156)
Liabilities	11.1.2	(8,896)	(8,936)	(40)
Net current assets	11.1.5	18,519	10,323	(8,196)
Non Current				
Assets	11.1.3	532,935	568,420	35,485
Liabilities	11.1.4	(5,663)	(5,663)	0
Net non current assets		527,272	562,757	35,485
Net assets				
Accumulated surplus		212,941	213,328	387
Reserves		332,850	359,752	26,902
Total Equity	11.1.6	545,791	573,080	27,289

11.1.1 Current Assets (\$8.16m decrease)

The current assets are projected to be less than 2016/17, the main contributor being a \$8.16m decrease in the cash position. A more detailed analysis of this change is included in section 9. 'Analysis of Budgeted Cash Position'. Rate and other debtors are not expected to change significantly.

11.1.2 Current Liabilities (\$40,000 increase)

There is an increase of \$40,000 in current liabilities (obligations that Council must pay within the next 12 months). This is predominantly due to reclassifying \$40,000 for long service leave as a current provision.

11.1.3 Non Current Assets (\$35.49m increase)

The increase in non-current assets is due to the net result of the capital works program (\$22.78m), net asset revaluation increment (\$25.66m), gifted and donated assets (\$479,000), the depreciation of all non-current assets with the exception of land (\$11.88m), landfill remediation provision costs (\$61,000) and the written down value of property, plant and equipment sales (\$1.48m).

11.1.4 Non Current Liabilities (\$nil)

There has been no movements in non-current liabilities.

11.1.5 Working capital (\$8.20m decrease)

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

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

	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Fav (Unfav) Variance \$'000
Current assets	27,415	19,259	(8,156)
Current liabilities	8,896	8,936	(40)
Working capital	18,519	10,323	(8,196)
Restricted cash and investments current assets			
- Statutory reserves	-	0	0
- Cash held to fund carry forward capital works	4,239	0	4,239
- Trust funds and deposits	873	873	0
Unrestricted cash and investments	13,407	9,450	(3,957)
- Discretionary reserves	3,311	4,557	(1,246)
Underlying working capital	10,096	4,893	(5,203)

In addition to the restricted cash shown above, Council is also projected to hold \$4.56m in discretionary reserves at 30 June 2018. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

11.1.6 Equity (\$27.29m increase)

The increase in the accumulated surplus is impacted by the budgeted Comprehensive surplus of \$27.29m.

In addition to this overall change in Equity, \$2.14m will be transferred from the accumulated surplus to internal reserves. \$894,000 will be transferred out of the internal reserves to the accumulated surplus.

As these transfers are movements between balances within equity, it has no effect on the total balance of equity. A more detailed analysis of reserve transfers is included in Section 9.2.1 Statutory Reserves and Section 9.2.5 Discretionary Reserves.

11.2 Key assumptions

In preparing the budgeted Balance Sheet for the year ended 30 June 2018 it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- The collection level of rates and charges in 2017/18 will be at similar levels to that of previous years;

- Trade creditors and other creditors and debtors to remain consistent with 2016/17 levels;
- Proceeds from the sale of property in 2017/18 will be received in full in 2017/18;
- Employee entitlements to be increased to allow for wage movements. No increase in the average rate of leave taken is expected;
- Repayment of loan principal is to be \$nil;
- Total capital expenditure to be \$22.78m;
- A total net \$1.25m to be transferred to internal reserves from accumulated surplus; and
- \$8.67m in capital grants will be received by 30 June 2018.

12 Long Term Financial Strategies, Strategic Resource Plan and Long Term Financial Plan

12.1 Principles of Sound Financial Management

Council is required by the *Local Government Act 1989* to prepare a Strategic Resource Plan covering both financial and non-financial resources for at least the next four financial years to support the Council Plan. The Act also requires Council to comply with the following *Principles of Sound Financial Management*:

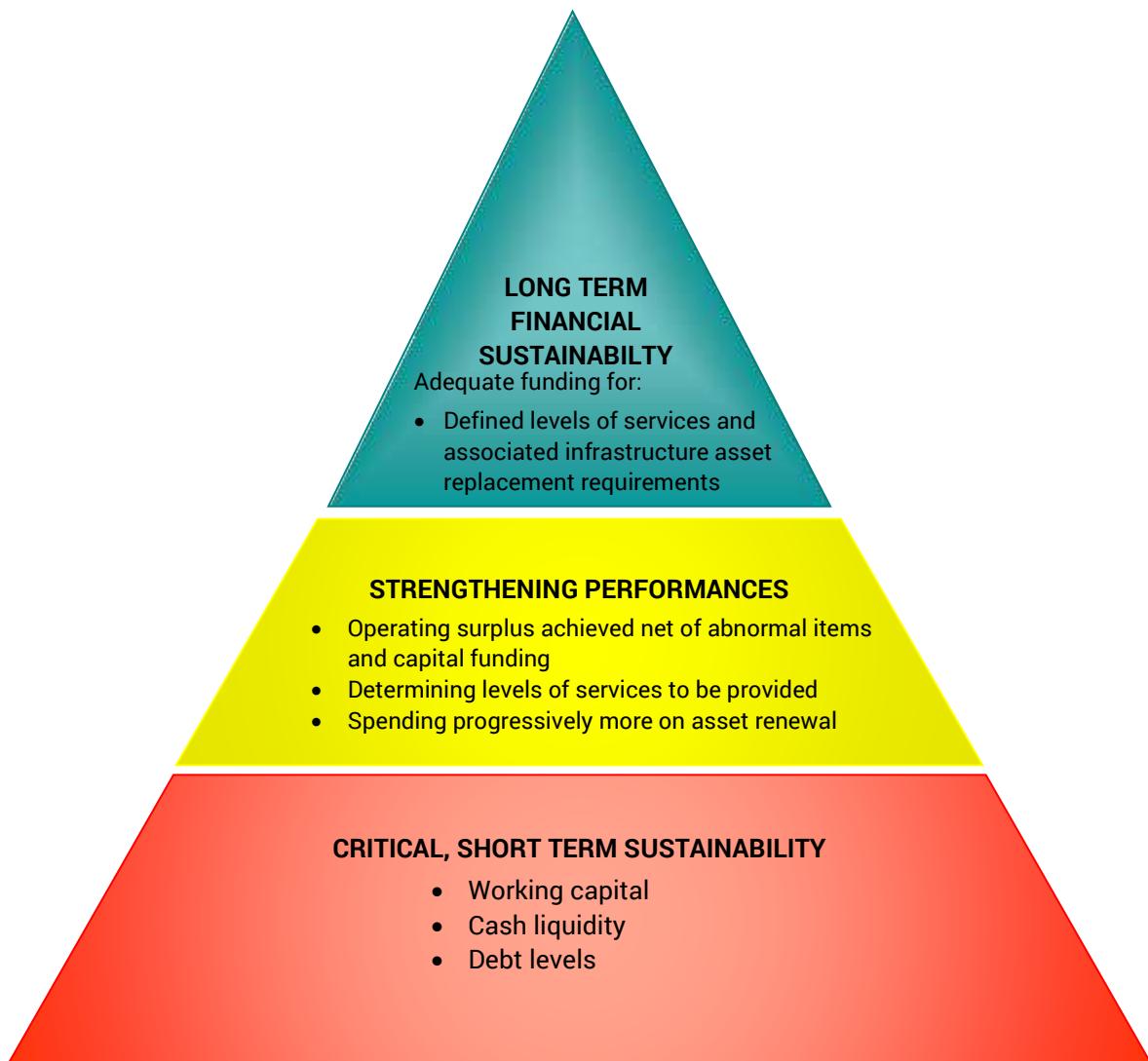
- ‘Prudently manage financial risks relating to debt, assets and liabilities;
- Provide reasonable stability in the level of rate burden;
- Consider the financial effects of Council decisions on future generations; and
- Provide full, accurate and timely disclosure of financial information’.

This 15 year Long Term Financial Plan for the years 2017/18 to 2031/32 has been further refined as part of Council’s strategic financial planning framework. It ensures that Council adopts a financially responsible and accountable Annual Budget and Strategic Resource Plan that sits within a longer term framework.

The budgeted financial statements of the Long Term Financial Plan are in Appendix A.

The Budgeted Statements in the Strategic Resource Plan are a four year subset of the 15 year Long Term Financial Plan. These are in Section 3, Financial statements.

Sound financial management can best be described as a series of financial objectives classified on a hierarchical needs basis, as shown in the pyramid diagram on the following page:



The bottom tier's financial objective 'Critical Short Term Sustainability' relates to issues of liquidity, debt ratios and working capital, which are fundamental to good business planning. In order for Council to operate successfully, it is essential that these 'fundamentals' are both understood and adhered to.

Second tier financial objectives focus on continuing to produce progressively improving financial outcomes to strengthen Council's financial position. It is vitally important to define and then consistently achieve planned operational and financial outcomes, before beginning to attempt to address the ultimate third tier goal of 'Long Term Financial Sustainability'.

This is achieved when adequate funding is being provided in current and forward budgets for a defined level of services, including associated infrastructure asset requirements, which meets community needs and which they are prepared to pay for.

A financially sustainable council would be capable of:

- Providing and funding the service needs of its community;
- Meet contingencies without needing to make radical changes to spending and / or revenue policies;
- Maintain stability and equity in rating levels; and
- Preserve intergenerational equity.

When developing long term financial plans it is important that an assessment is made of the community's capacity and preparedness to pay for current and desired service expectations.

There needs to be an informed understanding of what is the sustainable financial capacity of the community. It is important to consider the inherent structural characteristics of the community, namely the community income and population on Council's ability to raise revenue and contain costs.

Similarly, it is important that Council's corporate performance to plan and provide services and assets to its community is both transparent and measurable.

The assessment of the community's capacity to pay for service level requirements and the effectiveness and efficiency of Council planning and delivering planned outcomes are fundamental precursors to developing and then performance managing long term financial plans.

12.2 Long Term Financial Strategies

The Long Term Financial Strategies developed and adopted by Council align with the financial objectives in the 'financial pyramid'. The financial strategies that underpin the development of the Long Term Financial Plan, Strategic Resource Plan and Annual Budget include:

- 1 Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements.
- 2 Target the Balance Sheet having at least a 1.25 to 1 underlying working capital ratio in the Long Term Financial Plan.
- 3 Transfers to discretionary reserves will only be included in the Annual Budget if matched by an equivalent budgeted underlying surplus in the Income Statement to preserve the accumulated surplus position of Council.
- 4 Material favourable budget variations realised at year's end in a given financial year will be allocated to a general reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs.
- 5 Annual transfers of equivalent to 1.0% of rate income are made to the general reserve.

- 6 Annual transfers equivalent to the average interest earned on investments during the financial year are made to all reserves, Loan Reserve excepted.
- 7 Budgeted underlying cash at the end of each year shall be measured by referencing it against the underlying working capital ratio in the Long Term Financial Plan.
- 8 Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps)
- 9 A series of key financial performance indicators, with appropriate threshold targets, will be utilised to strategically analyse the financial integrity of the Plan. These include:
 - underlying working capital ratio – greater than 1.25
 - underlying result – greater than 0.0
 - financial sustainability indicator – greater than 95%
 - self-financing greater than 20%
 - indebtedness – less than 40%
 - total debt as a % of rate revenue – less than 60%
 - debt service costs as a % of total revenue – less 5%
- 10 The amount of asset renewal funding required to maintain specified service levels as documented in asset management plans will be updated into the Long Term Financial Plan, subject to the available resource requirements, to ensure that the financial integrity of the plan is not compromised.
- 11 Any new, upgrade and expansion capital work proposals in the first four years of the Long Term Financial Plan must include a lifecycle cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
- 12 Capital income must only be utilised as a funding source for capital or 'one off' expenditure requirements.
- 13 Council consider borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.
- 14 For borrowings to be considered, projects must have had a full lifecycle cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively that the additional costs are quantified in the Long Term Financial Plan and the integrity of the financial strategies are not compromised.
- 15 Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for Council's consideration.
- 16 Any services that undergo service level review process which have non statutory fees and charges will have those fees and charges identified to reflect their level of community

benefit which clearly articulates the basis for the fee or charge relative to the service being provided.

- 17 Council consider the most appropriate rating strategy to provide adequate funds to:
- achieve sustainable underlying surpluses;
 - achieve sustainable cash flows; and
 - fund capital renewal projects;
- in both the Annual Budget and Long Term Financial Plan to support defined service and infrastructure asset requirements.

12.3 Budgeting Methodology for the Long Term Financial Plan

The Long Term Financial Plan has been prepared at the lowest accounting level within the Council's general ledger system.

The Long Term Financial Plan takes past, current and future economic forecasts into consideration.

For the most part of the last decade, Australia experienced relatively prosperous economic circumstances compared to the rest of the world. This translated into both Federal and State governments producing surplus outcomes and grants flowing through to local government. Even with the advent of the global financial crisis in 2008, councils 'financially benefited' by receiving stimulus funding.

The Australian economic landscape has in the last three years significantly changed. This is primarily due to the end of the mining investment boom. Forward taxation revenue estimates from the mining industry have been materially revised down. The manufacturing industry in Australia has been impacted from the decision of major car manufacturers to cease manufacturing in Australia. This has significant mid to long term structural reform implications for the Australian economy.

The Federal Government is expecting to continue to experience a tight fiscal environment for a number of years. It does not forecast producing an operating surplus until at least the 2020/21 financial year. This is a significant contrast to what had occurred for the most part of the last decade. This has and will have a flow on impact for the local government sector. This is evidenced by the Federal Government's decision to freeze indexation on financial assistance grants to local government for three years to 2016/17.

The Minister for Local Government, the Honourable Natalie Hutchins announced on 19 December 2016 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

The general rate for 2017/18 will increase by 2.0%. The garbage and green waste charge will increase by 1.3%. (The projected rate rise for 2017/18 in the previous years' Long Term Financial Plan was 2.5%). The rate rises in the forward years have been set at 2.0%. Council will now receive \$26.4m less rates & charges revenue over a 14 year period when comparing the proposed 2017/18 Budget / Long Term Financial Plan to the previously adopted 2016/17 Budget / Long Term Financial Plan.

The financial modelling used for other income and expenditure items in the Long Term Financial Plan utilises both Commsec and the Reserve Bank's economic forecasts.

The Reserve Bank of Australia target rate for inflation (as measured in the CPI), is that it remains between 2% and 3%.

CommSec forecasts that underlying inflation will be 1.8% for 2016/17 and 2.1% for 2017/18.

Where an inflation movement has been used in material and consumable calculations, it has been modelled at being set at 0% for 2017/18.

This recalibration can be justified a number of ways including:-

- The actual CPI for 2014/15 was 1.10% and for 2015/16 was 1.40%;
- Council's inflation index over that period of time was set at 2.50% which has created embedded financial capacity in the recurrent budgets; which in turn has
- contributed to consistent overall actual operational expenditure outcomes being favourable relative to forecasted results;

In the following two years (2018/19-2019/20), the default inflation index in the Long Term Financial Plan has been set at 2.00% per annum. In the following four years it is set at 2.25% and then increases to 2.50% from 2024/25 onwards.

Commsec Wages Prices Index project a 2.1% movement to occur in 2016/17 and 2.6% on 2017/18.

The employee costs increments have been set at 2.00% from 2017/18 to 2018/19 and at 2.50% from 2020/21 to 2023/24 and then at 2.75% from 2024/25 onwards. It also has factored in the increase in superannuation contributions from 9.5% to 10.0% to occur in 2021/22 and then to increase by 0.5% each year thereafter until it reaches 12.0% in 2025/26.

Program service delivery areas that include construction type projects tend to have costs that increase above CPI. The Australian Bureau of Statistics showed that the Road Bridge Construction Index for Victoria was an average of 2.34% for the five year period ending December 2016. The annualised movement (as at December 2017) was a 0.82% increase.

The budgeting methodology used in the capital works program depends on the nature and timing of the projects. For the majority of infrastructure projects that occur yearly, such as roads, bridges culverts and drains, the costing for 2017/18 is based on an indexed increase of 2.00%. The following 2018/19 year the indexed increase is 2.50% and then trends up by 0.50% each year up until 2020/21. From 2021/22 onwards the index increase is set at 3.80%.

Fees and charges increases are generally modelled to increase by the same general rates increases until full cost recovery is achieved for direct service provision, where appropriate.

In past budgets, the modelling had only allowed, in a very limited manner, a growth inflator for income and associated costs to cater for increased population growth. This current Annual Budget and Long Term Financial Plan has allowed for a growth factor of 175 additional supplementary valuations each year. This has a compounding impact on rate income in the

forward budgets. If the projected property activity does not eventuate, the forward income projections will have to be adjusted accordingly.

12.4 Key Financial Performance Indicators

Council uses a series of key performance indicators to assess the financial integrity of the budgeted financial statements in the Long Term Financial Plan.

Listed on the following pages are the financial performance indicators including a brief description of what is measured, why and the relevant thresholds.

Financial Performance

Underlying result

Adjusted net surplus / underlying revenue		
Adjusted net surplus is underlying revenue less expenses		
Underlying revenue does not include developer contributions, special rate income and capital grants		
Measures strength of financial result		
Indicator	Range	Comment
Green	>0	Low risk of financial sustainability concerns
Yellow	0 - (-10)%	Risk of long term run down of cash reserves and inability to fund asset renewals
Red	>(-10%)	Insufficient revenue to fund operations and asset renewal

Underlying Working Capital

Current assets / current liabilities		
Current assets as per Balance Sheet not including cash backed reserves		
Current liabilities as per Balance Sheet		
Measures ability to pay existing liabilities		
Indicator	Range	Comment
Green	> 1.25	Low risk of financial sustainability concerns
Yellow	1.0 - 1.25	Caution with cash flow as issues could arise with meeting obligations as they fall due
Red	<1	Immediate sustainability issues with insufficient current assets to cover liabilities

Funding Capacity

Self-financing

Net operating cash flows / underlying revenue and capital grants		
Net operating cash flows as per Cash Flow Statement		
Underlying revenue does not include developer contributions		
Measures ability to self-fund asset replacement		
Indicator	Range	Comment
Green	>20%	Generating enough cash from operations to fund assets
Yellow	10% - 20%	May not be generating sufficient cash from operations to fund new assets
Red	<10%	Insufficient funds from operations to fund new assets and renewals

Sustainability Index

Capital spend / depreciation		
Capital renewal and upgrade spend as per Cash Flow Statement		
Depreciation as per Income Statement		
Measures level of spending on assets		
Indicator	Range	Comment
Green	>95%	Low risk of insufficient spending on asset renewal and upgrades
Yellow	90%-95%	May indicate that spending on asset renewals is insufficient
Red	<95%	Spending on asset renewals and upgrades has not kept pace with consumption of assets

Borrowing capacity

Indebtedness

Non current liabilities / own sourced revenue		
Non current liabilities as per Balance Sheet		
Own sourced revenue does not include operational and capital grants and contributions		
Measures ability to cover long term liabilities from own revenue		
Indicator	Range	Comment
Green	<40%	No concern over the ability to repay debt from own source revenue
Yellow	40%-60%	Some concern over the ability to repay debt from own source revenue
Red	>60%	Potential long term concern over the ability to repay debt levels from own source revenues

Total Debt as a % of rate revenue		
Includes current and non current liabilities in Balance Sheet		
Rate income as per Income Statement		
Measures level of rate income relative to total debt		
Indicator	Range	Comment
Green	<60%	Reasonable reliance on rate revenue to fund debt
Yellow	60%-100%	Undesirable reliance on rate revenue to fund debt
Red	>100%	Unsustainable reliance on rate revenue to fund debt

Debt servicing costs as a % of total revenue		
Borrowing cost expenses as per Income Statement		
Total revenue in Income Statement not including donated assets and gain/loss on asset disposals		
Measures portion of revenue committed to fund debt finance costs		
Indicator	Range	Comment
Green	<5%	Reasonable proportion of total revenue to fund debt finance costs
Yellow	5%-10%	Undesirable reliance on proportion of total revenue to fund debt finance costs
Red	>10%	Unsustainable reliance on proportion of total revenue to fund debt finance costs

The table below shows a series of key performance indicators that are used to assess the financial integrity of the budgeted financial statements in the Long Term Financial Plan.

2017/18 Budget	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Financial performance																
Underlying result	6.74%	-13.02%	2.40%	1.29%	1.81%	2.14%	1.71%	0.36%	-0.20%	4.70%	-1.13%	-1.54%	-2.48%	-2.68%	-2.42%	-2.93%
Underlying Working Capital	2.71	1.65	1.11	1.65	1.03	1.10	1.46	1.69	1.72	1.48	1.15	1.76	1.62	1.79	1.75	1.63
Funding capacity																
Self-financing	32.21%	29.92%	25.89%	28.95%	11.09%	26.94%	27.21%	26.60%	28.47%	26.39%	26.35%	26.33%	25.85%	25.80%	26.29%	26.04%
Sustainability index	143%	92%	124%	92%	157%	115%	93%	95%	127%	93%	10%	110%	96%	86%	100%	90%
Borrowing capacity																
Indebtedness	12.65%	11.83%	3.24%	3.29%	1.33%	1.36%	3.41%	1.46%	3.59%	3.60%	3.65%	3.70%	3.74%	3.75%	3.79%	
Total Debt as a % of Rate revenue	8.41%	8.17%	7.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Debt servicing costs as a % of Total revenue	0.19%	0.22%	0.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Ratios coloured green denotes low risk, yellow medium risk and red indicate either short term / immediate sustainability concerns.

The 'Underlying Result' compares recurrent income and recurrent expenditure. The underlying result is forecast to be in the red zone in 2017/18 as a result of having to bring to account \$4.54m Victoria Grants Commission allocation for 2017/18 in the prior financial year (2016/17) because it is expected to be received in June 2017. The dipping of the ratio into the red zone does not present as a strategic concern.

For the following six financial years in the forward plan the underlying result trends into and remains in the green zone. In the later years it trends down into the yellow cautionary zone. Council is managing this issue by allowing any future years' productivity gains to flow through to

the bottom line in the later years, so as to strategically begin addressing the downward trend in the forecast underlying operating results.

The 'Underlying Working Capital' assesses Balance Sheet strength and in particular Council's ability to pay existing liabilities. In the forward plan the ratio marginally falls below the strategic target of 1.25 to 1 in 2018/19, 2020/21 and 2021/22 before strengthening again in the later years. Council has somewhat limited financial capacity to accommodate unforeseen strategic opportunities or unavoidable cost events that may arise in the immediate years.

The flat lining of the capital expenditure budgets in the later years of the Long Term Financial Plan contribute to the gradual strengthening of the underlying working capital ratio. However as previously mentioned, it would not be unreasonable to assume that in coming years there may be some upward rather than downward pressure on capital expenditure funding requirements in those later years, that in turn will impact on the ratio.

The 'Self Financing' indicator compares net operating cash flows to underlying revenue and capital grants. It is forecast to be in the green zone in 2017/18 and all the forward budgets.

The 'Sustainability Indicator' assesses asset renewal and upgrade expenditure spend effort over a period of time. In the forward years it generally fluctuates between the green and yellow zone and even dips into the red zone in, 2026/27, 2029/30 and 2030/31. This does not present as a strategic concern. This is expected because the nature of capital renewal expenditure requirements tends to have a profile that varies over the years. It is worth noting that there are no asset renewal primary funding gaps for all major classes of assets over the 15 year Long Term Financial Plan. There are adequate funds for recurrent cost requirements for all major asset classes for the current defined service levels as documented in Asset Management Plans.

The three borrowing capacity indicators, 'Indebtedness', 'Total Debt as a percentage of Rate Revenue' and 'Debt Servicing Costs as a percentage of Total Revenue' are forecast to be in the green zone for 2017/18 and all the forward budgets. Due to the inherent strength of the Balance Sheet, Council has borrowing capacity in the forward years if it wishes to consider funding additional capital upgrade or extension projects.

The key financial performance indicators in the Long Term Financial Plan serve as very important lead indicators to identify future years' financial ramifications of decisions that are made in the present period.

The 2017/18 Budget / Long Term Financial Plan is financially sustainable.

The financial performance indicators for the preceding year's Long Term Financial Plan are shown below:

<u>2016/17 Original Budget</u>	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Financial performance																
Underlying result	-3.9%	2.6%	3.3%	2.9%	2.7%	2.3%	2.6%	0.5%	-0.1%	-0.2%	-0.1%	-0.2%	-0.8%	-0.4%	-0.8%	
Underlying Working Capital	1.64	1.72	1.44	2.38	2.10	2.44	1.25	1.03	1.19	1.06	1.43	1.37	1.35	1.52	1.56	
Funding capacity																
Self-financing	25.37%	28.29%	26.31%	25.96%	25.07%	27.08%	29.09%	27.16%	28.67%	28.15%	27.67%	27.63%	27.32%	26.52%	26.38%	
Sustainability Index	12%	8%	9%	9%	15%	9%	17%	21%	12%	9%	10%	11%	16%	9%	9%	
Borrowing capacity																
Indebtedness	10.38%	8.51%	1.58%	1.71%	1.85%	1.92%	2.01%	22.77%	24.02%	20.36%	19.18%	18.03%	16.30%	15.78%	14.69%	
Total Debt as a % of Rate revenue	8.38%	8.13%	7.68%	8.00%	8.00%	8.00%	8.00%	24.13%	26.39%	25.78%	20.58%	19.13%	17.71%	16.32%	14.95%	
Debt servicing costs as a % of Total revenue	0.21%	0.22%	0.22%	0.08%	0.08%	0.08%	0.08%	0.84%	0.88%	0.86%	0.69%	0.66%	0.61%	0.57%	0.53%	

Overall, the Long Term Financial Plan for 2017/18 although marginally weaker, has parity with the previous year's plan.

The forward underlying result indicator is generally weaker in the 2017/18 Long Term Financial Plan when benchmarked against the 2016/17 plan. This is due to the longer term impact of less rates revenue being generated as a result of rate capping.

The underlying working capital ratio is marginally weaker in the immediate years and then stronger in the mid to later years in the 2017/18 Long Term Financial Plan when benchmarked against the 2016/17 plan. The improving ratio in the later years can largely be attributed to the removing of the \$24.72m municipal precinct, library and community centre project from the 2022/23 and 2023/24 forward budget.

Some of this financial capacity created by removing the municipal precinct, library and community centre project was reallocated to other project initiatives that have been included in the earlier years of the Long Term Financial Plan. When comparing capital expenditure outlays for the first four years of this current Long Term Financial Plan to the previous 2016/17 plan, Council has increased the capital expenditure budget by \$16.8m. This pushes the ratio into caution territory for some of those years indicating that Council will have somewhat restricted financial capacity to accommodate unforeseen strategic opportunities or unavoidable cost events that may arise.

The following financial indicators are used as measures for the 2017/18 Annual Budget.

- Indebtedness 11.83%;
- Underlying working capital ratio 1.65%
- Self-financing 20.92%;
- Sustainability Index 92%; and
- Underlying result (13.32)%.

Target: Weighted average of key financial ratios is greater than or equal to 98%.

12.5 Financial Resources – Four Year Strategic Resource Plan

The key outcomes of the four year Strategic Resource Plan are as follows:

- **Financial sustainability (section 9)** - Cash and investments is forecast to decrease over the four year period from \$7.74 million to \$1.43 million, brought about by successive years of producing operating surpluses that are used to fund substantial capital works requirements.
- **Rating levels (section 15)** Rate increases will be determined by the Minister for Local Government in December of each year. The rate increase for the forward years in the Strategic Resource Plan has been set at 2.00%.
- **Service Levels (section 2)** Aside from the recurrent cost requirements to implement Arts and Culture Strategy, all service levels have been maintained throughout the four year period. Operating surpluses are projected to remain relatively stable over the four year period. Council aside from 2017/18 is projecting to produce underlying surpluses from 2018/19 through to 2023/24.
- **Borrowing strategy (section 16)** – Borrowings are forecast to remain at \$3.35m over the first three years and by 2019/20 Council will be debt free.
- **Infrastructure strategy (section 17)** - The funding requirements for the future capital works have been prioritised for renewal works and remain relatively stable. Capital expenditure over the four year period will total \$86.43m at an average of \$21.61m per annum. (Previous year Long Term Financial Plan: \$67.15m at an average of \$16.78m per annum).

13 Analysis of Current Long Term Financial Plan to Previous Years Plans

South Gippsland Shire Council has been producing strategic financial plans over the past 14 years. The following graphs benchmark the current 2017/18 Long Term Financial Plan against the average of the previous financial plans, the lines representing:

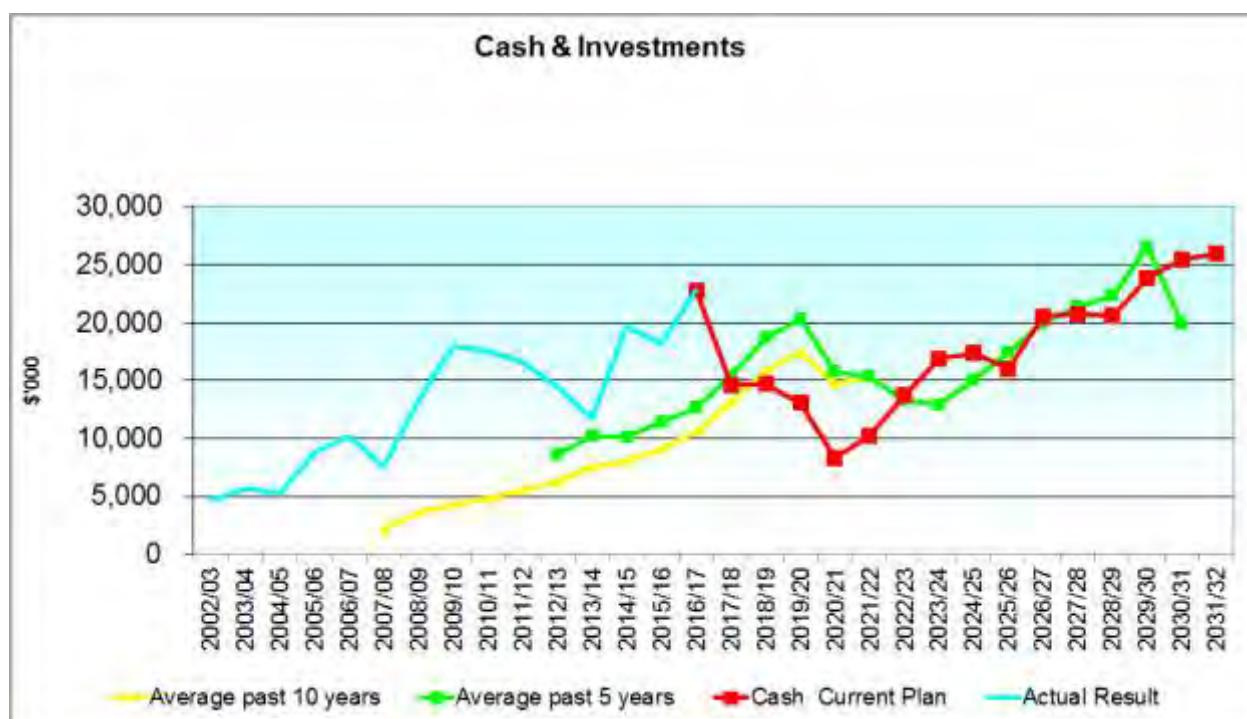
Average (yellow line) Average of previous 10 years Long Term Financial Plans.

Average past 5 years (green line) Average of previous 5 years Long Term Financial Plans.

Current plan (red line) 2017/18 Long Term Financial Plan.

Actual result (blue line) Actual past years financial results achieved.

13.1. Liquidity



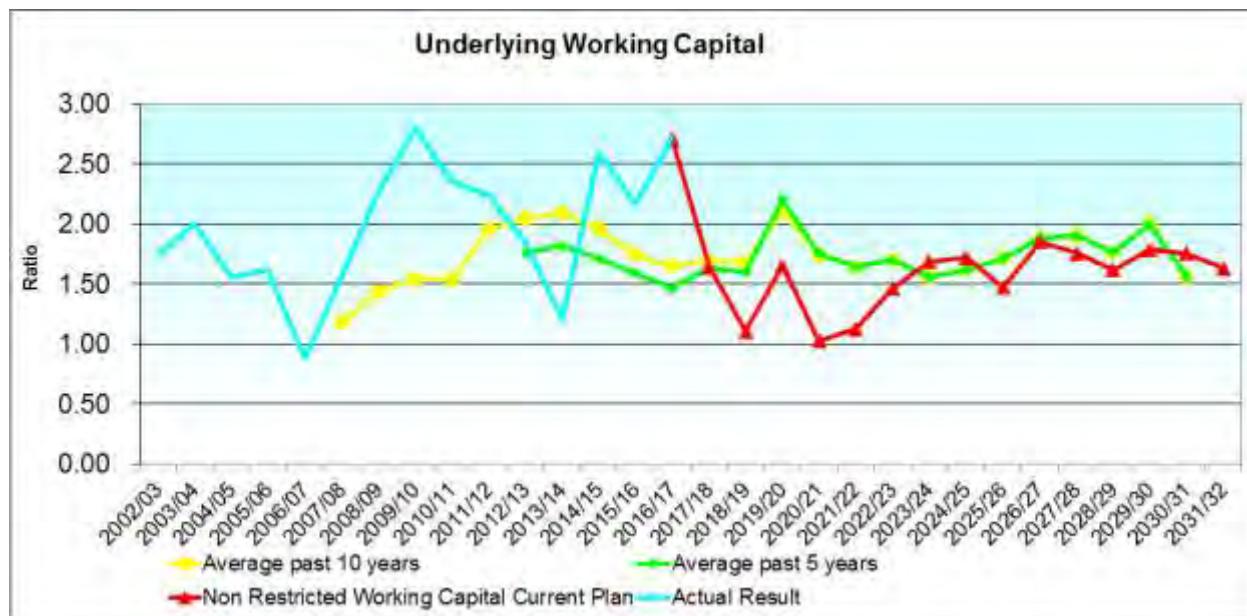
The objective after reducing debt in 2007/08 was to gradually and purposefully build up cash and then in the later years when the working capital position of Council was sufficiently strong, release funds for capital works.

The spikes and dips in cash from 2008/09 through to 2017/18 was due to a combination of receiving 'new' grant funds at year end, advanced payment of portion of annual Victoria Grants Commission allocations and not completing current work programs within the financial year.

From 2017/18 and the immediate years following, the cash is impacted by a combination of the introduction of rate capping in 2016/17 and the increased funding requirements for significant capital works funding that have been factored into the plan.

The projected cash position in later years does however trend up. This is due to a combination of the flat lining of capital works expenditure requirements in those later years of the financial plan and because the increasing levels of cash backed internal reserves.

13.2 Underlying Working Capital



The underlying working capital ratio looks at the relativities of unencumbered current assets (not including funds for cash backed reserves) and current liabilities.

The strategic intent of allocating as much possible cash to retire debt in the early years of the Long Term Financial Plan was evident in the declining working capital ratio up until 2006/07. From 2007/08 and onwards, the underlying working capital ratio was purposefully strategically strengthened.

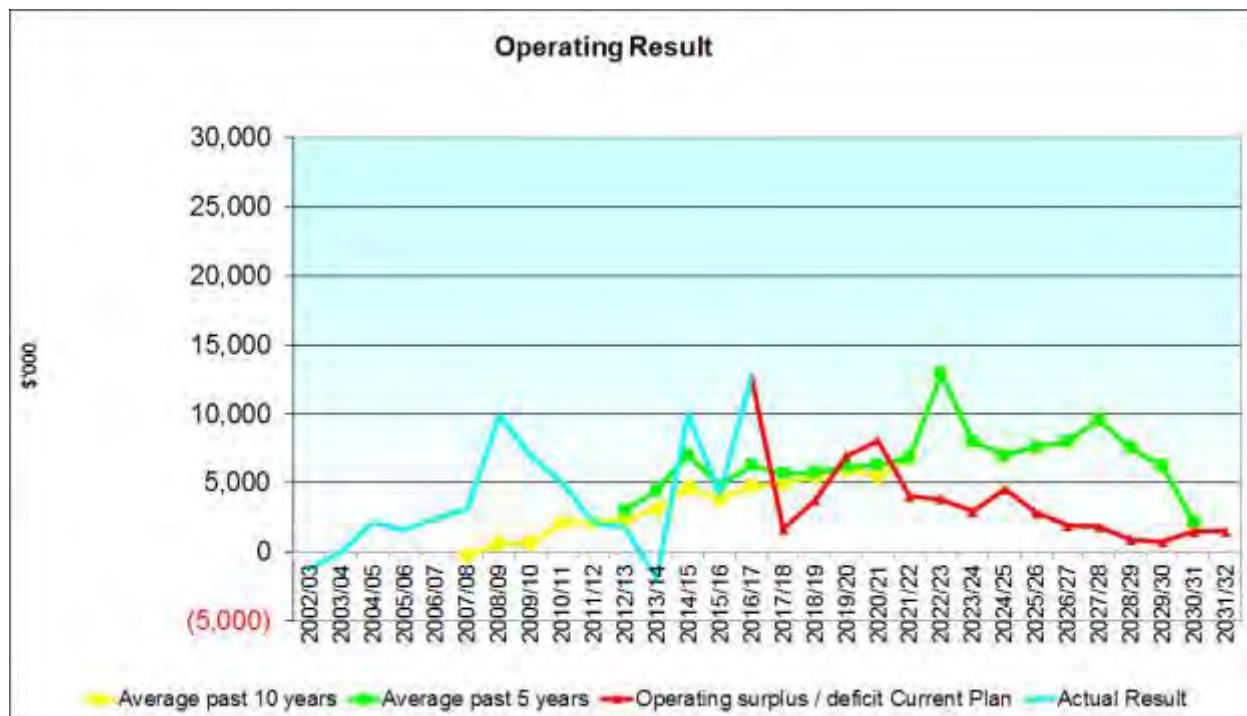
The unfunded superannuation liability costs, net cost impacts of storm events and reduced Victoria Grants Commission funding had an adverse financial impact on the underlying working capital ratio in the immediate years prior to 2013/14.

Council's working capital ratio was distorted in 2014/15 and 2015/16 and again in 2016/17 and 2017/18 by having to receive 50% of the Victoria Grants Commission allocation a year earlier than when it was due.

In the 'Current Plan' the ratio marginally falls below the strategic target of 1.25 to 1 in a few of the immediate years going forward as a result of planning to undertake a number of additional project initiatives in those years.

In the later years the ratio trends back up. This is due to a combination of removing the municipal, library and community centre project from the 2022/23 and 2023/24 budgets and the flat lining of capital works expenditure requirements in the later years.

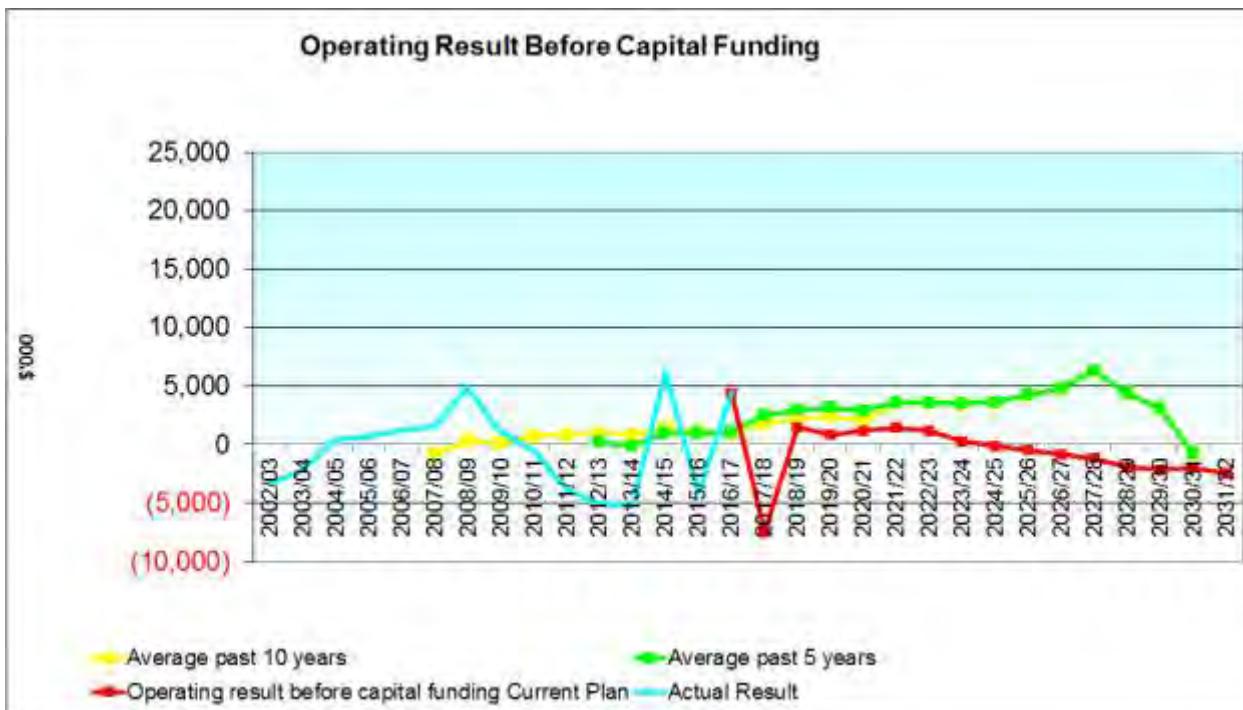
13.3 Income Statement



The operating result is sometimes referred to as the bottom line or headline result. Council's operating result was distorted in 2014/15 and 2015/16 and again in 2016/17 and 2017/18 by having to receive 50% of the Victoria Grants Commission allocation a year earlier than when it was due.

The operating results in the immediate forward budgets of the current plan are weaker when compared with previous years' plans. This is due to less rates being generated as a result of rate capping. Longer term, there is significant and consistent downward trend as a result of introducing rate capping in 2016/17.

Council plans to manage this strategic concern by allowing any future years' productivity gains that are identified to flow through to the bottom line in the later years.

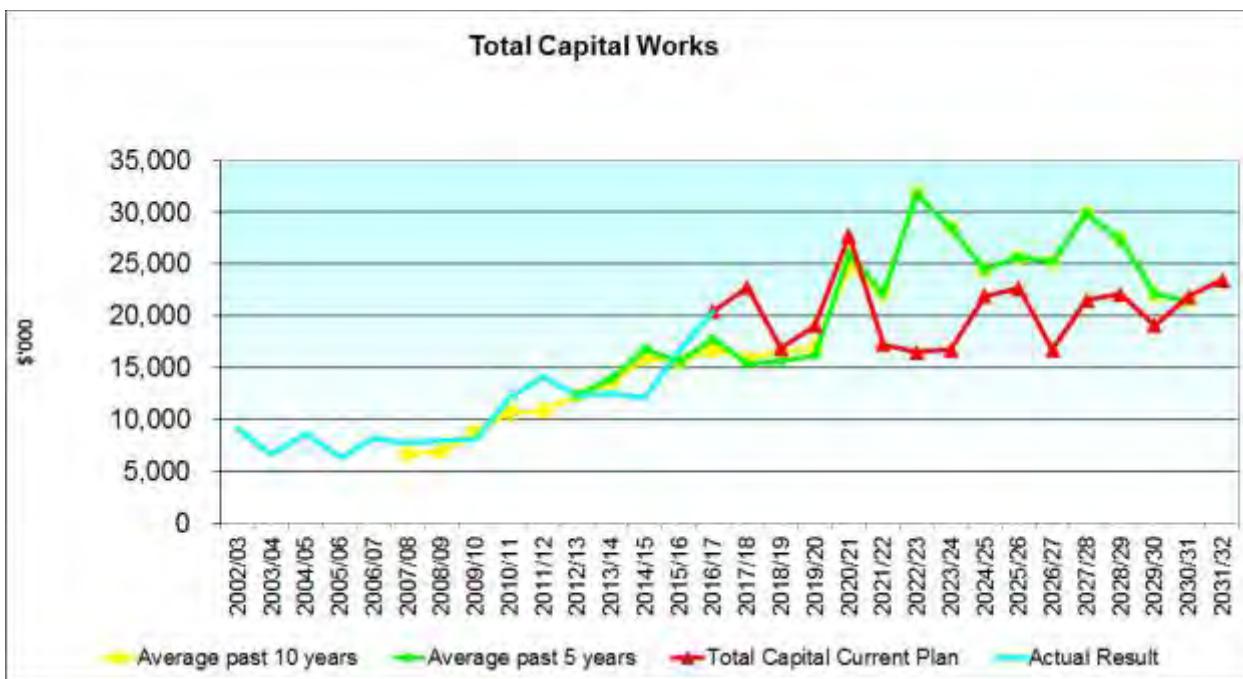


The underlying operating result is the operating result less any capital funding received. This gives a more meaningful comparison of recurrent revenue to recurrent expenditure streams in the operating statement.

The graph and explanations of the underlying operating result mirrors that of the operating result discussed above. Council is projecting to produce consistent underlying deficit results in the later years of the plan.

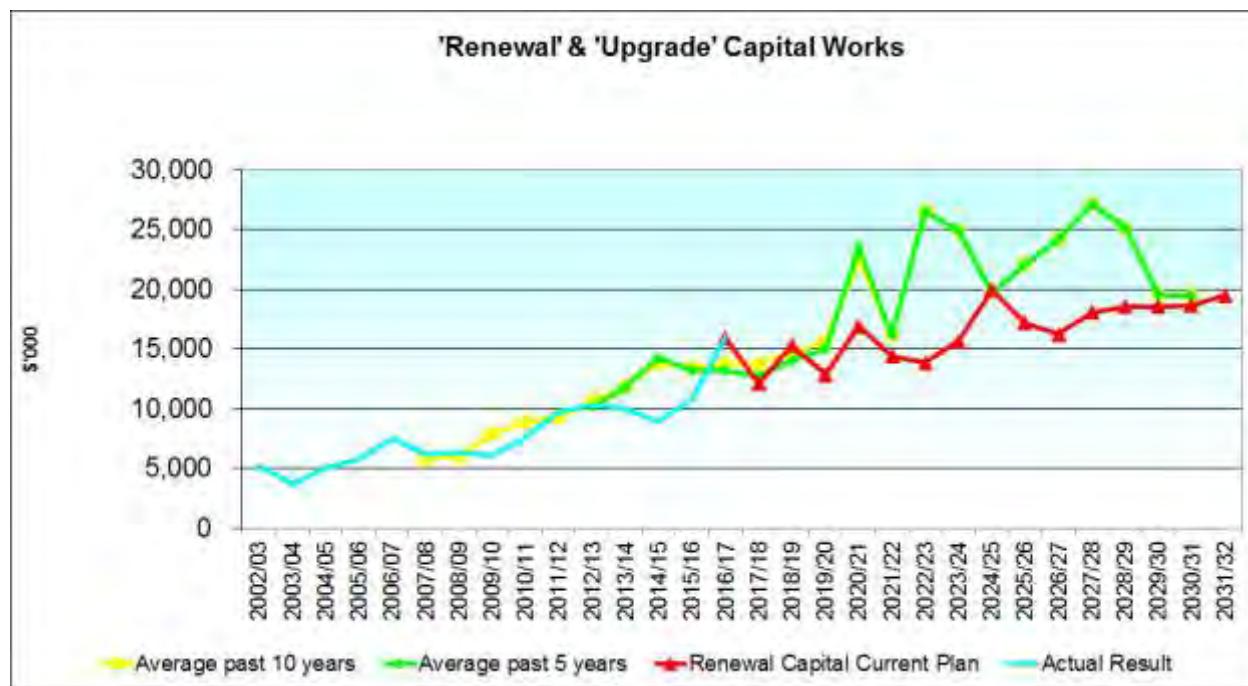
Council intends to manage the longer term downward trend in the underlying result by allowing any future years' productivity gains to flow through to the bottom line in the later years.

13.4 Capital Works Program



The profile was flat for a number of the earlier years up until 2008/09 while the strategic focus was paying off long term debt and restoring Balance Sheet strength. This then enabled increasing levels of self funded capital works allocations to be incurred in the following years.

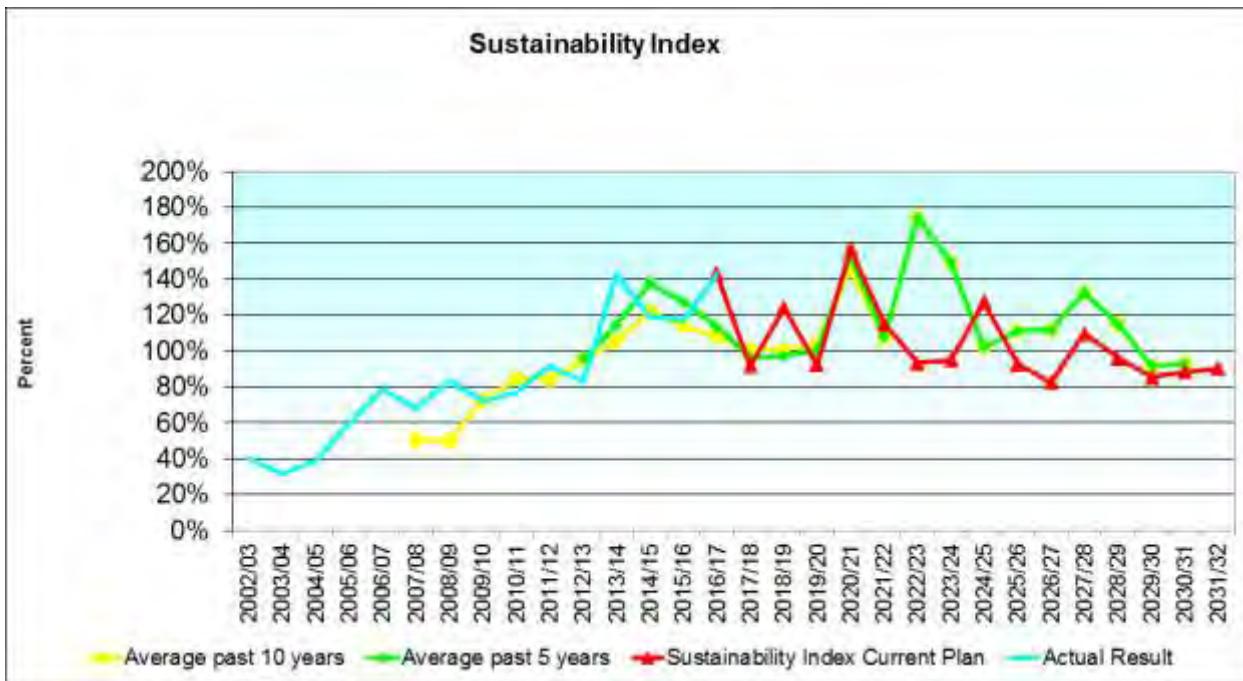
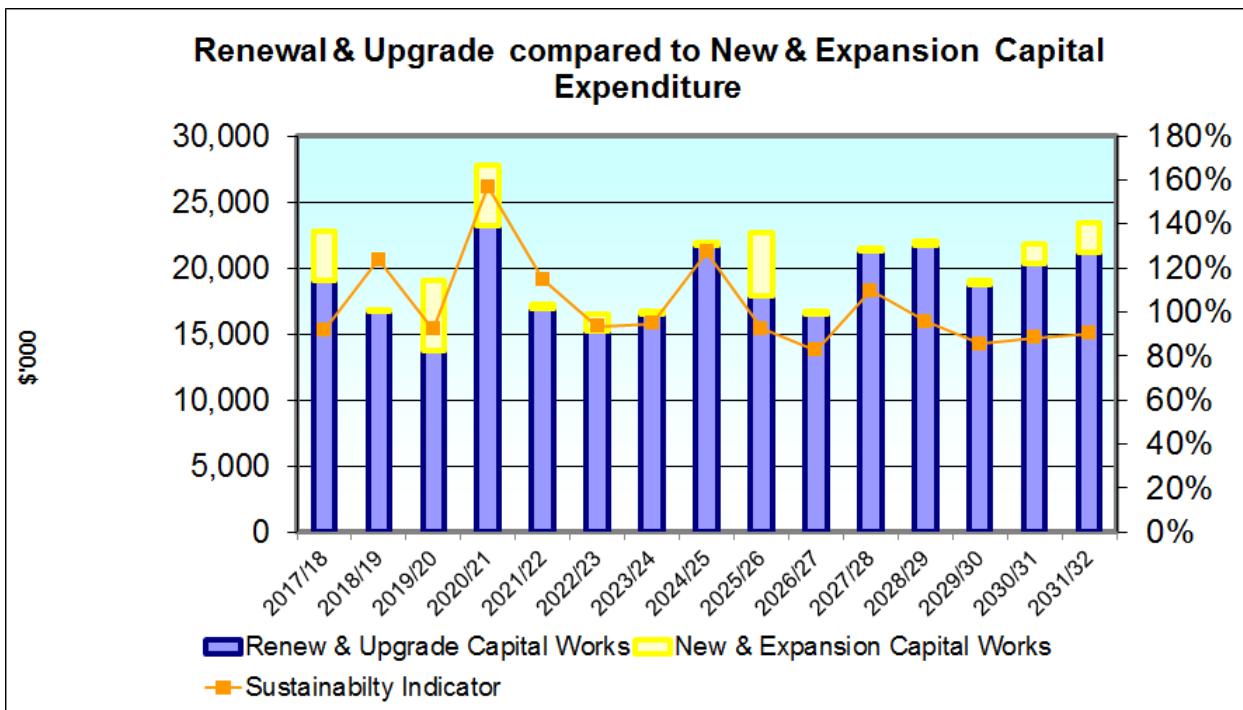
In the later years the expenditure plan flattens. It would not be unreasonable to assume that in coming years that there may be some upward rather than downward pressure on capital works funding requirements.



The general flattening of the capital renewal and upgrade budgeted expenditure in later years when compared to previous plans is due to less funding being available when rate capping was introduced in 2016/17. The reduction in costs is largely due to the revising down of forward cost indices. The actual capital works projects remain largely unchanged.

There are no asset renewal primary funding gaps for all major classes of assets. There are adequate funds for recurrent cost requirements for all major asset classes for the current defined service levels as documented in Asset Management Plans.

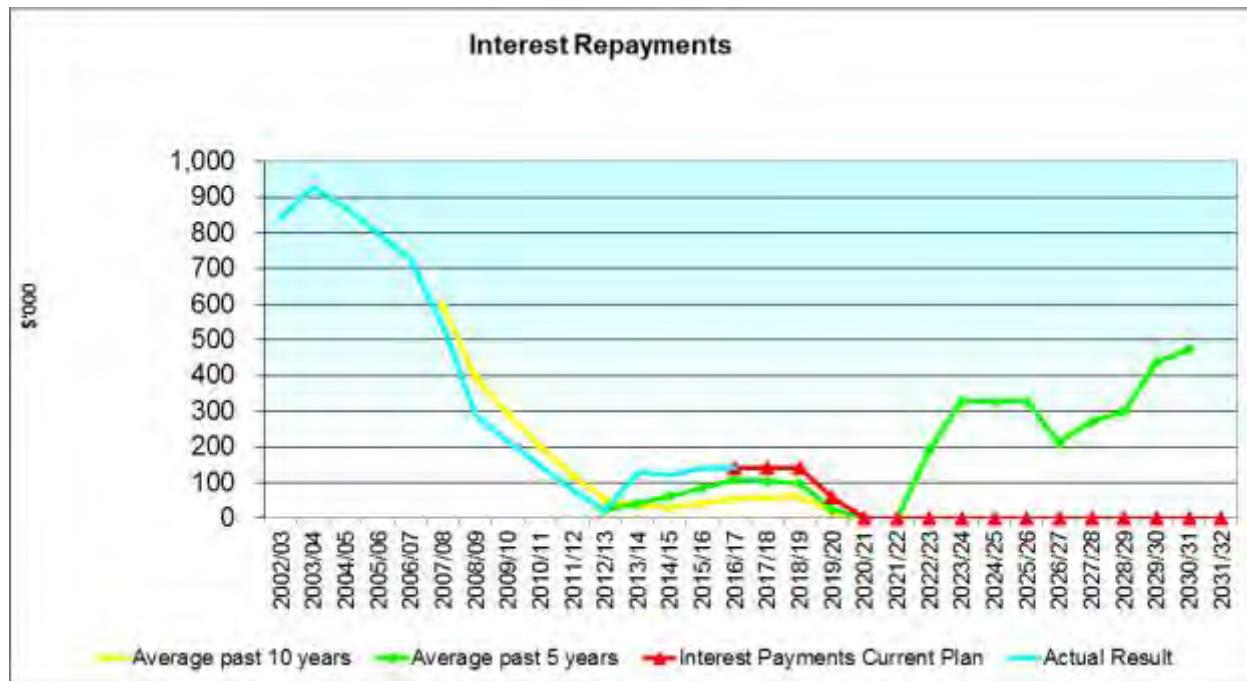
The bar chart below shows the level of 'expenditure effort' being allocated to asset renewal and upgrade projects compared with new and expansion capital projects. It also shows the asset sustainability index.



The sustainability index assesses the relationship between capital renewal and upgrade expenditure and depreciation costs for infrastructure assets. The index shows a flat lining of expenditure effort in forward budgets on renewing and upgrading assets when compared with previous year's plans.

There are no asset renewal primary funding gaps for all major classes of assets.

13.5 Borrowings



There was a favourable actual outcome in paying off borrowings relative to previous plans. This was achieved by applying 'capital income' from the sale of assets and material favourable financial outcomes achieved against long term debt.

Council borrowed funds in 2013/14 to pay the unfunded superannuation obligations of Council. In 2014/15 Council converted its borrowing into a five year bond which made the liability non-current for a number of years.

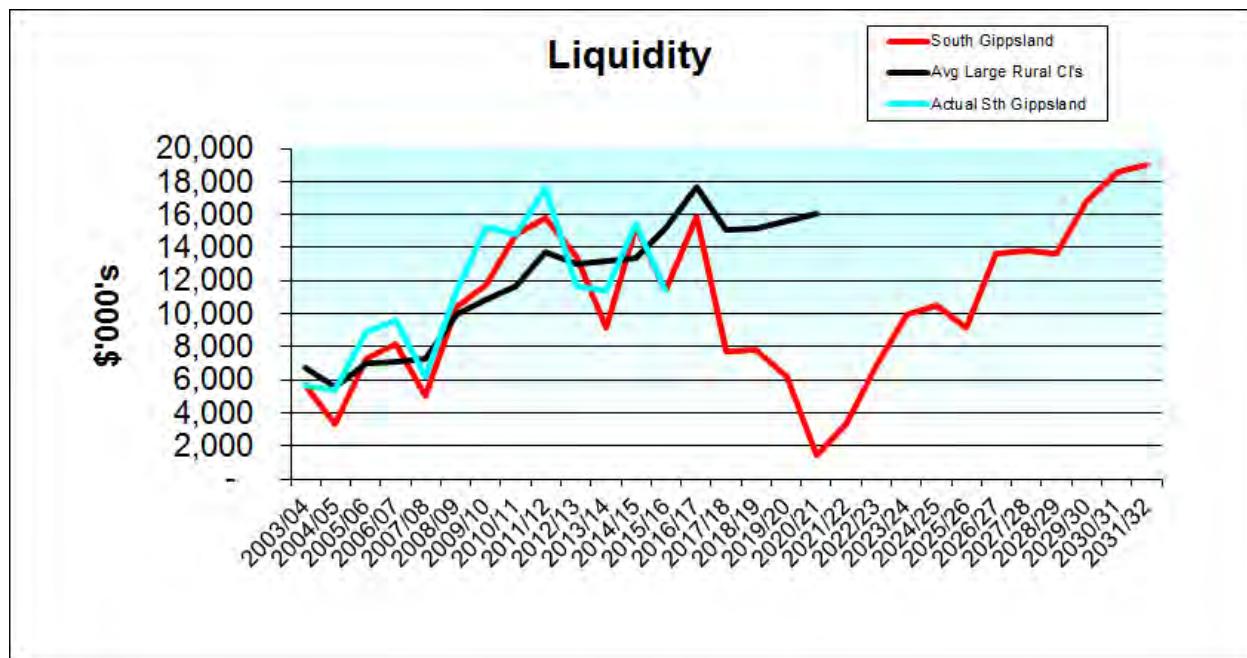
By focusing to pay off debt in the early years has significantly reduced the finance costs in the forward budgets.

14 Analysis of Current Long Term Financial Plan to Other Large Rural Councils

The following graphs benchmark the current 2017/18 Long Term Financial Plan against the average of large councils proposed 2017/18 financial plans, the lines representing:

- **South Gippsland (red line) 2017/18 Long Term Financial Plan**
- **Large councils (black line) Average of large councils financial plans**
- **Actual result (blue line) Actual past years financial results for South Gippsland**

14.1 Liquidity

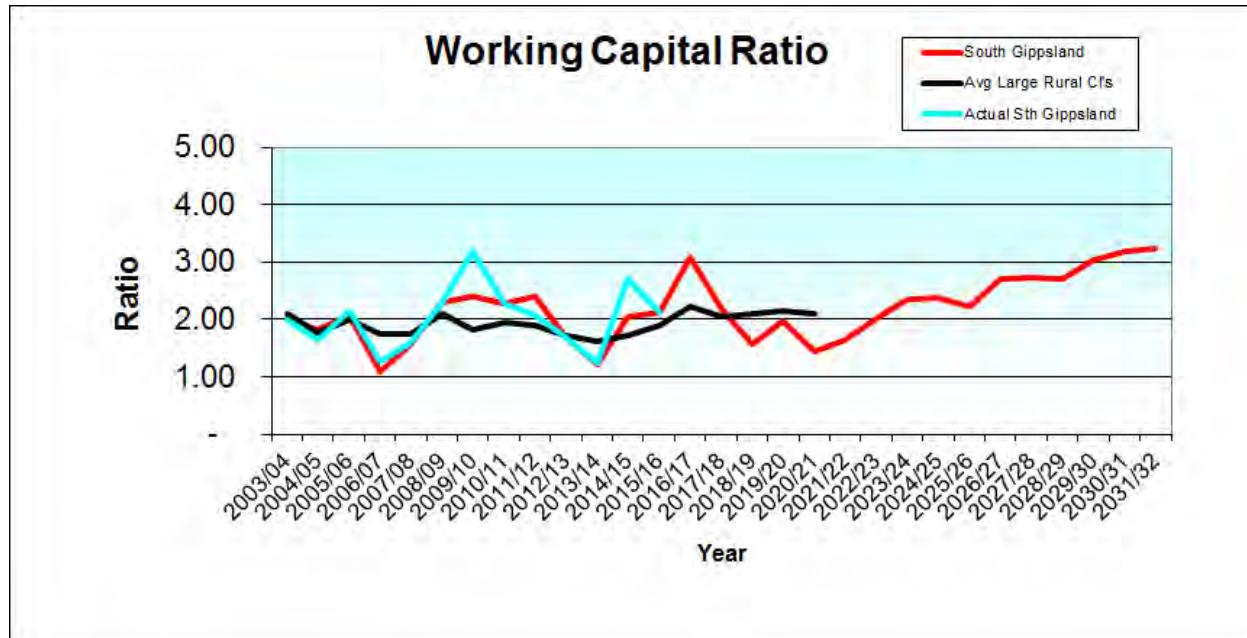


The gradual strengthening of the liquidity position in the early years is evident. The objective was to build up cash for loan redemption that was paid out in 2007/08.

Our cash position is projected to reduce in the immediate forward years when compared to large rural councils as a result of planning to undertake a number of additional project initiatives in those years.

In later years there is a significant strengthening of our planned liquidity relative to the average of other large rural councils. Caution is required to be exercised because cash backed reserves provide a favourable impact to the liquidity position.

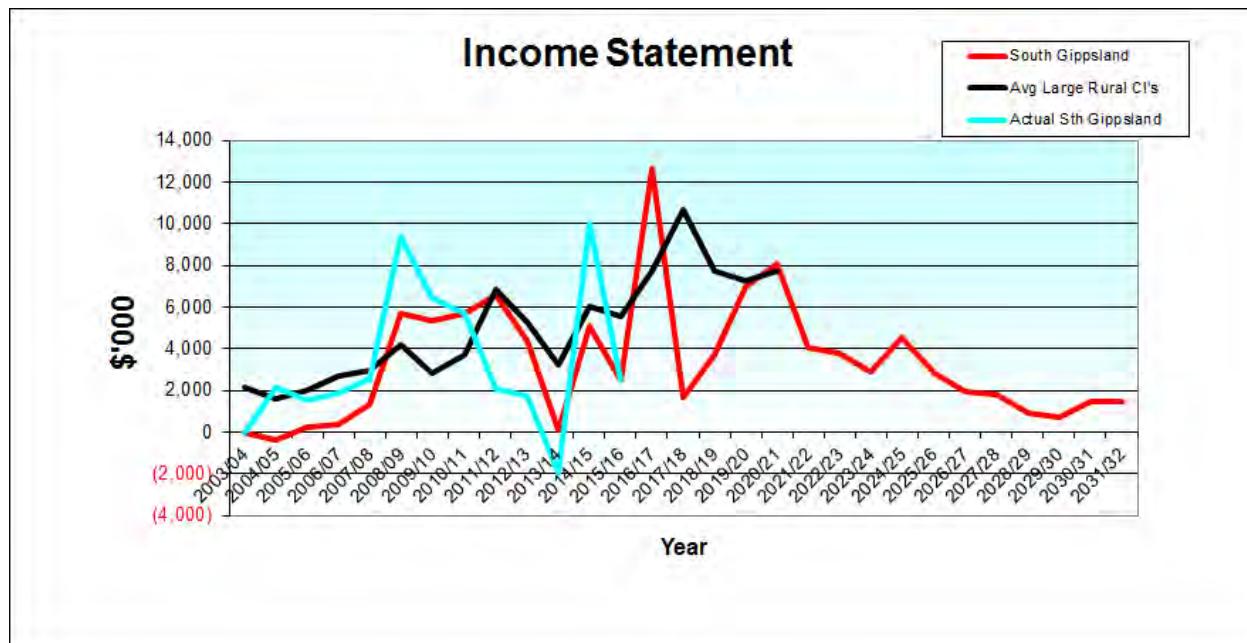
14.2 Working Capital Ratio



From a strategic financial management perspective, the working capital ratio is an important financial indicator. Aside from the technical dip in 2006/07 (recognising \$4.5m loan liability as a current liability) and the spike in 2009/10 (receiving grants in advance) the working capital ratio was comparable to that of the other large rural councils.

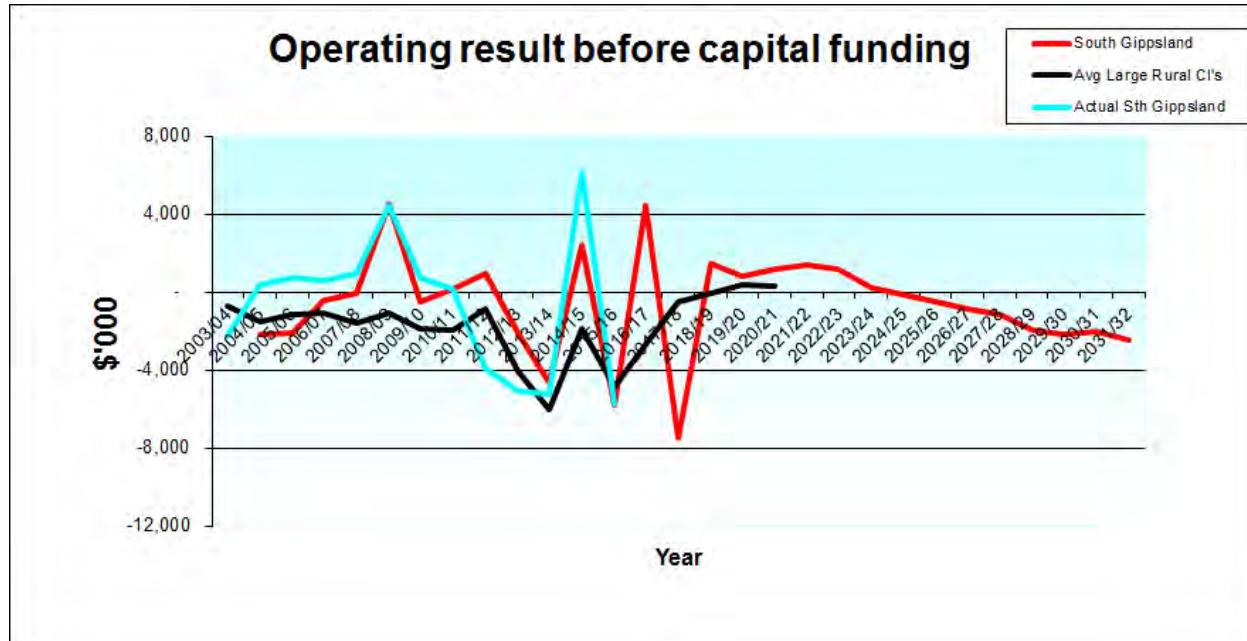
The current and immediate term trend is above the average of large rural councils for most years. Having low debt relative to the other councils helps take pressure off the working capital ratio. Again, caution is required to be exercised because cash backed reserves provide a favourable impact to the working capital ratio in the later years of the plan.

14.3 Income Statement



In preceding years, it was evident that Council had lower operating results than other large rural councils. There is a very pronounced dip in 2013/14. This is because Council expected to only receive two quarters of Victoria Grants Commission allocations (Council received 5 quarters in 2008/09 and in 2011/12). A similar situation occurred again in 2014/15 and in 2016/17 when Council received advanced payments of Victoria Grants Commission allocations.

The operating result trends down in the forward years. This is due to the longer term impact of less rates revenue being generated as a result of rate capping.



The underlying operating result is not unlike the operating result discussed above.

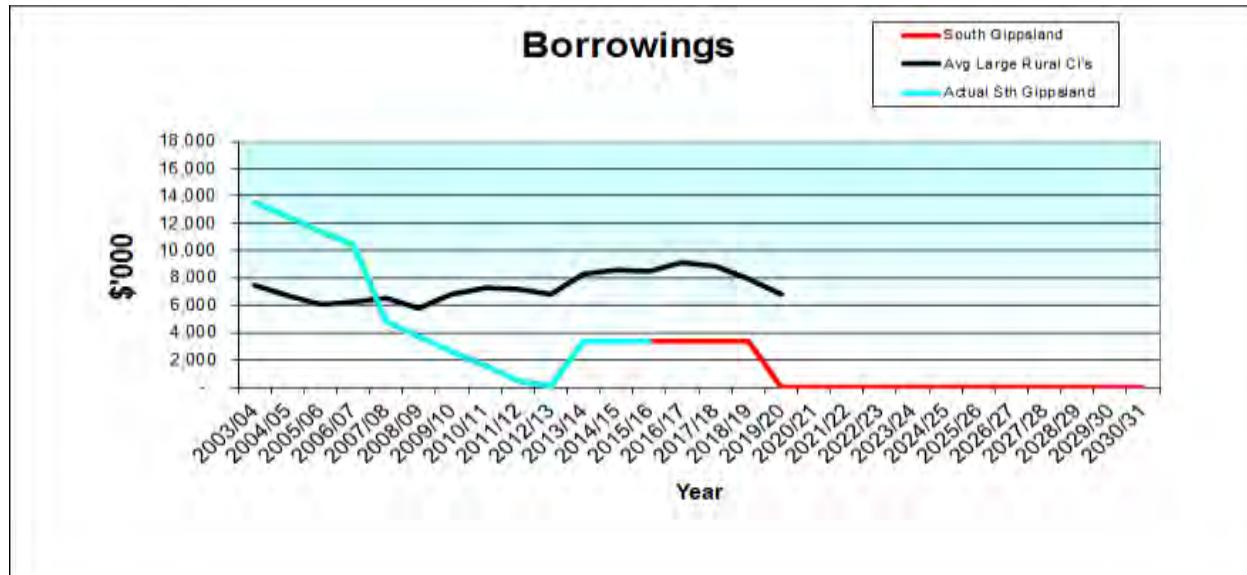
Aside from 2011/12 through to 2013/14 and again from 2015/16 to 2017/18 Council has in past years consistently produced marginal underlying surpluses.

In contrast, large rural councils on average have consistently produced underlying deficit results and are not projecting to make underlying surpluses until 2019/20.

Unfortunately, Council is projecting to produce underlying deficit results from 2024/25 and onwards. This is due to the longer term impact of less rates revenue being generated as a result of rate capping

The critical strategic challenge will be to ensure that longer term Council begins again to produce consistent underlying operating surpluses. Council intends to manage the longer term downward trend in the underlying result by allowing any future years' productivity gains to flow through to the bottom line in the later years.

14.4 Borrowings



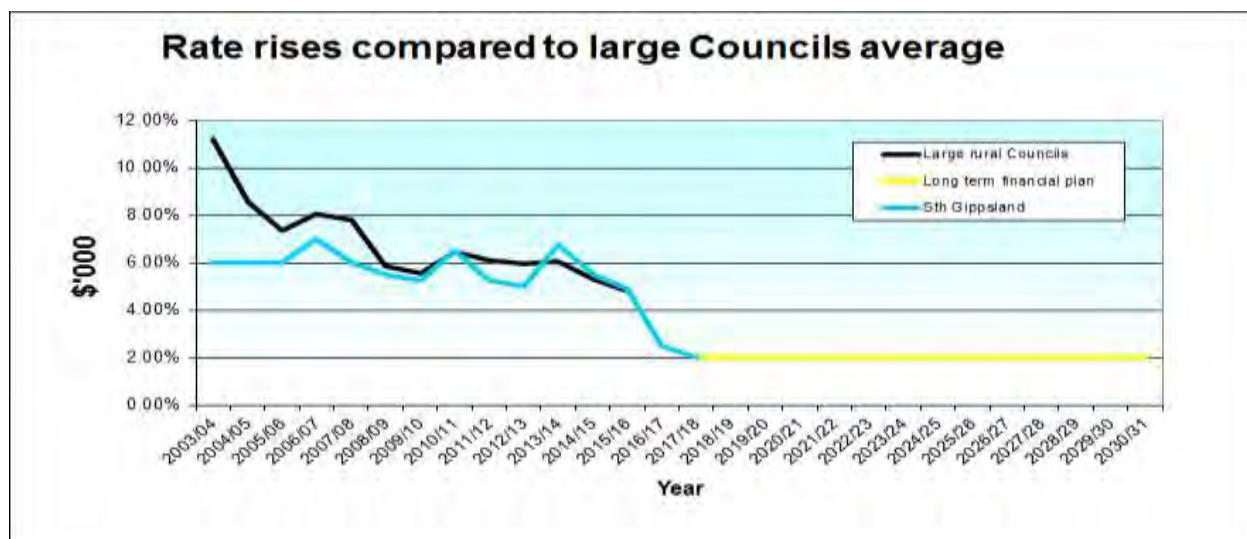
Although Council in prior years had very high debt, the strategic intent in the earlier years to reduce debt is very evident. Council's debt levels are now significantly less than the average of other large rural councils. In 2013/14 Council borrowed funds to accommodate its unfunded superannuation obligations.

14.5 Summary

Council's overall key financial performance indicators show its position to have equalled and in some instances exceeding the average of large rural councils as far as financial performance is concerned.

Concurrently, the annual rate increases have been below the state average for large rural shires in most years.

The significant reduction in rate rises in 2016/17 and onwards is as a result of Council modelling in potential ramifications of rate capping that was introduced in 2016/17. Longer term, Council will have to manage the longer term undesirable flow on impact this has on its underlying results.



15 Rating Information

This section contains information on Council's past and foreshadowed rating levels along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy 2014-2018 which is available on Council's website.

15.1 Rating context

In developing the Long Term Financial Plan, rates and charges were identified as an important source of revenue, accounting for around 62% of the total recurrent revenue received by Council annually. Prior to the introduction of rate capping in 2016/17, planning for future rate increases had been an important component of the long term financial planning process. The level of required rates and charges was 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 South Gippsland community.

The Minister for Local Government, the Honourable Natalie Hutchins announced on 19 December 2016 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

Council will now receive \$26.4m less rates & charges revenue over a 14 year period when comparing the proposed 2017/18 Budget / Long Term Financial Plan to the previously adopted 2016/17 Budget / Long Term Financial Plan.

15.2 Rating Strategy 2014-2018

Council in 2013 established a Rating Strategy Review Steering Committee consisting of seven Community members and three Councillors.

Council sought public submissions on the Proposed Rating Strategy 2014-2018 and following consideration of those submissions the final Rating Strategy 2014-2018 was adopted in June 2014.

The Rating Strategy 2014-2018 changed the rating structure to achieve a more equitable distribution of the rate burden. The more significant changes included phasing out the Municipal Charge over two years, removing the costs associated with street sweeping and public litter bin collection from the waste charge, excluding lifestyle properties from the farming differential rate, increasing the vacant, commercial, industrial and cultural and recreational differential rates and reducing the farm differential rate over two years. As a result the amount of rates and charges paid by some property owners increased whilst other property owners experienced a decrease.

In 2015 the Rating Strategy was refined to include Residential Rural / Rural Lifestyle properties equal to or greater than 18.3 hectares where primary production and uses and associated improvements are secondary to the residential uses to be classified as 'rural residential properties' for differential rating purposes. The rating differential is 70% for these properties.

The Rating Strategy 2014-2018 document is available on Council's website
www.southgippsland.vic.gov.au

15.3 Current Year Rate Increase

Due to the Rate Capping legislation that came into effect in 2016/17, Councils are able to set for the forthcoming 2017/18 year a base average rate for budgeting purposes which includes the annual impact of any supplementary rates raised in the 2016/17 year. The Minister for Local Government, the Honourable Natalie Hutchins announced on 22 December 2015 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18.

The general rate for 2017/18 will increase by 2.0%. The garbage and green waste charge will increase by 1.3% for 2017/18. It is projected that total rates and charges income which includes estimated \$302,000 in supplementary rates will increase by 3.0% over the base that was raised last year to \$40.99m.

The following table sets out future proposed rates and charges increases for rateable properties. It also shows total rates to be raised, (including waste charges and supplementary rate income) based on the forecast financial position of Council as at 30 June 2017.

Year	Rate Increase (%)	Waste Service Charge Increase (%)	Total Rates and Charges Raised \$'000
2016/17	2.50%	1.700%	39,811
2017/18	2.00%	1.30%	40,995
2018/19	2.00%	0.90%	42,092
2019/20	2.00%	0.90%	43,217
2020/21	2.00%	0.90%	44,369

15.4 Rating Structure

Council has established a rating structure that is comprised of several key elements. These are:

- Property values, which reflect capacity to pay; and
- User pays component to reflect usage of garbage services provided by Council - includes garbage and recycling.

Striking a reasonable 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. The distinction is based on the concept that different property type users should pay a fair and equitable contribution to rates.

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.

The rating structure comprises seven differential rates which includes a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161

'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to levy the rate for recreational lands at 'such amount as the Council thinks reasonable having regard to the services provided by the Council in relation to such lands and having regard to the benefit to the community derived from such recreational lands'.

The definition of Farm Land was also revised in 2014/15 so that it aligns with the Australian Valuation Property Classification codes. The objective of the revision was to only capture rateable properties which have primary production as its substantive use and exclude properties where primary production is secondary or incidental to the property uses (commonly referred to as lifestyle properties).

In 2015 the Rating Strategy was refined to include Residential Rural / Rural Lifestyle properties equal to or greater than 18.3 hectares where primary production and uses and associated improvements are secondary to the residential uses to be classified as 'rural residential' properties for differential rating purposes. The rating differential is 70%.

There are no changes in the differential rates and charges for 2017/18 relative to what was applied in 2016/17. The following table summarises the differential land categories:

Differential rate	2016/17 Differential to the General Rate	2017/18 Differential to the General Rate
General rate	100.00%	100.00%
Industrial rate	105.00%	105.00%
Commercial rate	105.00%	105.00%
Farm rate	70.00%	70.00%
Rural residential rate	70.00%	70.00%
Vacant land rate	200.00%	200.00%
Cultural and recreational rate	50.00%	50.00%

Council can raise a municipal charge to cover some of its administrative costs. The municipal charge was phased out over two financial years. For 2017/18 it will remain at nil%.

15.5 General revaluation of properties

All properties within the Shire are revalued every two years for the purpose of raising rates.

During the 2015/16 year, a revaluation of all properties within the Municipality was carried out using levels of value as at 1 January 2016 for use in the 2016/17 and 2017/18 rating years.

Overall, property valuations across the municipal district increased by 6.93%. (It should be understood that this figure on the face of it is artificially high due to the incorporation of a Windfarm for the first time in 2016/17. If the Windfarm is excluded, the overall increase is 4.82%). Under this model, Residential properties have increased on average by 5.64%, Commercial increased by 7.95%, Industrial increased by 72.81% (includes Windfarm, 1.71% not including the Windfarm), Vacant Land decreased by 0.62%, Farm increased by 4.24% and Cultural and Recreational land decreased by 2.34%. There are significant variations from the average for some individual properties.

16 Borrowing Information

16.1 Borrowing context

In developing the Long Term Financial Strategies and Long Term Financial Plan (see Section 12), borrowings were identified as an important funding source for capital works programs. In the past, Council had borrowed strongly to finance infrastructure projects, fleet purchases and for financing unfunded superannuation liabilities. Council since 2004/05 began a phase of debt reduction. This resulted in a reduction in debt servicing costs, but has meant that there was a heavy reliance on cash and investment reserves as an alternate funding source to maintain its capital works programs.

Now that long term debt has been significantly reduced, this has enabled increases in levels of funding to be released in coming years for the capital works program.

Council in 2013/14 borrowed \$4.0m to fund the unfunded superannuation obligations of Council. In 2014/15 Council converted its borrowing into a five year bond which will make the liability non-current for a number of years. The bond will be repayable in 2019/20. Council's will have \$3.35m outstanding borrowings at 30 June 2018.

The introduction of rate capping from 2016/17 has increased the likelihood of Council in future years having to consider borrowing to finance 'new' and 'extension' capital works projects.

Council's Long Term Financial Strategies gives definitive guidance in relation to borrowing for capital works projects. Rather than solely rely on prudential ratios, the strategies provide more commercially acceptable business guidance in relation to borrowing for capital projects.

16.2 Current year borrowings

For the 2017/18 year, Council has decided not to take out new borrowings.

In future years Council still has the financial capacity to consider borrowing for a major capital project if it deems it will have intergenerational benefit for the community. The Long Term Financial Strategies gives specific guidance in relation to borrowings. This will ensure that any decision made will be financially responsible and viable.

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

	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of the prior year	3,350,000	3,350,000
Total amount to be borrowed	0	0
Total amount projected to be redeemed	0	0
Total amount proposed to be borrowed as at 30 June	3,350,000	3,350,000

17 Infrastructure Information

17.1 Infrastructure context

Businesses generally acquire assets because they provide future economic benefit to the business. That is, over a period of time, the assets contribute to the wealth of the business. Local Government by definition is a 'not for profit' business. Most infrastructure assets owned or controlled by Local Government do not fulfil these criteria.

The infrastructure assets owned or controlled by Local Government are required as part of 'service delivery' at a specified level, not for profit making. Council's core business objective is not to make profits for profit sake. Local government's financial planning objective therefore, is to produce sufficient and consistent levels of operating surpluses to fund asset replacement, rather than to increase company or shareholder wealth.

Service provision, and in particular the service levels, ultimately determine the infrastructure asset requirements of Council. Legislation requires some service levels to be quantified (Road Management Act). Good business practice suggests that service levels should be quantified for all services.

All assets that are required for a particular service have to be properly managed. They have to be adequately maintained and replaced over a period of time to ensure that the specified service levels are achieved now and in the future. This of course, needs to be done in a cost efficient and effective manner.

Council has an important stewardship function in relation to the large portfolio of assets that are provided for the community's benefit. The Council's role as stewards of community assets include:

- ensuring that Council's legal obligations in regard to risk management are met;
- to represent the community as the asset owners / stakeholders;
- to ensure that the community's service needs are being met; and
- to ensure the asset / service is maintained for future generations at equitable cost.

Council staff have the responsibility to provide appropriate technical and professional advice so that Council can make the best decisions in relation to infrastructure assets.

Expenditure on infrastructure (both maintenance and capital renewal programs) is a significant financial resource requirement now and into the future.

The challenge that Local Government faces now and into the future is to adequately maintain and systematically renew assets in order to maintain a particular desired service level. The shortfall of what is being spent and what should be spent is essentially the 'funding gap'.

South Gippsland currently has no asset renewal primary funding gap for major classes of assets. There are adequate funds in the Long Term Financial Plan for recurrent cost requirements for all major asset classes for the current defined service levels as documented in Asset Management Plans.

17.2 Depreciation and Sustainability Index

Depreciation is a financial costing mechanism that systematically allocates the cost of the 'consumption of the assets service potential', over the useful life of the asset to the Income Statement. This does not imply that the depreciation cost incurred in a specific period, typically a year, ought to be spent on asset replacement in that year.

The benchmarking of depreciation to capital expenditure incurred in renewing assets (the sustainability index) is purely a 'level of expenditure effort' performance indicator, and should not be considered a key driver of asset management plans. Generating surpluses and subsequently being able to spend more on asset renewal projects would result in improving the sustainability index. It does not necessarily mean that an adequate amount is being spent at that particular point in time.

The following table sets out the sustainability index percentage for Council's fixed assets, class by class, based on the forecast capital expenditure on existing assets for the 2017/18 year:

Unrealisable Assets	Replacement Cost 2016/17	Average Annual Consumption	Average Annual Preservation	Sustainability Index %
Buildings- specialised	119,013	2,518	1,357	54%
Heritage Buildings	5,750	58	-	0%
Roads	334,387	4,505	5,224	116%
Footpaths and cycleways	19,997	225	319	142%
Kerb & Channel	21,489	180	-	0%
Bridges	53,068	363	424	117%
Major Culverts	13,272	112	124	111%
Drainage	38,821	324	134	41%
Off street carparks	6,959	59	-	0%
Waste management	11,287	658	432	66%
Other Structures	8,310	681	863	127%
Total unrealisable assets	632,353	9,683	8,877	92%

The table indicates that the 2017/18 capital works program will achieve a sustainability index of 92%.

17.3 Capital Works 15 Year Program

The 15 year capital works program in the Long Term Financial Plan details the levels of funding for capital works programs. As per the financial strategies the expenditure allocated to renewals and upgrades is given priority over extension and new works. The 15 year Capital Works program is summarised in Appendix A, Long Term Financial Plan (2017/18-2031/32).

It should be noted that capital projects, particularly in future years are budgeted with a contingency or safety margin. When future capital works programs stabilise and can be scheduled over a number of years this would enable appropriate design work and more accurate estimates to be made.

The Long Term Financial Plan puts the focus onto sustainable long term infrastructure asset management as being one of the highest priorities, because there is significant expenditure

involved coupled with the ever increasing risk management obligations to overall asset management.

Financial strategies supporting increasing funding allocations for asset renewals clearly complement overall asset management strategies. The development of appropriate Asset Management Plans add a level of sophistication by driving the funding requirements in the Long Term Financial Plan.

The ultimate goal is to have a viable business outcome that clearly documents services and service levels, including the required assets being fully funded, as well as being managed efficiently and effectively.

17.4 Key influences for 2017/18

The following influences had a significant impact on the infrastructure strategy for the 2017/18 year:

- Maintaining the level of net cash flows from operating activities being released in 2017/18 and later years budgets for capital works in a financially responsible manner;
- Availability of significant Federal funding for upgrade of roads;
- Projects not started or completed that were funded in the 2016/17 year being carried over to the 2017/18 year; and
- The four years capital projects listed in Section 3.5, Budgeted Statement of Capital Works and the 15 year plan in Appendix A, Long Term Financial Plan are subject to annual review and refinement.

18 Appendix Nature of Information

18.1 Overview to Appendices

The following appendices include additional disclosures of information, which provide support for the analysis contained in sections 1 to 17 of this report.

Whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent government.

The contents of the appendices are summarised below:

- Appendix A Long Term Financial Plan (2017/18 – 2031/32)
- Appendix B Fees & Charges Schedule
- Appendix C Budget Process

APPENDIX A - Long Term Financial Plan (2017/18 – 2031/32)

This section includes Council's forecast financial performance and financial and cash positions for the years 2017/18 to 2031/32.

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

Income Statement

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000
INCOME																
Rates and charges	39,811	40,995	42,092	43,217	44,369	45,550	46,760	48,000	49,271	50,573	51,908	53,275	54,677	56,112	58,134	60,094
Statutory fees and fines	625	618	622	530	650	673	678	689	712	729	739	760	786	816	824	844
User fees	4,053	4,183	4,460	4,629	4,855	5,045	5,199	5,314	5,443	5,575	5,710	5,849	5,991	6,137	6,286	6,423
Grants - Operating	18,048	8,228	11,954	13,030	12,346	12,345	12,873	12,883	13,451	13,504	14,086	14,154	14,752	14,836	15,451	15,529
Grants - Capital	7,656	8,669	1,872	5,763	5,980	1,672	1,672	1,672	3,406	2,296	1,672	1,882	1,672	1,672	1,672	1,672
Contributions - monetary	497	316	67	68	571	591	613	635	901	682	706	732	760	788	816	846
Contributions - non monetary	379	479	387	395	404	413	422	431	442	453	465	476	488	500	513	526
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment	104	(329)	(257)	(276)	(397)	(261)	(214)	(266)	(280)	(325)	(326)	(339)	(351)	(322)	(308)	(284)
Fair value adjustment for investment property	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other income	2,420	2,388	2,374	2,414	2,456	2,504	2,549	2,598	2,648	2,702	2,755	2,813	2,869	2,948	2,988	3,042
TOTAL INCOME	73,593	65,547	63,571	69,870	71,234	68,532	70,552	71,936	75,994	76,189	77,715	79,602	81,644	83,487	86,376	88,692
EXPENSES																
Employee costs	23,871	24,687	25,079	25,696	26,328	27,091	27,875	28,683	29,463	30,504	31,331	32,180	33,053	33,950	34,873	35,818
Materials and services	22,542	24,079	18,552	20,807	19,671	19,660	20,038	20,661	21,349	21,521	22,199	22,672	23,604	23,978	24,326	24,908
Bad and doubtful debts	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Depreciation and amortisation	11,209	11,884	12,491	13,113	13,873	14,375	15,383	16,142	17,022	17,604	18,460	19,014	20,105	20,741	21,517	22,182
Borrowing costs	142	142	142	59	0	0	0	0	0	0	0	0	0	0	0	0
Other expenses	3,213	3,120	3,576	3,239	3,312	3,386	3,462	3,540	3,628	3,718	3,811	3,906	4,004	4,104	4,206	4,311
TOTAL EXPENSES	60,978	63,913	59,841	62,915	63,185	64,513	66,759	69,027	71,463	73,348	75,802	77,773	80,767	82,774	84,923	87,220
SURPLUS (DEFICIT)	12,615	1,634	3,730	6,955	8,049	4,019	3,793	2,909	4,531	2,841	1,913	1,829	877	713	1,453	1,472
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to surplus or deficit:																
Net Asset revaluation increment (decrement)	0	25,655	0	27,526	0	30,014	0	32,786	0	36,063	0	39,569	0	43,950	0	0
Previously unrecognised assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE RESULT	12,615	27,289	3,730	34,481	8,049	34,033	3,793	35,695	4,531	38,904	1,913	41,398	877	44,663	1,453	1,472

Balance Sheet

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000
BUDGETED BALANCE SHEET																
Current assets																
Cash and cash equivalents	15,894	7,738	7,804	6,196	1,432	3,346	6,828	9,974	10,453	9,124	13,618	13,837	13,676	16,944	18,564	19,045
Trade and other receivables	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203	4,203
Other financial assets	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896	6,896
Inventories	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195
Other assets	227	227	227	227	227	227	227	227	227	227	227	227	227	227	227	227
Total current assets	27,415	15,259	19,325	17,717	12,953	14,867	18,349	21,495	21,974	20,645	25,139	25,358	25,197	28,465	30,085	30,566
Non current assets																
Trade and other receivables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	367	962
Investments in associates and joint ventures	991	991	991	991	991	991	991	991	991	991	991	991	991	991	991	991
Property, infrastructure, plant and equipment	£31,215	566,700	569,589	602,533	615,453	647,623	648,105	680,769	684,939	725,293	722,836	764,142	765,310	806,838	806,441	806,977
Investment property	729	729	729	729	729	729	729	729	729	729	729	729	729	729	729	729
Total non current assets	512,935	568,420	571,409	604,253	617,173	649,402	649,825	682,489	686,659	727,013	724,556	765,862	767,030	808,558	808,528	809,659
Total assets	560,350	567,679	590,734	621,970	630,126	664,269	668,174	703,984	708,633	747,658	749,659	791,220	792,227	837,023	838,613	840,225
Current liabilities																
Trade and other payables	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978	2,978
Trust funds and deposits	873	873	873	873	873	873	873	873	873	873	873	873	873	873	873	873
Provisions	5,045	5,085	5,125	5,165	5,205	5,245	5,285	5,325	5,365	5,405	5,445	5,485	5,525	5,565	5,605	5,645
Interest bearing loans and borrowings	0	0	3,350	0	0	0	0	0	0	0	0	0	0	0	0	0
Total current liabilities	8,896	8,836	12,326	9,016	9,056	9,096	9,136	9,176	9,216	9,256	9,296	9,336	9,376	9,416	9,456	9,496
Non current liabilities																
Provisions	2,313	2,313	1,556	1,663	1,730	1,800	1,872	1,947	2,025	2,106	2,190	2,277	2,367	2,460	2,557	2,657
Interest bearing loans and borrowings	3,350	3,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total non current liabilities	5,663	5,663	1,556	1,663	1,730	1,800	1,872	1,947	2,025	2,106	2,190	2,277	2,367	2,460	2,557	2,657
Total liabilities	14,559	14,598	13,924	10,579	10,786	10,896	11,008	11,123	11,241	11,362	11,486	11,613	11,743	11,876	12,013	12,153
Net assets	545,791	573,089	576,810	611,291	619,340	653,373	657,166	692,861	697,392	736,296	738,209	779,607	780,484	825,147	826,600	828,072
Equity																
Accumulated surplus	212,941	213,328	215,436	225,762	232,966	236,046	239,433	241,319	245,732	247,722	248,686	249,509	249,323	248,422	248,007	247,893
Reserves	332,850	389,752	380,574	388,529	386,375	417,327	417,733	451,542	451,080	488,574	489,524	530,098	531,161	576,725	578,593	580,179
Total equity	545,791	573,089	576,810	611,291	619,340	653,373	657,166	692,861	697,392	736,296	738,209	779,607	780,484	825,147	826,600	828,072

Cash Flow Statement

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000	Budget 2021/22 \$'000	Budget 2022/23 \$'000	Budget 2023/24 \$'000	Budget 2024/25 \$'000	Budget 2025/26 \$'000	Budget 2026/27 \$'000	Budget 2027/28 \$'000	Budget 2028/29 \$'000	Budget 2029/30 \$'000	Budget 2030/31 \$'000	Budget 2031/32 \$'000
BUDGETED CASH FLOW STATEMENT																
Cash flows from operating activities																
Rates and charges	39,811	40,995	42,092	43,217	44,369	45,550	46,760	48,000	49,271	50,573	51,908	53,275	54,677	56,112	57,767	59,499
Statutory fees & fines	625	618	622	630	650	673	678	689	712	729	739	760	786	816	824	844
User fees	4,053	4,183	4,460	4,629	4,855	5,045	5,199	5,314	5,443	5,575	5,710	5,849	5,991	6,137	6,286	6,423
Grants - operating	18,048	8,228	11,954	13,030	12,346	12,345	12,873	12,883	13,451	13,504	14,086	14,154	14,752	14,836	15,451	15,529
Grants - capital	7,656	8,669	1,872	5,763	5,980	1,672	1,672	3,406	2,296	1,672	1,882	1,672	1,672	1,672	1,672	1,672
Contributions- monetary	497	316	67	68	571	591	613	635	901	682	706	732	760	788	816	846
Interest received	602	602	614	626	640	655	670	685	702	719	737	756	775	794	814	834
Other receipts	1,818	1,786	1,760	1,788	1,816	1,849	1,879	1,913	1,946	1,983	2,018	2,057	2,094	2,154	2,174	2,208
Employee costs	(23,770)	(24,506)	(24,976)	(25,591)	(25,221)	(26,981)	(27,763)	(28,568)	(29,345)	(30,383)	(31,207)	(32,053)	(32,923)	(33,817)	(34,736)	(35,678)
Materials and services	(22,543)	(24,020)	(18,553)	(20,808)	(19,672)	(19,681)	(20,039)	(20,662)	(21,350)	(21,522)	(22,200)	(22,673)	(23,606)	(23,979)	(24,327)	(24,909)
Other payments	(3,213)	(3,120)	(3,576)	(3,239)	(3,312)	(3,386)	(3,462)	(3,540)	(3,628)	(3,718)	(3,811)	(3,906)	(4,004)	(4,104)	(4,206)	(4,311)
Net cash provided by (used in) operating activities	23,584	13,611	16,336	20,113	22,022	18,352	19,080	19,021	21,509	20,438	20,358	20,833	20,975	21,409	22,535	22,957
Cash flows from investing activities																
Payments for property, infrastructure, plant & equipment	(20,409)	(22,775)	(16,836)	(19,052)	(27,764)	(17,272)	(16,530)	(16,730)	(21,915)	(22,662)	(16,753)	(21,515)	(22,069)	(19,067)	(21,864)	(23,449)
Proceeds from sale of property, infrastructure, plant and equipment	1,510	1,150	708	740	978	834	932	855	885	895	889	901	933	926	949	973
Payments for / from investments	8,420	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust Funds and deposits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan advances made	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) investing activities	(10,479)	(21,625)	(16,128)	(18,312)	(26,786)	(16,438)	(15,598)	(15,875)	(21,030)	(21,767)	(15,864)	(20,614)	(21,136)	(18,141)	(20,915)	(22,476)
Cash flows from financing activities																
Finance costs	(142)	(142)	(142)	(59)	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from borrowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment of borrowings	0	0	0	(3,350)	0	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) financing activities	(142)	(142)	(142)	(3,409)	0											
Net increase (decrease) in cash and cash equivalents	12,963	(3,156)	66	(1,608)	(4,764)	1,914	3,482	3,146	479	(1,329)	4,494	219	(161)	3,268	1,620	481
Cash and cash equivalents at the beginning of the financial year	2,931	15,894	7,738	7,804	6,196	1,432	3,346	6,828	9,974	10,453	9,124	13,618	13,837	13,676	16,944	18,564
Cash and cash equivalents at the end of the financial year	15,894	7,738	7,804	6,196	1,432	3,346	6,828	9,974	10,453	9,124	13,618	13,837	13,676	16,944	18,564	19,045

Capital Works Statement

Cost Centre	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
80110 IT Capital Works	1,595,073	671,599	666,628	683,293	700,376	467,337	985,164	754,227	773,084	792,411	812,221	832,527	853,340	874,673	896,540
98010 Long Jetty Caravan Park Capital	86,710	-	109,881	66,236	107,778	37,672	41,905	-	41,861	-	46,256	478,030	-	49,812	-
73510 Buildings - Caravan Park Toilet Block - Port Welsh	376,419	-	-	-	-	-	-	-	-	-	-	-	-	-	-
98020 Yanakie Caravan Park Capital	107,699	168,116	592,975	511,413	137,167	260,482	-	38,706	-	40,666	-	42,725	-	44,888	-
73620 Coal Creek - Capital Projects	-	-	130,382	-	136,983	-	143,918	-	151,204	-	158,859	-	166,901	-	175,351
82250 Civil - Capital Works Design	195,135	199,871	200,480	201,369	202,629	203,415	209,567	216,779	224,057	231,140	238,469	246,031	253,838	261,904	270,230
82170 Roads - Anderson St Town Entrance - Leongatha	500,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
88060 Footpaths - Couper Street, Mirboo North	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93080 Pools - Splash Hydro Therapy Pool and Gymnasium- L	65,000	-	2,075,136	1,504,096	-	-	-	-	-	-	-	-	-	-	-
82040 Roads - Bair Street Streetscape - Leongatha	4,610,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82260 Civil - Foster Streetscape (Main and Station Street	700,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82270 Civil - Korumburra Commercial Streetscape	179,393	-	-	3,387,267	-	-	-	-	-	-	-	-	-	-	-
95010 Waste - Koonwarra Landfill Cells 1, 2 and 3 Cap	61,200	777,852	-	-	-	-	-	-	-	-	-	-	-	-	-
95020 Waste - Landfills	-	-	-	71,947	2,401,205	965,500	-	-	-	98,973	3,001,979	1,207,636	-	1,110,101	1,152,285
95030 Waste - Leachate Evaporation	431,574	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Cost Centre	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
System															
88050 Footpaths - Renewal	319,130	300,714	309,735	320,576	332,759	345,402	358,529	372,154	386,294	400,981	416,213	432,027	448,444	465,486	483,174
82140 Roads - North Poowong Road, Poowong	25,426	-	-	-	-	-	-	-	-	-	-	-	-	-	-
91010 Drainage - Rehabilitation Program	133,644	115,999	119,479	123,661	128,360	133,238	138,301	143,556	149,011	154,673	160,551	166,652	172,985	179,558	186,381
82240 Guard Rails - Replacement Program	173,907	113,454	97,016	120,953	127,882	130,323	92,079	185,244	145,745	157,654	130,989	131,035	143,624	175,623	182,297
73630 Buildings - Community Hub - Korumburra	-	-	-	-	-	-	-	5,407,914	-	-	-	-	-	-	-
82300 Roads - Jumbunna Rd, Bena Rd, Princess St and George	-	-	-	-	-	-	-	-	872,571	-	-	-	-	-	-
73640 Buildings - Sports Pavilion - Leongatha South	-	-	-	-	-	-	-	-	1,490,885	-	-	-	-	-	-
93090 Recreation - Soccer/Hockey fields (x3) - Leongatha	-	-	-	-	-	-	-	-	3,059,814	-	-	-	-	-	-
73650 Buildings - Kindergarten - Nyora	-	-	-	-	-	1,096,670	-	-	-	-	-	-	-	-	-
82320 Roads - Roads/Drainage (Special Charge Scheme 33.3)	-	-	-	-	-	-	-	-	-	-	-	-	1,605,289	2,245,702	-
82350 Civil - Loch Streetscape (Stage-1)	-	-	731,899	-	-	-	-	-	-	-	-	-	-	-	-
95070 Waste - Transfer Stations	-	-	217,781	-	-	-	-	-	-	-	-	-	-	-	-
99010 Sun Shelter - Tarwin Lower to Venus Bay Walking Track	19,364	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82310 Roads - Sth Gipps Hwy and Radovick St - Korumburra	-	-	-	-	-	-	-	-	-	-	-	1,717,632	-	-	-

Cost Centre	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
93110 Fish Creek School Crossing Construction	110,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93120 Great Southern Rail Trail	120,000	-	3,000,000	3,000,000	-	-	-	-	-	-	-	-	-	-	-
85060 Bridge - Ruby Arawata Road (WB330)	-	399,450	-	-	-	-	-	-	-	-	-	-	-	-	-
85070 Bridge - Bass Valley Road (KB080)	-	-	132,917	-	-	-	-	-	-	-	-	-	-	-	-
85080 Bridge - Bass Valley Road (KB090)	-	-	-	249,661	-	-	-	-	-	-	-	-	-	-	-
85090 Bridge - Powneys Road Bridge (WB370)	320,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
85100 Bridge - Bass Valley Road (KB120)	-	-	-	-	298,482	-	-	-	-	-	-	-	-	-	-
85120 Bridge - Huttons Road (KB200)	-	-	-	-	-	-	-	-	-	-	418,692	-	-	-	-
85130 Bridge - Berrys Road (KB140)	-	-	-	-	-	-	-	-	-	-	-	205,254	-	-	-
85150 Bridge - Wynnes Road (KB390)	-	-	-	-	-	-	-	-	-	-	-	-	450,248	-	-
85170 Bridge - Standfields Road (SB670)	-	-	-	-	-	-	-	-	-	-	-	-	-	168,495	-
93010 Recreation - Community Infrastructure Projects	-	191,084	196,817	203,706	211,447	219,482	227,822	236,479	245,465	254,793	264,475	274,525	284,957	295,785	307,025
93140 Recreation - Venus Bay Skate Park	125,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93180 Recreation - Korumburra Skate Park	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
82110 Roads - Reseals (Partially funded R2R)	1,872,944	1,921,573	1,977,839	2,044,848	2,119,876	2,196,857	2,276,665	2,360,114	2,446,927	2,534,932	2,626,053	2,720,425	2,818,149	2,920,002	3,025,559
82120 Roads - Reseal Preparation	829,348	850,512	874,260	901,954	932,969	963,321	993,881	1,026,101	1,059,350	1,094,233	1,130,396	1,167,697	1,206,157	1,246,597	1,288,407
82210 Roads - Sealed Rehabilitation Program	1,137,348	2,346,182	2,290,108	1,790,266	2,957,585	4,460,888	4,614,183	4,695,971	4,664,431	4,439,352	5,465,049	5,652,849	5,652,849	5,867,657	6,090,628
82330 Roads - Bass Highway / Simons	-	-	-	912,832	-	-	-	-	-	-	-	-	-	-	-

Cost Centre	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Lane Intersection an															
82340 Roads - Relocated Simons Lane Sealing - Leongatha	-	-	-	-	724,125	-	-	-	-	-	-	-	-	-	-
82370 Walkerville North - Road and Retaining Wall Protec	130,650	-	-	-	-	-	-	-	-	-	-	-	-	-	-
88070 Footpaths - McCartin Street (Begg to Worthy St) -	-	-	67,616	-	-	-	-	-	-	-	-	-	-	-	-
85040 Bridge - Rehabilitation Program	104,040	-	92,795	108,783	-	251,705	261,270	271,198	281,504	292,201	93,481	109,578	-	57,433	352,103
85010 Bena Kongwak Bridge	2,100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
85050 Major Culvert - Renewal Program	124,328	72,250	94,967	98,290	102,026	67,071	150,234	114,104	118,440	53,800	199,383	151,075	151,074	156,815	162,774
93020 Recreation - Kindergartens Playground Replacement	18,598	20,015	16,152	23,525	25,639	27,944	30,331	-	-	-	39,794	-	65,622	-	-
93060 Playgrounds - Replacement Program	113,425	178,780	131,377	191,702	150,398	156,114	227,862	324,435	214,884	178,443	138,918	300,407	249,458	78,288	92,391
79120 Plant - Plant Purchases	1,220,919	1,520,617	1,860,788	2,595,625	1,482,694	1,519,762	1,557,756	1,596,700	1,636,617	1,628,673	1,620,767	1,612,900	1,605,069	1,645,196	1,686,326
79110 Fleet - Fleet Purchases	1,036,586	1,062,501	1,127,697	1,116,291	1,144,198	1,214,407	1,202,123	1,232,176	1,307,783	1,294,555	1,326,919	1,408,340	1,394,094	1,428,946	1,464,670
88040 Footpaths - Extension Program	221,450	28,362	62,413	134,579	106,623	145,003	150,514	156,235	162,174	168,331	174,728	181,368	188,260	195,414	202,840
82200 Roads - Hudsons Road, Korumburra South	1,150,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93130 Recreation - Baromi Park Masterplan & Associated Works	300,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
73700 RSL / Carinos Land and Library Hub Investigation	25,000	400,000	100,000	5,100,000	-	-	-	-	-	-	-	-	-	-	-

Cost Centre	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
73580 Buildings - Renewal Program	640,899	1,138,874	698,625	349,390	1,024,429	54,377	2,981,270	2,722,266	2,121,731	2,936,349	2,986,022	1,738,265	2,962,514	3,035,975	3,183,937
93070 Pools - Renewal Program	529,118	67,278	1,022,069	247,311	2,383,760	582,356	-	-	-	-	-	-	-	-	-
73670 Buildings - Caravan Park Toilet Block - Waratah Ba	142,694	292,522	-	-	-	-	-	-	-	-	-	-	-	-	-
99020 Pools - Refurbishment Design - Mirboo North	180,000	3,800,000	-	-	-	-	-	-	-	-	-	-	-	-	-
93160 Recreation - Korumburra Recreation Centre	175,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
93170 Recreation - Korumburra Recreation Reserve	175,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
73530 Buildings - Early Years Renewal Program	-	160,106	53,849	980,281	56,575	1,029,908	-	60,925	1,109,098	-	65,609	1,194,377	-	-	-
82180 Roads - Deviation of Koonwarra-Pound Creek Road - Leongatha	17,761	-	-	-	-	-	-	-	-	-	-	-	-	-	-
95060 Waste - Landfill Cover	-	37,879	-	-	-	-	85,716	-	-	-	-	96,979	-	-	-
93150 Recreation - Venus Bay Environmental Projects	125,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	22,774,782	16,835,589	19,051,679	27,763,977	17,271,837	16,529,229	16,729,084	21,915,276	22,662,922	16,752,149	21,515,812	22,068,321	19,067,569	21,863,921	23,448,603

APPENDIX B - Fees and Charges

This section sets out non statutory charges of Council.

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Community Transport Cars Revenue - fees based on 34 per kilometre, minimum fee \$6.00, over 100 kms charge both ways (as can receive refund through VPTAS), any trip under 100km charge one way	0.39	0.40	2.56%	48,000
HACC Bus Foster to Welshpool	5.90	6.00	1.69%	1,320
HACC Bus Leongatha and Meeniyan	5.90	6.00	1.69%	240
HACC Bus Port Welshpool to Leongatha	13.40	13.70	2.24%	658
HACC Bus Venus Bay to Wonthaggi	5.90	6.00	1.69%	576
Home Maintenance High Fee	50.60	51.60	1.98%	516
Home Maintenance Low Fee	12.40	12.65	2.02%	13,536
Home Maintenance Medium Fee	19.10	19.50	2.09%	390
Homecare High Fee	34.00	36.75	8.09%	3,675
Homecare Low Fee	6.30	6.45	2.38%	99,330
Homecare Medium Fee	15.50	15.85	2.26%	7,925
Meals on Wheels High Fee	12.90	13.15	1.94%	-
Meals on Wheels Low Fee	9.10	9.30	2.20%	139,500
Meals on Wheels Medium Fee	9.10	9.30	2.20%	3,720
Personal Care High Fee	39.40	40.20	2.03%	1,568
Personal Care Low Fee	4.80	4.90	2.08%	23,030
Personal Care Medium Fee	9.50	9.70	2.11%	970
Personal Care Travel Greater Than 30km	0.98	1.00	2.04%	100
Private Works - Aged and Disability Services	53.30	54.35	1.97%	108,700
Private Works - Aged and Disability Services Travel Greater Than 30km	1.25	1.30	4.00%	195
Private Works - Meals on Wheels	14.20	14.50	2.11%	15,950
Respite Care High Fee	36.00	36.75	2.08%	588
Respite Care Low Fee	3.30	3.40	3.03%	11,349
Respite Care Medium Fee	4.80	4.90	2.08%	980
Respite Services Travel Greater Than 30km	0.96	0.98	2.08%	196
Aged and Disability Services Total				483,012
Road Reserve Activity Permit (Road RAP)	85.00	87.00	2.35%	15,660
Unused Road Opening Application Fee	664.00	680.00	2.41%	2,473
Assets Total				18,133
Weekly hardship rental Cabins (Standard)	-	381.00		-
Weekly hardship rental Large Deluxe	-	476.00		-
Weekly powered site hardship rental	-	133.00		-
10 Night Special Couples Cabins Off Peak Stay 10 pay 8	-	1,056.00		-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
10 Night Special Couples Cabins Peak Stay 10 pay 8	-	1,320.00		-
10 Night Special Powered Off Peak Stay 10 pay 8	-	304.00		-
10 Night Special Powered Peak Stay 10 pay 8	-	376.00		-
10 Night Special Premium Powered Peak Stay 10 pay 8	-	448.00		-
10 Night Special Premium Powered site Off Peak Stay 10 pay 8	-	360.00		-
10 Night Special Seaview Cabins Off Peak Stay 10 pay 8	-	1,088.00		-
10 Night Special Seaview Cottage Off Peak Stay 10 pay 8	-	1,800.00		-
10 Night Special Seaview Cottage Peak Stay 10 pay 8	-	2,240.00		-
10 Night Special Seaview Cabins Peak Stay 10 pay 8	-	1,400.00		-
10 Night Special Standard Cabins Off Peak Stay 10 pay 8	-	720.00		-
10 Night Special Standard Cabins Peak Stay 10 pay 8	-	912.00		-
10 Night Special Unpowered Cabins Off Peak Stay 10 pay 8	-	240.00		-
10 Night Special Unpowered Peak Stay 10 pay 8	-	304.00		-
2 Couples Cabin - (Bonus Night / Negotiable Rate)	115.00	116.00	0.87%	5,273
2 Couples Cabin (Off Peak)	131.00	132.00	0.76%	3,840
2 Couples Cabin (Peak)	164.00	165.00	0.61%	22,500
2 Family Park Cabins - (Bonus Night / Negotiable Rate)	115.00	118.00	2.61%	-
2 Family Park Cabins (Off Peak)	131.00	134.00	2.29%	-
2 Family Park Cabins (Peak)	164.00	168.00	2.44%	-
2 Seaview Cabins - (Bonus Night / Negotiable Rate)	118.00	119.00	0.85%	5,409
2 Seaview Cabins (Off Peak)	135.00	136.00	0.74%	3,956
2 Seaview Cabins (Peak)	169.00	170.00	0.59%	23,182
6 Standard Cabins - (Bonus Night / Negotiable Rate)	79.00	80.00	1.27%	3,636
6 Standard cabins (Off Peak)	90.00	91.00	1.11%	7,942
6 Standard Cabins (Peak)	113.00	114.00	0.88%	41,455
7 Night Special Couples Cabins Off Peak Stay 7 pay 6	-	792.00		-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
7 Night Special Couples Cabins Peak Stay 7 pay 6	-	990.00		-
7 Night Special Powered Off Peak Stay 7 pay 6	-	228.00		-
7 Night Special Powered Peak Stay 7 pay 6	-	282.00		-
7 Night Special Premium Powered Peak Stay 7 pay 6	-	392.00		-
7 Night Special Seaview Cabins Off Peak Stay 7 pay 6	-	816.00		-
7 Night Special Seaview Cabins Peak Stay 7 pay 6	-	1,050.00		-
7 Night Special Seaview Cottage Off Peak Stay 7 pay 6	-	1,350.00		-
7 Night Special Seaview Cottage Peak Stay 7 pay 6	-	1,680.00		-
7 Night Special Standard Cabins Off Peak Stay 7 pay 6	-	540.00		-
7 Night Special Standard Cabins Peak Stay 7 pay 6	-	798.00		-
7 Night Special Unpowered Off Peak Stay 7 pay 6	-	180.00		-
7 Night Special Unpowered Peak Stay 7 pay 6	-	228.00		-
Annual Site holder large/premium	-	4,158.00		-
Annual Site Holders	3,380.00	3,465.00	2.51%	8,750
Annual Site Holders	4,080.00	4,182.00	2.50%	95,045
Annual Site Holders Large site / Premium	-	5,018.00		-
Boom Gate Pass / Security Deposit (Refundable)	20.00	20.00	0.00%	-
Boom Gate Pass / Security Deposit (Refundable)	20.00	20.00	0.00%	-
Cleaning Charge	30.00	30.00	0.00%	-
Cleaning Charge	30.00	30.00	0.00%	-
Deluxe Cabin off peak stay 7 pay 6	-	708.00		-
Deluxe Cabin off peak stay 10 pay 8	-	944.00		-
Deluxe cabin peak stay 10 pay 8	-	1,184.00		-
Deluxe Cabin peak stay 7 pay 6	-	888.00		-
Deluxe Cabins (Jaycos) (Bonus Night / Negotiable Rate)	103.00	103.00	0.00%	5,618
Deluxe Cabins (Jaycos) (Off Peak)	117.00	118.00	0.85%	3,433
Deluxe Cabins (Jaycos) (Peak)	147.00	148.00	0.68%	20,989
Electricity quarterly Reading Charge to each Annual and Permanent Sites	85.00	87.00	2.35%	2,373

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Electricity Usage Charge - quarterly estimates - Annuals and Permanents	440.00	400.00	-9.09%	10,909
Extra Adult (Off Peak)	10.50	11.00	4.76%	1,000
Extra Adult (Off Peak)	10.50	10.00	-4.76%	-
Extra Adult Peak	13.20	10.00	-24.24%	2,727
Extra Adult Peak	10.00	10.00	0.00%	455
Extra Child (Off Peak)	4.00	4.00	0.00%	-
Extra Child (Off Peak)	4.00	5.00	25.00%	-
Extra Child Peak	5.00	5.00	0.00%	1,364
Extra Child Peak	5.00	5.00	0.00%	227
Large Deluxe Jayco Cabin (Bonus Night / Negotiable Rate)	118.00	119.00	0.85%	1,623
Large Deluxe Jayco Cabin (Off Peak)	135.00	136.00	0.74%	1,978
Large Deluxe Jayco Cabin (Peak)	169.00	170.00	0.59%	12,055
Large Deluxe Jayco off peak stay 7 pay 6	-	816.00		-
Large Deluxe Jayco peak	-	1,038.00		-
Large Deluxe off peak stay 10 pay 8	-	1,088.00		-
Large Deluxe peak stay 10 pay 8	-	1,384.00		-
Laundry / Linen Hire	15.00	15.00	0.00%	3,409
Laundry / Linen Hire	15.00	15.00	0.00%	6,818
Laundry / Linen Hire Extra	2.00	2.00	0.00%	91
Laundry / Linen Hire Extra	2.00	2.00	0.00%	909
Laundry / Washing Machines	3.00	3.00	0.00%	1,364
Laundry Usage / Washing Machines	3.00	3.00	0.00%	6,545
Permanent Site Holders (Weekly Fee)	85.00	86.00	1.18%	20,327
Powered site off peak stay 10 pay 8	-	304.00		-
Powered site off peak stay 7 pay 6	-	228.00		-
Powered site peak stay 10 pay 8	-	376.00		-
Powered site peak stay 7 pay 6	-	282.00		-
Powered Sites - (Bonus Night / Negotiable Rate)	31.00	32.00	3.23%	1,455
Powered sites (Bonus Night / Negotiable Rate)	31.00	31.00	0.00%	1,832
Powered Sites (Off Peak)	37.00	37.00	0.00%	10,764
Powered Sites (Off Peak)	37.00	38.00	2.70%	8,636
Powered Sites (Peak)	46.00	47.00	2.17%	66,227
Powered sites (Peak)	46.00	47.00	2.17%	51,273
Powered sites Peak - Concession	40.00	41.00	2.50%	-
Premium Powered Site (Beach front / larger sites) Off peak	-	45.00		9,818
Premium Powered Site (beach front / larger sites) Peak	55.00	56.00	1.82%	39,709
Seasonal Site holder 3 month	-	1,560.00		5,673

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Seasonal Site Holder 6 month	1,980.00	2,252.00	13.74%	10,236
Seasonal Site Holders 3 months	-	1,882.00		8,555
Seasonal Site Holders 6 Month	2,390.00	2,718.00	13.72%	12,355
Seaview Cottage (Off Peak)	220.00	225.00	2.27%	4,091
Seaview Cottage (Peak)	275.00	280.00	1.82%	17,818
Standard Cabins (Bonus Night / Negotiable Rate)	77.00	77.00	0.00%	2,800
Standard Cabins (Off Peak)	108.00	109.00	0.93%	6,342
Standard Cabins off peak stay 10 pay 8	-	872.00		-
Standard Cabins off peak stay 7 pay 6	-	654.00		-
Standard Cabins peak stay 10 pay 8	-	1,088.00		-
Standard Cabins peak stay 7 pay 6	-	816.00		-
Standard Cabins(Peak)	135.00	136.00	0.74%	37,091
Unpowered off peak stay 7 pay 6	-	180.00		-
Unpowered Site - (Bonus Night / Negotiable Rate)	26.00	27.00	3.85%	1,227
Unpowered Site (Off Peak)	29.00	30.00	3.45%	3,273
Unpowered site off peak stay 10 pay 8	-	240.00		-
Unpowered site peak stay 10 pay 8	-	296.00		-
Unpowered site peak stay 7 pay 6	-	222.00		-
Unpowered Sites (Peak)	36.00	37.00	2.78%	20,855
Weekly Couples cabin hardship rental	-	462.00		-
Weekly hardship rental Deluxe Jayco	-	413.00		-
Weekly Powered site Hardship rental	-	190.00		-
Weekly Seaview cabins Hardship rental	-	476.00		-
Weekly Seaview Cottage Hardship rental	-	787.00		-
Weekly Standard cabin hardship rental	-	315.00		-
Weekly Unpowered Hardship rental	-	150.00		-
Weekly unpowered hardship site rental	-	105.00		-
Caravan Parks Total				715,232
Boostrix	41.00	40.00	-2.44%	800
Flu	24.60	25.00	1.63%	10,000
Hep A Adult	75.90	76.00	0.13%	152
Hep A Paediatric	49.20	49.00	-0.41%	-
Hep B Adult	31.80	32.00	0.63%	64
Hep B Paediatric	18.50	19.00	2.70%	-
Twinrix	88.20	88.00	-0.23%	352
Varicella	80.00	80.00	0.00%	-
Children and Family Services Total				11,368
Auditorium /Boardroom Hire-1/2 day	82.00	84.00	2.44%	1,145
Auditorium/Boardroom Hire-full day	115.00	118.00	2.61%	-
Coal Creek Package - A Pioneers Life	11.75	12.00	2.13%	3,644

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Coal Creek Package - Coal at the Creek	7.00	7.10	1.43%	-
Coal Creek Package - Coal Creek Experience 1	12.00	12.20	1.67%	17,346
Coal Creek Package - Coal Creek Experience 2	9.50	9.70	2.11%	3,571
Coal Creek Package - Coal Creek Experience 3	9.50	9.70	2.11%	9,047
Coal Creek Package - It's a child's life! 1901 Style	12.50	12.80	2.40%	11,671
Coal Creek Package - Lessons from the Past	9.00	9.20	2.22%	2,743
Education Program - Bush Tramway Ride	4.26	4.30	0.94%	8,326
Education Program - Guided Tour	5.00	5.10	2.00%	6,431
Education Program - Spinning Demonstration	3.00	3.10	3.33%	282
Loads of Fire wood sold to volunteers	75.00	76.50	2.00%	695
Train Rides	7.00	7.00	0.00%	42,210
Venue Hire-Pig& Whistle	355.00	365.00	2.82%	-
Coal Creek Community Park and Museum Total				107,111
Music For the People At Mossvale Park - Adult (Over 15 years of age)	15.00	15.00	0.00%	5,005
Outdoor Swimming Pool - Adult Entry	5.20	5.50	5.77%	-
Outdoor Swimming Pool - Child Entry	4.20	4.40	4.76%	-
Outdoor Swimming Pool - Daily Family Entry	16.50	16.50	0.00%	-
Outdoor Swimming Pool - Family Season Ticket	150.00	155.00	3.33%	-
Outdoor Swimming Pool - School Single Entry	3.20	3.30	3.12%	-
Outdoor Swimming Pool - Season Ticket Child	62.00	65.00	4.84%	-
Outdoor Swimming Pool - Single Season Ticket	78.00	80.00	2.56%	-
Outdoor Swimming Pool - Spectator	1.00	1.00	0.00%	-
SPLASH - Aquatic Adventure Day - Per participant	9.50	9.40	-1.05%	-
SPLASH - Aquatic Education Aquasafe Membership Fortnightly Fee	25.20	26.00	3.17%	-
SPLASH - Aquatic Education Aquasafe Plus Membership Fortnightly Fee	28.00	28.80	2.86%	-
SPLASH - Aquatic Education Aquasafe Plus Membership Fortnightly Fee (Family Membership)	22.40	23.00	2.68%	-
SPLASH - Aquatic Membership Concession Fee	21.00	21.50	2.38%	-
SPLASH - Aquatic Membership Fortnightly Fee	26.00	26.80	3.08%	-
SPLASH - Aquatics (Casual) Adult Rec Swim	6.10	6.30	3.28%	-
SPLASH - Aquatics (Casual) Child Rec Swim	4.90	5.00	2.04%	-
SPLASH - Aquatics (Casual) Concession Rec Swim	4.90	5.00	2.04%	-
SPLASH - Aquatics (Casual) Family Rec Swim	17.50	18.00	2.86%	-
SPLASH - Aquatics (Casual) Spectator	2.00	2.00	0.00%	-
SPLASH - Aquatics (Casual) Underwater Hockey (Adult)	9.00	9.00	0.00%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
SPLASH - Aquatics (Casual) Underwater Hockey (Child / Concession)	7.80	7.80	0.00%	-
SPLASH - Challenge Fitness Camp	296.00	305.00	3.04%	-
SPLASH - Challenge Fitness Camp (member)	235.00	240.00	2.13%	-
SPLASH - Children's Programs Facility Rental - Casual Lane Hire	32.00	32.00	0.00%	-
SPLASH - Children's Programs Facility Rental - Swim Club	18.00	18.50	2.78%	-
SPLASH - Full Centre Membership Concession Family Fortnightly Fee	22.50	23.20	3.11%	-
SPLASH - Full Centre Membership Concession Fee	30.00	30.90	3.00%	-
SPLASH - Full Centre Membership Family Fortnightly Fee	30.00	30.90	3.00%	-
SPLASH - Full Centre Membership Fortnightly Fee	37.50	38.60	2.93%	-
SPLASH - Group Fitness Aqua Aerobics	12.20	12.40	1.64%	-
SPLASH - Group Fitness Aqua Aerobics (Concession)	9.80	10.00	2.04%	-
SPLASH - Memberships Aquasafe School Holiday Program Participant Fee	58.50	60.00	2.56%	-
SPLASH - Memberships Aquatic Membership Monthly Fee	53.50	55.10	2.99%	-
SPLASH - Memberships Aquatic Membership Monthly Fee (Concession)	48.00	49.50	3.13%	-
SPLASH - Memberships Pryme Movers Membership Monthly Fee	40.00	41.20	3.00%	-
SPLASH - Memberships Y Kids Club Monthly Fee	39.00	40.20	3.08%	-
SPLASH - Older Adults Programs Aqua Movers	7.30	7.50	2.74%	-
SPLASH - Older Adults Programs Disability Access Program	7.30	7.50	2.74%	-
SPLASH - Older Adults Programs Strength Training Session	7.30	7.50	2.74%	-
SPLASH - Schools - Aquatic Carnival Hire	750.00	750.00	0.00%	-
SPLASH - Schools - Aquatic Full Pool Hire (Sole Use)	120.00	125.00	4.17%	-
SPLASH - Schools - Aquatic Education (School Instructor)	3.90	4.00	2.56%	-
SPLASH - Schools - Aquatic Education (YMCA Teacher)	7.20	7.30	1.39%	-
SPLASH - Stadium Basketball Clinic	6.20	6.50	4.84%	-
SPLASH - Stadium Basketball Rental (single court)	42.00	42.00	0.00%	-
SPLASH - Stadium Birthday Parties	18.00	18.50	2.78%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
SPLASH - Stadium Entry fee - all persons	2.00	2.00	0.00%	-
SPLASH - Stadium Indoor Soccer Team Registration (Senior)	80.00	80.00	0.00%	-
SPLASH - Stadium Indoor Soccer Team sheet (Senior)	45.00	45.00	0.00%	-
SPLASH - Stadium Netball Team Registration Fee (Senior)	80.00	80.00	0.00%	-
SPLASH - Stadium Netta / Fun Net Clinic	6.20	6.50	4.84%	-
SPLASH - Stadium Schools Rental (single court)	42.00	42.00	0.00%	-
SPLASH - Stadium Soccer Clinic	6.20	6.50	4.84%	-
SPLASH - Aquatic Education Aquasafe Membership Fortnightly Fee (Family)	20.20	20.80	2.97%	-
Toora - Outdoor Swimming Pool - Adult Entry	6.20	6.30	1.61%	-
Toora - Outdoor Swimming Pool - Child Entry	4.80	4.90	2.08%	-
Toora - Outdoor Swimming Pool - Family Season Ticket	290.00	300.00	3.45%	-
Toora - Outdoor Swimming Pool - School Single Entry	3.20	3.30	3.12%	-
Toora - Outdoor Swimming Pool - Single Season Ticket Adult	150.00	160.00	6.67%	-
Toora - Outdoor Swimming Pool - Single Season Ticket Child	115.00	120.00	4.35%	-
Toora - Outdoor Swimming Pool - Spectator	1.00	1.00	0.00%	-
Toora - Outdoor Swimming Pool - Weekly Family Ticket	65.00	70.00	7.69%	-
Community Strengthening Total				5,005
Commercial - Hall Bond where liquor is not served (refundable)	225.00	225.00	0.00%	-
Commercial - Hall Bond where liquor is served (refundable)	920.00	920.00	0.00%	-
Commercial - Korumburra Office Meeting Room 1/2 day	-	95.00		86
Commercial - Korumburra Office Meeting Room full day	-	185.00		168
Commercial - Leongatha Memorial Hall Balcony Seating full day	225.00	225.00	0.00%	-
Commercial - Leongatha Memorial contractor Set up Costs (if used)	35.00	35.00	0.00%	-
Commercial - Leongatha Memorial Hall 1/2 day use set up rehearsals	370.00	370.00	0.00%	-
Commercial - Leongatha Memorial Hall Balcony Seating 1/2 day	115.00	115.00	0.00%	-
Commercial - Leongatha Memorial Hall Behind Stage 1/2 day	70.00	70.00	0.00%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Commercial - Leongatha Memorial Hall Behind Stage full day	115.00	115.00	0.00%	-
Commercial - Leongatha Memorial Hall Crockery Hire per setting	5.00	5.00	0.00%	-
Commercial - Leongatha Memorial Hall Full week hire 7 days	3,255.00	3,255.00	0.00%	2,959
Commercial - Leongatha Memorial Hall Kitchen 1/2 day	115.00	115.00	0.00%	418
Commercial - Leongatha Memorial Hall Kitchen full day	185.00	185.00	0.00%	336
Commercial - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	115.00	115.00	0.00%	836
Commercial - Leongatha Memorial Hall Meeting Rm 1 - full day	225.00	225.00	0.00%	1,636
Commercial - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	1,030.00	1,030.00	0.00%	-
Commercial - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	95.00	95.00	0.00%	864
Commercial - Leongatha Memorial Hall Meeting Rm 2 - full day	185.00	185.00	0.00%	1,682
Commercial - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	820.00	820.00	0.00%	-
Commercial - Leongatha Memorial Hall Rehearsals 1-4 hours	65.00	65.00	0.00%	591
Commercial - Leongatha Memorial Hall Rental - full day or evening	735.00	735.00	0.00%	6,014
Commercial - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	550.00	550.00	0.00%	1,000
Commercial - Leongatha Memorial Hall Whole Complex Hire	1,030.00	1,030.00	0.00%	-
Commercial - Leongatha Memorial Whole Complex Hire 1/2 Day	535.00	535.00	0.00%	-
Leongatha Memorial Hall Kitchen per hour	-	30.00		136
Non Commercial - Hall Bond where liquor is not served (refundable)	190.00	190.00	0.00%	-
Non Commercial - Hall Bond where liquor is served (refundable)	735.00	735.00	0.00%	-
Non Commercial - Leongatha Memorial contractor Set up Costs (if used)	26.00	26.00	0.00%	3,427
Non Commercial - Leongatha Memorial Hall 1/2 day use set up rehearsals	295.00	295.00	0.00%	536
Non Commercial - Leongatha Memorial Hall Balcony Seating 1/2 day	95.00	95.00	0.00%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Non Commercial - Leongatha Memorial Hall Balcony Seating full day	190.00	190.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Behind Stage 1/2 day	55.00	55.00	0.00%	100
Non Commercial - Leongatha Memorial Hall Behind Stage full day	95.00	95.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Crockery Hire per setting	4.00	4.00	0.00%	1,091
Non Commercial - Leongatha Memorial Hall Full week hire 7 days	2,625.00	2,625.00	0.00%	2,386
Non Commercial - Leongatha Memorial Hall Kitchen 1/2 day	95.00	95.00	0.00%	1,295
Non Commercial - Leongatha Memorial Hall Kitchen full day	150.00	150.00	0.00%	2,045
Non Commercial - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	95.00	95.00	0.00%	2,591
Non Commercial - Leongatha Memorial Hall Meeting Rm 1 - full day	185.00	185.00	0.00%	1,682
Non Commercial - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	820.00	820.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	75.00	75.00	0.00%	1,364
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - full day	150.00	150.00	0.00%	682
Non Commercial - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	655.00	655.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Rehearsals 1-4 hours	50.00	50.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Rental - full day or evening	590.00	590.00	0.00%	2,145
Non Commercial - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	440.00	440.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Whole Complex Hire	825.00	825.00	0.00%	-
Non Commercial - Leongatha Memorial Hall Whole Complex Hire 1/2 Day	430.00	430.00	0.00%	-
Private Functions - Korumburra Office Meeting Room 1/2 day	-	75.00		68
Private Functions - Korumburra Office Meeting Room full day	-	150.00		136
Private Functions - Leongatha Balcony Lounge Meeting Room - 1/2 day	75.00	75.00	0.00%	68
Private Functions - Leongatha Balcony Seating 1/2 day	95.00	95.00	0.00%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Private Functions - Leongatha Balcony Seating full day	190.00	190.00	0.00%	-
Private Functions - Leongatha Behind Stage 1/2 day	55.00	55.00	0.00%	50
Private Functions - Leongatha Behind Stage full day	95.00	95.00	0.00%	86
Private Functions - Leongatha Hall Bond where liquor is served (refundable)	735.00	735.00	0.00%	668
Private Functions - Leongatha Memorial Balcony Lounge Meeting Room - full day	115.00	115.00	0.00%	105
Private Functions - Leongatha Memorial contractor Set up Costs (if used)	26.00	26.00	0.00%	71
Private Functions - Leongatha Memorial Hall 1/2 day use set up rehearsals	295.00	295.00	0.00%	536
Private Functions - Leongatha Memorial Hall Crockery Hire per setting	4.00	4.00	0.00%	-
Private Functions - Leongatha Memorial Hall Full week hire 7 days	2,625.00	2,625.00	0.00%	-
Private Functions - Leongatha Memorial Hall Kitchen 1/2 day	95.00	95.00	0.00%	86
Private Functions - Leongatha Memorial Hall Kitchen full day	150.00	150.00	0.00%	136
Private Functions - Leongatha Memorial Hall Meeting Rm 1 - 1/2 day	95.00	95.00	0.00%	173
Private Functions - Leongatha Memorial Hall Meeting Rm 1 - full day	185.00	185.00	0.00%	336
Private Functions - Leongatha Memorial Hall meeting Rm 1 full week hire 7 days	820.00	820.00	0.00%	-
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - 1/2 day	75.00	75.00	0.00%	136
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - full day	150.00	150.00	0.00%	273
Private Functions - Leongatha Memorial Hall Meeting Rm 2 - Full week hire 7 days	655.00	655.00	0.00%	-
Private Functions - Leongatha Memorial Hall Rehearsals 1-4 hours	50.00	50.00	0.00%	182
Private Functions - Leongatha Memorial Hall Rental - full day or evening	590.00	590.00	0.00%	1,073
Private Functions - Leongatha Memorial Hall set up where hall deemed unusable by other parties (Weddings Expos Lyric Theatre Catwalks) full day	440.00	440.00	0.00%	800
Private Functions - Leongatha Memorial Hall Whole Complex Hire	825.00	825.00	0.00%	750
Private Functions - Leongatha Memorial Hall Whole Complex Hire 1/2 Day	430.00	430.00	0.00%	391

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Private Functions -Leongatha Hall Bond where liquor is not served (refundable)	190.00	190.00	0.00%	173
Engineering and Projects Management Total				42,367
Assessment of Land Capability Assessment	104.00	106.50	2.40%	968
Class 1 (Non Standard FSP) Food Act Premises	694.00	711.00	2.45%	6,399
Class 1 (Standard FSP) Food Act Premises	981.00	1,005.00	2.45%	-
Class 2 - Food Act Premises	694.00	711.00	2.45%	169,218
Class 3 - Food Act Premises	442.00	453.00	2.49%	37,599
Comb Hair/Beauty & Skin - Health Act	247.00	253.00	2.43%	3,289
Extension of time to existing Septic Tank PTI	388.00	397.50	2.45%	1,590
Hair/Beauty- Health Act	196.00	196.00	0.00%	-
Inspection on request (50% of registration fee)	-	-	-	-
Major permit amendment - includes inspection	197.00	202.00	2.54%	808
Minor permit amendment - no inspection	108.00	110.50	2.31%	442
New Premises Establishment Fee - Large	430.00	440.00	2.33%	2,000
New Premises Establishment Fee - Medium	212.00	217.00	2.36%	986
New Premises Establishment Fee - Small	104.00	106.50	2.40%	968
PA8FC2	436.00	446.50	2.41%	4,465
PA8FC3	310.00	317.50	2.42%	318
PA8FC4	181.50	186.00	2.48%	1,116
PAFC2	873.00	894.00	2.41%	14,304
PAFC3	622.00	637.00	2.41%	637
PAFC4	181.50	186.00	2.48%	4,650
Permit to alter a septic tank - Minor Works	392.00	401.50	2.42%	4,015
Permit to alter a septic tank system - Major Works	495.00	507.00	2.42%	5,070
Permit to Install a septic tank	702.00	719.00	2.42%	86,280
Registration of Temporary or Mobile Food Premises (attached to principal premises)	109.00	111.50	2.29%	5,474
Request for Assessment of the Waste Water Disposal System for a constructed dwelling or extra initial, construction or Final Inspection	197.00	202.00	2.54%	367
Request for copies of plans for septic.	76.00	78.00	2.63%	709
Request for Septic Plans and Permit	133.00	136.00	2.26%	1,236
Skin Penetration - Health Act	247.00	253.00	2.43%	2,277
Transfer of Registrations (50% of rego fee)	-	-	-	-
Environmental Health Total				355,185
Access - Additional Records	9.10	9.30	2.20%	-
Access - All Records	16.00	16.30	1.88%	-
All other Local Law 1 permits-that are not specifically excluded	113.45	115.70	1.98%	231
Animal permit - Excess animals	53.80	54.90	2.04%	2,745

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Animal registration for micro-chipped and desexed dogs and cats (C3)	50.40	51.40	1.98%	35,466
Animal registration undesexed dogs and cats (C2)	50.40	54.40	7.94%	27,200
Block Clearing (Fire Prevention / Hazards)	113.45	115.70	1.98%	3,155
Bulk rubbish container permit	129.15	131.70	1.97%	-
Burning off offensive material permit	497.97	507.90	1.99%	-
Cattle (First animal) - Release fee	137.55	140.30	2.00%	638
Cattle (Subsequent animals) - Release fee	6.90	7.00	1.45%	64
Dog registration for dangerous, menacing and restricted breeds (RDM)	286.60	292.30	1.99%	1,169
Dog registration for working dogs, microchipped only (C4)	50.40	51.40	1.98%	97,660
Dogs / Cats - First Offence - Pound release fee	91.75	93.60	2.02%	8,509
Dogs / Cats - Subsequent Offence - Pound release fee	149.05	152.00	1.98%	4,836
Domestic Animal Business Registration	286.60	292.30	1.99%	2,923
Door to Door trading permit	467.60	477.00	2.01%	-
Droving Cattle - daily fee per head	3.18	3.20	0.63%	-
Droving of Livestock - Application fee (no refund)	239.45	244.20	1.98%	-
Droving of Livestock - Bond	2,143.40	2,186.30	2.00%	-
Droving Other Livestock - daily fee per head	3.18	3.20	0.63%	-
Droving Sheep - daily fee per head	1.65	1.70	3.03%	-
Exotic Animals (First animal)	57.30	58.40	1.92%	-
Exotic Animals (Subsequent animals)	6.90	7.00	1.45%	-
FOI Supervision Search Fee	13.70	14.00	2.19%	-
Goats & Pigs (First animal)	57.30	58.40	1.92%	-
Goats & Pigs (Subsequent animals)	6.90	7.00	1.45%	-
Grazing Cattle - daily fee per head	1.65	1.70	3.03%	-
Grazing of Livestock - Application Fee (no refund)	120.35	122.80	2.04%	-
Grazing Other Livestock - daily fee per head	1.65	1.70	3.03%	-
Grazing Sheep - daily fee per head	1.03	1.10	6.80%	-
Impounded vehicle release	222.30	226.70	1.98%	-
Late Application for Cattle Crossing	410.30	418.50	2.00%	-
Local Law 1 release fees	139.90	142.70	2.00%	-
Local Law Footpath Occupation Permit	59.55	60.70	1.93%	13,961
NC1 – Dogs/Cats not included under NC2	149.05	152.00	1.98%	22,952
NC1P - Dogs/Cats not included under NC2 Pension	74.50	76.00	2.01%	5,700
NC2 – Dogs/Cats that qualify for reduced fee	50.40	51.40	1.98%	92,520

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
NC2P – Dogs/Cats that qualify for reduced fee Pension	25.20	25.70	1.98%	19,275
Open Air Burning Local Law Permit	59.25	60.40	1.94%	549
Other (Per animal)	3.18	3.20	0.63%	-
Pensioner fee for dog registration for working dogs, microchipped only (C4P)	25.20	25.70	1.98%	19,275
Pensioner fee for micro-chipped and desexed dogs and cats (C3P)	25.20	25.70	1.98%	7,453
Pensioner fee for undesexed dogs and cats (C2P)	25.20	25.70	1.98%	5,140
Roadside trading permit	1,042.95	1,063.80	2.00%	-
Sheep (First animal) - Release fee	28.60	29.20	2.10%	-
Sheep (Subsequent animals) - Release fee	3.18	3.20	0.63%	-
Sustenance Cat & Dog	13.70	14.00	2.19%	3,182
Sustenance Stock	15.50	15.80	1.94%	144
Vic Roads (Stock Control on Declared Roads)	692.60	706.50	2.01%	54,593
Local Laws Total				429,340
Port Welshpool boat ramp - Annual Car Park Fee	50.00	51.00	2.00%	27,818
Port Welshpool boat ramp - Daily Car Park	10.00	10.00	0.00%	2,727
Maintenance - Civil Infrastructure Total				30,545
Building Permit Document Search / Certificate Fees	154.00	157.77	2.45%	2,151
Place of public entertainment occupancy permit	629.65	645.08	2.45%	1,173
Municipal Building Total				3,324
Applications or Requests to respond to written Planning Enquiries	70.00	70.00	0.00%	2,736
Request for copies of Planning Permit and Approved Plans	135.00	135.00	0.00%	1,227
Request for copies of Planning Permit Applications on Advertising	0.40	1.00	150.00%	91
Request for copies of Planning Permit or Approved Plans	75.00	75.00	0.00%	682
Request for extension of time (first request)	239.00	250.00	4.60%	5,682
Request for extension of time (second or subsequent request)	350.00	400.00	14.29%	7,273
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by less than 100,000	102.00	540.20	429.61%	4,911
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by more than 1,000,000	604.00	1,606.60	165.99%	1,461

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Secondary Consent (anything other than single dwelling or ancillary to single dwelling) where cost of development increases by more than 100,000 but less than 1,000,000	-	728.35		3,642
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development does not increase by more than 10,000	-	94.10		3,422
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development increases by 10,000 - 100,000	239.00	296.25	23.95%	5,386
Secondary Consent (single dwelling or ancillary to single dwelling) where cost of development increases by more than 100,000	490.00	606.40	23.76%	2,756
Secondary Consent (subdivision)	386.00	620.35	60.71%	2,820
Title Searches	32.00	32.00	0.00%	1,047
To register a new Section 173 Agreement with titles office or to remove or amend Section 173 Agreement from title	502.00	620.30	23.57%	5,639
Statutory Planning Total				48,775
Asbestos	169.00	173.00	2.37%	3,303
Car Bodies (Tyres and Gas Bottles removed and drained of fluids)	-	-	-	-
Car Tyres	9.00	9.50	5.56%	-
Commercial Waste by weight	169.00	173.00	2.37%	1,575,086
Concrete Bricks Fill up to one m3	43.00	44.00	2.33%	-
Concrete	78.00	80.00	2.56%	13,091
Disposal of Clean Fill	169.00	173.00	2.37%	3,932
Earthmoving Tyre	248.00	254.00	2.42%	-
E-Waste - Laptops, Computers, Printers, DVD & VCR Players etc.	7.00	7.00	0.00%	-
E-Waste - Large CRT TV (Larger than 40cm)	19.50	20.00	2.56%	-
E-Waste - Large Plasma/LCD TV (Larger than 100cm)	13.00	13.50	3.85%	-
E-Waste - Small CRT TV/Computer Monitor (Smaller than 40cm)	13.00	13.50	3.85%	-
E-Waste - Small Plasma/LCD TV (Smaller than 100cm)	6.00	6.00	0.00%	-
Extra Charge for Tyre on Rim	11.50	12.00	4.35%	-
Gas Bottles - 10 to 20kg	13.50	14.00	3.70%	-
Gas Bottles - Larger than 20kg	25.50	26.00	1.96%	-
Gas Bottles - up to 10kg	6.50	6.50	0.00%	-
General Waste - 120 L Bin	5.50	5.50	0.00%	-
General Waste - 240L Bin	11.00	11.50	4.55%	-
General Waste - Car Boot	21.50	22.00	2.33%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
General Waste - Garbage Bag up to 120L	4.50	4.50	0.00%	-
General Waste - Large tandem trailer over 8 X 5 (Heaped Load)	-	197.00		-
General Waste - Large tandem trailer over 8 X 5 (Level Load)	-	98.50		-
General Waste - Large tandem trailer over 8 X 5 (With a Cage)	-	295.00		-
General Waste - Other Domestic	43.00	44.00	2.33%	-
General Waste - Single axle trailer over 6 x 4 (Heaped Load)	-	115.00		-
General Waste - Single axle trailer over 6 x 4 (Level Load)	-	57.50		-
General Waste - Single axle trailer over 6 x 4 (With a Cage)	-	173.00		-
General Waste - Small tandem trailer up to 8 X 5 (Heaped Load) - NEW	-	132.00		-
General Waste - Small tandem trailer up to 8 X 5 (Level Load)	-	65.50		-
General Waste - Small tandem trailer up to 8 X 5 (With a Cage)	-	197.00		-
General Waste - Standard single axle trailer up to 6 x 4 (Heaped Load)	-	78.50		-
General Waste - Standard single axle trailer up to 6 x 4 (Level Load)	-	44.00		-
General Waste - Standard single axle trailer up to 6 x 4 (With a Cage)	-	119.00		-
General Waste - Ute - up to one cubic meter	43.00	44.00	2.33%	-
Green Waste - 120L Bin	2.50	2.50	0.00%	-
Green Waste - 240L Bin	4.50	4.50	0.00%	-
Green Waste - 6 x 4 Trailer With Cage	41.00	42.00	2.44%	-
Green Waste - Amnesty Period (No Fees Charged) 1st November to 31st December	-	-	-	-
Green Waste - Car Boot / Station Wagon	6.00	6.00	0.00%	-
Green Waste - Large Single Axle Trailer (Heaped Load)	28.00	28.50	1.79%	-
Green Waste - Large Single Axle Trailer (Level Load)	14.50	15.00	3.45%	-
Green Waste - Large Single Axle Trailer With Cage	56.50	58.00	2.65%	-
Green Waste - Standard 6 x 4 Trailer (Heaped Load)	20.50	21.00	2.44%	-
Green Waste - Standard 6 x 4 Trailer (Level Load)	11.50	12.00	4.35%	62,727
Green Waste - Tandem Trailer (Heaped Load)	41.00	42.00	2.44%	-
Green Waste - Tandem Trailer (Level Load)	22.50	23.00	2.22%	-

Description	16/17 Unit Price (incl GST)	17/18 Unit Price (incl GST)	% Fee Increase	17/18 Revenue Budget (excl GST)
Green Waste - Tandem Trailer With Cage	83.00	85.00	2.41%	-
Green Waste - Ute (Heaped Load)	20.50	21.00	2.44%	-
Green Waste - Ute (Level Load)	11.50	12.00	4.35%	-
Hard Waste Collection - Pensioner	32.00	33.00	3.13%	2,610
Hard Waste Collection - Regular	94.00	96.00	2.13%	873
Large Truck Tyre	42.00	43.00	2.38%	-
Mattress - Double Bed	20.50	21.00	2.44%	-
Mattress - Single Bed	14.50	15.00	3.45%	-
Prescribed Waste	209.00	214.00	2.39%	-
Silage Plastic – Clean, in bulk bags (designated collection periods and sites only)	-	11.00		-
Silage Wrap bundled	43.00	44.00	2.33%	-
Small Truck / Four Wheel Drive Tyres	20.50	21.00	2.44%	-
Sustainability Festival Small Stall	37.00	37.00	0.00%	1,345
Transfer Station Waste to Landfill	151.50	155.00	2.31%	253,636
Tree Stumps	45.00	46.00	2.22%	544
Sustainability Total				1,917,147
Brochure Fee - Non Member (non ratepayer)	110.00	112.50	2.27%	205
Brochure Fee - Non PCRT Member (ratepayer)	93.95	95.95	2.13%	436
Brochure Fee - PORT Member sponsorship	76.95	78.50	2.01%	3,568
Central Booking Service Revenue Average	25.70	26.20	1.95%	11,671
Maps	11.00	11.00	0.00%	250
Postcards	1.00	1.00	0.00%	68
Visitor Services Total				16,198

APPENDIX C – Budget Process

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

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

The 2017/18 Budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a budgeted 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 ended 30 June 2018 in accordance with the Act and Regulations, and are consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

In advance of preparing the budget, officers firstly review and update Council's long term financial projections. Financial projections for 15 years are included in Council's Long Term Financial Plan which is produced on a rolling basis. From this, financial projections for four years are included in Council's Strategic Resource Plan.

The preparation of the budget, within this broader context, begins with officers preparing the operating and capital components of the annual budget during October through to February. A draft consolidated budget is then prepared and various iterations are considered by Council at briefings during December and February. A 'proposed' budget is prepared in accordance with the Act and submitted to Council in March 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 internet 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.

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 2017 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
• Council Plan / Business plan requirements reviewed	Jul 2016 – Jan 2017
• Previous years financial results updated into Financial Plan	Aug – Sep 2016
• Capital Works requirements reviewed	Sep – Dec 2016
• Financial strategies reviewed	Oct – Dec 2016
• Operating budgets prepared	Dec 2016 – Feb 2017
• Councillors consider draft budgets at briefing sessions	Dec 2016 – Feb 2017
• Proposed budget submitted to Council for approval	22 Mar 2017
• Public notice advising intention to endorse proposed budget	28 Mar 2017
• Budget available for public inspection & comment	28 Mar 2017
• Submissions period closes	26 Apr 2017
• Submission hearing meeting	17 May 2017
• Special Council meeting - Submissions considered by Council	24 May 2017
• Budget presented to Council for adoption	28 June 2017
• Copy of adopted budget submitted to the Minister	29 June 2017