

ORDINARY COUNCIL MEETING

AGENDA

27 APRIL 2016

at 4:00 PM

Apollo Bay Seniors Citizens Centre

Next Meeting:

25 May 2016

COPACC Meeting Rooms, Colac



Our Vision

A sustainable community with a vibrant future.

Our Mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community

Our Values

Council will achieve its Vision and Mission by acting with:

- Respect
- Integrity
- Goodwill
- Honesty
- Trust

Our Strategic Direction

The four pillars of our Council Plan indicate our key strategic direction for 2013-2017.

An underlying principle in the development of the Council Plan was to more effectively integrate service delivery.

Pillar 1: Good Governance

Pillar 2: A Planned Future

Pillar 3: A Place to Live and Grow

Pillar 4: A Healthy Community and Environment

Our Councillors

Cr Frank Buchanan (Mayor), Cr Brian Crook, Cr Michael Delahunty, Cr Stephen Hart, Cr Lyn Russell, Cr Chris Smith, Cr Terry Woodcroft (Deputy Mayor).



Ordinary Meeting of Council

Welcome

Welcome to this Meeting of the Colac Otway Shire Council

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision making process of Council

About this meeting

There are a few things to know about tonight's meeting. The agenda itemizes all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

In accordance with Local Law 4, agenda items will be considered as follows:

- The item is introduced by the Mayor and Councillors are invited to ask questions of relevant officers
- A mover and a seconder of a motion is called for and if there is any Councillor who wishes to oppose the motion.
- The mover will then be invited to speak to the motion, followed by the seconder and then, if required, the Councillor who opposed the motion.
- Remaining Councillors will be given the opportunity to speak for or against the motion.
- If any Councillor speaks against the motion, the mover will be given the right of reply.
- There will be no further discussion of the item once the vote has been declared.

Public Question Time

Provision is made at the beginning of the meeting for general question time from members of the public. Matters relating to routine Council works should be taken up with Council's Customer Assist Staff.

Up to thirty minutes may be provided for Question Time. This is at the discretion of the Mayor.

Residents are encouraged to lodge questions in advance so that a more complete response can be given.

Questions can be submitted in writing up until 5.00pm on the Monday prior to each Council meeting. There is also provision for questions to be asked from the gallery. If you would like to ask a question during Question Time, it would be appreciated if you could please fill in the blue "Public Question Time – Council Meetings" form located in the meeting rooms and hand to the COPACC Duty Supervisor.

Questions relating to a topic on the agenda may be taken on notice and responded to after the meeting. Responses to questions taken on notice will be tabled at the following meeting and included in the minutes of that meeting.

Hearing of Submissions

Any person who has made a written submission on an item and requested that she or he be heard in support of that written submission pursuant to section 223 of the *Local Government Act 1989* will be entitled to address Council.

When the relevant item is listed for discussion, the Mayor/Chairperson will call your name and ask you to address the Council. The length of time available to each speaker is five minutes.

Recording of Meetings

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings. Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy. In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

COLAC-OTWAY SHIRE COUNCIL MEETING

27 APRIL 2016

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COLAC OTWAY SHIRE COUNCIL ORDINARY MEETING OF COUNCIL

NOTICE is hereby given that the next **ORDINARY COUNCIL MEETING OF THE COLAC-OTWAY SHIRE COUNCIL** will be held in Apollo Bay Seniors Citizens Centre on 27 April 2016 at 4.00pm.

1. OPENING PRAYER

*Almighty God, we seek your
blessing and guidance in our
deliberations on behalf of the
people of the Colac Otway Shire.
Enable this Council's decisions to be
those that contribute to the true
welfare and betterment of our community.
AMEN*

2. APOLOGIES

3. DECLARATION OF INTEREST

Pursuant to Sections 77, 78 and 79 of the Local Government Act 1989, direct and indirect conflict of interest must be declared prior to debate on specific items within the agenda; or in writing to the Chief Executive Officer before the meeting. Declaration of indirect interests must also include the classification of the interest (in circumstances where a Councillor has made a Declaration in writing, the classification of the interest must still be declared at the meeting), ie:

- a) direct financial interest
- b) indirect interest by close association
- c) indirect interest that is an indirect financial interest
- d) indirect interest because of conflicting duties
- e) indirect interest because of receipt of an applicable gift
- f) indirect interest as a consequence of becoming an interested party
- g) indirect interest as a result of impact on residential amenity
- h) conflicting personal interest.

A Councillor who has declared a conflict of interest, must leave the meeting and remain outside the room while the matter is being considered, or any vote is taken.

Councillors are also encouraged to declare circumstances where there may be a perceived conflict of interest.

4. WELCOME & ACKNOWLEDGEMENT OF COUNTRY

Colac Otway Shire acknowledges the traditional custodians and law makers of this land, their elders past and present and welcomes any descendants here today.

Colac Otway Shire encourages community input and participation in Council decisions. Council meetings provide an opportunity for the community to ask Council questions, either verbally at the meeting or in writing.

Please note that Council may not be able to answer some questions at the meeting. These will be answered later.

Council meetings enable Councillors to debate matters prior to decisions being made. I ask that we all behave in a courteous manner.

All Council and Committee meetings are audio recorded, with the exception of matters identified as confidential items in the Agenda. This includes the public participation sections of the meetings.

Audio recordings of meetings are taken to facilitate the preparation of the minutes of open Council and Committee meetings and to ensure their accuracy.

In some circumstances a recording will be disclosed to a third party. Those circumstances include, but are not limited to, circumstances, such as where Council is compelled to disclose an audio recording because it is required by law, such as the Freedom of Information Act 1982, or by court order, warrant, or subpoena or to assist in an investigation undertaken by the Ombudsman or the Independent Broad-based Anti-corruption Commission.

Council will not use or disclose the recordings for any other purpose. It is an offence to make an unauthorised recording of the meeting.

5. QUESTION TIME

A maximum of 30 minutes is allowed for question time. To ensure that each member of the gallery has the opportunity to ask questions, it may be necessary to allow a maximum of two questions from each person in the first instance. Once everyone has had an opportunity to ask their initial questions, and if time permits, the Mayor will invite further questions.

Please remember, you must ask a question. If you do not ask a question you will be asked to sit down and the next person will be invited to ask a question. Question time is not a forum for public debate or statements.

1. Questions received in writing prior to the meeting (subject to attendance and time),
2. Questions from the floor.

6. TABLING OF RESPONSES TO QUESTIONS TAKEN ON NOTICE AT PREVIOUS MEETINGS

These responses will not be read out but will be included in the minutes of this meeting.

7. PETITIONS/JOINT LETTERS (if required)

8. CONFIRMATION OF MINUTES

As per Governance Local Law No 4, clause 34:

- **Ordinary Council Meeting held on the 23/03/16.**

Recommendation:

That Council:

Confirm the above minutes.

34. Objection to Confirmation of Minutes

- (1) If a Councillor is dissatisfied with the accuracy of the minutes, then he or she must:
 - (a) state the item or items with which he or she is dissatisfied; and
 - (b) propose a motion clearly outlining the alternative wording to amend the minutes.
- (2) Except where sub-clause (1) applies, no vote shall be recorded against a motion to adopt the minutes.

OM162704-1 DRAFT BUDGET 2016/2017

AUTHOR:	Mark Lyons	ENDORSED:	Sue Wilkinson
DEPARTMENT:	Corporate Services	FILE REF:	CLF11/42

Purpose

This report outlines the proposed budget document that will be tabled for consideration by Council at its meeting on 27 April 2016 to release the proposed budget for community comment and public submissions.

The proposed budget has been prepared in accordance with the requirements of the Act and the Regulations and has been prepared using the Victorian Councils model budget template.

Declaration of Interests

No officer declared an interest under the *Local Government Act 1989* in the preparation of this report.

Background

The Annual Budget is an essential planning and resource tool produced each year. The development of a considered budget is vital to the ongoing operational and financial viability of Council. The budget sets out the expected income and expenditure of both operational and capital activities for the coming year and also incorporates Council's rating strategies.

The budget is a transparent account of Council's operations in line with good governance. The budget documentation forms part of a comprehensive public accountability process and reporting that includes:

- The Council Plan
- The Strategic Resource Plan
- The Annual Budget
- Internal and External Audit
- Annual Report

Process of preparation of the proposed budget 2016/17

The proposed budget for 2016/17 has been developed in collaboration with Councillors over many months. The preparation has been thorough and comprehensive and has been focussed on delivering the services our community needs whilst also being mindful of costs. The process has identified savings and opportunities that have allowed Council to retain a strong focus on maintaining and upgrading our roads and footpaths and other essential assets.

This year, the process for the preparation of the draft annual budget has included:

- Development of detailed business cases for new and capital initiatives
- Analysis of funding options including external grant funds
- A comprehensive review of the fees and charges
- A comprehensive review of business plans
- A comprehensive review of Council's services
- A comprehensive review of all proposed capital and project works
- Development of an inclusive consultation program

The 2016/17 proposed budget has been prepared in line with the priorities outlined in key strategic documents including the Council Plan and the Strategic Resource Plan.

The 2016/17 proposed budget has been prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

Strategic Resource Plan/ Financial Strategy

The proposed budget 2016/17 incorporates the updated 2017/20 Strategic Resource Plan. The Strategic Resource Plan (SRP) is a four year plan of the financial and human resources Council required to implement the actions and deliver the objectives set out in the Council Plan 2013 – 2017.

In pursuit of its objectives, the Strategic Resource Plan embodies the following objectives for Council over the next four years including:

- Ensuring that Council's financial resources are directed to achieving the desired outcomes, strategies and initiatives articulated in the Council Plan
- Maintaining the existing range and level of service provision and developing the capacity to grow and add new services if required
- Ensuring that Council's expenditure on services and capital works is balanced with the revenue it receives
- Maintaining a viable and sustainable cash position, ensuring Council remains financially sustainable in the long-term
- Maintain debt levels below prudential guidelines
- Continuing to pursue ongoing grant funding for strategic capital funds from the state and federal government
- Ensuring critical renewal is funded annually over the timeframe of the SRP
- Ensuring a careful use of cash backed reserves to fund projects and programs that are consistent with the purpose envisaged when the reserve appropriation was originally made

Proposed budget 2016-2017 - Summary

The proposed budget 2016/17 is appended to this report. The proposed budget is considered to be prudent and responsible and will ensure that Colac Otway remains in a sustainable, low-risk financial position.

Changes have been made to the model budget template from 2016/17 with the major changes being:

- Changes to reflect the requirements of rate capping legislation.
- Significant restructuring of the document to bring all mandatory information forward into the new Budget Reports section and to move all best practice disclosure information to the new Budget Analysis section and the existing Long Term Strategies section.
- A revised Mayor's Introduction and Executive Summary section.

The draft budget proposes an overall average rate increase of 2.5%. This is in line with the new rate capping framework which has capped rate increases by Victorian councils. Unlike a number of other Councils across Victoria Colac Otway Shire has not sought an exemption from the State Government to raise rates any higher than the cap. We know that this decision reflects our communities' expectations.

Although very challenging, Council has worked hard during the preparation of this budget to change our business practices and identify smarter and cheaper ways to do things. As a result we have been able to deliver a budget that meets the states 2.5% cap by cutting Councils operating costs. Very few Councils have been able to achieve this result and we understand many Councils are preparing budget which meet the rate cap by cutting their services or reducing the amount of work they do maintaining important infrastructure such as roads and bridges and parks. Business improvement initiatives identified will result in ongoing savings in the vicinity of \$ 1.8 million over the four year estimates. Council will continue to focus on identifying sustainable cost savings that will enable it to deliver high quality, responsive and accessible services to the community.

Key highlights of the draft budget include:

- Average rates and charges rise of 2.5% (including waste collection charges) equating to \$0.88 per week
- The delivery of a significant capital works program totalling \$17.57 million. Of this \$12.48 million will be spent on renewing our community's existing assets, with a further \$4.79 million spent on upgrading our assets to improve community services
- The completion of the Colac Central Reserve redevelopment project worth \$2.81 million
- A significant roads program totalling \$9.35 million, including \$2.30 million of recovery works in bushfire affected areas
- Footpath and cycleway works of \$1.53 million, including \$975,000 on Colac CBD entrances project, \$290,000 on footpath extensions and \$225,000 on footpath renewal
- The trial of additional Green waste collections across the entire Shire for all residents receiving a kerbside collection service to coincide with the start of the fire season
- Recreational facility improvements of \$512,000, including works at the Birregurra tennis and netball courts
- \$298,000 for undertaking environmental sustainability projects
- \$216,000 for energy efficiency programs including street lighting upgrades which will generate future cost savings
- Trial of additional operating hours and day for the Apollo Bay Library commencing 1 August 2016
- The delivery of an underlying surplus
- No new borrowings

Council Plan / Other Strategies / Policy

Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

Issues / Options

Infrastructure Renewal

The budget maintains the focus on maintaining Councils community infrastructure. The 2016/17 Budget includes \$12.48 million for Asset Renewal. This amount meets the requirements of the Council resolution of 26 February 2014.

“The sum of the renewal expenditure to be not less than 100% of depreciation, where renewal expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time.”

Through Council's financial discipline and responsible decision making, Council will continue allocating funds needed to meet our infrastructure renewal target, providing a more sustainable base for Council's long-term operations.

Services and facilities

The growth in services and facilities over the past decade is seen as a positive for Colac Otway Shire. Council has prepared a proposed budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with affordability. Any increases have been carefully considered against Council's obligations to deliver existing services and to meet Council's statutory and regulatory obligations.

Some key service area highlights of the proposed budget include:

- The ongoing provision of an outstanding performing arts and cultural programme at COPACC
- Support for more than 50 events across the shire
- Continuation of the Colac 2050 Plan to promote sustainable development and growth
- Continued development of a new Council website to allow our community greater access to information and services
- Ongoing Investment to enhance the project management and continuous improvement capability of the organisation
- Increased library hours for Apollo Bay
- Continued investment in energy efficient initiatives
- Additional Green Waste collection across the Shire for all residents receiving the kerbside collection service to coincide with the start of the fire season

The budget document provides information about rates, cash and investments, the operating result, borrowing levels, financial position, capital works and the financial sustainability of Council.

Capital Works and other Projects

The 2016/17 proposed budget includes a number of projects. They include (but not limited to):

• Sealed Road reconstruction	\$3,521,752
• Central Reserve Redevelopment	\$2,810,750
• Bushfire Infrastructure	\$2,300,000
• Unsealed Road Re-sheet program	\$1,400,000
• CBD entrances project	\$ 975,000
• Local roads reseal program	\$ 900,000
• Road improvement program	\$ 500,000
• Building renewal program	\$ 450,000
• Birregurra Tennis Netball Courts Redevelopment	\$ 301,650
• Apollo Bay Harbour Development plan process	\$ 50,000

The total new project Capital Works in the proposed budget is \$16.13 million with a further approximately \$1.44 million of capital projects carried forward from 2015/16 giving a total capital works program for 2016/17 of \$17.57 million. With Council's budgeted depreciation

being \$10.24 million this covers the ratio of 150% as per the resolution from 26 February 2014 Council Meeting;

“Capital replacement expenditure to be not less than 150% of depreciation where capital replacement expenditure areas comprise components as listed in the 2012-2013 Colac Otway Shire annual report and additional areas as may be added from time to time.”

Reserve Transfers

Long Service Leave Reserve

During 2012-2013 Council received a call from the industry superannuation fund to maintain the liquidity of the Defined Benefits Superannuation scheme. This call of approximately \$3.18 million was paid during the 2012-2013 period. To pay that largely unexpected call, Council reduced the works programme for 2012-2013 and utilised funds set aside for employee Long Service Leave.

Council has committed to repay the employee Long Service Leave reserve within eight (8) years and the proposed budget includes an amount of \$162,934 to continue this.

Landfill Rehabilitation Reserve

In Keeping with our approach towards prudent financial management, Council continues to set aside funds for future commitments towards landfill rehabilitation in order to save ratepayers significant in the coming years.

Loan Borrowings

The budget for 2016/17 allows for no new borrowings to be made.

Council is budgeting to repay \$0.80 million in loan principal during 2016/17 and this includes repayment of a loan 3 years early generating ongoing financing costs savings for council. Total Council debt continues to reduce with the estimated outstanding balance expected to reduce to \$3.97 million by June 2017.

Rating and Valuations

Council's total rates and charges will increase to \$28.74 million (including supplementary rates) to enable the delivery of services and infrastructure to the community. The budget proposal is for an increase in the average rates and charges of 2.5% for the 2016-2017 financial year.

The average for 2016-2017 is forecast to be \$1,907, being \$46 or \$0.88 per week increase on 2015/16.

A new land valuation will take effect from 1 July 2016 and will be the basis of rating for the new financial year. The valuation result has overall land values across the Shire increasing by 6% and this reflects the future economic viability of the Shire. The valuation has generated a number of challenges for Council in establishing its rating structure for the coming year.

Rating is a complex process and although a significant portion of ratepayers will see a rate rise of 2.5% in line with the rate cap, this will not be the case for all ratepayers as individual properties may have had valuation changes higher or lower than the average. This will mean some ratepayers will see a rate rise less than 2.5% and some ratepayers a rise above 2.5%. Overall the amount of income generated by Council through rating has only increased by the maximum 2.5% for the financial year.

Waste Charge

The kerbside collection charge has been reviewed in the light of service costs. It is proposed to increase the kerbside collection charge as follows:

- Weekly charge has increased from \$285 to \$292
- Fortnightly charge has increased from \$189 to \$194.

Proposal

That Council give public notice of the proposed 2015/16 draft budget and advertise to receive public submissions

Financial and Other Resource Implications

Refer to the proposed budget document.

Policy Implications

A key driver for the preparation of the proposed budget is the delivery of the Council Plan 2013-2017. Council has identified a vision for a sustainable community with a vibrant future.

There are four key themes or 'pillars' identified in the Council Plan:

1. Good Governance

Means we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

Our Goal:

Ensure transparency of governance practices, the capability of our organisation and effective resource management.

2. A Planned Future

Creates an attractive shire with quality buildings and spaces, accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

Our Goal:

Facilitate the growth, liveability and development of the shire and encourage innovation and efficiency in the local economy.

3. A Place to Live and Grow

Is a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and people have access to gain the skills and education needed to reach their potential.

Our Goal:

Improve access to buildings, spaces, services and education to support and enable quality of life.

4. A Healthy Community and Environment

Actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

Our Goal:

Respect cultural differences, support a diverse range of healthy and creative activities, foster community safety and promote environmental sustainability.

Risk Management & Compliance Issues

Local Government Act 1989: (Act)

- Section 127 - "Council must prepare a budget"
- Section 129 - "Public notice"
- Section 130 - "Adoption of budget or revised budget"
- Section 223 - "Right to make submission"

Environmental and Climate Change Considerations

Not Applicable

Community Engagement

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of July 2013, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The community engagement strategy follows the recommendations of the Colac Otway Shire Council Community Engagement Policy of January 2010, which details five levels of engagement – inform, consult, involve, collaborate and empower.

The method selected has been to consult with Councillors and staff in the development of the proposed budget.

The budget for 2016/17 has been developed over many months and Council together with officers have analysed both financial and non-financial information to ensure that the budget delivers on Council's objectives and meets the services that our community requires.

The next stage of the process is to release the budget for public comment. Section 223 of the *Act* requires that the budget be available for comment for a period of at least four (4) weeks. A consultation period of five (5) weeks is proposed in line with the process adopted for the 2015/16 budget.

Community consultation is an important step in the budget process.

The community is strongly encouraged to provide comments and submissions on the financial strategies contained within the Budget document.

As part of Council's commitment to improve community engagement, drop-in information sessions will be held in Colac and Apollo Bay during the exhibition period to give community members the opportunity to ask questions of staff about the proposed budget.

Advertisements will also be placed in the local papers advising the community that documents are available for viewing on Council's website and will also be available at Council's Service Centres from Monday 2 May 2016.

Submissions must be made in writing by Friday 3 June 2016 and Council will consider any submissions received at a Special Council Meeting on Wednesday 15 June 2016 prior to the final Budget being adopted on Wednesday 22 June 2016.

Anyone wishing to be heard in support of their submission must advise Council of their intention to do so in the written submission provided by Friday 3 June 2016.

It is important that the budget is adopted as near as practicable to the commencement of the financial year. Ideally the budget should be adopted prior to the commencement of the year to which it relates. This ensures that Council is authorised to function adequately and within defined budgetary constraints from the commencement of the financial year.

The timelines proposed for approval 'in principle' of the 2016/17 annual budget, public consultation, consideration of submissions and adoption of the 2016/17 annual budget at the Council meeting on 22 June 2016.

Implementation

Advertisements will be placed in the local papers advising that documents are available for viewing. The public information sessions will be promoted widely.

Conclusion

The proposed budget has been prepared over a considerable period of time, with significant input from Councillors and officers.

The outcomes from the proposed 2016/17 budget are:

- Achieving the objectives of the Council Plan
- Maintenance of a solid financial position with a budgeted working capital ratio of 1.74 at 30 June 2016
- Maintenance of the range and level of services in the operating budget
- Maintenance of sustainability indicators in the low risk range
- Delivery of a significant capital works program and continue maintenance of existing community infrastructure
- Maintenance of rate rises within the rate cap limitations
- No additional borrowings

Attachments

1. Draft Budget 2016/2017

Recommendation:

That Council:

- 1. Endorses the proposed budget 2016/17 for the financial year (Attachments 1) for the purposes of Section 127 of the Local Government Act 1989.***
- 2. Pursuant to Section 223 (1)(b) of the Local Government Act 1989 determines that Council will consider, and if requested, hear any submissions received in relation to the proposed budget 2016/17, on Wednesday, 15 June 2016 at 1.00 pm at COPACC.***

- 3. Notes that written submissions will be accepted for a five week period closing 5:00pm Friday, 3 June 2016.***
- 4. Authorises the General Manager Corporate Services to give public notice, in accordance with Sections 129 and 223 of the Local Government Act 1989 that Council has prepared a proposed budget for the 2016-17 year, and pursuant to section 223 (3) to carry out the administrative procedures necessary to enable the Council to carry out its functions under section 223 of the Act.***
- 5. Considers for adoption the proposed budget 2016/17 at the Council Meeting on Wednesday, 22 June 2016 at 4.00 pm at COPACC, after consideration of any submissions received by Council at its Meeting on Wednesday, 15 June 2016.***

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## Colac Otway Shire Council Draft Budget Report – 2016/2017



# Colac Otway SHIRE

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



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## Mayor's introduction

the community for consideration and comment. The draft budget was developed following a rigorous process of consultation and review by Councillors supported by Council staff.

This is the final budget for the current Council. The draft budget has been prepared with an eye to the future to ensure a strong base is provided to incoming Councillors who will be elected at the October 2016 election.

Overall, I believe, this budget demonstrates Council's commitment to delivering high quality services for our community and to improving our accountability and long term financial sustainability.

Key highlights of the Draft Budget include:-

- An increase in the average rate of 2.5% (including waste collection charges) equating to 88 cents per week per property. This is one of the lowest rate rise in the history of the Shire.
- The delivery of a significant capital works program totalling \$17.57 million.  
Of this \$12.48 million will be spent on renewing our community's existing assets, with a further \$4.79 million spent on upgrading our assets to improve community services.
- The completion of the Colac Central Reserve redevelopment project worth \$2.81 million
- A significant roads program totalling \$9.35 million, including \$2.30 million of recovery works in bushfire affected areas.
- Footpath and cycleway works of \$1.53 million, including \$975,000 on Colac CBD entrances project, \$290,000 on footpath extensions and \$225,000 on footpath renewal.
- The trial of additional Green waste collections to coincide with the start of the fire season.
- Trial of additional operating hours and day for the Apollo Bay Library from 1 August 2016 in order to ensure users will never have to wait more than one day for the library to open.
- Recreational facility improvements of \$512,000, including redevelopment works at the Birregurra tennis netball courts
- Approximately \$300,000 for sustainability outcomes and \$216,000 for energy efficiency programs including street lighting upgrades which will generate future cost savings
- No new borrowings in the 2016/17 budget or forward projections
- Repayment of one loan in full three (3) years earlier than scheduled which will generate future cost savings.

The preparation of this years budget has been directly impacted by a number of external factors including the need to ensure we are well placed to respond to the needs of our communities affected by the tragic 2015

Importantly our draft budget proposes an overall average rate increase of 2.5% in line with State requirements. Colac Otway Shire has not sought an exemption from the State Government to raise rates any higher than the cap unlike a number of other Councils across Victoria. We know that this decision reflects our communities' expectations.

To achieve this significant result, Council has worked hard to change our business practices and identify smarter and cheaper ways to do things. These permanent cuts to Council's operating costs have we have been able to deliver a balanced budget. I am aware that very few Councils have been able to achieve this result without cuts to services or reductions in work to maintain critical community infrastructure such as roads and bridges and parks.

This work will continue into the future, with business improvement initiatives estimated to result in ongoing savings in the vicinity of \$1.8 million over the four year estimates.

2016 is a revaluation year and this was conducted by independent Valuers in line with our legislative requirements. This showed land values have risen across the Shire by an average of 6% indicating a very strong economic future for our community.

When land is revalued the total amount of rates the Council collects does not change. Overall the total amount of income generated by Council through rating has only increased by the maximum 2.5% for the The values of rates is redistributed to all properties according to their new value. This means some people will pay more if their property value has risen by more than the 6% average and others will pay less. This process balances out the rate requirement across all rating categories so that the total amount of rates collected by Council does not change.

Ensuring the financial sustainability of the organisation in the long term is always a key focus and I am that the forward projections indicate that the future of the organisation is sound.

Although there will be challenges, including continued constraints on income and cost shifting from other government, Council is future focussed and determined to ensure we deliver services and programs that a healthy and long term legacy for our children and our communities of tomorrow.

**Cr Frank Buchanan**  
**Mayor**

## Executive Summary

Colac Otway Shires draft Budget for 2016/17 seeks to maintain our services and infrastructure as well as deliver

This Budget projects a surplus of \$6.96m for 2016/17 and an adjusted underlying surplus result of \$1.73m after

### 1. Key things we are funding

- a) Ongoing delivery of services to the Colac Otway Shire community funded by a budget of \$42.79m.
- b) Continued investment in infrastructure and assets (\$12.08m) primarily for renewal works.
- c) The 2016/17 budget also allocates funding to major projects and initiatives including:
  - \$298,000 for undertaking environmental sustainability projects
  - \$216,000 for energy efficiency programs
  - \$159,000 to implement the regional Grow Beyond the Bell program
  - \$100,000 to continue the Small Town Improvement Program

### 2. Rating

- a. The average rate will rise by 2.5% in line with the order by the Minister for Local Government on 14 December 2015 under the Fair Go Rates System
- b. Key Drivers
  - i. To fund ongoing service delivery and maintain service levels (balanced with greater service demands from residents)
  - ii. To fund renewal of infrastructure and community assets
  - iii. To cope with cost shifting from the State Government (refer Paragraph 7 below)
  - iv. To cope with a reduction in funding from the Commonwealth Government via the Victorian Grants Commission caused by their freezing of indexation of the grant
- c. This will be a revaluation year. Valuations will be as per the General Revaluation dated 1 January 2016
- d. The waste service charge incorporating kerbside collection and recycling will increase by 2.5% per property
- e. Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50.
- f. Refer Section 6 for further Rates and Charges details.

### 3. Key Statistics

- Total Revenue: \$54.41m (2015/16 = \$50.47m)
- Total Expenditure: \$47.43m (2015/16 = \$47.64m)
- Accounting Result: \$6.96m Surplus (2015/16 = \$2.82m)  
(Refer Income Statement in Section 3)
- Adjusted Underlying operating result: Surplus of \$1.73m (2015/16 = Deficit of \$1.02m)  
(Refer Analysis of operating Budget in Section 10.1)  
(Note: Adjusted Underlying operating result is an important measure of financial sustainability as it excludes non recurrent income which is to be used for capital, from being allocated to cover operating expenses)
- Total Capital Works Program of \$17.56m
  - o \$6.34m from Council operations (rates funded)
  - o \$0 from borrowings
  - o \$0.27m from asset sales
  - o \$8.45m from external grants and contributions
  - o \$2.51m from cash and reserves
- Net Interest expense movement across 15/16 to 16/17 shows an improving net finance cost position:

|                                 | 15/16          | 16/17         |
|---------------------------------|----------------|---------------|
| • Interest Income               | \$ 292,937.27  | \$ 280,607.00 |
| • Interest Expense              | \$ 346,878.04  | \$ 267,838.00 |
| • Net Interest (Expense)/Income | (\$ 53,940.77) | \$ 12,769.00  |

#### 4. Budget Influences

##### External Influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 28 January 2016). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement during 2016/17.
- Ongoing freeze in Victoria Grants Commission funding.
- Estimated operating expenditure of \$2.1 million and capital expenditure of \$2.3 million during 2016/17 relating to recovery works from the Christmas Day 2015 bushfire at Wye River and Separation Creek. Compensation of \$4.4 million is anticipated to be received by Council via the National Disaster Relief and Recovery Arrangements and other State funding streams.
- Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, SES, fire services, 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 all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*. The levy itself is not subject to the 2.5% cap and all proceeds collected will be passed onto the State Revenue Office.
- Regional Partnerships – Council will continue to actively participate in regional partnerships to advocate for regionally significant projects and create synergies and leverage economies of scale.

*G21 Council's commit to working together to demonstrate innovation and enhance operations to improve*

- *by creating economies of scale*
- *by embracing and sharing technology*
- *by developing and sharing human resources*

##### Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a

- Renegotiation of Council's current Enterprise Bargaining Agreement to occur 2016.
- The return to full scale operation of the Bluewater Leisure Centre during 2015/16 after a comprehensive redevelopment of the site. This will affect income (from fees and charges), Employee Benefits (from increased staffing requirements arising from returning the centre to full operations) and Materials and Services (increases in utilities and consumables arising from full operation of the centre).
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources

**5. Christmas Day 2015 Bushfire**

Council's Wye River and Separation Creek communities were ravaged by bushfire on Christmas Day 2015. The 2016/17 Budget includes allowance for recovery works in the bushfire affected area. Total estimated

**6. Federal Election Priorities wish list**

- a. Lake Colac Foreshore Master Plan.
- b. Apollo Bay Harbour Redevelopment.
- c. Forrest Mountain Bike Trails
- d. Memorial Square Shrine Restoration
- e. Upgrade to Forest Street Colac
- f. Strategic Local Road Upgrades
- g. Arterial Road Network
- h. Early Years Hub
- i. Great Ocean Road
- h. Colac Intermodal Freight Facility
- i. Support for Agricultural Industry Growth
- j. Energy Efficient Lighting.

**7. Cost Shifting**

Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government

*Type 1: Cost Shifting for Specific Services*

Examples:

1. Home and Community Care (HACC)
2. State Emergency Service
3. Fire Management Services
4. Maternal and Child Health
5. School Crossing Supervision
6. Administration of the state wide temporary Food registration system 'Stretrader'

*Type 2: Loss of funding in General*

Examples:

1. A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its

*Type 3: Statutory fee that prohibits full cost recovery*

Examples:

1. Planning fees (set by the State and have been frozen for most of the past 14 years).

*Type 4: Levies*

Examples:

1. *State Government landfill levy*

The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17. The increase from

## Budget Reports

Council has prepared a Budget for 2016/17 which is aligned to the vision in the Council Plan 2013/17. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

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

- 1 Links to Council Plan
- 2 Services and service indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Grants and borrowings
- 6 Detailed list of capital works
- 7 Rates and charges

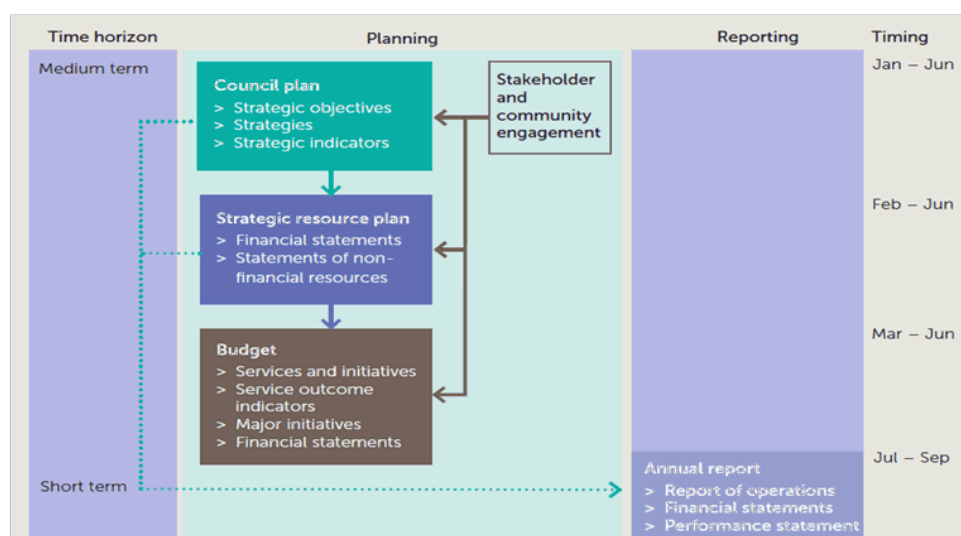


## 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations and then holding itself accountable through the Annual Report.

### 1.1 Planning and accountability framework

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



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

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

## 1.2 Our purpose

### Our vision “A sustainable community with a vibrant future”

We commit to being open and responsive to community needs; to being an effective Council, and to strive to make our Shire an inclusive, safe and desirable place to live.

### Our mission

Council will work with our community and partners to provide:

- Innovative leadership, good governance and financial accountability
- Value for money, accessible and appropriately targeted services
- A strong advocacy and engagement approach to achieve a truly liveable community.

### Our values

- **Respect** - Be open and consistent in our dealings with people and respect their views.
- **Integrity** - We will work in an open and transparent way, ensuring our processes, decisions and
- **Goodwill** - We will have an attitude of kindness or friendliness and build a good relationship with our customers and community.
- **Honesty** - We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions.
- **Trust** - We will act honestly, openly and fairly to build levels of trust.

## 1.3 Strategic objectives

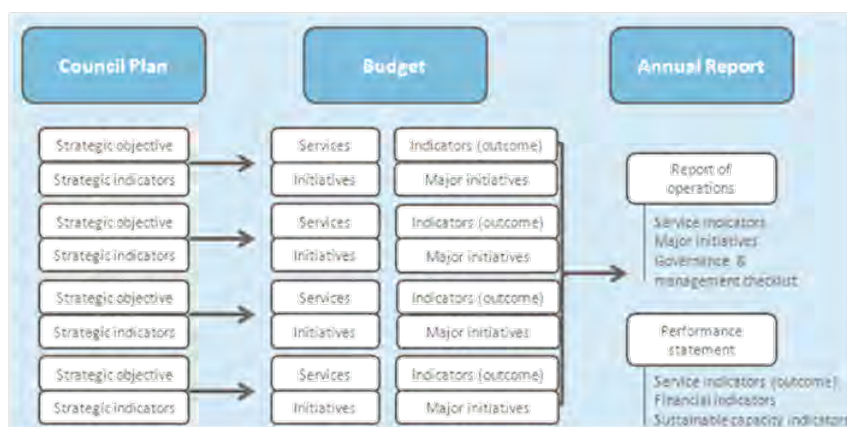
Council delivers activities and initiatives under major service categories. Each contributes to the achievement of one of the four Strategic Objectives as set out in the Council Plan for the 2013-17 years. The following table lists the four Strategic Objectives as described in the Council Plan.

| Strategic Objective                  | Description                                                                                                                                                                                                                                                                                     |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Good Governance                   | Good Governance means that we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.         |
| 2. A Planned Future                  | A Planned Future creates an attractive Shire with quality buildings and spaces accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes. |
| 3. A Place to Live & Grow            | A Place To Live and Grow provides for a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.           |
| 4. A Healthy Community & Environment | A Healthy Community actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.                                                                                                           |



## 2. Services and service performance indicators

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



Source: Department of Environment, Land, Water and Planning

## 2.1 Strategic Objective 1: Good Governance

Good Governance means that we care about and are responsive to the community, encourage democratic participation and involve people in decisions that affect them. We strive for excellence in financial management and council services, and always look for better ways to do things.

### Services

| Service area                           | Description of services provided                                                                                                                                                                                                                                                                                     | Expenditure                       |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
|                                        |                                                                                                                                                                                                                                                                                                                      | (Revenue)<br>Net Cost<br>\$'000   |
| Councillors and Chief Executive Office | This area of governance includes the Mayor, Councillors, Chief Executive Officer, Business Improvement Officer and Public Relations Team and associated support which cannot be easily attributed to the direct service provision areas.                                                                             | 1,331<br>0<br><b>1,331</b>        |
| Finance, Property and Rates            | This service has the responsibility to generate revenue for Council via rate, levies and charges and to provide sustainable and accountable financial management of Council's resources.                                                                                                                             | 12,181<br>(4,084)<br><b>8,097</b> |
| Customer Service                       | This service has the responsibility to provide the first point of contact between Council and the public through Council's Customer Service Centres. The service provides overall corporate customer service to the wider community and assists all areas of Council with the provision of corporate responsibility. | 655<br>(1)<br><b>654</b>          |
| Corporate Services Management          | This service has the responsibility to maintain strong governance and administrative systems and to ensure that these systems are responsive, accountable and transparent to internal users and community needs.                                                                                                     | 395<br>(22)<br><b>373</b>         |
| Library Service                        | The library service provides resources and oversight to the Corangamite Regional Library Corporation for the provision of information, education, recreation and enrichment for the community.                                                                                                                       | 719<br>(19)<br><b>700</b>         |
| Contract Management Service            | This service provides oversight and governance on contractual and procurement services undertaken by Council                                                                                                                                                                                                         | 121<br>0<br><b>121</b>            |
| Information Services                   | This services provides management and governance of information flows, storage and retrieval within the organisation in accordance with appropriate legislation and standards.                                                                                                                                       | 1,799<br>0<br><b>1,799</b>        |
| People, Performance & Culture          | This service provides and develops a cultural of high performance, productivity and accountability across the organisation.                                                                                                                                                                                          | 749<br>0<br><b>749</b>            |
| Risk Management Services               | This service has the responsibility to identify, record and manage all business risk associated with Council's activities. This service manages Council's insurance portfolio.                                                                                                                                       | 645<br>(12)<br><b>633</b>         |

**Major Initiatives**

|                                                |                                                                                                                                              |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Implement Council's internal audit program. | Complete internal audits as per audit schedule 100%<br>Respond to all audit recommendations 100%<br>Budget met with a tolerance of +/- 5%    |
| 2. Preparation for 2016 Council elections.     | 100% of all governance requirements met in accordance with the <i>Local Government Act</i> 1989.                                             |
| 3. Post-election induction of Councillors.     | Program developed and induction completed.                                                                                                   |
| 4. Council Plan 2017-2021 adopted.             | Background research for Council Plan completed.<br>Community engagement strategy developed and implemented.<br>Adoption of the Council Plan. |
| 5. Review of the Long Term Financial Plan.     | Review completed.                                                                                                                            |
| 6. New Council website.                        | Website development completed.<br>Public launch of the website.                                                                              |
| 7. Ongoing review of Council services.         | Outcomes of the Planning Services review implemented.                                                                                        |

**Service Performance Outcome Indicators**

The following indicator outlines how we intend to measure achievement of service objectives.

|            |               |                                                                                                                                                                     |                                                                                                                               |
|------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Governance | Satisfaction  | Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community) | Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community |
| Libraries  | Participation | Active library members (Percentage of the municipal population that are active library members)                                                                     | [Number of active library members / municipal population] x100                                                                |

## 2.2 Strategic Objective 2: A Planned Future

A planned future creates an attractive shire with quality buildings and spaces accessible travel and transport, and a community that has the services and facilities it needs now and in the future; supports a prosperous economy where trade, manufacturing and business activity flourishes.

### Services

| Service area                 | Description of services provided                                                                                                                                                                                                                          | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Statutory Planning           | This service fulfils Council's statutory obligations in being the responsible authority for the management and regulation of land use and development, with the aim of achieving sustainable outcomes in the interests of current and future generations. | 980<br>(182)<br><b>798</b>                     |
| Strategic Planning           | This service ensures that land use planning is undertaken to meet the sustainable long term needs of current and future generations.                                                                                                                      | 282<br>(2)<br><b>280</b>                       |
| Economic Development         | This service facilitates a healthy and resilient economy by providing effective leadership, advocacy, and partnership, by working with government business and the community.                                                                             | 480<br>(5)<br><b>475</b>                       |
| Tourism                      | This service provides economic benefit by promoting the Shire as a location for visitors to enjoy, explore and return to. Visitor information is provided via Council's two Visitor Information Centres and via media.                                    | 1,018<br>(407)<br><b>611</b>                   |
| Sustainable Asset Management | This service provides for sustainable planning, development and use of Council's assets with the aim to maximise community utility in the present and for future generations.                                                                             | 882<br>(20)<br><b>862</b>                      |
| Building Control             | This service provides for planned building developments to meet present and future community requirements.                                                                                                                                                | 313<br>(94)<br><b>219</b>                      |

### Major Initiatives

- Colac 2050 Plan
  - Draft Commercial and Industry Land Use Strategy completed.
  - Amendment to implement the Commercial and Industry Land Use Strategy completed.
  - Draft 2050 report prepared.
- Economic Development Strategy implementation
  - Staged implementation of the Economic Development Strategy.
- Community infrastructure and asset renewal plan.
  - Develop Asset Management Plans for key community infrastructure types.
  - Develop an Asset Renewal Plan with forward projections of funding requirements.
  - Identified asset renewal priorities funded 100%.

|                                                                                                   |                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Develop a Colac Otway Shire Footpath Strategy.                                                 | Strategy Developed                                                                                                                                                                                           |
| 5. Staged implementation of the Colac CBD & Entrances Project.                                    | Stage 3: Inner Eastern Entrance completed 100%<br>Budget met with a tolerance of +/- 5%                                                                                                                      |
| 6. Apollo Bay Harbour Master Plan.                                                                | Stage 1: Amendment to the Colac Otway Shire Planning Scheme to rezone the harbour to Special Use Zone completed.<br>Stage 2: Expression of Interest process completed for preparation of a Development Plan. |
| 7. Acquisition of 30% of the former Colac High School site for public open space.                 | Stage 1: Complete former Colac High School site land rezoning.<br>Stage 2: Complete acquisition process for 30% of former school.                                                                            |
| 8. Great Ocean Road Tourism Destination Master Plan Implementation.                               | Stage 1: Master Plan priority projects identified.<br>Stage 2: Implementation strategy developed.                                                                                                            |
| 8. Review mapping of heritage overlay to inform the red tape reduction planning scheme amendment. | Red tape reduction planning scheme amendment includes heritage overlay charges.                                                                                                                              |

#### Service Performance Outcome Indicators

The following indicators outlines how we intend to measure achievement of service objectives.

|                    |                 |                                                                                                                                                   |                                                                                                                                                                                 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statutory planning | Decision making | Council planning decisions upheld at VCAT<br>(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 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                    |                 |                                                                                                                                                   |                                                                                                                                                                                 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statutory planning | Decision making | Council planning decisions upheld at VCAT<br>(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 |
|--------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 2.3 Strategic Objective 3: A Place To Live and Grow

A Place To Live and Grow provides for a community where people feel cared for and supported; where buildings and spaces facilitate creativity, social activity and enrichment of life, and where people have access to gain the skills and education needed to reach their potential.

#### Services

| Service area                        | Description of services provided                                                                                                                                                                               | Expenditure<br>(Revenue)<br>Net Cost<br>\$'000 |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Arts & Culture                      | This service is responsible for the management and provision of arts and cultural services to the community. This service is responsible for the running of the Colac Otway Performing Arts & Cultural Centre. | 1,195<br>(528)<br><b>667</b>                   |
| Older Persons & Disability Services | This service provides support to older and disabled members of our community in order to sustain quality of life for all our residents.                                                                        | 2,882<br>(2,355)<br><b>527</b>                 |
| Children and Family Services        | This service provides support to our children, families and youth to encourage and nurture their growth and development.                                                                                       | 841<br>(551)<br><b>290</b>                     |
| Infrastructure Services             | This service provides for the physical assets required by the community to maintain a happy, healthy and sustainable lifestyle.                                                                                | 4,242<br>(124)<br><b>4,118</b>                 |
| Parks, Gardens and Reserves         | This service provides for the maintenance of open space for the enjoyment of all community members.                                                                                                            | 1,344<br>0<br><b>1,344</b>                     |
| Waste Management                    | This service provides for the efficient and effective control of waste products produced by our community. It includes the provision of waste collection services as well as for disposal to landfill.         | 3,244<br>(2,983)<br><b>261</b>                 |
| Apollo Bay Harbour                  | This service manages and maintains the Apollo Bay Harbour for the enjoyment of the community.                                                                                                                  | 1,335<br>(939)<br><b>396</b>                   |
| Colac Livestock Selling Centre      | This service provides a vital link in our rural infrastructure by providing a marketplace for buying and selling livestock.                                                                                    | 509<br>(696)<br><b>(187)</b>                   |

#### Major Initiatives

- |                                                                      |                                                                                                      |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| 1. Develop and implement the Public Health and Wellbeing Plan.       | Plan developed.<br>Plan implemented.<br>Budget met with a tolerance of +/- 5%.                       |
| 2. Staged implementation of the Beechy Precinct development program. | Bluewater leisure centre redevelopment completed 100%.<br><br>Budget met with a tolerance of +/- 5%. |
| 3. Staged implementation of the Open Space Strategy.                 | Priority actions implemented.<br>Budget met with a tolerance of +/- 5%.                              |



|                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4. Implement the asset renewal and maintenance programs.                                                                      | <p>Asset renewal project completion.<br/>Budget met with a tolerance of +/- 3%.<br/>Inspect and maintain Council's road and footpath assets in accordance with the Road Management Plan.<br/>100% Inspections completed as per schedule.<br/>85% Maintenance responsiveness.<br/>Road and footpath maintenance budget met with a tolerance of +/- 1.5%.</p> |
| 5. Joint implementation of the Beyond the Bell/GROW projects to increase Year 12 attainment and local opportunities for work. | <p>Key objectives for first 12 months initiated.</p> <p>Budget met with a tolerance of +/- 5%.</p>                                                                                                                                                                                                                                                          |
| 6. Develop a Property Management Plan                                                                                         | Property Management Plan completed.                                                                                                                                                                                                                                                                                                                         |

**Service Performance Outcome Indicators**

The following indicators outline how we intend to measure achievement of service objectives

| Service                 | Indicator       | Performance Measure                                                                                                                                                     | Computation                                                                                                                                                   |
|-------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Waste collection        | Waste diversion | Kerbside collection waste diverted from landfill<br>(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 |
| Home and Community Care | Participation   | Participation in HACC service<br>(Percentage of the municipal target population who receive a HACC service)                                                             | [Number of people that received a HACC service / Municipal target population for HACC services] x100                                                          |
|                         |                 | Participation in HACC service by CALD people<br>(Percentage of the municipal target population in relation to CALD people who receive a HACC service)                   | [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100                            |

| Service                   | Indicator     | Performance Measure                                                                                                                                   | Computation                                                                                                                                             |
|---------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| Maternal and Child Health | Participation | Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)                                                 | [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100                       |
|                           |               | Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)                   | [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100 |
| Roads                     | Satisfaction  | Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) | Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.                                         |



## 2.4 Strategic Objective 4: A Healthy Community

A Healthy Community actively connects and includes people of all ages and backgrounds and promotes a healthy and vibrant community life in a clean, safe and sustainable environment.

### Services

| Service area             | Description of services provided                                                                                                                               | Expenditure                     |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
|                          |                                                                                                                                                                | (Revenue)<br>Net Cost<br>\$'000 |
| Local Laws               | This service provides for community safety and health by providing for a framework for behaviours which affect our community well-being.                       | 882<br>(482)<br><b>400</b>      |
| Emergency Management     | This service provides for the necessary support for the community in the case of an emergency event occurring.                                                 | 261<br>(20)<br><b>241</b>       |
| Events                   | This service provides for active community involvement in the provisioning of management and support for community entertainment and events.                   | 229<br>(3)<br><b>226</b>        |
| Environment              | This service provides for management of our natural environment to the betterment and enjoyment of all members of our community.                               | 647<br>(55)<br><b>592</b>       |
| Recreation               | This service provides for active community involvement and the promotion of healthy lifestyles by providing for suitable sporting and recreational facilities. | 377<br>0<br><b>377</b>          |
| Bluewater Leisure Centre | This service actively promotes a healthy lifestyle for our community by directly providing swimming and gymnasium facilities.                                  | 1,644<br>(1,170)<br><b>474</b>  |
| Public Health            | This service promotes a healthy and safe lifestyle by actively promoting and policing public health issues.                                                    | 450<br>(143)<br><b>307</b>      |
| Fire Prevention          | This service promotes community safety by aiming to eliminate potential fire risks within our community.                                                       | 49<br>(30)<br><b>19</b>         |
| Street Lighting          | This service actively promotes community safety by providing a clear and safe environment in our towns after dark.                                             | 113<br>0<br><b>113</b>          |

### Major Initiatives

|                                                                                                |                                                                                                         |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 1. Implement the relevant stages of the Environment Strategy 2010-18.                          | 100% Develop bi-annual action plans.                                                                    |
|                                                                                                | 80% Completion of bi-annual plan actions.<br>Budget met with a tolerance of +/- 5%.                     |
| 2. Implement the Municipal Emergency Management Plan.                                          | 100% Annual review and realignment completed.                                                           |
|                                                                                                | 80% Colac Otway Shire Municipal Fire Plan actions completed.<br>Budget met with a tolerance of +/- 10%. |
| 3. Implement the Bushfire Recovery Plan for the resettlement of Wye River and Separation Creek | 90% Actions implemented.                                                                                |

**Service Performance Outcome Indicators**

The following indicators outlines how we intend to measure achievement of service objectives

| Service            |                   | Performance Measure                                                                                                                                | Computation                                                                                                                                                                                                                                  |
|--------------------|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Animal Management  | Health and safety | Animal management prosecutions<br>(Number of successful animal management prosecutions)                                                            | Number of successful animal management prosecutions                                                                                                                                                                                          |
| Aquatic Facilities | Utilisation       | Utilisation of aquatic facilities<br>(Number of visits to aquatic facilities per head of municipal population)                                     | Number of visits to aquatic facilities /<br>Municipal population                                                                                                                                                                             |
| Food safety        | Health and safety | Critical and major non-compliance notifications<br>(Percentage of critical and major non-compliance notifications that are followed up by Council) | [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100 |

## 2.7 Performance Statement

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

## 2.8 Reconciliation with budgeted operating result

|                                        | Net Cost<br>(Revenue)<br>\$'000 | Expenditure<br>\$'000 | Revenue<br>\$'000 |
|----------------------------------------|---------------------------------|-----------------------|-------------------|
| Good Governance                        | 14,457                          | 18,595                | (4,138)           |
| A Planned Future                       | 3,245                           | 3,955                 | (710)             |
| A Place To Live and Grow               | 7,416                           | 15,592                | (8,176)           |
| A Healthy Community and<br>Environment | 2,749                           | 4,652                 | (1,903)           |
| <b>Total services and initiatives</b>  | <b>27,867</b>                   | <b>42,794</b>         | <b>(14,927)</b>   |
| Other non-attributable                 | 2,111                           |                       |                   |
| <b>Deficit before funding sources</b>  | <b>29,978</b>                   |                       |                   |
| <b>Funding sources:</b>                |                                 |                       |                   |
| Rates & charges                        | 28,744                          |                       |                   |
| Capital grants                         | 8,194                           |                       |                   |
| <b>Total funding sources</b>           | <b>36,938</b>                   |                       |                   |
| <b>Surplus for the year</b>            | <b>6,960</b>                    |                       |                   |

### 3. Financial Statements

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

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

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

**3.1 Comprehensive Income Statement**

For the four years ending 30 June 2020

|                                                                                         | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|-----------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                                                                         |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Income</b>                                                                           |                                         |                             |                                        |                   |                   |
| Rates and charges                                                                       | 27,974                                  | 28,744                      | 29,451                                 | 30,176            | 30,918            |
| Statutory fees and fines                                                                | 548                                     | 570                         | 587                                    | 605               | 623               |
| User fees                                                                               | 4,414                                   | 4,588                       | 4,728                                  | 4,868             | 5,014             |
| Grants - Operating                                                                      | 9,304                                   | 11,061                      | 9,655                                  | 9,897             | 10,144            |
| Grants - Capital                                                                        | 6,834                                   | 8,194                       | 4,636                                  | 4,728             | 4,823             |
| Contributions - monetary                                                                | 562                                     | 371                         | 160                                    | 164               | 224               |
| Net gain/(loss) on disposal of property,<br>infrastructure, plant and equipment         | 83                                      | 83                          | 100                                    | 100               | 100               |
| Other income                                                                            | 746                                     | 799                         | 755                                    | 756               | 756               |
| <b>Total income</b>                                                                     | <b>50,465</b>                           | <b>54,412</b>               | <b>50,072</b>                          | <b>51,294</b>     | <b>52,602</b>     |
| <b>Expenses</b>                                                                         |                                         |                             |                                        |                   |                   |
| Employee costs                                                                          | 18,031                                  | 19,507                      | 19,180                                 | 19,776            | 20,388            |
| Materials and services                                                                  | 17,700                                  | 16,233                      | 15,925                                 | 16,345            | 16,777            |
| Bad and doubtful debts                                                                  | 2                                       | 2                           | 0                                      | 0                 | 0                 |
| Depreciation and amortisation                                                           | 9,338                                   | 10,237                      | 10,887                                 | 11,387            | 11,887            |
| Borrowing costs                                                                         | 326                                     | 289                         | 217                                    | 181               | 134               |
| Other expenses                                                                          | 1,245                                   | 1,184                       | 530                                    | 542               | 555               |
| Asset Write Off/Impairment                                                              | 1,000                                   | 0                           | 0                                      | 0                 | 0                 |
| <b>Total expenses</b>                                                                   | <b>47,642</b>                           | <b>47,452</b>               | <b>46,739</b>                          | <b>48,231</b>     | <b>49,741</b>     |
| <b>Surplus/(deficit) for the year</b>                                                   | <b>2,823</b>                            | <b>6,960</b>                | <b>3,333</b>                           | <b>3,063</b>      | <b>2,861</b>      |
| <b>Other comprehensive income</b>                                                       |                                         |                             |                                        |                   |                   |
| <b>Items that will not be reclassified to<br/>surplus or deficit in future periods:</b> |                                         |                             |                                        |                   |                   |
| Net asset revaluation increment                                                         | 0                                       | 0                           | 0                                      | 8,755             | 0                 |
| <b>Total comprehensive result</b>                                                       | <b>2,823</b>                            | <b>6,960</b>                | <b>3,333</b>                           | <b>11,818</b>     | <b>2,861</b>      |

### 3.2 Balance Sheet

For the four years ending 30 June 2020

|                                              | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|----------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                              |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Assets</b>                                |                                         |                             |                                        |                   |                   |
| <b>Current assets</b>                        |                                         |                             |                                        |                   |                   |
| Cash and cash equivalents                    | 11,406                                  | 10,026                      | 10,779                                 | 11,648            | 10,445            |
| Trade and other receivables                  | 2,675                                   | 2,932                       | 2,001                                  | 2,003             | 2,004             |
| Inventories                                  | 147                                     | 147                         | 147                                    | 147               | 147               |
| <b>Total current assets</b>                  | <b>14,228</b>                           | <b>13,105</b>               | <b>12,927</b>                          | <b>13,798</b>     | <b>12,596</b>     |
| <b>Non-current assets</b>                    |                                         |                             |                                        |                   |                   |
| Trade and other receivables                  | 0                                       | 0                           | 0                                      | 0                 | 0                 |
| Investments in associates and joint ventures | 274                                     | 274                         | 274                                    | 274               | 274               |
| Property, infrastructure, plant & equipment  | 294,909                                 | 302,423                     | 305,958                                | 316,631           | 320,259           |
| Intangible assets                            | 132                                     | 132                         | 141                                    | 151               | 161               |
| <b>Total non-current assets</b>              | <b>295,315</b>                          | <b>302,829</b>              | <b>306,373</b>                         | <b>317,056</b>    | <b>320,694</b>    |
| <b>Total assets</b>                          | <b>309,543</b>                          | <b>315,934</b>              | <b>319,300</b>                         | <b>330,854</b>    | <b>333,290</b>    |
| <b>Liabilities</b>                           |                                         |                             |                                        |                   |                   |
| <b>Current liabilities</b>                   |                                         |                             |                                        |                   |                   |
| Trade and other payables                     | 1,700                                   | 1,752                       | 2,207                                  | 2,408             | 2,508             |
| Trust funds and deposits                     | 336                                     | 336                         | 336                                    | 336               | 336               |
| Provisions                                   | 4,640                                   | 4,733                       | 4,828                                  | 4,924             | 5,023             |
| Interest-bearing loans and borrowings        | 636                                     | 604                         | 649                                    | 711               | 272               |
| <b>Total current liabilities</b>             | <b>7,312</b>                            | <b>7,425</b>                | <b>8,020</b>                           | <b>8,379</b>      | <b>8,139</b>      |
| <b>Non-current liabilities</b>               |                                         |                             |                                        |                   |                   |
| Provisions                                   | 4,243                                   | 4,328                       | 4,415                                  | 4,503             | 4,593             |
| Interest-bearing loans and borrowings        | 4,137                                   | 3,370                       | 2,721                                  | 2,010             | 1,738             |
| <b>Total non-current liabilities</b>         | <b>8,380</b>                            | <b>7,698</b>                | <b>7,136</b>                           | <b>6,513</b>      | <b>6,331</b>      |
| <b>Total liabilities</b>                     | <b>15,692</b>                           | <b>15,123</b>               | <b>15,156</b>                          | <b>14,892</b>     | <b>14,470</b>     |
| <b>Net assets</b>                            | <b>293,851</b>                          | <b>300,811</b>              | <b>304,144</b>                         | <b>315,962</b>    | <b>318,820</b>    |
| <b>Equity</b>                                |                                         |                             |                                        |                   |                   |
| Accumulated surplus                          | 133,558                                 | 140,583                     | 143,916                                | 146,979           | 149,340           |
| Reserves                                     | 160,293                                 | 160,228                     | 160,228                                | 168,983           | 169,480           |
| <b>Total equity</b>                          | <b>293,851</b>                          | <b>300,811</b>              | <b>304,144</b>                         | <b>315,962</b>    | <b>318,820</b>    |

**3.3 Statement of Changes in Equity**

For the four years ending 30 June 2020

|                                             | Total<br>\$'000 | Accumulated<br>Surplus<br>\$'000 | Revaluation<br>Reserve<br>\$'000 | Other<br>Reserves<br>\$'000 |
|---------------------------------------------|-----------------|----------------------------------|----------------------------------|-----------------------------|
| <b>2017</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 293,851         | 133,558                          | 150,684                          | 9,609                       |
| Surplus/(deficit) for the year              | 6,960           | 6,960                            | -                                | -                           |
| Net asset revaluation increment/(decrement) | 0               | -                                | -                                | -                           |
| Transfer to other reserves                  | 0               | (9,426)                          | -                                | 9,426                       |
| Transfer from other reserves                | 0               | 9,491                            | -                                | (9,491)                     |
| <b>Balance at end of the financial year</b> | <b>300,811</b>  | <b>140,583</b>                   | <b>150,684</b>                   | <b>9,544</b>                |
| <b>2018</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 300,811         | 140,583                          | 150,684                          | 9,544                       |
| Surplus/(deficit) for the year              | 3,333           | 3,333                            | -                                | -                           |
| Net asset revaluation                       | 0               | -                                | -                                | -                           |
| Transfer to other reserves                  | 0               | -                                | -                                | -                           |
| Transfer from other reserves                | 0               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>304,144</b>  | <b>143,916</b>                   | <b>150,684</b>                   | <b>9,544</b>                |
| <b>2019</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 304,144         | 143,916                          | 150,684                          | 9,544                       |
| Surplus/(deficit) for the year              | 3,063           | 3,063                            | -                                | -                           |
| Net asset revaluation                       | 8,755           | -                                | 8,755                            | -                           |
| Transfer to other reserves                  | 0               | -                                | -                                | -                           |
| Transfer from other reserves                | 0               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>315,962</b>  | <b>146,979</b>                   | <b>159,439</b>                   | <b>9,544</b>                |
| <b>2020</b>                                 |                 |                                  |                                  |                             |
| Balance at beginning of the financial year  | 315,962         | 146,979                          | 159,439                          | 9,544                       |
| Surplus/(deficit) for the year              | 2,861           | 2,861                            | -                                | -                           |
| Net asset revaluation                       | 0               | -                                | -                                | -                           |
| Transfer to other reserves                  | (3)             | (500)                            | (3)                              | 500                         |
| Transfer from other reserves                | 0               | -                                | -                                | -                           |
| <b>Balance at end of the financial year</b> | <b>318,820</b>  | <b>149,340</b>                   | <b>159,436</b>                   | <b>10,044</b>               |

**3.4 Statement of Cash Flows**

For the four years ending 30 June 2020

|                                                                     | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                       |                       |
|---------------------------------------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-----------------------|-----------------------|
|                                                                     | Inflows<br>(Outflows)                   | Inflows<br>(Outflows)       | Inflows<br>(Outflows)                  | Inflows<br>(Outflows) | Inflows<br>(Outflows) |
| <b>Cash flows from operating activities</b>                         |                                         |                             |                                        |                       |                       |
| Rates and charges                                                   | 27,987                                  | 28,744                      | 29,451                                 | 30,176                | 30,918                |
| Statutory fees and fines                                            | 603                                     | 627                         | 646                                    | 666                   | 685                   |
| User fees                                                           | 5,345                                   | 5,014                       | 5,976                                  | 5,353                 | 5,514                 |
| Grants - operating                                                  | 9,431                                   | 11,211                      | 9,655                                  | 9,897                 | 10,144                |
| Grants - capital                                                    | 6,834                                   | 8,194                       | 4,636                                  | 4,728                 | 4,823                 |
| Contributions - monetary                                            | 618                                     | 426                         | 176                                    | 180                   | 246                   |
| Interest received                                                   | 369                                     | 420                         | 650                                    | 480                   | 350                   |
| Dividends received                                                  | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Trust funds and deposits taken                                      | 44                                      | 0                           | 0                                      | 0                     | 0                     |
| Other receipts                                                      | 275                                     | 233                         | 116                                    | 287                   | 417                   |
| Net GST refund / payment                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Employee costs                                                      | (17,857)                                | (19,329)                    | (18,998)                               | (19,592)              | (20,199)              |
| Materials and services                                              | (20,819)                                | (17,938)                    | (16,629)                               | (17,260)              | (17,828)              |
| Trust funds and deposits repaid                                     | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Other payments                                                      | 19                                      | 0                           | 0                                      | 0                     | 0                     |
| <b>Net cash provided by/(used in) operating activities</b>          | <b>12,849</b>                           | <b>17,602</b>               | <b>15,679</b>                          | <b>14,915</b>         | <b>15,070</b>         |
| <b>Cash flows from investing activities</b>                         |                                         |                             |                                        |                       |                       |
| Payments for property, infrastructure, plant and equipment          | (16,647)                                | (18,163)                    | (14,541)                               | (15,156)              | (15,714)              |
| Proceeds from sale of property, infrastructure, plant and equipment | 427                                     | 269                         | 286                                    | 286                   | 286                   |
| Payments for investments                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Proceeds from sale of investments                                   | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Loan and advances made                                              | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Payments of loans and advances                                      | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| <b>Net cash provided by/ (used in) investing activities</b>         | <b>(16,220)</b>                         | <b>(17,894)</b>             | <b>(14,255)</b>                        | <b>(14,870)</b>       | <b>(15,428)</b>       |
| <b>Cash flows from financing activities</b>                         |                                         |                             |                                        |                       |                       |
| Finance costs                                                       | (326)                                   | (289)                       | (217)                                  | (181)                 | (134)                 |
| Proceeds from borrowings                                            | 0                                       | 0                           | 0                                      | 0                     | 0                     |
| Repayment of borrowings                                             | (593)                                   | (799)                       | (604)                                  | (649)                 | (711)                 |
| <b>Net cash provided by/(used in) financing activities</b>          | <b>(919)</b>                            | <b>(1,088)</b>              | <b>(821)</b>                           | <b>(830)</b>          | <b>(845)</b>          |
| <b>Net increase/(decrease) in cash &amp; cash equivalents</b>       | <b>(4,290)</b>                          | <b>(1,380)</b>              | <b>754</b>                             | <b>869</b>            | <b>(1,203)</b>        |
| Cash and cash equivalents at the beginning of the financial year    | 15,696                                  | 11,406                      | 10,026                                 | 10,780                | 11,648                |
| <b>Cash and cash equivalents at the end of the financial year</b>   | <b>11,406</b>                           | <b>10,026</b>               | <b>10,780</b>                          | <b>11,648</b>         | <b>10,445</b>         |



**3.5 Statement of Capital Works**

For the four years ending 30 June 2020

|                                        | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|----------------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                        |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Property</b>                        |                                         |                             |                                        |                   |                   |
| Land                                   | 0                                       | 0                           | 0                                      | 0                 | 0                 |
| Land improvements                      | 25                                      | 0                           | 0                                      | 0                 | 0                 |
| <b>Total land</b>                      | <b>25</b>                               | <b>0</b>                    | <b>0</b>                               | <b>0</b>          | <b>0</b>          |
| Buildings                              | 3,990                                   | 3,646                       | 1,672                                  | 1,117             | 1,059             |
| <b>Total buildings</b>                 | <b>3,990</b>                            | <b>3,646</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Total property</b>                  | <b>4,015</b>                            | <b>3,646</b>                | <b>1,672</b>                           | <b>1,117</b>      | <b>1,059</b>      |
| <b>Plant and equipment</b>             |                                         |                             |                                        |                   |                   |
| Plant, machinery and equipment         | 1,458                                   | 1,142                       | 1,200                                  | 1,276             | 1,308             |
| Fixtures, fittings and furniture       | 504                                     | 428                         | 445                                    | 473               | 485               |
| Computers and telecommunications       | 381                                     | 265                         | 0                                      | 0                 | 0                 |
| <b>Total plant and equipment</b>       | <b>2,343</b>                            | <b>1,835</b>                | <b>1,645</b>                           | <b>1,749</b>      | <b>1,793</b>      |
| <b>Infrastructure</b>                  |                                         |                             |                                        |                   |                   |
| Roads                                  | 6,252                                   | 9,347                       | 7,674                                  | 8,144             | 8,826             |
| Bridges                                | 910                                     | 250                         | 1318                                   | 798               | 654               |
| Footpaths and cycleways                | 607                                     | 1525                        | 627                                    | 638               | 654               |
| Drainage                               | 150                                     | 450                         | 532                                    | 532               | 586               |
| Recreational, leisure and community    | 491                                     | 302                         | 0                                      | 0                 | 0                 |
| Parks, open space and streetscapes     | 1,100                                   | 210                         | 1,577                                  | 590               | 605               |
| Off street car parks                   | 112                                     | 0                           | 0                                      | 0                 | 0                 |
| Other infrastructure                   | 323                                     | 0                           | 0                                      | 2,227             | 2,283             |
| <b>Total infrastructure</b>            | <b>9,945</b>                            | <b>12,084</b>               | <b>11,728</b>                          | <b>12,929</b>     | <b>13,608</b>     |
| <b>Total capital works expenditure</b> | <b>16,303</b>                           | <b>17,565</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |
| <b>Represented by:</b>                 |                                         |                             |                                        |                   |                   |
| New asset expenditure                  | 2,047                                   | 290                         | 200                                    | 213               | 218               |
| Asset renewal expenditure              | 10,956                                  | 12,481                      | 10,887                                 | 11,387            | 11,887            |
| Asset upgrade expenditure              | 3,300                                   | 4,794                       | 3,958                                  | 4,195             | 4,355             |
| <b>Total capital works expenditure</b> | <b>16,303</b>                           | <b>17,565</b>               | <b>15,045</b>                          | <b>15,795</b>     | <b>16,460</b>     |

### 3.6 Statement of Human Resources

For the four years ending 30 June 2020

|                                | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Strategic Resource Plan<br>Projections |                   |                   |
|--------------------------------|-----------------------------------------|-----------------------------|----------------------------------------|-------------------|-------------------|
|                                |                                         |                             | 2017/18<br>\$'000                      | 2018/19<br>\$'000 | 2019/20<br>\$'000 |
| <b>Staff expenditure</b>       |                                         |                             |                                        |                   |                   |
| Employee costs - operating     | 18,031                                  | 19,507                      | 19,180                                 | 19,776            | 20,388            |
| Employee costs - capital       | 531                                     | 607                         | 637                                    | 669               | 669               |
| <b>Total staff expenditure</b> | <b>18,562</b>                           | <b>20,114</b>               | <b>19,817</b>                          | <b>20,445</b>     | <b>21,057</b>     |
|                                | EFT                                     | EFT                         | EFT                                    | EFT               | EFT               |
| <b>Staff numbers</b>           |                                         |                             |                                        |                   |                   |
| Employees                      | 221.1                                   | 230.6                       | 218.1                                  | 218.1             | 218.1             |
| <b>Total staff numbers</b>     | <b>221.1</b>                            | <b>230.6</b>                | <b>218.1</b>                           | <b>218.1</b>      | <b>218.1</b>      |

There is no increase in permanent staff. The increase in EFT reflected in this table is due to the inclusion of an additional 12.5 EFT staff dedicated to bushfire recovery works resulting from the Christmas Day 2015 bushfires in Wye River and Separation Creek. All employee costs in relation to bushfire recovery works are fully refundable to council under Natural Disaster Relief and Recovery Arrangements (NDRRA). There is also a reduction in Home and Community Care hours equivalent to 3.04 EFT due to a reduction in grant funding as a result of transition to the National Disability Insurance Scheme.

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

| Department                          | Budget<br>2016/17<br>\$'000 | Comprises           |                     |
|-------------------------------------|-----------------------------|---------------------|---------------------|
|                                     |                             | Full Time<br>\$'000 | Part Time<br>\$'000 |
| Chief Executive Office              | 661                         | 617                 | 44                  |
| Corporate Services                  | 3,574                       | 2,013               | 1,561               |
| Development and Community Services  | 6,978                       | 2,918               | 4,060               |
| Infrastructure and Leisure Services | 6,660                       | 5,743               | 917                 |
| Bushfire Recovery                   | 1,181                       | 974                 | 207                 |
| <b>Total staff expenditure</b>      | <b>19,054</b>               | <b>12,265</b>       | <b>6,789</b>        |
| Casuals and other expenditure       | 453                         |                     |                     |
| Capitalised labour costs            | 607                         |                     |                     |
| <b>Total expenditure</b>            | <b>20,114</b>               |                     |                     |

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

| Department                          | Budget<br>FTE | Comprises    |             |
|-------------------------------------|---------------|--------------|-------------|
|                                     |               | Full Time    | Part Time   |
| Chief Executive Office              | 5.5           | 5            | 0.5         |
| Corporate Services                  | 37.4          | 29           | 8.4         |
| Development and Community Services  | 82.6          | 40.5         | 42.1        |
| Infrastructure and Leisure Services | 92.6          | 82           | 10.6        |
| Bushfire Recovery                   | 12.5          | 10           | 2.5         |
| <b>Total</b>                        | <b>230.6</b>  | <b>166.5</b> | <b>64.1</b> |
| <b>Total staff</b>                  | <b>230.6</b>  |              |             |

#### 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 used in the context of the organisation's objectives.

| Indicator                  | Measure                                                                                                    | Notes | Actual  | Forecast          | Budget  | Strategic Resource Plan |         |         | Trend |
|----------------------------|------------------------------------------------------------------------------------------------------------|-------|---------|-------------------|---------|-------------------------|---------|---------|-------|
|                            |                                                                                                            |       | 2014/15 | Actual<br>2015/16 |         | Projections<br>2017/18  | 2018/19 | 2019/20 |       |
| Operating position         |                                                                                                            |       |         |                   |         |                         |         |         |       |
| Adjusted underlying result | Adjusted underlying surplus (deficit) / Adjusted underlying revenue                                        | 1     | 10.3%   | -3.1%             | 3.5%    | -0.2%                   | -0.9%   | -1.4%   | -     |
| Liquidity                  |                                                                                                            |       |         |                   |         |                         |         |         |       |
| Working Capital            | Current assets / current liabilities                                                                       | 2     | 226.5%  | 194.6%            | 176.5%  | 161.2%                  | 164.7%  | 154.8%  | -     |
| Unrestricted cash          | Unrestricted cash / current liabilities                                                                    |       | 70.2%   | 122.9%            | 123.0%  | 123.3%                  | 128.4%  | 117.4%  | o     |
| Obligations                |                                                                                                            |       |         |                   |         |                         |         |         |       |
| Loans and borrowings       | Interest bearing loans and borrowings / rate revenue                                                       | 3     | 20.2%   | 17.1%             | 13.8%   | 11.4%                   | 9.0%    | 6.5%    | +     |
| Loans and borrowings       | Interest and principal repayments on interest bearing loans and borrowings / rate revenue                  |       | 3.4%    | 3.3%              | 3.8%    | 2.8%                    | 2.8%    | 2.7%    | o     |
| Indebtedness               | Non-current liabilities / own source revenue                                                               |       | 28.3%   | 24.9%             | 22.2%   | 20.1%                   | 17.9%   | 17.0%   | +     |
| Asset renewal              | Asset renewal expenditure / depreciation                                                                   | 4     | 101.5%  | 117.3%            | 121.0%  | 100.0%                  | 100.0%  | 100.0%  | -     |
| Stability                  |                                                                                                            |       |         |                   |         |                         |         |         |       |
| Rates concentration        | Rate revenue / adjusted underlying revenue                                                                 |       | 55.7%   | 56.1%             | 53.2%   | 59.0%                   | 59.0%   | 59.0%   | o     |
| Rates effort               | Rate revenue / CIV of rateable properties in the municipality                                              |       | 0.5%    | 0.4%              | 0.4%    | 0.4%                    | 0.4%    | 0.4%    | o     |
| Efficiency                 |                                                                                                            |       |         |                   |         |                         |         |         |       |
| Expenditure level          | Total expenditure / no. of property assessments                                                            | 5     | \$2,860 | \$3,170           | \$3,157 | \$3,079                 | \$3,146 | \$3,212 | o     |
| Revenue level              | Residential rate revenue / No. of residential property assessments                                         |       | \$1,187 | \$1,204           | \$1,242 | \$1,260                 | \$1,279 | \$1,298 | o     |
| Workforce turnover         | No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year |       | 8.5%    | 12.7%             | 11.9%   | 12.3%                   | 12.3%   | 12.3%   | 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

##### Definition

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

##### Commentary

The movement between forecast actual and 16/17 budget:

- 1) The improved operating result between 15/16 and 16/17 is due mainly to the receipt of a full year's Victoria Grants Commission funding budgeted for 2016/17 (\$3.03 million);

The downward trend over the forecast SRP period (17/18 to 19/20), is a function of (noting that the result is improved compared to previous year forecasts):

- 1) The estimates have used conservative income predictions
- 2) The restricted ability to generate own source revenue (i.e. rate capping)
- 3) Increases in Depreciation expense<sup>1</sup> due to the undertaking of major capital works and expansion of community facilities. Please note when adding back depreciation expense from Apollo Bay<sup>1</sup> we reach a balanced/surplus position for all of the forecast SRP periods.

<sup>1</sup> It is also important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required. If this expense was not recognised Council would generate a positive underlying result for the forecast period.

*2 Working Capital**Definition*

Our ability to meet our short-term obligations.

*Commentary*

The actual result for 2014/15 was inflated due to the pre-payment of \$2.99 million by Victoria Grants Commission. The forecast indicates that council will maintain above the minimum required working capital ratio even when using conservative income estimates.

*3 Debt compared to rates**Definition*

This is a debt servicing measure comparing the interest bearing borrowings we have against the revenue used to service this debt.

*Commentary*

Positive trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

*4 Asset renewal**Definition*

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

*Commentary*

The upward trend from 2015 to 2017 demonstrates councils continuing commitment to maintain our assets. The forecast periods represent our minimum commitment to maintaining our assets.

*5 Expenditure level**Definition*

The cost of providing services to each rate payer in the Shire.

*Commentary*

Council has been able to constrain expenditure levels to minimise the need for future rate increases above the cap.

## 5. Other budget information (required by the Regulations)

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

This section includes the following statements and reports

- 5.1.1 Grants operating
- 5.1.2 Grants capital
- 5.1.3 Statement of borrowings

### 5.1.1 Grants operating (\$1.76 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 18.9% or \$1.76 million compared to 2015/16. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below

|                                                 | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Grants - operating</b>                       |                                         |                             |                    |
| <i>Recurrent - Commonwealth Government</i>      |                                         |                             |                    |
| Victorian Grants Commission - untied base grant | 1,744                                   | 3,467                       | 1,723              |
| Victorian Grants Commission - local roads       | 1,239                                   | 2,551                       | 1,312              |
| Family and community services                   | 305                                     | 298                         | (7)                |
| Environment and protection services             | 70                                      | 0                           | (70)               |
| Aged and disability services                    | 65                                      | 65                          | 0                  |
| Diesel fuel rebate                              | 42                                      | 40                          | (2)                |
| <i>Recurrent - State Government</i>             | 0                                       | 0                           | 0                  |
| Aged and disability services                    | 1,485                                   | 1,369                       | (116)              |
| Port management                                 | 702                                     | 800                         | 98                 |
| Economic development and events                 | 374                                     | 0                           | (374)              |
| Environment and protection services             | 268                                     | 145                         | (123)              |
| Arts and leisure                                | 122                                     | 108                         | (14)               |
| Planning, building and health                   | 7                                       | 7                           | 0                  |
| Other infrastructure                            | 6                                       | 0                           | (6)                |
| <b>Total recurrent grants</b>                   | <b>6,429</b>                            | <b>8,850</b>                | <b>2,421</b>       |
| <i>Non-recurrent - Commonwealth Government</i>  |                                         |                             |                    |
| Bushfire recovery                               | 2,805                                   | 2,081                       | (724)              |
| <i>Non-recurrent - State Government</i>         |                                         |                             |                    |
| Planning, building and health                   | 50                                      | 40                          | (10)               |
| Environment and protection services             | 0                                       | 40                          | 40                 |
| Economic development and events                 | 0                                       | 50                          | 50                 |
| Bushfire recovery                               | 20                                      | 0                           | (20)               |
| <b>Total non-recurrent grants</b>               | <b>2875</b>                             | <b>2,211</b>                | <b>(664)</b>       |
| <b>Total operating grants</b>                   | <b>9,304</b>                            | <b>11,061</b>               | <b>1,757</b>       |

Increases or decreases in specific operating grant funding reflect expected changes in demand for these services. The increase in Victoria Grants Commission (VGC) funding results from Council budgeting to receive a full year's funding allocation in 2016/17, for the 2015/16 financial year the Commission made a prepayment of 50% of the allocation on 30 June 2015 which was recognised in the 2014/15 accounts. A reduction in Economic development and events grants is a result of various projects under the Small Towns Improvement Program being completed during the 2015/16 year.



### 5.1.2 Grants capital (\$1.36 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 19.9% or \$1.36 million compared to 2015/16 due mainly to specific funding for disaster relief. Section 6. 'Analysis of Capital Budget' includes a more detailed analysis of the grants and contributions expected to be received during the 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

|                                                | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Grants - capital</b>                        |                                         |                             |                    |
| <i>Recurrent - Commonwealth Government</i>     |                                         |                             |                    |
| Roads to Recovery                              | 2,491                                   | 3,212                       | 721                |
| <i>Recurrent - State Government</i>            |                                         |                             |                    |
| Planning, building and health                  | 500                                     | 0                           | (500)              |
| Arts and leisure                               | 0                                       | 0                           | 0                  |
| Environment and protection services            | 170                                     | 0                           | (170)              |
| <b>Total recurrent grants</b>                  | <b>3,161</b>                            | <b>3,212</b>                | <b>51</b>          |
| <i>Non-recurrent - Commonwealth Government</i> |                                         |                             |                    |
| Arts and leisure                               | 2,580                                   | 2,282                       | (298)              |
| Bushfire recovery                              | 0                                       | 2,300                       | 2,300              |
| <i>Non-recurrent - State Government</i>        |                                         |                             |                    |
| Arts and leisure                               | 1,093                                   | 400                         | (693)              |
| <b>Total non-recurrent grants</b>              | <b>3,673</b>                            | <b>4,982</b>                | <b>1,309</b>       |
| <b>Total capital grants</b>                    | <b>6,834</b>                            | <b>8,194</b>                | <b>1,360</b>       |

Significant increases in capital grant funding for 2016/17 relate to the Roads to Recovery program and Bushfire Recovery.

Roads to Recovery funding reflects the Council's funding allocation under Federal Government's Roads to Recovery Programme (2014-2019).

Bushfire Recovery grants reflect the anticipated capital expenditure to be undertaken during 2016/17 to restore Council infrastructure damaged and destroyed in the bushfires of Christmas day 2015.

### 5.1.3 Statement of Borrowings

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

|                                                       | 2015/16<br>\$    | 2016/17<br>\$    |
|-------------------------------------------------------|------------------|------------------|
| Total amount borrowed as at 30 June of the prior year | 5,364,000        | 4,773,000        |
| Total amount proposed to be borrowed                  | 0                | 0                |
| Total amount projected to be redeemed                 | (591,000)        | (799,000)        |
| <b>Total amount of borrowings as at 30 June</b>       | <b>4,773,000</b> | <b>3,974,000</b> |

6. Capital works program

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

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

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

Capital works program

For the year ending 30 June 2017

6.1 New works

| Capital Works Area                         | Project cost<br>\$ '000 | Asset expenditure type |         |         |           | Summary of funding sources |               |              |            |
|--------------------------------------------|-------------------------|------------------------|---------|---------|-----------|----------------------------|---------------|--------------|------------|
|                                            |                         | New                    | Renewal | Upgrade | Expansion | Grants                     | Contributions | Council cash | Borrowings |
|                                            |                         | \$ '000                | \$ '000 | \$ '000 | \$ '000   | \$ '000                    | \$'000        | \$'000       | \$'000     |
| PROPERTY                                   |                         |                        |         |         |           |                            |               |              |            |
| Buildings                                  |                         |                        |         |         |           |                            |               |              |            |
| Central Reserve                            | 2,532                   | 0                      | 0       | 2,532   | 0         | 2,282                      | 100           | 0            | 0          |
| Building Renewal Programme                 | 450                     | 0                      | 450     | 0       | 0         | 0                          | 0             | 450          | 0          |
| Meredith Park Toilets                      | 75                      | 0                      | 0       | 75      | 0         | 0                          | 0             | 75           | 0          |
| Air Conditioner Replacement Programme      | 50                      | 0                      | 50      | 0       | 0         | 0                          | 0             | 50           | 0          |
| Total Buildings                            | 3,107                   | 0                      | 500     | 2,607   | 0         | 2,282                      | 100           | 575          | 0          |
| TOTAL PROPERTY                             | 3,107                   | 0                      | 500     | 2,607   | 0         | 2,282                      | 100           | 575          | 0          |
| PLANT AND EQUIPMENT                        |                         |                        |         |         |           |                            |               |              |            |
| Plant, Machinery and Equipment             |                         |                        |         |         |           |                            |               |              |            |
| Motor vehicles and plant                   | 1,142                   | 0                      | 1,142   | 0       | 0         | 0                          | 0             | 1,142        | 0          |
| Total Plant, Machinery and Equipment       | 1,142                   | 0                      | 1,142   | 0       | 0         | 0                          | 0             | 1,142        | 0          |
| Fixtures, Fittings and Furniture           | 227                     | 0                      | 227     | 0       | 0         | 0                          | 0             | 227          | 0          |
| Computers and Telecommunications           |                         |                        |         |         |           |                            |               |              |            |
| ICT Equipment Renewal                      | 165                     | 0                      | 165     | 0       | 0         | 0                          | 0             | 165          | 0          |
| IT Corporate Backup System                 | 40                      | 0                      | 40      | 0       | 0         | 0                          | 0             | 40           | 0          |
| Records Management Upgrade                 | 30                      | 0                      | 30      | 0       | 0         | 0                          | 0             | 30           | 0          |
| Customer Service Management System Upgrade | 30                      | 0                      | 0       | 30      | 0         | 0                          | 0             | 30           | 0          |
| Total Computers and Telecommunications     | 265                     | 0                      | 235     | 30      | 0         | 0                          | 0             | 265          | 0          |
| TOTAL PLANT AND EQUIPMENT                  | 1,634                   | 0                      | 1,604   | 30      | 0         | 0                          | 0             | 1,634        | 0          |



| Capital Works Area                                               | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|------------------------------------------------------------------|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|                                                                  |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| INFRASTRUCTURE                                                   |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Roads                                                            |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Sealed Road Reconstruction Programme                             | 3,222                  | 0                      | 3222              | 0                 | 0                   | 3212                       | 0                       | 10                     | 0                    |
| Bushfire Infrastructure                                          | 2,300                  | 0                      | 2300              | 0                 | 0                   | 2300                       | 0                       | 0                      | 0                    |
| Unsealed Road Resheet Programme                                  | 1,400                  | 0                      | 1400              | 0                 | 0                   | 0                          | 0                       | 1400                   | 0                    |
| Local Roads Reseal Programme                                     | 900                    | 0                      | 900               | 0                 | 0                   | 0                          | 0                       | 900                    | 0                    |
| Road Improvement Programme                                       | 500                    | 0                      | 0                 | 500               | 0                   | 0                          | 0                       | 500                    | 0                    |
| Sealed Roads Major Patch Programme                               | 300                    | 0                      | 300               | 0                 | 0                   | 0                          | 0                       | 300                    | 0                    |
| Landslip Rehabilitation Programme                                | 200                    | 0                      | 200               | 0                 | 0                   | 0                          | 0                       | 200                    | 0                    |
| Asphalt Overlay Programme                                        | 100                    | 0                      | 100               | 0                 | 0                   | 0                          | 0                       | 100                    | 0                    |
| Kerb and Channel Replacement Programme                           | 75                     | 0                      | 75                | 0                 | 0                   | 0                          | 0                       | 75                     | 0                    |
| Road Safety Devices                                              | 50                     | 0                      | 0                 | 50                | 0                   | 0                          | 0                       | 50                     | 0                    |
| Total roads                                                      | 9,047                  | 0                      | 8,497             | 550               | 0                   | 5,512                      | 0                       | 3,535                  | 0                    |
| Bridges                                                          |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Bridges and culverts                                             | 250                    | 0                      | 250               | 0                 | 0                   | 0                          | 0                       | 250                    | 0                    |
| Total Bridges                                                    | 250                    | 0                      | 250               | 0                 | 0                   | 0                          | 0                       | 250                    | 0                    |
| Footpaths and Cycleways                                          |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| CBD Entrances Stage 1                                            | 575                    | 0                      | 75                | 500               | 0                   | 300                        | 0                       | 275                    | 0                    |
| Footpath Extension Programme (includes Costin Street extensions) | 290                    | 290                    | 0                 | 0                 | 0                   | 0                          | 0                       | 290                    | 0                    |
| Footpath Replacement Programme                                   | 225                    | 0                      | 225               | 0                 | 0                   | 0                          | 0                       | 225                    | 0                    |
| Marriners Lookout Pathway                                        | 35                     | 0                      | 0                 | 35                | 0                   | 0                          | 0                       | 35                     | 0                    |
| Total Footpaths and Cycleways                                    | 1125                   | 290                    | 300               | 535               | 0                   | 300                        | 0                       | 825                    | 0                    |
| Drainage                                                         |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Stormwater Asset Upgrades                                        | 300                    | 0                      | 0                 | 300               | 0                   | 0                          | 0                       | 300                    | 0                    |
| Urban Drainage Renewal Programme                                 | 150                    | 0                      | 150               | 0                 | 0                   | 0                          | 0                       | 150                    | 0                    |
| Total Drainage                                                   | 450                    | 0                      | 150               | 300               | 0                   | 0                          | 0                       | 450                    | 0                    |
| Recreational, Leisure and Community Facilities                   |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Birregurra Tennis and Netball Courts Redevelopment               | 302                    | 0                      | 302               | 0                 | 0                   | 100                        | 152                     | 50                     | 0                    |
| Total Rec, Leisure and Comm'y Facilities                         | 302                    | 0                      | 302               | 0                 | 0                   | 100                        | 152                     | 50                     | 0                    |
| Parks, Open Space and Streetscapes                               |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Shire Wide Beautification                                        | 100                    | 0                      | 100               | 0                 | 0                   | 0                          | 0                       | 100                    | 0                    |
| Playground Renewal Programme                                     | 60                     | 0                      | 60                | 0                 | 0                   | 0                          | 0                       | 60                     | 0                    |
| Active Parks Renewal Programme                                   | 50                     | 0                      | 50                | 0                 | 0                   | 0                          | 0                       | 50                     | 0                    |
| Total Parks, Open Space and Streetscapes                         | 210                    | 0                      | 210               | 0                 | 0                   | 0                          | 0                       | 210                    | 0                    |
| TOTAL INFRASTRUCTURE                                             | 11,384                 | 290                    | 9,709             | 1,385             | 0                   | 5,912                      | 152                     | 5,320                  | 0                    |
| TOTAL NEW CAPITAL WORKS 2016/17                                  | 16,125                 | 290                    | 11,813            | 4,022             | 0                   | 8,194                      | 252                     | 7,529                  | 0                    |

## 6.2 Works carried forward from the 2015/16 year

| Capital Works Area                      | Project cost<br>\$'000 | Asset expenditure type |                   |                   |                     | Summary of funding sources |                         |                        |                      |
|-----------------------------------------|------------------------|------------------------|-------------------|-------------------|---------------------|----------------------------|-------------------------|------------------------|----------------------|
|                                         |                        | New<br>\$'000          | Renewal<br>\$'000 | Upgrade<br>\$'000 | Expansion<br>\$'000 | Grants<br>\$'000           | Contributions<br>\$'000 | Council cash<br>\$'000 | Borrowings<br>\$'000 |
| <b>PROPERTY</b>                         |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Buildings</b>                        |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Central Reserve                         | 279                    | 0                      | 279               | 0                 | 0                   | 0                          | 0                       | 429                    | 0                    |
| DDA Compliance Rae Street               | 200                    | 0                      | 0                 | 200               | 0                   | 0                          | 0                       | 200                    | 0                    |
| Memorial Square Shrine Restoration      | 60                     | 0                      | 60                | 0                 | 0                   | 0                          | 0                       | 60                     | 0                    |
| <b>Total Buildings</b>                  | <b>539</b>             | <b>0</b>               | <b>339</b>        | <b>200</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>689</b>             | <b>0</b>             |
| <b>TOTAL PROPERTY</b>                   | <b>539</b>             | <b>0</b>               | <b>339</b>        | <b>200</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>689</b>             | <b>0</b>             |
| <b>Fixtures, Fittings and Furniture</b> | <b>201</b>             | <b>0</b>               | <b>29</b>         | <b>172</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>201</b>             | <b>0</b>             |
| <b>TOTAL PLANT AND EQUIPMENT</b>        | <b>201</b>             | <b>0</b>               | <b>29</b>         | <b>172</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>201</b>             | <b>0</b>             |
| <b>INFRASTRUCTURE</b>                   |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| <b>Roads</b>                            |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| Sealed Road Reconstruction Programme    | 300                    | 0                      | 300               | 0                 | 0                   | 0                          | 0                       | 300                    | 0                    |
| <b>TOTAL ROADS</b>                      | <b>300</b>             | <b>0</b>               | <b>300</b>        | <b>0</b>          | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>300</b>             | <b>0</b>             |
| <b>Footpaths and Cycleways</b>          |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| CBD Entrances Stage 1                   | 400                    | 0                      | 0                 | 400               | 0                   | 0                          | 0                       | 400                    | 0                    |
| <b>Total Footpaths and Cycleways</b>    | <b>400</b>             | <b>0</b>               | <b>0</b>          | <b>400</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>400</b>             | <b>0</b>             |
| <b>TOTAL INFRASTRUCTURE</b>             | <b>700</b>             | <b>0</b>               | <b>300</b>        | <b>400</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>700</b>             | <b>0</b>             |
| <b>TOTAL CARRIED FWD WORKS 2015/16</b>  | <b>1,440</b>           | <b>0</b>               | <b>668</b>        | <b>772</b>        | <b>0</b>            | <b>0</b>                   | <b>0</b>                | <b>1,590</b>           | <b>0</b>             |
| <b>6.3 Summary</b>                      |                        |                        |                   |                   |                     |                            |                         |                        |                      |
| PROPERTY                                | 3,646                  | 0                      | 839               | 2,807             | 0                   | 2,282                      | 100                     | 1,264                  | 0                    |
| PLANT AND EQUIPMENT                     | 1,835                  | 0                      | 1,633             | 202               | 0                   | 0                          | 0                       | 1,835                  | 0                    |
| INFRASTRUCTURE                          | 12,084                 | 290                    | 10,009            | 1,785             | 0                   | 5,912                      | 152                     | 6,020                  | 0                    |
| <b>TOTAL CAPITAL WORKS</b>              | <b>17,565</b>          | <b>290</b>             | <b>12,481</b>     | <b>4,794</b>      | <b>0</b>            | <b>8,194</b>               | <b>252</b>              | <b>9,119</b>           | <b>0</b>             |

## 7. Rates and charges

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

### 7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14.), rates and charges were identified as an important source of revenue, accounting for 52.5% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and municipal charge will increase by 2.5% in line with the rate cap. Kerbside collection charge will increase by 2.5% and the recycling charge by 2.5%. This will raise total rate and charges for 2016/17 of \$28.74 million, including \$0.10 million generated from supplementary rates. Whilst overall average rates and charges have increased by 2.5%, increases in the individual differentials vary due to changes in relative valuations across the municipality.

#### 7.1 The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year.

| Type or class of land                  | 2015/16<br>cents/\$CIV | 2016/17<br>cents/\$CIV | Change |
|----------------------------------------|------------------------|------------------------|--------|
| Colac Residential                      | 0.004513               | <b>0.004370</b>        | -3.2%  |
| Balance of Shire Residential           | 0.003836               | <b>0.003714</b>        | -3.2%  |
| Rural Farm                             | 0.003565               | <b>0.003452</b>        | -3.2%  |
| Holiday Rental                         | 0.004513               | <b>0.004370</b>        | -3.2%  |
| Colac Commercial/Industrial            | 0.007446               | <b>0.007210</b>        | -3.2%  |
| Balance of Shire Commercial/Industrial | 0.006318               | <b>0.006118</b>        | -3.2%  |

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

| Type or class of land                             | 2015/16<br>\$     | 2016/17<br>\$     | Change       |
|---------------------------------------------------|-------------------|-------------------|--------------|
| Colac Residential                                 | 5,879,659         | <b>6,242,423</b>  | <b>6.2%</b>  |
| Balance of Shire Residential                      | 7,085,768         | <b>7,222,620</b>  | <b>1.9%</b>  |
| Rural Farm                                        | 5,583,474         | <b>5,769,935</b>  | <b>3.3%</b>  |
| Holiday Rental                                    | 1,027,077         | <b>1,015,042</b>  | <b>-1.2%</b> |
| Colac Commercial/Industrial                       | 2,053,730         | <b>1,987,314</b>  | <b>-3.2%</b> |
| Balance of Shire Commercial/Industrial            | 1,071,581         | <b>1,030,730</b>  | <b>-3.8%</b> |
| <b>Total amount to be raised by general rates</b> | <b>22,701,289</b> | <b>23,268,063</b> | <b>2.5%</b>  |

**7.3 The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.**

| Type or class of land                  | 2015/16<br>(Original) # | 2016/17<br>#  | Change      |
|----------------------------------------|-------------------------|---------------|-------------|
| Colac Residential                      | 5,520                   | 5,579         | 1.1%        |
| Balance of Shire Residential           | 5,245                   | 5,263         | 0.3%        |
| Rural Farm                             | 2,782                   | 2,785         | 0.1%        |
| Holiday Rental                         | 415                     | 439           | 5.8%        |
| Colac Commercial/Industrial            | 623                     | 627           | 0.6%        |
| Balance of Shire Commercial/Industrial | 338                     | 336           | -0.6%       |
| <b>Total number of assessments</b>     | <b>14,923</b>           | <b>15,029</b> | <b>0.7%</b> |

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

**7.5 The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.**

| Type or class of land                  | 2015/16<br>\$        | 2016/17<br>\$        | Change      |
|----------------------------------------|----------------------|----------------------|-------------|
| Colac Residential                      | 1,302,856,000        | 1,428,472,000        | 9.6%        |
| Balance of Shire Residential           | 1,847,193,000        | 1,944,701,000        | 5.3%        |
| Rural Farm                             | 1,566,108,000        | 1,671,476,000        | 6.7%        |
| Holiday Rental                         | 227,587,000          | 232,275,000          | 2.1%        |
| Colac Commercial/Industrial            | 275,806,000          | 275,633,000          | -0.1%       |
| Balance of Shire Commercial/Industrial | 169,606,000          | 168,475,000          | -0.7%       |
| <b>Total value of land</b>             | <b>5,389,156,000</b> | <b>5,721,032,000</b> | <b>6.2%</b> |

**7.6 The municipal charge under section 159 of the Act compared with the previous financial year.**

| Type of Charge | Per Rateable<br>Property<br>2015/16<br>\$ | Per Rateable<br>Property<br>2016/17<br>\$ | Change |
|----------------|-------------------------------------------|-------------------------------------------|--------|
| Municipal      | 178                                       | 182.45                                    | 2.5%   |

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

| Type of Charge | 2015/16<br>\$ | 2016/17<br>\$ | Change |
|----------------|---------------|---------------|--------|
| Municipal      | 2,526,176     | 2,589,330     | 2.5%   |

**7.8 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<br>Property<br>2015/16<br>\$ | Per Rateable<br>Property<br>2016/17<br>\$ | Change      |
|---------------------------------|-------------------------------------------|-------------------------------------------|-------------|
| Weekly Kerbside collection      | 285                                       | 292                                       | 2.5%        |
| Fortnightly Kerbside collection | 189                                       | 194                                       | 2.5%        |
| <b>Total</b>                    | <b>474</b>                                | <b>486</b>                                | <b>2.5%</b> |

**7.9 The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year.**

| Type of Charge                  | 2015/16<br>\$    | 2016/17<br>\$    | Change      |
|---------------------------------|------------------|------------------|-------------|
| Weekly Kerbside collection      | 2,717,475        | 2,784,220        | 2.5%        |
| Fortnightly Kerbside collection | 28,728           | 29,488           | 2.5%        |
| <b>Total</b>                    | <b>2,746,203</b> | <b>2,813,708</b> | <b>2.5%</b> |

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

| Type of Charge                         | 2015/16<br>\$     | 2016/17<br>\$     | Change      |
|----------------------------------------|-------------------|-------------------|-------------|
| General rates                          | 22,701,289        | 23,268,063        | 2.5%        |
| Tirrengower Drainage Scheme            | 21,063            | 21,063            | 0.0%        |
| Municipal charge                       | 2,526,176         | 2,589,330         | 2.5%        |
| Kerbside collection and recycling      | 2,746,203         | 2,813,708         | 2.5%        |
| <b>Rates and charges <sup>*1</sup></b> | <b>27,994,731</b> | <b>28,692,164</b> | <b>2.5%</b> |

<sup>\*1</sup> Note the above does not include annualised supplementary rates

**7.11 Other Charges.**

| Type of Charge              | 2015/16<br>\$ Per Hectare | 2016/17<br>\$ Per Hectare | Change |
|-----------------------------|---------------------------|---------------------------|--------|
| Tirrengower Drainage Scheme | 2.50                      | 2.50                      | 0.0%   |

**7.12 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 (2016/17: estimated \$0.10 million)
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

### 7.13 Differential rates

#### Rates to be levied

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

- A general rate of 0.004370 cents in the dollar of CIV for all rateable residential properties in Colac, and all rateable residential properties in Colac East, Colac West and Elliminyt;
- A general rate of 0.003714 cents in the dollar of CIV for any residential land which is not located in Colac, Colac East, Colac West or Elliminyt (balance of Shire);
- A general rate of 0.003452 cents in the dollar of CIV for all rateable farm land;
- A general rate of 0.004370 cents in the dollar of CIV for all rateable holiday rental properties;
- A general rate of 0.007210 cents in the dollar of CIV for all rateable commercial and industrial properties in Colac, Colac East, Colac West and Elliminyt; and
- A general rate of 0.006118 cents in the dollar of CIV for all other rateable commercial and industrial properties not located in Colac, Colac East, Colac West and Elliminyt (balance of Shire).

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

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

#### Residential Land – Colac

Any land, whether vacant or built upon, which is located in Colac, Colac East, Colac West and Elliminyt that is not zoned for commercial or industrial use and which does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land; or
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt.

#### Residential Land – Balance of Shire

Any land, whether vacant or built upon or which is not located in Colac, Colac East, Colac West or Elliminyt that does not have the characteristics of:

- a) Rural Farm Land;
- b) Holiday Rental Land;
- c) Commercial/Industrial Land – Colac, Colac East, Colac West or Elliminyt; or
- d) Commercial/Industrial Land – Balance of Shire.



**Rural Farm Land**

Any land located within the shire which is "Farm Land" within the meaning of section 2 of the *Valuation of Land Act* 1960 and is zoned to allow land to be used for rural and/or farming purposes.

Typically, these properties may contain buildings used as a residence and for farm purposes and will also contain land with no buildings located upon it.

A Rural – Farm property may also be any land located within the shire which:

- Is not greater than 5 hectares in area;
- Is zoned to allow the land to be used for rural and/or farming purposes;
- Has been deemed unviable for the purpose of carrying on a business of primary production by Council; and
- Has been deemed unsuitable to allow the construction of a dwelling.

**Holiday Rental Land**

Any land that contains a dwelling, cabin or house or part of a house that:

is used for the provision of holiday accommodation for the purpose of generating income; or

is made generally available for holiday accommodation and is a secondary or supplemental source of income for the owner.

Note: Typically, the category will include absentee owned holiday houses, owner occupied "Bed and Breakfast" establishments, farm properties with accommodation cabins, holiday farms and the like.

The category will not include land used to provide tourist/holiday accommodation on an overtly commercial scale and basis where the provision of accommodation is an integral part of the use of the property. The types of properties excluded from this category would include motels, resorts, hotels with accommodation, caravan parks, centrally managed and promoted multi unit developments and the like.

**Commercial/Industrial Land – Colac, Colac East, Colac West, Elliminyt**

Any land which is located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Colac, Colac East, Colac West or Elliminyt; or
- c) Holiday Rental Land; and

is used primarily for:

- a) the sale of goods or services;
- b) other commercial purposes; or
- c) industrial purposes or which is vacant but zoned for commercial or industrial use.

**Commercial/Industrial Land - Balance of Shire**

Any land which is not located in Colac, Colac East, Colac West or Elliminyt which does not have the characteristics of:

- a) Rural Farm Land;
- b) Residential Land – Balance of Shire; or
- c) Holiday Rental Land; and

is used primarily for:

- a) the sale of goods or services;
- b) other commercial purposes; or
- c) industrial purposes or which is vacant but zoned for commercial or industrial use.

**Other Charges****Municipal Charge**

A Municipal Charge be declared for the period commencing 1 July 2016 to 30 June 2017 to cover some of the administrative costs of the Council.

The municipal charge be the sum of \$182.45 per annum for each rateable property in respect of which a municipal charge can be levied.

**Annual Service (Waste Management) Charges**

**An annual service (waste management) charge of \$285 per annum (weekly service provided) be declared for:**

All land used primarily for residential or commercial purposes; or  
other land in respect of which a weekly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.

**An annual service (waste management) charge of \$194 per annum (fortnightly service provided) be declared for:**

All land used primarily for residential or commercial purposes; or  
other land in respect of which a fortnightly waste collection and disposal service is provided, for the period 1 July 2016 to 30 June 2017.

**Commercial properties can have a maximum of one (1) 240 litre or two (2) 120 litre bins.**

**Tirrengower Special (Drainage) Scheme**

The special charge for the Tirrengower drainage works previously declared by Council be fixed at \$2.50 per hectare for the period 1 July 2016 to 30 June 2017.



## Budget Analysis

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

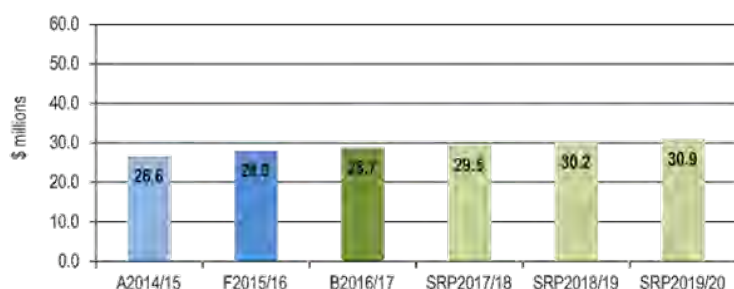
This section includes the following analysis and information.

- 8 Summary of financial position
- 9 Budget influences
- 10 Analysis of operating budget
- 11 Analysis of budgeted cash position
- 12 Analysis of capital budget
- 13 Analysis of budgeted financial position
- 14 Strategic resource plan
- 15 Summary of other strategies
- 16 Rating strategy

## 8. Summary of financial position

Council has prepared a Budget for the 2016/17 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, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

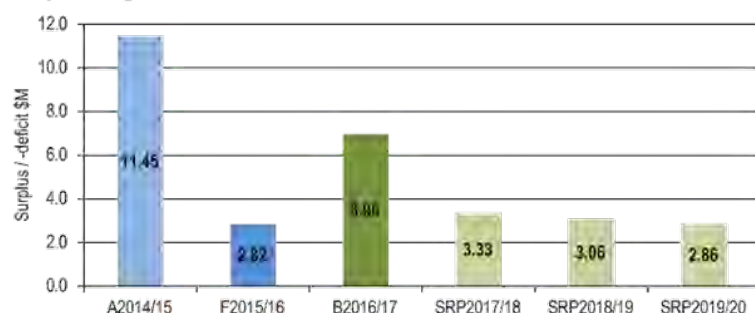
### 8.1 Rates and charges



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

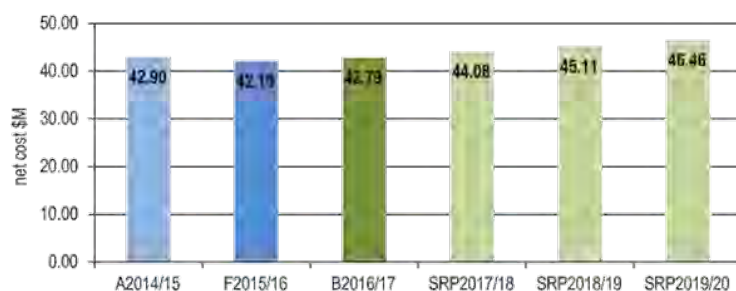
It is proposed that the average rates increase by 2.5% for the 2016/17 year, raising total rates of \$28.7 million, including \$0.10 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 2.5%. This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 4.95%). Refer Sections 7 and 10 for more information.

### 8.2 Operating result



The expected operating result for the 2016/17 year is a surplus of \$6.96 million, which is an increase of \$4.14 million over 2015/16. The improved operating result is due mainly to the receipt of a full year's Victoria Grants Commission funding budgeted for 2016/17 (\$3.03 million). The adjusted underlying result, which excludes items such as non-recurrent capital grants and non-cash contributions is a surplus of \$1.73 million, which is an improvement of \$2.75 million over 2015/16 - refer to section 10 of this summary for further information. (The forecast operating result for the 2015/16 year was a surplus of \$2.82 million).

### 8.3 Services

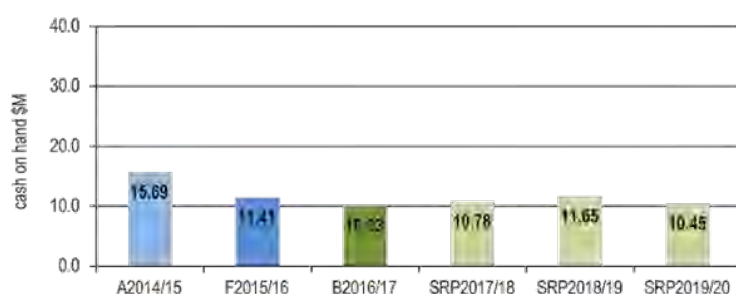


The net cost of services delivered to the community for the 2016/17 year is expected to be \$42.79 million which is an increase of \$0.69 million over 2015/16. A key influencing factor in the development of the 2016/17 budget has been a focus on reducing costs whilst maintaining service levels.

Future cost increases have been minimised, while maintaining existing service levels, due to the identification of business improvement initiatives in a number of areas including reduction in fuel consumption, streamlining of postal services and savings in utility costs (totalling approximately \$1.8m over the forward estimates).

Refer Section 2 for a list of services.

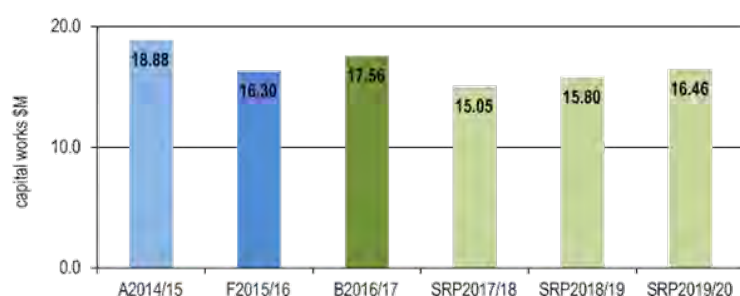
### 8.4 Cash and investments



Cash and investments are expected to reduce by \$1.2 million during the year to \$10.03 million as at 30 June 2017. This is due mainly to the carried forward component of the 2015/16 capital works program and the use of cash reserves by Council to maintain a robust capital expenditure program. (Cash and investments are forecast to be \$11.4 million as at 30 June 2016).

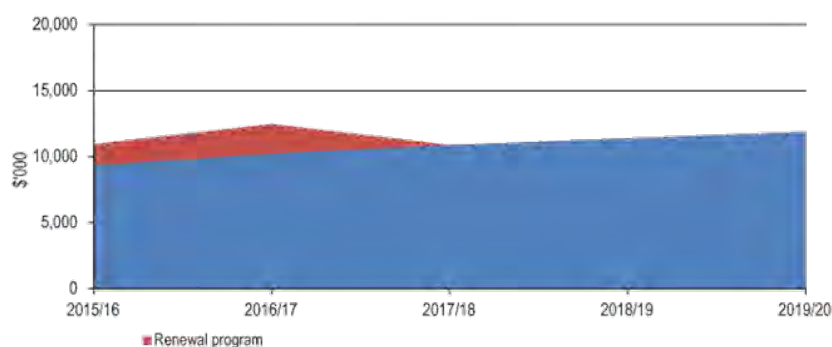
Refer also Section 3 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

### 8.5 Capital works



The capital works program for the 2016/17 year is expected to be \$17.56 million of which \$1.44 million relates to projects which will be carried forward from the 2015/16 year. The carried forward component is fully funded from the 2015/16 budget. Of the \$17.56 million of capital funding required, \$8.44 million will come from external grants with the balance of \$9.12 million from Council cash. The Council cash amount comprises asset sales (\$0.27 million), cash held at the start of the year (\$2.55 million) and cash generated through operations in the 2016/17 financial year (\$6.30 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. For more information refer to sections 6 and 12.

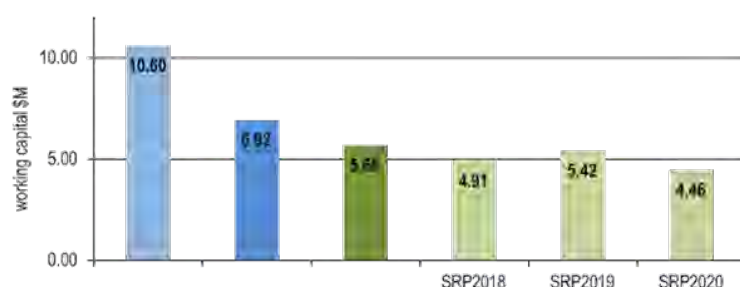
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



The asset renewal program has been increased to \$12.48 million in the 2016/17 year which maintains Council's enviable position of maintaining renewal expenditure at least in line with current depreciation levels. It is important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.

Refer also Section 3 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

## 8.6 Financial position

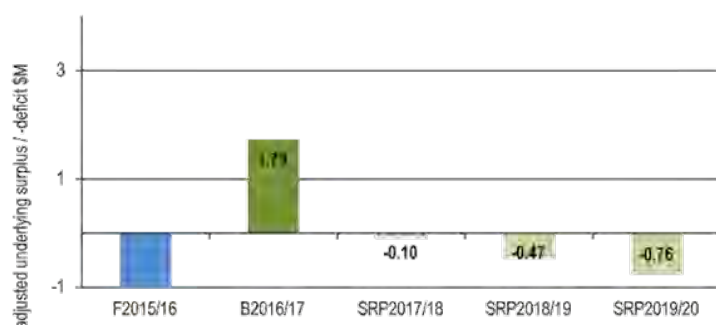


The above graph demonstrates that council will maintain above the minimum required working capital ratio even when using conservative income estimates

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

Refer also Section 3 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

## 8.7 Financial sustainability

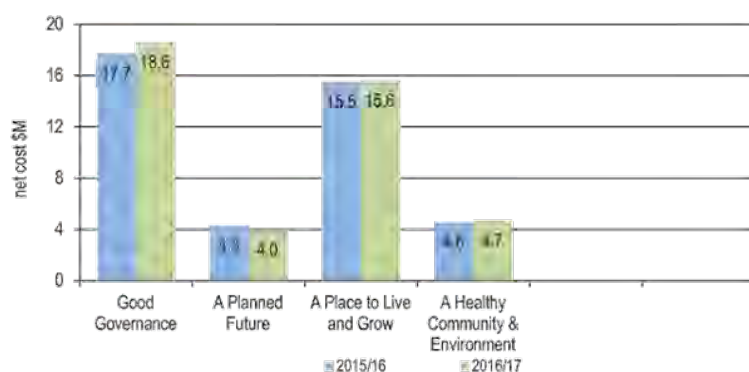


A high level Strategic Resource Plan for the years 2017/18 to 2019/20 has been developed to assist Council in adopting a budget for the purposes of a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decrease over the four year period although the reduced result is improved compared to previous year forecasts and Council remains financially sustainable with a strong surplus forecast for 16/17.

It is important to note that the forecast includes \$0.8 million of depreciation for the Port of Apollo Bay and when adding this amount back (noting Council is not responsible for the replacement of these assets as they are owned by the state), the forecast SRP periods show a balanced/surplus position.

Refer Section 14 for more information on the Strategic Resource Plan.

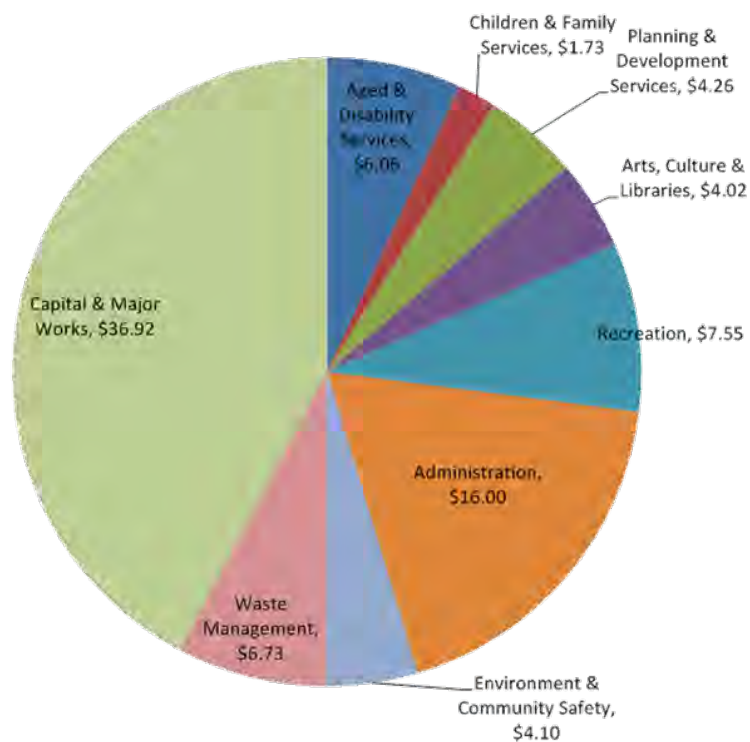
### 8.8 Strategic objectives



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

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

## 8.9 Council expenditure allocations



The above chart provides an indication of how Council allocates its expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends. Council overheads, governance costs and administrative costs are allocated to our external facing services using an internal overhead allocation model.

## 9. Budget influences

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

### 9.1 Snapshot of Colac Otway Shire Council

Colac Otway Shire Council is located in the South West of Victoria, covering an area of 3,443 square kilometres, stretching from the plains of Cressy in the north to rainforest of Cape Otway in the south. The Shire consists of rich agricultural lands, timbered forests and the urban areas of Colac, Apollo Bay, Birregurra, Pirron Yallock and Cressy. The Shire's administrative centre is based in the urban hub of Colac, with an additional service centre in the coastal town of Apollo Bay.

The current Shire was created through the amalgamation between the former City of Colac and the former Shire of Colac and the former Shire of Otway.

#### Population

Our population was estimated to be 20,501 in 2014 (source: Australian Bureau Statistics). Our population has remained relatively steady over the last decade exhibiting a -0.1% growth rate. We are anticipating increased population growth in the medium term as the duplication of the Princess Highway from Geelong to Colac opens up access to the region.

#### Ageing population

The Shire has a relatively older population, with 59.8% of our residents being over 35 years old. Over one quarter (25.7%) are aged over 60 years old, with 19.5% of our population school aged (between 5 and 19 years old).

Only 7.5% of our population was born outside of Australia.

#### Employment and occupation

Colac Otway's residents enjoy steady employment, with 96.3% of our active workforce population in some form of employment. Of this 55.3% are employed in a full-time capacity.

Our five major employment sectors (which employ 56.2% of the workforce) are:

- Manufacturing (12.7%)
- Health Care and Social Assistance (12.6%)
- Agriculture, Forestry & Fishing (12.0%)
- Retail Trade (10.5%)
- Accommodation and food services (8.5%)
- Education and Training (6.0%)
- Administrative and Support Services (4.9%)



**Budget implications**

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

- Council's Ageing population presents challenges in planning for infrastructure and services which provide ease of access and useability and support for the increasing aged members of our community. We may face challenges in attracting and retaining a sustainable workforce as the workforce age demographic declines.
- The location, relatively large area and very diverse topography of the Shire presents transport issues - the duplication of the Princess Highway from Geelong to Colac will alleviate a number of access issues, but may present different problems, with the potential for a significant increase in road freight and traffic travelling through the Shire.
- Complex regulatory environment - Council operates in a highly regulated environment.
- Asset Renewal - the highly diverse topography within the Shire presents unique circumstances in renewing assets due to the vastly different conditions from one end of the Shire to the other.

**9.2 External influences**

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 28 January 2016). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to May 2015 was 1.7% (ABS release 13 August 2015). The wages price index in Victoria is projected to be 3.25% per annum in 2016/17 and the subsequent two years (Victorian Budget Papers 2015/16). Council must renegotiate a new Collective Agreement during the 2016/17 year for commencement during 2016.
- Ongoing freeze in Victoria Grants Commission funding.
- Estimated operating expenditure of \$2.1 million and capital expenditure of \$2.30 million during 2016/17 relating to recovery works from the Christmas Day 2015 bushfire at Wye River and Separation Creek. Compensation of \$4.38 million is anticipated to be received by Council via the National Disaster Relief and Recovery Arrangements and other State funding streams.
- Increases of 3.3% (or \$2.02 per tonne) in the levy payable to the State Government upon disposal of waste into landfill, resulting in additional waste tipping costs. The levy has increased from \$9 per tonne in 2008/09 to \$30.33 per tonne in 2016/17.
- Cost Shifting occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to Cost Shifting include school crossing supervisors, 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 all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*.

### 9.3 Internal influences

As well as external influences, there are also a number of internal influences which are expected to have an impact on the preparation of the 2016/17 Budget. These matters have arisen from events occurring in the 2015/16 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2016/17 year. These matters and their financial impact are set out below:

- Renegotiation of Council's current Enterprise Bargaining Agreement to occur 2016.
- The return to full scale operation of the Bluewater Leisure Centre during 2015/16 after a comprehensive redevelopment of the site. This will affect income (from fees and charges), Employee Benefits (from increased staffing requirements arising from returning the centre to full operations) and Materials and Services (increases in utilities and consumables arising from full operation of the centre)
- Transitioning to the National Disability Insurance Scheme (NDIS) impacting the resources required in the Council's Older Persons/Health and Community Care Services.

### 9.4 Budget principles

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

- Existing fees and charges to be increased in line with CPI or market levels.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at 2015/16 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- A culture of 'every dollar counts'. We recognise that every \$1,000 to \$2,000 saved is the equivalent of our neighbour's rates
- Contract labour to be minimised.
- Construction and material costs to reflect the input costs of the services.
- New initiatives or new employee proposals to be justified through a business case.
- Real savings in expenditure identified in 2015/16 to be preserved.
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included.
- Consideration of the whole of life cost of the service or asset.

### 9.5 Long term strategies

The budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 14.), Rating Information (Section 7.) and Other Long Term Strategies (Section 16.) including borrowings, infrastructure and service delivery.

## 10. Analysis of operating budget

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

### 10.1 Budgeted income statement

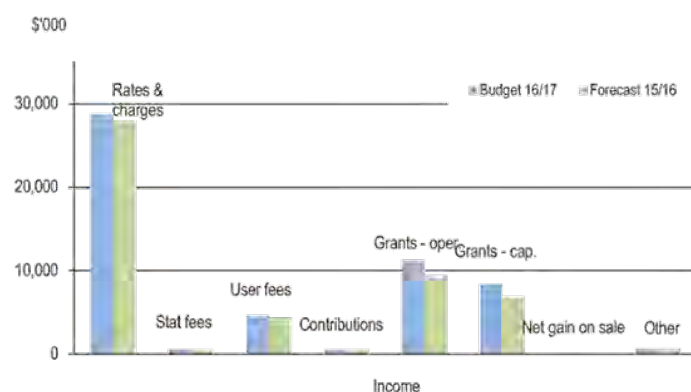
|                                              | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|----------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| Total income                                 | 10.2   | 50,465                                  | 54,412                      | 3,947              |
| Total expenses                               | 10.3   | (47,642)                                | (47,452)                    | 190                |
| <b>Surplus (deficit) for the year</b>        |        | <b>2,823</b>                            | <b>6,960</b>                | <b>4,137</b>       |
| Grants –non-recurrent capital                | 5.1.2  | (3,673)                                 | (4,982)                     | (1,309)            |
| Contributions - non-monetary assets          |        | 0                                       | 0                           | 0                  |
| Capital contributions - other sources        | 10.2.4 | (174)                                   | (252)                       | (78)               |
| <b>Adjusted underlying surplus (deficit)</b> |        | <b>(1,024)</b>                          | <b>1,726</b>                | <b>2,750</b>       |

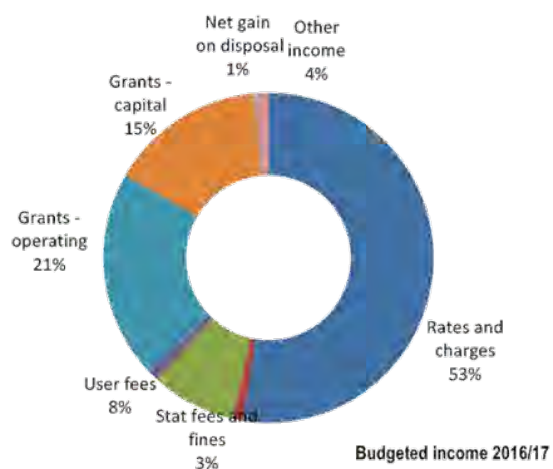
#### 10.1.1 Adjusted underlying surplus (\$1.73 million)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/17 year is a surplus of \$1.73 million which is an improvement from a deficit of \$1.02 million in the 2015/16 forecast year. In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

### 10.2 Income

| Income Types                                                     | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|------------------------------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| Rates and charges                                                | 10.2.1 | 27,974                                  | 28,744                      | 770                |
| Statutory fees and fines                                         | 10.2.2 | 548                                     | 570                         | 22                 |
| User fees                                                        | 10.2.3 | 4,414                                   | 4,588                       | 174                |
| Contributions - monetary                                         | 10.2.4 | 562                                     | 371                         | (191)              |
| Grants - operating                                               | 5.1.1  | 9,304                                   | 11,061                      | 1,757              |
| Grants - capital                                                 | 5.1.2  | 6,834                                   | 8,194                       | 1,360              |
| Net gain on disposal of property, infrastructure, plant & equip. | 10.2.5 | 83                                      | 83                          | 0                  |
| Other income                                                     | 10.2.6 | 746                                     | 799                         | 53                 |
| <b>Total income</b>                                              |        | <b>50,465</b>                           | <b>54,412</b>               | <b>3,947</b>       |





#### 10.2.1 Rates and charges (\$0.77 million increase)

It is proposed that income raised by all rates and charges be increased by \$0.77 million over 2015/16 levels to \$28.74 million. This includes an increase in general rates of 2.5%, the Municipal Charge of 2.5%; kerbside waste charge of 2.5%; recycling waste charge of 2.5%; and forecasts supplementary rates to maintain steady at \$0.1 million.

The increases are in line with the Victorian Government's Fair Go Rating legislation, however it must be noted that as the 2016/17 year is a revaluation year for rating purposes and as such the rate increase for any individual property may vary from 2.5% relative to that property's variation from the average valuation change.

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

**10.2.2 Statutory fees and fines (\$0.02 million increase)**

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

Statutory fees are forecast to increase by 4.1% or \$0.02 million compared to 2015/16. The main area contributing to the increase is the local laws service, where parking infringements are anticipated to increase by \$0.016 million as a result of increased enforcement during the peak summer season.

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

**10.2.3 User fees (\$0.18 million increase)**

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to balance the cost of service provision to Council against the community's capacity to pay.

User charges are projected to increase by 3.95% or \$0.18 million over 2015/16. The majority of this increase results from Bluewater Leisure Centre which is budgeted to be fully operational for the whole 2016/17 year, as opposed to 9 months in 2015/16.

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

**10.2.4 Contributions - monetary (\$0.19 million decrease)**

Contributions includes monies paid by developers in regard to public resort and recreation, drainage and car parking in accordance with planning permits issued for property development. As such the level of contributions can vary from year to year as a result of the nature of works being undertaken by Council.

Contributions are projected to decrease by \$0.19 million or 33.96% compared to 2015/16 due mainly to the completion of a number of major projects within the municipality during the 2015/16 year.

**10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$nil movement)**

Proceeds from the disposal of Council assets is forecast to be \$0.27 million for 2016/17 which relates predominately to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.261 million.

**10.2.6 Other income (\$0.05 million increase)**

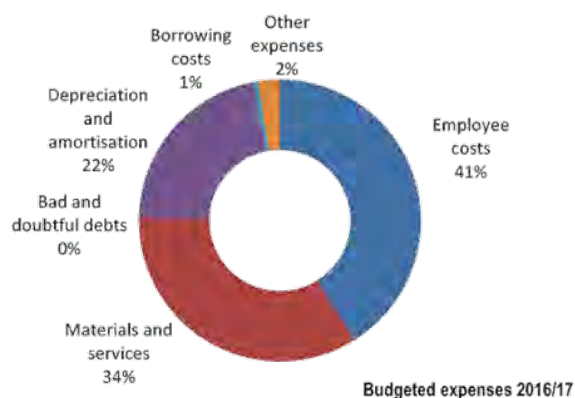
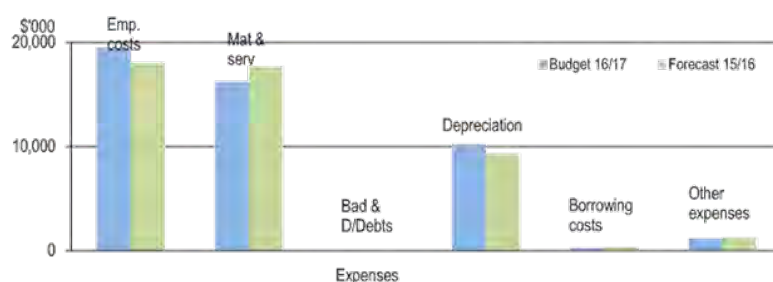
Other income relates to a range of items such as private works, cost recoups and other miscellaneous income items. It also includes interest revenue on investments and rate arrears.

Other income is forecast to increase by 7.1% or \$0.05 million compared to 2015/16. This is predominately a result of an anticipated increase in interest on investments of \$0.05 million compared to 2015/16, as Council holds significant cash reserves in fully cash backing all of its discretionary reserves.



## 10.3 Expenses

| Expense Types                 | Ref    | Forecast                    | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------|--------|-----------------------------|-----------------------------|--------------------|
|                               |        | Actual<br>2015/16<br>\$'000 |                             |                    |
| Employee costs                | 10.3.1 | 18,031                      | 19,507                      | 1,476              |
| Materials and services        | 10.3.2 | 17,700                      | 16,233                      | (1,467)            |
| Bad and doubtful debts        | 10.3.3 | 2                           | 2                           | 0                  |
| Depreciation and amortisation | 10.3.4 | 9,338                       | 10,237                      | 899                |
| Borrowing costs               | 10.3.5 | 326                         | 289                         | (37)               |
| Other expenses                | 10.3.6 | 1,245                       | 1,184                       | (61)               |
| Asset Write Off/Impairment    | 10.3.7 | 1,000                       | 0                           | (1,000)            |
| <b>Total expenses</b>         |        | <b>47,642</b>               | <b>47,452</b>               | <b>(190)</b>       |



Source: Section 3

## 10.3.1 Employee costs (\$1.48 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, etc. There is no increase in permanent staff.

Whilst overall employee costs are anticipated to increase by 8.2% or \$1.48 million, \$1.18 million of this increase is directly attributable to bushfire recovery activities. These positions are temporary fixed term in nature and are fully funded under the National Disaster Relief and Recovery Arrangements.

With the bushfire recovery amount excluded, Council's employee costs have increased only marginally, by 0.17% or \$0.30 million against the projected 2015/16 result.

When comparing this amount to the projected 2015/16 result it must be noted that Council has had a number of positions unfilled throughout the 2015/16 year, which is reflected in the forecast result for 2015/16 (i.e. the 2015/16 forecast has been reduced to reflect the unspent wages on vacant positions).

When compared to Council's 2015/16 Original Budget which allowed for all vacant positions to be filled for the whole year (\$18.168 million) and excluding the aforementioned bushfire response employee costs (i.e. comparing 'ordinary' operations over the two years), Council's employee costs increase by just \$0.16 million or 0.9%. This is a combination of filling vacancies with lower bandings, a reduced EBA escalation rate, and a slight reduction in employee hours across Council's home care services.

Overall the above reflects no increase in permanent staff levels.

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

| Department                          | Budget<br>2016/17<br>\$'000 | Comprises           |                     |
|-------------------------------------|-----------------------------|---------------------|---------------------|
|                                     |                             | Full Time<br>\$'000 | Part Time<br>\$'000 |
| Chief Executive Office              | 661                         | 617                 | 44                  |
| Corporate Services                  | 3,574                       | 2,013               | 1,561               |
| Development and Community Services  | 6,978                       | 2,918               | 4,060               |
| Infrastructure and Leisure Services | 6,660                       | 5,743               | 917                 |
| Bushfire recovery                   | 1,181                       | 974                 | 207                 |
| Total staff expenditure             | 19,054                      | 12,265              | 6,789               |
| Casuals and other expenditure       | 453                         |                     |                     |
| Capitalised labour costs            | 607                         |                     |                     |
| <b>Total expenditure</b>            | <b>20,114</b>               |                     |                     |

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

| Department                          | Budget<br>FTE | Comprises |           |
|-------------------------------------|---------------|-----------|-----------|
|                                     |               | Full Time | Part Time |
| Chief Executive Office              | 5.5           | 5         | 0.5       |
| Corporate Services                  | 37.4          | 29        | 8.4       |
| Development and Community Services  | 82.6          | 40.5      | 42.1      |
| Infrastructure and Leisure Services | 92.6          | 82        | 10.6      |
| Bushfire recovery                   | 12.5          | 10        | 2.5       |
| Total                               | 230.6         | 166.5     | 64.1      |
| <b>Total staff</b>                  | <b>230.6</b>  |           |           |

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

| Department                          | Service Unit               | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------|----------------------------|-----------------------------------------|-----------------------------|--------------------|
|                                     |                            |                                         |                             |                    |
| Chief Executive Office              | Business Improvement       | 0                                       | 96                          | 96                 |
| Corporate Services                  | Major Contracts            | 56                                      | 117                         | 61                 |
|                                     | Governance                 | 177                                     | 227                         | 50                 |
| Development and Community Services  | Local Laws                 | 565                                     | 627                         | 62                 |
|                                     | Statutory Planning         | 743                                     | 836                         | 93                 |
|                                     | Council Home Care Services | 1,423                                   | 1,170                       | (253)              |
| Infrastructure and Leisure Services | Bluewater Leisure Centre   | 1,064                                   | 1,157                       | 93                 |
| Bushfire recovery                   | Bushfire Recovery          | 464                                     | 1,181                       | 717                |

**10.3.2 Materials and services (\$1.47 million decrease)**

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease by 8.3% or \$1.47 million compared to 2015/16.

In formulating its 2016/17 budget Council has been very aware of the need to contain costs and has dedicated significant effort into identifying and implementing business improvements and cost saving measures whilst maintaining service levels. Cost savings have been identified across many areas of Council's operation. The major savings include:

- A reduction of \$0.33 million in consultant expenditure relating to Small Town Improvement Program projects, as projects from previous years are completed.
- Council's valuation contract expenses decrease by \$0.20 million, due to 2016/17 not being a full rates valuation year and the cost savings resulting from the renegotiation of the valuation contract services.
- A reduction in \$0.20 million in contractors for environmental projects as the sustainability project draws to near completion.
- The use of planning contractors reduces by \$0.16 million as vacant staff positions are filled.
- A reduction of \$0.15 million in heavy plant and light fleet operating expenditure due to largely to savings in fuel use arising from a reduction in the number of plant items, coupled with the replacement of fleet and plant items with more efficient vehicle types.
- A reduction of \$0.07 million in recruitment costs forecast as vacant positions become filled.

**10.3.3 Bad and doubtful debts (\$nil movement)**

There is no anticipated movement in the bad and doubtful debts budget for 2016/17.

**10.3.4 Depreciation and amortisation (\$0.90 million increase)**

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.90 million for 2016/17 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program which includes the completion of the Bluewater redevelopment and dredge at the Port of Apollo Bay. Refer to Section 6, 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

Also note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.

**10.3.5 Borrowing costs (\$0.04 million decrease)**

Borrowing costs relate to interest charged by financial institutions on funds borrowed. The 11.5% reduction in borrowing costs results from the planned reduction in borrowings due to repayment of principal in accordance with loan agreements.

**10.3.6 Other expenses (\$0.06 million decrease)**

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to decrease by 4.9% or \$0.06 million compared to 2015/16. There are a number of smaller reductions included in this amount, including a reduction in anticipated Youth Programs (\$0.02 million), as the FReeZa program is handed over to local health services, and a reduction in miscellaneous expenditure on kindergartens (\$0.02 million).

**10.3.7 Asset Write off/impairment (\$1.0 million decrease)**

Council made an allowance in 15/16 of \$1.0 million to cover asset impairment and write off arising from damaged assets from the Wye River and Separation Creek bushfire, this is expected to be a one-off adjustment.



## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/17 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

### 11.1 Budgeted cash flow statement

|                                                                   | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Cash flows from operating activities</b>                       | 11.1.1 |                                         |                             |                    |
| <i>Receipts</i>                                                   |        |                                         |                             |                    |
| Rates and charges                                                 |        | 27,987                                  | 28,744                      | 757                |
| User fees and fines                                               |        | 5,948                                   | 5,641                       | (307)              |
| Grants - operating                                                |        | 9,431                                   | 11,211                      | 1,780              |
| Grants - capital                                                  |        | 6,834                                   | 8,194                       | 1,360              |
| Interest                                                          |        | 369                                     | 420                         | 51                 |
| Other receipts                                                    |        | 937                                     | 659                         | (278)              |
|                                                                   |        | <b>51,506</b>                           | <b>54,869</b>               | <b>3,363</b>       |
| <i>Payments</i>                                                   |        |                                         |                             |                    |
| Employee costs                                                    |        | (17,857)                                | (19,329)                    | (1,472)            |
| Other payments                                                    |        | (20,800)                                | (17,938)                    | 2,862              |
|                                                                   |        | <b>(38,657)</b>                         | <b>(37,267)</b>             | <b>1,390</b>       |
| <b>Net cash provided by operating activities</b>                  |        | <b>12,849</b>                           | <b>17,602</b>               | <b>4,753</b>       |
| <b>Cash flows from investing activities</b>                       | 11.1.2 |                                         |                             |                    |
| Payments for property, infrastructure, plant & equip.             |        | (16,647)                                | (18,163)                    | (1,516)            |
| Proceeds from sale of property, infrastructure, plant & equipment |        | 427                                     | 269                         | (158)              |
| Payments for investments                                          |        | 0                                       | 0                           | 0                  |
| Proceeds from investments                                         |        | 0                                       | 0                           | 0                  |
| Loans and advances made                                           |        | 0                                       | 0                           | 0                  |
| Repayments of loans and advances                                  |        | 0                                       | 0                           | 0                  |
| <b>Net cash used in investing activities</b>                      |        | <b>(16,220)</b>                         | <b>(17,894)</b>             | <b>(1,674)</b>     |
| <b>Cash flows from financing activities</b>                       | 11.1.3 |                                         |                             |                    |
| Finance costs                                                     |        | (326)                                   | (289)                       | 37                 |
| Proceeds from borrowings                                          |        | 0                                       | 0                           | 0                  |
| Repayment of borrowings                                           |        | (593)                                   | (799)                       | (206)              |
| <b>Net cash used in financing activities</b>                      |        | <b>(919)</b>                            | <b>(1,088)</b>              | <b>(169)</b>       |
| <b>Net decrease in cash and cash equivalents</b>                  |        | <b>(4,290)</b>                          | <b>(1,380)</b>              | <b>2,910</b>       |
| Cash and cash equivalents at the beginning of the year            |        | 15,696                                  | 11,406                      | (4,290)            |
| <b>Cash and cash equivalents at end of the year</b>               | 11.1.4 | <b>11,406</b>                           | <b>10,026</b>               | <b>(1,380)</b>     |

**11.1.1 Operating activities (\$4.75 million increase)**

The increase in cash inflows from operating activities is due mainly to a \$1.36 million increase in capital grants to fund the capital works program and a \$1.78 million increase in operating grants, much of which relates to the receipt of a full year's Victoria Grants Commission allocation, along with rates and charges increase of \$0.75 million.

The net cash flows from operating activities varies from 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<br>Actual<br>2016/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|------------------------------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Surplus (deficit) for the year</b>                                  | <b>2,823</b>                            | <b>6,960</b>                | <b>4,137</b>       |
| Depreciation                                                           | 9,338                                   | 10,237                      | 899                |
| Loss (gain) on disposal of property, infrastructure, plant & equipment | (83)                                    | (83)                        | 0                  |
| Finance costs                                                          | 326                                     | 289                         | (37)               |
| Net movement in current assets and liabilities                         | 445                                     | 200                         | (245)              |
| <b>Cash flows available from operating activities</b>                  | <b>12,849</b>                           | <b>17,602</b>               | <b>4,753</b>       |

**11.1.2 Investing activities (\$1.68 million decrease)**

The increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 12 of this budget report.

**11.1.3 Financing activities (\$0.17 million decrease)**

Financing costs will decrease \$37k. This is due to an increase in loan repayments of \$206k (mainly due to a one-off early loan repayment of \$171k).

**11.1.4 Cash and cash equivalents at end of the year (\$1.38 million decrease)**

Overall, total cash and investments is forecast to decrease marginally by \$1.38 million to \$10.03 million as at 30 June 2017, reflecting Council's budget strategy of using excess cash and investments to enhance existing and create new infrastructure.

**11.2 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 2017 it will have cash and investments of \$10.03 million, which has been restricted as shown in the following table.

|                                                              |        | Forecast<br>Actual<br>2016<br>\$'000 | Budget<br>2017<br>\$'000 | Variance<br>\$'000 |
|--------------------------------------------------------------|--------|--------------------------------------|--------------------------|--------------------|
| <b>Total cash and investments</b>                            |        | <b>11,406</b>                        | <b>10,026</b>            | <b>(1,380)</b>     |
| Restricted cash and investments                              |        |                                      |                          |                    |
| - Statutory reserves                                         | 11.2.1 | (641)                                | (556)                    | 85                 |
| - Cash held to carry forward capital works                   | 11.2.2 | (1,439)                              | 0                        | 1,439              |
| - Trust funds and deposits                                   |        | (336)                                | (336)                    | 0                  |
| <b>Unrestricted cash and investments</b>                     | 11.2.3 | <b>8,990</b>                         | <b>9,134</b>             | <b>144</b>         |
| - Discretionary reserves                                     | 11.2.4 | (7,628)                              | (7,471)                  | 157                |
| <b>Unrestricted cash adjusted for discretionary reserves</b> | 11.2.5 | <b>1,362</b>                         | <b>1,663</b>             | <b>301</b>         |

**11.2.1 Statutory reserves (\$0.556 million)**

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

**11.2.2 Cash held to fund carry forward capital works**

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully completed. An amount of \$1.44 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2015/16 financial year. Section 6.2 contains further details on capital works funding.

**11.2.3 Unrestricted cash and investments (\$9.13 million)**

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

**11.2.4 Discretionary reserves (\$7.47 million)**

These funds are shown as discretionary reserves as, although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

**11.2.5 Unrestricted cash adjusted for discretionary reserves (\$1.66 million)**

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

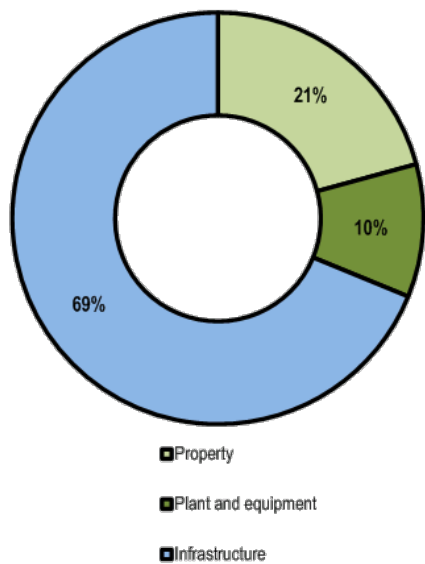
## 12. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2016/17 year and the sources of funding for the capital budget.

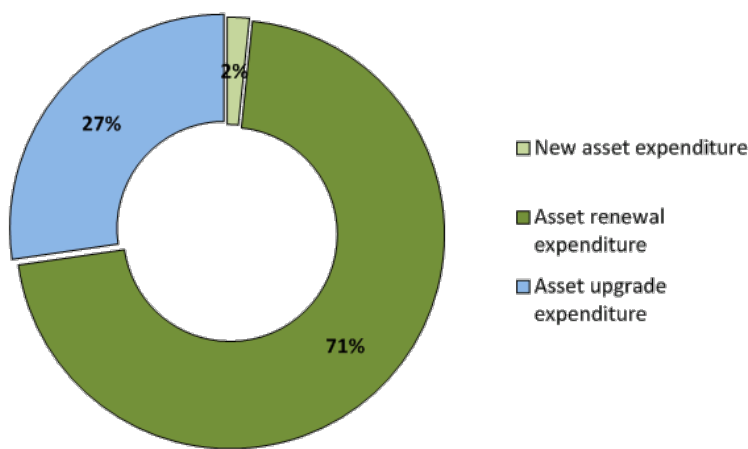
### 12.1 Capital works

| Capital Works Areas                    | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|----------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Works carried forward</b>           | 12.1.1 |                                         |                             |                    |
| <b>Property</b>                        |        |                                         |                             |                    |
| Buildings                              |        | 1,858                                   | 539                         | (1,319)            |
| <b>Total buildings</b>                 |        | 1,858                                   | 539                         | (1,319)            |
| <b>Total property</b>                  |        | 1,858                                   | 539                         | (1,319)            |
| <b>Plant and equipment</b>             |        |                                         |                             |                    |
| Fixtures, fittings and furniture       |        | 0                                       | 201                         | 201                |
| Computers and telecommunications       |        | 50                                      | 0                           | (50)               |
| <b>Total plant and equipment</b>       |        | 50                                      | 201                         | 151                |
| <b>Infrastructure</b>                  |        |                                         |                             |                    |
| Roads                                  |        | 425                                     | 300                         | (125)              |
| Bridges                                |        | 660                                     | 0                           | (660)              |
| Footpaths and cycleways                |        | 0                                       | 400                         | 400                |
| Other infrastructure                   |        | 129                                     | 0                           | (129)              |
| <b>Total infrastructure</b>            |        | 1,214                                   | 700                         | (514)              |
| <b>Total works carried forward</b>     |        | 3,122                                   | 1,440                       | (1,682)            |
| <b>New works</b>                       |        |                                         |                             |                    |
| <b>Property</b>                        | 12.1.2 |                                         |                             |                    |
| Land improvements                      |        | 25                                      | 0                           | (25)               |
| <b>Total land</b>                      |        | 25                                      | 0                           | (25)               |
| Buildings                              |        | 2,132                                   | 3,107                       | 975                |
| <b>Total buildings</b>                 |        | 2,132                                   | 3,107                       | 975                |
| <b>Total property</b>                  |        | 2,157                                   | 3,107                       | 950                |
| <b>Plant and equipment</b>             | 12.1.3 |                                         |                             |                    |
| Plant, machinery and equipment         |        | 1,458                                   | 1,142                       | (316)              |
| Fixtures, fittings and furniture       |        | 504                                     | 227                         | (277)              |
| Computers and telecommunications       |        | 331                                     | 265                         | (66)               |
| <b>Total plant and equipment</b>       |        | 2,293                                   | 1,634                       | (659)              |
| <b>Infrastructure</b>                  | 12.1.4 |                                         |                             |                    |
| Roads                                  |        | 5,827                                   | 9,047                       | 3,220              |
| Bridges                                |        | 250                                     | 250                         | 0                  |
| Footpaths and cycleways                |        | 607                                     | 1,125                       | 518                |
| Drainage                               |        | 150                                     | 450                         | 300                |
| Recreational, leisure and community    |        | 491                                     | 302                         | (189)              |
| Parks, open space and streetscapes     |        | 1,100                                   | 210                         | (890)              |
| Off street car parks                   |        | 112                                     | 0                           | (112)              |
| Other infrastructure                   |        | 194                                     | 0                           | (194)              |
| <b>Total infrastructure</b>            |        | 8,731                                   | 11,384                      | 2,653              |
| <b>Total new works</b>                 |        | 13,181                                  | 16,125                      | 2,944              |
| <b>Total capital works expenditure</b> |        | 16,303                                  | 17,565                      | 1,262              |
| <b>Represented by:</b>                 |        |                                         |                             |                    |
| New asset expenditure                  | 12.1.5 | 2,047                                   | 290                         | (1,757)            |
| Asset renewal expenditure              | 12.1.5 | 10,956                                  | 12,481                      | 1,525              |
| Asset upgrade expenditure              | 12.1.5 | 3,300                                   | 4,794                       | 1,494              |
| <b>Total capital works expenditure</b> |        | 16,303                                  | 17,565                      | 1,262              |

Budgeted capital works 2016/17



Budgeted capital works 2016/17



Source: Section 3. A more detailed listing of capital works is included in Section 6.



**12.1.1 Carried forward works (\$1.44 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year it is forecast that \$1.44 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the CBD and Entrances project (\$0.40 million), Sealed Road Reconstructions (\$0.30 million) and the Colac Central Reserve Redevelopment (\$0.28 million).

**12.1.2 Property (\$3.65 million)**

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

For the 2016/17 year, \$3.65 million will be expended on building and building improvement projects. Significant projects include Colac Central Reserve redevelopment (\$2.81 million).

**12.1.3 Plant and equipment (\$1.84 million)**

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

For the 2016/17 year, \$1.84 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$1.14 million), and upgrade and replacement of information technology (\$0.02 million).

**12.1.4 Infrastructure (\$12.08 million)**

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

For the 2016/17 year, \$9.35 million will be expended on road projects. The more significant projects include local road reconstructions (\$3.22 million), reconstruction of bushfire damaged infrastructure (\$2.30 million), road resheeting (\$1.40 million), road sealing (\$0.90 million), and major patching (\$0.30 million).

\$1.53 million will be expended on footpath & cycleway projects. Included in this there will be \$0.30 million spent on Colac CBD footpaths, with \$0.29 spent on extending Council's footpath network and a further \$0.23 on renewing existing footpaths.

\$0.45 million will be expended on drainage with \$0.30 million budgeted for stormwater asset upgrades and \$0.15 million budgeted for renewal of the existing drainage network.

Other infrastructure expenditure includes \$0.01 million on bridges, \$0.35 million on footpaths and cycleways, \$0.62 million on recreational, leisure and community facilities, \$0.08 million on car parks and \$0.11 million on other infrastructure.

**12.1.5 Asset renewal (\$12.481 million), new assets (\$0.3 million) and upgrade (\$4.79 million)**

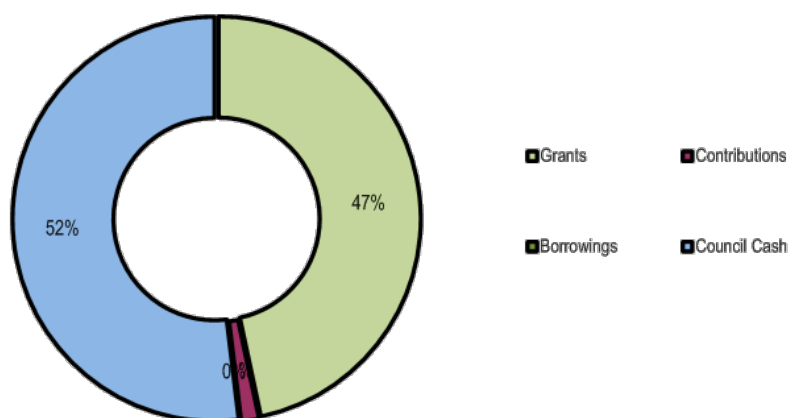
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability, whilst upgrade expenditure extends the service capacity of that asset. 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.

In budgeting to spend \$12.481 million on renewal Council is anticipating to renew its assets at a level greater than which it is consuming them, as measured by Council's depreciation charge of \$10.24 million. This provides Council with a renewal ratio of 121.92% indicating that Council is providing for current and future service capacity in its asset base.

## 12.2 Funding sources

| Sources of funding                  | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Works carried forward</b>        |        |                                         |                             |                    |
| <b>Current year funding</b>         |        |                                         |                             |                    |
| - reserve cash and investments      |        | 1,375                                   | 1,440                       | 65                 |
| - unrestricted cash and investments |        | 1,747                                   | 0                           | (1,747)            |
| <b>Total works carried forward</b>  | 12.2.1 | <b>3,122</b>                            | <b>1,440</b>                | <b>(1,682)</b>     |
| <b>New works</b>                    |        |                                         |                             |                    |
| <b>Current year funding</b>         |        |                                         |                             |                    |
| Grants                              | 12.2.2 | 6,834                                   | 8,194                       | 1,360              |
| Contributions                       |        | 91                                      | 252                         | 161                |
| Borrowings                          |        | 0                                       | 0                           | 0                  |
| Council cash                        |        |                                         |                             |                    |
| - operations                        | 12.2.3 | 5,829                                   | 6,487                       | 658                |
| - proceeds on sale of assets        | 12.2.4 | 427                                     | 269                         | (158)              |
| - reserve cash and investments      | 12.2.5 | 0                                       | 923                         | 923                |
| - unrestricted cash and investments |        | 0                                       | 0                           | 0                  |
| <b>Total new works</b>              |        | <b>13,181</b>                           | <b>16,125</b>               | <b>2,944</b>       |
| <b>Total funding sources</b>        |        | <b>16,303</b>                           | <b>17,565</b>               | <b>1,262</b>       |

Budgeted total funding sources 2016/17



Source: Section 6

**12.2.1 Carried forward works (\$1.44 million)**

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year it is forecast that \$1.44 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the CBD and Entrances project (\$0.40 million), Sealed Road Reconstructions (\$0.30 million) and the Colac Central Reserve Redevelopment (\$0.28 million).

**12.2.2 Grants - Capital (\$8.19 million)**

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Roads to Recovery program (\$3.21 million), Bushfire Recovery replacement of infrastructure (\$2.30 million), and Colac Central Reserve redevelopment (\$2.28 million).

**12.2.3 Council cash - operations (\$6.33 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$6.33 million will be generated from operations to fund the 2016/17 capital works program.

**12.2.4 Council cash - proceeds from sale of assets (\$0.27 million)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet and heavy plant renewal policy of \$0.27 million.

**12.2.5 Reserve cash - reserve cash and investments (\$0.92 million)**

Council has set aside specific cash reserves to assist with funding future capital projects. For the 2016/17 budget Council will transfer \$1.44 million from the carried forward projects reserve to fund all capital works which has been carried forward from 2015/16. Additional to this \$0.92 million of new capital expenditure will be funded from reserves in 2016/17. This includes \$0.87 million of heavy plant and fleet purchases which will be funded from the Plant Replacement Reserve, and a further \$0.05 million sourced from the Recreational Lands Reserve to fund developments at the Birregurra Tennis Courts.



### 13. Analysis of budgeted financial position

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

#### 13.1 Budgeted balance sheet

|                                               | Ref    | Forecast<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-----------------------------------------------|--------|-----------------------------------------|-----------------------------|--------------------|
| <b>Current assets</b>                         | 13.1.1 |                                         |                             |                    |
| Cash and cash equivalents                     |        | 11,406                                  | 10,026                      | (1,380)            |
| Trade and other receivables                   |        | 2,675                                   | 2,932                       | 257                |
| Financial assets                              |        | 0                                       | 0                           | 0                  |
| Other assets                                  |        | 147                                     | 147                         | 0                  |
| <b>Total current assets</b>                   |        | <b>14,228</b>                           | <b>13,105</b>               | <b>(1,123)</b>     |
| <b>Non-current assets</b>                     | 13.1.1 |                                         |                             |                    |
| Trade and other receivables                   |        | 0                                       | 0                           | 0                  |
| Investments in associates and joint ventures  |        | 274                                     | 274                         | 0                  |
| Property, infrastructure, plant and equipment |        | 294,909                                 | 302,423                     | 7,514              |
| Intangible assets                             |        | 132                                     | 132                         | 0                  |
| <b>Total non-current assets</b>               |        | <b>295,315</b>                          | <b>302,829</b>              | <b>7,514</b>       |
| <b>Total assets</b>                           |        | <b>309,543</b>                          | <b>315,934</b>              | <b>6,391</b>       |
| <b>Current liabilities</b>                    | 13.1.2 |                                         |                             |                    |
| Trade and other payables                      |        | 1,700                                   | 1,752                       | (52)               |
| Trust funds and deposits                      |        | 336                                     | 336                         | 0                  |
| Provisions                                    |        | 4,640                                   | 4,733                       | (93)               |
| Interest-bearing loans and borrowings         |        | 636                                     | 604                         | 32                 |
| <b>Total current liabilities</b>              |        | <b>7,312</b>                            | <b>7,425</b>                | <b>(113)</b>       |
| <b>Non-current liabilities</b>                | 13.1.2 |                                         |                             |                    |
| Provisions                                    |        | 4,243                                   | 4,328                       | (85)               |
| Interest-bearing loans and borrowings         |        | 4,137                                   | 3,370                       | 767                |
| <b>Total non-current liabilities</b>          |        | <b>8,380</b>                            | <b>7,698</b>                | <b>682</b>         |
| <b>Total liabilities</b>                      |        | <b>15,692</b>                           | <b>15,123</b>               | <b>569</b>         |
| <b>Net assets</b>                             |        | <b>293,851</b>                          | <b>300,811</b>              | <b>6,960</b>       |
| <b>Equity</b>                                 | 13.1.4 |                                         |                             |                    |
| Accumulated surplus                           |        | 133,558                                 | 140,583                     | 7,025              |
| Reserves                                      |        | 160,293                                 | 160,228                     | (65)               |
| <b>Total equity</b>                           |        | <b>293,851</b>                          | <b>300,811</b>              | <b>6,960</b>       |

Source: Section 3

**13.1.1 Current Assets (\$1.12 million decrease) and Non-Current Assets (\$7.51 million increase)**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.35 million during the year mainly to fund the capital works program during the year.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget year.

Other assets relates to inventories or stocks held for sale or consumption in Council's services in the next 12 months. Inventory levels held by Council are relatively insignificant and are anticipated to remain stable over the budget year.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, bridges and other infrastructure which has been built up by Council over many years.

**13.1.2 Current Liabilities (\$0.11 million increase) and Non Current Liabilities (\$0.68 million decrease)**

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to increase slightly over 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These provisions are budgeted to increase slightly over the budget year.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.80 million over the year (including an additional one-off loan repayment of \$171k).

**13.1.3 Working Capital (\$1.24 million 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<br>Actual<br>2015/16<br>\$'000 | Budget<br>2016/17<br>\$'000 | Variance<br>\$'000 |
|-------------------------------------------------|-----------------------------------------|-----------------------------|--------------------|
| <b>Current assets</b>                           | 14,228                                  | 13,105                      | (1,123)            |
| <b>Current liabilities</b>                      | 7,312                                   | 7,425                       | 113                |
| <b>Working capital</b>                          | 6,916                                   | 5,680                       | (1,236)            |
| Restricted cash and investment current assets   |                                         |                             |                    |
| - Statutory reserves                            | (641)                                   | (556)                       | 85                 |
| - Cash used to fund carry forward capital works | (1,439)                                 | 0                           | 1,439              |
| - Trust funds and deposits                      | (336)                                   | (336)                       | 0                  |
| <b>Unrestricted working capital</b>             | <b>4,836</b>                            | <b>5,124</b>                | <b>288</b>         |

### 13.1.4 Equity (\$6.96 million increase)

Total equity (net assets) and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time. The increase in accumulated surplus of \$7.03 million results directly from the operating surplus for the year, less net transfers to other reserves.

### 13.2 Key assumptions

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

- A total of 95% of total rates and charges raised will be collected in the 2016/17 year (2015/16: 95% forecast actual);
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days;
- Other debtors and creditors to remain consistent with 2015/16 levels;
- Employee entitlements to be increased by the Collective Agreement outcome offset by the impact of more active management of leave entitlements of staff;
- Repayment of loan principal to be \$0.8 million (including one-off repayment of \$171k); and
- Total capital expenditure to be \$17.56 million.

## Long Term Strategies

This section includes the following analysis and information.

- 14 Strategic resource plan
- 15 Rating information
- 16 Other long term strategies

## 14. Strategic resource plan

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

### 14.1 Plan development

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

Council has prepared an SRP for the four years 2016/17 to 2019/20 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels on a 'business as usual basis'
- Include only known streams;
- Maintain a capital renewal program at least in line with depreciation; and
- Achieve a balanced budget on a cash basis, including the use of reserve transfers.

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

- Prudently manage financial risks relating to debt, assets and liabilities;
- 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.

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

### 14.2 Financial resources

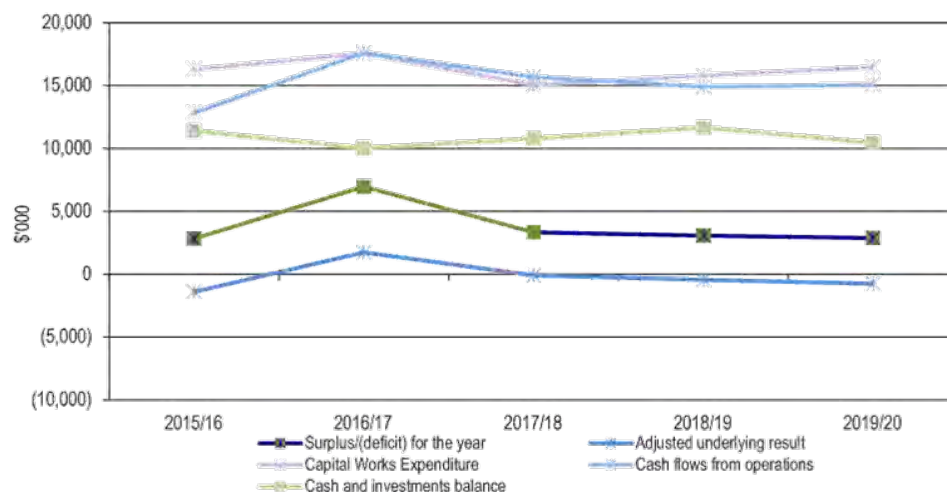
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

|                                | Forecast | Budget  | Strategic Resource Plan |         |         | Trend |
|--------------------------------|----------|---------|-------------------------|---------|---------|-------|
|                                | Actual   |         | Projections             |         |         |       |
| Indicator                      | 2015/16  | 2016/17 | 2017/18                 | 2018/19 | 2019/20 | +/-   |
|                                | \$'000   | \$'000  | \$'000                  | \$'000  | \$'000  |       |
| Surplus/(deficit) for the year | 2,823    | 6,960   | 3,333                   | 3,063   | 2,861   | -     |
| Adjusted underlying result     | (1,412)  | 1,726   | (103)                   | (465)   | (762)   | -     |
| Cash and investments balance   | 11,406   | 10,026  | 10,779                  | 11,648  | 10,445  | -     |
| Cash flows from operations     | 12,849   | 17,602  | 15,679                  | 14,915  | 15,070  | o     |
| Capital works expenditure      | 16,303   | 17,565  | 15,045                  | 15,795  | 16,460  | o     |

## Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to remain stable.
- **Rating levels (Section 15)** - Modest rate increases are forecast over the four years at an average of 2.5%. All rate increases over the life of the SRP will be in line with future expectation of the rating cap under the Fair Go Rating legislation.
- **Service delivery strategy (Section 16)** - Service levels have been maintained over the four year period with operating expenditure on a 'business as usual' basis. Whilst it is possible that Council's service review and business improvement programs will identify efficiencies in future years these efficiencies have not been factored into the budget forward projections. Likewise Council has projected income where it is guaranteed only. It is possible that Council will indeed obtain other sources of income over these years - this is especially so in grant funding, where Council is highly proactive in identifying and sourcing funding streams.

Despite this, Council continues to anticipate operating surpluses, reducing over the period. Council's underlying result however continues the downward trend over the four years, with relatively modest deficits being projected, improving on forecasts from this time last year.

However as previously mentioned, when removing the included \$0.80 million of depreciation from the Port of Apollo Bay, the budget balances/returns to surplus for the forecast SRP period's.

- **Borrowing strategy (Section 16)** - Borrowings are forecast to reduce from \$4.77 million to \$2.01 million over the four year period. There are no new borrowings forecast over the period.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$64.87 million at an average of \$16.22 million. Council will maintain at least a 100% renewal ratio in each year of the period.



## 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 which is available on Council's website.

### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for greater than 50% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the Victorian community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality. To ensure that deliberations about future rate increases have been made on an informed basis, comparisons of historical rate increases were made between Council and other similar sized councils. The following table shows a comparison of the last five years and the average rates per capita for the 2015/16 year.

| Colac Otway                       |                |
|-----------------------------------|----------------|
| Year                              | Shire          |
| 2011/12                           | 5.7%           |
| 2012/13                           | 6.8%           |
| 2013/14                           | 6.3%           |
| 2014/15                           | 5.1%           |
| 2015/16                           | 4.9%           |
| <b>Average increase</b>           | <b>5.8%</b>    |
| <b>Average per capita 2015/16</b> | <b>\$1,365</b> |

### 15.2 Future rate increases

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

| Year    | General<br>Rate<br>Increase<br>% | Municipal<br>Charge<br>Increase<br>\$'000 | Waste<br>Charge<br>Increase<br>\$'000 | Total<br>Rates<br>Collected<br>\$'000 |
|---------|----------------------------------|-------------------------------------------|---------------------------------------|---------------------------------------|
| 2015/16 | 4.9%                             | 104                                       | 130                                   | 27,987                                |
| 2016/17 | 2.5%                             | 63                                        | 68                                    | 28,744                                |
| 2017/18 | 2.5%                             | 65                                        | 69                                    | 29,451                                |
| 2018/19 | 2.5%                             | 66                                        | 71                                    | 30,176                                |
| 2019/20 | 2.5%                             | 68                                        | 73                                    | 30,918                                |

### 15.3 Rating structure

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

- Property values, form the central basis of rating under the *Local Government Act 1989*
- A user pays component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of other administrative costs of the Council

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

Council makes further distinctions within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, farming or commercial purposes. This distinction is based on the concept that business or farm should pay a fair and equitable contribution to rates taking into account the benefits those properties derive from and provide to the local community. An distinction is also made as to location of property, that is whether the property is located within the Colac urban area or within the balance of the shire. This distinction is based upon an equitable distribution of property values.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises six differential rates (residential Colac, commercial/industrial Colac, residential balance of shire, commercial/industrial balance of shire, rural farm and holiday rental). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Council also levies a municipal charge, a kerbside collection charge as allowed under the Act.

The rating differentials set by Council are:

| Category                               | Differential % |
|----------------------------------------|----------------|
| Residential Colac                      | 100%           |
| Commercial/Industrial Colac            | 165%           |
| Residential Balance of Shire           | 85%            |
| Commercial/Industrial Balance of Shire | 140%           |
| Rural Farm                             | 79%            |
| Holiday Rental                         | 100%           |

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

| Rate type                              | How applied  | 2015/16  | 2016/17  | Total Raised \$000's <sup>1</sup> | Change |
|----------------------------------------|--------------|----------|----------|-----------------------------------|--------|
| Residential Colac                      | Cents/\$ CIV | 0.004513 | 0.004370 | 6,242,423                         | 6.2%   |
| Commercial/Industrial Colac            | Cents/\$ CIV | 0.007446 | 0.007210 | 1,987,314                         | -3.2%  |
| Residential Balance of Shire           | Cents/\$ CIV | 0.003836 | 0.003714 | 7,222,620                         | 1.9%   |
| Commercial/Industrial Balance of Shire | Cents/\$ CIV | 0.006318 | 0.006118 | 1,030,730                         | -3.8%  |
| Rural Farm                             | Cents/\$ CIV | 0.003565 | 0.003452 | 5,769,935                         | 3.3%   |
| Holiday Rental                         | Cents/\$ CIV | 0.004513 | 0.004370 | 1,015,042                         | -1.2%  |
| Municipal charge                       | \$/ property | 178.00   | 182.45   | 2,589,330                         | 2.5%   |
| Tirrengower Drainage Scheme            | \$/ Hectare  | 2.50     | 2.50     | 21,063                            | 0.0%   |
| Kerbside collection charge weekly      | \$/ property | 285.00   | 292.00   | 2,784,220                         | 2.5%   |
| Kerbside collection charge fortnightly | \$/ property | 189.00   | 194.00   | 29,488                            | 2.5%   |

<sup>1</sup> \* Note the above does not include annualised supplementary rates

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.



#### 15.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been an overall increase in property valuations throughout the municipality, with some significant relativity changes between the varying property classes as measured by rating differential. Overall, property valuations across the municipal district have increased by 6.16%.

The following table summarises the valuation changes between the 2014 and 2016 general revaluations by rating differential, together with the average rating changes between the 2015/16 and 2016/17 years for each differential based on an overall 2.5% average rate increase.

| Suburb                                 | Valuation<br>Change<br>(Decrease) | Rating<br>Change<br>(Decrease) |
|----------------------------------------|-----------------------------------|--------------------------------|
| Residential Colac                      | 9.6%                              | 6.2%                           |
| Residential Balance of Shire           | 5.3%                              | 1.9%                           |
| Rural Farm                             | 6.7%                              | 3.3%                           |
| Holiday Rental                         | 2.1%                              | -1.2%                          |
| Commercial/Industrial Colac            | -0.1%                             | -3.2%                          |
| Commercial/Industrial Balance of Shire | -0.7%                             | -3.8%                          |
| <b>Overall</b>                         | <b>6.2%</b>                       | <b>2.5%</b>                    |

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen not to make any changes to the existing rate differential. In aggregate, total rates and charges will increase by 2.5% compared to 2015/16. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

## 16. Summary of other strategies

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

### 16.1 Borrowings

In developing the Strategic Resource Plan (SRP) (see Section 14), borrowings was identified as one of the potential funding sources for capital works programs. In the past, Council has borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs.

Council is cognisant of the limited sources of own generated income it is able to raise to cover loan servicing and has therefore decided at this stage not to undertake any borrowings over the life of the SRP to fund capital expenditure. This means Council will be reliant upon utilising cash reserves and pursuing grant funding opportunities to fund significant future capital programs.

For the 2016/17 year, in line with the SRP, Council has decided not take out any new borrowings to fund the capital works program and therefore, after making loan repayments of \$0.80 million, will reduce its total borrowings to \$3.98 million as at 30 June 2017. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

| Year    | New Borrowings<br>\$'000 | Principal Paid<br>\$'000 | Interest Paid<br>\$'000 | Balance<br>30 June<br>\$'000 |
|---------|--------------------------|--------------------------|-------------------------|------------------------------|
| 2015/16 | 0                        | 593                      | 326                     | 4,773                        |
| 2016/17 | 0                        | 799                      | 289                     | 3,974                        |
| 2017/18 | 0                        | 604                      | 217                     | 3,370                        |
| 2018/19 | 0                        | 649                      | 181                     | 2,721                        |
| 2019/20 | 0                        | 711                      | 134                     | 2,010                        |

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

|                                                       | 2015/16<br>\$ | 2016/17<br>\$ |
|-------------------------------------------------------|---------------|---------------|
| Total amount borrowed as at 30 June of the prior year | 5,366         | 4,773         |
| Total amount proposed to be borrowed                  | 0             | 0             |
| Total amount projected to be redeemed                 | (593)         | (799)         |
| Total amount of borrowings as at 30 June              | 4,773         | 3,974         |

## 16.2 Infrastructure

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

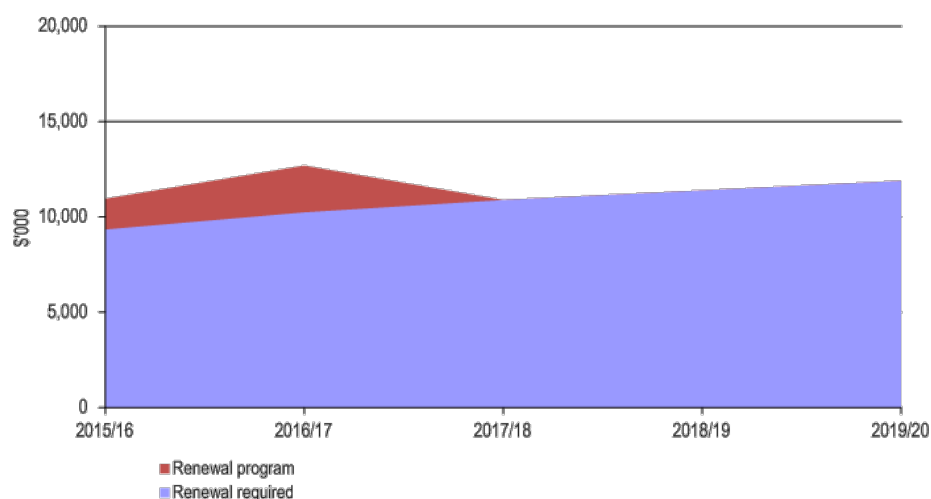
- Long term capital planning process which integrates with the Council Plan, Strategic Resource Plan and Annual Budget processes.
- Identification of capital projects through the preparation of asset management plans.
- Prioritisation of capital projects within classes on the basis of evaluation criteria.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

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

Council's in the enviable position of maintaining renewal expenditure at least in line with current depreciation levels.

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

It is important to note that Council recognises depreciation expense (in accordance with accounting standards) for the Port of Apollo Bay of \$ 0.8 million which Council is not required to fund. The asset is owned by the state and all asset renewals are funded by the state as and when required.



At present, Council been able to fully fund asset renewal requirements identified in the Infrastructure Strategy. Council has committed significant resources in previous years to eliminate the asset renewal backlog and this has involved the need to levy some relatively large rate increases in previous years to sufficiently fund asset renewal to eliminate the backlog and provide sufficient renewal annually. With the advent of rate capping Council will face severe pressure to maintain renewal funding in future years. Council has made very effective use of grant programs to renew its asset base in recent years and will continue to strongly assess and advocate for grant funding for asset renewal in future.

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

- Reduction in the amount of cash and investment reserves to fund future capital expenditure programs;
- Availability of significant Federal funding for upgrade of roads;
- The enactment of the *Road Management Act 2004* removing the defence of non-feasance on major assets such as roads; and
- Funding under the Natural Disaster Relief and Recovery Arrangements to fund restoration works on assets damaged by the Christmas Day 2015 bushfires at Wye River and Separation Creek.

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

| Year    | Summary of funding sources      |                  |                         |                        |                      |
|---------|---------------------------------|------------------|-------------------------|------------------------|----------------------|
|         | Total Capital Program<br>\$'000 | Grants<br>\$'000 | Contributions<br>\$'000 | Council Cash<br>\$'000 | Borrowings<br>\$'000 |
| 2015/16 | 16,303                          | 6,834            | 91                      | 9,378                  | 0                    |
| 2016/17 | 17,565                          | 8,194            | 252                     | 9,119                  | 0                    |
| 2017/18 | 15,045                          | 4,636            | 0                       | 10,409                 | 0                    |
| 2018/19 | 15,795                          | 4,728            | 0                       | 11,067                 | 0                    |
| 2019/20 | 16,460                          | 4,823            | 0                       | 11,637                 | 0                    |

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

### 16.3 Service delivery

The key objectives in Council's Strategic Resource Plan (referred to in Section 14) which directly impact the future service delivery strategy are to maintain existing service levels and to achieve a breakeven operating result within five to six years. The Rating Information (see Section 15) also refers to modest rate increases into the future. With these key objectives as a basis, a number of internal and external influences have been identified through discussions with management which will have a significant impact on the scope and level of services to be provided over the next four years.

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

|                         | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|-------------------------|---------|---------|---------|---------|
|                         | %       | %       | %       | %       |
| Consumer Price Index    | 2.5     | 2.5     | 2.5     | 2.5     |
| Average Weekly Earnings | 2.0     | 1.8     | 1.8     | 1.8     |
| Rate increases          | 2.5     | 2.5     | 2.5     | 2.5     |
| Property growth         | 0.5     | 0.5     | 0.5     | 0.5     |
| Wages growth            | 3.3     | 3.0     | 3.0     | 3.0     |
| Government funding      | 2.0     | 2.0     | 2.0     | 2.0     |
| Statutory fees          | 2.0     | 2.0     | 2.0     | 2.0     |
| Investment return       | 2.5     | 2.5     | 2.5     | 2.5     |

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

| Year    | Surplus<br>(Deficit)<br>for the year<br>\$'000 | Adjusted<br>Underlying<br>Surplus<br>(Deficit)<br>\$'000 | Net<br>Service<br>(Cost)<br>\$'000 |
|---------|------------------------------------------------|----------------------------------------------------------|------------------------------------|
| 2015/16 | 2,823                                          | (1,024)                                                  | (42,100)                           |
| 2016/17 | 6,960                                          | 1,726                                                    | (42,794)                           |
| 2017/18 | 3,333                                          | (103)                                                    | (44,078)                           |
| 2018/19 | 3,063                                          | (465)                                                    | (45,108)                           |
| 2019/20 | 2,861                                          | (762)                                                    | (46,461)                           |

Service levels have been maintained over the four year period with operating expenditure on a 'business as usual' basis. Whilst it is possible that Council's service review and business improvement programs will identify efficiencies in future years these efficiencies have not been factored into the budget forward projections. Likewise Council has projected income where it is guaranteed only. It is possible that Council will indeed obtain other sources of income over these years - this is especially so in grant funding, where Council is highly proactive in identifying and sourcing funding streams.

Despite this, Council continues to anticipate operating surpluses, albeit declining, over the period. Council's underlying result however continues to decline over the four years, with relatively modest deficits being projected. These factors highlight the importance to Council of sourcing recurrent grant funding and shows the effect rate capping has on Council, as it has precious few other sources of own controlled income.

## Appendix A Fees and charges schedule

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

|                                             | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|---------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Bluewater Leisure Centre</b>             |                       |          |                            |                            |
| <b>Aquatic – Daily Charges</b>              |                       |          |                            |                            |
| <b>Combo Swim Spa Sauna Stadium (\$SSS)</b> |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$10.60                    | \$10.90                    |
| Concession                                  | C                     | 10       | \$8.60                     | \$9.00                     |
| <b>Pool or spa or steam room or stadium</b> |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$6.00                     | \$6.20                     |
| Child                                       | C                     | 10       | \$4.20                     | \$4.30                     |
| Competitor Entry                            | C                     | 10       | \$1.00                     | \$1.00                     |
| Concession                                  | C                     | 10       | \$5.00                     | \$5.10                     |
| Family                                      | C                     | 10       | \$18.30                    | \$18.90                    |
| Parent/Toddler                              | C                     | 10       | \$5.00                     | \$5.10                     |
| School Group                                | C                     | 10       | \$4.20                     | \$4.30                     |
| <b>Aqua Membership (Aquatics Only)</b>      |                       |          |                            |                            |
| <b>Adult</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$515.00                   | \$532.00                   |
| Direct Debit                                | C                     | 10       | \$19.80                    | \$20.50                    |
| <b>Child</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$360.00                   | \$372.00                   |
| Direct Debit                                | C                     | 10       | \$13.90                    | \$14.30                    |
| <b>Concession</b>                           |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$425.00                   | \$439.00                   |
| Direct Debit                                | C                     | 10       | \$16.30                    | \$16.90                    |
| <b>Family</b>                               |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$775.00                   | \$798.00                   |
| Direct Debit                                | C                     | 10       | \$29.70                    | \$30.70                    |
| <b>Crèche</b>                               |                       |          |                            |                            |
| <b>Member - BWFC</b>                        |                       |          |                            |                            |
| Child 1 hr (per hour)                       | C                     | 10       | \$5.00                     | \$5.30                     |
| Family 1 hr (per hour)                      | C                     | 10       | \$9.00                     | \$9.50                     |
| <b>Non-member - BWFC</b>                    |                       |          |                            |                            |
| Child 1 hr                                  | C                     | 10       | \$8.00                     | \$8.50                     |
| Family 1 hr                                 | C                     | 10       | \$14.40                    | \$15.20                    |
| <b>Health Club &amp; Group Fitness</b>      |                       |          |                            |                            |
| <b>Casual</b>                               |                       |          |                            |                            |
| Fitness Assessment (45 min)                 | C                     | 10       | \$52.00                    | \$53.00                    |
| <b>Casual Entry</b>                         |                       |          |                            |                            |
| Adult                                       | C                     | 10       | \$12.00                    | \$12.30                    |
| Concession                                  | C                     | 10       | \$9.90                     | \$10.10                    |
| Group entry (schools)                       | C                     | 10       | \$6.60                     | \$6.80                     |
| Senior Programs                             | C                     | 10       | \$6.60                     | \$6.80                     |
| <b>Personal Training</b>                    |                       |          |                            |                            |
| 1 session group training                    | C                     | 10       | \$70.00                    | \$72.00                    |
| 1 session personal training (45 min)        | C                     | 10       | \$52.00                    | \$53.00                    |
| 10 ticket group training                    | C                     | 10       | \$595.00                   | \$612.00                   |
| 10 ticket personal training                 | C                     | 10       | \$438.00                   | \$451.00                   |
| 5 ticket group training                     | C                     | 10       | \$315.00                   | \$324.00                   |
| 5 ticket personal training                  | C                     | 10       | \$235.00                   | \$239.00                   |
| <b>Platinum Membership (Full Centre)</b>    |                       |          |                            |                            |
| <b>Adult</b>                                |                       |          |                            |                            |
| 12 months                                   | C                     | 10       | \$772.00                   | \$794.00                   |
| Direct Debit                                | C                     | 10       | \$29.70                    | \$30.50                    |



|                                          | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Concession</b>                        |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$637.00                   | \$655.00                   |
| Direct Debit                             | C                     | 10       | \$24.50                    | \$25.20                    |
| <b>Family</b>                            |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$1,158.00                 | \$1,190.00                 |
| Direct Debit                             | C                     | 10       | \$44.60                    | \$45.80                    |
| <b>Gold Membership (Gym Only)</b>        |                       |          |                            |                            |
| <b>Adult</b>                             |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$686.00                   | \$704.00                   |
| Direct Debit                             | C                     | 10       | \$26.40                    | \$27.10                    |
| <b>Concession</b>                        |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$566.00                   | \$580.00                   |
| Direct Debit                             | C                     | 10       | \$21.80                    | \$22.30                    |
| <b>Family</b>                            |                       |          |                            |                            |
| 12 months                                | C                     | 10       | \$1,030.00                 | \$1,055.00                 |
| Direct Debit                             | C                     | 10       | \$39.60                    | \$40.60                    |
| <b>Membership Fee</b>                    |                       |          |                            |                            |
| <b>Direct Debit Default Fee</b>          |                       |          |                            |                            |
| Direct Debit                             | C                     | 10       | \$5.00                     | \$0.00                     |
| <b>Direct Debit Joining Fee</b>          |                       |          |                            |                            |
| Adult                                    | C                     | 10       | \$46.00                    | \$47.00                    |
| Concession                               | C                     | 10       | \$38.00                    | \$38.00                    |
| Family                                   | C                     | 10       | \$69.00                    | \$70.00                    |
| <b>Multi pass</b>                        |                       |          |                            |                            |
| <b>Adult</b>                             |                       |          |                            |                            |
| 10 ticket platinum                       | C                     | 10       | \$108.00                   | \$111.00                   |
| 10 ticket aqua                           | C                     | 10       | \$54.00                    | \$55.80                    |
| 30 ticket platinum                       | C                     | 10       | \$306.00                   | \$314.00                   |
| 30 ticket aqua                           | C                     | 10       | \$153.00                   | \$158.00                   |
| <b>Concession</b>                        |                       |          |                            |                            |
| 10 ticket aqua                           | C                     | 10       | \$44.60                    | \$46.00                    |
| 10 ticket platinum                       | C                     | 10       | \$89.00                    | \$91.00                    |
| 30 ticket platinum                       | C                     | 10       | \$252.00                   | \$259.00                   |
| 30 ticket aqua                           | C                     | 10       | \$126.00                   | \$130.00                   |
| <b>Other Charges</b>                     |                       |          |                            |                            |
| <b>Casual Inflatable</b>                 |                       |          |                            |                            |
| Family Pass                              | C                     | 10       | \$21.00                    | \$21.00                    |
| Single Pass                              | C                     | 10       | \$6.50                     | \$6.50                     |
| Upgrade from Swim                        | C                     | 10       | \$3.00                     | \$3.00                     |
| <b>Inflatable Hire</b>                   |                       |          |                            |                            |
| Inflatable Hire                          | C                     | 10       | \$88.00                    | \$90.00                    |
| <b>Instructor hire/hr aquatic or dry</b> |                       |          |                            |                            |
| Instructor Hire                          | C                     | 10       | \$54.00                    | \$55.50                    |
| <b>Pool party per child</b>              |                       |          |                            |                            |
| Pool Party                               | C                     | 10       | \$11.00                    | \$12.00                    |
| <b>Swim School</b>                       |                       |          |                            |                            |
| <b>30 min 1 on 1</b>                     |                       |          |                            |                            |
| Swim School                              | C                     | 0        | \$40.00                    | \$41.00                    |
| <b>30 min group lesson</b>               |                       |          |                            |                            |
| Swim School                              | C                     | 0        | \$12.00                    | \$12.40                    |
| <b>Family Discount</b>                   |                       |          |                            |                            |
| Discount for 3 or more children enrolled | C                     | 0        | (\$18.00)                  | (\$18.00)                  |
| <b>Membership</b>                        |                       |          |                            |                            |
| Direct Debit                             | C                     | 0        | \$21.00                    | \$21.50                    |
| <b>Schools Instructor Charge</b>         |                       |          |                            |                            |
| Instructor Charge                        | C                     | 0        | \$54.00                    | \$55.50                    |

|                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Schools Swim &amp; Survive Program Entry</b>                 |                       |          |                            |                            |
| Program Entry                                                   | C                     | 0        | \$3.30                     | \$3.30                     |
| <b>Venue Hire</b>                                               |                       |          |                            |                            |
| <b>Pool Hire</b>                                                |                       |          |                            |                            |
| Lane hire/hr (during normal operating hrs)                      | C                     | 10       | \$22.00                    | \$22.50                    |
| Whole pool ½ day<4 hrs (during normal operating hours)          | C                     | 10       | \$330.00                   | \$338.00                   |
| Whole pool full day 4+ hrs (during normal operating hours)      | C                     | 10       | \$495.00                   | \$506.00                   |
| Program Pool Hire - half pool per hr                            | C                     | 10       | \$33.00                    | \$33.00                    |
| Program Pool Hire -full pool per hr                             | C                     | 10       | \$55.00                    | \$55.00                    |
| Additional Lifeguard Hire (per hour)                            |                       |          |                            | \$40.00                    |
| <b>Commercial Room Hire</b>                                     |                       |          |                            |                            |
| Program Room Single                                             | C                     | 10       | \$36.00                    | \$36.50                    |
| Program Room Double                                             | C                     | 10       | \$54.00                    | \$55.00                    |
| Meeting Room                                                    | C                     | 10       | \$36.00                    | \$36.50                    |
| <b>Community Room Hire</b>                                      |                       |          |                            |                            |
| Program Room Single                                             | C                     | 10       | \$25.00                    | \$25.60                    |
| Program Room Double                                             | C                     | 10       | \$37.00                    | \$38.50                    |
| Meeting Room                                                    | C                     | 10       | \$25.00                    | \$25.60                    |
| <b>Stadium Hire</b>                                             |                       |          |                            |                            |
| All day hire                                                    | C                     | 10       | \$515.00                   | \$516.00                   |
| Off Peak court hire/hr                                          | C                     | 10       | \$36.60                    | \$36.80                    |
| Peak court hire/hr                                              | C                     | 10       | \$43.00                    | \$43.00                    |
| <b>Apollo Bay Leisure Centre Charges</b>                        |                       |          |                            |                            |
| <b>Pool or spa or steam room or stadium</b>                     |                       |          |                            |                            |
| Adult                                                           | C                     | 10       | \$5.80                     | \$6.00                     |
| Concession                                                      | C                     | 10       | \$5.00                     | \$5.10                     |
| Child                                                           | C                     | 10       | \$4.20                     | \$4.30                     |
| Family                                                          | C                     | 10       | \$18.30                    | \$18.90                    |
| Season Pass Adult                                               | C                     | 10       | \$165.00                   | \$170.00                   |
| Season Pass Concession                                          | C                     | 10       | \$123.00                   | \$128.00                   |
| Season Pass Family                                              | C                     | 10       | \$265.00                   | \$275.00                   |
| Stadium Casual Entry                                            | C                     | 10       | \$5.00                     | \$5.10                     |
| Stadium Hire                                                    | C                     | 10       | \$36.60                    | \$36.80                    |
| <b>COPACC</b>                                                   |                       |          |                            |                            |
| <b>Auditorium 1 - 4 Hour Minimum Hire</b>                       |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$950.00                   | \$980.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$1,400.00                 | \$1,450.00                 |
| Additional Hour                                                 | C                     | 10       | \$125.00                   | \$130.00                   |
| Hourly penalty                                                  | C                     | 10       | \$200.00                   | \$200.00                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| 4 Hour Hire                                                     | C                     | 10       | \$705.00                   | \$725.00                   |
| 8 Hour Hire                                                     | C                     | 10       | \$1,050.00                 | \$1,080.00                 |
| Additional Hour                                                 | C                     | 10       | \$100.00                   | \$105.00                   |
| Hourly penalty                                                  | C                     | 10       | \$150.00                   | \$150.00                   |
| <b>Catering</b>                                                 |                       |          |                            |                            |
| <b>Catering</b>                                                 |                       |          |                            |                            |
| Tablecloth Hire - Per tablecloth                                | C                     | 10       | \$13.00                    | Fee withdrawn              |
| Tablecloth Hire - COPACC Black - per cloth                      | C                     | 10       | \$0.00                     | \$10.00                    |
| Tea & Coffee Deluxe - per head                                  | C                     | 10       | \$3.50                     | Fee withdrawn              |
| Tea & Coffee Standard - per head                                | C                     | 10       | \$3.00                     | Fee withdrawn              |
| Tea, Coffee & Mints - All Day - per head                        | C                     | 10       | -                          | \$3.25                     |
| Juice - Apple/Orange per bottle                                 | C                     | 10       | \$7.50                     | Fee withdrawn              |
| Juice - Apple/Orange per Jug                                    | C                     | 10       | -                          | \$6.00                     |

|                                                                 | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u> | <u>2016/2017 Fee</u><br><u>incl. Tax</u> |
|-----------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------|------------------------------------------|
| <b>Cinema/Box Office Charges</b>                                |                                     |                        |                                          |                                          |
| <b>Commercial Hire</b>                                          |                                     |                        |                                          |                                          |
| Credit Card Charges on sales                                    | C                                   | 10                     | 4%                                       | 4%                                       |
| Ticketing – per ticket                                          | C                                   | 10                     | \$2.75                                   | \$2.75                                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                                     |                        |                                          |                                          |
| Credit Card Charges on sales                                    | C                                   | 10                     | 4%                                       | 4%                                       |
| Ticketing – per ticket                                          | C                                   | 10                     | \$1.38                                   | \$1.38                                   |
| <b>Civic Hall</b>                                               |                                     |                        |                                          |                                          |
| <b>Commercial Hire</b>                                          |                                     |                        |                                          |                                          |
| 4 Hour Hire                                                     | C                                   | 10                     | \$470.00                                 | \$470.00                                 |
| 8 Hour Hire                                                     | C                                   | 10                     | \$725.00                                 | \$725.00                                 |
| Additional Hour                                                 | C                                   | 10                     | \$85.00                                  | \$85.00                                  |
| <b>Community From Colac Otway</b>                               |                                     |                        |                                          |                                          |
| 4 Hour Hire                                                     | C                                   | 10                     | \$395.00                                 | \$395.00                                 |
| 8 Hour Hire                                                     | C                                   | 10                     | \$620.00                                 | \$620.00                                 |
| Additional Hour                                                 | C                                   | 10                     | \$75.00                                  | \$75.00                                  |
| <b>Equipment Hire</b>                                           |                                     |                        |                                          |                                          |
| <b>Equipment Hire</b>                                           |                                     |                        |                                          |                                          |
| Data projector/AV System - Large                                | C                                   | 10                     | \$80.00                                  | \$82.00                                  |
| Data projector/AV System - Small                                | C                                   | 10                     | \$25.00                                  | \$26.00                                  |
| Haze Machine - Dally                                            | C                                   | 10                     | \$30.00                                  | \$40.00                                  |
| Haze Machine - Weekly                                           | C                                   | 10                     | \$80.00                                  | \$100.00                                 |
| Mirror Ball                                                     | C                                   | 10                     | \$75.00                                  | \$77.00                                  |
| PA System - Advanced                                            | C                                   | 10                     | \$250.00                                 | \$250.00                                 |
| PA System - Basic                                               | C                                   | 10                     | \$100.00                                 | \$100.00                                 |
| PA System - Meeting Room (Fixed)                                | C                                   | 10                     | -                                        | \$25.00                                  |
| Portable Stage - Flat Stage                                     | C                                   | 10                     | \$200.00                                 | \$200.00                                 |
| Portable Stage - Large Tiered Seating                           | C                                   | 10                     | \$1,200.00                               | \$1,200.00                               |
| Portable Stage - Small Tiered Seating                           | C                                   | 10                     | \$800.00                                 | \$800.00                                 |
| Wireless Microphone - per additional day                        | C                                   | 10                     | \$25.00                                  | \$25.00                                  |
| Wireless Microphone - per day                                   | C                                   | 10                     | \$50.00                                  | \$50.00                                  |
| <b>Green Room</b>                                               |                                     |                        |                                          |                                          |
| <b>Commercial Hire</b>                                          |                                     |                        |                                          |                                          |
| After hours & weekends                                          | C                                   | 10                     | \$65.00                                  | \$67.00                                  |
| Between 8:30am & 5pm weekdays                                   | C                                   | 10                     | \$40.00                                  | \$41.00                                  |
| <b>Community From Colac Otway</b>                               |                                     |                        |                                          |                                          |
| After hours & weekends                                          | C                                   | 10                     | \$57.00                                  | \$59.00                                  |
| Between 8:30am & 5pm weekdays                                   | C                                   | 10                     | \$27.00                                  | \$28.00                                  |
| <b>Kitchen Hourly Rate</b>                                      |                                     |                        |                                          |                                          |
| <b>Commercial Hire</b>                                          |                                     |                        |                                          |                                          |
| After hours & weekends                                          | C                                   | 10                     | \$65.00                                  | \$67.00                                  |
| Between 8:30am & 5pm weekdays                                   | C                                   | 10                     | \$50.00                                  | \$52.00                                  |
| <b>Community From Colac Otway</b>                               |                                     |                        |                                          |                                          |
| After hours & weekends                                          | C                                   | 10                     | \$57.00                                  | \$59.00                                  |
| Between 8:30am & 5pm weekdays                                   | C                                   | 10                     | \$27.00                                  | \$28.00                                  |
| <b>Labour Charges</b>                                           |                                     |                        |                                          |                                          |
| <b>Hourly Rate</b>                                              |                                     |                        |                                          |                                          |
| Event staff - First 8 Hours                                     | C                                   | 10                     | \$60 per hr                              | \$62 per hr                              |
| Event staff - Additional Hour                                   | C                                   | 10                     | \$80 per hr                              | \$83 per hr                              |
| Technical staff - First 8 Hours                                 | C                                   | 10                     | \$60 per hr                              | \$62 per hr                              |
| Technical staff - Additional Hour                               | C                                   | 10                     | \$80 per hr                              | \$83 per hr                              |

|                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-----------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Meeting Room/s Hourly Rate</b>                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Double Room (After hours & weekends)                            | C                     | 10       | \$85.00                    | \$88.00                    |
| Double Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$65.00                    | \$67.00                    |
| Single Room (After hours & weekends)                            | C                     | 10       | \$65.00                    | \$67.00                    |
| Single Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| Double Room (After hours & weekends)                            | C                     | 10       | \$75.00                    | \$78.00                    |
| Double Room (Between 8:30am & 5pm weekdays)                     | C                     | 10       | \$55.00                    | \$57.00                    |
| Single Room (After hours & weekends)                            | C                     | 10       | \$55.00                    | \$57.00                    |
| Single Room (Between 8:30 & 5pm weekdays)                       | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Other Charges</b>                                            |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$160.00                   | \$165.00                   |
| Grand Piano                                                     | C                     | 10       | \$100.00                   | \$100.00                   |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$210.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$155.00                   |
| Piano Tuning                                                    | C                     | 10       | \$260.00                   | \$260.00                   |
| <b>Community Groups, Schools &amp; Council From Colac Otway</b> |                       |          |                            |                            |
| Admin Fee                                                       | C                     | 10       | \$160.00                   | \$165.00                   |
| Grand Piano                                                     | C                     | 10       | Free                       | Free                       |
| Major Cleaning                                                  | C                     | 10       | \$200.00                   | \$210.00                   |
| Minor Cleaning                                                  | C                     | 10       | \$150.00                   | \$155.00                   |
| Piano Tuning                                                    | C                     | 10       | \$260.00                   | \$260.00                   |
| <b>Public Gallery Exhibition &amp; Display Hire Charges</b>     |                       |          |                            |                            |
| <b>Exhibition</b>                                               |                       |          |                            |                            |
| Exhibition                                                      | C                     | 10       | 10% Commission             | 10% Commission             |
| <b>Public Gallery Hourly Rate For Meeting &amp; Convention</b>  |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$55.00                    | \$57.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Rehearsal Room Hourly Rate</b>                               |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$65.00                    | \$67.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$40.00                    | \$46.00                    |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| After hours & weekends                                          | C                     | 10       | \$55.00                    | \$57.00                    |
| Between 8:30 & 5pm weekdays                                     | C                     | 10       | \$35.00                    | \$36.00                    |
| <b>Roll Over (pre event set up)</b>                             |                       |          |                            |                            |
| <b>Commercial Hire</b>                                          |                       |          |                            |                            |
| All Day Prior                                                   | C                     | 10       | \$160.00                   | \$165.00                   |
| Evening Prior                                                   | C                     | 10       | \$100.00                   | \$105.00                   |
| <b>Community From Colac Otway</b>                               |                       |          |                            |                            |
| All Day Prior                                                   | C                     | 10       | \$130.00                   | \$135.00                   |
| Evening Prior                                                   | C                     | 10       | \$75.00                    | \$80.00                    |



|                                          | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| Other Services                           |                       |          |                            |                            |
| Community Bus Hire per km                |                       |          |                            |                            |
| Community Bus Hire per km                |                       |          |                            |                            |
| Community Bus Hire per km                | C                     | 10       | \$1.00                     | \$1.05                     |
| Council Properties (per annum)           |                       |          |                            |                            |
| Apollo Bay Newssheet                     |                       |          |                            |                            |
| Apollo Bay Newssheet                     | C                     | 10       | \$818.00                   | \$850.72                   |
| Bartlett St Kindergarten (Wydinia)       |                       |          |                            |                            |
| Bartlett St Kindergarten (Wydinia)       | C                     | 10       | \$1.00                     | \$1.00                     |
| Freedom of Information (per application) |                       |          |                            |                            |
| Freedom of Information (per application) |                       |          |                            |                            |
| Freedom of Information (per application) | S                     | 0        | \$27.20                    | \$27.90                    |
| Subject to Statutory Change              |                       |          |                            |                            |
| Land Information Certificate             |                       |          |                            |                            |
| Land Information Certificate             |                       |          |                            |                            |
| Land Information Certificate             | S                     | 0        | \$20.00                    | \$24.80                    |
| Subject to Statutory Change              |                       |          |                            |                            |
| Payment Dishonour Fee (All Other)        |                       |          |                            |                            |
| Admin Fee                                |                       |          |                            |                            |
| Admin Fee                                | C                     | 10       | \$25.00                    | \$25.00                    |
| Payment Dishonour Fee (Direct Debit)     |                       |          |                            |                            |
| Admin Fee                                |                       |          |                            |                            |
| Admin Fee                                | C                     | 10       | \$10.00                    | \$10.00                    |
| Printing and Photocopying                |                       |          |                            |                            |
| A3 sheet                                 |                       |          |                            |                            |
| A3 sheet                                 | C                     | 10       | \$0.90                     | \$0.40                     |
| A4 sheet                                 |                       |          |                            |                            |
| A4 sheet                                 | C                     | 10       | \$0.50                     | \$0.20                     |
| Coloured copy – A3 sheet                 |                       |          |                            |                            |
| Coloured copy – A3 sheet                 | C                     | 10       | \$1.80                     | \$2.00                     |
| Coloured copy – A4 sheet                 |                       |          |                            |                            |
| Coloured copy – A4 sheet                 | C                     | 10       | \$1.00                     | \$1.00                     |
| Replacement Rate Notice                  |                       |          |                            |                            |
| Replacement Rate Notice                  |                       |          |                            |                            |
| Replacement Rate Notice                  | C                     | 0        | \$25.00                    | \$25.00                    |
| Record Search Fee                        |                       |          |                            |                            |
| Discovery Fee - Per Hour                 |                       |          |                            |                            |
| Discovery Fee - Per Hour                 | C                     | 10       | \$50.00                    | \$50.00                    |
| Annual Report                            |                       |          |                            |                            |
| Hard Copy of Annual Report               |                       |          |                            |                            |
|                                          | C                     | 10       | \$0.00                     | \$20.00                    |
| OPASS & Community Services               |                       |          |                            |                            |
| Family Day Care Administration Levy      |                       |          |                            |                            |
| Carers Levy                              |                       |          |                            |                            |
| Carers Levy                              | C                     | 0        | \$11.05/week               | \$11.40                    |
| Per family per week                      |                       |          |                            |                            |
| Per family per week                      | C                     | 0        | \$0.35 hour/child          | \$0.45 hour/child          |
| Family Day Care Charges                  |                       |          |                            |                            |
| 8am to 6pm Monday to Friday              |                       |          |                            |                            |
| (per hour per child)                     | C                     | 0        | \$7.20 to \$7.65           | \$7.40 to \$7.90           |
| Before 8 am and after 6 pm               |                       |          |                            |                            |
| Mon – Fri (per hour per child)           | C                     | 0        | \$8.20 to \$8.65           | \$8.45 to \$8.90           |
| Meals (per meal)                         |                       |          |                            |                            |

|                                                           | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                 | 2016/2017 Fee<br>incl. Tax                                 |
|-----------------------------------------------------------|-----------------------|----------|------------------------------------------------------------|------------------------------------------------------------|
| Breakfast                                                 | C                     | 0        | \$3.50                                                     | \$3.60                                                     |
| Evening Meal                                              | C                     | 0        | \$6.00                                                     | \$6.20                                                     |
| Lunch                                                     | C                     | 0        | \$4.50                                                     | \$4.65                                                     |
| Snack                                                     | C                     | 0        | \$1.55                                                     | \$1.60                                                     |
| Saturday, Sunday and Public Holidays (per hour per child) |                       |          |                                                            |                                                            |
| Saturday, Sunday and Public Holidays (per hour per child) | C                     | 0        | \$8.20 to \$8.65                                           | \$8.45 to \$8.90                                           |
| Trips                                                     |                       |          |                                                            |                                                            |
| Trips                                                     | C                     | 0        | \$4.65                                                     | \$4.80                                                     |
| OPASS                                                     |                       |          |                                                            |                                                            |
| Domestic Assistance (per hr)                              |                       |          |                                                            |                                                            |
| Domestic Assistance                                       | C                     | 0        | \$4.00 to \$32.00                                          | \$4.50 to \$45.00                                          |
| Overnight Respite (per night)                             |                       |          |                                                            |                                                            |
| Respite Care                                              | C                     | 0        | \$35.50                                                    | \$36.00                                                    |
| Personal Care (per hr)                                    |                       |          |                                                            |                                                            |
| Personal Care                                             | C                     | 0        | \$4.00 to \$36.00                                          | \$4.50 to \$45.00                                          |
| Property Maintenance (per hr plus cost of materials)      |                       |          |                                                            |                                                            |
| Property Maintenance (per hr plus cost of materials)      | C                     | 0        | \$11.70 to \$46.50                                         | \$12.10 to \$48.10                                         |
| Respite Care (per hr)                                     |                       |          |                                                            |                                                            |
| Respite Care                                              | C                     | 0        | \$4.00 to \$32.00                                          | \$4.50 to \$45.00                                          |
| Veterans Home Care (1st hr)                               |                       |          |                                                            |                                                            |
| No further fee                                            | S                     | 0        | \$5.50                                                     | \$5.50                                                     |
| Community Transport                                       |                       |          |                                                            |                                                            |
| Birregurra/Forrest/Beeac/Warrion                          |                       |          |                                                            |                                                            |
| One way                                                   | C                     | 0        | \$8.00                                                     | \$8.00                                                     |
| Return                                                    | C                     | 0        | \$16.00                                                    | \$16.00                                                    |
| Colac                                                     |                       |          |                                                            |                                                            |
| Return                                                    | C                     | 0        | \$9.00                                                     | \$9.00                                                     |
| Colac Otway Shire - Apollo Bay, Lavers Hill               |                       |          |                                                            |                                                            |
| Return                                                    | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| Colac to Geelong or Ballarat                              |                       |          |                                                            |                                                            |
| One way                                                   | C                     | 0        | \$15.00 (two or more passengers) - \$20.00 (one passenger) | \$15.00 (two or more passengers) - \$20.00 (one passenger) |
| Return                                                    | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| Colac to Melbourne                                        |                       |          |                                                            |                                                            |
| Return                                                    | C                     | 0        | \$55.00                                                    | \$55.00                                                    |
| Colac to Warrnambool                                      |                       |          |                                                            |                                                            |
| Return                                                    | C                     | 0        | \$35.00                                                    | \$35.00                                                    |
| Community Bus Transport for Group Activities              |                       |          |                                                            |                                                            |
| Community Bus Transport for Group Activities              | C                     | 0        | \$5.60                                                     | \$5.60                                                     |
| Full Cost Service                                         |                       |          |                                                            |                                                            |
| Full Cost Service                                         | C                     | 0        | \$1.00 per km + 10% admin                                  | \$1.00 per km + 10% admin                                  |
| Out & About Day Out Trips                                 |                       |          |                                                            |                                                            |
| Out & About Day Out Trips                                 | C                     | 0        | \$30.00                                                    | \$30.00                                                    |
| Contracted Services                                       |                       |          |                                                            |                                                            |
| Case Management (per hr)                                  |                       |          |                                                            |                                                            |
| Assessments, reassessments, reviews, set up arrangements. | C                     | 10       | \$90.00                                                    | \$90.00                                                    |
| Contracted Services                                       |                       |          |                                                            |                                                            |
| Rate/Kilometre                                            | C                     | 10       | \$1.15                                                     | \$1.15                                                     |
| Food Services (per meal)                                  |                       |          |                                                            |                                                            |
| Meal                                                      | C                     | 10       | \$22.50                                                    | \$22.50                                                    |
| Domestic Assistance (per hr)                              |                       |          |                                                            |                                                            |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                 | C                     | 10       | \$78.00                                                    | \$85.00                                                    |
| 7:30am to 7:30pm Mon. to Fri.                             | C                     | 10       | \$45.00                                                    | \$46.00                                                    |

|                                                              | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|--------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Personal Care (per hr)</b>                                |                       |          |                            |                            |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                    | C                     | 10       | \$82.00                    | \$85.00                    |
| 7:30am to 7:30pm Mon. to Fri.                                | C                     | 10       | \$45.50                    | \$47.00                    |
| 7:30pm to 7:30am Mon. to Fri.                                | C                     | 10       | \$63.50                    | \$85.00                    |
| <b>Property Maintenance (per hr plus cost of materials)</b>  |                       |          |                            |                            |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                    | C                     | 10       | \$93.00                    | \$95.00                    |
| 7:30am to 7:30pm Mon. to Fri.                                | C                     | 10       | \$51.00                    | \$52.60                    |
| 7:30pm to 7:30am Mon. to Fri.                                | C                     | 10       | \$72.00                    | \$95.00                    |
| <b>Respite Care (per hr)</b>                                 |                       |          |                            |                            |
| 7:30am to 7:30pm Sat./Sun./Public Holiday                    | C                     | 10       | \$82.00                    | \$85.00                    |
| 7:30am to 7:30pm Mon. to Fri.                                | C                     | 10       | \$45.50                    | \$47.00                    |
| 7:30pm to 7:30am Mon. to Fri.                                | C                     | 10       | \$63.50                    | \$85.00                    |
| <b>Delivered Meals</b>                                       |                       |          |                            |                            |
| <b>All meals (per meal)</b>                                  |                       |          |                            |                            |
| All meals (per meal)                                         | C                     | 0        | \$9.65 to \$20.00          | \$10.00 to \$22.00         |
| <b>Delivered meals (per meal)</b>                            |                       |          |                            |                            |
| Delivered meals (per meal)                                   | C                     | 0        | \$9.65 to \$20.00          | \$10.00 to \$22.00         |
| <b>Public Health</b>                                         |                       |          |                            |                            |
| <b>Health Protection Administration (Registration Fees)</b>  |                       |          |                            |                            |
| <b>Additional Staff above 5 who work over 20 hours/week</b>  |                       |          |                            |                            |
| New and renewal                                              | C                     | 10       | \$10.50                    | \$10.80                    |
| <b>Additional Staff above 5 who work under 20 hours/week</b> |                       |          |                            |                            |
| New and renewal                                              | C                     | 10       | \$5.50                     | \$5.65                     |
| <b>CLASS 1 Food Premises</b>                                 |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$557.00                   | \$572.35                   |
| Renewal                                                      | C                     | 10       | \$430.00                   | \$441.85                   |
| <b>CLASS 2 Food Provider</b>                                 |                       |          |                            |                            |
| New                                                          | C                     | 10       | N/A                        | Fee withdrawn              |
| Renewal                                                      | C                     | 10       | N/A                        | Fee withdrawn              |
| <b>CLASS 2 Major Food Premises</b>                           |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$465.00                   | \$477.80                   |
| Renewal                                                      | C                     | 10       | \$320.00                   | \$328.80                   |
| <b>CLASS 2 Minor Food Premises</b>                           |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$275.00                   | \$282.60                   |
| Renewal                                                      | C                     | 10       | \$190.00                   | \$195.25                   |
| <b>CLASS 3 Fruit and Vegetables</b>                          |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$275.00                   | Fee withdrawn              |
| Renewal                                                      | C                     | 10       | \$170.00                   | Fee withdrawn              |
| <b>CLASS 3 Major Food Premises</b>                           |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$275.00                   | \$282.60                   |
| Renewal                                                      | C                     | 10       | \$157.00                   | \$161.35                   |
| <b>CLASS 3 Major Mobile Food Vehicles</b>                    |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$275.00                   | Fee withdrawn              |
| Renewal                                                      | C                     | 10       | \$180.00                   | Fee withdrawn              |
| <b>CLASS 3 Minor Food Premises</b>                           |                       |          |                            |                            |
| New                                                          | C                     | 10       | \$200.00                   | \$205.50                   |
| Renewal                                                      | C                     | 10       | \$105.00                   | \$107.90                   |
| <b>Additional Mobile Food Vehicle</b>                        |                       |          |                            |                            |
| Class 2                                                      | C                     | 10       | \$0.00                     | \$120.00                   |
| Class 3                                                      | C                     | 10       | \$0.00                     | \$65.00                    |
| <b>Additional Temporary Food Registration</b>                |                       |          |                            |                            |
| Class 2                                                      | C                     | 10       | \$0.00                     | \$120.00                   |
| Class 3                                                      | C                     | 10       | \$0.00                     | \$65.00                    |
| <b>Additional Inspection</b>                                 |                       |          |                            |                            |



|                                              | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax              | 2016/2017 Fee<br>incl. Tax    |
|----------------------------------------------|-----------------------|----------|-----------------------------------------|-------------------------------|
| Additional Inspection                        | C                     | 10       | \$0.00                                  | \$133.60                      |
| Personal Appearance Services:                |                       |          |                                         |                               |
| Beauty Therapies                             |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$140.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$145.00                                | \$149.00                      |
| Hairdressers                                 |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | \$180.00                      |
| Registration/renewal                         | C                     | 10       | \$133.50                                | \$0.00                        |
| Skin Penetration                             |                       |          |                                         |                               |
| Skin Penetration (acupuncture, ear piercing) |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$133.50                                | \$137.17                      |
| Skin Penetration (Tattooists, body piercing) |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$0.00                                  | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$0.00                                  | \$190.00                      |
| Miscellaneous                                |                       |          |                                         |                               |
| Conveyance Enquiries                         |                       |          |                                         |                               |
| Conveyance Enquiries                         | C                     | 10       | \$130.00                                | \$133.60                      |
| Street Traders                               |                       |          |                                         |                               |
| Administration Assistance                    | C                     | 10       | \$0.00                                  | \$40.00                       |
| Water Sampling                               |                       |          |                                         |                               |
| Water samples                                | C                     | 10       | \$0.00                                  | \$140 + sample cost           |
| Immunisation                                 |                       |          |                                         |                               |
| Immunisation                                 | C                     | 10       | \$21.50                                 | \$22.10                       |
| Late Renewal Penalty Fee per Month           |                       |          |                                         |                               |
| Late Renewal Penalty Fee per Month           | C                     | 10       | \$130.00                                | \$133.60                      |
| Replacement Certificate                      |                       |          |                                         |                               |
| Replacement Certificate                      | C                     | 10       | \$46.50                                 | \$47.80                       |
| Transfer of Registration                     |                       |          |                                         |                               |
| Transfer of Registration                     | C                     | 10       | 50% of renewal fee                      | 50% of renewal fee            |
| Express Service                              |                       |          |                                         |                               |
| Express Service (within 5 days)              | C                     | 10       | 0                                       | \$140.00                      |
| Professional Service                         |                       |          |                                         |                               |
| Professional Service                         | C                     | 10       | 0                                       | \$133.60                      |
| Additional hour                              | C                     | 10       | 0                                       | \$40                          |
| Prescribed Accommodation                     |                       |          |                                         |                               |
| up to 6 persons                              |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | 0                                       | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | 0                                       | \$160.00                      |
| 6 to 10 persons                              |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$186.00                                | \$191.12                      |
| 11 to 20 persons                             |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$226.00                                | \$232.22                      |
| 20+ persons                                  |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | 133.60 +pro rata registration |
| Registration/renewal                         | C                     | 10       | \$278.00                                | \$285.65                      |
| Caravan Parks per site                       |                       |          |                                         |                               |
| Caravan Parks per site                       | S                     | 0        | \$2.50                                  | \$2.50                        |
| Combo Food Premises/Accommodation            |                       |          |                                         |                               |
| New premises design fee                      | C                     | 10       | \$130.00 + Pro-rata registration<br>fee | Fee withdrawn                 |

|                                                    | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|----------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| Registration/renewal                               | C                     | 10       | \$163.00                   | Fee withdrawn              |
| Public Health - Septic Tanks                       |                       |          |                            |                            |
| Additional inspections                             |                       |          |                            |                            |
| Additional inspections                             | C                     | 10       | \$130.00                   | \$133.60                   |
| Septic tank alterations                            |                       |          |                            |                            |
| Septic tank alterations                            | C                     | 10       | \$250.00                   | \$256.88                   |
| Septic tank systems – aerated wastewater treatment |                       |          |                            |                            |
| Septic tank systems – aerated wastewater treatment | C                     | 10       | \$500.00                   | \$513.75                   |
| Septic tanks – trench, sand filter systems         |                       |          |                            |                            |
| Septic tanks – trench, sand filter systems         | C                     | 10       | \$500.00                   | \$513.75                   |

### Recreations, Arts & Culture

|                                         |   |    |  |  |
|-----------------------------------------|---|----|--|--|
| Recreation Reserve Maintenance          |   |    |  |  |
| Central Reserve (per annum)             |   |    |  |  |
| Colac Cricket Association               | C | 10 |  |  |
| Colac Football Club                     | C | 10 |  |  |
| Colac Little Athletics                  | C | 10 |  |  |
| Youth & Recreation Centre               | C | 10 |  |  |
| Cricket Ground (per annum)              |   |    |  |  |
| Colac Cricket Association               | C | 10 |  |  |
| Colac Umpires Association               | C | 10 |  |  |
| Eastern Reserve (per annum)             |   |    |  |  |
| Colac Baseball League                   | C | 10 |  |  |
| Colac Cricket Club                      | C | 10 |  |  |
| Colac Netball Association               | C | 10 |  |  |
| Eliminyt Recreation Reserve (per annum) |   |    |  |  |
| Eliminyt Tennis Club                    | C | 10 |  |  |
| South Colac Sports Club                 | C | 10 |  |  |
| Western Reserve (per annum)             |   |    |  |  |
| Colac Cricket Association               | C | 10 |  |  |
| Imperials Football Club                 | C | 10 |  |  |

"Fees and charges to be determined based on the formula specified in Council's Recreation Reserves Fees & Charges Policy.

"Fees and charges to be determined based on the formula specified in Council's Recreation Reserves Fees & Charges Policy.

### Waste Management

|                                                 |   |    |                |                |
|-------------------------------------------------|---|----|----------------|----------------|
| Waste Management Additional Service Charge/Bin  |   |    |                |                |
| 240 litre garbage additional service charge/bin |   |    |                |                |
| 240 litre garbage additional service charge/bin | C | 10 | \$260.00       | \$266.00       |
| 240 litre organic additional service charge/bin |   |    |                |                |
| 240 litre organic additional service charge/bin | C | 10 | \$125.00       | \$128.00       |
| 240 litre recycle additional service charge/bin |   |    |                |                |
| 240 litre recycle additional service charge/bin | C | 10 | \$75.00        | \$77.00        |
| Upgrade to 240litre Garbage Bin                 |   |    |                |                |
| Upgrade to 240litre Garbage Bin                 | C | 10 | \$200.00       | \$205.00       |
| All waste retrieval sites                       |   |    |                |                |
| Car bodies                                      |   |    |                |                |
| Car bodies                                      | C | 10 | \$65.00        | \$67.00        |
| Chemical drums                                  |   |    |                |                |
| Chemical drums                                  | C | 10 | \$1.00 each    | \$1.10 each    |
| Commercial fully co-mingled recyclables         |   |    |                |                |
| Commercial fully co-mingled recyclables         | C | 10 | \$14.00 per m3 | \$14.25 per m3 |
| Inert waste only (municipal)                    | C | 10 | Deleted        |                |
| Mattresses each                                 |   |    |                |                |
| Mattresses each                                 | C | 10 | \$20.00        | \$22.00        |

|                                                       | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                                                                 | 2016/2017 Fee<br>incl. Tax                                                                                 |
|-------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Putrescibles (inc. mixed rubbish)</b>              |                       |          |                                                                                                            |                                                                                                            |
| Putrescibles (inc. mixed rubbish)                     | C                     | 10       | \$58 per m3, 120 litre garbage bin or less \$11,120 litre - 240 litre garbage bin \$17, or \$260 per tonne | \$60 per m3, 120 litre garbage bin or less \$11,120 litre - 240 litre garbage bin \$17, or \$280 per tonne |
| <b>Steel scrap</b>                                    |                       |          |                                                                                                            |                                                                                                            |
| Steel scrap                                           | C                     | 10       | \$11 per m3 or \$41 per tonne                                                                              | \$11 per m3 or \$41 per tonne                                                                              |
| <b>Tree pruning's</b>                                 |                       |          |                                                                                                            |                                                                                                            |
| Tree pruning's                                        | C                     | 10       | \$35 per m3 \$132 per tonne                                                                                | \$38 per m3 \$132 per tonne                                                                                |
| <b>TV &amp; Monitors</b>                              |                       |          |                                                                                                            |                                                                                                            |
| TV & Monitors                                         | C                     | 10       | \$10.00                                                                                                    | \$10.00                                                                                                    |
| <b>Tyres</b>                                          |                       |          |                                                                                                            |                                                                                                            |
| Car                                                   | C                     | 10       | \$6.60                                                                                                     | \$7.50                                                                                                     |
| Car on rim                                            | C                     | 10       | \$13.00                                                                                                    | \$14.00                                                                                                    |
| Commercial batteries each (more than 2)               | C                     | 10       | \$6.00                                                                                                     | \$6.10                                                                                                     |
| Light truck                                           | C                     | 10       | \$13.50                                                                                                    | \$16.00                                                                                                    |
| Tractor 1-2m                                          | C                     | 10       | \$210.00                                                                                                   | \$210.00                                                                                                   |
| Tractor up to 1m                                      | C                     | 10       | \$96.00                                                                                                    | \$100.00                                                                                                   |
| Truck                                                 | C                     | 10       | \$37.50                                                                                                    | \$45.00                                                                                                    |
| <b>Waste disposal tickets</b>                         |                       |          |                                                                                                            |                                                                                                            |
| 10 tickets (up to 240lt bin)                          | C                     | 10       | \$66.00                                                                                                    | \$68.00                                                                                                    |
| 25 tickets (up to 240lt bin)                          | C                     | 10       | \$142.00                                                                                                   | \$146.00                                                                                                   |
| <b>Kerbside Bin Fees</b>                              |                       |          |                                                                                                            |                                                                                                            |
| 120 litre garbage (bin only )                         |                       |          |                                                                                                            |                                                                                                            |
| 120 litre garbage (bin only )                         | C                     | 10       | \$72.00                                                                                                    | \$74.00                                                                                                    |
| 120 litre organic (bin only )                         |                       |          |                                                                                                            |                                                                                                            |
| 120 litre organic (bin only )                         | C                     | 10       | \$72.00                                                                                                    | \$74.00                                                                                                    |
| 120 litre recycle (bin only )                         |                       |          |                                                                                                            |                                                                                                            |
| 120 litre recycle (bin only )                         | C                     | 10       | \$72.00                                                                                                    | \$74.00                                                                                                    |
| 240 litre garbage (bin only)                          |                       |          |                                                                                                            |                                                                                                            |
| 240 litre garbage (bin only)                          | C                     | 10       | \$77.00                                                                                                    | \$79.00                                                                                                    |
| 240 litre organic (bin only )                         |                       |          |                                                                                                            |                                                                                                            |
| 240 litre organic (bin only )                         | C                     | 10       | \$77.00                                                                                                    | \$79.00                                                                                                    |
| 240 litre recycle (bin only )                         |                       |          |                                                                                                            |                                                                                                            |
| 240 litre recycle (bin only )                         | C                     | 10       | \$77.00                                                                                                    | \$79.00                                                                                                    |
| Bin change over fee (all bins)                        |                       |          |                                                                                                            |                                                                                                            |
| Bin change over fee (all bins)                        | C                     | 10       | \$30.00                                                                                                    | \$31.00                                                                                                    |
| Lost or stolen bins – 120/240 litre                   |                       |          |                                                                                                            |                                                                                                            |
| Lost or stolen bins – 120/240 litre                   | C                     | 10       | \$53.00                                                                                                    | \$54.00                                                                                                    |
| <b>Aerodrome Landing Fees</b>                         |                       |          |                                                                                                            |                                                                                                            |
| <b>Apollo Bay (per landing)</b>                       |                       |          |                                                                                                            |                                                                                                            |
| Apollo Bay (per landing)                              | C                     | 10       | \$10.00                                                                                                    | \$10.50                                                                                                    |
| <b>Colac (per landing)</b>                            |                       |          |                                                                                                            |                                                                                                            |
| Colac (per landing)                                   | C                     | 10       | \$10.00                                                                                                    | \$10.50                                                                                                    |
| <b>Port of Apollo Bay</b>                             |                       |          |                                                                                                            |                                                                                                            |
| <b>Fixed mooring (annual)</b>                         |                       |          |                                                                                                            |                                                                                                            |
| Fixed mooring (annual)                                | C                     | 10       | \$1,806.00                                                                                                 | \$1,860.00                                                                                                 |
| <b>Itinerant Berth (daily) based on vessel length</b> |                       |          |                                                                                                            |                                                                                                            |
| more than 10m but less than 15m                       | C                     | 10       | \$25.00                                                                                                    | \$26.00                                                                                                    |
| more than 15m but less than 20m                       | C                     | 10       | \$30.00                                                                                                    | \$31.00                                                                                                    |
| more than 20m but less than 25m                       | C                     | 10       | \$37.00                                                                                                    | \$38.00                                                                                                    |
| more than 25m but less than 30m                       | C                     | 10       | \$60.00                                                                                                    | \$62.00                                                                                                    |
| more than 30m                                         | C                     | 10       | \$120.00                                                                                                   | \$124.00                                                                                                   |
| <b>Marina keys (per key)</b>                          |                       |          |                                                                                                            |                                                                                                            |

|                                                    |               | <u>Council</u>    | <u>GST</u> | <u>2015/2016 Fee</u> | <u>2016/2017 Fee</u> |
|----------------------------------------------------|---------------|-------------------|------------|----------------------|----------------------|
|                                                    |               | <u>/Statutory</u> | <u>%</u>   | <u>incl. Tax</u>     | <u>incl. Tax</u>     |
| Marina keys (per key) (including replacement)      |               | C                 | 10         | \$25.00              | \$26.00              |
| Swing mooring (annual)                             |               |                   |            |                      |                      |
| Swing mooring (annual)                             |               | C                 | 10         | \$120.00             | \$123.50             |
| Swing mooring establishment                        |               |                   |            |                      |                      |
| Swing mooring establishment                        |               | C                 | 10         | \$193.00             | \$199.00             |
| <b>Other Harbour Fees - based on Vessel Length</b> |               |                   |            |                      |                      |
| Slipping Fee                                       | Vessel Length |                   |            |                      |                      |
|                                                    | 10            | C                 | 10         | \$179.00             | \$184.50             |
|                                                    | 10.2          | C                 | 10         | \$186.00             | \$191.50             |
|                                                    | 10.4          | C                 | 10         | \$193.00             | \$199.00             |
|                                                    | 10.6          | C                 | 10         | \$201.00             | \$207.00             |
|                                                    | 10.8          | C                 | 10         | \$208.00             | \$214.00             |
|                                                    | 11            | C                 | 10         | \$209.00             | \$215.00             |
|                                                    | 11.2          | C                 | 10         | \$222.00             | \$228.50             |
|                                                    | 11.4          | C                 | 10         | \$229.00             | \$236.00             |
|                                                    | 11.6          | C                 | 10         | \$237.00             | \$244.00             |
|                                                    | 11.8          | C                 | 10         | \$243.00             | \$250.00             |
|                                                    | 12            | C                 | 10         | \$252.00             | \$259.50             |
|                                                    | 12.2          | C                 | 10         | \$258.00             | \$266.00             |
|                                                    | 12.4          | C                 | 10         | \$266.00             | \$274.00             |
|                                                    | 12.6          | C                 | 10         | \$272.00             | \$280.00             |
|                                                    | 12.8          | C                 | 10         | \$280.00             | \$288.50             |
|                                                    | 13            | C                 | 10         | \$287.00             | \$295.50             |
|                                                    | 13.2          | C                 | 10         | \$294.00             | \$303.00             |
|                                                    | 13.4          | C                 | 10         | \$301.00             | \$310.00             |
|                                                    | 13.6          | C                 | 10         | \$307.00             | \$316.00             |
|                                                    | 13.8          | C                 | 10         | \$316.00             | \$325.50             |
|                                                    | 14            | C                 | 10         | \$322.00             | \$331.50             |
|                                                    | 14.2          | C                 | 10         | \$332.00             | \$342.00             |
|                                                    | 14.4          | C                 | 10         | \$343.00             | \$353.00             |
|                                                    | 14.6          | C                 | 10         | \$352.00             | \$363.00             |
|                                                    | 14.8          | C                 | 10         | \$362.00             | \$373.00             |
|                                                    | 15            | C                 | 10         | \$373.00             | \$384.00             |
|                                                    | 15.2          | C                 | 10         | \$382.00             | \$393.50             |
|                                                    | 15.4          | C                 | 10         | \$391.00             | \$403.00             |
|                                                    | 15.6          | C                 | 10         | \$401.00             | \$413.00             |
|                                                    | 15.8          | C                 | 10         | \$411.00             | \$423.50             |
|                                                    | 16            | C                 | 10         | \$421.00             | \$433.50             |
|                                                    | 16.2          | C                 | 10         | \$431.00             | \$444.00             |
|                                                    | 16.4          | C                 | 10         | \$441.00             | \$454.00             |
|                                                    | 16.6          | C                 | 10         | \$451.00             | \$464.50             |
|                                                    | 16.8          | C                 | 10         | \$460.00             | \$474.00             |
|                                                    | 17            | C                 | 10         | \$470.00             | \$484.00             |
|                                                    | 17.2          | C                 | 10         | \$480.00             | \$494.50             |
|                                                    | 17.4          | C                 | 10         | \$490.00             | \$505.00             |
|                                                    | 17.6          | C                 | 10         | \$500.00             | \$515.00             |
|                                                    | 17.8          | C                 | 10         | \$510.00             | \$525.50             |
|                                                    | 18            | C                 | 10         | \$520.00             | \$535.50             |
|                                                    | 18.2          | C                 | 10         | \$532.00             | \$548.00             |
|                                                    | 18.4          | C                 | 10         | \$544.00             | \$560.00             |
|                                                    | 18.6          | C                 | 10         | \$558.00             | \$575.00             |
|                                                    | 18.8          | C                 | 10         | \$570.00             | \$587.00             |
|                                                    | 19            | C                 | 10         | \$582.00             | \$599.50             |
|                                                    | 19.2          | C                 | 10         | \$595.00             | \$613.00             |
|                                                    | 19.4          | C                 | 10         | \$607.00             | \$625.00             |
|                                                    | 19.6          | C                 | 10         | \$620.00             | \$638.50             |
|                                                    | 19.8          | C                 | 10         | \$632.00             | \$651.00             |
|                                                    | 20            | C                 | 10         | \$645.00             | \$664.50             |



|                                      |               | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|--------------------------------------|---------------|-----------------------|----------|----------------------------|----------------------------|
| Storage Fee (Per Day)                | Vessel Length |                       |          |                            |                            |
|                                      | 10            | C                     | 10       | \$45.00                    | \$46.50                    |
|                                      | 10.2          | C                     | 10       | \$49.00                    | \$50.50                    |
|                                      | 10.4          | C                     | 10       | \$52.00                    | \$53.50                    |
|                                      | 10.6          | C                     | 10       | \$56.00                    | \$58.00                    |
|                                      | 10.8          | C                     | 10       | \$60.00                    | \$62.00                    |
|                                      | 11            | C                     | 10       | \$64.00                    | \$66.00                    |
|                                      | 11.2          | C                     | 10       | \$68.00                    | \$70.00                    |
|                                      | 11.4          | C                     | 10       | \$72.00                    | \$74.00                    |
|                                      | 11.6          | C                     | 10       | \$75.00                    | \$77.00                    |
|                                      | 11.8          | C                     | 10       | \$79.00                    | \$81.50                    |
|                                      | 12            | C                     | 10       | \$82.00                    | \$84.50                    |
|                                      | 12.2          | C                     | 10       | \$87.00                    | \$90.00                    |
|                                      | 12.4          | C                     | 10       | \$90.00                    | \$93.00                    |
|                                      | 12.6          | C                     | 10       | \$93.00                    | \$96.00                    |
|                                      | 12.8          | C                     | 10       | \$99.00                    | \$102.00                   |
|                                      | 13            | C                     | 10       | \$102.00                   | \$105.00                   |
|                                      | 13.2          | C                     | 10       | \$105.00                   | \$108.00                   |
|                                      | 13.4          | C                     | 10       | \$109.00                   | \$112.50                   |
|                                      | 13.6          | C                     | 10       | \$112.00                   | \$115.50                   |
|                                      | 13.8          | C                     | 10       | \$117.00                   | \$120.50                   |
|                                      | 14            | C                     | 10       | \$120.00                   | \$123.50                   |
|                                      | 14.2          | C                     | 10       | \$123.00                   | \$126.50                   |
|                                      | 14.4          | C                     | 10       | \$128.00                   | \$132.00                   |
|                                      | 14.6          | C                     | 10       | \$132.00                   | \$136.00                   |
|                                      | 14.8          | C                     | 10       | \$136.00                   | \$140.00                   |
|                                      | 15            | C                     | 10       | \$139.00                   | \$143.00                   |
|                                      | 15.2          | C                     | 10       | \$142.00                   | \$146.00                   |
|                                      | 15.4          | C                     | 10       | \$147.00                   | \$151.50                   |
|                                      | 15.6          | C                     | 10       | \$150.00                   | \$154.50                   |
|                                      | 15.8          | C                     | 10       | \$154.00                   | \$158.50                   |
|                                      | 16            | C                     | 10       | \$158.00                   | \$163.00                   |
|                                      | 16.2          | C                     | 10       | \$162.00                   | \$167.00                   |
|                                      | 16.4          | C                     | 10       | \$166.00                   | \$171.00                   |
|                                      | 16.6          | C                     | 10       | \$170.00                   | \$175.00                   |
|                                      | 16.8          | C                     | 10       | \$173.00                   | \$178.00                   |
|                                      | 17            | C                     | 10       | \$177.00                   | \$182.50                   |
|                                      | 17.2          | C                     | 10       | \$180.00                   | \$185.50                   |
|                                      | 17.4          | C                     | 10       | \$184.00                   | \$189.50                   |
|                                      | 17.6          | C                     | 10       | \$188.00                   | \$193.50                   |
|                                      | 17.8          | C                     | 10       | \$192.00                   | \$198.00                   |
|                                      | 18            | C                     | 10       | \$196.00                   | \$202.00                   |
|                                      | 18.2          | C                     | 10       | \$199.00                   | \$205.00                   |
|                                      | 18.4          | C                     | 10       | \$203.00                   | \$209.00                   |
|                                      | 18.6          | C                     | 10       | \$207.00                   | \$213.00                   |
|                                      | 18.8          | C                     | 10       | \$210.00                   | \$216.50                   |
|                                      | 19            | C                     | 10       | \$214.00                   | \$220.50                   |
|                                      | 19.2          | C                     | 10       | \$218.00                   | \$224.50                   |
|                                      | 19.4          | C                     | 10       | \$223.00                   | \$230.00                   |
|                                      | 19.6          | C                     | 10       | \$226.00                   | \$233.00                   |
|                                      | 19.8          | C                     | 10       | \$229.00                   | \$236.00                   |
|                                      | 20            | C                     | 10       | \$233.00                   | \$240.00                   |
| <b>Asset Management</b>              |               |                       |          |                            |                            |
| <b>Asset Protection Permit Fee</b>   |               |                       |          |                            |                            |
| Asset Protection Permit Fee          |               | C                     | 0        | \$140.00                   | \$140.00                   |
| <b>Checking of Engineering Plans</b> |               |                       |          |                            |                            |
| Checking of Engineering Plans        |               | S                     | 0        | 0.75%                      | 0.75%                      |
| <b>Design Fee</b>                    |               |                       |          |                            |                            |

|                                                                                                  | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                                                                                                                                   | 2016/2017 Fee<br>incl. Tax                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| In house                                                                                         | C                     | 0        | 10%                                                                                                                                                                          | 10%                                                                                                                                                                          |
| Other                                                                                            | C                     | 0        | At cost +<br>20%                                                                                                                                                             | At cost +<br>20%                                                                                                                                                             |
| <b>Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)</b> |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Fee for Legal Point of Discharge Report (as per Section 312(3) Building Regulations 2006)        | S                     | 0        | \$62.56                                                                                                                                                                      | \$62.56                                                                                                                                                                      |
| <b>Special Charge Scheme</b>                                                                     |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Contract administration                                                                          | C                     | 0        | 2.50%                                                                                                                                                                        | 2.50%                                                                                                                                                                        |
| Scheme administration                                                                            | C                     | 0        | 3.0%                                                                                                                                                                         | 3.0%                                                                                                                                                                         |
| <b>Supervision of Sub-division Works</b>                                                         |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| (% of estimated cost of constructing works proposed)                                             | S                     | 0        | 2.50%                                                                                                                                                                        | 2.50%                                                                                                                                                                        |
| <b>Local Road (speed at any time is greater than 50kph)</b>                                      |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>Minor Works</b>                                                                               |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)                           | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)                          | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| <b>Works on Roads (works other than minor works)</b>                                             |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (25 units)                             | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (25 units)                         | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| <b>Local Road (speed at any time is not more than 50kph)</b>                                     |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| <b>Minor Works</b>                                                                               |                       |          |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (11.5 units)                           | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, shoulder or pathway (5 units)                          | S                     | 0        | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |

|                                                                       | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u>                                                                                                                                     | <u>2016/2017 Fee</u><br><u>incl. Tax</u>                                                                                                                                     |
|-----------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Works on Roads (works other than minor works)</b>                  |                                     |                        |                                                                                                                                                                              |                                                                                                                                                                              |
| Conducted on any part of the roadway, shoulder or pathway (20 units)  | S                                   | 0                      | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |
| Not conducted on any part of the roadway, should or pathway (5 units) | S                                   | 0                      | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year | Charge based on value of fee unit set in accordance with the Monetary Units Act 2004. Fees are reviewed each financial year and changes (if any) apply from 1 July each year |

### Colac Livestock Selling Centre

|                                  |   |    |            |            |
|----------------------------------|---|----|------------|------------|
| <b>Agents special sale</b>       |   |    |            |            |
| Agents special sale              | C | 10 | \$190.60   | \$200.00   |
| <b>Agents weekly fee</b>         |   |    |            |            |
| Agents weekly fee                | C | 10 | \$190.60   | \$200.00   |
| <b>All horses</b>                |   |    |            |            |
| All horses                       | C | 10 | \$17.60    | \$17.60    |
| <b>All other cattle</b>          |   |    |            |            |
| All other cattle                 | C | 10 | \$13.50    | \$13.50    |
| <b>Annual licence and rental</b> |   |    |            |            |
| Annual licence and rental        | C | 10 | \$2,377.60 | \$2,377.60 |
| <b>Bobby calves</b>              |   |    |            |            |
| Bobby calves                     | C | 10 | \$5.90     | \$5.90     |
| <b>Bulls flat rate</b>           |   |    |            |            |
| Bulls flat rate                  | C | 10 | \$18.60    | \$18.60    |
| <b>Cows and calves weigh fee</b> |   |    |            |            |
| >5 animals                       | C | 10 | \$3.50     | \$3.50     |
| 1 animal                         | C | 10 | \$4.80     | \$4.80     |
| 2-4 animals                      | C | 10 | \$4.10     | \$4.10     |
| <b>Dairy cattle</b>              |   |    |            |            |
| Dairy cattle                     | C | 10 | \$13.50    | \$13.50    |
| <b>Pigs</b>                      |   |    |            |            |
| Pigs                             | C | 10 | \$3.50     | \$3.50     |
| <b>Private weigh</b>             |   |    |            |            |
| Private weigh                    | C | 10 | \$5.90     | \$5.90     |
| <b>Sheep and lambs</b>           |   |    |            |            |
| Sheep and lambs                  | C | 10 | \$1.10     | \$1.10     |
| <b>Stud cattle</b>               |   |    |            |            |
| Stud cattle                      | C | 10 | \$18.60    | \$18.60    |
| <b>Weighed cattle</b>            |   |    |            |            |
| Weighed cattle                   | C | 10 | \$13.50    | \$13.50    |

### Economic Development

|                                                                 |   |    |         |         |
|-----------------------------------------------------------------|---|----|---------|---------|
| <b>Colac &amp; Great Ocean Road Visitor Information Centres</b> |   |    |         |         |
| <b>Internet &amp; Printing Charges</b>                          |   |    |         |         |
| Per ¼ hour                                                      | C | 10 | \$2.50  | \$0.00  |
| Per hour                                                        | C | 10 | \$9.00  | \$0.00  |
| Printing                                                        | C | 10 | \$0.20  | \$0.20  |
| <b>Guide Services</b>                                           |   |    |         |         |
| Bus Tour                                                        | C | 10 | \$50.00 | \$50.00 |



|                                                                                                                      | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax                                       | 2016/2017 Fee<br>incl. Tax                                       |
|----------------------------------------------------------------------------------------------------------------------|-----------------------|----------|------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Environment &amp; Community Safety</b>                                                                            |                       |          |                                                                  |                                                                  |
| <b>Animal Control - Effective from 10 April 2015</b>                                                                 |                       |          |                                                                  |                                                                  |
| <b>Registration</b>                                                                                                  |                       |          |                                                                  |                                                                  |
| All other (refer Sch. 2 of Domestic Animal Act 1994)                                                                 | C                     | 0        | \$38.00                                                          | \$38.00                                                          |
| Cat registration – full                                                                                              | C                     | 0        | \$105.00                                                         | \$105.00                                                         |
| Cat registration – micro chipped and de-sexed                                                                        | C                     | 0        | \$17.00                                                          | \$18.00                                                          |
| Cat registration – micro chipped only (reduced fee for micro chipping only applies to cats registered prior to 2014) | C                     | 0        | \$33.00                                                          | \$33.00                                                          |
| Dog registration – full                                                                                              | C                     | 0        | \$114.00                                                         | \$115.00                                                         |
| Dog registration – micro chipped and de-sexed                                                                        | C                     | 0        | \$22.00                                                          | \$24.00                                                          |
| Dog registration – micro chipped only (reduced fee for micro chipped only applies to dogs registered prior to 2014)  | C                     | 0        | \$37.00                                                          | \$37.00                                                          |
| Pensioner discount                                                                                                   | C                     | 0        | 50%                                                              | 50%                                                              |
| Working farm dog                                                                                                     | C                     | 0        | \$22.00                                                          | \$24.00                                                          |
| Declared Dangerous & Menacing Dogs                                                                                   |                       |          | \$110.00                                                         | \$115.00                                                         |
| Pet Shop - Breeding/Boarding Facility Audit Fee                                                                      |                       |          | \$150.00                                                         | \$160.00                                                         |
| <b>Pound Release Fees</b>                                                                                            |                       |          |                                                                  |                                                                  |
| All other                                                                                                            | C                     | 0        | \$30 plus \$10 per head per day                                  | \$30 plus \$10 per head per day                                  |
| Cats                                                                                                                 | C                     | 0        | \$40.00 plus \$5.00 per day                                      | \$40.00 plus \$5.00 per day                                      |
| Cattle/horses                                                                                                        | C                     | 0        | \$80.00 plus \$15.00 per day                                     | \$80.00 plus \$15.00 per day                                     |
| Dogs                                                                                                                 | C                     | 0        | \$60.00 plus \$15.00 per day                                     | \$60.00 plus \$15.00 per day                                     |
| Sheep/pigs                                                                                                           | C                     | 0        | \$41 plus \$10.00 per head per day                               | \$41 plus \$10.00 per head per day                               |
| <b>Events</b>                                                                                                        |                       |          |                                                                  |                                                                  |
| <b>Charitable organisations</b>                                                                                      |                       |          |                                                                  |                                                                  |
| Charitable organisations                                                                                             | C                     | 0        | \$70                                                             | \$75                                                             |
| <b>Other</b>                                                                                                         |                       |          |                                                                  |                                                                  |
| Other                                                                                                                | C                     | 0        | \$160 per event                                                  | \$170.00 per event                                               |
| Wedding on Council controlled/managed land                                                                           | C                     | 0        | \$70                                                             | \$75.00                                                          |
| <b>Fire Prevention</b>                                                                                               |                       |          |                                                                  |                                                                  |
| <b>Administrative fee block slashing (plus cost of slashing)</b>                                                     |                       |          |                                                                  |                                                                  |
| Administrative fee block slashing (plus cost of slashing)                                                            | C                     | 10       | \$167.00                                                         | \$170.00                                                         |
| <b>Local Law Infringement fee – burning of offensive material (2 penalty units)</b>                                  |                       |          |                                                                  |                                                                  |
| Infringement fee – burning of offensive material (2 penalty units)                                                   | S                     | 0        | \$207.00                                                         | \$200.00                                                         |
| <b>Statutory Penalty fee – Failing to comply with fire prevention notice (10 penalty units)</b>                      |                       |          |                                                                  |                                                                  |
| Infringement fee – failing to comply with fire prevention notice (2 penalty units)                                   | S                     | 0        | \$1,508.28                                                       | \$1,517.00                                                       |
| <b>Standpipe water fee – per kilolitre</b>                                                                           |                       |          |                                                                  |                                                                  |
| Standpipe water fee – per kilolitre                                                                                  | C                     | 10       | \$4.40                                                           | \$4.50                                                           |
| <b>Local Laws</b>                                                                                                    |                       |          |                                                                  |                                                                  |
| <b>Local Law No 1</b>                                                                                                |                       |          |                                                                  |                                                                  |
| Alcohol permit                                                                                                       | C                     | 0        | \$115.00                                                         | \$120.00                                                         |
| <b>Local Law No 2</b>                                                                                                |                       |          |                                                                  |                                                                  |
| - Signs (A frame) -Other                                                                                             | C                     | 0        | \$114.00                                                         | \$120.00                                                         |
| Alcohol infringement fee (2 penalty unit)                                                                            | S                     | 0        | \$200.00                                                         | \$200.00                                                         |
| Goods for sale                                                                                                       | C                     | 0        | \$55.00 per m2                                                   | \$60.00 per m2                                                   |
| -Signs (A frame) -Charitable                                                                                         | C                     | 0        | \$57.00                                                          | \$60.00                                                          |
| Street party/festival                                                                                                | C                     | 0        | \$135.00 per event                                               | \$170.00                                                         |
| Tables and chairs                                                                                                    | C                     | 0        | \$110 for 1st table and 4 chairs - then \$25 per seat thereafter | \$115 for 1st table and 4 chairs - then \$30 per seat thereafter |
| Using Council land                                                                                                   | C                     | 0        | \$50 plus \$25 per week                                          | \$50 permit/admin fee plus \$25.00 per week                      |

|                                                                                                                                         | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u>                               | <u>2016/2017 Fee</u><br><u>incl. Tax</u>                               |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------|
| Vegetation                                                                                                                              | C                                   | 0                      | \$72.00                                                                | \$75.00                                                                |
| <b>Other</b>                                                                                                                            |                                     |                        |                                                                        |                                                                        |
| <b>Abandoned or derelict vehicles</b>                                                                                                   |                                     |                        |                                                                        |                                                                        |
| Abandoned or derelict vehicles                                                                                                          | C                                   | 0                      | \$230 plus transport & storage                                         | \$250.00 + transport & storage                                         |
| <b>All other permits</b>                                                                                                                |                                     |                        |                                                                        |                                                                        |
| All other permits                                                                                                                       | C                                   | 0                      | \$83.00                                                                | \$85.00                                                                |
| <b>Camping</b>                                                                                                                          |                                     |                        |                                                                        |                                                                        |
| Camping                                                                                                                                 | C                                   | 0                      | \$62 per week or \$11 per day                                          | \$65.00 p/week or \$12.00 p/day                                        |
| <b>Circus</b>                                                                                                                           |                                     |                        |                                                                        |                                                                        |
| Circus                                                                                                                                  | C                                   | 0                      | \$130.00                                                               | \$140.00                                                               |
| <b>Impoundment Fee</b>                                                                                                                  |                                     |                        |                                                                        |                                                                        |
| Impoundment Fee                                                                                                                         | C                                   | 0                      | \$130.00                                                               | \$150.00                                                               |
| <b>Public protection (hording permit)</b>                                                                                               |                                     |                        |                                                                        |                                                                        |
| Public protection (hording permit)                                                                                                      | C                                   | 0                      | \$25 application fee plus \$6 per m2                                   | \$30 Application Fee plus \$10 per m2                                  |
| <b>Sport Event</b>                                                                                                                      |                                     |                        |                                                                        |                                                                        |
| Sport Event                                                                                                                             | C                                   | 0                      | \$65.00                                                                | \$70.00                                                                |
| <b>Parking</b>                                                                                                                          |                                     |                        |                                                                        |                                                                        |
| <b>All day parking permit (Payable in 6 monthly blocks - Johnstone's Car park only)</b>                                                 |                                     |                        |                                                                        |                                                                        |
| All day parking permit                                                                                                                  | C                                   | 0                      | \$16 per week                                                          | \$20.00 per week                                                       |
| <b>Building site on street</b>                                                                                                          |                                     |                        |                                                                        |                                                                        |
| Parking space charge/permit                                                                                                             | C                                   | 0                      | \$36 per pay per week or part thereof                                  | \$40.00 per bay per week or part thereof.                              |
| <b>Car parking fines</b>                                                                                                                |                                     |                        |                                                                        |                                                                        |
| Car parking fines                                                                                                                       | C                                   | 0                      | \$74.00                                                                | \$75.00                                                                |
| Car parking fines (Statutory Fee)                                                                                                       | S                                   | 0                      |                                                                        | \$151.00                                                               |
| <b>Disabled parking</b>                                                                                                                 |                                     |                        |                                                                        |                                                                        |
| Disabled Persons Permit Issue Fee                                                                                                       | C                                   | 0                      | \$10.00                                                                | \$10.00                                                                |
| Permit replacement fee                                                                                                                  | C                                   | 0                      | \$5.00                                                                 | \$5.00                                                                 |
| <b>Planning &amp; Building</b>                                                                                                          |                                     |                        |                                                                        |                                                                        |
| <b>Bonds</b>                                                                                                                            |                                     |                        |                                                                        |                                                                        |
| <b>Bond for Demolition or Removal of Building (Reg. 323)</b>                                                                            |                                     |                        |                                                                        |                                                                        |
| Bond for Demolition or Removal of Building (Reg. 323)                                                                                   | S                                   | 0                      | \$100 per 1sqm of floor area or cost of works, whichever is the lesser | \$100 per 1sqm of floor area or cost of works, whichever is the lesser |
| <b>Bond for Re-erection of Building (Reg. 323)</b>                                                                                      |                                     |                        |                                                                        |                                                                        |
| Bond for Re-erection of Building (Reg. 323)                                                                                             | S                                   | 0                      | \$5,000 or the cost of works, whichever is the lesser                  | \$5,000 or the cost of works, whichever is the lesser                  |
| <b>Building Control Charges</b>                                                                                                         |                                     |                        |                                                                        |                                                                        |
| <b>Application for Place of Public Entertainment (PoPE)</b>                                                                             |                                     |                        |                                                                        |                                                                        |
| <b>Permit or Temporary Structure</b>                                                                                                    |                                     |                        |                                                                        |                                                                        |
| Application for Place of Public Entertainment (PoPE) Permit                                                                             | C                                   | 10                     | \$570 plus \$30 per year for multiple year permits                     | \$590 plus \$30 per year for multiple year permits                     |
| Application for Temporary Structure Siting Permit                                                                                       | C                                   | 10                     | \$455 plus \$30 per year for multiple year permits                     | \$470 plus \$30 per year for multiple year permits                     |
| Application for Place of Public Entertainment (PoPE) Permit & Temporary Structure Siting Permit                                         | C                                   | 10                     | \$797 plus \$30 per year for multiple year permits                     | \$820 plus \$30 per year for multiple year permits                     |
| Application for Place of Public Entertainment Permit or Temporary Structure Siting Permit Priority Fee (in addition to application fee) | C                                   | 10                     | \$228.00                                                               | \$235.00                                                               |

|                                                                                                              | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|--------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Information charges</b>                                                                                   |                       |          |                            |                            |
| Building plans, plan search                                                                                  | C                     | 10       | \$76.00                    | \$80.00                    |
| Building plans/plan search (archival search)                                                                 | C                     | 10       | \$182.00                   | \$190.00                   |
| <b>Property Information Certificate</b>                                                                      |                       |          |                            |                            |
| Property information Application                                                                             | S                     | 0        | \$49.91                    | \$49.91                    |
| <b>Lodgement fees</b>                                                                                        |                       |          |                            |                            |
| Class 1 & 10                                                                                                 | S                     | 0        | \$37.40                    | \$37.40                    |
| <b>Building Enforcement</b>                                                                                  |                       |          |                            |                            |
| <b>Building Enforcement</b>                                                                                  |                       |          |                            |                            |
| Administration of Building Notice                                                                            | C                     | 10       | \$910.00                   | \$940.00                   |
| Administration of Building Order                                                                             | C                     | 10       | \$570.00                   | \$590.00                   |
| <b>Building Permit Amendments</b>                                                                            |                       |          |                            |                            |
| <b>Permit Amendments</b>                                                                                     |                       |          |                            |                            |
| Permit Amendments                                                                                            | C                     | 10       | \$182.00                   | \$188.00                   |
| Extensions of Time                                                                                           | C                     | 10       | \$182.00                   | \$188.00                   |
| <b>Building Permit Application Fee</b>                                                                       |                       |          |                            |                            |
| <b>All other classes of Occupancy 2-9 inclusive (construction and/or demolition)</b>                         |                       |          |                            |                            |
| Does not exceed \$5,000*                                                                                     | C                     | 10       | \$430.00                   | \$445.00                   |
| Does not exceed \$10,000*                                                                                    | C                     | 10       | \$590.00                   | \$610.00                   |
| Does not exceed \$20,000*                                                                                    | C                     | 10       | \$910.00                   | \$940.00                   |
| Does not exceed \$50,000*                                                                                    | C                     | 10       | \$1,287.00                 | \$1,330.00                 |
| Does not exceed \$100,000*                                                                                   | C                     | 10       | \$2,036.00                 | \$2,105.00                 |
| Does not exceed \$200,000*                                                                                   | C                     | 10       | \$2,841.00                 | \$2,935.00                 |
| Does not exceed \$500,000*                                                                                   | C                     | 10       | \$4,503.00                 | \$4,650.00                 |
| Does not exceed \$600,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$700,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$800,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$900,000                                                                                    | C                     | 10       | 0.62%                      | 0.62%                      |
| Does not exceed \$1,000,000                                                                                  | C                     | 10       | 0.57%                      | 0.57%                      |
| Does not exceed \$1,500,000                                                                                  | C                     | 10       | 0.52%                      | 0.52%                      |
| Does not exceed \$2,000,000                                                                                  | C                     | 10       | 0.52%                      | 0.52%                      |
| Does exceed \$2,000,000                                                                                      | C                     | 10       | 0.41%                      | 0.41%                      |
| <b>Domestic – class 1a Dwellings (construction and demolition), where the value of building work:</b>        |                       |          |                            |                            |
| Does not exceed \$5,000                                                                                      | C                     | 10       | \$472.00                   | \$488.00                   |
| Does not exceed \$10,000                                                                                     | C                     | 10       | \$590.00                   | \$610.00                   |
| Does not exceed \$15,000                                                                                     | C                     | 10       | \$793.50                   | \$820.00                   |
| Does not exceed \$25,000                                                                                     | C                     | 10       | \$885.00                   | \$915.00                   |
| Does not exceed \$50,000                                                                                     | C                     | 10       | \$1,221.00                 | \$1,262.00                 |
| Does not exceed \$75,000                                                                                     | C                     | 10       | \$1,415.00                 | \$1,462.00                 |
| Does not exceed \$100,000                                                                                    | C                     | 10       | \$1,710.00                 | \$1,768.00                 |
| Does not exceed \$150,000                                                                                    | C                     | 10       | \$1,828.00                 | \$1,890.00                 |
| Does not exceed \$200,000                                                                                    | C                     | 10       | \$2,241.00                 | \$2,318.00                 |
| Does not exceed \$250,000                                                                                    | C                     | 10       | \$2,713.00                 | \$2,805.00                 |
| Does not exceed \$300,000                                                                                    | C                     | 10       | \$2,950.00                 | \$3,050.00                 |
| Does exceed \$300,000                                                                                        | C                     | 10       | \$3,775.00                 | \$3,900.00                 |
| <b>Minor Works - Class 10a, 10b &amp; 1ai: Garages, carports, pool/spas &amp; fence where value of work:</b> |                       |          |                            |                            |
| Less than \$5000                                                                                             | C                     | 10       | \$476.00                   | \$476.00                   |
| Between \$5,000 to \$10,000                                                                                  | C                     | 10       | \$590.00                   | \$590.00                   |
| Between \$10,001 to \$20,000                                                                                 | C                     | 10       | \$766.00                   | \$766.00                   |
| More than \$20,000                                                                                           | C                     | 10       | \$885.00                   | \$885.00                   |
| Minor works - Class 10b: Safety Barrier (without pool/spa) & Alterations to Safety Barrier.                  | C                     | 10       | \$170.00                   | \$176.00                   |



|                                                                                            | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u> | <u>2016/2017 Fee</u><br><u>incl. Tax</u> |
|--------------------------------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------|------------------------------------------|
| <b>Statutory charge on building permits</b>                                                |                                     |                        |                                          |                                          |
| Building permit levy (cost of building over \$10,000)                                      | S                                   | 0                      | Cost x 0.128% of works                   | Cost x 0.128% of works                   |
| <b>Inspections</b>                                                                         |                                     |                        |                                          |                                          |
| <b>Additional Inspection (charged where additional inspections are required)</b>           |                                     |                        |                                          |                                          |
| Additional Inspection (Domestic) - within 20km radius of Colac                             | C                                   | 10                     | \$194.00                                 | \$200.00                                 |
| Additional Inspection (Commercial) - within 20km radius of Colac                           | C                                   | 10                     | \$261.00                                 | \$270.00                                 |
| Additional Travel - (in addition to additional inspection fee) - more than 20km from Colac | C                                   | 10                     | \$1.00 per Km                            | \$1.00 per Km                            |
| Safety Barrier Inspection Fee                                                              | C                                   | 10                     | 0                                        | \$200.00                                 |
| <b>Essential Safety Measures Assessments</b>                                               |                                     |                        |                                          |                                          |
| <b>Essential Safety Measures Determination</b>                                             |                                     |                        |                                          |                                          |
| Essential Safety Measures Determination                                                    | C                                   | 10                     | \$570.00                                 | \$590.00                                 |
| <b>Swimming Pool/Spa Safety Barrier Audit</b>                                              |                                     |                        |                                          |                                          |
| Safety Barrier Inspection                                                                  | C                                   | 10                     | -                                        | \$220.00                                 |
| <b>Report and Consent Fees</b>                                                             |                                     |                        |                                          |                                          |
| <b>Demolition fee (s. 29A)</b>                                                             |                                     |                        |                                          |                                          |
| Demolition fee (s. 29A)                                                                    | S                                   | 0                      | \$62.56                                  | \$62.56                                  |
| <b>Report &amp; Consent Application</b>                                                    |                                     |                        |                                          |                                          |
| Report & Consent Application                                                               | S                                   | 0                      | \$250.65                                 | \$250.65                                 |
| Report & Consent Application - Charge per notice sent to adjoining properties              | C                                   | 10                     | \$20.00                                  | \$21.00                                  |
| <b>Planning Fees &amp; Charges – Other</b>                                                 |                                     |                        |                                          |                                          |
| <b>Advertising</b>                                                                         |                                     |                        |                                          |                                          |
| Additional signs per site per sign                                                         | C                                   | 10                     | \$60.00                                  | \$0.00                                   |
| Advertising notice sent to individual property owners per letter                           | C                                   | 10                     | \$6.00                                   | \$6.50                                   |
| Advertising sign erected on site                                                           | C                                   | 10                     | \$120.00                                 | \$0.00                                   |
| <b>Application for approval of amended plans under secondary consent</b>                   |                                     |                        |                                          |                                          |
| Application for approval of amended plans under secondary consent                          | C                                   | 10                     | \$135.00                                 | \$170.00                                 |
| <b>Application for Certification of subdivision under Subdivision Act</b>                  |                                     |                        |                                          |                                          |
| Application for Certification of subdivision under Subdivision Act                         | S                                   | 0                      | \$100 plus \$20 per lot                  | \$100 plus \$20 per lot                  |
| <b>Application for Plan of Consolidation</b>                                               |                                     |                        |                                          |                                          |
| Application for Plan of Consolidation                                                      | S                                   | 0                      | \$100.00                                 | \$100.00                                 |
| <b>Application for Rectification of Plan of Subdivision</b>                                |                                     |                        |                                          |                                          |
| Application for Rectification of Plan of Subdivision                                       | S                                   | 0                      | \$100.00                                 | \$100.00                                 |
| <b>Certificate of Compliance</b>                                                           |                                     |                        |                                          |                                          |
| Certificate of Compliance                                                                  | S                                   | 0                      | \$147.00                                 | \$147.00                                 |
| <b>Check Engineering Plans</b>                                                             |                                     |                        |                                          |                                          |
| Check Engineering Plans                                                                    | S                                   | 10                     | 0.75% of value of works                  | 0.75% of value of works                  |
| <b>Engineering Plan prepared by Council</b>                                                |                                     |                        |                                          |                                          |
| Engineering Plan prepared by Council                                                       | S                                   | 10                     | 3.5% of value of works                   | 3.5% of value of works                   |
| <b>Extension of time to planning permits</b>                                               |                                     |                        |                                          |                                          |
| Extension of time to planning permits                                                      | C                                   | 10                     | \$83.00                                  | \$105.00                                 |

|                                                                                                                                                                                                                                                 | Council<br>/Statutory | GST<br>% | 2015/2016 Fee<br>incl. Tax | 2016/2017 Fee<br>incl. Tax |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|----------------------------|----------------------------|
| <b>Property Enquiry (does not require extensive research)</b>                                                                                                                                                                                   |                       |          |                            |                            |
| Property Enquiry (does not require extensive research)                                                                                                                                                                                          | C                     | 10       | \$37.00                    | \$40.00                    |
| <b>Property Enquiry (extensive research)</b>                                                                                                                                                                                                    |                       |          |                            |                            |
| Property Enquiry (extensive research)                                                                                                                                                                                                           | C                     | 10       | \$140.00                   | \$150.00                   |
| <b>Satisfaction Matters</b>                                                                                                                                                                                                                     |                       |          |                            |                            |
| Satisfaction Matters                                                                                                                                                                                                                            | S                     | 0        | \$102.00                   | \$102.00                   |
| <b>Supervision of Works</b>                                                                                                                                                                                                                     |                       |          |                            |                            |
| Supervision of Works                                                                                                                                                                                                                            | S                     | 10       | 2.5% of value of works     | 2.5% of value of works     |
| <b>Section 173 Agreements</b>                                                                                                                                                                                                                   |                       |          |                            |                            |
| Amendment to an existing agreement                                                                                                                                                                                                              | C                     | 10       | \$0.00                     | \$150.00                   |
| Removal of an existing agreement                                                                                                                                                                                                                | C                     | 10       | \$0.00                     | \$100.00                   |
| <b>Permit for use of land</b>                                                                                                                                                                                                                   |                       |          |                            |                            |
| Use only                                                                                                                                                                                                                                        | S                     | 0        | \$502.00                   | \$502.00                   |
| <b>To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:</b> |                       |          |                            |                            |
| Single dwelling (\$10,000-\$100,000)                                                                                                                                                                                                            | S                     | 0        | \$239.00                   | \$239.00                   |
| Single dwelling (More than \$100,000)                                                                                                                                                                                                           | S                     | 0        | \$490.00                   | \$490.00                   |
| <b>To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:</b>                                                                                                          |                       |          |                            |                            |
| Other developments (\$10,000 or less)                                                                                                                                                                                                           | S                     | 0        | \$102.00                   | \$102.00                   |
| Other developments (\$10,001-\$250,000)                                                                                                                                                                                                         | S                     | 0        | \$604.00                   | \$604.00                   |
| Other developments (\$250,001-\$500,000)                                                                                                                                                                                                        | S                     | 0        | \$707.00                   | \$707.00                   |
| Other developments (\$500,001-\$1 million)                                                                                                                                                                                                      | S                     | 0        | \$815.00                   | \$815.00                   |
| Other developments (\$1,000,001-\$7 million)                                                                                                                                                                                                    | S                     | 0        | \$1,153.00                 | \$1,153.00                 |
| Other developments (\$7,000,001-\$10 million)                                                                                                                                                                                                   | S                     | 0        | \$4,837.00                 | \$4,837.00                 |
| Other developments (\$10,000,001-\$50 million)                                                                                                                                                                                                  | S                     | 0        | \$8,064.00                 | \$8,064.00                 |
| Other developments (more than \$50,000,000)                                                                                                                                                                                                     | S                     | 0        | \$16,130.00                | \$16,130.00                |
| To subdivide an existing building                                                                                                                                                                                                               | S                     | 0        | \$386.00                   | \$386.00                   |
| To subdivide land into two lots                                                                                                                                                                                                                 | S                     | 0        | \$386.00                   | \$386.00                   |
| To effect a realignment of a common boundary between lots or to consolidate two or more lots                                                                                                                                                    | S                     | 0        | \$386.00                   | \$386.00                   |
| All other subdivisions                                                                                                                                                                                                                          | S                     | 0        | \$781.00                   | \$781.00                   |
| An application to remove a restriction (within the meaning of the Subdivision Act 1988) in the circumstances described in Section 47(2) of the Planning and Environment Act 1987                                                                | S                     | 0        | \$249.00                   | \$249.00                   |

|                                                                                                                                                                      | <u>Council</u><br><u>/Statutory</u> | <u>GST</u><br><u>%</u> | <u>2015/2016 Fee</u><br><u>incl. Tax</u> | <u>2016/2017 Fee</u><br><u>incl. Tax</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------|------------------------------------------|------------------------------------------|
| An application to create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right-of-way.                         | \$                                  | 0                      | \$541.00                                 | \$541.00                                 |
| To create, vary or remove an easement other than a right of way, or to vary or remove a condition in the nature of an easement other than a right of way in a Crown. | \$                                  | 0                      | \$404.00                                 | \$404.00                                 |
| <b>(b) Amendments to Permits – Set by Statute</b>                                                                                                                    |                                     |                        |                                          |                                          |
| <b>1</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Change of use only                                                                                                                                                   | \$                                  | 0                      | \$502.00                                 | \$502.00                                 |
| <b>2</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| To amend a permit other than a single dwelling                                                                                                                       | \$                                  | 0                      | \$502.00                                 | \$502.00                                 |
| <b>3</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Single dwelling (\$10,000-\$100,000)                                                                                                                                 | \$                                  | 0                      | \$239.00                                 | \$239.00                                 |
| <b>4</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Single dwelling (More than \$100,000)                                                                                                                                | \$                                  | 0                      | \$490.00                                 | \$490.00                                 |
| <b>5</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Other developments (\$10,000 or less)                                                                                                                                | \$                                  | 0                      | \$102.00                                 | \$102.00                                 |
| <b>6</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Other developments (\$10,000-\$250,000)                                                                                                                              | \$                                  | 0                      | \$604.00                                 | \$604.00                                 |
| <b>7</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Other developments (\$250,000-\$500,000)                                                                                                                             | \$                                  | 0                      | \$707.00                                 | \$707.00                                 |
| <b>8</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Other developments (\$500,000-\$1million)                                                                                                                            | \$                                  | 0                      | \$815.00                                 | \$815.00                                 |
| <b>9</b>                                                                                                                                                             |                                     |                        |                                          |                                          |
| Other amendments                                                                                                                                                     | \$                                  | 0                      | \$386.00                                 | \$386.00                                 |
| <b>(c) Planning Scheme Amendment Fees – Set by Statute</b>                                                                                                           |                                     |                        |                                          |                                          |
| <b>i.</b>                                                                                                                                                            |                                     |                        |                                          |                                          |
| Considering a request for an Amendment                                                                                                                               | \$                                  | 0                      | \$798.00                                 | \$798.00                                 |
| <b>ii.</b>                                                                                                                                                           |                                     |                        |                                          |                                          |
| Independent panel (considering submissions which seek a change to an Amendment)                                                                                      | \$                                  | 0                      | \$798.00                                 | \$798.00                                 |
| <b>iii.</b>                                                                                                                                                          |                                     |                        |                                          |                                          |
| Adoption of Amendment by Responsible Authority                                                                                                                       | \$                                  | 0                      | \$524.00                                 | \$524.00                                 |
| <b>iv.</b>                                                                                                                                                           |                                     |                        |                                          |                                          |
| Consideration of a request to approve an Amendment (by the Minister for Planning)                                                                                    | \$                                  | 0                      | \$798.00                                 | \$798.00                                 |



## Appendix B

### Budget processes

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

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

The 2016/17 budget, which is included in this report, is for the year 1 July 2016 to 30 June 2017 and is prepared in accordance with the Act and Regulations. The budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works. These statements have been prepared for the year ended 30 June 2016 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about the adoption of the budget.

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

To assist interested persons to understand the budget and make a submission if they wish, Council officers undertake a community engagement process including public information sessions, focus groups and other techniques. The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

| Budget process                                               | Timing  |
|--------------------------------------------------------------|---------|
| 1. Officers update Council's long term financial projections | Dec/Jan |
| 2. Officers prepare operating and capital budgets            | Jan/Feb |
| 3. Councillors consider draft budgets at informal briefings  | Mar/Apr |
| 4. Proposed budget submitted to Council for approval         | April   |
| 5. Public notice advising intention to adopt budget          | April   |
| 6. Budget available for public inspection and comment        | April   |
| 7. Public submission process undertaken                      | May/Jun |
| 8. Submissions period closes (42 days)                       | Jun     |
| 9. Submissions considered by Council/Committee               | Jun     |
| 10. Budget and submissions presented to Council for adoption | Jun     |
| 11. Copy of adopted budget submitted to the Minister         | Jul     |
| 12. Revised budget where a material change has arisen        |         |