

8 May 2023 Unscheduled Council Meeting Attachments

Attachment 3.1.1.1 Proposed Draft Budget 2023-2024



2023-2024 BUDGET



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Acknowledgement of Country

The Shire of Campaspe is the traditional lands of the Dja Dja Wurrung, Taungurung and Yorta Yorta Peoples.

We respect and acknowledge their unique Aboriginal cultural heritage and pay our respect to their ancestors, descendants and emerging leaders as the Traditional Owners of this Country.

We acknowledge their living culture and their unique role in the life of this region.



Mayor's Introduction

Together with my fellow Campaspe Shire Councillors, I am pleased to release the proposed Budget for 2023/2024.

Every year the budget process becomes more complex with rising costs, the reality of operating under rate-capping and additional requirements from Federal and State governments. This year Councillors and council staff have prepared the budget in an environment of great uncertainty. Not only has there been uncertainty surrounding the length and severity of the COVID-19 pandemic, but more significantly for our Shire are the impacts from the October 2022 Floods and other storm events. Dealing with extreme weather events is something we must plan for, and with that comes expenditure on recovery and rebuild efforts.

We know that residents and businesses have had an extremely challenging period, and Council is committed to ensuring that people are supported to resume their livelihoods through a range of programs and services. We have also witnessed a stark rise in the cost of materials, and staff and contractors have been more difficult to source. This increases the difficulty of undertaking works, but we continue to plan for this in all costings of future projects.

Our budget planning for 2023/2024 continues to reflect Council's commitment to operate in a financially sustainable and responsible way. Whilst we are planning to incur a deficit budget for the next few years as we work to improve areas that you have told us are important, a firm focus will be on reviewing services for value and efficiencies and redirecting our energies to focus on those areas that our community values the most.

Over the last year, Council has consulted with our community on a range of topics, including the progression of several place-based plans that are in development or nearing completion. This draft budget has been shaped by the thoughts and ideas shared during Council's engagement as well as the many conversations that have occurred in response to the devastating impacts of the October 2022 Floods.

It's also in response to the most recent Customer Satisfaction Survey, respondents indicating that future flood mitigation and rebuilding roads and transport infrastructure as their highest priorities. Other top priorities highlighted for the year ahead were improved communication, governance, advertising and marketing of our shire, cleanliness and maintenance of our towns and open spaces, and beautification of our town entrances.

We are also highly focused on continuing to increase our advocacy for State and Federal government support and the investment the community needs to build a stronger future for Campaspe.



In addition to the capital works required in response to the floods, this Draft Annual Budget includes a significant capital works allocation of \$27.4 million to deliver essential infrastructure including:

- Community and recreation enhancements – including the Echuca East Redevelopment – Bike skills area and the final stage of the Waranga Rail Trail – \$1.7 million
- Road improvements, footpath replacement and repairs and kerbside replacements, including new plant and equipment – \$15.2 million
- Echuca Aerodrome upgrade - \$3.2 million
- Playgrounds, parks and gardens and recreational facilities - \$1.1 million

Other capital works includes:

- Completion of stormwater pumps in Kyabram and Rochester - \$0.1 million
- Construction of Breen Avenue, Kyabram, shared use path - \$0.4 million
- Upgrade of the skip bin loading bays at the Colbinabbin, Lockington and Toolleen Resource Recovery Centres - \$0.7 million
- Increasing the budget allocation to a number of tree management programs, to ensure best practice and to mitigate potential risks associated with trees in public places.

Council's focus for the next year will also be on delivering projects and services that continue to meet the needs of our community as identified in the Council Plan 2021-2025. The proposed budget of \$92.1 million will be delivered in the third year of that plan, and the budget includes several new and continuing initiatives.

Introducing new resource allocations to deliver the following strategies, plans and masterplans including:

- An Economic Development and Tourism Strategy
- A Cultural Diversity Strategy
- A Customer Service Strategy
- The Kyabram, Colbinabbin and Tongala Township Masterplans
- An emissions plan to assist in the implementation of Council's Environmental Strategy
- Library Services Strategy
- Additional grant opportunities for community houses and an increase in funding to Department of Energy, Environment and Climate Action (DEECA) halls and Campaspe Libraries.

We also need to ensure our technology is fit for purpose and over the next few years we will be investing in a range of improvements.

Making decisions on rates and service charges is never easy, and Councillors have spent much time discussing, and thinking on, what is appropriate for our community and what is financially sustainable for the organisation.

While Council has proposed an increase to average rates income of 3.5%, the actual increase for each ratepayer will vary, based on the amount of their individual property valuation. The Victorian Government values all properties annually, resulting in a redistribution of rates payable, based on the change to a property's value.

The proposed budget has been developed through a rigorous process of consultation and review by staff and Councillors, and I want to thank everyone who made a submission during our budget consultation in late 2022. We appreciate your time and I'm pleased that we were able to put funds towards so many things that will make both big and little, but important differences to residents in our shire.

I encourage you to read this document to understand the significant investment in capital works and the programs and services we will deliver in the financial year ahead.

You can also have a say on the priorities in the budget by making a submission. Submissions can be made via an online form, available on Council's website at www.campaspe.vic.gov.au or by mail or email. Submissions open on 9 May and close on the end of business 31 May.

Please send submissions to the below addresses for email and mail.

Email to: cs@campaspe.vic.gov.au

Mail to: PO Box 35,
Echuca VIC 3564

Cr Rob Amos
Mayor





Financial Management Principles

Introduction

These principles were adopted by Council within the Finance Plan on 20 October 2021 to guide decision making when considering the budget, service funding and the financial sustainability of council balanced with community needs.

Principles

- Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - The financial viability of the Council.
 - The management of current and future liabilities of the Council.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations and financial position.
- Council effectively and efficiently uses its resources to deliver the best outcomes for the community whilst ensuring ongoing future financial sustainability.

- Council maintains an operating surplus over a four-year period (current year and three forward years).*
- Council meets current service levels prior to the allocation of resources for new or expanded service levels or one-off operating projects.
- Council will consider the use of borrowings to fund significant capital projects when there is a demonstrated benefit to future generations and council has the capacity to service the debt.
- Council will seek a balance between service delivery and a cost recovery model having regard to capacity to pay.
- Council will consider the financial resources required for the implementation of the endorsed Council Plan and other strategic plans of council.
- Before approving new or upgrade capital projects or the acquisition of new assets, council will consider its asset renewal obligations.
- Before approving the acquisition of new assets, council will have regard to the financial and social impacts along with service needs of the community.
- Council will not seek a rate cap variation while it maintains a sustainable financial position.

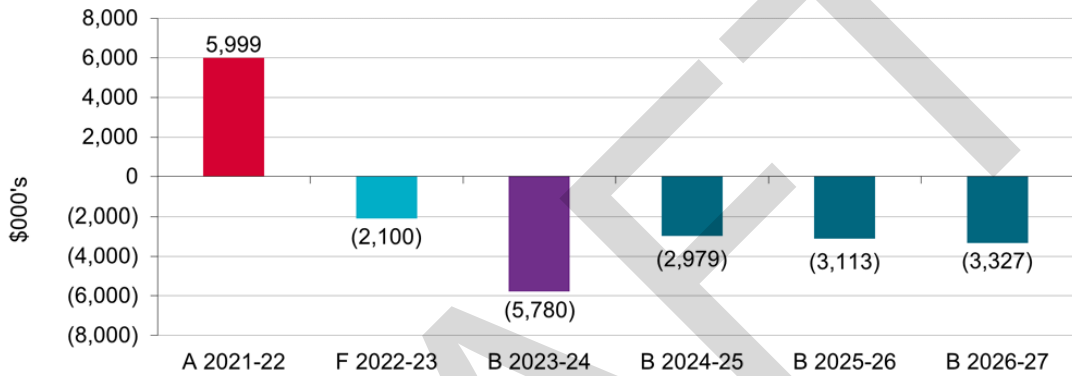
** Council recognises that the 2023-24 budget does not meet this principle and we will continue to review services for efficiencies to bring the budget back to an operating surplus.*

Executive Summary

In the following graphs the legend terms mean the following:

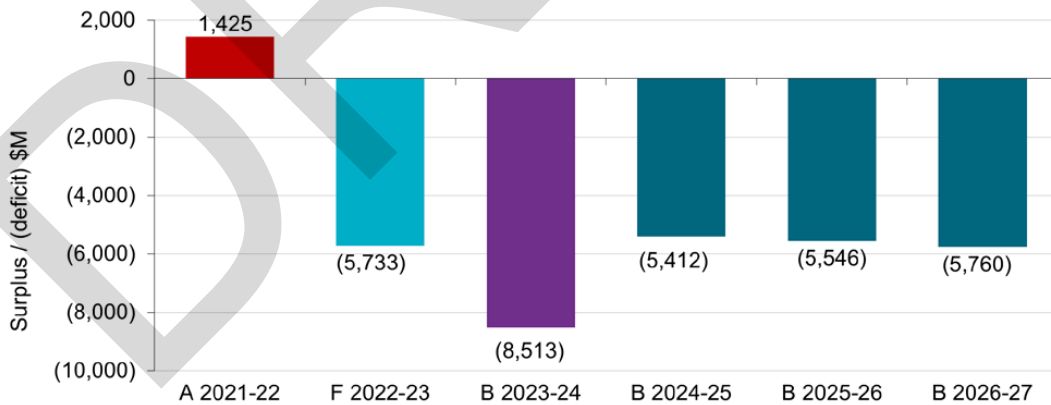
- A - Actual result
- F - Forecast result
- B - Budget result

1. Operating result

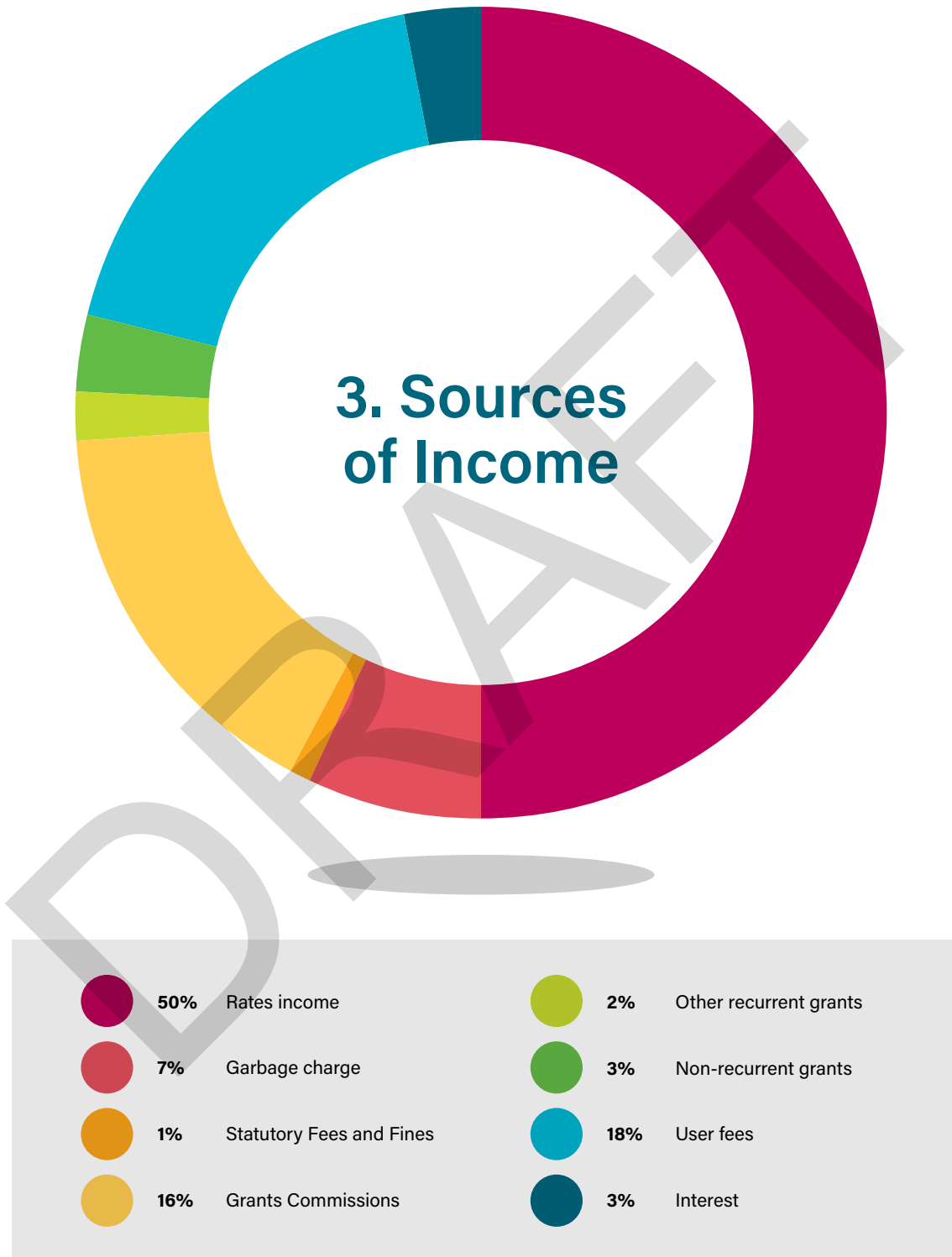


The expected operating result for the 2023-24 year is a deficit of \$5.8 million, which is an increase of \$3.7 million from the deficit position forecast for 2022-23. The increase is the result of additional expenditure being budgeted 2023-24.

2. Adjusted underlying result

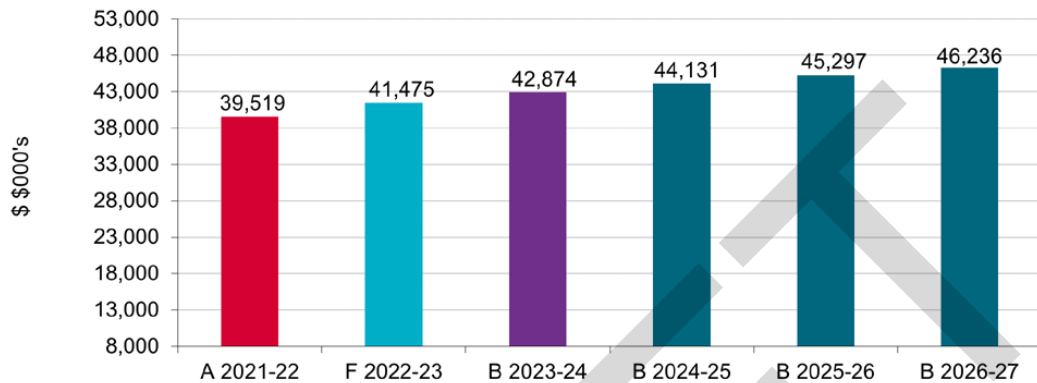


The adjusted underlying deficit calculation removes grant income received for capital purposes and one-off income items such as the sale of assets. The adjusted underlying result is budgeted to be a deficit of \$8.5 million in the 2023-24 year, with deficits also forecast in the future three years. We will continue to review services for efficiencies in consultation with the community.



The above graph shows all sources of income for the 2023-24 budget as a percentage of total income.

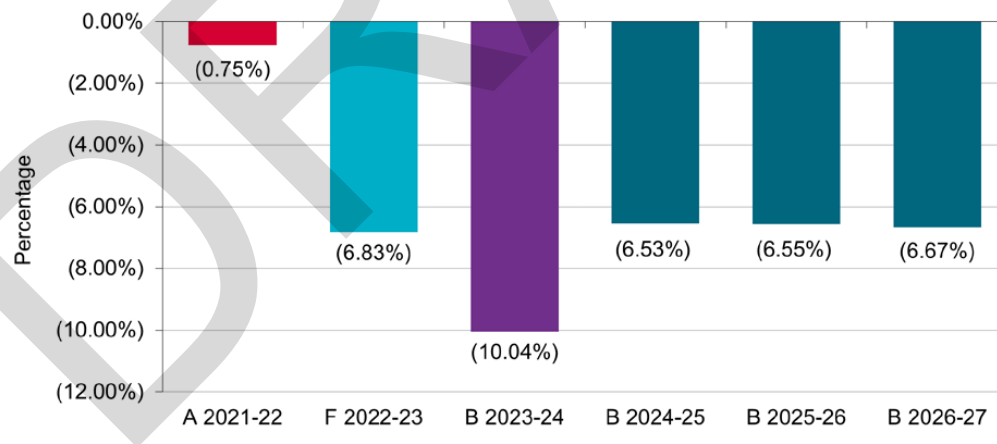
4. Change in rates and charges



The revenue to be raised by rates in 2023-24 is \$42.8 million, this includes \$200,000 generated from supplementary rates. This is an increase of \$1.4 million from 2022-23, which will contribute towards maintaining service levels and meeting the cost of external influences affecting the budget.

The \$1.4 million in rates to be raised is due to increased property valuations together with supplementary rates being generated as the result of development and changes to properties. A change to a property will change the value of the property used to calculate rates. These changes trigger a supplementary valuation and a change to the rates charged to the property. There is a considerable development occurring across the municipality which has increased revenue raised in supplementary rates.

5. Financial sustainability

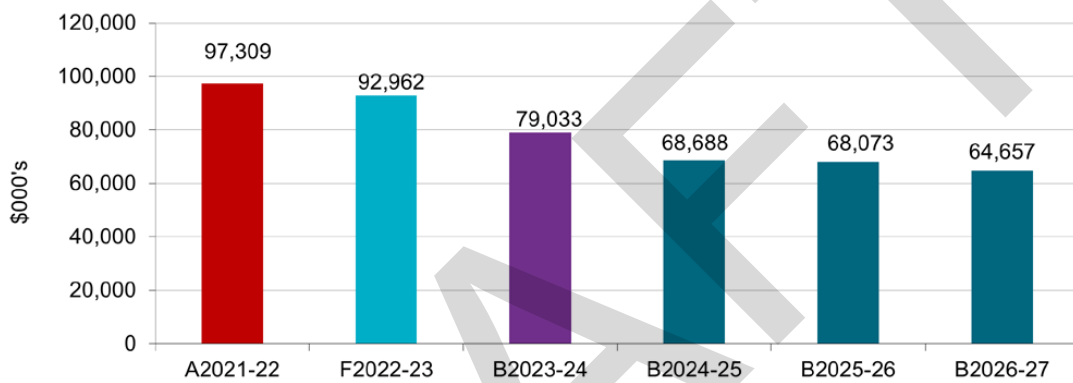


The Budget for the years 2023-2027 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The measure of financial sustainability, which looks at adjusted underlying result compared to total income shows an operating deficit in the 2023-24 year and ongoing deficits in the following forecast years.

While Council is currently in a good financial position, to ensure ongoing financial sustainability, Council will continue to review the services for efficiencies as part of its Service Planning program.

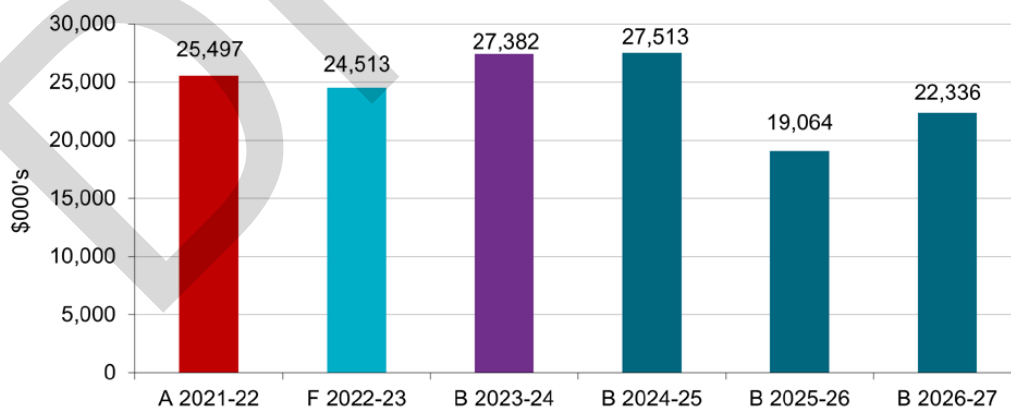


6. Cash and investments



Cash and investments are expected to decrease by \$13.9 million during the year to \$79.0 million as at the 30 June 2024. The reduction will fund the budget deficit of \$8.5 million and the balance will fund carried forward capital works from prior years. The cash and investments are expected to reduce over future years as capital works are completed and Council renews assets that are required to deliver services.

7. Capital works

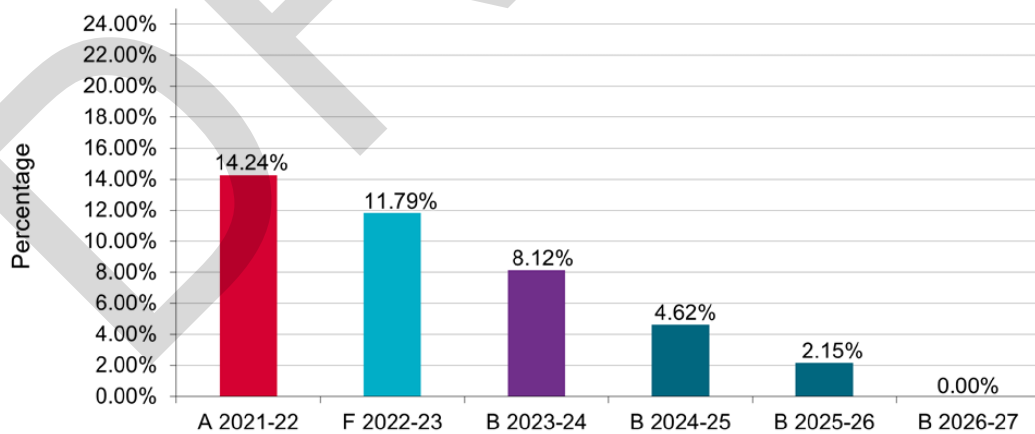


The capital works program for the 2023-24 year is expected to be \$27.4 million.

Of the \$27.4 million of capital funding required, \$4.1 million will come from external grants, \$13.7 million from Council cash and \$9.7 million from Council reserves.



8. Borrowings



The borrowings in 2023-24 will decrease compared to rate revenue as loans are paid down. Additional borrowings were undertaken in the two prior years for the redevelopment of Gunbower Lions Park and the Echuca East Community Precinct. No additional borrowings are budgeted for 2023-24 and if no borrowings are considered in the three forward years all loans will be paid out by 2026-27.

9. Initiatives funded

Below is a list of new initiatives funded in the 2023-24 Budget.

Flourishing local economy

We will

- Commence the renewal and upgrade project at the Echuca Aerodrome.
- Undertake construction works at the Victoria Park Boat Ramp, including new retaining wall and accessible ramp.
- Continue to implement upgrades to the Echuca Holiday Park identified through the master plan.
- Deliver an Echuca and District Livestock Exchange Strategy that will define the priorities and strategic objectives of the service for the future.
- Implement the Echuca West Precinct Structure Plan to encourage development of additional residential housing in Echuca.
- Develop and implement the actions from the Economic Development and Tourism Strategy.

Well planned places

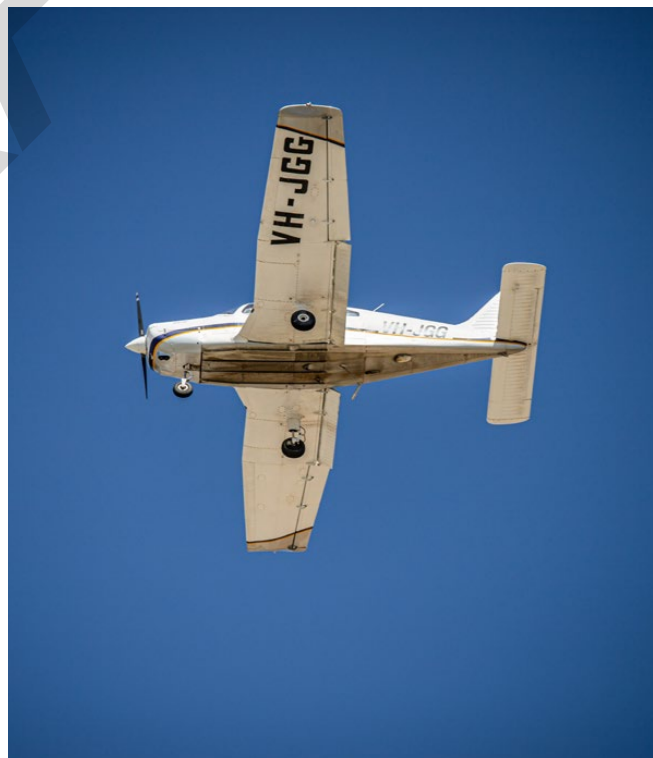
We will

- Complete the Toolleen Axedale Road widening project.
- Continue stage two of the Rushworth Streetscape renewal project.
- Complete storm water pump renewals at sites in Kyabram and Rochester.
- Complete irrigation renewal projects in parks and gardens within Kyabram, Rochester and Echuca.
- Complete the Rushworth (Waranga) Rail Trail.
- Finalise the Echuca Aquatic reserve designs and pursue funding opportunities.
- Finalise the Victoria Park Multi-purpose building design and pursue funding opportunities.
- Work with recreation reserve committees of management to identify sustainable infrastructure plans.
- Complete the construction of Breen Ave Shared User Path (Kyabram).
- Undertake a review of the shared path network across the shire.
- Deliver our road resheeting and resealing programs.
- Undertake a residential land review for the Shire.
- Continue to review and update wayfinding signs across the shire.

Resilient protected and healthy natural environment

We will

- Complete upgrades to skip bin loading bays at the Colbinabbin, Lockington and Toolleen Resource Recovery Centres.
- Incorporate sustainable water and energy use initiatives into the Victoria Park Multi-purpose building design.
- Complete the Integrated Water Management project at the Echuca Aquatic Reserve drainage basin.
- Develop an action plan for the implementation of the Urban Forest Strategy.
- Carry out sampling and testing on closed landfills to understand the environmental risks and identify remediation actions if required.
- Develop an Environmental Sustainability Design framework for Council projects.
- Development of an emissions reduction plan to assist in the implementation of Councils Environmental Strategy which has a net zero target for emissions.
- Fire and weed management plan for Victoria Park (bush area).



Growing quality of life

We will

- Implement actions in accordance with the Domestic Wastewater Management Plan to minimise the impacts of domestic wastewater on human health, the natural environment and local amenity.
- Develop an emissions reduction plan to assist in the delivery of Councils Environment Strategy.
- Deliver a Library Services Strategy that will define the priorities and strategic objectives of the service.
- Deliver stage 2 of the Rochester Early Learning centre redevelopment to meet childcare demand in the Rochester district.
- Develop a multi-year action plan for the Municipal Early Years Plan 2023-25.
- Work in partnership with the Department of Education to review the Kindergarten Infrastructure and Services Plan, which will define kindergarten infrastructure demand across the municipality.
- Implement actions arising from audits on the cultural safety of Council's Maternal and Child Health and Centre Based Care services.
- Establish an Outdoor pool calendar of events in collaboration with local community groups.
- We will work with community groups to increase activities at stadiums, including provision of Council run programs for community participation.
- Complete the renewal and upgrade of the Rushworth Service Centre and Library.
- Implement the Arbovirus program throughout the active season (typically November to March).
- Develop a Cultural Diversity Strategy.
- Continue to develop Place Based Plans for communities.
- Develop township facilities plans for Kyabram, Tongala and Colbinabbin.
- Increase the contribution made to Department of Energy, Environment and Climate Action (DEECA) halls to \$2,000 per hall.
- Increase in the Grant Program for Community Houses
- Additional library resources, both books and digital resources.
- Continue to provide free access to outdoor pools in 2023-24.

**Organisational support**

We will

- commence the delivery of an upgraded Request Management system.
- review and update the 10-year Finance Plan.
- Implement communications media monitoring - to allow electronic monitoring of all media, including social media.
- Continued updating of Information Communications Technology security solutions.
- Continue to update key technology systems to improve customer interactions, for both external and internal customers.
- Purchase new plant and equipment, made up of the following, to maintenance of roads and public open spaces:
 - One grader
 - Five utes
 - Two truck and dog trailers
 - Tractor and roller
 - Prime mover and water cart
 - Fuel cart
 - Excavator and trailer
 - Four trucks (8 & 12 tonne)
 - Stump grinder and chipper
 - Weed spraying equipment.



Budget Influences

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

External Influences

The four years represented within the Budget are 2023-24 through to 2026-27. In preparing the 2023-24 budget, a number of external influences have been taken into consideration. These are outlined below:

- **Location** – The Shire of Campaspe is located in north central Victoria, approximately 180 kilometres north of Melbourne. It includes the communities of Echuca, Kyabram, Rochester, Lockington, Gunbower, Rushworth, Stanhope and Tongala as well as many smaller communities outside of these main townships. The municipality is located in the heart of one of the richest and most diverse agriculture and food processing areas in Victoria. Its climate, history, cultural heritage, natural assets and location in relation to major urban centres provide the municipality with extensive opportunities. The municipality encompasses a total land area of over 4,500 square kilometres.
- **Superannuation** – Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on local government was in the 2012-13 financial year when Council was required to pay \$4.77 million to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market.
- **Superannuation Guarantee** – The superannuation guarantee will increase 0.5% every year until it reaches 12.0%. The 12.0% will be reached on 1 July 2025.
- **Financial Assistance Grants** – The largest source of government funding to Council is through the annual Victorian Grants Commission allocation. The overall state allocation is determined by the Federal Financial Assistance Grant.
- **Capital Grant Funding** – Capital grant opportunities arise continually. The budget has been based on confirmed grants. Any subsequent grants would be captured during the quarterly forecast process.
- **Cost shifting** - This occurs when Local Government provides a service to the community on behalf of the Victorian and Federal Government. Over time, the funds received by local governments do not increase in line with real cost increases, such as school crossing and library services, resulting in a further reliance on rate revenue to meet service delivery expectations.
- **Rate Capping** – The Victorian State Government continues with a cap on rate increases. The cap for 2023-24 has been set at 3.50%.
- **Supplementary Rates** – Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property value increases in value (eg. due to improvements made or change in land class), or new residences become assessable. Importantly, supplementary rates recognises that new residents require services on the day they move into the municipality and Council is committed to providing these. Supplementary rates income is based on historical and forecast data and is set at anticipated levels.
- **Waste Disposal Costs** – The Environment Protection Agency (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfills sites. Waste disposal costs are also impacted by industry changes such as increasing EPA landfill levies and negotiation of contracts e.g. recycling sorting and acceptance. These costs are reflected in the Waste Charge.
- **Coronavirus (COVID-19)** – COVID-19 pandemic has presented significant challenges over the past two years, with impacts on businesses, households and the economy worldwide. As we move to a new phase of the pandemic, consideration has been given to ongoing impacts that may linger, such as supply of materials and availability of workforce.
- **Flood** – In October 2022 one of the biggest floods on record affected a large area of the State. Many of council's roads, drainage, and community assets, i.e. parks, playgrounds, buildings and swimming pools etc, sustained damage. Repairs to these assets will take time and may impact on councils' ability to deliver services and normal maintenance programs.



Internal Influences

As well as external influences, there are several internal influences which are expected to impact the 2023-24 Budget. These include:

- **Adjusted Underlying Result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Financial performance is expected to deteriorate over the period, continued operating losses means reliance on council's cash reserves or increased debt to maintain services.
- **Cash** – Council holds cash to fund capital works, cash reserves allocated for specific purposes and to meet operational needs. Cash must be managed to ensure that sufficient cash is available to meet Councils' obligations as and when they come due.
- **Working Capital** – The proportion of current liabilities represented by current assets. Working capital forecast trend is to remain steady at an acceptable level.
- **Service Planning** – Reviewing services to ensure that they meet the community needs is an ongoing process. Balancing the needs of the community within the constraints of the funds available is an ongoing challenge for Council. Council has to have a robust process for service planning and review to ensure all services continue to provide value for money and are in line with community expectations.



Budget 2023-24

Economic Assumptions

The assumptions for the 2023-24 budget have been updated based on current knowledge of economic drivers that impacting the revenue and expenses of Council. The below chart also includes the drivers used in the two prior year budgets for comparison.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CPI	0.07%	2.91%	2.50%	2.50%	2.50%	2.50%
Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rates and charges	1.50%	1.75%	3.50%	2.75%	2.50%	2.00%
Statutory fees and fines	1.00%	1.00%	1.50%	1.50%	1.50%	1.50%
User fees	1.00%	2.91%	2.00%	2.00%	1.50%	1.50%
Grants - Operating	1.00%	2.00%	2.00%	2.00%	1.50%	1.50%
Grants - Capital	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income	1.00%	1.00%	3.00%	3.00%	3.00%	2.50%
Employee costs	1.50%	2.00%	2.50%	2.50%	2.00%	2.00%
Materials and services	0.07%	2.91%	2.50%	2.50%	2.50%	2.50%
Depreciation & Amortisation	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other expenses	1.00%	2.91%	2.00%	2.00%	2.00%	2.00%
Utilities	4.00%	1.45%	2.50%	2.50%	2.50%	2.50%

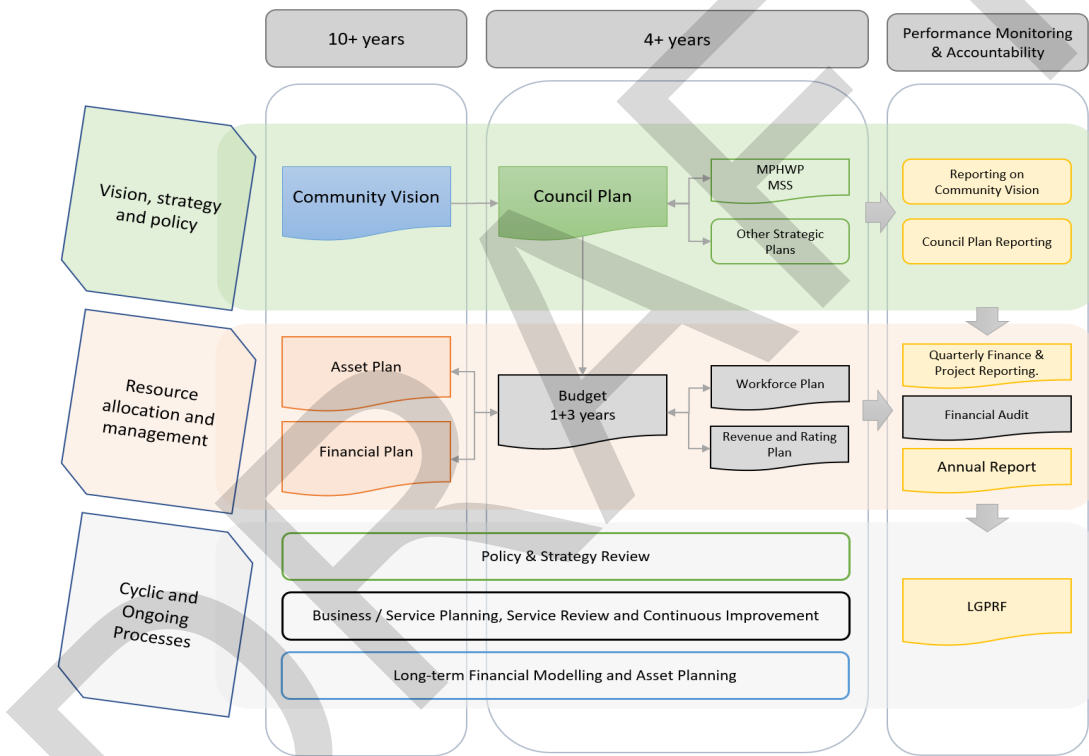
Budget 2023-24

1. Link to the Integrated Planning and Reporting Framework

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

1.1 Legislative planning and accountability framework

The Budget 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 diagram below depicts the planning and accountability framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs Precincts and Regions

The timing of each component of the integrated planning framework is critical to the successful achievement of the planned outcomes. The Council Plan is required to be completed by 30 October following a general election.

* MPHWP – Municipal Public Health and Wellbeing Plan

MSS – Municipal Strategic Statement

LGPRF – Local Government Performance Reporting Framework

Budget 2023-24

1.1.2 Key planning considerations

Service Level Planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities.

Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with Council's adopted Community Engagement Policy and Public Transparency Policy.

Council continues to review its services and has been working with communities in the development of Place Based Plans.

1.2 Community Vision

Our Vision

Our places are vibrant and sustainable, our people are strong and supportive.

Principles

We are custodians and stewards, responsible for passing on a shire that meets the needs of generations beyond our own. Therefore, our work to create the Campaspe of the future is guided by the following principles:

Inclusion

Everybody is included and has something to contribute to the community. Nobody is left behind. Everybody should have an equal chance in life.

Respect

Respectful relationships are the norm between individuals and within communities. We respect the diversity in our community, and in particular, we respect the contribution of our older residents, our young people, and those with Aboriginal cultural heritage.

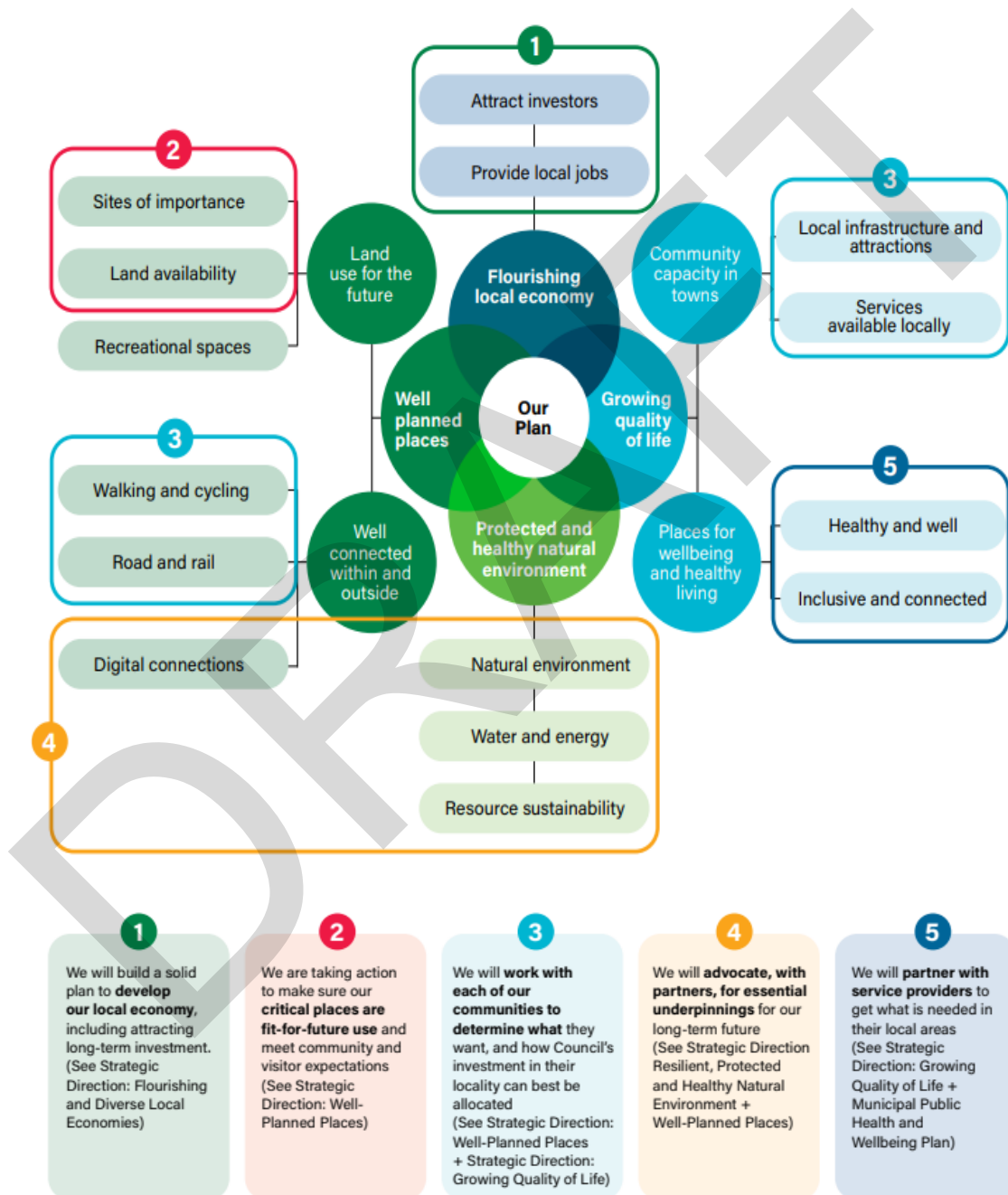
Sustainability

This is at the heart of everything we do. Sustainability is a key factor in planning for future land use, advocating for additional educational facilities, approving a development, or making decisions around how we use our infrastructure.

Budget 2023-24

1.3 Council Plan

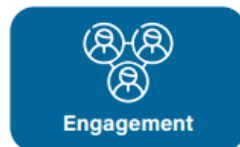
Council delivers 141 activities under 25 service areas. Each contributes to the achievement of one or more of the five Strategic Objectives as set out in the Council Plan 2021-25. The following diagram shows the four themes and associated strategic objectives as described in the Council Plan.



Budget 2023-24

Our Promise to our communities

We are committed to working with community as partners and developing a culture that approaches issues cooperatively. This means listening carefully to our communities, engaging with each, and negotiating the best use of our assets and resources in our communities' interests. To do this we know the following are important, and we will work hard to build on, and improve, how we work.



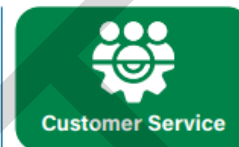
- We will actively encourage community members who would not ordinarily engage with consultation processes to participate in them especially young people
- We will better engage with small communities
- Our Councillors and relevant Council staff will have a greater physical and face-to-face presence in communities e.g. pop up meetings, small group discussions
- We will use a variety of engagement methods to seek to engage our community on matters that are important to them.



- We will communicate our strategic vision and major priorities clearly
- We will help our residents develop awareness of current issues as a result of improved, plain language communication via a broader range of channels
- We will make sure local businesses and residents are better informed about work that affects their properties
- We will work to make sure people are more aware of Council's scope of responsibility and are informed on issues such as service and asset usage



- We will work with Aboriginal communities and elders so they are more engaged with Council and have a genuine voice as a result of improved formal and informal communication mechanisms (e.g. committees, MOUs)
- Our staff will provide more culturally inclusive and welcoming services as a result of deepened cultural understanding



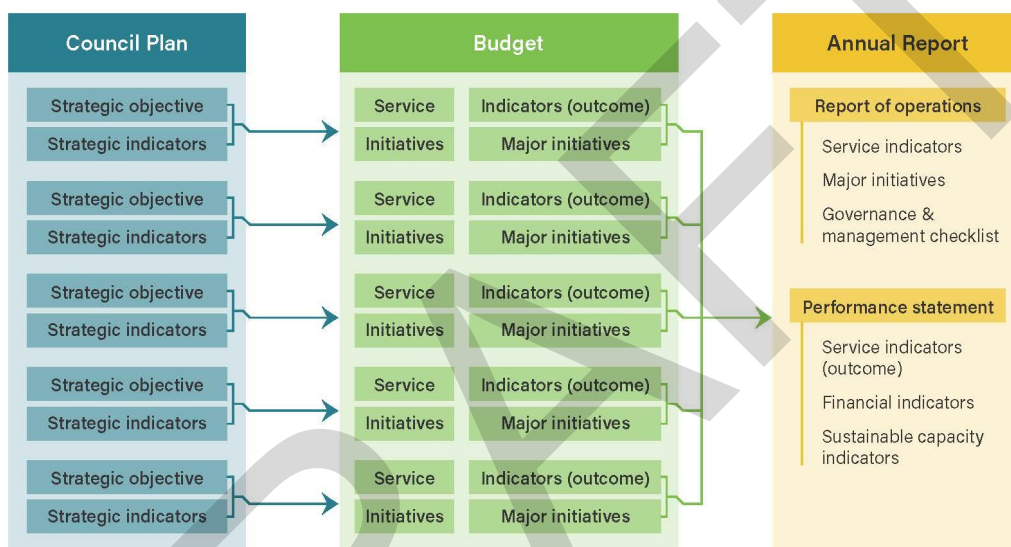
- Our customer service will improve as a result of better follow up, clear service delivery standards and a 'case management' approach to complaints
- We will continue to make our planning and permit processes smoother and free of red tape

Budget 2023-24

2. Services and service performance indicators

Everyday we deliver services to our community. These services enable our community to be healthy, connected, prosperous and resilient.

This section describes the services and initiatives to be funded in the 2023-24 year which contribute to achieving the strategic objectives outlined in the Council Plan. It outlines a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Performance indicators address the strategic objectives and are outlined on the following pages relating the objectives to the services and initiatives.

Budget 2023-24

2.1 Flourishing local economy

Our priorities – Council Plan 2021-2025

Campaspe's economic drivers are numerous: agriculture, food production, manufacturing, health care and tourism. Many factors within Council's control contribute directly to these and others, such as roads and land allocation, and many areas we indirectly support are also important, such as freight links and education. Our aim over this term is to re-establish a sound basis for investment in Campaspe and, to do this, we will build a program of advocacy that helps attract funding for local infrastructure, boosts vocational education, employs our people, especially younger people, and supports all major sectors of our economy.

Strategic direction

Flourishing and diverse local economies.

Strategic objective

A resilient long-term economy attractive to local and external investors.

Stimulated economic activity that provides local jobs.

Services

Service area	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
	Actuals	Forecast Budget	Budget	Projections			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Economic Development	Rev	11,046	7,319	6,630	6,915	7,018	7,123
	Exp	13,285	8,492	8,867	9,027	9,239	9,456
	Surplus/ (Deficit)	(2,239)	(1,173)	(2,237)	(2,112)	(2,221)	(2,333)
Description of services provided	To contribute to a strong, diverse, and innovative local economy.						

Major initiatives

We will

- Commence the renewal and upgrade project at the Echuca Aerodrome.
- We will undertake construction works at the Victoria Park Boat Ramp, including new retaining wall and accessible ramp.

Other initiatives

- Continue to implement upgrades to the Echuca Holiday Park identified through the master plan.
- Deliver an Echuca and District Livestock Exchange Strategy that will define the priorities and strategic objectives of the service for the future.
- Implement the Echuca West Precinct Structure Plan to encourage development of additional residential housing in Echuca.
- Develop and implement the actions from the Economic Development and Tourism Strategy.

Budget 2023-24

Service performance outcome indicators

Service	Performance Measure	Economic Result
Business Development	<i>Value of non-residential building approvals 2021-22</i> ^	\$65.88 million
Business Development	<i>Value of residential building approvals 2021-22</i> ^	\$59.49 million

^ Performance measures are sourced from Remplan Economic Profile and do not form part of the indicators reported under the Local Government Performance Reporting Framework.

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Budget 2023-24

2.2 Well planned places

Our priorities - Council Plan 2021-2025

Council has significant responsibilities to make Campaspe a great place, and these are focused on ensuring we have the land we need for the future, and that we're well connected, within and outside the Shire. This means that Council, over this term, will invigorate and progress development of significant sites, such as the Bridge to Bridge locality, and identify future such sites. In addition, we will pay attention to ensuring we've got enough land available for living, working and industry. And, we'll focus on the underlying infrastructure like drains and stormwater, and the aboveground open spaces that our communities rely upon. All whilst protecting our natural environment for future generations and planning with the changing climate in mind. Roads are a vital part of our Shire, and 50% of our budget will continue to be spent on them. But increasingly, we rely on digital communications also, so our advocacy efforts will be redoubled here.

Strategic direction

Land use for the future.

Strategic objective

Attractive and useable sites of importance.

Land and underlying infrastructure suitable for growing populations.

Quality, attractive recreational spaces.

Strategic direction

Well connected within and outside.

Strategic objective

Improved walkability and cyclability within townships.

Ability to travel safely and easily by road and rail.

Digital connectedness maximising mobility, economic productivity, health care access and education participation.

Budget 2023-24

Services

Service area		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		Actuals	Forecast Budget	Budget	Projections		
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recreation	Rev	278	215	257	262	266	270
	Exp	4,112	3,226	3,377	3,534	3,614	3,695
	Surplus/ (Deficit)	(3,834)	(3,010)	(3,120)	(3,272)	(3,348)	(3,425)
Description of services provided	To provide spaces and facilities to support recreation and community events that support community, social and health benefits.						
Aquatics	Rev	965	1,015	1,215	1,239	1,257	1,276
	Exp	3,158	3,525	4,578	4,722	4,833	4,947
	Surplus/ (Deficit)	(2,193)	(2,511)	(3,363)	(3,483)	(3,576)	(3,671)
Description of services provided	To provide facilities that support swimming and aquatic water play						
Emergency Management	Rev	18	57	60	60	60	60
	Exp	270	133	504	517	528	539
	Surplus/ (Deficit)	(251)	(76)	(444)	(457)	(468)	(479)
Description of services provided	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.						
Flood Recovery	Rev	-	1,503	-	-	-	-
	Exp	-	2,254	-	-	-	-
	Surplus/ (Deficit)	-	(751)	-	-	-	-
Description of services provided	To provide support to the community to assist in recovery from the October 2022 flood. Council will continue to undertake flood recovery activities in 2023-24 and beyond but the costs have not been included in this budget and funding will be derived from various sources, which include State and Federal Government as well insurance.						
Engineering	Rev	53	127	122	124	126	128
	Exp	441	598	637	517	529	540
	Surplus/ (Deficit)	(388)	(471)	(516)	(393)	(403)	(413)
Description of services provided	To ensure that Council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the Shire of Campaspe.						
Parks and Gardens Maintenance	Rev	8	8	-	-	-	-
	Exp	5,372	5,333	6,638	2,703	2,760	2,819
	Surplus/ (Deficit)	(5,365)	(5,324)	(6,638)	(2,703)	(2,760)	(2,819)
Description of services provided	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.						

Budget 2023-24

Service area		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		Actuals	Forecast Budget	Budget	Projections		
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Project Management	Rev	-	-	-	-	-	-
	Exp	809	670	697	721	737	753
	Surplus/ (Deficit)	(809)	(670)	(697)	(721)	(737)	(753)
Description of services provided	To ensure the efficient, timely and cost effective delivery of Council's Works Program.						
Road Services	Rev	2,498	197	30	31	31	32
	Exp	33,565	23,239	25,844	25,539	26,084	26,641
	Surplus/ (Deficit)	(31,066)	(23,042)	(25,814)	(25,509)	(26,053)	(26,609)
Description of services provided	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.						
Building and Planning	Rev	766	673	629	639	648	658
	Exp	1,112	1,149	1,283	1,319	1,347	1,376
	Surplus/ (Deficit)	(346)	(475)	(654)	(680)	(699)	(718)
Description of services provided	To provided for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.						
Strategic Asset Management	Rev	-	-	-	-	-	-
	Exp	746	812	1,040	1,066	1,089	1,114
	Surplus/ (Deficit)	(746)	(812)	(1,040)	(1,066)	(1,089)	(1,114)
Description of services provided	To provide strategic direction on the management of Council's assets to support the ongoing delivery of Council's services.						

Major initiatives

We will

- Complete the Toolleen Axedale Road widening project.
- Continue stage two of the Rushworth Streetscape renewal project.

Other initiatives

- Complete storm water pump renewals at sites in Kyabram and Rochester.
- Complete irrigation renewal projects in parks and gardens within Kyabram, Rochester and Echuca.

Budget 2023-24

- Complete the Rushworth (Waranga) Rail Trail.
- Finalise the Echuca Aquatic reserve designs and pursue funding opportunities.
- Finalise the Victoria Park Multi-purpose building design and pursue funding opportunities.
- Work with recreation reserve committees of management to identify sustainable infrastructure plans.
- Complete the construction of Breen Ave Shared User Path (Kyabram).
- Undertake a review of the shared path network across the shire.
- Deliver our road resheeting and resealing programs.
- Undertake a residential land review for the Shire.
- Continue to provide free access to outdoor pools in 2023-24.

Service performance outcome indicators

Service	Performance Measure	2021-22 Result
Aquatics	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population) (Computation: Number of visits to aquatic facilities / Population)	3.31
Planning and Building	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	62.50%
Works	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	41.00

Budget 2023-24

2.3 Resilient protected and healthy natural environment

Our priorities - Council Plan 2021-2025

Council has several responsibilities to ensure a resilient natural environment now, and for future generations especially in light of changing climate. Chief amongst these is to lead — and deliver — an environmentally and economically sustainable waste service. Our aim is to ultimately become a circular economy, so it's important that we work with our communities to use less that ultimately becomes landfill. In addition, we will look carefully at our own practices, especially in water and energy use, and find ways to create less negative impact. We will continue to play an integral role in managing native vegetation and pest plants on roadsides and supporting the goal of 'no net loss to biodiversity as a result of the removal, destruction or lopping of native vegetation'. We will support farmers and landowners to care for their land, to enable agricultural productivity into the future. Finally, we will act as steward for the land we manage, and as partners and advocates with other land managers so that we and future generations can have the best use and enjoyment of our Campaspe environment.

Strategic direction

Resilient Protected and healthy natural environment.

Strategic objective

Well managed resources for a sustainable future.

Sustainable water and energy use.

Protected natural environment.

Services

Service area	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
	Actuals	Forecast Budget	Budget	Projections			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Environment and Conservation	Rev	89	84	90	90	91	91
	Exp	395	232	596	618	632	646
	Surplus/ (Deficit)	(306)	(148)	(506)	(527)	(541)	(555)
Description of services provided	To protect, enhance and conserve native flora and fauna through community education and programs.						
Environmental Health	Rev	390	348	361	368	373	379
	Exp	933	951	1,019	1,049	1,072	1,095
	Surplus/ (Deficit)	(543)	(604)	(658)	(681)	(699)	(716)
Description of services provided	To protect and enhance the health and wellbeing of residents and visitors through the delivery of public health programs and services in compliance with legislative responsibilities.						

Budget 2023-24

Service area	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	
	Actuals	Forecast Budget	Budget	Projections			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Waste Collection and Management	Rev	6,761	7,076	7,497	7,695	7,877	8,029
	Exp	6,583	7,698	7,857	8,093	8,292	8,497
	Surplus/ (Deficit)	179	(622)	(360)	398	416	468
Description of services provided	To provide services for the removal of waste and the collection of recycling.						

Major initiatives

We will

- Complete upgrades to skip bin loading bays at the Colbinabbin, Lockington and Toolleen Resource Recovery Centres.
- Incorporate sustainable water and energy use initiatives into the Victoria Park Multi-purpose building design.

Other initiatives

- Complete the Integrated Water Management project at the Echuca Aquatic Reserve drainage basin.
- Develop an action plan for the implementation of the Urban Forest Strategy.
- Carry out sampling and testing on closed landfills to understand the environmental risks and identify remediation actions if required.
- Develop an Environmental Sustainability Design framework for Council projects.
- Implement actions in accordance with the Domestic Wastewater Management Plan to minimise the impacts of domestic wastewater on human health, the natural environment and local amenity.
- Develop and emissions reduction plan to assist in the delivery of Councils Environmental strategy.

Service performance outcome indicators

Service	Performance Measure	2021-22 Result
Waste Collection and Management	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	48.76%
Environmental Health	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by council) (Computation: [Number of critical noncompliance outcome notifications and major noncompliance outcome notifications about a food premises followed up / Number of critical noncompliance outcome notifications and major noncompliance outcome notifications about food premises] x100)	85.00%

Budget 2023-24

2.4 Growing quality of life

Our priorities - Council Plan 2021-2025

Strong economies, resilient natural environments, and great places don't automatically lead to a higher quality of life. But we will ensure that communities have a voice in how Council spends its limited budgets in each community's interests, in a fair way. We will review services and make prudent decisions about improving those the community wants the most and divest ourselves of some that others can perform just as well or better than we can. Finally, we will work with our numerous Communities of Priority (identified in Council's Access and Inclusion Plan) to ensure that Campaspe is a place that welcomes, and provides opportunities, for all.

Strategic direction

Growing quality of life.

Strategic objective

Communities have a say on local infrastructure and attractions that stimulate engagement and activity.

Effective and efficient services are available locally.

Children, young people and families are healthy and well.

Communities are inclusive, connected, culturally diverse and safe.

Services

Service area	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27	
	Actuals	Forecast Budget	Budget	Projections			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Children's Services	Rev	3,596	3,673	4,190	4,273	4,336	4,400
	Exp	4,714	4,780	5,183	5,333	5,447	5,562
	Surplus/ (Deficit)	(1,118)	(1,107)	(993)	(1,061)	(1,111)	(1,163)
Description of services provided	To provide families with access to a range of services that support the foundations for optimal growth and development of children in partnership with families						
Community Development	Rev	129	154	97	98	98	99
	Exp	2,529	2,192	2,384	2,539	2,595	2,652
	Surplus/ (Deficit)	(2,400)	(2,037)	(2,287)	(2,442)	(2,497)	(2,553)
Description of services provided	To strengthen the understanding of community views and aspirations to inform decision making.						

Budget 2023-24

Service area		2022-23	2022-23	2023-24	2024-25	2025-26	2026-27
		Actuals	Forecast Budget	Budget	Projections		
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Library	Rev	523	466	457	466	473	480
	Exp	1,898	1,897	2,026	2,081	2,128	2,177
	Surplus/ (Deficit)	(1,375)	(1,431)	(1,569)	(1,615)	(1,655)	(1,697)
Description of services provided	To provide space, activities and items that support access to information and knowledge.						
Regulatory Compliance	Rev	2,241	2,579	2,570	2,618	2,657	2,697
	Exp	3,062	2,906	3,362	3,449	3,525	3,602
	Surplus/ (Deficit)	(820)	(327)	(792)	(831)	(868)	(905)
Description of services provided	To protect the safety and amenity of the built and natural environment and public infrastructure for the use and enjoyment of community members and visitors in compliance with legislative responsibilities.						

Major initiatives

We will

- Deliver a Library Services Strategy that will define the priorities and strategic objectives of the service.
- Deliver stage 2 of the Rochester Early Learning centre redevelopment to meet childcare demand in the Rochester district.

Other initiatives

- Develop a multi-year action plan for the Municipal Early Years Plan 2023-25.
- Work in partnership with the Department of Education to review the Kindergarten Infrastructure and Services Plan, which will define kindergarten infrastructure demand across the municipality.
- Implement actions arising from audits on the cultural safety of Council's Maternal and Child Health and Centre Based Care services.
- Establish an Outdoor pool calendar of events in collaboration with local community groups.
- Work with community groups to increase activities at stadiums, including provision of Council run programs for community participation.
- Complete the renewal and upgrade of the Rushworth Service Centre and Library.
- Implement the Arbovirus program throughout the active season (typically November to March).
- Develop a Cultural Diversity Plan.

Budget 2023-24

- Continue to develop Place Based Plans for communities.
- Develop township facilities plans for Kyabram, Tongala and Colbinabbin.
- Increase the contribution made to Department of Energy, Environment and Climate Action (DEECA) halls to \$2,000 per hall.
- Increase in the Grant Program for Community Houses
- Additional library resources, both books and digital resources.
- Continue to provide free access to outdoor pools in 2023-24.

Service performance outcome indicators

Service	Performance Measure	2021-22 Result
Library	Active Library Borrowers in Municipality (Percentage of the municipal population that are active library members) (Computation: [The sum of the number of active library borrowers in the last 3 financial year / the sum of the population in the last 3 financial years] x100.)	12.33%
Children's Services	Participation in the Maternal Child Health (MCH) Service (Percentage of children enrolled who participate in the MCH service) (Computation: [Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH] x 100).	69.11%
Children's Services	Participation in Maternal Child Health (MCH) Service (Percentage of Aboriginal children enrolled who participate in the MCH service) (Computation: [Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH] x 100).	78.23%
Regulatory Compliance	Animal Management Prosecutions (Number of successful animal management prosecutions)	0.00
Governance	Satisfaction with council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community)	43.00

Budget 2023-24

2.5 Organisational support

Council requires organisational support functions to ensure that our community focused services can continue to be provided in an effective and efficient manner. It ensures responsible management of resources, technology support, regulatory reporting and fiscal controls.

Services

Service area		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		Actuals	Forecast Budget	Budget	Projections		
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial Services	Rev	355	73	68	236	240	245
	Exp	2,839	1,639	1,919	1,971	2,011	2,052
	Surplus/ (Deficit)	(2,484)	(1,565)	(1,851)	(1,736)	(1,771)	(1,807)
Description of services provided	To ensure Council's revenue and expenditure is managed and controlled in a responsible manner to support the delivery of Council services and enable Council to plan for its long term financial sustainability.						
Governance	Rev	29	4	1	1	1	1
	Exp	1,170	1,432	2,552	2,178	2,228	2,280
	Surplus/ (Deficit)	(1,141)	(1,428)	(2,551)	(2,177)	(2,227)	(2,278)
Description of services provided	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.						
Human Resources	Rev	-	-	-	-	-	-
	Exp	674	566	721	743	756	770
	Surplus/ (Deficit)	(674)	(566)	(721)	(743)	(756)	(770)
Description of services provided	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.						
Information Management (Records)	Rev	-	-	-	-	-	-
	Exp	136	149	198	204	208	211
	Surplus/ (Deficit)	(136)	(149)	(198)	(204)	(208)	(211)
Description of services provided	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.						
Information Communication Technology	Rev	2	-	-	-	-	-
	Exp	1,071	1,076	1,932	1,967	2,009	2,053
	Surplus/ (Deficit)	(1,070)	(1,076)	(1,932)	(1,967)	(2,009)	(2,053)
Description of services provided	To facilitate the effective delivery of Council services and enhance community interaction with Council						

Budget 2023-24

Service area		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		Actuals	Forecast Budget	Budget	Projections		
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Organisational Strategy and Performance	Rev	430	18	24	-	-	-
	Exp	3,769	4,531	2,710	2,703	2,760	2,819
	Surplus/ (Deficit)	(3,340)	(4,513)	(2,686)	(2,703)	(2,760)	(2,819)
Description of services provided	To ensure Council's energy is focused and that Council and Officers are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance.						
Plant and Fleet Management	Rev	2,863	-	506	-	-	-
	Exp	1,846	177	1,519	266	259	252
	Surplus/ (Deficit)	1,017	(177)	(1,014)	(266)	(259)	(252)
Description of services provided	To plan for and effectively manage Council's plant and fleet to support the ongoing delivery of Council's services.						
Property Management	Rev	1,628	690	416	427	438	448
	Exp	3,691	3,221	3,199	3,303	3,380	3,459
	Surplus/ (Deficit)	(2,063)	(2,531)	(2,782)	(2,875)	(2,941)	(3,011)
Description of services provided	To plan for and effectively manage and maximise the use of land managed by Council to support the ongoing delivery of Council's services.						
Customer Communications	Rev	16	-	-	-	-	-
	Exp	1,351	1,561	1,546	1,595	1,627	1,660
	Surplus/ (Deficit)	(1,335)	(1,561)	(1,546)	(1,595)	(1,627)	(1,660)
Description of services provided	To connect the community with Council.						

Major initiatives

We will

- Commence the delivery of an upgraded Request Management system.
- Purchase new plant and equipment, made up of the following, to maintain roads and public open spaces:
 - One grader
 - Five utes

Budget 2023-24

- Two truck and dog trailers
- Tractor and roller
- Prime mover and water cart
- Fuel cart
- Excavator and trailer
- Four trucks (8 & 12 tonne)
- Stump grinder and chipper
- Weed spraying equipment.

Other initiatives

- Implement communications media monitoring - to allow electronic monitoring of all media, including social media.
- Continued updating of Information Communications Technology security solutions.
- Continue to update key technology systems to improve customer interactions, for both external and internal customers.
- We will review and update the 10-year Finance Plan.

Budget 2023-24

2.6 Reconciliation with budgeted operating result

The following tables provide the net cost of delivering services and strategies identified under Our Priorities in the Council Plan 2021-2025, and the general funding sources that contribute to those services and strategies.

Strategic Objectives	Revenue	Expenditure	Net Cost
	\$'000	\$'000	Subsidy \$'000
Flourishing local economy	6,630	8,867	(2,237)
Well planned places	2,312	44,596	(42,284)
Resilient protected and healthy natural environment	7,947	9,472	(1,524)
Growing quality of life	7,315	12,955	(5,640)
Organisational support	1,015	16,296	(15,281)
Total	25,219	92,186	(66,967)
Expenses added in:			
Other			
Deficit before funding sources			(66,967)
Funding sources added in:			
Rates and charges			42,672
Grants Commission			13,660
Interest Income			2,030
Capital grants			2,623
Other			202
Total funding sources			61,187
Operating surplus/(deficit) for the year			(5,780)

Budget 2023-24

2.7 Council Expenditure allocation per \$100



The above chart provides an indication of how Council allocates its net expenditure across the main services that it delivers. It shows how much is allocated to each service area for every \$100 that Council spends.

Budget 2023-24

3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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Budget 2023-24

Comprehensive Income Statement

For the four years ending 30 June 2027

	Notes	Actual	Budget	Budget	Projections		
		2021-22	Forecast	2023-24	2024-25	2025-26	2026-27
		\$000	\$000	\$000	\$000	\$000	\$000
Revenue from ordinary activities							
Rates income	5.1.1	39,825	41,475	42,672	44,131	45,297	46,236
Garbage charge	5.1.1	5,954	5,944	6,447	6,339	6,434	6,530
Statutory fees and fines	5.1.3	1,861	1,330	1,270	1,289	1,308	1,328
Grants commission	5.1.2	16,516	10,308	13,660	12,395	12,518	12,644
Other recurrent grants	5.1.2	2,580	3,222	1,604	3,168	3,274	3,381
Recurrent capital grants	5.1.2	6,482	598	2,623	2,623	2,623	2,623
Non-recurrent capital grants	5.1.2	1,724	2,048	-	-	-	-
User fees	5.1.4	14,610	14,185	15,598	13,338	13,538	13,741
Contributions - monetary		511	10	-	-	-	-
Contributions - non monetary		961	620	-	-	-	-
Interest and other income	5.1.5	1,102	2,256	2,423	2,495	2,570	2,635
Total revenues		92,126	81,997	86,296	85,778	87,563	89,117
Expenses from ordinary activities							
Employee benefits	5.1.6	29,361	29,937	34,600	35,163	35,866	36,583
Materials and services	5.1.7	26,095	27,328	27,404	27,053	27,773	28,271
Depreciation	5.1.9	20,626	22,013	23,214	23,258	23,723	24,198
Depreciation leased assets		471	71	78	80	81	83
Finance costs		88	168	133	111	38	11
Finance Costs - lease liabilities		18	15	16	27	25	21
Bad and doubtful debts		188	-	-	-	-	-
Other expenses	5.1.8	4,176	4,922	6,741	5,884	6,031	6,182
Total expenses		81,023	84,454	92,186	91,576	93,538	95,348
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(5,104)	356	110	(190)	(190)	(190)
Total comprehensive result		5,999	(2,100)	(5,780)	(5,988)	(6,165)	(6,421)

Budget 2023-24

Balance Sheet

For the four years ending 30 June 2027

	Notes	Actual	Budget	Budget	Projections		
		2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
		\$000	\$000	\$000	\$000	\$000	\$000
Current assets							
Cash and cash equivalents		10,289	4,779	3,520	2,444	2,276	1,762
Trade and other receivables		4,068	4,915	5,182	5,328	5,471	5,593
Inventories		728	913	900	931	953	970
Financial assets		59,020	59,883	50,506	41,850	39,326	34,998
Other assets		2,416	1,212	1,157	1,186	1,209	1,230
Non-current assets classified as held for sale		-	-	-	-	-	-
Total current assets	6.2	76,521	71,701	61,265	51,739	49,235	44,553
Non-current assets							
Trade and other receivables		16	31	32	33	34	35
Right of use assets		309	238	1,160	1,580	1,799	1,916
Financial assets		28,000	23,137	19,514	16,170	15,194	13,522
Property, infrastructure, plant and equipment		773,637	776,494	780,772	785,839	781,504	779,979
Intangible assets		3,919	3,919	3,919	3,919	3,919	3,919
Total non-current assets	6.2	805,881	803,819	805,397	807,541	802,450	799,372
Total assets		882,402	875,520	866,662	859,280	851,686	843,925
Current liabilities							
Trade and other payables		8,036	7,769	7,655	7,935	8,144	8,300
Trust funds and deposits		2,227	2,216	2,216	2,216	2,216	2,216
Unearned Income		6,135	3,507	1,694	1,701	1,707	1,712
Provisions		5,923	5,746	5,560	5,375	5,191	5,006
Interest-bearing loans and borrowings	6.1	1,430	3,185	1,660	1,219	1,112	-
Lease Liabilities		205	180	333	606	501	393
Total current liabilities	6.3	23,956	22,603	19,118	19,052	18,870	17,628
Non-current liabilities							
Trust funds and deposits		18	29	29	29	29	29
Provisions		1,818	1,755	1,691	1,626	1,570	1,515
Interest-bearing loans and borrowings	6.1	5,090	2,407	2,331	1,112	-	-
Lease Liabilities		116	41	589	545	465	423
Total non-current liabilities	6.3	7,042	4,233	4,640	3,312	2,064	1,967
Total liabilities		30,998	26,836	23,757	22,364	20,934	19,594
Net assets		851,404	848,684	842,904	836,916	830,752	824,331
Equity							
Accumulated surplus		324,051	329,308	318,679	312,691	306,527	300,106
Asset revaluation reserves		497,947	497,947	497,947	497,947	497,947	497,947
Other reserves		29,406	21,429	26,278	26,278	26,278	26,278
Total equity	6.4	851,404	848,684	842,904	836,916	830,752	824,331

Budget 2023-24

Statement of Changes in Equity

For the four years ending 30 June 2026

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021-22				
Balance at beginning of the financial year	787,658	322,217	440,200	25,241
Comprehensive result	5,999	5,999	-	-
Net asset revaluation increment(decrement)	57,747	-	57,747	-
Transfer to reserves	-	(9,821)	-	9,821
Transfer from reserves	-	5,656	-	(5,656)
Balance at end of the financial year	851,404	324,051	497,947	29,406
2022-23				
Balance at beginning of the financial year	851,404	324,051	497,947	29,406
Comprehensive result	(2,100)	(2,100)	-	-
Recognition of assets from prior year	(620)	(620)	-	-
Transfer to reserves	0	(2,581)	0	2,581
Transfer from reserves	0	10,558	0	(10,558)
Balance at end of the financial year	848,684	329,308	497,947	21,429
2023-24				
Balance at beginning of the financial year	848,684	329,308	497,947	21,429
Comprehensive result	(5,780)	(5,780)	-	-
Transfer to reserves	-	4,750	-	(4,750)
Transfer from reserves	-	(9,599)	-	9,599
Balance at end of the financial year	842,904	318,679	497,947	26,278
2024-25				
Balance at beginning of the financial year	842,903	318,679	497,947	26,278
Comprehensive result	(5,988)	(5,988)	-	-
Balance at end of the financial year	836,916	312,691	497,947	26,278
2025-26				
Balance at beginning of the financial year	836,915	312,691	497,947	26,278
Comprehensive result	(6,165)	(6,165)	-	-
Balance at end of the financial year	830,752	306,526	497,947	26,278
2026-27				
Balance at beginning of the financial year	830,752	306,526	497,947	26,278
Comprehensive result	(6,421)	(6,421)	-	-
Balance at end of the financial year	824,330	300,105	497,947	26,278

Budget 2023-24

Statement of Cash Flow

For the four years ending 30 June 2027

	Actual	Budget	Budget	Projections		
	2021-22	Forecast	2023-24	2024-25	2025-26	2026-27
	\$000	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities						
Rates and charges	46,199	47,311	49,037	50,404	51,670	52,716
Statutory fees and fines	1,934	2,665	1,270	1,289	1,308	1,328
User fees and other fines (inclusive of GST)	15,385	14,185	15,598	13,338	13,538	13,741
Operating grants (inclusive of GST)	19,096	13,275	15,306	15,571	15,798	16,031
Capital grants (inclusive of GST)	9,686	274	766	2,623	2,623	2,623
Interest received	548	1,488	2,030	2,091	2,154	2,207
Net GST (payment)/refund	1,589	-	-	-	-	-
Contributions - monetary	511	10	-	-	-	-
Other receipts	438	(183)	258	305	319	340
Proceeds/(repayment) of trusts and deposits	(488)	-	-	-	-	-
Payments to suppliers (inclusive of GST)	(25,087)	(27,753)	(27,551)	(26,865)	(27,635)	(28,178)
Payments to employees	(29,113)	(30,137)	(34,800)	(35,363)	(36,066)	(36,783)
Short-term, low value and variable lease payments	(145)	-	-	-	-	-
Other payments	(4,612)	(4,922)	(6,741)	(5,884)	(6,031)	(6,182)
Net cash from operating activities	35,941	16,214	15,173	17,508	17,677	17,842
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(25,529)	(24,513)	(27,382)	(28,215)	(19,278)	(22,563)
Proceeds from sale of property, infrastructure, plant and equipment	3,221	-	-	-	-	-
Proceeds / (payments) for investments	(20,489)	4,000	13,000	12,000	3,500	6,000
Net cash from investing activities	(42,797)	(20,513)	(14,382)	(16,215)	(15,778)	(16,563)
Finance costs						
Interest paid - lease liability	(18)	(15)	(16)	(27)	(25)	(21)
Repayment of borrowings	(1,073)	(927)	(1,602)	(1,660)	(1,219)	(1,112)
Proceeds from borrowings	4,262	-	-	-	-	-
Repayment of lease liabilities	(477)	(100)	(299)	(571)	(785)	(650)
Net cash from financing activities	2,606	(1,211)	(2,050)	(2,369)	(2,067)	(1,793)
Net increase/(decrease) in cash and cash equivalents	(4,250)	(5,510)	(1,259)	(1,075)	(169)	(513)
Cash and cash equivalents at start of period	14,539	10,289	4,779	3,520	2,444	2,276
Cash and cash equivalents at end of period	10,289	4,779	3,520	2,444	2,276	1,762

Budget 2023-24

Budgeted Statement of Capital Works

For the four years ending 30 June 2027

	Actual	Budget	Budget	Projections		
	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
	\$000	\$000	\$000	\$000	\$000	\$000
Capital works area						
Property						
Land improvements	-	492	-	2,000	-	-
Total land	-	492	-	2,000	-	-
Buildings	1,329	7,237	4,261	1,911	2,205	2,339
Heritage buildings	238	-	47	-	-	-
Building improvements	-	-	-	-	-	-
Total buildings	1,567	7,237	4,307	1,911	2,205	2,339
Total property	1,567	7,729	4,307	3,911	2,205	2,339
Plant and equipment						
Heritage plant and equipment	690	-	-	-	-	-
Plant, machinery and equipment	2,353	1,892	6,566	2,492	1,930	1,059
Computers and telecommunications	54	-	50	-	-	-
Total plant and equipment	3,097	1,892	6,616	2,492	1,930	1,059
Infrastructure						
Roads	9,861	7,041	6,691	10,152	8,465	9,316
Bridges	627	1,186	859	1,720	1,404	1,238
Footpaths and cycleways	1,269	2,951	1,659	3,098	1,378	1,080
Drainage	2,415	2,677	1,928	2,791	2,516	5,455
Recreational, leisure and community facilities	6,151	409	1,044	2,770	1,039	1,165
Waste management	55	175	901	435	-	-
Parks, open space and streetscapes	-	103	200	119	127	134
Aerodromes	-	-	3,177	-	-	-
Other infrastructure	455	350	-	25	-	550
Total infrastructure	20,833	14,892	16,459	21,110	14,929	18,938
Total capital works	25,497	24,513	27,382	27,513	19,064	22,336
Represented by:						
New	1,602	6,381	2,023	4,368	550	951
Renewal	17,382	11,619	21,199	17,990	16,609	19,161
Expansion/upgrade	6,513	6,513	4,160	5,155	1,905	2,224
Total capital works	25,497	24,513	27,382	27,513	19,064	22,336
Funding sources represented by						
Grants	-	-	4,145	2,623	2,623	2,623
Council cash	-	-	23,237	24,890	16,441	19,713
Total capital works expenditure	-	-	27,382	27,513	19,064	22,336

Budget 2023-24

Statement of Human Resources

For the four years ending 30 June 2027

	Actual	Budget Forecast	Budget	Projections		
	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
Staff expenditure						
Employee costs - operating	32,285	28,789	33,294	33,824	34,494	35,177
Employee costs - capital	1,117	1,148	1,306	1,339	1,372	1,406
Total staff expenditure	29,361	29,937	34,600	35,163	35,866	36,583
Staff numbers	FTE	FTE	FTE	FTE	FTE	FTE
Employees	322.80	335.60	354.28	354.28	354.28	354.28
Total staff numbers	322.80	335.60	354.28	354.28	354.28	354.28

Full time equivalents (FTE's) have been reviewed in preparing the budget and reflect all costs included in the budget, this includes the full FTE of all positions within the current establishment, whether the position is currently filled or not, as well as FTE worked by casuals and budgeted leave backfill for positions.

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

Division	Budget 2023-24 \$'000	Comprises			
		Permanent Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Office of CEO	943	943	-	-	-
Corporate	5,353	4,517	836	-	-
Communities	10,772	5,373	2,739	2,660	-
Sustainability	4,188	3,840	348	-	-
Emergency Management	404	343	61	-	-
Infrastructure	10,907	10,454	261	192	-
Total permanent staff expenditure	32,567	25,470	4,245	2,852	-
Other expenditure	727				
Capitalised labour costs	1,306				
Total expenditure	34,600				

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

Division	Budget 2023-24	Comprises			
		Permanent Full Time	Permanent Part time	Casual	Temporary
Office of CEO	6.00	6.00	-	-	-
Corporate	42.35	35.00	7.35	-	-
Communities	109.22	52.00	29.04	28.18	-
Sustainability	37.62	34.00	3.62	-	-
Emergency Management	2.68	2.00	0.68	-	-
Infrastructure	148.41	144.00	2.63	1.78	-
Total permanent staff expenditure	346.28	273.00	43.32	29.96	-
Capitalised labour costs	8.00				
Total staff	354.28				

Budget 2023-24

Summary of Planned Human Resource

Expenditure

For the four years ending 30 June
2025

Department	Budget	Projections		
	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
Office of CEO				
Permanent - Fulltime				
Female	830	847	864	881
Male	113	115	118	120
Permanent - Part time				
Female	-	-	-	-
Male	-	-	-	-
Total Office of CEO	943	962	981	1,001
Corporate				
Permanent - Fulltime				
Female	3,218	3,282	3,315	3,348
Male	1,299	1,325	1,338	1,352
Permanent - Part time				
Female	690	704	711	718
Male	146	149	152	155
Total Corporate	5,353	5,460	5,516	5,573
Communities				
Permanent - Fulltime				
Female	4,612	4,704	4,751	4,799
Male	761	776	784	792
Permanent - Part time				
Female	2,633	2,686	2,713	2,740
Male	106	108	109	110
Total Communities	8,112	8,274	8,357	8,441
Emergency Management				
Permanent - Fulltime				
Female	-	-	-	-
Male	343	350	357	364
Permanent - Part time				
Female	61	62	63	65
Male	-	-	-	-
Total /Emergency Management	404	412	420	429
Sustainability				
Permanent - Fulltime				
Female	1,666	1,683	1,699	1,723
Male	2,174	2,196	2,218	2,262
Permanent - Part time				
Female	348	351	355	362
Male	-	-	-	-
Total Sustainability	4,188	4,230	4,272	4,348
Infrastructure				
Permanent - Fulltime				
Female	2,582	2,608	2,634	2,660
Male	8,710	8,647	8,834	9,022
Permanent - Part time				
Female	82	83	84	84
Male	173	175	176	178
Total Infrastructure	11,547	11,512	11,728	11,945
Other employee related expenses	2,747	2,993	3,260	3,503
Total operating staff expenditure	30,547	30,851	31,274	31,735
Total Capitalised Labour expenditure	1,306	1,319	1,332	1,346
Total staff expenditure	34,600	35,163	35,866	36,583

Summary of Planned Human Resource Full Time Equivalent

For the four years ending 30 June 2025

Budget 2023-24

Department	Budget	Projections		
	2023-24 FTE	2024-25 FTE	2025-26 FTE	2026-27 FTE
Office of CEO				
Permanent - Fulltime				
Female	5.00	5.00	5.00	5.00
Male	1.00	1.00	1.00	1.00
Permanent - Part time				
Female	0.80	0.80	0.80	0.80
Male	0.00	0.00	0.00	0.00
Total Office of CEO	6.80	6.80	6.80	6.80
Corporate				
Permanent - Fulltime				
Female	21.00	21.00	21.00	21.00
Male	11.00	11.00	11.00	11.00
Permanent - Part time				
Female	6.22	6.22	6.22	6.22
Male	1.60	1.60	1.60	1.60
Total Corporate	39.82	39.82	39.82	39.82
Communities				
Permanent - Fulltime				
Female	45.00	45.00	45.00	45.00
Male	7.00	7.00	7.00	7.00
Permanent - Part time				
Female	28.09	28.09	28.09	28.09
Male	0.94	0.94	0.94	0.94
Total Communities	81.03	81.03	81.03	81.03
Sustainability				
Permanent - Fulltime				
Female	14.00	14.00	14.00	14.00
Male	19.00	19.00	19.00	19.00
Permanent - Part time				
Female	3.62	3.62	3.62	3.62
Male	0.00	0.00	0.00	0.00
Total Sustainability	36.62	36.62	36.62	36.62
Infrastructure				
Permanent - Fulltime				
Female	27.00	27.00	27.00	27.00
Male	111.00	111.00	111.00	111.00
Permanent - Part time				
Female	0.84	0.84	0.84	0.84
Male	1.78	1.78	1.78	1.78
Total Infrastructure	140.62	140.62	140.62	140.62
Casual and other staff	41.39	41.39	41.39	41.39
Total operating staff	304.89	304.89	304.89	304.89
Capitalised Labour	8.00	8.00	8.00	8.00
Total staff	354.28	354.28	354.28	354.28

Budget 2023- 24

4a Target performance indicators - Financial

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual		Budget Forecast	Budget Target	Target Projections			Trend
			2021-22	2022-23	2022-23	2023-24	2024-25	2025-26	2026-27	+/-
Operating position										
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(0.75%)	(6.83%)		(10.04%)	(6.53%)	(6.55%)	(6.67%)	-
Liquidity										
Working Capital	Current assets / current liabilities	2	319.42%	340.06%		334.63%	301.61%	304.36%	313.44%	-
Unrestricted cash	Unrestricted cash / current liabilities	2	213.31%	250.37%		250.78%	205.62%	206.33%	213.31%	-
Obligations										
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	14.24%	11.79%		8.12%	4.62%	2.15%	0.00%	+
Loans and borrowings	Interest and principal repayments on loans and borrowings / rate revenue	3	2.54%	2.31%		3.53%	3.51%	2.43%	2.13%	+
Indebtedness	Non-current liabilities / own source revenue	3	11.12%	6.49%		6.78%	4.72%	2.88%	2.69%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	4	116.15%	81.77%		109.24%	105.00%	105.00%	105.00%	o
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue	5	53.55%	60.24%		58.70%	58.87%	59.09%	59.19%	o
Rates effort	Rate revenue / property values (CIV)	6	0.50%	0.58%		0.44%	0.43%	0.43%	0.42%	o
Efficiency										
Expenditure level	Total expenditure / no. of assessments	7	\$4,034	\$3,986		\$4,320	\$4,283	\$4,375	\$4,460	+
Revenue Level	Residential rate revenue / no. of residential assessments	8	\$1,865	\$2,248		\$2,011	\$2,070	\$2,124	\$2,168	o

Budget 2023- 24

4b Target performance indicators - Services

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Target	Target Projections			Trend
			2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	+/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	9	42	45	50	51	52	53	+
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	10	97.41%	95.00%	98.00%	98.00%	98.00%	98.00%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	11	97.76%	90.00%	90.00%	90.00%	90.00%	90.00%	o
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	12	48.76%	50.00%	50.00%	50.00%	50.00%	50.00%	o

Budget 2023- 24

Key to forecast trend:

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

Notes to indicators:

1. Adjusted underlying result – An indicator of the sustainable operating result required to enable council to continue to provide core services and meet its objectives. Financial performance is expected to deteriorate over the period, continued operating losses means reliance on council's cash reserves or increased debt to maintain services.
2. Working capital and Unrestricted cash – The proportion of current liabilities represented by current assets. Working capital forecast trend is to decline in the forecast period due to additional borrowings increasing current liabilities.
3. Debt compared to rates - Trend indicates council's reducing reliance on debt against its annual rate revenue through redemption of long-term debt.
4. Asset renewal - This percentage indicates the extent of council's renewal of assets against its depreciation charge (an indication of the decline in value of its existing capital assets). 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.
5. Rates concentration - Reflects extent of reliance on rate revenues to fund all of council's ongoing services. Trend indicates that council's reliance on rate revenue will remain steady compared to other sources of revenue. This is due to the constraints of rate capping.
6. Rates effort - Reflects the level of rates as a percentage of property values. Trend indicates that council's that this will remain steady in future years.
7. Expenditure levels – Reflects the level of total expenditure per property assessment. Trend indicates this will increase in future years.
8. Revenue levels – Reflects the average level of rates to be raised per property assessment. Trend indicates this will remain steady in future years due to rate capping constraints.
9. Satisfaction with community consultation and engagement – Reflects the level of community satisfaction with how council engages with the community. Council has set targets to improve this measure.

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10. Sealed local roads below the intervention level – Reflects the quantity of roads that council maintains at the required levels.
11. Planning applications decided within the relevant required time – Reflects the time taken to make a decision on planning applications. The availability of qualified planners is predicted to impact negatively on this indicator in the future.
12. Kerbside collection waste diverted from landfill – Reflects the percentage of waste that is diverted from landfill. Council has set a target to reduce the amount of waste that goes to landfill by increasing education programs.

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5. Notes to financial statements

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

Note: The below information is subject to change on receipt of the final valuations from the Valuer General. The amount to be raised from rates will not change but the rate in the dollar and the total value of land within each class will.

5.1 Comprehensive income statement

5.1.1 Rates and charges

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

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, programs and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.50% in line with the rate cap.

This will raise total rates and charges for 2023/24 to \$48.908 million.

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

	Budget Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
General rates*	37,012	38,213	1,201	3.24%
Municipal charge*	4,140	4,150	10	0.24%
Waste management charge	5,944	6,447	503	8.46%
Supplementary rates and rate adjustments	324	200	(124)	(38.27%)
Interest on rates and charges	-	110	110	0.00%
Total rates and charges	47,419	49,119	1,700	

*These items are subject to the rate cap established under the Fair Go Rates System.

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

Type or class of land	2022-23 cents/\$CIV*	2023-24 cents/\$CIV*	Change
General land	0.0033174	0.0034466	0.00013
Farm land	0.0029857	0.0031019	0.00012
Commercial land	0.0038482	0.0039980	0.00015
Industrial land	0.0038482	0.0039980	0.00015
Cultural and recreation	0.0016587	0.0017233	0.00006

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

Type or class of land	Budget 2022-23 \$'000	Annualised rates 2022-23 \$'000	Budget 2023-24 \$'000	Change %
General land	21,677	21,839	22,690	3.89%
Farm land	9,481	9,519	9,889	3.89%
Commercial land	3,598	3,627	3,768	3.89%
Industrial land	1,770	1,795	1,865	3.89%
Cultural and recreation	-	-	-	-
Municipal charge	4,124	4,140	4,140	0.00%
Total amount to be raised by general rates	40,650	40,920	42,352	3.50%

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

Type or class of land	2022-23 Number	2023-24 Number	Change Number	%
General land	15,797	15,952	155	0.98%
Farm land	3,759	3,766	7	0.19%
Commercial land	1,129	1,138	9	0.80%
Industrial land	487	533	46	9.45%
Cultural and recreation	34	34	0	0.00%
Total number of assessments	21,206	21,423	217	

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

5.1.1 (f) The estimated total value of each type or class of land, and the estimated total value of land compared with the previous financial year.

Type or class of land	2022-23 \$'000	2023-24 \$'000	Change \$'000	%
General land	5,247,094	6,534,314	1,287,220	24.53%
Farm land	2,510,887	3,175,530	664,643	26.47%
Commercial land	788,915	935,058	146,143	18.52%
Industrial land	410,434	459,899	49,465	12.05%
Cultural and recreation	22,049	23,694	1,645	7.46%
Total value of land	8,979,379	11,128,495	2,149,116	

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

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2022-23	2023-24	\$	%
Municipal	\$ 200	\$ 200	-	0.00%

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

Type of Charge	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
Municipal	4,095	4,150	55	1.34%

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

Type of Charge	2022-23	2023-24	Change	
	\$	\$	\$	%
Residential - per year - 80 litre 1 bin - without food and garden bin	238.00	243.00	5.00	2.10%
Residential - per year - 80 litre 1 bin - with food and garden bin	167.00	170.00	3.00	1.80%
Rural - per year - 80 litre 1 bin - food and garden bin not available	202.00	206.00	4.00	1.98%
Residential - per year - 140 litre 1 bin - without food and garden bin	312.00	318.00	6.00	1.92%
Residential - per year - 140 litre 1 bin - with food and garden bin	235.00	240.00	5.00	2.13%
Rural - per year - 140 litre 1 bin - food and garden bin not available	264.00	269.00	5.00	1.89%
Residential - per year - 240 litre 1 bin (6 or more in the family) - without food and garden bin	528.00	539.00	11.00	2.08%
Residential - per year - 240 litre 1 bin (6 or more in the family) - with food and garden bin	426.00	435.00	9.00	2.11%
Rural - per year - 240 litre 1 bin - food and garden bin not available	445.00	454.00	9.00	2.02%
Residential - per year - 240 litre 1 bin (medical condition) - without food and garden bin	312.00	318.00	6.00	1.92%
Residential - per year - 240 litre 1 bin (medical condition) - with food and garden bin	235.00	240.00	5.00	2.13%
* Commercial/Industrial - per year - 80 litre	261.80	267.30	5.50	2.10%
* Commercial/Industrial - per year - 140 litre	343.20	349.80	6.60	1.92%
* Commercial/Industrial - per year - 240 litre	580.80	592.90	12.10	2.08%
Recycling charge 140 litre	63.00	64.00	1.00	1.59%
Recycling charge 240 litre	63.00	64.00	1.00	1.59%
Recycling charge 360 litre	63.00	64.00	1.00	1.59%
* Commercial/Industrial recycling charge 240 litre	69.30	70.40	1.10	1.59%
* Commercial/Industrial recycling charge 360 litre	69.30	70.40	1.10	1.59%
Food and Garden organics 240 litre	56.00	57.00	1.00	1.79%
* Commercial/Industrial Food and Garden organics 240 litre	61.60	62.70	1.10	1.79%

* Inclusive of GST for commercial properties in accordance with legislation

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

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Type of Charge	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
Garbage charge 80 ltr	1,043	1,003	(40)	(3.81%)
Garbage charge 140 ltr	3,101	3,163	62	2.00%
Garbage charge 240 ltr	401	407	6	1.45%
Garden Organics	536	545	9	1.60%
Recycling charge	1,164	1,127	(37)	(3.18%)
Total	6,245	6,245	(0)	

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

Type of Charge	2022-23	2023-24	Change	
	\$'000	\$'000	\$'000	%
Rates	37,027	38,424	1,397	3.77%
Municipal charge	4,124	4,140	16	0.38%
Waste service charges	5,944	6,245	301	5.06%
Supplementary rates & charges	324	200	(124)	(38.27%)
Interest on rates	-	111	111	0.00%
Total Rates and charges	47,419	49,119	1,700	

5.1.1 (l) Fair Go Rates System compliance

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

	2022-23	2023-24
Total Rates	\$ 39,950,899	\$ 40,920,074
Number of rateable properties	21,316	21,423
Base Average Rates	\$ 1,874.22	\$ 1,910.10
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 1,907.02	\$ 1,976.95
Maximum General Rates and Municipal Charges Revenue	\$ 40,650,040	\$ 42,352,277
Budgeted General Rates and Municipal Charges Revenue	\$ 40,650,040	\$ 42,352,277

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

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

- The making of supplementary valuations (2023-24: estimated \$200,000 and 2022-23: \$200,000).
- The variation of returned levels of value (e.g. valuation appeals).
- Changes of use of land such that rateable land becomes non-rateable land and vice versa.
- Changes of use of land such that residential land becomes business land and vice versa.

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5.1.1 (n) Differential rates

Rates to be levied

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

- A general rate of 0.0034466% (0.0034466) cents in the dollar of CIV) for all general land.
- A general rate of 0.0031019% (0.0031019) cents in the dollar of CIV) for all rateable farm land.
- A general rate of 0.0039980% (0.0039980) cents in the dollar of CIV) for all rateable commercial and industrial land.
- A general rate of 0.0017233% (0.0017233) cents in the dollar of CIV) for all rateable cultural and recreation land.

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

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

The differential rate ratios are as follows:

- General land (100% of the general rate in the dollar);
- Farm land (90% of the general rate in the dollar);
- Commercial land (116% of the general rate in the dollar);
- Industrial land (116% of the general rate in the dollar); and
- Cultural and recreation (50% of the general rate in the dollar).

The objectives of the differentials above or below 100% are as follows:

- Farm land – to provide an equitable rate for primary producers, to encourage land use consistent with farming activities, conservation of areas which are suited to a variety of agricultural pursuits.
- Commercial and industrial land – to provide an equitable rate for commercial/industrial use assessments which reflects the higher earning capacity of these premises.
- Cultural and recreational land – to provide an equitable rate for cultural and recreational land, as defined in the Cultural & Recreational Land Act 1963, to encourage land use for community benefit in the pursuit of cultural and recreational activity.

Commercial/Industrial land

Commercial/Industrial land is any land which is:

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

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

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

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial/industrial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already constructed on the land or which will be constructed prior to the expiry of the 2023-24 financial year.

General land

General land is:

- Any land which does not have the characteristics of farm land, commercial/industrial land or cultural and recreational land.

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

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

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to general land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2023-24 financial year.

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Farm land

Farm land is any land, which is:

- not less than two hectares in area; and
- used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities; and

is used by a business:

- that has significant and substantial commercial purpose or character; and
- that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

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

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

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

The use of the land within this differential rate, in the case of improved land, is any use of land permitted under the relevant planning scheme.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to farm land. The vacant land affected by this rate is that which is zoned residential under the Campaspe Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings already on the land or which will be constructed prior to the expiry of the 2023-24 financial year.

Cultural and Recreational Land

In accordance with Council's Rating Strategy, cultural and recreational lands will receive a waiver from the payment of municipal rates, except where:

- The land is subject to a grazing lease, in which case it will attract the general rate (or farm rate if applicable).
- The land is used for housing gaming machines, in which case the portion of premises used for housing gaming machines shall attract the commercial rate.

Budget 2023-24

5.1.2 Grants

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

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	13,015	16,362	3,347	25.72%
State funded grants	3,161	1,524	(1,637)	(51.78%)
Total grants received	16,176	17,886	1,710	10.57%
Grants - operating				

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	10,308	13,660	3,352	32.52%
Community Health	7	5	(2)	(32.66%)
Recurrent - State Government				
School crossing supervisors	126	130	4	3.52%
Libraries	313	318	5	1.60%
Maternal and child health	712	674	(38)	(5.36%)
Children's Services	161	140	(21)	(13.04%)
Community safety	62	54	(8)	(12.61%)
Total recurrent grants	11,688	14,980	3,292	28.17%
Non-recurrent - Commonwealth Government				
Children's Services	76	75	(1)	(1.95%)
Non-recurrent - State Government				
Libraries	12	12	-	100.00%
Community Development	23	-	(23)	(100.00%)
Protection of Biodiversity and Habitat	75	75	0	0.00%
Public Order and Safety	1,560	60	(1,500)	(96.15%)
Youth services	107	62	(45)	(42.25%)
Total non-recurrent grants	1,853	283	(1,570)	(84.72%)
Total operating grants	13,541	15,264	1,722	12.72%

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 12.72% or \$1.722 million compared to 2022-23. This is due to 25% of the financial assistance grants for 2022-23 being prepaid in 2021-22. The result is less grants being received in 2022-23 than budgeted. The full amount of grants is being budgeted to be received in 2023-24, no allowance has been made for a pre-payment to occur again in 2022-23.

Budget 2023-24

Grants – capital

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	2,623	2,623	-	0.00%
Recurrent - State Government				
Total recurrent grants	2,623	2,623	-	0.00%
Non-recurrent - State Government				
Living Libraries	12	-	(12)	0.00%
Total non-recurrent grants	12	-	(12)	(100.00%)
Total capital grants	2,635	2,623	(12)	(0.46%)
Total Grants	16,176	17,886	1,710	10.57%

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 0.46% or \$0.12 million compared to 2022-23. The reduction is due to a capital project grant being paid as the project is completed. The grant was budgeted in a prior year.

5.1.3 Statutory fees and fines

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Infringements and costs	380	500	120	31.50%
Town planning fees	843	579	(264)	(31.36%)
Building fees	10	98	88	875.20%
Other Statutory Fees	96	94	(3)	(2.91%)
Total statutory fees and fines	1,330	1,270	(60)	(4.51%)

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 budgeted to decrease by 4.51 % or \$0.6 million compared to 2022-23. The decrease in town planning and building fees is expected due to development activity within the shire expected to slowdown in the immediate future. The increase in infringements from 2022-23 is due to infringements not being charged during the flood event of October 2022. Businesses were closed during the peak of the flood event for six weeks.

Budget 2023-24

5.1.4 User fees

	Budget Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Recreation	214	252	38	17.52%
Aquatics	1,014	1,215	201	19.80%
Children's Services	2,727	3,302	575	21.07%
Community Development	26	33	7	25.70%
Economic Development	7,066	6,699	(367)	(5.19%)
Engineering	127	122	(5)	(4.28%)
Environment and Conservation	9	15	6	74.65%
Environmental Health	270	302	32	11.80%
Financial Services	124	120	(4)	(3.37%)
Governance	2	1	(0)	(22.90%)
Library	136	127	(9)	(6.40%)
Organisational Strategy	18	24	6	36.72%
Plant and Fleet Management	0	506	506	0.00%
Property Management	8	7	(0)	(6.18%)
Regulatory Compliance	1,121	1,170	49	4.39%
Road Services	38	30	(8)	(21.27%)
Planning and Building	673	629	(45)	(6.62%)
Waste Collection and Management	614	1,046	432	70.41%
Total user fees	14,185	15,598	1,413	9.96%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of council's services. These include use of leisure, entertainment and other community facilities and the provision of human services such as childcare. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not impact capacity to pay or are in line with market levels.

User charges are projected to increase by 9.96% or \$1.4 million compared to 2022-23. The increase compared to 2022-23 is due to a number of services being closed during the October 2022 flood event, the forecast fee income from those services has reduced due to these closures. The 2023-24 budget has been set assuming no closures.

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

Budget 2023-24

5.1.5 Other income

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Interest	1,488	2,030	542	36.45%
Property rental and leases	744	389	(355)	(47.76%)
Sundry Income	24	4	(20)	(83.55%)
Total other income	2,256	2,423	166	7.38%

Other income is projected to increase by 7.38% or \$0.2 million compared to 2022-23. This is due to interest rates on investments increasing, this is expected to be maintained across the 2023-24 year. The increase in interest income is being partial offset by a decrease in rental income. This is due to a parcel of land being leased out as a resource recovery centre to deal with flood waste. This agreement is set to end by June 2022-23.

5.1.6 Employee cost

	Budget Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Wages and salaries	22,230	27,258	(5,029)	(22.62%)
Casual staff	1,233	-	1,233	100.00%
Work Cover	297	429	(132)	(44.45%)
Superannuation	2,854	3,492	(639)	(22.38%)
Annual leave and long service leave	2,538	3,318	(780)	(30.72%)
Redundancy	289	-	289	100.00%
Sick leave	496	103	393	79.29%
Total employee costs	29,937	34,600	4,664	15.58%

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

Employee costs are forecast to increase by 15.58% or \$4.6 million compared to 2022-23 forecast. The increase is impacted by savings in 2022-23 made on employee costs as the result of the staff vacancies. The budget is set assuming full employment throughout the year with no vacancies.

In the 2022-23 year there has been a greater than expected vacancy rate and recruiting appropriate staff to fill vacancies has been problematic. This is an issue being experienced across many sectors of the economy.

Budget 2023-24

5.1.7 Materials and services

	Budget Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000	\$'000	%
Consultants	1,259	1,383	124	9.88%
Contract Payments	11,238	11,126	(112)	(1.00%)
Information Technology	1,774	2,090	316	17.82%
Insurance	1,007	1,519	512	50.89%
Legal services	217	216	(1)	(0.60%)
Repairs and Maintenance	3,248	3,010	(237)	(7.31%)
Service level contributions	1,021	872	(149)	(14.59%)
Utility costs	1,666	1,973	307	18.42%
Vehicle fuel costs	1,135	1,538	403	35.54%
Other vehicle costs	443	358	(85)	(19.20%)
Materials	4,321	3,317	(1,004)	(23.24%)
Total materials and services	27,328	27,404	76	0.28%

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are budgeted to increase by 0.28% or \$0.8 million compared to 2022-23. The slight increase is due to higher inflation impacting on the cost of all inputs used to deliver services to the community.

Budget 2023-24

5.1.8 Other expense

	Budget Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000		
Advertising	137	98	(38)	(28.12%)
Audit expenses	111	110	(1)	(0.75%)
Bank fees	180	176	(5)	(2.56%)
Commission	1,116	1,248	132	11.82%
Contributions and Community Grants	541	739	199	36.72%
Contribution to Campaspe Port Enterprise	600	2,000	1,400	0.00%
Councillor allowances	357	376	19	5.30%
Councillor - other expenses	25	43	18	72.46%
Fire service levy	95	97	2	1.73%
Food Purchases	96	120	24	24.50%
Fringe benefits tax	228	241	13	5.74%
Marketing	133	132	(1)	(0.81%)
Memberships to associations	262	368	106	40.42%
Operating lease rentals and equipment hire	402	400	(2)	(0.46%)
Postage and stationery	310	311	1	0.37%
Protective clothing	86	96	10	11.02%
Veterinary costs	174	142	(32)	(18.62%)
Quarry royalties	68	45	(23)	(34.29%)
Total other expenses	4,922	6,740	1,819	36.95%

Other expenses relate to a range of items including councillor allowances, contributions to community groups, community grants and advertising, insurances, food purchases for childcare and animals housed at the animal shelter, veterinary expenses and other miscellaneous expenditure items. Other expenses are forecast to increase by 36.96% or \$1.8 million compared to 2022-23. The main item contributing to the increase is Council's contribution to the Campaspe Port Enterprise of \$2.00 million.

5.1.9 Depreciation

	Budget Forecast	Budget	Change	
	2022-23	2023-24	\$'000	%
	\$'000	\$'000		
Property	4,326	4,349	23	0.54%
Plant & equipment	2,822	3,800	977	34.63%
Infrastructure	14,936	15,143	208	1.39%
Total depreciation and amortisation	22,084	23,292	1,208	5.47%

Depreciation is an accounting measure that attempts to allocate the value of an asset over its useful life. The depreciation charge is used as a proxy for the funds required to renew Council's assets to maintain agreed service levels. The increase of \$1.20 million is due to plant items being renewed and beginning to depreciate, these assets had been fully depreciated prior to being replaced. Infrastructure assets have increased in value which increases the depreciation charge for these assets.

Additional new plant valued at \$3.2 million is to be purchased for road maintenance and parks and gardens which will add \$0.4 million to depreciation costs. The additional plant items will improve the services delivered to the community in the areas of road maintenance and the maintenance of public open spaces, sporting facilities and town entrances.

Budget 2023-24

6. Balance sheet

6.1 Statement of borrowings

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

	2022-23 \$'000	2023-24 \$'000
Amount borrowed as at 30 June of the prior year	6,520	5,593
Amount borrowed	600	-
Amount projected to be redeemed	(1,527)	(1,602)
Amount of borrowings as at 30 June	5,593	3,991

The final drawdown on borrowings for Gunbower Lions Park and the Echuca East Community Precinct have been finalised. These funds were approved in the 2020-21 budget and were fully drawn down in the 2022-23 now that the projects are completed.

No additional loans are being considered in the 2023-24 budget and if no further borrowings are considered in future years all current loans will be finalised by June 2027.

6.2 Assets

Current assets (\$10.4 million decrease) and Non-current assets (\$1.6 million increase).

Cash and cash equivalents include cash and investments such as cash held in the bank, 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 \$1.3 million during the year, this is dependent on cash required to pay for capital works as they are completed.

Trade and other receivables are monies owed to council by ratepayers and others. The balance is expected to increase by \$0.3 million over the budget period, this is due to the trend in rate revenue collection decreasing over the last budget period.

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

Property, infrastructure, plant and equipment is the largest component of council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by council over many years. The \$4.3 million increase in this balance is attributable to the net result of capital works and the yearly revaluation of asset classes along with the purchase of additional plant and equipment.

6.3 Liabilities

Current liabilities (\$3.5 million decrease) and Non-current liabilities (\$3.0 million decrease)

Trade and other payables are those to whom council owes money at 30 June. These liabilities are budgeted to increase by \$0.1 million compared with 2022-23 levels.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are expected to remain constant due to more active management of entitlements despite factoring in an increase for Enterprise Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of council. Council is budgeting to repay loan principal of \$1.6 million over the year and has not budgeted for additional borrowings in 2023-24.

Budget 2023-24

6.4 Equity

Equity (\$5.8 million decrease)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- 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 \$5.8 million decrease in accumulated surplus results directly from the operational deficit budgeted for the 2023/24 year.

6.5 Working capital

Working capital (\$6.9 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.

7. Capital Works Program

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

The list of carried forward projects included at 7.5 is based on the best available information at the time of setting the budget, this may differ from what occurs at year end.

7.1 Summary

	Budget	Forecast	Budget	Change	
	2022/23	Actual	2023/24	\$'000	%
	\$'000	\$'000	\$'000	\$'000	%
Property	15,696	7,729	6,293	(9,403)	213.23%
Plant and equipment	3,642	1,892	6,616	2,974	26.47%
Infrastructure	22,021	14,892	14,473	(7,548)	7.60%
Total	41,359	24,513	27,382	(13,977)	45.85%

The below table is a summary of the funding sources and the type of capital works (new, renewal or upgrade) that is budgeted to be completed in the 2023-24 budget year.

	Project Cost	Asset expenditure types			Summary of Funding Sources				
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings	Reserves
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	6,293	967	2,227	3,098	26	-	3,219	-	3,048
Plant and equipment	6,616	3,239	3,377	-	-	-	300	-	6,316
Infrastructure	14,473	1,109	10,544	2,820	4,119	-	10,119	-	236
Total	27,382	5,316	16,148	5,918	4,145	-	13,638	-	9,599

7.2 2023-24 Capital works program – renewal works

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types			Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Reserves
Renewal										
Buildings & Structures										
PR-100676	Echuca & District Livestock Exchange Column Rectification	\$160,000	\$160,000		\$160,000					\$160,000
PR-100796	Shire Building Renewals	\$1,428,500	\$1,428,500		\$1,428,500					\$1,428,500
			\$1,588,500	\$0	\$1,588,500	\$0	\$0	\$0	\$0	\$1,588,500
Footpaths & Cycleways										
PR-100797	Shire Footpath Renewal Program	\$550,000	\$550,000		\$550,000					\$550,000
			\$550,000	\$0	\$550,000	\$0	\$0	\$0	\$0	\$550,000
Irrigation										
PR-100815	Shire Parks and Playgrounds Irrigation Renewal	\$100,000	\$100,000		\$100,000					\$100,000
			\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Kerb & Channel										
PR-100798	Shire Kerb & Channel Renewal Program	\$1,641,000	\$1,641,000		\$1,558,950	\$82,050				\$1,641,000
			\$1,641,000	\$0	\$1,558,950	\$82,050	\$0	\$0	\$0	\$1,641,000
Open Space & Recreation Assets										
PR-100788	Echuca South Recreation Reserve Surface Renewal Design	\$68,000	\$68,000		\$68,000					\$68,000
PR-100794	Shire Recreation Pump Renewals (Kyabram Northern Oval and Colbinabbin Town Recreation Reserve)	\$62,500	\$62,500		\$62,500					\$62,500
PR-100801	Shire Open Space Equipment Renewal	\$100,000	\$100,000		\$100,000					\$100,000
			\$230,500	\$0	\$230,500	\$0	\$0	\$0	\$0	\$230,500
Other Road Elements										
PR-100800	Echuca RRC Hardstand Renewal	\$159,000	\$159,000		\$127,200	\$31,800				\$159,000
			\$159,000	\$0	\$127,200	\$31,800	\$0	\$0	\$0	\$159,000
Plant & Equipment										
PR-100629	Tongala & Rochester Depots Diesel Storage Tank Replacement	\$250,000	\$250,000		\$250,000					\$250,000
PR-100692	Shire Retirement of Disused Radio Towers	\$60,000	\$50,000		\$50,000					\$50,000
	Additional plant for Parks & Gardens and Road maintenance.	\$3,239,000	\$3,239,000	\$3,239,000						\$3,239,000
Plant & Equipment										
PR-100807	Shire Plant Replacement Program	\$3,076,849	\$3,076,849		\$3,076,849					\$3,076,849
			\$6,615,849	\$3,239,000	\$3,376,849	\$0	\$0	\$0	\$300,000	\$6,315,849

7.2 2023-24 Capital works program – renewal works cont.

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types			Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Reserves
Roads										
PR-100535	Echuca Aerodrome Construction	\$4,800,000	\$3,176,666		\$1,588,333	\$1,588,333	\$2,350,000		\$826,666	
PR-100710	Rushworth High Street Renewal Stage 2	\$2,040,000	\$2,040,000		\$1,632,000	\$408,000			\$2,040,000	
PR-100795	Shire Road Resheeting Program	\$2,540,000	\$2,540,000		\$2,540,000				\$2,540,000	
PR-100799	Shire Sealed Road Unsealed Shoulder Resheeting Program	\$1,030,000	\$1,030,000		\$1,030,000				\$1,030,000	
PR-100822	Shire Sealed Road Resurfacing Program	\$1,040,000	\$1,040,000		\$1,040,000				\$1,040,000	
PR-100824	Echuca - Nish, Sturt & High Street Carpark Renewal Designs	\$41,000	\$41,000		\$41,000				\$41,000	
			\$9,867,666	\$0	\$7,871,333	\$1,996,333	\$2,350,000	\$0	\$7,517,666	\$0
Stormwater & Flood Control										
PR-100769	Shire Rural Culvert Renewal Program	\$100,000	\$100,000		\$100,000				\$100,000	
PR-100808	Echuca Simmie Road Table Drain Renewal	\$76,500	\$76,500		\$76,500					\$76,500
PR-100810	Shire Stormwater Pump Renewal Program	\$110,000	\$110,000		\$88,000	\$22,000			\$110,000	
			\$286,500	\$0	\$264,500	\$22,000	\$0	\$0	\$210,000	\$76,500
Swimming Pools										
PR-100694	Echuca EWMAC Swimming Pool Shell Painting	\$160,000	\$160,000		\$160,000				\$160,000	
			\$160,000	\$0	\$160,000	\$0	\$0	\$0	\$160,000	\$0
Total - Renewal			\$21,199,015	\$3,239,000	\$15,827,832	\$2,132,183	\$2,350,000	\$0	\$12,297,666	\$6,551,349

7.3 2023-24 Capital works program – upgrade works

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types			Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Reserves
Upgrade										
Bridges										
PR-100745	Echuca Boat Ramp Redevelopment	\$1,250,117	\$859,407		\$171,881	\$687,526	\$859,407			
			\$859,407	\$0	\$171,881	\$687,526	\$859,407	\$0	\$0	\$0
Buildings & Structures										
PR-100486	Echuca EWMAC Plantroom and Chemical Delivery Upgrade Design Review	\$372,000	\$54,000			\$54,000			\$54,000	
PR-100675	Shire Resource Recovery Centre Skip Loading Bay Upgrades (Colbinabbin, Toolleen, Lockington)	\$917,000	\$742,000		\$148,400	\$593,600				\$742,000
PR-100784	Kyvalley Kyvalley Hall Toilet and Entry Point Upgrades	\$52,000	\$52,000			\$52,000	\$26,000		\$26,000	
PR-100806	Shire Security Review Implementation (Stage 2)	\$346,500	\$346,500	\$53,700		\$292,800			\$346,500	
PR-100818	Shire DDA Works	\$106,000	\$106,000			\$106,000				\$106,000
PR-100820	Echuca Holiday Park Upgrade Program - Cabin Refurbishment and En-Suite sites	\$2,000,000	\$2,000,000			\$2,000,000				\$2,000,000
			\$3,300,500	\$53,700	\$148,400	\$3,098,400	\$26,000	\$0	\$426,500	\$2,848,000
Total - Upgrade			\$4,159,907	\$53,700	\$320,281	\$3,785,926	\$885,407	\$0	\$426,500	\$2,848,000

7.4 2023-24 Capital works program – new works

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types			Funding Sources		Cash	Reserves
				New	Renewal	Upgrade	Grants	Contributions		
New										
Buildings & Structures										
PR-100741	Echuca & District Livestock Exchange Bull Pen Construction	\$106,000	\$106,000	\$106,000					\$106,000	
PR-100819	Echuca & District Livestock New Bugle Laneway Design	\$54,000	\$54,000	\$54,000					\$54,000	
			\$160,000	\$160,000	\$0	\$0	\$0	\$0	\$160,000	\$0
Footpaths & Cycleways										
PR-100079	Rushworth Murchison (Waranga) Trail	\$3,155,000	\$909,410	\$909,410			\$909,410			
PR-100821	Shire New and Upgrade Footpath Program (Missing Links)	\$212,000	\$200,000	\$200,000					\$200,000	
			\$1,109,410	\$1,109,410	\$0	\$0	\$909,410	\$0	\$200,000	\$0
Open Space & Recreation Assets										
PR-100791	Echuca East Development - Stage Four (Bike Skills Area)	\$753,500	\$753,500	\$753,500					\$553,500	\$200,000
			\$753,500	\$753,500	\$0	\$0	\$0	\$0	\$553,500	\$200,000
Total - New			\$2,022,910	\$2,022,910	\$0	\$0	\$909,410	\$0	\$913,500	\$200,000
Total			\$27,381,832	\$5,315,610	\$16,148,113	\$5,918,109	\$4,144,817	\$0	\$13,637,666	\$9,599,349

7.5 Projects carried over from 2022-23

The following table lists projects that had funding allocated in previous budgets and remain to be delivered.

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types		
				New	Renewal	Upgrade
Carry Over Projects						
Bridges						
PR-100557	Gunbow er Thompsons Bridge Renewal	\$546,500	\$400,000		\$400,000	
PR-100745	Echuca Boat Ramp Redevelopment Stage 1	\$1,250,117	\$100,000		\$20,000	\$80,000
			\$500,000	\$0	\$420,000	\$80,000
Buildings & Structures						
PR-100353	Echuca Holiday Park Master Plan Implementation	\$1,600,000	\$1,400,000			\$1,400,000
PR-100596	Rushw orth Service Centre Upgrade	\$1,100,904	\$600,000			\$600,000
PR-100762	Echuca Vic Park Multi-use Changeroom facility	\$450,000	\$400,000			\$400,000
PR-100765	Shire Public Amenities Program (LRCl 3)	\$725,590	\$400,000			\$400,000
			\$2,800,000	\$0	\$0	\$2,800,000
Footpaths & Cycleways						
PR-100079	Rushw orth Murchison (Waranga) Trail	\$3,155,000	\$1,000,000	\$1,000,000		
PR-100085	Kyabram Breen Avenue Walking Cycle Trail	\$979,600	\$435,000			\$435,000
			\$1,435,000	\$1,000,000	\$0	\$435,000
Open Space & Recreation Assets						
PR-100360	Echuca Victoria Park Masterplan Review & Multi-	\$300,000	\$50,000	\$37,500	\$12,500	
			\$50,000	\$37,500	\$12,500	\$0
Plant & Equipment						
PR-100730	Plant Replacement Program 22/23	\$3,471,256	\$2,400,000		\$2,400,000	
			\$2,400,000	\$0	\$2,400,000	\$0
Roads						
PR-100735	Shire Wide Additional Resheeting (LRCl 3)	\$1,500,000	\$300,000	\$300,000		
			\$300,000	\$300,000	\$0	\$0
Stormwater & Flood Control						
PR-100647	Echuca Mount Terrick Road Pump Well	\$200,000	\$100,000		\$100,000	
			\$100,000	\$0	\$100,000	\$0
Total - Carry Over Projects			\$7,585,000	\$1,337,500	\$2,932,500	\$3,315,000

7.6 2023-24 Capital works program – grant funding

Project No	Project Name	Project Cost (Whole of life)	Project Exp 23/24	Asset Expenditure Types			Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Reserves
Proposed LRCI4										
Open Space & Recreation Assets										
PR-100577	Toolleen Recreation Reserve Netball Courts	\$608,500	\$304,250		\$243,400	\$60,850	\$304,250			
			\$304,250	\$0	\$243,400	\$60,850	\$304,250	\$0	\$0	\$0
Roads										
PR-100766	Toolleen Axedale -Toolleen Road Widening	\$2,324,500	\$1,162,250			\$1,162,250	\$1,162,250			
			\$1,162,250	\$0	\$0	\$1,162,250	\$1,162,250	\$0	\$0	\$0
Total - Proposed LRCI			\$1,466,500	\$0	\$243,400	\$1,223,100	\$1,466,500	\$0	\$0	\$0
Grant Dependent Projects										
Buildings & Structures										
PR-100606	Kyabram Recreation Reserve Wilf Cox Pavilion	\$2,500,000	\$1,072,500		\$214,500	\$858,000	\$536,250		\$536,250	
			\$1,072,500	\$0	\$214,500	\$858,000	\$536,250	\$0	\$536,250	\$0
Land										
PR-100643	Echuca Aquatic Reserve/Onion Patch Upgrade	\$4,922,500	\$2,461,250	\$1,722,875	\$492,250	\$246,125	\$1,661,250			\$800,000
			\$2,461,250	\$1,722,875	\$492,250	\$246,125	\$1,661,250	\$0	\$0	\$800,000
Open Space & Recreation Assets										
PR-100575	Rochester Recreation Reserve Moon Oval	\$1,143,000	\$1,058,000			\$1,058,000	\$666,000	\$312,000		\$80,000
			\$1,058,000	\$0	\$0	\$1,058,000	\$666,000	\$312,000	\$0	\$80,000
Total - Grant Dependent Project			\$4,591,750	\$1,722,875	\$706,750	\$2,162,125	\$2,863,500	\$312,000	\$536,250	\$880,000

The grant dependent projects above will only be included in the capital works program if grant applications are successful. These projects are not included in the total capital works proposed for the 2023-24 year.

Appendix A

Fees and charges schedule

The fees and charges document is set out in two parts.

- Part One - Council set (non-statutory) fees and charges.
- Part Two - State or Federal Government set (statutory) fees and charges.

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Part One - Non statutory fees and charges

Non statutory fee and charges are set by council.

When setting these fees council consider the following:

- Cost recovery of service delivery
- Applicable strategies or policies
- Benchmarking
- Competitive neutrality

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2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Animal and Local Laws services				
Animal Registration fees				
Whole animal	Non Taxable	\$150.00	\$154.00	2.67%
Sterilised animal	Non Taxable	\$50.00	\$51.00	2.00%
Concession whole animal	Non Taxable	\$75.00	\$77.00	2.67%
Concession sterilised animal	Non Taxable	\$25.00	\$26.00	4.00%
Registration of domestic animal business	Non Taxable	\$250.00	\$256.00	2.40%
Registration Fee for Foster Carer as per S68H(1) DAA	Non Taxable	\$60.00	\$60.00	0.00%
Fee to register Foster Carer - Dog - first 12 months S15.4.e.i DAA - no more than 5 dogs or combination of 5 dogs/cats	Non Taxable	\$8.00	\$8.00	0.00%
Fee to register Foster Carer - Cat - first 12 months S15.4.f.i DAA - no more than 5 cats or combination of 5 cats/dogs	Non Taxable	\$8.00	\$8.00	0.00%
Parking fees				
3 month parking permits	Taxable	\$406.50	\$417.00	2.58%
12 month Nish & High street car parking permit option	Taxable	\$1,626.00	\$1,667.00	2.52%
Off street parking per hour	Taxable	\$1.50	\$1.60	6.67%
On street meter parking per hour	Taxable	\$1.70	\$1.80	5.88%
Parking infringements - Road Safety Act Section 87(4)	Taxable	\$85.00	\$87.00	2.35%
Residential Parking Permits - per annum	Taxable	\$100.00	\$100.00	0.00%
Trade Parking Permits (per bay / per day)	Taxable	\$10.00	\$10.00	0.00%
Local Laws charges				
Grazing permit - 3 months	Non Taxable	\$80.00	\$82.00	2.50%
Street furniture - per setting (table and 4 chairs)	Non Taxable	\$160.00	\$164.00	2.50%
A Boards (per board)	Non Taxable	\$100.00	\$102.00	2.00%
Goods for sale permit	Non Taxable	\$160.00	\$164.00	2.50%
Release of Impounded goods - sign	Non Taxable	\$70.00	\$72.00	2.86%
Release of Impounded goods - general goods	Non Taxable	\$130.00	\$133.00	2.31%
Inspection of Animal register not more than two animals	Non Taxable	\$8.00	\$8.50	6.25%
Issue a certificate from domestic animal register, not more than two	Non Taxable	\$15.00	\$15.50	3.33%
Street trading delineation marker - each	Non Taxable	\$2.00	\$2.00	0.00%
Street trading delineation marker - installation per premise	Non Taxable	\$50.00	\$50.00	0.00%
Livestock Impoundment Fees				
Impoundment fees (max per head)	Taxable	\$60.00	\$62.00	3.33%
Ranger fee (per hour)	Taxable	\$75.00	\$77.00	2.67%
Feed costs	Taxable	at cost	at cost	
Transport costs	Taxable	at cost	at cost	
RFID tags (per head)	Taxable	\$25.00	\$26.00	4.00%
Use of Council Stock crate (per transport)	Taxable	\$75.00	\$77.00	2.67%
Small cattle up to yearling (per head)	Taxable	\$15.00	\$15.50	3.33%
Grown cattle (per head)	Taxable	\$22.00	\$22.50	2.27%
Country Fire Authority Act				
Administration fee for failure to comply with a Schedule 15 Fire Prevention Notice	Taxable	\$240.00	\$246.00	2.50%

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
<u>Animal and Local Laws services cont.</u>				
Campaspe Animal Shelter charges				
Adoption Fees				
A range of fees has been introduced to allow for fees to be reduced if there is an over supply of animals available for adoption.				
Adult dog	Non Taxable	\$305 - \$375	\$310 - \$380	
Senior dog 7 years +	Non Taxable	\$105 - \$195	\$110 - \$200	
Puppy	Non Taxable	\$405 - \$480	\$410 - \$485	
Adult Cat	Non Taxable	\$15 - \$108	\$0 - \$110	
Senior cat 7 years +	Non Taxable	\$10 - \$50	\$0 - \$55	
Kitten	Non Taxable	\$55- \$173	\$60 - \$175	
Reclaim Fees				
1st day impound	Non Taxable	\$58.00	\$59.00	1.72%
Additional days	Non Taxable	\$36.00	\$37.00	2.78%
Surrender Fees				
Surrender Fees- Canine (within Shire)	Non Taxable	\$48.00	\$48.50	1.04%
Surrender Fees - Feline (within Shire)	Non Taxable	\$27.00	\$27.50	1.85%
Microchip Fee - Impounded animal		\$50.00	\$50.50	1.00%
Microchip Fee - Private animal	Non Taxable	\$33.50	\$34.00	1.49%
<u>Aerodrome</u>				
Landing fees - per use, per tonne	Taxable	\$11.00	\$11.20	1.82%
Access fee general - annual fee	Taxable	\$264.00	\$269.30	2.01%
Access fee commercial - annual	Taxable	\$396.00	\$403.90	1.99%
Parking fee annual	Taxable	\$396.00	\$396.00	0.00%
Aerodrome Meeting Room (NEW)				
Room Hire (Inc. kitchenette) 7am - 6pm only	Taxable	\$15 per hour, to a maximum of \$165 per day	\$15 per hour, to a maximum of \$165 per day	
Bond	Non Taxable	\$190.00	\$190.00	0.00%
Meeting Room hire insurance (public liability if customer does not have current public liability certificate)	Taxable	\$25.00	\$25.00	0.00%
<u>Building and Planning Fees</u>				
Building Approval Fees				
Domestic Works	Taxable	by quotation	by quotation	
Commercial Works	Taxable	by quotation	by quotation	
Other Services				
Non-mandatory inspection and addition re-inspection fees	Taxable	\$250.00	\$255.00	2.00%
Amendment of a domestic building permit	Taxable	\$290.00	\$300.00	3.45%
Amendment of commercial/industrial building permit	Taxable	\$600.00	\$700.00	16.67%
Extension of a current domestic building permit	Taxable	\$335.00	\$345.00	2.99%
Extension of a current commercial/industrial building permit	Taxable	\$335.00	\$345.00	2.99%
Domestic demolition permit Class 1, 2 and 10 buildings	Taxable	\$740.00	\$760.00	2.70%
Commercial/industrial demolition permit (minor)	Taxable	\$1,000.00	\$1,150.00	15.00%
Commercial/industrial demolition permit (major)	Taxable	\$1,500.00	\$1,700.00	13.33%
Swimming Pool Report/Audit	Taxable	\$300.00	\$335.00	11.67%

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Building Control				
Municipal Building Surveyor (MBS) Approvals				
Occupancy Permits (POPES) free entry events	Taxable	\$370.00	\$380.00	2.70%
Temporary Occupancy Permits (TOP) free entry events (marquees, stages, single structure, multiple by quotation)	Taxable	\$77.00	\$79.00	2.60%
Occupancy Permits (POPES) pay for entry one-off events	Taxable	\$840.00	\$890.00	5.95%
Occupancy Permits (POPES) pay for entry events (3 year permit)	Taxable	\$1,850.00	\$2,000.00	8.11%
Temporary Occupancy Permits (TOP) pay for entry events	Taxable	\$155.00	\$160.00	3.23%
Modification Class 2 - 9	Taxable	\$390.00	\$400.00	2.56%
Owner Builders Defect Report (Sheds & Pools Only)	Taxable	\$515.00	\$545.00	5.83%
Retrieval of Council permit file from archives	Taxable	\$128.00	\$131.00	2.34%
Red Line Plan & Report - liquor licence	Taxable	\$505.00	\$520.00	2.97%
Building over easements	Taxable	\$365.00	\$375.00	2.74%
Hourly rates				
Referrals for reporting authority consents (CFA, heritage, water authority, preparation of protection notices or any other building Notice of Orders - MBS)	Taxable	\$315.00	\$325.00	3.17%
Municipal Building Surveyor - For private or municipal building surveyor duties where there is not any other applicable charge. Note this is not for general advice which remains free of charge.	Taxable	\$315.00	\$325.00	3.17%
Illegal Building Works				
Commercial/Industrial illegal building work or work without a building permit (2 times commercial building approval fee as a minimum)	Taxable	based on value of works	based on value of works	
Domestic illegal building work or work without a building permit (2 times building approval fee as a minimum)	Taxable	based on value of works	based on value of works	
Planning				
Extension of time to a permit	Taxable	\$200.00	\$225.00	12.50%
Second extension of time to a permit	Taxable	\$450.00	\$500.00	11.11%
Secondary consent under a permit	Taxable	\$220.00	\$260.00	18.18%
Provision of advice and copies of permit and plans	Taxable	\$150.00	\$170.00	13.33%
Public Notice				
Standard administration fee	Taxable	\$55.00	\$57.00	3.64%
Advertising Signage	Taxable	\$55.00	\$57.00	3.64%
Cost per letter sent	Taxable	\$9.60	\$9.80	2.08%
Newspaper advertisement	Taxable	at cost	at cost	
Children's Services Fees				
Child Care				
Rochester Child Care - daily rate	Non Taxable	\$104.00	\$107.00	2.88%
Campaspe Child Care - daily rate	Non Taxable	\$122.00	\$125.00	2.46%
Preschools				
Enrolment Fee	Taxable	\$28.00	\$28.00	0.00%
Library Services Fees				
Library fees				
Library bags	Taxable	\$1.20	\$1.50	25.00%
Replacement card	Taxable	\$4.60	\$4.80	4.35%
Item replacement processing charge	Taxable	\$18.00	\$18.00	0.00%
Temporary membership (refundable)	Taxable	\$60.00	\$60.00	0.00%
Bud Earphones	Taxable	\$3.50	\$3.50	0.00%

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Library Services Fees cont.				
Photocopying & Printing				
A4 black & white per page	Taxable	\$0.20	\$0.20	0.00%
A3 black & white per page	Taxable	\$0.30	\$0.30	0.00%
A4 colour per page	Taxable	\$0.65	\$0.65	0.00%
A3 colour per page	Taxable	\$1.00	\$1.00	0.00%
Library Fines				
Fine - per item per day - discontinued in 2022-23	Taxable			
DVDs - per item per day - discontinued in 2022-23	Taxable			
Library Loan Requests				
Inter library loans from public libraries	Taxable	\$4.30	\$5.00	16.28%
Inter library loans from tertiary libraries	Taxable	\$20.00	\$22.00	10.00%
Hire of library meeting rooms				
Commercial operator, per hour	Taxable	\$42.00	\$43.00	2.38%
Not for profit organisation (Government funded), per hour	Taxable	\$19.00	\$19.50	2.63%
Community organisation (non Government funding), per booking	Taxable	\$13.00	\$13.50	3.85%
After hours bookings access card (refundable)	Taxable	\$30.00	\$30.00	0.00%
Waste Services				
Clean Tyres - disposal				
Car	Taxable	\$6.50	\$8.00	23.08%
Light Truck	Taxable	\$13.00	\$15.50	19.23%
Truck	Taxable	\$30.50	\$30.50	0.00%
Super Single	Taxable	\$61.00	\$69.00	13.11%
Tractor small (up to 1.0 metre diameter)	Taxable	\$124.00	\$143.00	15.32%
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$252.50	\$434.50	72.08%
Motorcycle	Taxable	\$4.10	\$8.00	95.12%
Earthmover small (up to 1.0 metre diameter)	Taxable	\$202.00	\$229.50	13.61%
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$505.00	\$573.50	13.56%
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$1,010.00	\$1,146.50	13.51%
Contaminated Tyres (dirt and/or rock inside tyre) disposal				
Car	Taxable	\$14.50	\$18.50	27.59%
Light Truck	Taxable	\$29.00	\$37.00	27.59%
Truck	Taxable	\$65.50	\$68.50	4.58%
Super Single	Taxable	\$131.00	\$147.50	12.60%
Tractor small (up to 1.0 metre diameter)	Taxable	\$200.00	\$343.50	71.75%
Tractor Large (1.0 - 2.0 metres diameter)	Taxable	\$300.00	\$520.00	73.33%
Motorcycle	Taxable	\$9.50	\$17.00	78.95%
Earthmover small (up to 1.0 metre diameter)	Taxable	\$500.00	\$551.00	10.20%
Earthmover medium (up to 1.0 - 1.5 metres diameter)	Taxable	\$1,000.00	\$1,376.50	37.65%
Earthmover large (up to 1.5 - 2 metres diameter)	Taxable	\$1,900.00	\$2,752.00	44.84%
Transfer station fees				
Transfer station charges - per cubic metre (general waste)	Taxable	\$43.00	\$45.00	4.65%
Transfer station charges - per cubic metre (garden organic waste)	Taxable	\$20.00	\$21.00	5.00%
Refrigerators , Air Conditioners - degassing charge	Taxable	\$15.00	\$15.00	0.00%
Mattresses - single	Taxable	\$14.00	\$15.00	7.14%
Mattresses - double, queen, king	Taxable	\$20.00	\$21.00	5.00%
Clean fill soil - per cubic metre (Echuca and Mt Scobie only)	Taxable	\$21.00	\$22.00	4.76%
Concrete/brick tipping per cubic metre (Echuca and Mt Scobie only)	Taxable	\$26.00	\$30.00	15.38%
Gas bottles (household up to 9kgs) and fire extinguishers	Taxable	\$6.00	\$6.00	0.00%

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Waste Services cont.				
Kerbside Waste, Recycling, Food and Garden Services				
Waste Services				
Residential - per year - 80 litre 1 bin - without food and garden bin	Non Taxable	\$238.00	\$243.00	2.10%
Residential - per year - 80 litre 1 bin - with food and garden bin	Non Taxable	\$167.00	\$170.00	1.80%
Rural - per year - 80 litre 1 bin - food and garden bin not available	Non Taxable	\$202.00	\$206.00	1.98%
Residential - per year - 140 litre 1 bin - without food and garden bin	Non Taxable	\$312.00	\$318.00	1.92%
Residential - per year - 140 litre 1 bin - with food and garden bin	Non Taxable	\$235.00	\$240.00	2.13%
Rural - per year - 140 litre 1 bin - food and garden bin not available	Non Taxable	\$264.00	\$269.00	1.89%
Residential - per year - 240 litre 1 bin (6 or more in the family) - without food and garden bin	Non Taxable	\$528.00	\$539.00	2.08%
Residential - per year - 240 litre 1 bin (6 or more in the family) - with food and garden bin	Non Taxable	\$426.00	\$435.00	2.11%
Rural - per year - 240 litre 1 bin - food and garden bin not available	Non Taxable	\$445.00	\$454.00	2.02%
Residential - per year - 240 litre 1 bin (medical condition) - without food and garden bin	Non Taxable	\$312.00	\$318.00	1.92%
Residential - per year - 240 litre 1 bin (medical condition) - with food and garden bin	Non Taxable	\$235.00	\$240.00	2.13%
Commercial/Industrial - per year - 80 litre	Taxable	\$261.80	\$267.30	2.10%
Commercial/Industrial - per year - 140 litre	Taxable	\$343.20	\$349.80	1.92%
Commercial/Industrial - per year - 240 litre	Taxable	\$580.80	\$592.90	2.08%
Recycling Services				
Residential - per year - 140 litre (elderly residents & units/flats)	Non Taxable	\$63.00	\$64.00	1.59%
Residential - per year - 240 litre	Non Taxable	\$63.00	\$64.00	1.59%
Residential - per year - 360 litre	Non Taxable	\$63.00	\$64.00	1.59%
Commercial/Industrial - per year - 240 litre	Taxable	\$69.30	\$70.40	1.59%
Commercial/Industrial - per year - 360 litre	Taxable	\$69.30	\$70.40	1.59%
Food and Garden Waste Service				
Food and Garden Waste Residential - 240 litre	Non Taxable	\$56.00	\$57.00	1.79%
Food and Garden Waste Commercial - 240 litre	Taxable	\$61.60	\$62.70	1.79%
Health Services				
Registered Food Premises fees				
Food Premises				
Class 1 - Premises serving high risk foods to high risk customers including hospitals, childcare centres and aged care facilities	Taxable	\$510.00	\$525.00	2.94%
Class 2A - Premises that are preparing high risk foods and require a third party audit such as manufacturers	Taxable	\$510.00	\$525.00	2.94%
Class 2B - Premises preparing and serving high risk foods including cafes, restaurants	Taxable	\$582.00	\$600.00	3.09%
Class 2C - Premises preparing and serving high risk foods on a reduced scale such motels with cooked breakfasts	Taxable	\$398.00	\$410.00	3.02%
Class 2D - Community groups serving high risk foods	Taxable	\$72.00	\$74.00	2.78%
Class 2E - Businesses preparing and serving high risk foods from a temporary food premises and that already have a fixed registration	Taxable	\$72.00	\$74.00	2.78%
Class 3A - Accommodation getaways serving ready to eat foods, including cooked breakfast. Home based businesses that make chutney type products using a hot fill process.		\$354.00	\$364.00	2.82%
Class 3B - Premises that are preparing and serving medium risk foods, high risk pre-packaged foods or low risk unpackaged foods including wineries, water carters and service stations	Taxable	\$354.00	\$364.00	2.82%

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Health Services cont.				
Registered Food Premises fees				
Food Premises				
Class 3C - Premises that are serving high risk pre-packaged foods or low risk unpackaged foods on a reduced scale such as motels serving continental breakfasts	Taxable	\$250.00	\$257.00	2.80%
Class 3D- Community groups serving high risk pre-packaged foods and low risk unpackaged foods	Taxable	\$72.00	\$74.00	2.78%
Class 3D - Businesses preparing and serving high risk pre-packaged foods or low risk unpackaged foods from a temporary food premises and that already have a fixed registration	Taxable	\$72.00	\$74.00	2.78%
1st additional inspection of non compliant class 1 & 2 premises	Taxable	\$153.00	\$158.00	3.27%
2nd additional inspection of non compliant class 1 & 2 premises	Taxable	\$192.00	\$198.00	3.13%
3rd additional inspection of non compliant class 1 & 2 premises	Taxable	\$230.00	\$237.00	3.04%
4th additional inspection of non compliant class 1 & 2 premises	Taxable	\$268.00	\$276.00	2.99%
1st additional inspection of non compliant class 3 premises	Taxable	\$115.00	\$119.00	3.48%
2nd additional inspection of non compliant class 3 premises	Taxable	\$143.00	\$147.00	2.80%
3rd additional inspection of non compliant class 3 premises	Taxable	\$172.00	\$177.00	2.91%
4th additional inspection of non compliant class 3 premises	Taxable	\$200.00	\$206.00	3.00%
Late registration renewal administration charge - charged to premises that have not renewed their registration by the due date and have received at least 1 reminder for application.	Taxable	\$123.00	\$127.00	3.25%
Additional Food Samples -charged to premises following 2 failed food samples when further samples are required	Taxable	\$136.00	\$140.00	2.94%
New Food Business Fee - annual registration fee plus 50%				
Inspection report request (outside registered premises)	Taxable	\$172.00	\$177.00	2.91%
Other Health Act Registration fees				
Accommodation premises -large - fee for accommodation premises that have more than 5 bedrooms such as hotels, motels	Taxable	\$282.00	\$290.00	2.84%
Accommodation premises - small - fee for accommodation premises that have less than 5 bedrooms such as bed & breakfast	Taxable	\$183.00	\$188.00	2.73%
Health Act premises (tattooist, hairdressers, skin penetration, swimming pools)	Taxable	\$156.00	\$161.00	3.21%
Health Act premises Transfer - change of ownership of a registered premises under the Public Health and Wellbeing Act	Taxable	\$76.00	\$78.00	2.63%
Accommodation Transfer - change of ownership of an accommodation premises under the Public Health and Wellbeing Act	Taxable	\$176.00	\$181.00	2.84%
Building referral report	Taxable	\$70.00	\$72.00	2.86%
Building referral inspection	Taxable	\$142.00	\$146.00	2.82%
Immunisation Services				
FluQuadri, Afluria (Influenza)	Taxable	\$30.00	\$30.00	0.00%
IPV Ipol (Polio)	Taxable	\$74.00	\$78.00	5.41%
Varilrix (Chicken Pox)	Taxable	\$78.00	\$78.00	0.00%
Havrix (Hepatitis A)	Taxable	\$88.00	\$88.00	0.00%
Engerix (Hepatitis B)	Taxable	\$39.00	\$40.00	2.56%
Twinrix (Hepatitis A/B)	Taxable	\$98.00	\$98.00	0.00%
Boostrix (Diphtheria, tetanus, pertussis)	Taxable	\$51.00	\$51.00	0.00%
Priorix (Measles, Mumps, Rubella)	Taxable	\$52.00	\$52.00	0.00%
Menactra (Adult Meningococcal)	Taxable	\$104.00	\$107.00	2.88%
Gardasil 9 (Human Papilloma Virus - HPV)	Taxable	\$213.00	\$218.00	2.35%
Bexsero (Meningococcal B childhood)	Taxable	\$138.00	\$138.00	0.00%
Administration charge for vaccines		\$25.00	\$26.00	

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Quarries				
Mt Scobie Quarry (price per tonne)				
75mm road base	Taxable	\$15.50	\$16.80	8.39%
40mm road base Coarse	Taxable	\$17.00	\$19.70	15.88%
40mm road base Fine - New product	Taxable		\$18.40	
20mm road base	Taxable	\$18.70	\$20.20	8.02%
200mm road base	Taxable	\$13.30	\$14.40	8.27%
Spalls	Taxable	\$18.10	\$19.60	8.29%
40mm crushed rock	Taxable	\$16.50	\$17.90	8.48%
20mm crushed rock	Taxable	\$16.50	\$17.90	8.48%
Filling	Taxable	\$11.30	\$12.30	8.85%
20mm scalping's	Taxable	\$11.80	\$12.80	8.47%
Receipt of clean waste concrete	Taxable	\$22.40	\$45.00	100.89%
Crushed concrete resale (price per tonne)				
40mm Crushed Concrete	Taxable	\$23.40	\$25.30	8.12%
20mm Crushed Concrete	Taxable	\$23.40	\$25.30	8.12%
Weighing fee	Taxable	\$14.50	\$15.70	8.28%
Nanneella Quarry (price per tonne)				
40mm class 4 road base	Taxable	\$18.70	\$20.20	8.02%
20mm class 4 road base	Taxable	\$19.20	\$20.80	8.33%
75mm road base	Taxable	\$16.50	\$17.90	8.48%
40mm road base	Taxable	\$18.20	\$19.70	8.24%
20mm road base	Taxable	\$19.70	\$20.20	2.54%
40mm crushed rock	Taxable	\$17.60	\$19.10	8.52%
20mm crushed rock	Taxable	\$12.30	\$13.30	8.13%
Filling/uncrushed	Taxable	\$12.80	\$13.90	8.59%
20mm scalping's	Taxable	\$9.00	\$9.00	0.00%
Weighing fee	Taxable	\$14.50	\$15.70	8.28%
Type C Fill new product	Taxable		\$8.80	
Gravel Pits (price per tonne)				
65mm crushed rock	Taxable	\$17.00	\$18.40	8.24%
40mm crushed rock	Taxable	\$17.60	\$19.10	8.52%
20mm crushed rock	Taxable	\$18.20	\$19.70	8.24%
Cartage - Cost recovery, based on a per kilometre rate charged by external contractors.				
***20mm single sized aggregate crushed concrete ***10/14mm single sized aggregate crushed concrete ***product available by prior arrangement and order only				

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
<u>Echuca and District Livestock Exchange</u>				
Truck Wash Per Minute	Taxable	\$1.45	\$1.50	3.45%
<u>Yard Dues (per head)</u>				
Cattle	Taxable	\$14.00	\$14.40	2.86%
Cattle <\$150 including no sale stock	Taxable	\$6.00	\$6.20	3.33%
Dairy cattle	Taxable	\$14.00	\$14.40	2.86%
Bulls	Taxable	\$20.00	\$20.00	0.00%
Cow and calf (Sold as one unit)	Taxable	\$16.00	\$16.50	3.13%
Cattle sales per agent per sale	Taxable	\$320.00	\$330.00	3.13%
Cattle transient fee per head (per day) plus feeding (notified)	Taxable	\$4.50	\$4.60	2.22%
Cattle transient fee per head (per day) plus feeding (unnotified)	Taxable	\$6.50	\$6.70	3.08%
RFID tags issued post sale (per tag)	Taxable	\$50.00	\$50.00	0.00%
RFID tags (per head)	Taxable	\$21.00	\$21.00	0.00%
Office rental (per annum)	Taxable	\$1,660.00	\$1,660.00	0.00%
Signage - 2900mm x 1200mm	Taxable	\$1,550.00	\$1,550.00	0.00%
Disposal of Stock	Taxable	\$100.00	\$102.00	2.00%
Agent fee per head		\$1.30	\$1.30	0.00%
Scanning Fee	Taxable	\$3.00	\$3.00	0.00%
Fees for using the facility for any event/sale not mentioned above will be based on negotiations with the administration and will reflect the nature and frequency of use.				
<u>Murray River Moorings</u>				
Private mooring annual rental fee - set in accordance with NSW Dept. of Planning, Industry and Environment. Terms and conditions of sub-licence apply.	Taxable	\$556.00	\$556.00	0.00%
Commercial mooring annual rental fee - determined on minimum market rent set by a licensed valuer. Terms and conditions of a sub-licence apply	Taxable	Market Rent	Market Rent	
Application for new mooring sub-licence	Taxable	\$576.00	\$576.00	0.00%
Application to revoke/ transfer an existing mooring sub-licence	Taxable	\$576.00	\$576.00	0.00%
Alteration of particulars of a mooring sub-licence	Taxable	\$250.00	\$250.00	0.00%
Replacement of mooring sub-licence	Taxable	\$27.50	\$27.50	0.00%
<u>Sporting and Recreation Reserves fees</u>				
<u>Sporting Reserve Charges</u>				
Note - Fees for individual clubs who utilise Victoria Park, Kyabram Recreation Reserve and Echuca South Recreation reserve are based Policy 133 Fees & Charges and the service agreements in place. Fees are subject to the usage data provided by users.				
<u>Kyabram</u>				
Reserve Hire per Day	Taxable	\$500.00	\$510.00	2.00%
Reserve Hire per Hour	Taxable	\$46.00	\$47.00	2.17%
Per Court Hire per hour	Taxable	\$26.00	\$26.50	1.92%
Key Deposit	Taxable	\$25.00	\$25.00	0.00%
Wilf Cox Pavilion Clubroom & Kitchen Hire per Hour	Taxable	\$25.00	\$25.00	0.00%

<u>Sporting and Recreation Reserves fees cont.</u>				
Echuca South Recreation Reserve				
Reserve Hire per Day	Taxable	\$355.00	\$510.00	43.66%
Reserve Hire per Hour	Taxable	\$46.00	\$47.00	2.17%
Clubroom & Kitchen Hire per Hour	Taxable	\$24.50	\$25.00	2.04%
Court Hire - per hour - per court	Taxable	\$26.00	\$26.50	1.92%
Key Deposit		\$25.00	\$25.00	0.00%
Echuca South Netball Complex				
Court Hire - per hour - per court	Taxable	\$26.00	\$26.50	1.92%
Clubroom Hire per hour	Taxable	\$24.50	\$25.00	2.04%
Key Deposit		\$25.00	\$25.00	0.00%
Victoria Park Recreation Reserve				
Reserve - hire per day	Taxable	\$500.00	\$510.00	2.00%
Reserve - hire per hour	Taxable	\$46.00	\$47.00	2.17%
Court Hire - per hour - per court	Taxable	\$26.00	\$26.50	1.92%
Key deposit		\$25.00	\$25.00	0.00%
<u>Stadiums Fees</u>				
Echuca Stadium				
Multi Purpose Room per hour	Taxable	\$21.00	\$21.50	2.38%
Court Hire - per hour - per court	Taxable	\$30.00	\$30.50	1.67%
Casual Sessions - per session - per person (Stadium Facilitated Activation)	Taxable	\$5.00	\$5.00	0.00%
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable	\$11.00	\$11.00	0.00%
Exhibitions and Special Events (per day)	Taxable	\$1,155.00	\$1,155.00	0.00%
Bond	Non Taxable	\$160.00	\$160.00	0.00%
Kyabram Sports and Entertainment Centre				
Multi Purpose Room per hour	Taxable	\$21.00	\$21.50	2.38%
Court Hire - per hour - per court	Taxable	\$30.00	\$30.50	
Casual Sessions - per session	Taxable	\$5.00	\$5.00	0.00%
Casual Sessions - per family - 2 adults and 2 children - per session (Stadium Facilitated Activation)	Taxable	\$11.00	\$11.00	0.00%
Exhibitions and Special Events (per day)	Taxable	\$715.00	\$715.00	0.00%
Bond	Non Taxable	\$160.00	\$160.00	0.00%
Bond	Non Taxable	\$160.00		(100.00%)

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
<u>Sporting and Recreation Reserves fees cont.</u>				
Tongala Stadium				
Court hire per hour	Taxable	\$30.00	\$30.50	1.67%
Squash court hire per hour	Taxable	\$14.50	\$15.00	3.45%
Casual Sessions - per person (Stadium Facilitated Activation)	Taxable	\$5.00	\$5.00	0.00%
Casual Sessions - per family - 2 adults and 2 children (Stadium Facilitated Activation)	Taxable	\$11.00	\$11.00	0.00%
Exhibitions and Special Events (per day)	Taxable	\$670.00	\$357.50	(46.64%)
Bond	Non Taxable	\$160.00	\$160.00	0.00%
Key deposit	Non Taxable	\$25.00	\$25.00	0.00%
<u>Shire Halls and Community Facilities</u>				
Tongala Halls				
Functions (with alcohol) e.g. weddings, balls				
Bond	Non Taxable	\$430.00	\$440.00	2.33%
Social events (without alcohol) e.g. Concerts, plays, luncheons, bazaars, elections				
Bond	Non Taxable	\$200.00	\$210.00	5.00%
Casual Use				
Casual Charge per hour (one of Bookings)	Taxable	\$15.50 per hour, to a maximum of \$190 per 24 hour period	\$16 per hour, to a maximum of \$200 per 24 hour period	
Regular Hirers (6 bookings of more per financial year) Must be NFP Community Based group. All bookings must be confirmed at the one time				
Hire of kitchen per use - additional charge	Taxable	\$32.50	\$35.00	7.69%
Hall hire insurance (public liability if customer does not have current public liability certificate)	Taxable	\$25.00	\$25.00	0.00%
Seniors Hall Hire				
Casual Hire Seniors Hall Hire Not for profit organisation (Government funded), per hour	Taxable	\$15.50	\$16 per hour, to a maximum of \$200 per 24 hour period	0.00%
Casual Hire Seniors Hall Hire Community organisation (non Government funding), per hour	Taxable	\$11.00	\$11.50 per hour, to a maximum of \$150 per 24 hour period	0.00%
Regular Hirers (6 bookings of more per financial year) Must be NFP Community Based group. All bookings must be confirmed at the one time				

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Shire Halls and Community Facilities cont.				
Echuca East Community Facility - new fees				
Functions (with alcohol) e.g. weddings, balls		\$250.00	\$275.00	10.00%
Bond		\$500.00	\$500.00	0.00%
Training, Conferences - for profit organisations inclusive of kitchen and open space - per day		\$350.00	\$350.00	0.00%
Training, Conference - not for profit groups inclusive of kitchen and open space - per day		\$100.00	\$100.00	0.00%
General Community Activity inclusive of kitchen and open space - per day		\$100.00	\$100.00	0.00%
Echuca East Community Facility - Casual use				
Casual per hour fee		\$20.00	\$22.50 per hour, to a maximum of \$200 per 24 hour period	0.00%
Hire of kitchen per use - additional charge		\$50.00	\$55.00	10.00%
Hall hire insurance (public liability if customer does not have current public liability certificate)		\$50.00	\$50.00	0.00%
Community Lease/ Cultural Practitioner Agreements for Council Properties				
Lease cost will be determined on application by the relevant Manager.				
Public Liability Insurance				
Facility Hirers insurance per booking	Taxable	\$25.00	\$25.00	0.00%
Council performers per booking	Taxable	\$25.00	\$25.00	0.00%
Council tutors and instructors per booking	Taxable	\$110.00	\$110.00	0.00%
Artists in council studios per booking	Taxable	\$110.00	\$110.00	0.00%
Community Transport				
Melbourne from all locations (maximum)	Non Taxable	\$120.00	\$120.00	0.00%
Bendigo from all locations (maximum)	Non Taxable	\$60.00	\$60.00	0.00%
Shepparton from all locations (maximum)	Non Taxable	\$50.00	\$50.00	0.00%
Miscellaneous Fees and Charges				
Echuca CBD Flagpole Hire	Taxable	\$340.00	\$340.00	0.00%
Longitudinal Assets in Road Reserves				
1. Establishment Fees	Taxable	\$2,000.00	\$2,000.00	0.00%
2. Annual Fees - per kilometre for stock & domestic and irrigation	Taxable	\$200.00	\$200.00	0.00%
Freedom of Information (FOI)				
Photocopying (other than Black and White) per A4 sheet - FOI requests only		\$0.20	\$0.20	0.00%
Additional access charge may apply in accordance with Section 22 of the Freedom of Information Act and the Freedom of Information (Access Charges) Regulations 2014		On Quote	On Quote	

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON	GST Status	2022/2023 Charge (Incl.	2023/2024 Charge (Incl.	% Increase
Aquatic Services				
Echuca War Memorial Aquatic Centre				
Casual Fees				
Pool Adult	Taxable	\$7.10	\$7.20	1.41%
Pool Adult (concession)	Taxable	\$5.10	\$5.20	1.96%
Pool Child (Child 5 years and under 18 years of age)	Taxable	\$5.10	\$5.20	1.96%
Pool Family	Taxable	\$19.50	\$20.00	2.56%
Swim/Steam	Taxable	\$10.10	\$10.30	1.98%
NEW FEE - Steam	Taxable		\$5.00	
Steam Casual Upgrade	Taxable	\$3.00	\$3.10	3.33%
10 visit Adult Pool	Taxable	\$56.80	\$57.60	1.41%
10 Visit Concession Pool	Taxable	\$40.80	\$41.60	1.96%
10 Visit Child Pool (Child 5 years and under 18 years of age)	Taxable	\$40.80	\$41.60	1.96%
Carnival Half day (up to 3 hours) *3 lifeguards, nil entry fee, extra lifeguards will be charged if required"	Taxable	\$525.00	\$540.00	2.86%
Carnival Full Day (from 4 to 6hours)	Taxable	\$870.00	\$890.00	2.30%
NEW FEE - Exclusive use Inflatable hire - per hour	Taxable		\$174.00	
Memberships (Fortnightly direct debit)				
Gold Adult	Taxable	\$44.50	\$45.50	2.25%
Gold Adult Concession	Taxable	\$38.00	\$38.70	1.84%
Corporate Gold Adult	Taxable	\$38.00	\$38.70	1.84%
Family Gold	Taxable	\$87.00	\$88.00	1.15%
Family Gold Concession	Taxable	\$74.00	\$74.80	1.08%
Pool Adult	Taxable	\$26.00	\$26.50	1.92%
Pool Adult Concession	Taxable	\$22.00	\$22.50	2.27%
Corporate Pool Adult	Taxable	\$22.00	\$22.50	2.27%
Family Pool	Taxable	\$49.00	\$50.00	2.04%
Family Pool Concession	Taxable	\$42.00	\$42.50	1.19%
NEW FEE Swim Fit	Taxable		\$33.00	
Other Pool Hire Fees				
Group Swim Individual Entry (+ Lane Hire if requiring exclusive use of space)	Taxable	\$3.90	\$4.00	2.56%
Lane Hire per hr General (+ Group Swim Entry for non-members - Max 15 per lane)	Taxable	\$40.00	\$41.00	2.50%
School Learn To Swim 30 Minute session per school child	Non Taxable	\$7.50	\$7.70	2.67%
School Learn to Swim 45 Minute session per school child		\$11.25	\$11.50	2.22%
School Learn To Swim 60 Minute session per school child	Non Taxable	\$15.00	\$15.40	2.67%
LTS Group lesson - per 30 min lesson	Non Taxable	\$16.50	\$16.70	1.21%
LTS Private One Lesson (per 30 min lesson)	Non Taxable	\$45.50	\$46.50	2.20%
LTS Junior Development Squad (per 45 min lesson, previously 30 min lesson)	Non Taxable	\$24.75	\$25.00	1.01%
School Holiday LTS program	Non Taxable	\$82.50	\$83.50	1.21%

2023/2024 CAMPASPE SHIRE COUNCIL FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	GST Status	2022/2023 Charge (Incl. GST)	2023/2024 Charge (Incl. GST)	% Increase
Outdoor Pools - Seasonal				
Family Day Pass	Taxable	\$18.00	\$18.50	2.78%
Family Season Pass	Taxable	\$180.00	\$185.00	2.78%
Casual Adult Pass	Taxable	\$5.50	\$5.60	1.82%
Adult Season Pass	Taxable	\$82.50	\$84.00	1.82%
Concession Day pass	Taxable	\$4.50	\$4.60	2.22%
Child Day Pass (Child 5 years and under 18 years of age)	Taxable	\$4.50	\$4.60	2.22%
Concession Season Pass	Taxable	\$67.50	\$69.00	2.22%
Child Season Pass	Taxable	\$67.50	\$69.00	2.22%
Outdoor Pool Hire				
Outside operational hours - per hour hire	Taxable	\$175.00	\$175.00	0.00%
Carnival Half day (up to 4 hours)	Taxable	\$525.00	\$540.00	2.86%
Carnival Full Day (from 4 to 6hours)	Taxable	\$870.00	\$890.00	2.30%
NEW FEE - Inflatable hire - per hour	Taxable		\$179.00	
EWMAC Gym and Group Fitness				
Gym and Group Fitness fees				
Gym - Casual	Taxable	\$18.50	\$18.50	0.00%
Gym - Casual Concession	Taxable	\$15.50	\$15.50	0.00%
Group Fitness Class	Taxable	\$15.50	\$15.50	0.00%
Group Fitness Class - Casual Concession (Water, Fit and Chair Based)	Taxable	\$13.00	\$13.20	1.54%
Personal Training 1 hr Member	Taxable	\$74.00	\$74.00	0.00%
Personal Training 1/2 hr Member	Taxable	\$45.00	\$45.00	0.00%
10 visit Group Fitness	Taxable	\$124.00	\$124.00	0.00%
NEW FEE 5 visit Personal Trainer 1 hour	Taxable		\$296.00	
NEW FEE 5 visit Personal Trainer 1/2 hour	Taxable		\$180.00	
Fitness Session Group Booking (Maximum of 25 participants)	Taxable	\$135.00	\$138.00	2.22%
Memberships (fortnightly direct debit)				
Gym	Taxable	\$39.00	\$39.50	1.28%
Gym Concession	Taxable	\$33.00	\$33.50	1.52%
Group Fitness	Taxable	\$39.00	\$39.50	1.28%
Group Fitness Concession	Taxable	\$33.00	\$33.50	1.52%
Youth Gym (Restricted hours of access refer to terms and conditions)	Taxable	\$25.00	\$25.50	2.00%
Over 55's	Taxable	\$30.00	\$31.00	3.33%
Other Hire Fees				
Shower Only	Taxable	\$5.00	\$5.00	0.00%
Additional staff member per hour	Taxable	\$58.00	\$58.00	0.00%

Part Two - Statutory fees and charges

Statutory fees and charges are set by the State Government. Council has no input into these fees.

The fees are based on the State Government penalty unit and fee units which were gazetted on xx April 2023.

For the 2023-2024 year these are:

One Penalty Unit = \$xxx.xx

One Fee Unit = \$xx.xx

The fees have been rounded to the nearest dollar when the full fees are calculated based on the above units.

The statutory fees and charges have not been updated in the draft version of the budget. These will be done as soon as the fee units are gazetted by the State Government. This usually occurs in April or May and it is expected that the final budget will include the updated fees.

2022/2023 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2021/2022 Charge	2022/2023 Charge	% Increase
ALL STATUTORY FEES LISTED ARE GST EXEMPT			
Animal fines (2022/2023 Government Penalty Unit gazetted on 21/4/2022 - \$184.92)			
Registered animal not wearing council ID marker (0.5 of a penalty unit)	\$91.00	\$92.00	1.1%
Unregistered animal wearing council ID marker (2 penalty units)	\$363.00	\$370.00	1.9%
Person other than owner removing, altering or defacing ID marker (0.5 of a penalty unit)	\$91.00	\$92.00	1.1%
Dog or Cat on private property after notice served (0.5 of a penalty unit)	\$91.00	\$92.00	1.1%
Dog at large or not securely confined to owners premises during daytime (1.5 of a penalty unit)	\$273.00	\$277.00	1.5%
Cat at large or not securely confined to owners premises in restricted municipal district (0.5 of a penalty unit)	\$91.00	\$92.00	1.1%
Dog or cat creating nuisance (0.5 of a penalty unit)	\$91.00	\$92.00	1.1%
Contravening Council order relating to presence of dogs and cats in public places (1 penalty unit)	\$182.00	\$185.00	1.6%
Dog at large or not securely confined to owners premises during night time (2 penalty units)	\$363.00	\$370.00	1.9%
Greyhound not adequately muzzled or not controlled by chain, cord or leash (1.5 of a penalty unit)	\$273.00	\$277.00	1.5%
Not complying with order to abate nuisance (1.5 of a penalty unit)	\$273.00	\$277.00	1.5%
Failure to apply to register a dog or cat (2penalty units)	\$363.00	\$370.00	1.9%
Parking			
Road Safety (General Regulations) Offences Schedule 3 (4)	\$80.00	\$85.00	6.3%
Road Safety (General Regulations) Offences Schedule 3 (6) (1 penalty unit)	\$182.00	\$185.00	1.6%
Municipal Fire Prevention			
Fire Prevention Infringement Notice (CFA Act Section 41D) (10penalty units)	\$1,817.00	\$1,849.00	1.8%
Building Records/Information Services (2022/2023 Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
Land information certificates (1.82 fee units)	\$27.00	\$28.00	3.7%
Property information requests Reg 326 (3.19 fee units)	\$48.00	\$49.00	2.1%
Property information requests Reg 327 (Private Building Surveyors) (3.19 fee units)	\$48.00	\$49.00	2.1%
Private/public building surveyors lodgement fee (8.23 fee units)	\$124.00	\$126.00	1.6%
Council lodgement fee (8.23 fee units)	\$124.00	\$126.00	1.6%
Request for Report and Consent to proposed Demolition Under Section 29A of the Building Act (5.75 fee units)	\$86.00	\$88.00	2.3%
Council consent and report (19.61 fee units)	\$295.00	\$300.00	1.7%
Stormwater legal point of discharge fee (9.77 fee units)	\$147.00	\$149.00	1.4%
Application for Pool Registration (2.15 fee units)	\$32.00	\$33.00	3.1%
Pool information search (3.19 fee units)	\$48.00	\$49.00	2.1%
Lodgement of compliance pool certificate (1.38 fee units)	\$21.00	\$21.00	0.0%
Lodgement of non-compliance pool certificate (26 fee units)	\$391.00	\$398.00	1.8%

2022/2023 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2021/2022 Charge	2022/2023 Charge	% Increase
Planning - Subdivisions			
Applications for Certification under the subdivision Act 1988 (2022/2023 Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
Processing an application to certify a plan of subdivision under the Subdivision Act 1988 (11.8 fee units)	\$177.00	\$180.00	1.7%
Processing any other application for certification under the Subdivision Act 1988 (11.8 fee units)	\$177.00	\$180.00	1.7%
Supervision of Works	2.50% x cost of engineering work	2.50% x cost of engineering work	NA
Check Engineering plans	0.75% x cost of engineering work	0.75% x cost of engineering work	NA
Certificates of Compliance under section 97N (22 fee units)	\$331.00	\$336.00	1.5%
The fee for determining a matter where a planning scheme specifies that the matter must be done to the satisfaction of a responsible authority or a referral authority (22 fee units)	\$331.00	\$336.00	1.5%
Planning Infringements (2022/2023 Government Penalty Unit gazetted on 21/4/2022 - \$184.92)			
Planning Infringement Notice (Private 5 penalty units) per offence under the Planning and Environment Act	\$925.00	\$925.00	0.0%
Planning Infringement Notice (Company 10 penalty units) per offence under Planning and Environment Act	\$1,849.00	\$1,849.00	0.0%
Planning Approvals			
Planning Permit/Planning Permit Amendment Fees			
Combined permit applications	calculation required	calculation required	NA
The fee for an application for any combination of the classes of application outlined below is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.	calculation required	calculation required	NA
Type of planning application (2022/2023 Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
To Subdivide an existing building (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To Subdivide land into two lots (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To effect a realignment of a common boundary between lots or to consolidate two or more lots (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To subdivide land other than above types of subdivision (89 fee units)	\$1,338.00 per 100 lots created	\$1,361.00 per 100 lots created	NA
To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act. (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To create, vary or remove an easement other than a right of way; or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant. (89 fee units)	\$1,338.00	\$1,361.00	1.7%
To amend an application for a permit after notice has been given	40% of fee	40% of fee	NA

2022/2023 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2021/2022 Charge	2022/2023 Charge	% Increase
Planning Permit - Development (State change to the regulation of fees) (Fees and Charges Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
Class 1 - Use (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 2 - Single < \$10K (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 3 - Single > \$10K < \$100K (42.5 fee units)	\$639.00	\$650.00	1.7%
Class 4 - Single > \$100K < \$500K (87 fee units)	\$1,308.00	\$1,330.00	1.7%
Class 5 - Single > \$500K < \$1M (94 fee units)	\$1,413.00	\$1,437.00	1.7%
Class 6 - Single > \$1M < \$2M (101 fee units)	\$1,518.00	\$1,544.00	1.7%
Class 7 - VicSmart < \$10K (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 8 - VicSmart > \$10K (29 fee units)	\$436.00	\$443.00	1.6%
Class 9 - VicSmart Sub (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 10 - VicSmart App'n (other than class 7, 8 or 9) (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 11 - Dev < \$100K (77.5 fee units)	\$1,165.00	\$1,185.00	1.7%
Class 12 - Dev > \$100K < \$1M (104.5 fee units)	\$1,571.00	\$1,598.00	1.7%
Class 13 - Dev > \$1M < \$5M (203.5 fee units)	\$3,464.00	\$3,524.00	1.7%
Class 14 - Dev > \$5M < \$15M (587.5 fee units)	\$8,830.00	\$8,983.00	1.7%
Class 15 - Dev > \$15M < \$50M (1732.5 fee units)	\$26,039.00	\$26,490.00	1.7%
Class 16 - Dev > \$50M (3894 fee units)	\$58,527.00	\$59,539.00	1.7%
Class 17 - Sub Existing (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 18 - Sub 2 lots (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 19 - Realign (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 20 - Sub (other than class 17, 18 or 19) (89 fee units)	\$1,338.00 per 100 lots created	\$1,361.00 per 100 lots created	
Class 21 Vary Restriction (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 22 - Non defined (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Planning Permit - Amendment (classified)			
Class 1 - Amendment to change the use of the permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 2 - Amendment to a permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 3 - Amendment to class 2, 3, 5, 5 or 6 permit if <\$10K (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 4 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$10K - <\$100K (42.5 fee units)	\$639.00	\$650.00	1.7%
Class 5 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$100K - <\$500K (87 fee units)	\$1,308.00	\$1,330.00	1.7%
Class 6 - Amendment to class 2, 3, 5, 5 or 6 permit if >\$500K (94 fee units)	\$1,413.00	\$1,437.00	1.7%
Class 7 - Amendment to VicSmart permit if <\$10K (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 8 - Amendment to VicSmart permit if >\$10K (29 fee units)	\$436.00	\$443.00	1.6%
Class 9 - Amendment to class 9 permit (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 10 - Amendment to class 10 permit (13.5 fee units)	\$203.00	\$206.00	1.5%
Class 11 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if <\$100K (77.5 fee units)	\$1,165.00	\$1,185.00	1.7%
Class 12 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$100K - <\$1M (104 .5 fee units)	\$1,571.00	\$1,598.00	1.7%
Class 13 - Amendment to class 11, 12, 13, 14, 15 & 16 permit if >\$1M	\$3,464.00	\$3,524.00	1.7%
Class 14 - Amendment to class 17 permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 15 - Amendment to class 18 permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 16 - Amendment to class 19 permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 17 - Amendment to class 20 permit (89 fee units)	\$1,338.00 per 100 lots created	\$1,361.00 per 100 lots created	
Class 18 - Amendment to class 21 permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%
Class 19 - Amendment to class 22 permit (89 fee units)	\$1,338.00	\$1,361.00	1.7%

2022/2023 CAMPASPE SHIRE COUNCIL FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2021/2022 Charge	2022/2023 Charge	% Increase
Whole Farm Plans (Fees and Charges Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
Application for certification of whole farm plans (22 fee units)	\$331.00	\$336.00	1.5%
To amend to end an agreement under section 173 of the Act (44.5 fee units)	\$669.00	\$680.00	1.6%
Amendments to Planning Scheme			
Considering a request to amend a planning scheme (206 fee units)	\$3,096.00	\$3,150.00	1.7%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. Up to 10 submissions (1021 fee units)	\$15,346.00	\$15,611.00	1.7%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. 11-20 submissions (2040 fee units)	\$30,661.00	\$31,192.00	1.7%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. More than 20 submissions (2727 fee units)	\$40,987.00	\$41,696.00	1.7%
Adopting an amendment or a part of an amendment in accordance with section 20(4) (270 fee units)	\$4,058.00	\$4,128.00	1.7%
Adopting an amendment or a part of an amendment in accordance with section 20A (65 fee units)	\$977.00	\$994.00	1.7%
Works within a Road Reserve permit fees (2022/2023 Government Fee Unit gazetted on 14 April 2022 - \$15.29)			
Municipal Road with speed limit less than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (23.5 fee units)	\$353.00	\$359.00	1.7%
Works not conducted on any part of the roadway, shoulder or pathway (6 fee units)	\$90.00	\$92.00	2.2%
Municipal Road with speed limit greater than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (43.1 fee units)	\$648.00	\$659.00	1.7%
Works not conducted on any part of the roadway, shoulder or pathway (23.5 fee units)	\$353.00	\$359.00	1.7%
Caravan Park (3 year registrations, new regulations)			
Caravan Park A (17 fee units)	\$256.00	\$260.00	1.6%
Caravan Park B (34 fee units)	\$511.00	\$520.00	1.8%
Caravan Park C (68 fee units)	\$1,022.00	\$1,040.00	1.8%
Caravan Park D (103 fee units)	\$1,548.00	\$1,575.00	1.7%
Caravan Park E (137 fee units)	\$2,059.00	\$2,095.00	1.7%
Caravan Park F (171 fee units)	\$2,570.00	\$2,615.00	1.8%
Onsite Wastewater Permit Fees			
Installation, construction or alteration of an onsite wastewater system (48.88 fee units)	\$724.00	\$747.00	3.2%
Minor alteration of an onsite wastewater system (37.25 fee units)	\$552.00	\$570.00	3.3%
Additional time spent over 8.2 hours 6.12 fee units per hour	\$92.00	\$94.00	2.2%
Transfer of an Onsite Wastewater System permit (9.93 fee units)	\$147.00	\$152.00	3.4%
Application to amend an Onsite Wastewater System Permit (10.38 fee units)	\$154.00	\$159.00	3.2%
Application to renew an Onsite Wastewater System Permit (8.31 fee units)	\$123.00	\$127.00	3.3%
Freedom of Information (FOI)			
Application Fee (2 fee units)	\$30.00	\$31.00	3.3%
Search Time Charge (1.5 fee units) per hour	\$23.00 per hour or part of an hour	\$23.00 per hour or part of an hour	NA
Inspection Supervision Charge (1.5 fee units) per hour	\$23.00 per hour (to be calculated per quarter hour or part of a quarter hour)	\$23.00 per hour (to be calculated per quarter hour or part of a quarter hour)	NA
Photocopying (Black and White) per A4 sheet - FOI requests only	\$0.20	\$0.20	0.0%



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