



2019-2020 BUDGET AND STRATEGIC RESOURCE PLAN

Table of Contents

Table of Contents	i
Mayor and CEO Introduction	1
1. Link to the Council Plan	3
1.1 Planning and accountability framework	3
1.2 Our purpose	4
1.3 Strategic objectives	5
2. Services and service performance indicators	6
Overheads distribution methodology change	6
2.1 Strong and Engaged Communities	8
2.2 Resilient Economy	11
2.3 Healthy Environment	13
2.4 Balanced Services and Infrastructure	15
2.5 Responsible Management	17
2.6 Reconciliation with budgeted operating result	20
3. Financial statements	21
4. Financial performance indicators	29
5. Notes to financial statements	31
5.1 Comprehensive income statement	31
5.1.1 Rates and charges	31
5.1.2 Grants	38
5.1.3 Statement of borrowings	39
5.1.4 Statutory fees and fines	39
5.1.5 User fees	40
5.1.6 Employee costs	41
5.1.7 Materials and services	41
5.1.8 Other expenses	42
5.1.9 Depreciation	42
6. Balance sheet	43
6.1 Assets	43
6.2 Liabilities	43
6.3 Equity	43
6.4 Working capital	44
7. Additional information – Graphs	45
7.1 Operating result	45
7.2 Adjusted underlying surplus	46
7.3 Sources of income	46
7.4 Financial sustainability	47
7.5 Cash and investments	47
7.6 Capital works	48
7.7. Council expenditure allocation	49
8. Capital works program	50
8.1 Summary	50
8.2 New works	51
8.3 Works carried forward from the 2018-19 year	57
9. Financial Principles	58
Appendix A	59
Part One - Non statutory fees and charges	60
Part Two - Statutory fees and charges	74

Mayor and CEO Introduction

It gives us great pleasure to recommend this budget to the Campaspe Shire community. The 2019-20 budget reflects year three of council's four year Council Plan and focuses on achieving the vision – we are strong, supportive, vibrant and sustainable.

This document outlines the broad range of services provided by council from road construction and maintenance of a large road network, to providing leisure and recreation facilities, waste management services and library services, to aged care services and support for the elderly and so much more. It also details the funding that is required to deliver these services as well as maintain community infrastructure.

A great deal of work has been completed by council staff to find cost savings and this is reflected in the budget. Rate increases have been capped at 2.5 per cent in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, council is determined to maintain its services, while working within the cap.

Council's commitment to the environment will see the introduction of food organics into the garden waste bin in this budget. Moving food waste from landfill will reduce the impact of waste on the environment and turn this valuable resource into compost. The budget provides for the introduction of the service and a range of bin choices for residents.

The capital works program for 2019-20 is \$29.4 million. In addition \$8.8 million of projects will be carried over from the 2018-19 year. Of the \$29.4 million in capital funding required, \$19.6 million will come from council operations, \$5.2 million from external grants and contributions and \$3 million from reserves. The budget includes several initiatives and projects including:

- \$13.1 million to roads
- \$3 million to bridges
- \$3.4 million to drainage
- \$1.8 million to recreation & leisure
- \$2.8 million to public buildings

The budget proposes new borrowings of \$3.8 million to support three projects bringing council's overall debt to \$8.1 million. Two projects – Waranga Trail and Murray River retaining wall - are dependent on funding and approvals, with borrowings to be taken up if required. The third project, extension of the council offices in Echuca, will require borrowings of \$1.9 million. This will achieve the last stage of office relocations, to enable Echuca based staff to move into the one building. In addition to capital projects, council will also fund many operational projects through the budget.

The following table provides an overview of the budget, along with an overview of how resources have been allocated to progress the achievement of Council's strategic objectives outlined in the Council Plan 2017-21.

Financial snapshot

Key statistics	2018-19	2019-20
	Budget	Budget
	\$'000	\$'000
Total expenditure	75,209	77,792
Comprehensive operating surplus	9,499	3,281
Underlying operation surplus	354	439
Cash result	14,779	12,999

Key statistics	2018-19 Budget \$'000	2019-20 Budget \$'000
Capital Works Program – (includes a contingency allocation)		
Funding the Capital Works Program		
Council	17,075	22,065
Reserves	4,421	3,128
Borrowings	1,789	1,886
Grants	5,274	5,156
Contributions	93	271

Budget expenditure by strategic objective	2019-20 Budget	Budget %
Strategic Objective 1 – Strong and Engaged Communities	(12,212)	(15.7%)
Strategic Objective 2 – Resilient Economy	(1,140)	(1.5%)
Strategic Objective 3 – Healthy Environment	(1,305)	(1.7%)
Strategic Objective 4 – Balanced Services and Infrastructure	(26,796)	(34.5%)
Strategic Objective 5 & 6 – Responsible Management	(8,894)	(11.4%)

Further improvements have been made to this document to align with the local government model budget, a Victorian Government best practice guide, to provide the community with an improved understanding of council's financial management.

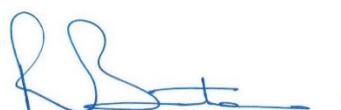
Council has reviewed the classification of services that it delivers, as a result of this no direct link can be made to the 2018-19 budget document. Comparative information for the 2017-18 year actual result and the 2018-19 budget has been included in this document. Notes have been provided in Section 2 of this document where further explanation is needed.

While financial sustainability is a challenge for council, our focus on continually reviewing our services and assets is paramount, with an equal focus on productivity and efficiency.

We look forward to working with the community to deliver exciting projects outlined in this budget throughout the coming year.



**CR ADRIAN WESTON
MAYOR**



**RAYMOND BURTON
ACTING CHIEF EXECUTIVE OFFICER**

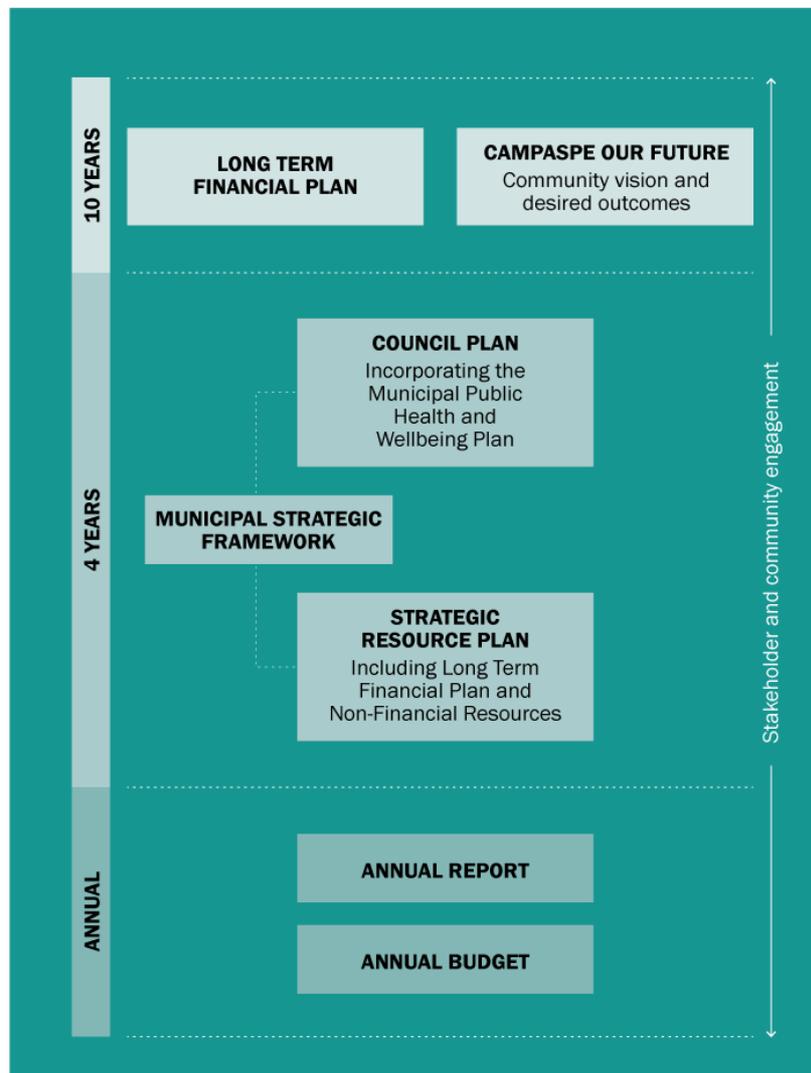
1. Link to the Council Plan

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

This budget links to year three of the Council Plan 2017-21.

1.1 Planning and accountability framework

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



In addition to the above, council has a long term plan (Campaspe: Our Future) which articulates a community vision, mission and values. The Council Plan is prepared with reference to this plan.

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

1.2 Our purpose

Campaspe: Our Future, is a long-term strategic plan for the future which has been developed in direct response to community input. Our community has described its vision for the future as follows:

Our Vision

We want to be strong, supportive, vibrant and sustainable.

The long-term strategic plan sets out what the community, business, industry, council and others can do to deliver the future the community wants, recognising that the realisation of the vision will also be affected by external factors, such as the economy and State and Federal government decisions.

Our Mission

Campaspe Shire Council will provide services, facilities, support and advocacy to enable our community to be healthy, connected, prosperous and resilient.

The Council Plan 2017-21 reinforces council's commitment to listening and discussing with the community the things that matter and how council can make a difference. We approach ongoing consultation seriously to ensure the community's views, ideas and aspirations are integrated into our forward planning and everyday activities, as well as in the evaluation of these activities and Council's services.

Our Values

We deliver quality, innovative and community focused services today that make a difference for tomorrow.

We will do this by:

- Embracing each other's unique talents and valuing diverse life and work styles. We operate in a spirit of cooperation and value human dignity.
- Listening to our customers and delivering services which meet their demonstrated needs. We focus on customer relationships that build trust, confidence and loyalty. We are responsible for both external and internal customer satisfaction.
- Working with enthusiasm and intellect and are driven to build upon what has already been achieved. We improve productivity, processes and ourselves through measurement, analysis and review.
- Listening to and respecting each other whilst working together to achieve mutually beneficial results. We help one another, value one another's views and make our work environment fun and enjoyable. We are not afraid to stand alone, especially when it is the right thing to do.
- Conducting our business in accordance with the highest of standards of professional behaviour and ethics. We are open, honest and ethical in all our interactions with employees, clients, customers, vendors and the public. We are responsible for and take ownership of our actions.

1.3 Strategic objectives

Council delivers 141 activities under 34 service areas. Each contributes to the achievement of one of the six Strategic Objectives as set out in the Council Plan 2017-21. The following diagram shows the five themes and the associated strategic objectives as described in the Council Plan.

THE FIVE THEMES OF THE COUNCIL PLAN WILL GUIDE SERVICE DELIVERY THROUGH THE NEXT FOUR YEARS



EACH THEME IS SUPPORTED BY STRATEGIC OBJECTIVES (DESIRED OUTCOME)



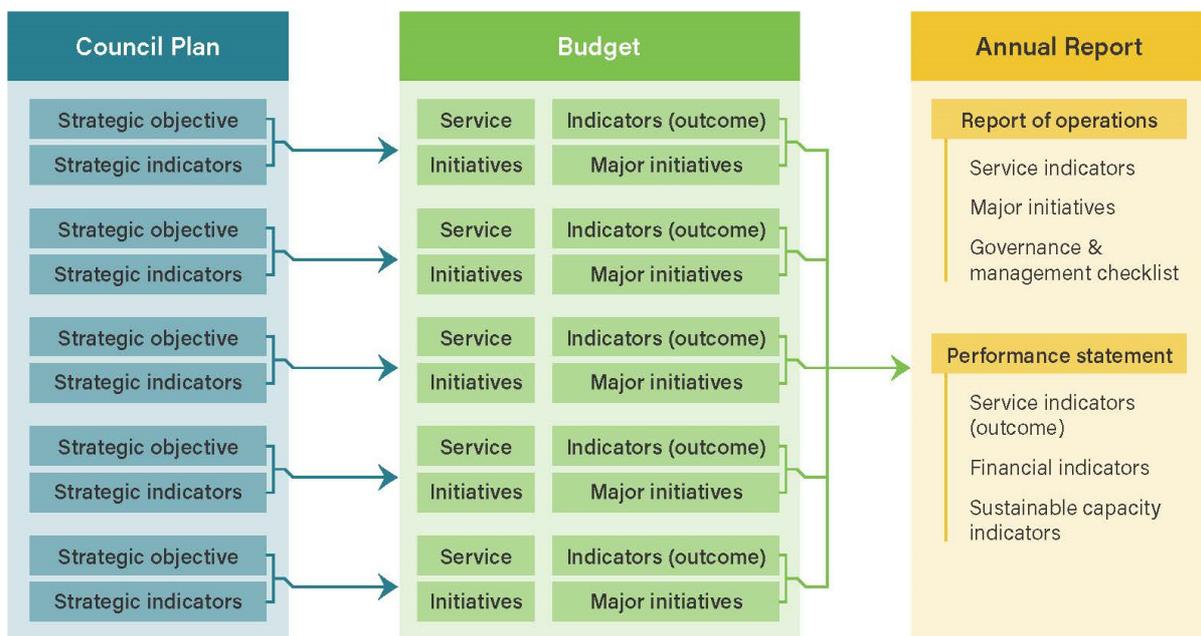
EACH STRATEGIC OBJECTIVE INCLUDES A NUMBER OF STRATEGIES FOR ACTION (HOW WE WILL ACHIEVE THESE OUTCOMES)



2. Services and service performance indicators

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

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 year which contribute to achieving the strategic objectives outlined in the Council Plan. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

In 2018, a review of service classifications was undertaken. As a result of this review, 34 services have been defined, the service purpose documented along with the activities delivered as part of the service. All 34 services are listed in this section. These services are different to those presented in the 2018-19 budget document, as a result there can be no direct comparison between documents. However, against each of the services previous actuals for 2017-18 year and budget for 2018-19 are provided for comparative purposes within this document.

Overheads distribution methodology change

As part of budget development, service costs include the allocation of corporate overheads. These include finance, human resources, information technology and information management, accommodation and customer services.

A change in overheads distribution methodology occurred between 2017-18 and 2018-19, this change has meant that direct comparison between these two years is not possible.

In 2017-18 overheads were calculated as follows:

Each service's costs were calculated as a percentage of the entire organisation's costs, this percentage was used to distribute the corporate services division costs across the organisation as an overhead charge.

From 2018-19 the methodology used is based on a number of cost drivers and individual departments that deliver services to all service areas are spread separately.

For example, the cost of delivering payroll services to each service area is based on how many employees are required to deliver the service.

2.1 Strong and Engaged Communities

Strategic objective 1

Services, programs and advocacy enable improved health, wellbeing and safety of our community.

To achieve our goal of strong and engaged communities, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services.

Services

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Active Recreation	To provide spaces and facilities to support formalised active recreation and community events that support community, social and health benefits. This service includes the sports stadiums.	Rev	271	262	237
		Exp	4,539	2,098	2,153
		NET	(4,268)	(1,836)	(1,916)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and recreation reserve assets being written off in 2017-18 when assets have been renewed.					
Aged and Disability Services	To facilitate access to and provision of in home and outreach services that care for members of our community who have a need. This service includes Senior Citizens support, Veterans Affairs program, planned activity groups and volunteer transport.	Rev	4,225	3,999	4,314
		Exp	5,269	5,082	5,196
		NET	(1,044)	(1,083)	(882)
Aquatics	To provide facilities that support swimming and aquatic water play. This service includes the indoor and outdoor pools across the shire.	Rev	1,385	1,471	1,530
		Exp	3,698	3,342	3,452
		NET	(2,313)	(1,871)	(1,922)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and pool assets being written off in 2017-18 when assets have been renewed.					
Children's Services	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. This service includes supported playgroups, long day care, maternal and child health and centralised kinder enrolments management.	Rev	2,554	2,814	3,295
		Exp	3,984	3,712	3,974
		NET	(1,430)	(898)	(679)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 budget is based on increase utilisation and therefore user fees.					
Community Development	To strengthen the understanding of community views and aspirations to inform decision making. This service includes place-based planning, access and equity, youth engagement, community grants, programs and civic events.	Rev	166	122	142
		Exp	2,104	1,690	2,784
		NET	(1,938)	(1,568)	(2,642)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 budgets is due to plans to dispose of assets no longer required for service delivery.					

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Customer Communications	To connect the community with council. This service includes customer contact centres, media relations, online communication and marketing.	Rev	0	0	0
		Exp	1,265	762	893
		NET	(1,265)	(762)	(893)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					
Emergency Management	To strengthen local capacity and capability and build community resilience in compliance with legislative responsibilities.	Rev	120	121	60
		Exp	341	344	293
		NET	(221)	(223)	(233)
Environmental Health	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. This service includes the immunisation program, food safety, waste water management and health, accommodation and caravan park premise compliance monitoring.	Rev	358	353	326
		Exp	950	1,065	1,085
		NET	(592)	(712)	(759)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					
Library	To provide space, activities and items that support access to information and knowledge.	Rev	432	438	438
		Exp	2,046	2,094	2,107
		NET	(1,614)	(1,656)	(1,669)
Passive Recreation	To provide open spaces and public environments that support and encourage passive recreation by residents and visitors to improve health and wellbeing. This service includes the management and strategic management of non-structured recreation areas.	Rev	22	30	25
		Exp	492	581	641
		NET	(470)	(551)	(616)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					

Major initiatives

- We will complete the development of an Aquatic and Leisure Strategy to establish a service vision, objectives and desired outcomes.
- We will partner with emergency service authorities to support the Rochester community capacity building around the need to prepare and what can be done to minimise the impact of an incident (fire or flood).

Other initiatives

- We will work towards the develop of plans for landscaping beautification works at the Warren Street and Murray Valley Highway roundabout.
- We will implement Year 1 actions of the Social Media Plan.
- We will finalise detailed design of the Echuca Arts Precinct incorporating the Foundry Arts Space workshop and gardens.

- We will fund the construction of the Kyabram Breen Avenue walking track.

Service performance outcome indicators

Service	Performance Measure	2017-18 Result
Library	Active Library Memberships (Percentage of the municipal population that are active library members)	16.32%
Children's Services	Participation in the Maternal Child Health (MCH) Service (Percentage of children enrolled who participate in the MCH service)	75.47%
Children's Services	Participation in Maternal Child Health (MCH) Service (Percentage of Aboriginal children enrolled who participate in the MCH service)	70.49%
Aquatics	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	6.22
Environmental Health	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by council)	95.00%

2.2 Resilient Economy

Strategic objective 2

Diverse and growing economy with increased employment and investment opportunities, economic prosperity and community development.

Council supports the economic prosperity of our community in many ways – we advocate, partner with industry, support the building of stronger business networks and promote Campaspe's competitive advantages to attract new investment and maximise economic growth. To achieve a resilient economy, we will focus on the following services:

Services

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Business Development	To sustain the shire's economic future by being proactive, responsive and open for business through improving business and investor confidence, encouraging diversification in the economy and improving linkages. This service includes the sale of industrial land, business networks and investment attraction.	Rev	20	300	240
		Exp	398	242	241
		NET	(378)	58	(1)
The variance between 2017-18 actuals and 2018-19 budgets is due to there being no sales of industrial land in the 2017-18 year, there are sales budgeted to occur in the two budget years.					
Echuca and District Livestock Exchange	To provide a facility for the sale of livestock to support economic development and the livestock industry within the region.	Rev	571	605	632
		Exp	602	613	716
		NET	(31)	(8)	(84)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 is an increase in maintenance expenditure to replace the animal pen soft fall.					
Quarry	To provide crushed rock products for council's use and commercial sales.	Rev	2,099	2,875	2,058
		Exp	2,075	2,382	1,894
		NET	24	493	164
The variance between 2017-18 and the two budget years is due to actual sale of rock not meeting expectations in 2017-18, the budget was set for 2018-19 based on an average of a number of prior years. The budget for 2019-20 has been set very conservatively due to current weather conditions being expected to continue which reduces the demand for products.					
Tourism	To increase visitation and grow the visitors economy by providing a unique visitor experience. This service includes tourism support, event attraction and funding, museum operations, Discovery Centre operations, boat management and maintenance, Echuca Paddlesteamers and Echuca Holiday Park.	Rev	3,932	3,943	4,039
		Exp	6,354	5,260	5,258
		NET	(2,422)	(1,317)	(1,219)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					

Major initiatives

- We will engage with all commercial steam boat operators to support all passengers embarking and disembarking from the wharf structure.

Other initiatives

- We will renew the animal pen soft flooring within the Echuca and District Livestock Exchange.
- We will start the implementation of the Echuca Holiday Park Masterplan with design and construction of improved landscaping and front entrance.

Service performance outcome indicators

Service	Performance Measure	2017-18 Result
Business Development	<i>Unemployment Rate</i> ^	5.1% (Sep 2018 Quarter Actual)
Business Development	<i>Value of non-residential building approvals</i> ^	\$59.4 million
Business Development	<i>Value of residential building approvals</i> ^	\$56.6 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.

2.3 Healthy Environment

Strategic objective 3

A healthier environment for current and future generations.

To deliver a healthy environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services; build community resilience to our changing climate and support initiatives that promote environmentally sustainable practices.

Services

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Building Surveyor Services	To ensure that all buildings and places of public entertainment across the shire are in compliance with legislative responsibilities.	Rev	455	277	243
		Exp	253	427	465
		NET	202	(150)	(222)

The variance between 2017-18 actuals and the two budget years is related to the increased development and building activity that occurred across the shire which has resulted in an increase in income generated from permits. In the 2017-18 year expenses were down as a number of projects that had been budgeted to occur, which required external consultants, did not occur but have been completed in the current 2018-19 year.

Environment and Conservation	To protect, enhance and conserve native flora and fauna through community education and programs.	Rev	106	83	11
		Exp	435	374	321
		NET	(329)	(291)	(310)

The variance between 2017-18 and 2018-19, in both income and expenses, is related to a specific project which received funding and was delivered by the use of external providers.

Regulatory Compliance	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. This service includes local laws, animal management, school crossings and parking compliance.	Rev	2,068	2,016	2,294
		Exp	7,822	3,313	3,322
		NET	(5,754)	(1,297)	(1,028)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and the writing off of landfill assets that have been remediated and can no longer be recognised as an asset.

Statutory and Strategic Planning	To provide for the fair, orderly, economic and sustainable use and development of land across the Shire of Campaspe in compliance with legislative responsibilities.	Rev	722	529	492
		Exp	870	1,085	1,091
		NET	(148)	(556)	(599)

The variance between 2017-18 and both future budget years relates to funding received in 2017-18 for planning scheme amendments. The work is planned to be completed in the two future budget years.

Service area	Description of services provided		2017-18	2018-19	2019-20
			Actuals	Budget	Budget
			\$'000	\$'000	\$'000
Strategic Recreation Planning	To strategically plan for recreation, sporting, open space and community facilities.	Rev	179	0	0
		Exp	446	385	418
		NET	(267)	(385)	(418)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and the receipt of developer contributions for public open spaces being received. This is recognised as income on receipt and then retained in the reserve until expended on appropriate projects.

Waste Collection and Management	To provide services for the removal of waste and the collection of recycling.	Rev	6,175	6,209	6,777
		Exp	5,363	4,883	5,505
		NET	812	1,326	1,272

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 relates to the introduction of a food organics waste service.

Major initiatives

- We will implement the 2019-20 community education program for Food Organics and Garden Organics (FOGO) in line with the Waste Strategy and FOGO implementation plan.
- We will complete facility upgrades at the Echuca and Mount Scobie Environment Centres and Gunbower Waste Transfer Station.

Other initiatives

- We will work collaboratively with the Victorian Planning Authority to finalise the Echuca West Precinct Structure Plan and subsequent supporting reports and functional designs.
- We will start the preparation of a planning scheme amendment to implement the recommendations of the Campaspe Planning Scheme Review.

Service performance outcome indicators

Service	Performance Measure	2017-18 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)	40.35%
Statutory and Strategic Planning	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	80.00%
Regulatory Compliance	Animal Management Prosecutions (Number of successful animal management prosecutions)	3.00

2.4 Balanced Services and Infrastructure

Strategic objective 4

Services and assets meet current and future community need.

Council seeks balanced services and infrastructure through the optimum use and life of facilities. We do this through the following services:

Services

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Aerodrome	To provide a facility which supports recreation and emergency aviation needs.	Rev	2	0	0
		Exp	67	98	112
		NET	(65)	(98)	(112)
The increase in the 2019-20 budget is to fund works to ensure compliance with Civil Aviation Safety Authority requirements.					
Engineering	To ensure that council's infrastructure is designed, constructed and maintained to provide a fit for purpose network for people across the shire.	Rev	194	85	122
		Exp	538	324	349
		NET	(344)	(239)	(227)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					
Parks and Gardens Maintenance	To provide safe and attractive public open spaces that support a range of recreation opportunities for community, social and environmental benefit.	Rev	1	0	0
		Exp	6,266	5,008	4,937
		NET	(6,265)	(5,008)	(4,937)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					
Project Management	To ensure the efficient, timely and cost effective delivery of Council's Capital Works Program.	Rev	0	0	0
		Exp	476	388	490
		NET	(476)	(388)	(490)
The variance between all years relates to the use of consultants and contractors to assist in the delivery of the capital works program, these resources were not budgeted to be required in the 2018-19 year.					
Road Services	To ensure the operational and statutory functions of road and drainage infrastructure are in compliance with legislative responsibilities.	Rev	200	79	111
		Exp	23,571	20,014	21,141
		NET	(23,371)	(19,935)	(21,030)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and an increase in the depreciation expense in 2017-18 that was not reflected in 2018-19 budget.					

Major initiatives

- We will replace and upgrade barriers on three bridges.
- We will start the planned two year renewal of the Groves Weir Bridge at Rushworth to meet current standards and increase the load limit.

Other initiatives

- We will renew and upgrade six kilometres of Wanalta Corop Road, Corop.
- We will continue to advocate for improved rail services on the Echuca-Rochester-Bendigo rail line and alignment to timetabling with regional bus services.
- We will work with three local communities to seek to transition council-owned local facilities into community ownership.
- We will partner with State government to upgrade infrastructure at Echuca's Crossenvale Park and develop programs that support the activation of the park.
- We will, in conjunction with the funding by Court Services Victoria, make changes to the Echuca Civic Centre which will allow consolidation of all Echuca based council staff into one office facility.

Service performance outcome indicators

Service	Performance Measure	2017-18 Result
Works	<i>Satisfaction with sealed local roads</i> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	45.00

2.5 Responsible Management

Strategic objective 5

Strong leadership, advocacy and good governance.

Strategic objective 6

An organisation that is responsive, flexible, honest, accountable and consistent.

Council has several internal, enabling services which provide responsible management to the broader organisation and the community. These services ensure that the organisation has the necessary tools to perform and enhance effectiveness and efficiency.

Services

Service area	Description of services provided		2017-18	2018-19	2019-20
			Actuals	Budget	Budget
			\$'000	\$'000	\$'000
Financial Services	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.	Rev	1,105	192	216
		Exp	5,869	1,359	1,064
		NET	(4,764)	(1,167)	(848)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 budget relates to the change of centralised valuations now conducted by Victorian Valuer General.

Governance	To provide support and advice to councillors and the organisation to ensure compliance with legislative responsibilities.	Rev	32	0	0
		Exp	1,339	1,240	1,295
		NET	(1,307)	(1,240)	(1,295)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology. The variance between 2018-19 and 2019-20 budget is due to the impending Electoral Representation Review being conducted by the Victorian Electoral Commission, which is a cost to council.

Human Resources	To partner with all parts of the organisation to provide support, tools and advice to create and facilitate a healthy and sustainable workforce.	Rev	1	0	0
		Exp	1,087	253	263
		NET	(1,086)	(253)	(263)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.

Information Management (Records)	To ensure creation, capture and maintenance, retrieval and protection of records and information in compliance with legislative responsibilities.	Rev	0	0	0
		Exp	328	82	90
		NET	(328)	(82)	(90)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.

Information Communication Technology	To facilitate the effective delivery of council services and enhance community interaction with council.	Rev	0	0	0
		Exp	4,132	1,280	1,311
		NET	(4,132)	(1,280)	(1,311)

The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.

Service area	Description of services provided		2017-18 Actuals \$'000	2018-19 Budget \$'000	2019-20 Budget \$'000
Organisational Strategy and Performance	To ensure council's energy is focused and that council and staff are working towards the same goals through overseeing development of key organisation-wide strategic directions, plans and monitoring performance. This service includes the office of CEO and General Managers, corporate strategy and service planning.	Rev	3	0	0
		Exp	806	2,274	2,422
		NET	(803)	(2,274)	(2,422)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					
Plant and Fleet Management	To plan for and effectively manage council's plant and fleet to support the ongoing delivery of council's services.	Rev	0	126	0
		Exp	971	64	25
		NET	(971)	62	(25)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology and an increase in the depreciation expense that was not reflected in the 2018-19 budget. The income budgeted in 2018-19 will be realised on the sale of plant, when items are replaced.					
Property Management	To plan for and effectively manage and maximise the use of land managed by council to support the ongoing delivery of council's services. This service includes land sales and acquisitions, lease management and building maintenance.	Rev	1,038	830	272
		Exp	1,409	1,928	1,908
		NET	(371)	(1,098)	(1,636)
The variance in income relates to the sale of surplus properties, there were a greater number of sales in 2017-18 than sales budgeted to occur in the two budget years.					
Strategic Asset Management	To provide strategic direction on the management of council's assets to support the ongoing delivery of council's services.	Rev	0	0	0
		Exp	587	723	1,004
		NET	(587)	(723)	(1,004)
The variance between 2017-18 actuals and the 2018-19 budget is due to a change in overhead distribution methodology.					

Major initiatives

- We will develop and implement a Data Security Plan in line with the Victorian Protective Data Security Framework.

Other initiatives

- We will support the Victorian Electoral Commission in undertaking an electoral representation review and make a submission regarding the review findings.
- We will develop and commence implementation of a digitisation plan in line with Public Records Office Guidelines.
- We will engage with and review current Section 86 committees to affirm future operational models under the new proposed Local Government Act.
- We will implement stage two of council's rebranding program focusing on shire entry and town entry signs.

- We will implement phase two of the Staff Health and Wellbeing Plan.

Service performance outcome indicators

Service	Performance Measure	2017-18 Result
Governance	<i>Satisfaction with council decisions</i> (Community satisfaction rating out of 100 with how council has performed in making decisions in the interests of the community)	46.00

2.6 Reconciliation with budgeted operating result

Strategic objectives	Net cost		
	Subsidy	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strong and engaged communities	(12,212)	22,579	10,367
Resilient economy	(1,140)	8,109	6,969
Healthy environment	(1,305)	11,122	9,817
Services and infrastructure	(26,796)	27,029	233
Responsible management	(8,894)	9,382	488
Total	(50,347)	78,221	27,874

Expenses added in:

Other expense (569)

Deficit before funding sources (50,916)

Funding sources added in:

Rates and charges 37,158

Grants Commission 11,848

Interest income 1,070

Capital grants 3,589

Other income 523

Total funding sources 54,197

Surplus for the year 3,281

3. Financial statements

Comprehensive Income Statement

For the four years ending 30 June
2023

	Notes	Actual	Budget	Budget	SRP Projections		
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
		\$000	\$000	\$000	\$000	\$000	\$000
Revenue from ordinary activities							
Rates income	5.1.1	35,206	35,810	37,158	38,416	39,184	39,968
Garbage charge	5.1.1	5,615	5,928	6,432	6,046	6,167	6,290
Statutory fees and fines	5.1.4	1,649	1,641	1,798	1,830	1,863	1,897
Grants commission	5.1.2	-	11,454	11,848	11,689	11,928	12,143
Other recurrent grants	5.1.2	15,380	3,689	3,883	4,349	4,393	4,467
Non-recurrent grants	5.1.2	4,628	8,847	3,598	2,098	2,098	2,098
User fees	5.1.5	16,310	16,113	15,784	15,749	16,153	16,568
Contributions - Monetary		179	-	-	-	-	-
Contributions - Non monetary		6,969	-	-	-	-	-
Interest and other income		2,654	928	1,328	1,360	1,393	1,427
Total revenues		88,590	84,409	81,829	81,537	83,180	84,857
Expenses from ordinary activities							
Employee benefits	5.1.6	29,956	31,405	32,438	33,247	33,909	34,591
Materials and services	5.1.7	21,302	19,965	21,112	22,098	23,086	24,073
Depreciation	5.1.9	18,111	18,132	19,008	19,388	19,776	20,171
Finance costs		287	277	252	380	332	282
Bad and doubtful debts		25	-	-	-	-	-
Other expenses	5.1.8	2,649	5,430	4,981	5,071	5,162	5,255
Total expenses		72,330	75,209	77,792	80,184	82,265	84,372
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(12,462)	729	(756)	(589)	(529)	(525)
Surplus/(deficit) for the year		3,798	9,929	3,281	764	386	(40)

Budget 2019-20

Balance Sheet

For the four years ending 30 June 2023

		Actual	Budget	Budget	SRP Projections		
		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
		\$000	\$000	\$000	\$000	\$000	\$000
Current assets							
Cash and cash equivalents		11,941	14,779	12,999	12,683	12,888	12,713
Trade and other receivables		3,843	2,627	2,918	2,982	3,047	3,113
Inventories		723	732	751	780	809	839
Financial assets		36,092	37,168	33,000	31,333	29,666	27,999
Other assets		1,136	1,558	1,586	1,611	1,661	1,710
Non-current assets classified as held for sale		1,022	1,022	1,022	1,022	1,022	1,022
Total current assets	6.1	54,757	57,886	52,276	50,411	49,093	47,396
Non-current assets							
Investment property		11,798	11,798	11,798	11,798	11,798	11,798
Financial assets		8,500	7,424	6,592	6,259	5,926	5,593
Property, infrastructure, plant and equipment		592,054	599,372	612,008	613,961	615,028	616,407
Intangible assets		2,362	2,362	2,362	2,362	2,362	2,362
Total non-current assets	6.1	614,714	620,957	632,760	634,380	635,114	636,160
Total assets		669,471	678,843	685,036	684,791	684,207	683,556
Current liabilities							
Trade and other payables		4,036	4,586	4,712	4,906	5,101	5,296
Interest-bearing loans and borrowings	5.1.3	1,108	1,014	1,364	1,325	974	1,018
Provisions		7,234	7,302	7,302	7,448	7,594	7,746
Trust funds and deposits		2,103	-	-	-	-	-
Total current liabilities	6.2	14,481	12,902	13,378	13,679	13,669	14,060
Non-current liabilities							
Interest-bearing loans and borrowings	5.1.3	5,409	4,395	6,831	5,506	4,532	3,514
Provisions		2,691	2,623	2,623	2,637	2,651	2,666
Trust funds and deposits		21	2,124	2,124	2,124	2,124	2,124
Total non-current liabilities	6.2	8,121	9,142	11,578	10,267	9,307	8,304
Total liabilities		22,602	22,044	24,956	23,946	22,977	22,364
Net assets		646,869	656,799	660,080	660,845	661,231	661,191
Equity							
Accumulated surplus		336,805	346,735	350,016	350,781	351,167	351,127
Asset revaluation reserves		310,064	310,064	310,064	310,064	310,064	310,064
Total equity		646,869	656,799	660,080	660,845	661,231	661,191

Budget 2019-20

Statement of Changes in Equity

For the four years ending 30 June 2023

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
Notes	\$'000	\$'000	\$'000	\$'000
2017-18				
Balance at beginning of the financial year	601,846	333,006	267,721	1,119
Comprehensive result	3,798	3,798	-	-
Net asset revaluation increment(decrement)	41,043	-	41,043	-
Transfer to reserves	181	-	-	181
Balance at end of the financial year	646,869	336,804	308,764	1,300
2018-19				
Balance at beginning of the financial year	646,869	336,805	308,764	1,300
Comprehensive result	9,930	9,930	-	-
Balance at end of the financial year	656,799	346,735	308,764	1,300
2019-20				
Balance at beginning of the financial year	656,799	346,735	308,764	1,300
Comprehensive result	3,281	3,281	-	-
Balance at end of the financial year	660,080	350,016	308,764	1,300
2020-21				
Balance at beginning of the financial year	660,080	350,016	308,764	1,300
Comprehensive result	764	764	-	-
Balance at end of the financial year	660,845	350,781	308,764	1,300
2021-22				
Balance at beginning of the financial year	660,845	350,781	308,764	1,300
Comprehensive result	386	386	-	-
Balance at end of the financial year	661,231	351,167	308,764	1,300
2022-23				
Balance at beginning of the financial year	661,231	351,167	308,764	1,300
Comprehensive result	(40)	(40)	-	-
Balance at end of the financial year	661,191	351,127	308,764	1,300

Budget 2019-20

Statement of Cash Flow

For the four years ending 30 June 2023

	Actual	Budget	Budget	SRP Projections		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities						
Rates and charges	40,203	42,060	43,515	44,426	45,315	46,221
Statutory fees and fines	1,649	2,247	1,798	1,830	1,863	1,897
User fees and other fines (inclusive of GST)	18,279	15,946	15,784	15,749	16,153	16,568
Operating grants (inclusive of GST)	15,380	15,143	15,731	16,038	16,321	16,610
Capital grants (inclusive of GST)	4,628	8,847	3,598	2,098	2,098	2,098
Interest received	1,629	928	1,176	1,205	1,235	1,266
Net GST (payment)/refund	875	-	-	-	-	-
Contributions - monetary	179					
Other receipts	330	324	(76)	125	103	105
Proceeds/(repayment) of trusts and deposits	129	-	-	-	-	-
Payments to suppliers (inclusive of GST)	(26,127)	(19,715)	(21,021)	(21,957)	(22,944)	(23,931)
Payments to employees	(29,730)	(31,405)	(32,438)	(33,087)	(33,749)	(34,424)
Other Payments	(2,090)	(5,430)	(4,981)	(5,071)	(5,162)	(5,255)
Net cash from operating activities	25,334	28,944	23,086	21,358	21,235	21,155
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(14,916)	(25,450)	(33,275)	(22,806)	(22,248)	(22,950)
Payments for landfill rehabilitation		-	-	-	-	-
Proceeds from sale of property, infrastructure, plant and equipment	217	729	876	876	876	876
Proceeds/(Payments) for Investments	(8,979)	-	5,000	2,000	2,000	2,000
Net cash from investing activities	(23,678)	(24,721)	(27,399)	(19,930)	(19,372)	(20,074)
Cash flows from financing activities						
Repayment of borrowings	(1,055)	(1,108)	(1,014)	(1,364)	(1,325)	(974)
Proceeds from borrowings	-	-	3,800	-	-	-
Finance costs	(287)	(277)	(252)	(380)	(332)	(282)
Net cash from financing activities	(1,342)	(1,385)	2,534	(1,744)	(1,657)	(1,257)
Net increase/(decrease) in cash and cash equivalents	314	2,838	(1,780)	(317)	206	(175)
Cash and cash equivalents at start of period	11,627	11,941	14,779	12,999	12,683	12,888
Cash and cash equivalents at end of period	11,941	14,779	12,999	12,683	12,888	12,713

Budget 2019-20

Budgeted Statement of Capital Works

For the four years ending 30 June 2023

	Actual	Budget	Budget	SRP Projections		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$000	\$000	\$000	\$000	\$000	\$000
Capital works area						
Property						
Land improvements	117	1,260	250	-	-	-
Total land	117	1,260	250	-	-	-
Buildings	849	25	2,916	1,000	1,000	1,000
Heritage buildings	691	-	-	-	-	-
Total buildings	1,540	25	2,916	1,500	1,500	1,500
Total property	1,657	1,285	3,166	2,500	2,500	2,500
Plant and equipment						
Heritage plant and equipment	2	120	325	200	100	200
Plant, machinery and equipment	802	1,782	1,937	1,500	1,500	1,500
Fixtures, fittings and furniture	-	49	-	-	-	-
Computers and telecommunications	161	81	-	200	200	200
Library books	148	141	145	147	150	153
Total plant and equipment	1,113	2,173	2,407	2,047	1,950	2,053
Infrastructure						
Roads	8,913	11,239	13,098	9,850	10,050	10,400
Bridges	483	3,591	2,967	1,084	1,623	1,000
Footpaths and cycleways	313	1,758	1,045	425	425	425
Drainage	1,457	2,288	3,403	500	550	600
Recreational, leisure and community facilities	666	592	813	800	800	700
Waste management	-	820	282	450	100	100
Parks, open space and streetscapes	300	-	262	600	600	472
Aerodromes	-	100	241	-	-	-
Off street car parks	15	-	488	50	50	50
Other infrastructure	125	1,604	1,195	500	600	650
Total infrastructure	12,272	21,992	23,792	14,259	14,798	14,397
Total capital works	15,042	25,450	29,366	18,806	19,248	18,950
Represented by:						
New	1,055	5,009	1,913	-	-	-
Renewal	12,871	16,980	21,669	18,100	18,900	18,750
Expansion/upgrade	1,116	3,461	5,783	706	348	200
Total capital works	15,042	25,450	29,366	18,806	19,248	18,950
Funding sources represented by						
Grants		5,274	4,941	2,047	2,047	2,047
Contributions		92	271			
Council cash		18,266	22,571	16,759	17,201	16,903
Borrowings		1,789	1,583			
Total capital works expenditure		25,421	29,366	18,806	19,248	18,950

Statement of Human Resources

For the four years ending 30 June 2023

	Actual	Budget	Budget	Strategic Resource Plan Projections		
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure						
Employee costs - operating	28,739	30,461	30,881	31,625	32,222	32,839
Employee costs - capital	1,217	1,492	1,557	1,622	1,687	1,752
Total staff expenditure	29,956	31,405	32,438	33,247	33,909	34,591
Staff numbers	FTE	FTE	FTE	FTE	FTE	FTE
Employees	375.9	365.0	364.9	365.0	365.0	365.0
Total staff numbers	375.9	365.0	364.9	365.0	365.0	365.0

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

Division	Budget 2019-20 \$'000	Comprises	
		Full Time \$'000	Permanent Part time \$'000
Office of CEO	1,357	1,174	183
Corporate Services	4,251	3,686	565
Economic and Community Development	1,949	1,766	183
Regulatory and Community Services	11,743	8,528	3,215
Infrastructure Services	6,869	6,801	68
Total permanent staff expenditure	26,169	21,955	4,214
Casuals, temporary and other expenditure	4,712		
Capitalised labour costs	1,557		
Total expenditure	32,438		

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

Division	Budget 2019-20	Comprises	
		Full Time	Permanent Part time
Office of CEO	14.7	12.0	2.7
Corporate Services	43.7	36.0	7.7
Economic and Community Development	19.7	17.0	2.7
Regulatory and Community Services	151.9	107.0	44.9
Infrastructure Services	78.0	77.0	1.0
Total permanent staff expenditure	308.0	249.0	59.0
Casuals, temporary and other expenditure	49.0		
Capitalised labour costs	8.0		
Total staff	365.0		

Statement of Human Resources cont.

For the four years ending 30 June 2023

Department	Budget	Projections		
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Office of CEO				
- Fulltime	1,174	1,197	1,221	1,245
- Parttime	183	187	191	195
Total Office of CEO	1,357	1,384	1,412	1,440
Corporate Services				
- Fulltime	3,686	3,760	3,835	3,912
- Parttime	565	576	588	600
Total Corporate Services	4,251	4,336	4,423	4,512
Economic and Community Development				
- Fulltime	1,766	1,801	1,837	1,874
- Parttime	183	187	191	195
Total Economic and Community Development	1,949	1,988	2,028	2,069
Regulatory and Community Services				
- Fulltime	8,528	8,699	8,873	9,050
- Parttime	3,215	3,279	3,345	3,412
Total Regulatory and Community Services	11,743	11,978	12,218	12,462
Infrastructure Services				
- Fulltime	6,801	6,938	7,077	7,213
- Parttime	68	69	70	71
Total Infrastructure Services	6,869	7,007	7,147	7,284
Total Casuals	4,712	4,966	5,062	5,168
Total operating staff expenditure	30,881	31,659	32,290	32,935
Total Capitalised Labour expenditure	1,557	1,588	1,619	1,656
Total staff expenditure	32,438	33,247	33,909	34,591

Statement of Human Resources cont.

For the four years ending 30 June 2023

Department	Budget	Projections		
	2018/19 FTE	2019/20 FTE	2020/21 FTE	2021/22 FTE
Office of CEO				
- Fulltime	12.0	12.0	12.0	12.0
- Parttime	2.7	2.7	2.7	2.7
Total Office of CEO	14.7	14.7	14.7	14.7
Corporate Services				
- Fulltime	36.0	36.0	36.0	36.0
- Parttime	7.7	7.7	7.7	7.7
Total Corporate Services	43.7	43.7	43.7	43.7
Economic and Community Development				
- Fulltime	17.0	17.0	17.0	17.0
- Parttime	2.7	2.7	2.7	2.7
Total Economic and Community Development	19.7	19.7	19.7	19.7
Regulatory and Community Services				
- Fulltime	107.0	107.0	107.0	107.0
- Parttime	44.9	44.9	44.9	44.9
Total Regulatory and Community Services	151.9	151.9	151.9	151.9
Infrastructure Services				
- Fulltime	85.0	85.0	85.0	85.0
- Parttime	1.0	1.0	1.0	1.0
Total Infrastructure Services	86.0	86.0	86.0	86.0
Total Casuals	49.0	49.0	49.0	49.0
Total staff expenditure	365.0	365.0	365.0	365.0

4. Financial performance indicators

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

Indicator	Measure	Notes	Actual 2017-18	Budget 2018-19	Budget 2019-20	SRP Projections			Trend +/-
						2020-21	2021-22	2022-23	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit)/Adjusted underlying revenue	1	(7.52%)	1.42%	(0.40%)	(1.68%)	(2.11%)	(2.58%)	-
Liquidity									
Working capital	Current assets/current liabilities	2	378.13%	448.65%	390.75%	368.53%	359.15%	337.09%	-
Unrestricted cash	Unrestricted cash/current liabilities	2	259.95%	368.32%	310.76%	289.43%	278.95%	258.08%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings/rate revenue	3	15.96%	12.96%	18.80%	15.36%	12.14%	9.80%	+
Loans and borrowings	Interest and principal repayments on loans and borrowings/rate revenue		3.29%	3.32%	2.90%	3.92%	3.65%	2.72%	+
Indebtedness	Non-current liabilities/own source revenue		13.22%	14.95%	18.52%	16.19%	14.37%	12.55%	+
Asset renewal	Asset renewal expenditure/depreciation	4	71.07%	93.65%	114.00%	93.36%	95.57%	92.95%	o
Stability									
Rates concentration	Rate revenue/adjusted underlying revenue	5	51.76%	54.71%	55.72%	55.97%	55.93%	55.89%	o
Rates effort	Rate revenue/property values (CIV)		0.61%	0.61%	0.59%	0.57%	0.55%	0.54%	o
Efficiency									
Expenditure level	Total expenditure/no. of assessments		\$4,108	\$3,644	\$3,805	\$3,913	\$4,011	\$4,113	+
Revenue level	Residential rate revenue/no. of residential assessments		\$1,388	\$1,401	\$1,457	\$1,494	\$1,531	\$1,569	+
Workforce turnover	No. of permanent staff resignations & terminations/average no. of permanent staff for the year		11.36%	11.08%	10.53%	9.97%	9.42%	9.42%	o

Key to forecast trend:

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

Notes to indicators:

- 1 Adjusted underlying result – An indicator of the sustainable operating result required to enable council to continue to provide core services and meet its objectives. 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 – The proportion of current liabilities represented by current assets. Working capital forecast trend is to remain steady at an acceptable level.
- 3 Debt compared to rates - Trend indicates council's reducing reliance on debt against its annual rate revenue through redemption of long term debt. Allowance has been made in future years for borrowings if required.
- 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.

5. Notes to financial statements

Council has prepared a budget for the 2019-20 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, cash and investments, capital works, financial position and financial sustainability of council.

5.1 Comprehensive income statement

5.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Victorian Government has introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2019-20 the FGRS cap has been set at 2.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
General rates	31,808	33,011	1,203	3.78%
Municipal charge	4,002	4,025	23	0.57%
Waste management charge	5,928	6,432	504	8.50%
Supplementary rates and rate adjustments	83	122	39	46.99%
Total rates and charges	41,821	43,590	1,769	4.23%

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	2018-19 cents/\$CIV*	2019-20 cents/\$CIV*	Change
General land	0.43502	0.42985	(0.01188)
Farm land	0.39152	0.38686	(0.01190)
Commercial land	0.50462	0.49862	(0.01189)
Industrial land	0.50462	0.49862	(0.01189)
Cultural and recreation	0.21751	0.21493	(0.01186)

- 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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
General land	18,933	19,841	908	4.80%
Farm land	7,691	7,840	149	1.94%
Commercial land	3,480	3,565	85	2.44%
Industrial land	1,704	1,765	61	3.58%
Cultural and recreation	-	-	-	-
Total amount to be raised by general rates	31,808	33,011	1,203	3.78%

- 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	2018-19	2019-20	Change	
	Number	Number	Number	%
General land	15,319	15,443	124	0.81%
Farm land	3,734	3,743	9	0.24%
Commercial land	1,114	1,113	(1)	(0.09%)
Industrial land	447	462	15	3.36%
Cultural and recreation	27	30	3	11.11%
Total number of assessments	20,641	20,791	150	0.73%

- 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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
General land	4,352,111	4,615,803	263,692	6.06%
Farm land	1,964,458	2,026,674	62,216	3.17%
Commercial land	689,528	714,911	25,383	3.68%
Industrial land	337,740	354,063	16,323	4.83%
Cultural and recreation	17,954	19,382	1,428	7.95%
Total value of land	7,361,790	7,730,832	369,042	5.01%

- 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	
	2018-19	2019-20	\$	%
	\$	\$		
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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
Municipal	4,002	4,025	23	0.58%

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	2018-19	2019-20	Change	
	\$	\$	\$	%
Residential - per year - 80 litre 1 bin - without food and garden bin	214.30	230.00	15.70	7.33%
Residential - per year - 80 litre 1 bin - with food and garden bin	214.30	210.00	(4.30)	(2.01%)
Rural - per year - 80 litre 1 bin - food and garden bin not available	214.30	220.70	6.40	2.99%
Residential - per year - 140 litre 1 bin - without food and garden bin	269.75	290.00	20.25	7.51%
Residential - per year - 140 litre 1 bin - with food and garden bin	269.75	265.00	(4.75)	(1.76%)
Rural - per year - 140 litre 1 bin - food and garden bin not available	269.75	277.80	8.05	2.98%
Residential - per year - 240 litre 1 bin - without food and garden bin	455.30	481.84	26.54	5.83%
Residential - per year - 240 litre 1 bin - with food and garden bin	455.30	450.00	(5.30)	(1.16%)
Rural - per year - 240 litre 1 bin - food and garden bin not available	455.30	468.96	13.66	3.00%
Residential - per year - 240 litre 1 bin (6 or more in family or medical condition) - without food and garden bin	269.75	290.00	20.25	7.51%
Residential - per year - 240 litre 1 bin (6 or more in family or medical condition) - with food and garden bin	269.75	265.00	(4.75)	(1.76%)
Commercial/Industrial - per year - 80 litre - food and garden bin available	235.80	242.87	7.07	3.00%
Commercial/Industrial - per year - 140 litre - food and garden bin available	296.80	305.70	8.90	3.00%
Commercial/Industrial - per year - 240 litre - food and garden bin available	500.80	515.82	15.02	3.00%
Recycling charge 240 litre	59.60	61.40	1.80	3.02%
Recycling charge 360 litre	59.60	61.40	1.80	3.02%
Food and garden organics 240 litre	53.30	54.90	1.60	3.00%

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.

Type of charge	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
Garbage charge 80 litre	1,178	1,180	2	0.17%
Garbage charge 140 litre	3,081	3,372	291	9.44%
Garbage charge 240 litre	295	353	58	19.66%
Garden organics charge	318	440	122	38.36%
Recycling charge	1,056	1,087	31	2.94%
Total	5,928	6,432	504	8.50%

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

	Budget	Budget	Change	
	2018/19	2019/20	\$'000	%
	\$'000	\$'000	\$'000	
General rates*	31,808	33,011	1,203	3.78%
Municipal charge*	4,002	4,025	23	0.58%
Waste management charge	5,928	6,432	504	8.51%
Supplementary rates and rate adjustments	83	122	39	46.99%
Total rates and charges	41,821	43,590	1,770	4.23%

5.1.1 (l) 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 (2019-20: estimated \$123,000 and 2018-19: \$83,000).
- The variation of returned levels of value (eg. valuation appeals).
- Changes in use of land such that rateable land becomes non-rateable land and vice versa.
- Changes in use of land such that residential land becomes business land and vice versa.

5.1.1 (m) 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 0.42985% (0.42985 cents in the dollar of CIV) for all general land.

A general rate of 0.38686% (0.38686 cents in the dollar of CIV) for all rateable farm land.

A general rate of 0.49862% (0.49862 cents in the dollar of CIV) for all rateable commercial and industrial land.

A general rate of 0.21493% (0.21493 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.

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 2019-20 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 2019-20 financial year.

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 2019-20 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.

5.1.1 (n) Fair Go Rates System compliance

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

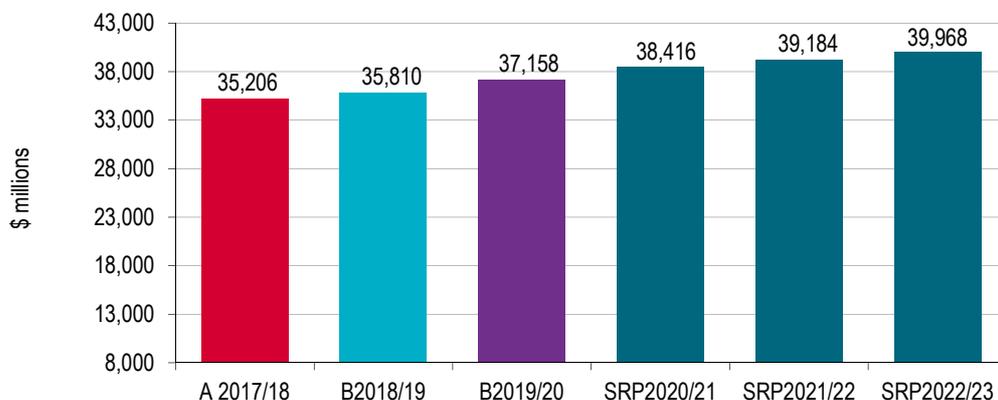
	2018-19	2019-20
Total rates	\$ 35,021,874	\$36,139,102
Number of rateable properties	20,614	20,761
Base average rates	\$ 1,698.94	\$ 1,740.72
Maximum rate increase (set by the State Government)	2.25%	2.50%
Capped average rate	\$ 1,737.16	\$ 1,784.24
Maximum general rates and Municipal charges revenue	\$ 35,809,866	\$37,042,580
Budgeted general rates and Municipal charges revenue	\$ 35,809,866	\$37,042,580

5.1.1 (o) 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 (2019-20: estimated \$120,000 and 2018-19: \$83,000).
- The variation of returned levels of value (eg. 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.

Change in rates and charges



The amount to be raised by rates in 2019-20 is \$37.15 million, this includes \$120,000 generated from supplementary rates. This is an increase of \$1.34 million from 2018-19, this will go towards maintaining service levels and meeting the cost of external influences effecting the budget.

5.1.2 Grants

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

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	16,927	14,118	(2,809)	(16.60%)
State funded grants	7,063	5,211	(1,852)	(26.22%)
Total grants received	23,990	19,329	(4,662)	(19.43%)

Grants - operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of council's services to ratepayers. Overall, the level of operating grants is projected to increase by 3.88% or \$0.59 million compared to 2018-19. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	11,454	11,848	394	3.44%
Children's services	37	75	38	102.98%
Community welfare	30	37	7	24.39%
Recurrent - State Government				
Primary care partnerships	264	277	13	5.08%
Aged care	2,245	2,206	(39)	(1.74%)
School crossing supervisors	85	95	10	11.76%
Libraries	274	271	(3)	(0.95%)
Maternal and child health	369	464	95	25.61%
Children's services	-	115	115	0.00%
Community safety	77	59	(18)	(24.01%)
Community welfare	57	57	0	0.00%
Total recurrent grants	14,891	15,503	612	4.11%
Non-recurrent - Commonwealth Government				
Primary care partnerships	60	60	0	0.00%
Non-recurrent - State Government				
Libraries	14	14	0	0.00%
Community development	2	-	(2)	(100.00%)
Children's services	-	15	15	0.00%
Public order and safety	60	60	0	0.00%
Community Welfare	40	38	(2)	(5.00%)
Protection of biodiversity and habitat	75	-	(75)	(100.00%)
Waste services	-	40	40	0.00%
Total non-recurrent grants	252	227	(24)	(9.52%)
Total operating grants	15,143	15,730	587	3.88%

Grants - capital

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall the level of capital grants has decreased by 59.33% or \$5.25 million compared to 2018-19 due mainly to specific funding for some large capital works projects being received in 2018-19. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Capital grants				
Recurrent - Commonwealth Government				
Roads to recovery	2,047	2,098	51	2.51%
Total recurrent grants	2,047	2,098	51	2.51%
Non-recurrent - State Government				
Infrastructure	3,300	-	(3,300)	(100.00%)
Non-recurrent - State Government				
Infrastructure	3,500	1,500	(2,000)	0.00%
Total non-recurrent grants	6,800	1,500	(5,300)	(77.94%)
Total capital grants	8,847	3,598	(5,249)	(59.33%)
Total grants	23,990	19,329	(4,662)	(19.43%)

5.1.3 Statement of borrowings

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

	2018-19 \$'000	2019-20 \$'000
Amount borrowed as at 30 June of the prior year	6,517	5,409
Amount proposed to be borrowed	1,800	3,800
Amount projected to be redeemed	(1,108)	(1,014)
Amount of borrowings as at 30 June	7,209	8,195

Note: No draw down on borrowings for 2018-19 due to capital project delay therefore this amount is included in 2019-20 year. As there will be no draw down of borrowings in 2018-19 the opening balance for 2019-20 has been reduced by \$1.8 million to reflect the correct total borrowings.

5.1.4 Statutory fees and fines

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Infringements and costs	372	471	99	26.75%
Animal registrations	393	447	54	13.87%
Town planning fees	541	469	(72)	(13.31%)
Building fees	248	242	(6)	(2.38%)
Other statutory fees	89	168	79	89.32%
Total statutory fees and fines	1,641	1,798	157	9.59%

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 increase by 9.59% or \$0.16 million compared to 2018-19. The decrease in town planning and building fees is expected due to development activity within the shire having reached its peak in the 2018-19 year. This level of activity is not expected to continue in the immediate future.

The increase to infringements and costs has been increased significantly due to improved collection of outstanding infringements by the Infringements court.

5.1.5 User fees

	Budget	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Active recreation	262	237	(26)	(9.75%)
Aged and disability services	1,722	2,070	348	20.19%
Aquatics	1,471	1,530	59	4.00%
Children's services	2,407	2,624	217	9.01%
Community development	25	47	22	88.44%
Echuca & District Livestock Exchange	605	632	26	4.35%
Emergency management	61	0	(61)	(100.00%)
Engineering	85	122	37	42.94%
Environment and conservation	8	11	4	49.74%
Environmental health	276	268	(8)	(2.89%)
Financial services	82	66	(15)	(18.90%)
Library	144	145	1	1.03%
Other income	236	186	(50)	(21.01%)
Passive recreation	30	25	(5)	(16.55%)
Property management	380	271	(109)	(28.65%)
Quarry	2,875	2,055	(820)	(28.52%)
Regulatory compliance	1,117	1,016	(101)	(9.00%)
Road services	79	111	32	40.98%
Statutory and strategic planning	21	23	2	10.72%
Tourism	3,943	4,039	95	2.42%
Waste collection and management	281	305	24	8.39%
Total user fees	16,113	15,784	(327)	(2.03%)

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 home help services and childcare. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

User charges are projected to decrease by 2.03% or \$0.33 million compared to 2018-19. The main area contributing to the decrease is quarry sales of (\$0.82 million), income for the quarry has been budgeted conservatively, accounting for current weather conditions being experienced across the shire and wider regions.

Fees for aged and disability services have been set based on industry standards.

Fee reduction related to emergency management related to the change to Campaspe Shire Council being the cluster lead. This role has been rotated to the City of Greater Bendigo.

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

5.1.6 Employee costs

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Wages and salaries	18,919	21,100	2,181	11.53%
Casual staff	5,844	4,712	(1,132)	(19.37%)
WorkCover	786	442	(344)	(43.77%)
Superannuation	2,698	2,810	112	4.15%
Annual leave and long service leave	2,921	3,270	349	11.95%
Sick leave	236	104	(132)	(55.93%)
Total employee costs	31,404	32,438	1,034	3.29%

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 3.29% or \$1.03 million compared to 2018-19. This increase relates to projected annual enterprise agreement increases and movement between levels within wage bands.

5.1.7 Materials and services

	Budget 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Consultants	841	667	(174)	(20.70%)
Contract payments	7,092	7,511	419	5.90%
Information technology	1,147	1,411	264	23.07%
Insurance	709	767	58	8.16%
Legal services	311	220	(91)	(29.27%)
Repairs and maintenance	1,689	1,722	33	1.93%
Service level contributions	426	847	421	98.72%
Utility costs	2,225	2,311	87	3.90%
Materials	5,526	5,656	130	2.36%
Total materials and services	19,965	21,112	1,147	5.74%

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 5.74% or \$1.14 million compared to 2018-19.

The increase is related to the introduction of food organics to the waste service, adding \$0.40 million to the cost of delivering the waste service. The introduction of this service will reduce the volume of waste currently going to landfill. An increase in cost of software licence of \$0.26 million will be offset by efficiency gains and the reduced need for supporting hardware that is currently a cost to council. The increase in Service Level Agreements is the result of reclassifying these payments, there is a corresponding reduction in Note 5.1.8 against contributions. These increases have been partially offset by a decrease in the use of consultants and legal services.

5.1.8 Other expenses

	Budget	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Quarry royalties	126	89	(37)	(28.99%)
Food purchases	380	487	107	28.17%
Councillor allowances	310	314	4	1.16%
Other councillor expenses	42	42	0	0.00%
Bank fees	186	200	13	7.17%
Commission	1,138	1,100	(38)	(3.32%)
Contributions and community grants	906	448	(457)	(50.49%)
Marketing	155	153	(2)	(1.31%)
Advertising	160	139	(21)	(13.23%)
Protective clothing	85	86	1	1.00%
Memberships to associations	198	197	(1)	(0.53%)
Postage, stationery and subscriptions	553	541	(12)	(2.24%)
Licence fees	18	23	6	31.20%
Veterinary costs	166	181	15	100.00%
Other expenses	49	66	17	35.23%
Operating lease rentals and equipment hire	959	916	(44)	(4.57%)
Total other expenses	5,430	4,981	(449)	(8.27%)

Other expenses relate to a range of items including councillor allowances, contributions to community groups, community grants, advertising, insurances and food purchases for child care, animals housed at the animal shelter and aged care meals on wheels, veterinary expenses and other miscellaneous expenditure items. Other expenses are forecast to decrease by 8.27% or \$0.45 million compared to 2018-19. This is due to the reclassification of some items in contributions and community grants to Service Level Agreements. These are shown in Note 5.1.7. The decrease in this line is offset by an increase in Note 5.1.7 Service Level Agreements.

5.1.9 Depreciation

	Budget	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Property	3,637	3,411	(226)	-6.22%
Plant & equipment	2,533	2,495	(38)	-1.49%
Infrastructure	11,962	13,102	1,140	9.53%
Total depreciation and amortisation	18,132	19,008	876	4.83%

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 \$0.88 is due to the effect of assets related to the capital works program having a full year effect of depreciation.

The reduction in depreciation for property and plant and equipment is due to a number of items being fully depreciated but not being renewed at this time. This could be based on an assessment of the item and it being deemed not to need replacement as yet or it being replaced during the 2019-20 year with the full effect of the depreciation to be reflected in the 2020-21 year.

6. Balance sheet

6.1 Assets

Current assets (\$5.60 million decrease) and Non-current assets (\$11.80 million increase).

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$1.78 million during the year, this is dependent on when capital works are completed.

Trade and other receivables are monies owed to council by ratepayers and others. The balance is expected to increase by \$0.30 million over the budget period as capital grants are received.

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 \$12.6 million increase in this balance is attributable to the net result of the capital works.

6.2 Liabilities

Current liabilities (\$0.47 million increase) and Non-current liabilities (\$2.90 million increase)

Trade and other payables are those to whom council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2018-19 levels.

Provisions include accrued long service leave, annual leave and rostered days off 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 \$1.01 million over the year and to draw down new borrowings of \$3.80 million.

6.3 Equity

Equity (\$3.28 million increase)

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

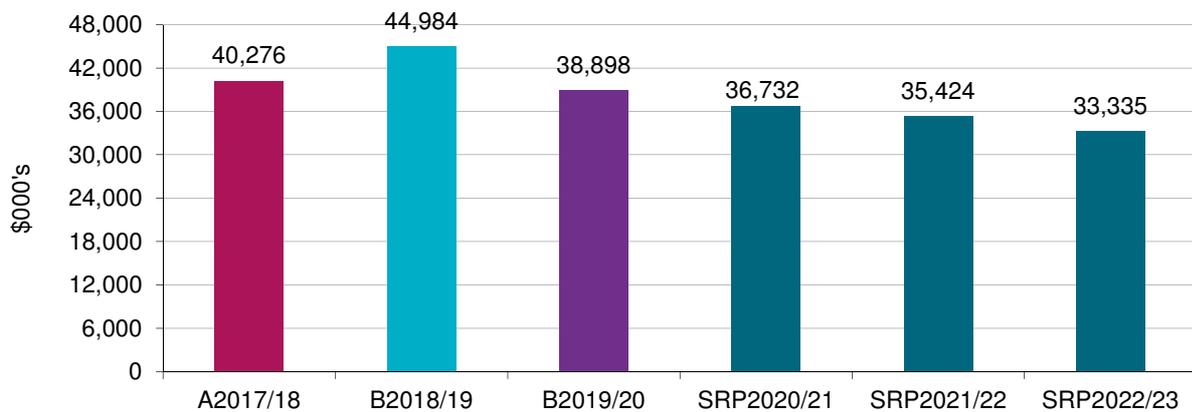
- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves that are funds that council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing 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 \$3.28 million increase in accumulated surplus results directly from the surplus for the year. The entire surplus is budgeted to fund the capital works program.

6.4 Working capital

Working capital (\$6.09 million decrease)

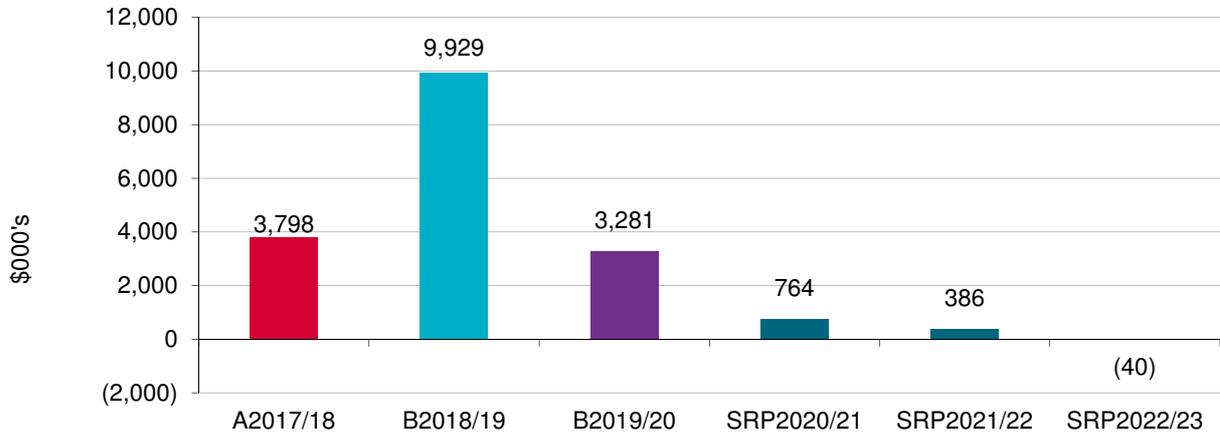
Working capital is the excess of current assets above current liabilities. This calculation recognises that although council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary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

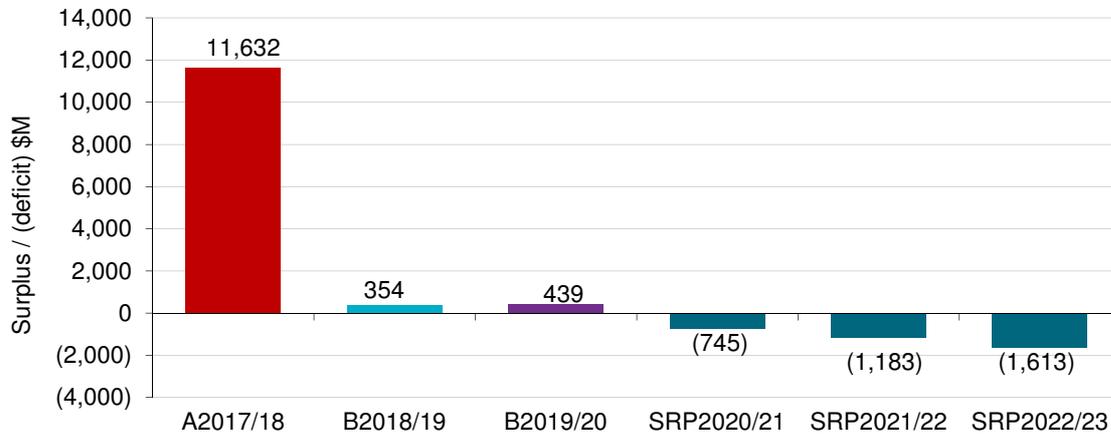
7.1 Operating result



The expected operating result for the 2019-20 year is a surplus of \$3.28 million, which is a decrease of \$6.64 million compared to 2018-19. The decrease is due to external funding for specific capital works projects being received in 2018-19, there will not be the same level of funds received in 2019-20, the projects funded in 2018-19 will be completed in the 2019 calendar year.

The adjusted underlying result, see Note 7.2, which excludes items such as non-recurrent capital grants and non-cash contributions is a budgeted to be a surplus of \$0.44 million. From this amount \$1.00 million surplus from waste services will be transferred to the waste reserve, leaving an operating deficit of \$0.56 million for the 2019-20 budget year.

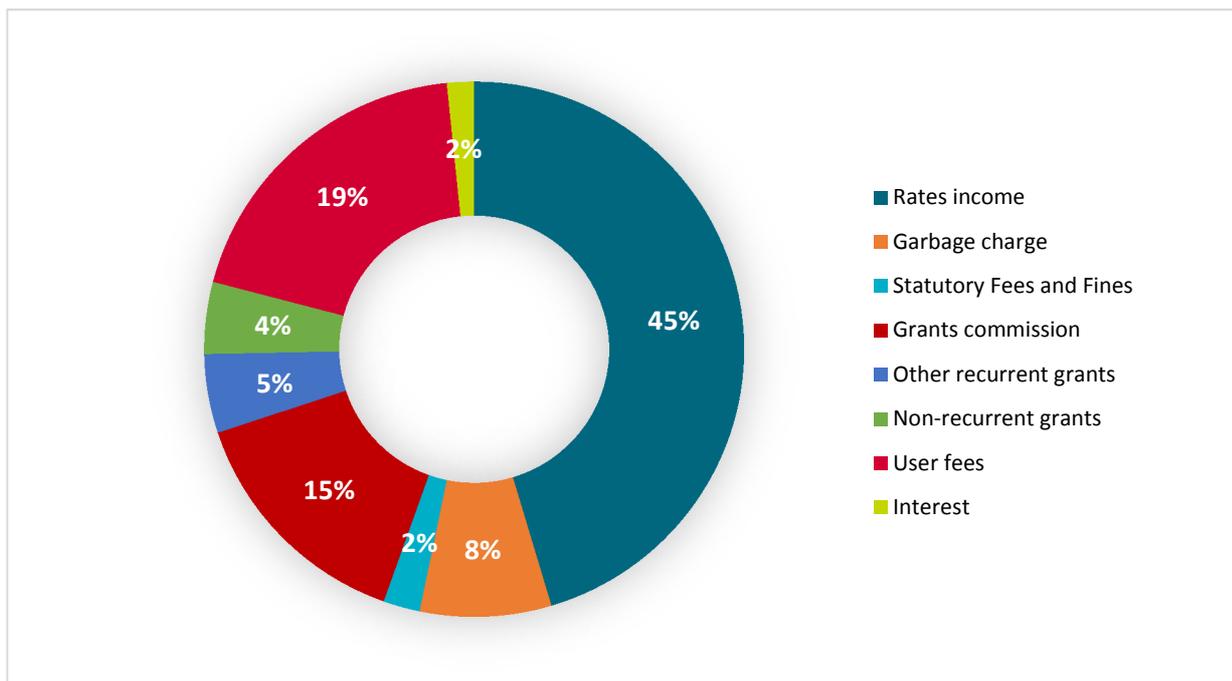
7.2 Adjusted underlying surplus



The adjusted underlying surplus calculation removes grant income received for capital purposes and one off income items such as the sale of assets. The adjusted underlying surplus is budgeted be a surplus of \$0.44 million in the 2019-20 year but will then trend to a deficit in the forecast period.

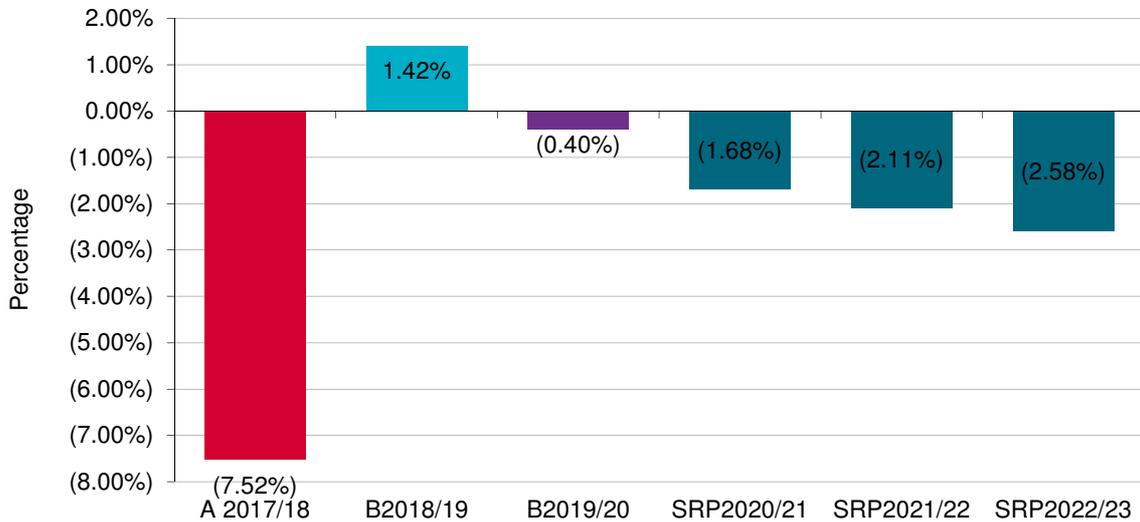
From the adjusted underlying surplus an amount \$1.00 million of waste services income will be transferred to the waste reserve, leaving an operating deficit of \$0.57 million for the 2019-20 budget year. The \$1.00 million is the surplus generated from waste service only and is transferred to the waste reserve to be used on waste related projects in coming years. These may be further remediation works on landfill sites or improvements to transfer stations.

7.3 Sources of income



The above graph shows all sources of income for the 2019-20 budget as a percentage of total income.

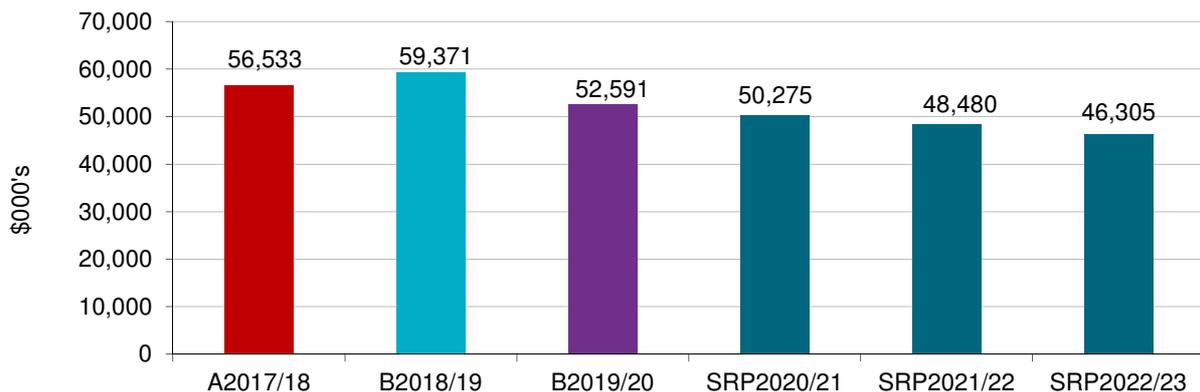
7.4 Financial sustainability



The Strategic Resource Plan for the years 2019-22 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 adjusted underlying result, which is a measure of financial sustainability, shows an operating deficit over the forward three-year period.

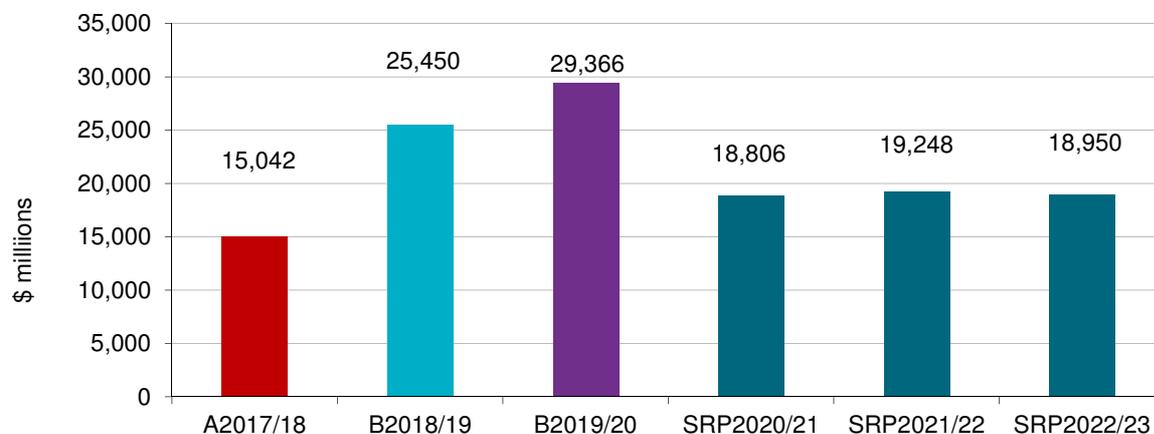
To continue to ensure ongoing financial sustainability, council will continue to review the services it delivers to the community as part of Service Planning program.

7.5 Cash and investments



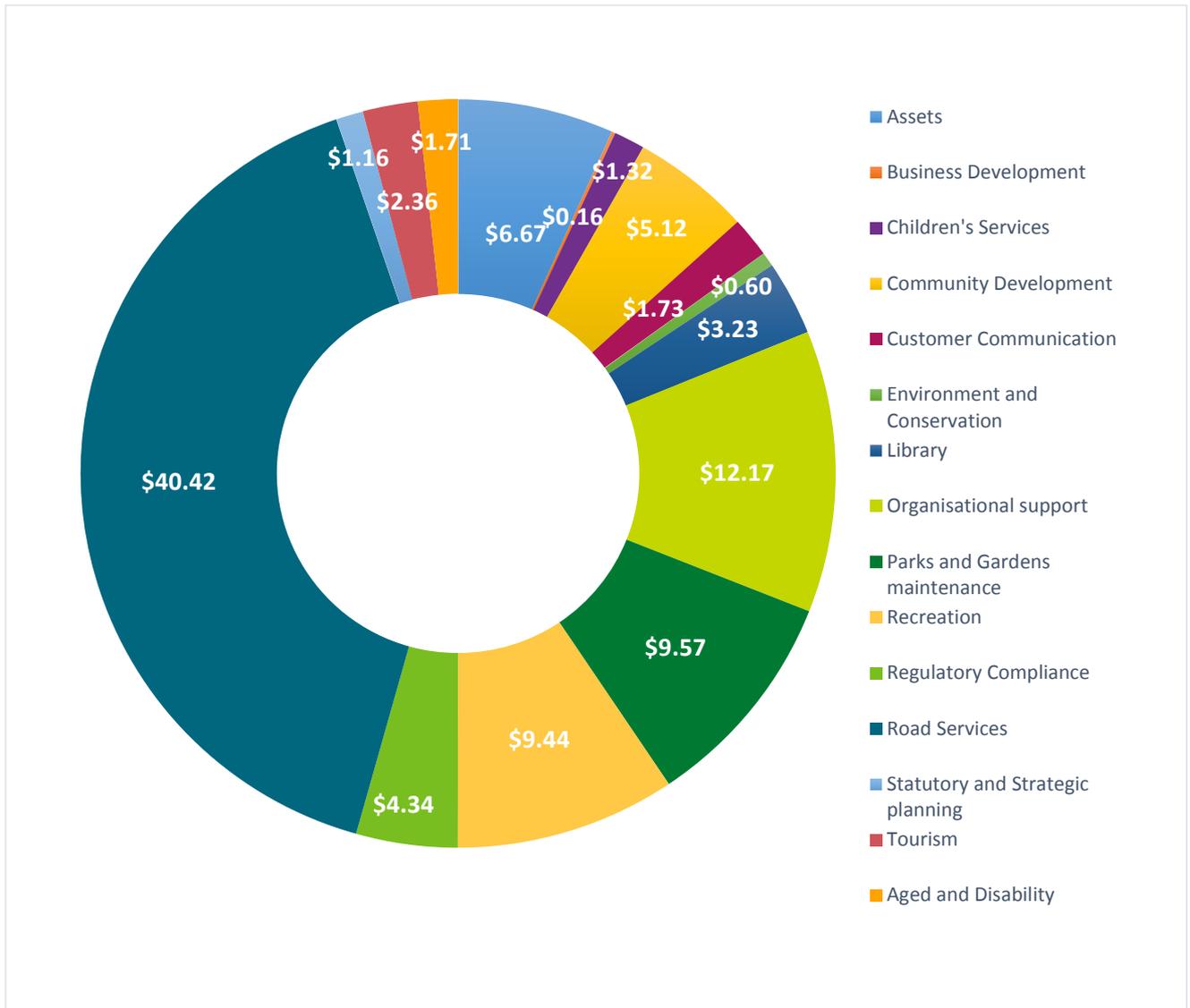
Cash and investments are expected to decrease by \$6.78 million during the year to \$52,591 million as at the 30 June 2020. This is due to funds being expended on the capital works program budgeted for in 2019-20 and carried over capital works from 2018-19 being completed. The cash and investments will then remain steady, in line with Council's Strategic Resource Plan.

7.6 Capital works



The capital works program for the 2019-20 year is expected to be \$29.37 million. This does not include \$8.85 million that relates to projects which will be carried forward from the 2018-19 year. The carried forward component is fully funded from the 2018-19 budget. Of the \$29.37 million of capital funding required, \$4.95 million will come from external grants, \$22.57 million from council cash, \$0.27 from contributions and \$1.60 million from borrowings.

7.7. Council expenditure allocation



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

8. Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019-20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

8.1 Summary

	Budget 2018-19 \$000	Budget 2019-20 \$000	Change	
			\$000	%
Property	1,231	3,500	2,269	1.84
Plant and equipment	2,156	2,266	110	0.05
Infrastructure	20,177	23,600	3,423	0.17
Total	23,564	29,366	5,802	0.25

	Project cost \$000	Asset expenditure			Funding sources				
		New \$000	Renewal \$000	Upgrade \$000	Grants \$000	Contributions \$000	Cash \$000	Borrowings \$000	Reserves \$000
Property	3,500	365	1,068	2,067	-	130	1,962	1,583	
Plant and equipment	2,266	-	2,266	-	-		329		1,937
Infrastructure	23,600	1,547	18,336	3,716	4,955	141	17,300		1,044
Total	29,366	1,913	21,669	5,783	4,955	271	19,591	1,583	2,981

8.2 New works

		Whole Project Cost (Inc CT)	Project Exp 19/20 (Less CT)	New	Asset Expenditure		Funding Sources				
					Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Capital - New Projects											
Infrastructure - Recreation, Leisure and Community Facilities											
PR-100085	Kyabram Breen Avenue Walking Cycle Trail - Construction	\$708,500	\$544,500	\$544,500					\$544,500		
PR-100088	Echuca Westwood Park Irrigation System and Plantings	\$134,500	\$112,000	\$100,800	\$11,200				\$112,000		
PR-100358	Echuca East Community Precinct Stage Two - Planning and Approvals	\$100,000	\$100,000		\$75,000	\$25,000			\$100,000		
PR-100087	Lockington Recreation Reserve Storage Facility	\$148,000	\$124,000	\$86,800	\$37,200		\$20,000		\$104,000		
			\$880,500	\$732,100	\$123,400	\$25,000	\$0	\$20,000	\$860,500	\$0	\$0
Property - Buildings											
PR-100171	Shire Energy Efficient Projects	\$117,000	\$90,000	\$90,000					\$90,000		
			\$90,000	\$90,000	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0
Total - Capital - New Projects			\$970,500	\$822,100	\$123,400	\$25,000	\$0	\$20,000	\$950,500	\$0	\$0

Budget 2019-20

		Whole Project Cost (Inc CT)	Project Exp 19/20 (Less CT)	Asset Expenditure			Funding Sources				
				New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Capital - Renewal											
Infrastructure - Aerodromes											
PR-100292	Echuca Aerodrome Air Ambulance Parking Apron Rehabilitation and Airside Infrastructure Investigations	\$286,000	\$240,500		\$120,250	\$120,250			\$240,500		
			\$240,500	\$0	\$120,250	\$120,250	\$0	\$0	\$240,500	\$0	\$0
Infrastructure - Bridges											
PR-100281	Shire Bridge Renewal	\$250,000	\$250,000		\$250,000			\$250,000			
PR-100289	Shire Bridge Barrier Renewal	\$701,500	\$539,500		\$539,500			\$539,500			
PR-100290	Gunbower Watson Bridge Renewal 2019 - 2021	\$613,000	\$215,000		\$215,000			\$215,000			
PR-100308	Milloo Falls Bridge Replacement	\$586,000	\$456,000		\$456,000			\$456,000			
PR-100309	Rushworth Groves Bridge Replacement 2019 - 2021	\$1,673,000	\$956,000		\$956,000			\$956,000			
PR-100312	Mitiamo Swamp Bridge Renewal 2019 - 2021	\$562,000	\$340,000		\$340,000			\$340,000			
PR-100317	Cornella McEvoy Crossing Bridge Renewal 2019 - 2021	\$390,000	\$70,000		\$70,000			\$70,000			
PR-100318	Gobarup Raglus Bridge Renewal 2019 - 2021	\$138,000	\$73,000		\$73,000			\$73,000			
PR-100319	Runnymede Grogan Crossing 2019 - 2021	\$135,000	\$67,500		\$67,500			\$67,500			
			\$2,967,000	\$0	\$2,967,000	\$0	\$0	\$2,967,000	\$0	\$0	
Infrastructure - Drainage											
PR-100260	Rochester Open Concrete Drain Renewal 2019 - 2022	\$2,185,000	\$950,000		\$950,000			\$950,000			
PR-100266	Shire Stormwater Pipe Renewal Program	\$175,000	\$175,000		\$175,000			\$175,000			
PR-100267	Shire Stormwater Pit Renewal Program	\$95,000	\$95,000		\$95,000			\$95,000			
PR-100268	Shire Culvert Renewal Program	\$130,000	\$130,000		\$130,000			\$130,000			
PR-100321	Rushworth Murchison Road Open Drain Renewal	\$777,000	\$597,500		\$597,500			\$597,500			
			\$1,947,500	\$0	\$1,947,500	\$0	\$0	\$1,947,500	\$0	\$0	
Infrastructure - Footpaths and Cycleways											
PR-100253	Shire Footpath Renewal Program	\$500,000	\$500,000		\$475,000	\$25,000		\$500,000			
			\$500,000	\$0	\$475,000	\$25,000	\$0	\$500,000	\$0	\$0	
Infrastructure - Other Infrastructure											
PR-100334	Shire Emergency Renewal	\$50,000	\$50,000		\$50,000			\$50,000			
PR-100336	Shire Minor Works Renewal	\$50,000	\$50,000		\$50,000			\$50,000			
PR-100337	Shire Project Scoping and Design for 2020-2021 Budget	\$200,000	\$200,000		\$200,000			\$200,000			
			\$300,000	\$0	\$300,000	\$0	\$0	\$300,000	\$0	\$0	

Budget 2019-20

			Asset Expenditure			Funding Sources				
	Whole Project Cost	Project Exp 19/20 (Less CT)	New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Capital - Renewal contd.										
Infrastructure - Parks, Open Space and Streetscapes										
PR-100352	Gunbower Kow Swamp Lions Park Demolition	\$55,000		\$50,000				\$50,000		
PR-100359	Shire Parks and Playgrounds Irrigation Renewal	\$100,000		\$100,000				\$100,000		
		\$150,000	\$0	\$150,000	\$0	\$0	\$0	\$150,000	\$0	\$0
Infrastructure - Recreation, Leisure and Community Facilities										
PR-100113	Echuca EWMAC Internal Building Renewals (Entry/Admin/Fitness/Gym Areas)	\$455,000		\$284,000	\$71,000			\$355,000		
PR-100329	Echuca Stadium Ventilation System	\$67,500		\$56,000				\$56,000		
PR-100356	Lockington and Colbinabbin Swimming Pool Repaint	\$61,500		\$51,000				\$51,000		
PR-100342	Echuca EWMAC Starting blocks	\$60,500		\$46,500				\$46,500		
		\$508,500	\$0	\$437,500	\$71,000	\$0	\$0	\$508,500	\$0	\$0
Property - Buildings										
PR-100018	Kyabram Plaza Theatre Roof Renewal	\$351,000		\$245,000			\$100,000	\$145,000		
PR-100224	Rushworth Hall Roof Renewal	\$131,000		\$109,000			\$10,000	\$99,000		
		\$354,000	\$0	\$354,000	\$0	\$0	\$110,000	\$244,000	\$0	\$0
Infrastructure - Roads										
PR-100165	Rushworth Streetscape Renewal 2017 - 2020	\$1,792,000		\$847,500				\$847,500		
PR-100208	Echuca Pine Street Road Rehabilitation	\$356,640		\$297,200				\$297,200		
PR-100252	Shire Kerb and Channel Renewal Program	\$1,500,000		\$1,425,000	\$75,000	\$500,000		\$1,000,000		
PR-100265	Echuca Annesley Street Urban Rehabilitation (McKinlay Rd to Eyre St)	\$646,000		\$546,500		\$498,500		\$48,000		
PR-100270	Echuca Jamieson Drive Urban Rehabilitation (McSwain Rd to Wearne Road)	\$248,895		\$194,895		\$190,000		\$4,895		
PR-100271	Gunbower Murray Valley Highway North Service Road Rehabilitation	\$293,355		\$236,355		\$228,000		\$8,355		
PR-100272	Corop Wanalta-Corop Road Rehabilitation	\$2,905,000		\$2,000,000	\$500,000	\$1,500,000		\$1,000,000		
PR-100273	Echuca Echuca-Nanneella Road Rehabilitation	\$201,500		\$158,500		\$158,500				
PR-100274	Barnadown Dalton Road Floodway Renewal	\$77,500		\$59,500	\$5,950			\$59,500		
PR-100278	Shire Gravel Resheeting Program	\$2,644,500		\$2,644,500		\$523,235		\$2,121,265		
PR-100280	Shire Sealed Road Unsealed Shoulder Resheeting Program	\$1,104,500		\$1,104,500				\$1,104,500		
PR-100279	Shire Sealed Road Resurfacing Program	\$1,544,500		\$1,544,500				\$1,544,500		
PR-100284	Shire Major Patches Road Rehabilitation Program	\$224,500		\$224,500				\$224,500		
PR-100341	Torrumbary Torrumbary Weir Road Safety Barrier Replacement	\$115,000		\$104,500				\$104,500		
PR-100344	Echuca Campaspe Esplanade Erosion Repairs	\$90,000		\$90,000				\$90,000		
		\$12,052,950	\$0	\$11,472,000	\$580,950	\$3,598,235	\$0	\$8,454,715	\$0	\$0

Budget 2019-20

		Whole Project Cost (Inc CT)	Project Exp 19/20 (Less CT)	Asset Expenditure			Funding Sources			
				New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings
Capital - Renewal contd.										
Plant and Equipment - Heritage Plant and Equipment										
PR-100345	Echuca Marine Vessels	\$216,000	\$184,000		\$184,000				\$184,000	
			\$184,000	\$0	\$184,000	\$0	\$0	\$0	\$184,000	\$0
Plant and Equipment - Library Books										
PR-100310	Library Book Purchases	\$145,000	\$145,000		\$145,000				\$145,000	
			\$145,000	\$0	\$145,000	\$0	\$0	\$0	\$145,000	\$0
Plant and Equipment - Plant, Machinery and Equipment										
PR-100324	Major Plant Replacement Program	\$1,549,900	\$1,549,900		\$1,549,900					\$1,549,900
PR-100325	Minor Plant Replacement Program	\$342,000	\$342,000		\$342,000					\$342,000
PR-100326	Misc Plant Replacement Program	\$45,000	\$45,000		\$45,000					\$45,000
			\$1,936,900	\$0	\$1,936,900	\$0	\$0	\$0	\$0	\$1,936,900
Total - Renewal Projects			\$21,286,350	\$0	\$20,489,150	\$797,200	\$3,598,235	\$110,000	\$15,641,215	\$0
Capital - Upgrade Projects										
Infrastructure - Drainage										
PR-100063	Kyabram McEwen Rd East/West Retardation Basins Upgrades 2018-2022	\$1,800,500	\$430,000		\$43,000	\$387,000			\$430,000	
PR-100115	Stormwater Pumps OHS Upgrade Program (3 Year Program) 2018-2021	\$322,500	\$107,500			\$107,500			\$107,500	
PR-100145	Stanhope Drainage Upgrade Design	\$68,000	\$68,000			\$68,000				\$68,000
PR-100283	Echuca Ash Street / High Street Drainage Upgrade 2019 - 2021	\$4,260,000	\$850,000		\$850,000				\$850,000	
			\$1,455,500	\$0	\$893,000	\$562,500	\$0	\$0	\$1,387,500	\$0
Infrastructure - Other Infrastructure										
PR-100314	Shire DDA Works	\$100,000	\$100,000			\$100,000				\$100,000
PR-100330	Echuca Holiday Park Front Entrance and Landscape Upgrade	\$591,000	\$454,500			\$454,500		\$50,000		\$404,500
PR-100335	Emergency New and Upgrade	\$50,000	\$50,000	\$25,000		\$25,000			\$50,000	
			\$604,500	\$25,000	\$0	\$579,500	\$0	\$50,000	\$50,000	\$0
Infrastructure - Recreation, Leisure and Community Facilities										
PR-100363	Healthy Heart Crossenvale	\$272,597	\$244,357			\$244,357	\$244,357			
PR-100306	Echuca EWMAC Plantroom and Chemical Delivery Design	\$70,000	\$60,000			\$60,000			\$60,000	
			\$304,357	\$0	\$0	\$304,357	\$244,357	\$0	\$60,000	\$0

Budget 2019-20

	Whole Project Cost (Inc CT)	Project Exp 19/20 (Less CT)	Asset Expenditure			Funding Sources					
			New	Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves	
Capital - Upgrade Projects cont.											
Infrastructure - Roads											
PR-100302	Kyabram Environment Centre Access Road Sealing Upgrade	\$131,500	\$101,000			\$101,000				\$101,000	
PR-100315	Echuca Unnamed Court off Mundarra Rd Urban Rehabilitation	\$221,500	\$189,500			\$189,500		\$100,500		\$89,000	
PR-100349	Toolleen Axedale Road Widening Upgrade Stage 2	\$840,000	\$765,000			\$765,000	\$500,000		\$265,000		
			\$1,055,500	\$0	\$0	\$1,055,500	\$500,000	\$100,500	\$265,000	\$0	\$190,000
Infrastructure - Waste Management											
PR-100285	Gunbower Landfill Cap Remediation and Retaining Wall Repairs	\$261,500	\$201,000			\$201,000				\$201,000	
PR-100286	Echuca Environment Centre Roadway Upgrade and Stairs Installation	\$105,000	\$80,500	\$24,150		\$56,350				\$80,500	
			\$281,500	\$24,150	\$0	\$257,350	\$0	\$0	\$0	\$0	\$281,500
Property - Buildings											
PR-100311	Campaspe Animal Shelter Facility Improvements	\$154,500	\$128,500			\$128,500		\$128,500			
PR-100323	Echuca Moama Arts Precinct Design	\$50,000	\$50,000		\$2,500	\$47,500		\$50,000			
PR-100340	Echuca EWMAC Ceiling Insulation Replacement and Upgrade	\$668,300	\$556,800	\$278,400	\$111,360	\$167,040		\$556,800			
PR-100177	Echuca Council Offices Extension	\$2,444,750	\$1,583,000			\$1,583,000			\$1,583,000		
PR-100332	Echuca Tolley's House - Air Conditioning & Paving	\$25,000	\$20,000			\$20,000		\$20,000			
			\$2,338,300	\$278,400	\$113,860	\$1,946,040	\$0	\$0	\$755,300	\$1,583,000	\$0
Property - Land Improvements											
PR-100168	Echuca Aquatic reserve/Onion Patch Year 2 Detailed Design and Approvals allocation	\$3,099,000	\$250,000	\$175,000	\$50,000	\$25,000		\$250,000			
			\$250,000	\$175,000	\$50,000	\$25,000	\$0	\$0	\$250,000	\$0	\$0
Total - Capital - Upgrade Projects			\$6,289,657	\$502,550	\$1,056,860	\$4,730,247	\$744,357	\$150,500	\$2,767,800	\$1,583,000	\$1,044,000

Budget 2019-20

		Whole Project Cost (Inc CT)	Project Exp 19/20 (Less CT)	New	Asset Expenditure		Funding Sources				
					Renewal	Upgrade	Grants	Contributions	Cash	Borrowings	Reserves
Grant Dependent Projects											
Infrastructure - Off Street Car Parks											
PR-100357	Echuca Campaspe Esplanade New Car Park	\$488,000	\$488,000	\$488,000			\$488,000				
			\$488,000	\$488,000	\$0	\$0	\$488,000	\$0	\$0	\$0	\$0
Infrastructure - Other Infrastructure											
PR-100109	Echuca Wharf Log Slip and Winch Restoration	\$155,148	\$141,044			\$141,044	\$124,118		\$31,030		
PR-100361	Capital Match Funding for Grant applications	\$200,000	\$200,000	\$100,000		\$100,000			\$200,000		
			\$341,044	\$100,000	\$0	\$241,044	\$124,118	\$0	\$231,030	\$0	\$0
			\$829,044	\$588,000	\$0	\$241,044	\$612,118	\$0	\$231,030	\$0	\$0
Sub Total - Recommended Works Direct Funded (excluding contingencies)			\$29,375,551	\$1,912,650	\$21,669,410	\$5,793,491	\$4,954,710	\$280,500	\$19,590,545	\$1,583,000	\$2,980,900
Contingency Total			\$4,177,764	\$213,500	\$2,627,440	\$1,336,824					
Contingency Requested			\$3,126,788	\$213,500	\$1,576,464	\$1,336,824	\$202,824		\$2,473,964	\$302,500	\$147,500
Total - Recommended Works Direct Funded			\$32,502,339	\$2,126,150	\$23,245,874	\$7,130,315	\$5,157,534	\$280,500	\$22,064,509	\$1,885,500	\$3,128,400

8.3 Works carried forward from the 2018-19 year

		Whole Project Cost (Inc CT)	Project Exp 19/20	New	Asset Expenditure			Funding Sources				
					Renewal	Upgrade	Expansion	Grants	Contributions	Cash	Borrowings	Reserves
Carry Over Projects												
Infrastructure - Aerodromes												
PR-100093	Echuca Aerodrome Renewal Works	\$100,000	\$65,000		\$65,000					\$65,000		
			\$65,000	\$0	\$65,000	\$0	\$0	\$0	\$0	\$65,000	\$0	\$0
Infrastructure - Bridges												
PR-100069	Bridge Renewal Program	\$746,000	\$400,000		\$400,000				\$0	\$400,000		
PR-100098	Fox Island Bridge Renewal	\$2,990,000	\$650,000	\$260,000	\$390,000					\$650,000		
			\$1,050,000	\$260,000	\$790,000	\$0	\$0	\$0	\$0	\$1,050,000	\$0	\$0
Infrastructure - Drainage												
PR-100095	Echuca McKenzie Road Outfall Construction	\$768,287	\$500,000	\$500,000								\$500,000
PR-100063	Kyabram McEwen Road East and West Retardation Basins	\$1,800,500	\$450,000		\$45,000	\$405,000				\$450,000		
			\$950,000	\$500,000	\$45,000	\$405,000	\$0	\$0	\$0	\$450,000	\$0	\$500,000
Infrastructure - Other Infrastructure												
PR-100006	Echuca Riverfront Development	\$4,900,000	\$2,900,000	\$2,320,000	\$290,000	\$290,000		\$2,900,000				
PR-100172	Echuca Murray Esplanade Retaining Wall	\$1,207,500	\$915,000		\$274,500	\$640,500					\$915,000	
			\$3,815,000	\$2,320,000	\$564,500	\$930,500	\$0	\$2,900,000	\$0	\$0	\$915,000	\$0
Infrastructure - Recreation, Leisure and Community Facilities												
PR-100080	Echuca East Community Precinct Stage One - DETAILED DESIGN	\$183,000	\$125,000		\$87,500	\$37,500						\$125,000
PR-100200	Rochester Netball Club Lights	\$167,000	\$200,000	\$100,000		\$100,000	\$0	\$100,000	\$21,000			\$79,000
			\$325,000	\$100,000	\$87,500	\$137,500	\$0	\$100,000	\$21,000	\$0	\$0	\$204,000
Infrastructure - Roads												
PR-100122	Echuca Francis St/Service St Roundabout Urban Rehabilitation Renewal	\$215,000	\$150,000		\$150,000					\$150,000		
PR-100125	Echuca, Annesley Street / Anstruther Street Intersection Rehabilitation	\$494,500	\$380,000	\$38,000	\$323,000	\$19,000				\$380,000		
PR-100190	Toolleen, Toolleen Axedale Road Widening	\$612,000	\$500,000			\$500,000		\$408,000		\$92,000		
PR-100165	Rushworth Streetscape Renewal	\$1,792,000	\$550,000		\$550,000					\$550,000		
			\$1,580,000	\$38,000	\$1,023,000	\$519,000	\$0	\$408,000	\$0	\$1,172,000	\$0	\$0
Carry Over Projects												
Plant and Equipment - Plant, Machinery and Equipment												
PR-100144	Major Plant Replacement Program 2018/19	\$665,000	\$840,000		\$840,000							\$840,000
			\$840,000	\$0	\$840,000	\$0	\$0	\$0	\$0	\$0	\$0	\$840,000
Property - Land Improvements												
PR-100168	Echuca, Aquatic Reserve/Onion Patch DETAILED DESIGN	\$260,000	\$200,000	\$0	\$40,000	\$20,000	\$140,000	\$150,000				\$50,000
			\$200,000	\$0	\$40,000	\$20,000	\$140,000	\$150,000	\$0	\$0	\$0	\$50,000
Sub Total - Carry Over Projects			\$8,825,000	\$3,218,000	\$3,455,000	\$2,012,000	\$140,000	\$3,558,000	\$21,000	\$2,737,000	\$915,000	\$1,594,000
Carry Over Contingency Total			\$1,285,000		\$786,500	\$342,500	\$156,000					
Carry Over Contingency Requested			\$1,098,900		\$471,900	\$342,500	\$156,000	\$128,500		\$670,400	\$192,500	\$107,500
Total - Carry over projects plus contingency			\$9,923,900		\$4,713,400	\$2,701,000	\$452,000	\$486,500	\$21,000	\$3,407,400	\$1,107,500	\$1,701,500

9. Financial Principles

Introduction

These principles were adopted by Council on 14 February 2019 to guide decision making when considering the budget, service funding and the financial sustainability of council balanced with community needs.

Principles

- Council to effectively and efficiently use its resources to deliver the best outcomes for the community whilst ensuring ongoing future financial sustainability.
- Council to maintain an operating surplus over a four year period (current year and three forward years).
- Council to meet 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 where there is a demonstrated benefit to future generations and council has the capacity to service the debt.
- Council seek a balance between service delivery and a cost recovery model having regard to capacity to pay.
- Council to 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.

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.

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

Fee listed is GST exclusive and will be levied at this rate

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Animal and Local Laws services				
Animal Registration fees				
Whole animal	#	\$138.00	\$141.00	2.2%
Sterilised animal	#	\$46.00	\$47.00	2.2%
Concession whole animal	#	\$69.00	\$70.50	2.2%
Concession sterilised animal	#	\$23.00	\$23.50	2.2%
Registration of domestic animal business	#	\$230.00	\$235.00	2.2%
Registration Fee for Foster Carer as per S68H(1) DAA	#	\$0.00	\$60.00	0.0%
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	#	\$0.00	\$8.00	0.0%
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	#	\$0.00	\$8.00	0.0%
Parking fees				
3 month parking permits		\$200.00	\$200.00	0.0%
12 month Nish & High street car parking permit option		\$800.00	\$800.00	0.0%
Off street parking per hour		\$1.20	\$1.30	8.3%
On street meter parking per hour		\$1.40	\$1.50	7.1%
Parking infringements - Road Safety Act Section 87(4)		\$70.00	\$75.00	7.1%
Local Laws charges				
Grazing permit - 3 months	#	\$72.00	\$74.00	2.8%
Street furniture - per setting (table and 4 chairs)	#	\$148.00	\$150.00	1.4%
A Boards (per board)	#	\$88.00	\$89.90	2.2%
Goods for sale permit	#	\$148.00	\$150.00	1.4%
Release of Impounded goods - sign	#	\$62.00	\$64.00	3.2%
Release of Impounded goods - general goods	#	\$118.00	\$120.00	1.7%
Inspection of Animal register not more than two animals	#	\$7.00	\$7.50	7.1%
Issue a certificate from domestic animal register, not more than two animals	#	\$12.50	\$13.00	4.0%
Street trading delineation marker - each	#	\$2.00	\$2.00	
Street trading delineation marker - installation per premise	#	\$50.00	\$50.00	
Livestock Impoundment Fees				
Impoundment fees (max per head)		\$55.00	\$56.10	2.0%
Ranger fee (per hour)		\$68.00	\$69.40	2.1%
Feed costs		at cost	at cost	NA
Transport costs		at cost	at cost	NA
RFID tags (per head)		\$20.50	\$21.00	2.4%
Use of Council Stock crate (per transport)		\$65.00	\$66.40	2.2%
Small cattle up to yearling (per head)		\$12.50	\$12.80	2.4%
Grown cattle (per head)		\$19.00	\$19.40	2.1%
Domestic Impoundment Fees				
Surrendered Dog Desexed - Outside of the Shire of Campaspe		\$450.00	\$455.00	1.1%
Surrendered Dog Non Desexed - Outside Shire of Campaspe		\$540.00	\$545.00	0.9%
Surrendered Cat Desexed - Outside of the Shire of Campaspe		\$400.00	\$405.00	1.3%
Surrendered Cat Non Desexed - Outside Shire of Campaspe		\$495.00	\$500.00	1.0%
Campaspe Animal Shelter charges				
Adoption Fees				
Adult dog	#	\$355.00	\$360.00	1.4%
Senior dog 7 years +	#	\$177.00	\$180.00	1.7%
Puppy	#	\$455.00	\$456.00	0.2%
Adult Cat	#	\$100.00	\$103.00	3.0%
Senior cat 7 years +	#	\$50.00	\$51.00	2.0%
Kitten	#	\$160.00	\$165.00	3.1%
Reclaim Fees				
1st day impound	#	\$54.00	\$55.00	1.9%
Additional days	#	\$32.00	\$33.00	3.1%
Surrender Fees				
Surrender Fees- Canine (within Shire)	#	\$44.00	\$45.00	2.3%
Surrender Fees - Feline (within Shire)	#	\$24.00	\$25.00	4.2%
Microchip Fee - Impounded animal				
Microchip Fee - Private animal	#	\$30.00	\$31.00	3.3%
# Fee listed is GST exclusive and will be levied at this rate				

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase	
Building and Planning Fees					
Building Approval Fees					
Domestic Works		by quotation	by quotation		
Commercial Works		by quotation	by quotation		
Other Services					
Non-mandatory inspection and addition re-inspection fees		\$220.00	\$230.00	4.5%	
Amendment of a domestic building permit		\$255.00	\$265.00	3.9%	
Amendment of commercial/industrial building permit		\$370.00	\$380.00	2.7%	
Extension of a current domestic building permit		\$300.00	\$310.00	3.3%	
Extension of a current commercial/industrial building permit		\$300.00	\$310.00	3.3%	
Domestic demolition permit Class 1, 2 and 10 buildings		\$660.00	\$680.00	3.0%	
Commercial/industrial demolition permit (minor)		\$660.00	\$680.00	3.0%	
Commercial/industrial demolition permit (major)		\$1,000.00	\$1,050.00	5.0%	
Building Control					
Municipal Building Surveyor (MBS) Approvals					
Occupancy Permits (POPES) free entry events		\$330.00	\$340.00	3.0%	
Temporary Occupancy Permits (TOP) free entry events (marquees, stages) single structure, multiple by quotation)		\$65.00	\$70.00	7.7%	
Occupancy Permits (POPES) pay for entry one-off events			\$750.00		
Occupancy Permits (POPES) pay for entry events (3 year permit)		\$1,200.00	\$1,500.00	25.0%	
Temporary Occupancy Permits (TOP) pay for entry events		\$130.00	\$140.00	7.7%	
Modification Class 2 - 9		\$350.00	\$360.00	2.9%	
Owner Builders Defect Report (Sheds & Pools Only)		\$450.00	\$464.00	3.1%	
Retrieval of Council permit file from archives		\$115.00	\$118.00	2.6%	
Red Line Plan & Report - liquor licence		\$450.00	\$464.00	3.1%	
Building over easements		\$325.00	\$335.00	3.1%	
Swimming Pool Report/Audit		\$230.00	\$250.00	8.7%	
Hourly rates					
Referrals for reporting authority consents (CFA, heritage, water authority, preparation of protection notices or any other building Notice of Orders - MBS)		\$280.00	\$290.00	3.6%	
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.		\$280.00	\$290.00	3.6%	
Illegal Building Works					
Commercial/Industrial illegal building work or work without a building permit (2 times commercial building approval fee as a minimum)		x 2	based on value of works		
Domestic illegal building work or work without a building permit (2 times building approval fee as a minimum)		x 2	based on value of works		
Planning					
Extension of time to a permit		\$150.00	\$170.00	13.3%	
Second extension of time to a permit		\$300.00	\$350.00	16.7%	
Secondary consent under a permit		\$160.00	\$170.00	6.3%	
Public Notice					
Standard administration fee		\$45.00	\$50.00	11.1%	
Advertising Signage		\$45.00	\$50.00	11.1%	
Cost per letter sent		\$8.70	\$8.95	2.9%	
Newspaper advertisement		at cost	at cost		
Aged and Disability Services					
HACC PYP (Home and Community Care Program for Younger Persons - under 65)					
Domestic Assistance - In home per hour					
Annual Gross Income \$0 - \$25,920	Low	#	\$6.28	\$6.32	0.6%
\$25,921 - \$57,945	Med	#	\$15.50	\$15.80	1.9%
\$57,946+	High	#	\$39.50	\$48.40	22.5%
# Fee listed is GST exclusive and will be levied at this rate					

SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
<u>Aged and Disability Services Cont.</u>				
Personal Care - In home per hour				
\$0 - \$25,920	Low	# \$4.56	\$4.68	2.6%
\$25,921 - \$57,945	Med	# \$9.10	\$9.50	4.4%
\$57,946+	High	# \$41.40	\$47.40	14.5%
Foot Care				
Foot care HACC session fee		# \$7.60	\$8.00	5.3%
Foot care kit - HACC client		# \$75.00	\$80.00	6.7%
Respite Care - In home per hour				
\$0 - \$25,920	Low	# \$4.50	\$4.50	0.0%
\$25,921 - \$57,945	Med	# \$5.70	\$5.70	0.0%
\$57,946+	High	# \$39.50	\$47.40	20.0%
Property maintenance per hour				
\$0 - \$25,920	Low	# \$12.40	\$14.20	14.5%
\$25,921 - \$57,945	Med	# \$19.30	\$19.60	1.6%
\$57,946+	High	# \$48.70	\$49.70	2.1%
Lawn Mowing		# \$21.90	\$23.50	7.3%
Planned Activity Groups (PAG)				
HACC fee (core/high)		# \$17.70	\$19.50	10.2%
Transport per day - long trip		\$6.13	\$6.33	3.3%
Transport per day - short trip		\$2.55	\$2.63	3.1%
Strength and balance fees	#	\$5.15	\$5.50	6.8%
HACC physiotherapist assessment fee	#	\$10.50	\$10.82	3.0%
Delivered Meals				
Delivered meals (Shire wide)	#	\$9.30	\$9.40	1.1%
<u>CHSP (Commonwealth Home Support Program - over 65)</u>				
Domestic Assistance - In home per hour				
CHSP Low	#	\$8.20	\$9.50	15.9%
CSHP Med	#	\$16.35	\$16.60	1.5%
CSHP High	#	\$39.50	\$40.20	1.8%
Personal Care - In home per hour				
CHSP Low	#	\$8.20	\$9.50	15.9%
CSHP Med	#	\$9.30	\$11.40	22.6%
CSHP High	#	\$41.40	\$42.00	1.4%
Respite Care - In home per hour				
CHSP Low	#	\$8.20	\$9.50	15.9%
CSHP Med	#	\$10.22	\$12.50	22.3%
CSHP High	#	\$39.50	\$40.20	1.8%
Property maintenance per hour				
CHSP Low	#	\$13.30	\$14.20	6.8%
CSHP Med	#	\$20.44	\$20.80	1.8%
CSHP High	#	\$49.80	\$50.70	1.8%
CSHP Lawn Mowing	#	\$22.90	\$23.50	2.6%
Planned Activity Groups (PAG)				
CHSP fee	#	\$18.90	\$19.50	3.2%
Transport per day - long trip		\$6.13	\$6.33	3.3%
Transport per day - short trip		\$2.55	\$2.63	3.1%
Strength and balance fees	#	\$5.15	\$5.50	6.8%
Physiotherapist assessment fee	#	\$10.50	\$10.82	3.0%
Delivered Meals				
CHSP		\$11.25	\$11.50	2.2%
<u>Brokerage Rates - General Home Care, Personal Care, Respite Care.</u>				
Planned Activity Groups & Property Maintenance				
Overnight respite care		\$195.69	\$203.50	4.0%
Core hours 7.30am - 7.30pm Mon - Fri		\$54.12	\$55.88	3.3%
Out of hours		\$62.82	\$82.50	31.3%
Lawn Mowing		\$63.14	\$65.00	2.9%
Property Maintenance/Modification plus materials at cost			\$58.96	
PAG Brokerage fee (core/high)		\$42.02	\$52.80	25.7%
# Fee listed is GST exclusive and will be levied at this rate				

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
<u>Aged and Disability Services continued</u>			
PAG Transport per day - long trip	\$6.13	\$6.33	3.3%
PAG Transport per day - short trip	\$2.55	\$2.63	3.1%
Brokerage Strength and balance fees		\$10.00	
Brokerage Physio fee	\$124.30	\$125.00	0.6%
Club meals	\$15.80	\$16.40	3.8%
Brokerage meals	\$17.45	\$18.04	3.4%
<u>Hall Hire</u>			
Seniors Hall Hire Not for profit organisation (Government funded), per hour		\$15.00	
Seniors Hall Hire Community organisation (non Government funding), per hour		\$10.00	
<u>Transport</u>			
Melbourne from all locations (maximum) #	\$110.00	\$115.00	4.5%
Bendigo from all locations (maximum) #	\$55.00	\$57.00	3.6%
Shepparton from all locations (maximum) #	\$45.00	\$47.00	4.4%
Other destinations at cost recovery (depending on length of trip)			
<u>Children's Services Fees</u>			
<u>Child Care</u>			
Rochester Child Care - daily rate #	\$93.00	\$95.00	2.2%
Rochester Child Care - hourly rate (max 3 hour session) when available #	\$15.00	\$15.00	
Campaspe Child Care - daily rate #	\$110.00	\$115.00	4.5%
<u>Preschools</u>			
Enrolment Fee	\$27.00	\$27.00	
<u>Library Services Fees</u>			
<u>Library fees</u>			
Library bags	\$1.20	\$1.20	
Replacement card	\$4.40	\$4.50	2.3%
Item replacement processing charge	\$18.00	\$18.00	
Temporary membership (refundable)	\$60.00	\$60.00	
Bud Earphones	\$3.50	\$3.50	
<u>Photocopying & Printing</u>			
A4 black & white per page	\$0.40	\$0.20	(50.0%)
A3 black & white per page		\$0.30	
A4 colour per page		\$0.50	
A3 colour per page		\$0.80	
<u>Library Fines</u>			
Fine - per item per day	\$0.50	\$0.55	10.0%
DVDs - per item per day	\$2.50	\$2.60	4.0%
<u>Library Loan Requests</u>			
Inter library loans from public libraries	\$4.20	\$4.20	0.0%
Inter library loans from tertiary libraries	\$20.00	\$20.00	0.0%
<u>Hire of library meeting rooms</u>			
Commercial operator, per hour	\$37.80	\$39.00	3.2%
Not for profit organisation (Government funded), per hour	\$16.90	\$17.50	3.6%
Community organisation (non Government funding), per hour	\$11.80	\$12.20	3.4%
After hours bookings access card (refundable)	\$30.00	\$30.00	0.0%
<u>Waste Services</u>			
<u>Clean Tyres - disposal</u>			
Car	\$4.00	\$4.00	0.0%
Light Truck	\$7.00	\$7.00	0.0%
Truck	\$14.00	\$14.00	0.0%
Super Single	\$44.00	\$44.00	0.0%
Tractor small (up to 1.0 metre diameter)	\$88.00	\$88.00	0.0%
Tractor Large (1.0 - 2.0 metres diameter)	\$146.00	\$146.00	0.0%
Motorcycle	\$4.00	\$4.00	0.0%
Earthmover small (up to 1.0 metre diameter)	\$123.00	\$123.00	0.0%
Earthmover medium (up to 1.0 - 1.5 metres diameter)	\$230.00	\$230.00	0.0%
Earthmover large (up to 1.5 - 2 metres diameter)	\$460.00	\$460.00	0.0%
# Fee listed is GST exclusive and will be levied at this rate			

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)		2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Waste Services cont.				
Contaminated Tyres (dirt and/or rock inside tyre) disposal				
Car		\$11.00	\$11.00	0.0%
Light Truck		\$23.00	\$23.00	0.0%
Truck		\$44.00	\$44.00	0.0%
Super Single		\$88.00	\$88.00	0.0%
Tractor small (up to 1.0 metre diameter)		\$285.00	\$285.00	0.0%
Tractor Large (1.0 - 2.0 metres diameter)		\$475.00	\$475.00	0.0%
Motorcycle		\$10.00	\$10.00	0.0%
Earthmover small (up to 1.0 metre diameter)		\$400.00	\$400.00	0.0%
Earthmover medium (up to 1.0 - 1.5 metres diameter)		\$730.00	\$730.00	0.0%
Earthmover large (up to 1.5 - 2 metres diameter)		\$1,460.00	\$1,460.00	0.0%
Transfer station fees				
Transfer station charges - per cubic metre (general waste)		\$37.00	\$38.00	2.7%
Transfer station charges - per cubic metre (garden organic waste)		\$15.00	\$16.00	6.7%
Refrigerators , Air Conditioners - degassing charge		\$19.00	\$19.00	0.0%
Mattresses - single		\$12.00	\$12.00	0.0%
Mattresses - double, queen, king		\$17.00	\$17.00	0.0%
Clean fill soil - per cubic metre (Echuca and Mt Scobie only)		\$20.00	\$20.00	0.0%
Concrete/brick tipping per cubic metre (Echuca and Mt Scobie only)		\$24.00	\$24.50	2.1%
Kerbside Waste, Recycling, Food and Garden Services				
Waste Services				
Residential - per year - 80 litre 1 bin - without food and garden bin	#	\$214.30	\$230.00	7.3%
Residential - per year - 80 litre 1 bin - with food and garden bin	#	\$214.30	\$210.00	(2.0%)
Rural - per year - 80 litre 1 bin - food and garden bin not available	#	\$214.30	\$220.70	3.0%
Residential - per year - 140 litre 1 bin - without food and garden bin	#	\$269.75	\$290.00	7.5%
Residential - per year - 140 litre 1 bin - with food and garden bin	#	\$269.75	\$265.00	(1.8%)
Rural - per year - 140 litre 1 bin - food and garden bin not available	#	\$269.75	\$277.80	3.0%
Residential - per year - 240 litre 1 bin (6 or more in the family) - without food and garden bin	#	\$455.30	\$481.84	5.8%
Residential - per year - 240 litre 1 bin (6 or more in the family) - with food and garden bin	#	\$455.30	\$450.00	(1.2%)
Rural - per year - 240 litre 1 bin - food and garden bin not available	#	\$455.30	\$468.96	3.0%
Residential - per year - 240 litre 1 bin (medical condition) - without food and garden bin	#	\$269.75	\$290.00	7.5%
Residential - per year - 240 litre 1 bin (medical condition) - with food and garden bin	#	\$269.75	\$265.00	(1.8%)
Commercial/Industrial - per year - 80 litre - food and garden bin available		\$235.80	\$242.87	3.0%
Commercial/Industrial - per year - 140 litre - food and garden bin available		\$296.80	\$305.70	3.0%
Commercial/Industrial - per year - 240 litre - food and garden bin available		\$500.80	\$515.82	3.0%
Recycling Services				
Residential - per year - 140 litre (elderly residents & units/flats)	#	\$59.60	\$61.40	3.0%
Residential - per year - 240 litre	#	\$59.60	\$61.40	3.0%
Residential - per year - 360 litre	#	\$59.60	\$61.40	3.0%
Commercial/Industrial - per year - 240 litre		\$65.55	\$67.54	3.0%
Commercial/Industrial - per year - 360 litre		\$65.55	\$67.54	3.0%
Food and Garden Waste Service				
Food and Garden Waste Residential - 240 litre	#	\$53.30	\$54.90	3.0%
Food and Garden Waste Commercial - 240 litre		\$58.65	\$60.40	3.0%
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.		\$462.00	\$476.00	3.0%
Class 2A - Premises that are preparing high risk foods and require a third party audit such as manufacturers.		\$462.00	\$476.00	3.0%
Class 2B - Premises preparing and serving high risk foods including cafes, restaurants		\$528.00	\$544.00	3.0%
Class 2C - Premises preparing and serving high risk foods on a reduced scale such motels with cooked breakfasts		\$361.00	\$372.00	3.0%
Class 2D - Community groups serving high risk foods		\$65.50	\$67.00	2.3%
Class 2E - Businesses preparing and serving high risk foods from a temporary food premises and that already have a fixed registration.		\$65.50	\$67.00	2.3%
# Fee listed is GST exclusive and will be levied at this rate				

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Health Services Cont.			
Class 3A - Premises that are preparing and serving medium risk foods, high risk prepackaged foods or low risk unpackaged foods including wineries, water carters and service stations.	\$323.00	\$332.00	2.8%
Class 3B - Premises that are serving high risk prepackaged foods or low risk unpackaged foods on a reduced scale such as motels serving continental breakfasts.	\$227.00	\$234.00	3.1%
Class 3C- Community groups serving high risk prepackaged foods and low risk unpackaged foods	\$65.50	\$67.00	2.3%
Class 3D - Businesses preparing and serving high risk prepackaged foods or low risk unpackaged foods from a temporary food premises and that already have a fixed registration.	\$65.50	\$67.00	2.3%
Food Act transfers - change of ownership of premises registered under the Food Act	\$229.00	\$236.00	3.1%
Additional inspection of non compliant class 1 & 2 premises - charged to premises that require more than 2 follow up inspections due to non compliances.	\$142.00	\$146.00	2.8%
Additional inspection of non compliant class 3 premises - charged to premises that require more than 2 follow up inspections due to non compliances.	\$106.00	\$109.00	2.8%
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	\$110.50	\$114.00	3.2%
Additional Food Samples -charged to premises following 2 failed food samples when further samples are required.	\$123.00	\$127.00	3.3%
New Food Business Fee - annual registration fee plus 50%			
Inspection report request (outside registered premises)	\$155.00	\$160.00	3.2%
Other Health Act Registration fees			
Accommodation premises -large - fee for accommodation premises that have more than 5 bedrooms such as hotels, motels	\$255.00	\$263.00	3.1%
Accommodation premises - small - fee for accommodation premises that have less than 5 bedrooms such as bed & breakfast	\$166.00	\$171.00	3.0%
Health Act premises (tattooist, hairdressers, skin penetration)	\$142.00	\$146.00	2.8%
Health Act premises Transfer - change of ownership of a registered premises under the Public Health and Wellbeing Act	\$69.00	\$71.00	2.9%
Accommodation Transfer - change of ownership of an accommodation premises under the Public Health and Wellbeing Act	\$160.00	\$165.00	3.1%
Septic Tank Fees - New	\$383.00	\$395.00	3.1%
Septic Tank Fees - Alterations	\$280.00	\$288.00	2.9%
Additional Inspection fee	\$155.00	\$160.00	3.2%
Re-issue permit fee	\$80.00	\$82.00	2.5%
Building referral report	\$63.50	\$65.00	2.4%
Building referral inspection	\$129.00	\$133.00	3.1%
Immunisation Services			
Flu Vaccinations	\$30.00	\$30.00	0.0%
IPV Polio	\$65.00	\$72.00	10.8%
Varicella (Chicken Pox)	\$76.00	\$78.00	2.6%
Hepatitis A	\$84.00	\$84.00	0.0%
Hepatitis B	\$36.00	\$38.00	5.6%
Hepatitis A/B	\$94.00	\$94.00	0.0%
Boostrix	\$49.00	\$50.00	2.0%
Measles/Mumps/Rubella	\$49.00	\$50.00	2.0%
Adult Meningococcal	\$94.00	\$100.00	6.4%
Gardasil	\$157.00	\$208.00	32.5%
Shingles Zoster (free for 70-79 year old's, anyone else can purchase at cost.)	\$246.00	\$246.00	0.0%
Quarries			
Mt Scobie Quarry (price per tonne)			
75mm road base	\$11.65	\$12.00	3.0%
40mm road base	\$14.95	\$15.40	3.0%
20mm road base	\$16.35	\$16.85	3.1%
16mm road base	\$18.85	\$19.40	2.9%
Spalls	\$11.55	\$11.90	3.0%
200mm spalls	\$15.65	\$16.10	2.9%
40mm crushed rock	\$14.30	\$14.75	3.1%
20mm crushed rock	\$14.30	\$14.75	3.1%
Filling	\$9.60	\$9.90	3.1%
20mm scalping's	\$10.15	\$10.45	3.0%
Receipt of clean waste concrete	\$19.95	\$20.55	3.0%

Budget 2019-20

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Quarries cont.			
Crushed concrete resale (price per tonne)			
20mm single sized aggregate	\$31.05	\$32.00	3.1%
10/14 mm blended aggregate	\$32.55	\$33.55	3.1%
5/7 mm blended aggregate	\$29.60	\$30.50	3.0%
5 mm minus	\$20.75	\$21.40	3.1%
40mm Crushed Concrete	\$20.60	\$21.20	2.9%
20mm Crushed Concrete	\$20.60	\$21.20	2.9%
Weighing fee	\$12.75	\$13.15	3.1%
Nanneella Quarry (price per tonne)			
40mm class 4 road base	\$16.35	\$16.85	3.1%
20mm class 4 road base	\$16.55	\$17.05	3.0%
75mm road base	\$14.65	\$15.10	3.1%
40mm road base	\$15.70	\$16.15	2.9%
30mm road base	\$16.80	\$17.30	3.0%
20mm road base	\$16.35	\$16.85	3.1%
16mm road base	\$20.25	\$20.85	3.0%
Spalls	\$11.70	\$12.05	3.0%
200mm spalls	\$16.60	\$17.10	3.0%
40mm crushed rock	\$15.40	\$15.85	2.9%
20mm crushed rock	\$15.40	\$15.85	2.9%
Filling/uncrushed	\$10.90	\$11.25	3.2%
20mm scalping's	\$11.10	\$11.45	3.2%
14mm scalping's	\$11.10	\$11.45	3.2%
Weighing fee	\$12.75	\$13.15	3.1%
Gravel Pits (price per tonne)			
65mm crushed rock	\$15.25	\$15.70	3.0%
40mm crushed rock	\$15.50	\$15.95	2.9%
20mm crushed rock	\$15.80	\$16.25	2.8%
150mm spalls	\$10.50	\$10.80	2.9%
Commercial Operations			
Echuca Holiday Park			
Dynamic pricing will be applied to fees at the Echuca Holiday Park for the 2019-20 budget year. Dynamic pricing allows prices to move within a range depending on occupancy levels on a given day.			
Premium season - Melbourne Cup 01/11/19 to 04/11/19, Christmas 26/12/19 to 08/01/20, Labour Day 06/03/20 to 08/03/20, Easter Weekend 09/04/20 to 13/04/20			
High season - Blues Festival 25/07/19 to 28/07/19, 01/09/19 to 31/10/19, 05/11/19 to 30/11/19, 09/01/20 to 26/01/20, Riverboat Music Festival 14/02/20 to 16/02/20, 09/03/20 to 08/04/20, 14/04/20 to 26/04/20, Queens Birthday 05/06/20 to 07/06/20			
Low season - 01/07/19 to 24/07/19, 29/07/19 to 31/08/19, 01/12/19 to 25/12/19, 27/01/20 to 06/02/20, 10/02/20 to 13/02/20, 17/02/20 to 05/03/20, 27/04/20 to 04/06/20, 08/06/20 to 30/06/20, excluding long weekends, public holidays and special events.			
Southern 80 - 7th - 9th February 2020, (rates apply as per table)			
All seasonal dates listed above are inclusive			
Cabin accommodation fees (based upon 2 adults)			
Redwood Cabin			
- High - per night	\$225.00	\$230 - \$276	0.0%
- High - per week	\$1,575.00	\$1,610 - \$1,932	0.0%
- Mid - per night	\$163.00	\$165 - \$182	0.0%
- Mid - per week	\$978.00	\$990 - \$1,089	0.0%
- Low - per night	\$123.00	\$125 - \$138	0.0%
- Low - per week	\$738.00	\$750 - \$825	0.0%
- Mid Friday and Saturdays per night	\$203.00	\$210 - \$231	0.0%
- Low Friday & Saturdays per night	\$138.00	\$143 - \$157	0.0%
Boronia Cabin			
- High - per night	\$210.00	\$215 - \$258	0.0%
- High - per week	\$1,470.00	\$1,505 - \$1,806	0.0%
- Mid - per night	\$158.00	\$160 - \$176	0.0%
- Mid - per week	\$948.00	\$960 - \$1,056	0.0%
- Low - per night	\$118.00	\$120 - \$132	0.0%
- Low - per week	\$708.00	\$720 - \$792	0.0%
- Mid season Friday and Saturdays per night	\$198.00	\$205 - \$226	0.0%
- Low Friday & Saturdays per night	\$133.00	\$138 - \$152	0.0%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Echuca Holiday Park cont.			
Acacia Cabin			
- High - per night	\$205.00	\$210 - \$252	0.0%
- High - per week	\$1,435.00	\$1,470 - \$1,764	0.0%
- Mid - per night	\$153.00	\$155 - \$171	0.0%
- Mid - per week	\$918.00	\$930 - \$1,023	0.0%
- Low - per night	\$113.00	\$115 - \$127	0.0%
- Low - per week	\$678.00	\$690 - \$759	0.0%
- Mid season Friday and Saturdays per night	\$193.00	\$199 - \$219	0.0%
- Low Friday & Saturdays per night	\$128.00	\$133 - \$146	0.0%
Acorn Cabin			
- High - per night	\$180.00	\$185 - \$222	0.0%
- High - per week	\$1,260.00	\$1,295 - \$1,554	0.0%
- Mid - per night	\$138.00	\$140 - \$154	0.0%
- Mid - per week	\$828.00	\$840 - \$924	0.0%
- Low - per night	\$108.00	\$110 - \$121	0.0%
- Low - per week	\$648.00	\$660 - \$726	0.0%
- Mid season Friday and Saturdays per night	\$168.00	\$173 - \$190	0.0%
- Low Friday & Saturdays per night	\$123.00	\$128 - \$141	0.0%
Standard Cabin			
- High - per night	\$160.00	\$165 - \$198	0.0%
- High - per week	\$1,120.00	\$1,155 - \$1,386	0.0%
- Mid - per night	\$113.00	\$115 - \$127	0.0%
- Mid - per week	\$678.00	\$690 - \$759	0.0%
- Low - per night	\$95.00	\$97 - \$107	0.0%
- Low - per week	\$570.00	\$582 - \$640	0.0%
- Mid season Friday and Saturdays per night	\$143.00	\$147 - \$162	0.0%
- Low Friday & Saturdays per night	\$113.00	\$118 - \$130	0.0%
Extra Adult (from 16 years) Cabin			
- High - per night	\$20.00	\$20.00	0.0%
- High - per week	\$140.00	\$140.00	0.0%
- Mid - per night	\$20.00	\$20.00	0.0%
- Mid - per week	\$120.00	\$120.00	0.0%
- Low - per night	\$20.00	\$20.00	0.0%
- Low - per week	\$120.00	\$120.00	0.0%
Powered Sites			
- High - per night	\$59.00	\$61 - \$73	0.0%
- High - per week	\$413.00	\$427 - \$512	0.0%
- Mid - per night	\$44.00	\$45 - \$50	0.0%
- Mid - per week	\$264.00	\$270 - \$297	0.0%
- Low - per night	\$34.00	\$35 - \$39	0.0%
- Low - per week	\$204.00	\$210 - \$231	0.0%
Unpowered Tent Sites			
- High - per night	\$54.00	\$55.00	1.9%
- High - per week	\$378.00	\$385.00	1.9%
- Mid - per night	\$39.00	\$40.00	2.6%
- Mid - per week	\$234.00	\$240.00	2.6%
- Low - per night	\$28.00	\$28.00	0.0%
- Low - per week	\$168.00	\$168.00	0.0%
Extra Adult (from 16 years) powered site			
- High - per night	\$15.00	\$15.00	0.0%
- High - per week	\$105.00	\$105.00	0.0%
- Mid - per night	\$15.00	\$15.00	0.0%
- Mid - per week	\$90.00	\$90.00	0.0%
- Low - per night	\$15.00	\$15.00	0.0%
- Low - per week	\$90.00	\$90.00	0.0%
Extra Child (4-15 years inclusive)			
- High - per night	\$10.00	\$10.00	0.0%
- High - per week	\$70.00	\$70.00	0.0%
- Mid - per night	\$10.00	\$10.00	0.0%
- Mid - per week	\$60.00	\$60.00	0.0%
- Low - per night	\$10.00	\$10.00	0.0%
- Low - per week	\$60.00	\$60.00	0.0%
Additional fee for single night booking	\$15.00	\$15.00	0.0%
Applicable discount for relevant Caravan Park Membership	\$0.10	\$0.10	0.0%
Applicable discount for registered groups	\$0.10	\$0.10	0.0%
Applicable discount for Senior card holders	\$0.10	\$0.10	0.0%
Linen Charge			
Double	\$14.00	\$14.50	3.6%
Single	\$7.50	\$8.00	6.7%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Echuca Holiday Park cont.			
Annual Sites - Option 1 (max 130 days, no more than 60 days consecutive)	\$5,300.00	\$5,460.00	3.0%
Annual Sites - Option 2 (max 180 days, no more than 60 days consecutive)	\$6,600.00	\$6,800.00	3.0%
Permanents - one person weekly	\$96.00	\$99.00	3.1%
Permanents - two people weekly	\$114.00	\$118.00	3.5%
Coin operated machines			
Washing machine	\$4.00	\$4.00	0.0%
Clothes dryer	\$2.00	\$2.00	0.0%
Late check out fee - Sites till 4pm	\$15.00	\$15.00	0.0%
Late check out fee - cabins till 4pm	\$50.00	\$50.00	0.0%
Dump point fee	\$22.50	\$22.50	0.0%
Southern 80 - cabin per night			
Redwood Cabin	\$225.00	\$230.00	2.2%
Boronia/ Waratah Cabin	\$210.00	\$215.00	2.4%
Acacia/ Banksia Cabin	\$204.00	\$210.00	2.9%
Acorn Cabin	\$180.00	\$185.00	2.8%
Standard Cabin	\$160.00	\$165.00	3.1%
Southern 80 cabin fees (extra person rate)			
- Adult	\$55.00	\$55.00	0.0%
- Child	\$24.00	\$24.00	0.0%
Echuca and District Livestock Exchange			
Truck Wash Per Minute	\$1.30	\$1.35	3.8%
Yard Dues (per head)			
Cattle	\$12.00	\$12.50	4.2%
Cattle <\$150	\$5.50	\$5.50	0.0%
Dairy cattle	\$12.00	\$12.50	4.2%
Bulls	\$17.00	\$17.50	2.9%
Cow and calf (Sold as one unit)	\$14.00	\$14.50	3.6%
Horses	\$20.00	\$21.00	5.0%
Horses < \$100	\$6.50	\$6.75	3.8%
Cattle sales per agent per sale	\$260.00	\$270.00	3.8%
Horse sales per agent per sale	\$450.00	\$470.00	4.4%
Single sale auction day usage	\$450.00	\$470.00	4.4%
Agent Selling Late Fee	\$200.00	\$200.00	0.0%
Cattle transient fee per head (per day) plus feeding (notified)	\$4.00	\$4.25	6.3%
Cattle transient fee per head (per day) plus feeding (unnotified)	\$6.00	\$6.25	4.2%
Private business transient fee per head per 24 hour period plus feeding	\$17.00	\$18.00	5.9%
Horse transient fee plus feeding	\$25.00	\$25.00	0.0%
Horse transient fee notified (inclusion in horse sale) plus feeding	\$0.00	\$4.25	0.0%
Hay sales per bale	\$16.50	\$17.50	6.1%
RFID tags (per head)	\$21.00	\$21.00	0.0%
Office rental (per annum)	\$1,500.00	\$1,550.00	3.3%
National vendor declaration - per declaration	\$0.30	\$0.30	0.0%
Signage - 2900mm x 1200mm	\$1,450.00	\$1,480.00	2.1%
Scanning Fee	\$2.75	\$2.80	1.8%
Echuca Paddlesteamers			
Special rates and charges will be set by the Echuca Paddlesteamers Coordinator and Commercial Services Manager having regard to the commercial principles of the service			
Cruise			
Adult	\$27.00	\$27.00	0.0%
Concession/Senior /student	\$24.00	\$24.00	0.0%
Child (4-14)	\$12.00	\$12.00	0.0%
Family 2A up to 4C	\$70.00	\$70.00	0.0%
Family 1A up to 4C	\$48.00	\$48.00	0.0%
Charters			
Pevensey			
Standard (2 hour cruise)	\$1,800.00	\$1,900.00	5.6%
Long (between 2 - 3.5 hours)	\$2,500.00	\$2,600.00	4.0%
Each additional hour after 3.5 hours	\$350.00	\$350.00	0.0%
Wedding set up and trial time per hour	\$100.00	\$100.00	0.0%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Port Of Echuca charges			
Special rates and charges will be set by the River Services Manager and General Manager Community and Economic Development having regard to the commercial and access principles of the service.			
Wharf Walk			
Local Ambassador Program	\$0.00	\$0.00	0.0%
Adult	\$14.00	\$14.00	0.0%
Senior / student	\$11.00	\$11.00	0.0%
Child	\$8.00	\$8.00	0.0%
Family 2A + 4	\$45.00	\$45.00	0.0%
Family 1A + 4	\$37.00	\$37.00	0.0%
Extra child	\$5.00	\$5.00	0.0%
Cruise / Wharf Package			
Adult	\$37.50	\$37.50	0.0%
Senior / student	\$32.25	\$32.25	0.0%
Child	\$18.00	\$18.00	0.0%
Family 2A + 4	\$103.75	\$103.75	0.0%
Family 1A + 4	\$75.50	\$75.50	0.0%
Wharf Hire			
Wharf hire - Wedding Ceremony (1.5 hours) - Venue only, after Discovery Centre Business Hours	\$500.00	\$500.00	0.0%
Wedding equipment package	\$500.00	\$500.00	0.0%
Wedding photos (1 hour) - This may be in several different locations within the Port of Echuca	\$150.00	\$150.00	0.0%
Venue Hire (Functions) 5pm-11pm - This may be in several different locations within the Port of Echuca. At the managers discretion the time may be extended with the appropriate Council approvals.	\$1,000.00	\$1,000.00	0.0%
Functions set up per hour - during business hours 9am-5pm, 7 days per week. Hire includes time taken to set-up and pull down equipment. Set-up and pull-down during business hours of the Discovery Centre will be at the managers discretion.	\$50.00	\$100.00	100.0%
Venue Hire per hour during business hours (dependant on groups/tours) will be at the managers discretion		\$100.00	
Alexander Arbuthnot			
Standard daily hire rate	\$500.00	\$500.00	0.0%
5 days or greater daily hire rate		\$400.00	
Adelaide			
Standard daily hire rate	\$500.00	\$500.00	0.0%
5 days or greater daily hire rate		\$400.00	
Sporting and Recreation Reserves fees			
Sporting Reserve Charges			
Note - Fees for individual clubs are based on usage and agreements. Significant changes in fees will reflect changes in usage levels.			
Kyabram Recreation Reserve			
Reserve Hire per Day	\$470.12	\$479.50	2.0%
Reserve Hire per Hour	\$42.92	\$43.80	2.1%
School Term Agreement	\$2,750.20	\$2,805.20	2.0%
Per Court Hire per hour	\$25.00	\$25.00	0.0%
Wilf Cox Pavilion Hire per Hour (up to 2 hours) may incorporate special package rates at the discretion of the Recreation Manager in conjunction with approval of the Regulatory and Community Services General Manager. Terms and conditions apply.	\$50.00	\$50.00	0.0%
Wilf Cox Pavilion Function Hire (2 hrs or more)	\$405.00	\$405.00	0.0%
Echuca South Recreation Reserve			
Reserve Hire per Day	\$332.15	\$340.00	2.4%
Reserve Hire per Hour	\$42.92	\$43.95	2.4%
School Term Agreement	\$1,939.75	\$1,978.55	2.0%
Clubroom & Kitchen Hire per Hour	\$22.50	\$23.00	2.2%
Per Court Hire per hour	\$25.00	\$25.00	0.0%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Sporting and Recreation Reserves fees cont.			
Echuca South Netball (EDNA)			
Court Hire per hour	\$25.00	\$25.00	0.0%
Clubroom Hire per hour	\$22.50	\$23.00	2.2%
Victoria Park Recreation Reserve			
Reserve Hire per Day	\$470.12	\$470.10	(0.0%)
Reserve Hire per Hour	\$42.92	\$43.95	2.4%
School Term Agreement	\$2,750.20	\$2,805.20	2.0%
Clubroom Hire Per Hour	\$22.50	\$23.00	2.2%
Stadiums Fees			
Special rates and charges will be set by Recreation Manager in conjunction with approval of the Regulatory and Community Services General Manager having regard to Councils Financial Principles adopted on 19 February 2019.			
Echuca Stadium			
Multi Purpose Room per hour	\$18.90	\$19.50	3.2%
Court Hire - per hour - per court	\$27.30	\$28.00	2.6%
Casual Sessions - per session - per person (Stadium Facilitated Activation)	\$4.00	\$4.50	12.5%
Exhibitions and Special Events (per day)	\$1,048.00	\$1,079.00	3.0%
Bond	\$150.00	\$150.00	0.0%
Kyabram Sports and Entertainment Centre			
Multi Purpose Room per hour	\$18.90	\$19.50	3.2%
Exhibitions and Special Events (per day)	\$650.00	\$669.50	3.0%
Casual Sessions - per session	\$4.00	\$4.50	12.5%
Court Hire - per hour - per court	\$27.30	\$28.00	2.6%
Bond	\$150.00	\$150.00	0.0%
Tongala Stadium			
Exhibitions and Special Events (per day)	\$650.00	\$669.50	3.0%
Court hire per hour	\$27.30	\$28.00	2.6%
Squash court hire per hour	\$13.00	\$13.40	3.1%
Bond	\$150.00	\$150.00	0.0%
Shire Halls and Theatres			
Rochester and Tongala Halls			
Functions (with alcohol) eg weddings, balls			
Bond	\$400.00	\$400.00	0.0%
Social events (without alcohol) eg Concerts, plays, luncheons, bazaars, elections			
Bond	\$180.00	\$180.00	0.0%
Casual Use			
Charge per hour	\$15 per hour,	\$15 per hour, to	
Hire of kitchen per use - additional charge	\$25.00	\$25.00	0.0%
Theatre/Group annual rental	\$1,152.00	\$1,152.00	0.0%
Hall hire insurance (public liability if customer does not have current public liability certificate)	\$25.00	\$25.00	0.0%
Paramount Theatre			
For further detail refer to Schedule of Fees listed in the Hire Agreement 2018/19. Note the fees/charges listed below do not include the fees/charges by Southern Star Enterprises Pty Ltd.			
Standard full day hire - minimum of 6 hours, maximum of 12.	\$1,156.00	\$1,191.00	3.0%
Standard half day hire - minimum of 4 hours up to 6 hours.	\$694.00	\$715.00	3.0%
Standard second and additional performances on same day.	\$348.00	\$360.00	3.4%
Standard hourly hire rate after 12 hours.	\$145.00	\$150.00	3.4%
Standard layover, per day.	\$348.00	\$360.00	3.4%
Standard non-refundable booking fee	\$279.00	\$350.00	25.4%
Community full day hire - minimum of 6 hours, maximum of 12.	\$590.00	\$605.00	2.5%
Community half day hire - minimum of 4 hours up to 6 hours.	\$354.00	\$365.00	3.1%
Community second and additional performances on same day.	\$179.00	\$185.00	3.4%
Community hourly hire rate after 12 hours.	\$76.00	\$78.00	2.6%
Community layover, per day.	\$179.00	\$184.00	2.8%
Community non-refundable deposit	\$145.00	\$150.00	3.4%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Miscellaneous Fees and Charges			
Standpipe Water Sales (per kilolitre)	\$2.40	\$3.10	29.2%
Echuca CBD Flagpole Hire	\$340.00	\$340.00	0.0%
Longitudinal Assets in Road Reserves			
1. Establishment Fees	\$1,250.00	\$2,000.00	60.0%
2. Annual Fees - per kilometre			
A. Stock & Domestic - pipes less than or equal to 50mm diameter	\$50.00	\$200.00	300.0%
B. Irrigation - pipes greater than 50mm diameter	\$50.00	\$200.00	300.0%
Freedom of Information (FOI)			
Initial request	\$28.40	\$29.00	2.1%
Photocopying per sheet - FOI requests only	\$0.20	\$0.20	0.0%
Additional charge may apply in accordance with FOI legislation			
Country Fire Authority Act			
Application for Schedule 13 Permit to Burn by a private person during fire danger period	\$70.00	\$70.00	0.0%
Administration fee for failure to comply with a Schedule 15 Fire Prevention Notice	\$219.73	\$227.00	3.3%
Community Rental			
Peppercorn rental per annum	\$100.00	\$102.50	2.5%
Key Deposits - casual use of all facilities available for hire			
	\$25.00	\$25.00	0.0%
Aquatic Services			
Echuca War Memorial Aquatic Centre			
Special rates and charges will be set by Recreation Manager in conjunction with approval of the Regulatory and Community Services General Manager having regard to Councils Financial Principles adopted on 19 February 2019.			
Casual Fees			
Pool Adult	\$6.80	\$6.90	1.5%
Pool Adult (concession)	\$5.50	\$5.70	3.6%
Pool Child (over 4 years)	\$4.50	\$4.90	9.0%
Pool Family	\$17.70	\$18.30	3.4%
Shower Only	\$4.80	\$5.00	4.1%
Health Club	\$17.80	\$18.30	2.8%
Swim/Steam	\$8.90	\$9.20	3.4%
Steam Casual Upgrade	\$3.50	\$3.60	2.9%
Group Fitness Class	\$13.90	\$14.30	2.9%
Seniors Fitness (Water, Fit and Chair Based)	\$8.40	\$8.70	3.6%
Personal Training 1 hr Member	\$67.50	\$69.50	3.0%
Personal Training 1 hr Non Member	\$74.60	\$76.80	2.9%
Personal Training 1/2 hr Member	\$40.90	\$42.10	2.9%
Personal Training 1/2 hr Non Member	\$45.60	\$47.00	3.1%
Special Fitness Class	\$17.20	\$17.70	2.9%
Fitness Program Type 1	\$3.80	\$3.90	2.6%
Fitness Program Type 2	\$7.20	\$7.40	2.8%
Fitness Program Type 3	\$10.80	\$11.10	2.8%
10 visit Adult Pool	\$53.70	\$55.30	3.0%
10 visit Junior Pool	\$36.10	\$37.20	3.0%
10 visit Low Impact Class	\$67.00	\$69.00	3.0%
10 visit Health Club	\$141.60	\$145.90	3.0%
10 visit Group Fitness	\$111.50	\$114.90	3.0%
10 visit PT 1 hr Member	\$592.30	\$610.10	3.0%
10 visit PT 1 hr Non Member	\$654.00	\$673.60	3.0%
10 visit PT 1/2 hr Member	\$356.20	\$366.90	3.0%
10 visit PT 1/2hr Non Member	\$390.40	\$402.10	3.0%
Birthday Parties per participant	\$18.90	\$19.50	3.2%
Memberships (monthly direct debit)			
Gold Adult	\$87.00	\$89.60	3.0%
Gold Adult Concession	\$74.40	\$76.60	3.0%
Corporate Gold Adult	\$74.20	\$76.60	3.2%
Family Gold	\$171.80	\$177.00	3.0%
Family Gold Concession	\$146.70	\$151.10	3.0%
Pool Adult	\$50.30	\$51.80	3.0%
Pool Adult Concession	\$43.00	\$44.30	3.0%
Corporate Pool Adult	\$43.00	\$44.30	3.0%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES COUNCIL SET FEES & CHARGES SCHEDULE (NON STATUTORY)	2018/2019 Charge (Incl. GST)	2019/2020 Charge (Incl. GST)	% Increase
Aquatic Services cont.			
Family Pool	\$96.40	\$99.30	3.0%
Family Pool Concession	\$81.80	\$84.30	3.1%
Health Club	\$76.70	\$79.00	3.0%
Health Club Concession	\$65.40	\$67.50	3.2%
Group Fitness	\$74.60	\$76.90	3.1%
Group Fitness Concession	\$64.00	\$65.90	3.0%
Youth Gym (Restricted hours of access refer to terms and conditions)	\$39.00	\$40.20	3.1%
Over 55's	\$46.50	\$49.00	5.4%
LTS Group lesson (per lesson, 10% discount for third child registered)	# \$15.10	\$15.60	3.3%
LTS Private One Lesson (per lesson)	# \$41.40	\$42.60	2.9%
LTS Private Two Lesson (per lesson)	# \$47.20	\$48.60	3.0%
LTS Junior Life Guard (per lesson)	# \$15.40	\$15.90	3.2%
LTS Junior Development Squad (per lesson)	# \$11.30	\$11.70	3.5%
Term Memberships			
7 Day Gold Membership	\$50.00	\$50.00	0.0%
Gold Adult 3 month	\$320.60	\$330.20	3.0%
Gold Adult Concession 3 month	\$272.50	\$280.70	3.0%
Pool 3 month	\$208.50	\$214.70	3.0%
Pool Concession 3 month	\$178.00	\$183.50	3.1%
Health Club 3 month	\$290.00	\$299.00	3.1%
Health Club Concession 3 month	\$246.30	\$253.70	3.0%
Group Fitness 3 month	\$283.00	\$291.50	3.0%
Group Fitness Concession 3 month	\$241.00	\$248.20	3.0%
Youth Gym 3 month (Restricted hours of access refer to terms and conditions)	\$176.00	\$181.30	3.0%
Seniors 3 month	\$179.50	\$185.00	3.1%
LTS Group Lesson Term (per lesson)	# \$17.80	\$18.30	2.8%
LTS Private One Lesson Term (per lesson)	# \$47.50	\$48.90	2.9%
LTS Private Two Lesson Term (per lesson)	# \$54.00	\$55.60	3.0%
Hire Fees			
Group Swim Individual Entry (+ Lane Hire if requiring exclusive use of space)	\$3.50	\$3.60	2.9%
Fitness Session Group Booking (Maximum of 25 participants)	\$120.00	\$123.60	3.0%
Small Meeting Room Hire (per hour)	\$17.00	\$17.50	2.9%
Lane Hire per hr General (+ Group Swim Entry for non-members - Max 15 per lane)	\$35.80	\$37.00	3.4%
Additional staff member per hour	\$52.40	\$54.00	3.1%
Inflatable per hour + Group Swim Entry	\$129.00	\$132.90	3.0%
Outside hours pool hire (max 80 people)	\$131.00	\$134.90	3.0%
Carnival Half day (up to 3 hours)	\$566.20	\$583.20	3.0%
Carnival Full Day (from 4 to 6hours)	\$768.40	\$791.50	3.0%
School Learn To Swim 30 Minute session per school child	# \$5.30	\$5.50	3.8%
School Learn To Swim 60 Minute session per school child	# \$8.40	\$8.70	3.6%
School Learn To Swim 60 Minute session per school child Outdoor Pool	# \$10.50	\$10.80	2.9%
LTS Holiday Program (5 lessons, 10% discount on 3rd child)	# \$71.50	\$73.50	2.8%
LTS Grey Medallion (8 weeks)	\$61.30	\$63.10	2.9%
Outdoor Pools			
Special rates and charges will be set by Recreation Manager in conjunction with approval of the Regulatory and Community Services General Manager having regard to Councils Financial Principles adopted on 19 February 2019.			
Outdoor Pools			
Family Day Pass	\$16.30	\$16.80	3.1%
Family Season Pass	\$143.00	\$147.20	2.9%
Casual Adult Pass	\$4.90	\$5.20	6.1%
Adult Season Pass	\$82.00	\$84.50	3.0%
Casual Student Pass	\$3.90	\$4.20	7.7%
Student/Child Season Pass	\$61.50	\$63.40	3.1%
Outdoor Pool Hire			
Outside operational hours - per hour hire	\$110.00	\$113.30	3.0%
Carnival	\$545.00	\$561.40	3.0%
# Fee listed is GST exclusive and will be levied at this rate			

Part Two - Statutory fees and charges

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

Advice on some statutory fees and charges to apply for 2019-20 had not been received prior to the Council adopting the budget. When this information becomes available the schedule will be updated accordingly.

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2018/2019 Charge	2019/2020 Charge	% Increase
ALL STATUTORY FEES LISTED ARE GST EXEMPT			
Statutory fees are released post budget endorsement and therefore only the current fee is included.			
Animal Fines (2019/2020 Government Penalty Unit gazetted on 27/03/2019 - \$165.22)			
Registered animal not wearing council ID marker (0.5 of a penalty unit)	\$81.00	\$83.00	2.5%
Unregistered animal wearing council ID marker (2 penalty units)	\$322.40	\$330.00	2.4%
Person other than owner removing, altering or defacing ID marker (0.5 of a penalty unit)	\$81.00	\$83.00	2.5%
Dog or Cat on private property after notice served (0.5 of a penalty unit)	\$81.00	\$83.00	2.5%
Dog at large or not securely confined to owners premises during daytime (1.5 of a penalty unit)	\$242.00	\$248.00	2.5%
Cat at large or not securely confined to owners premises in restricted municipal district (0.5 of a penalty unit)	\$81.00	\$83.00	2.5%
Dog or cat creating nuisance (0.5 of a penalty unit)	\$81.00	\$83.00	2.5%
Contravening Council order relating to presence of dogs and cats in public places (One penalty unit)	\$162.00	\$165.00	1.9%
Dog at large or not securely confined to owners premises during night time (two penalty units)	\$322.40	\$330.00	2.4%
Greyhound not adequately muzzled or not controlled by chain, cord or leash (1.5 of a penalty unit)	\$242.00	\$248.00	2.5%
Not complying with order to abate nuisance (1.5 of a penalty unit)	\$242.00	\$248.00	2.5%
Failure to apply to register a dog or cat (Two penalty units)	\$323.00	\$330.00	2.2%
Parking			
Road Safety (General Regulations) Offences Schedule 3 (4)	\$70.00	\$70.00	0.0%
Road Safety (General Regulations) Offences Schedule 3 (6) (One penalty unit)	\$162.00	\$165.00	1.9%
Municipal Fire Prevention			
Fire Prevention Infringement Notice (CFA Act Section 41D) (Ten penalty units)	\$1,612.00	\$1,652.00	2.5%
Building Records / Information Services			
Land information certificates	\$26.30	\$27.00	2.7%
Property information requests Reg 326	\$52.20	\$52.20	0.0%
Property information requests Reg 327 (Private Building Surveyors)	\$52.20	\$52.20	0.0%
Private/public building surveyors lodgement fee	\$39.10	\$39.10	0.0%
Council lodgement fee	\$39.10	\$39.10	0.0%
Request for Report and Consent to proposed Demolition Under Section 29A of the Building Act	\$65.41	\$65.41	0.0%
Council consent and report	\$262.00	\$262.00	0.0%
Stormwater legal point of discharge fee	\$66.00	\$66.00	0.0%
Planning Compliance			
Applications for Certification under the subdivision Act 1988			
Processing an application to certify a plan of subdivision under the Subdivision Act 1988	\$167.80	\$167.80	0.0%
Processing any other application for certification under the Subdivision Act 1988	\$167.80	\$167.80	0.0%
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	\$312.84	\$312.84	0.0%
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	\$312.84	\$312.84	0.0%
Planning Infringements			
Planning Infringement Notice (Private 5 penalty units) per offence under the Planning and Environment Act	\$806.00	\$826.00	2.5%
Planning Infringement Notice (Company 10 penalty units) per offence under Planning and Environment Act	\$1,612.00	\$1,652.00	2.5%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2018/2019 Charge	2019/2020 Charge	% Increase
Planning Approvals			
Planning Permit/Planning Permit Amendment Fees			
Combined permit applications	calculation required	calculation required	
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	
Type of planning application			
To Subdivide an existing building	\$1,265.58	\$1,265.58	0.0%
To Subdivide land into two lots	\$1,265.58	\$1,265.58	0.0%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	\$1,265.58	\$1,265.58	0.0%
To subdivide land other than above types of subdivision	1265.58 per 100 lots	1265.58 per 100 lots	
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.	\$1,265.58	\$1,265.58	0.0%
To create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or to create or remove a right of way	\$1,265.58	\$1,265.58	0.0%
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.	\$1,265.58	\$1,265.58	0.0%
To amend an application for a permit after notice has been given	calculation required	\$102.00	NA
To amend an application to amend for a permit after notice has been given	calculation required	N/A	NA
Planning Permit - Development (State change to the regulation of fees)			
Class 1 - Use	\$1,265.58	\$1,265.58	0.0%
Class 2 - Single < \$10K	\$191.97	\$191.97	0.0%
Class 3 - Single > \$10K < \$100K	\$604.35	\$604.35	0.0%
Class 4 - Single > \$100K < \$500K	\$1,237.14	\$1,237.14	0.0%
Class 5 - Single > \$500K < \$1M	\$1,336.68	\$1,336.68	0.0%
Class 6 - Single > \$1M < \$2M	\$1,436.22	\$1,436.22	0.0%
Class 7 - VicSmart < \$10K	\$191.97	\$191.97	0.0%
Class 8 - VicSmart > \$10K	\$412.38	\$412.38	0.0%
Class 9 - VicSmart Sub	\$191.97	\$191.97	0.0%
Class 10 - Dev < \$100K	\$1,102.05	\$1,102.05	0.0%
Class 11 - Dev > \$100K < \$1M	\$1,485.99	\$1,485.99	0.0%
Class 12 - Dev > \$1M < \$5M	\$3,277.71	\$3,277.71	0.0%
Class 13 - Dev > \$5M < \$15M	\$8,354.25	\$8,354.25	0.0%
Class 14 - Dev > \$15M < \$50M	\$24,636.15	\$24,636.15	0.0%
Class 15 - Dev > \$50M	\$55,327.68	\$55,327.68	0.0%
Class 16 - Sub Existing	\$1,265.58	\$1,265.58	0.0%
Class 17 - Sub 2 lots	\$1,265.58	\$1,265.58	0.0%
Class 18 - Realign	\$1,265.58	\$1,265.58	0.0%
Class 19 - Sub	\$1,265.58	\$1,265.58	0.0%
Class 20 Vary Restriction	\$1,265.58	\$1,265.58	0.0%
Class 21 - Non defined	\$1,265.58	\$1,265.58	0.0%
Planning Permit - Amendment (classified)			
Amendments Classes 1, 2, 5, 6, 10, 11 & 13-18	\$1,265.58	\$1,265.58	0.0%
Amendments Classes 3, 7 & 9	\$191.97	\$191.97	0.0%
Amendments Classes 4 & 8	\$412.38	\$412.38	0.0%
Whole Farm Plans			
Application for certification of whole farm plans	\$632.79	\$632.79	0.0%

2019/2020 SHIRE OF CAMPASPE FEES AND CHARGES STATE OR FEDERAL SET FEES & CHARGES SCHEDULE (STATUTORY)	2018/2019 Charge	2019/2020 Charge	% Increase
Amendments to Planning Scheme			
Considering a request to amend a planning scheme	\$3,839.40	\$3,839.40	0.0%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. Up to 10 submissions	\$14,518.60	\$14,518.60	0.0%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. 11-20 submissions	\$29,008.80	\$29,008.80	0.0%
Considering submissions which seek a change to an amendment, and where necessary referring the submissions to a panel. More than 20 submissions	\$38,778.00	\$38,778.00	0.0%
Adopting an amendment or a part of an amendment in accordance with section 20(4)	\$924.30	\$924.30	0.0%
Works within a Road Reserve permit fees (2019/2020 Government Fee Unit gazetted on 27/3/2019 - \$14.81)			
Municipal Road with speed limit less than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$339.55	\$348.04	2.5%
Works not conducted on any part of the roadway, shoulder or pathway (6 units)	\$86.70	\$88.86	2.5%
Municipal Road with speed limit greater than 50kmh			
Works conducted on any part of the roadway, shoulder or pathway (43.1units)	\$622.80	\$638.31	2.5%
Works not conducted on any part of the roadway, shoulder or pathway (23.5 units)	\$339.55	\$348.04	2.5%
Caravan Park (3 year registrations, new regulations)			
Caravan Park A	\$246.00	\$252.00	2.4%
Caravan Park B	\$492.00	\$504.00	2.4%
Caravan Park C	\$982.60	\$1,007.00	2.5%
Caravan Park D	\$1,489.00	\$1,525.00	2.4%
Caravan Park E	\$1,980.00	\$2,029.00	2.5%
Caravan Park F	\$2,470.30	\$2,531.00	2.5%