

Budget Package

2010/2011



Mildura Rural City Council



Mayor's introduction

Council's 2010/11 Budget has been developed following very careful consideration by councillors and management.

We understand that people in our community are finding it difficult to make ends meet and the 2010/11 Budget is very much about fiscal restraint and containing debt levels to ease the pressure on rates over time.

This tightening of belts, whilst not affecting the delivery of essential Council services to the community, will see a number of capital projects delayed so as not to escalate our borrowings.

The Capital Works Budget is \$35.447 million with \$25.558 million allocated to new projects and \$9.889 million carried over from 2009/10. The bulk of that funding has been allocated to road building and maintenance, the Arts Centre redevelopment and Langtree Mall redevelopment.

The Arts Centre redevelopment, our largest capital project for the coming year, requires Council funds of \$3.6 million in addition to the \$5.1 million received from state and federal governments for the \$8.7 million project. This is spread across three budgets, with \$6 million in 2010/11, carryover of \$1 million from 2009/10 and \$1.7 million in future budgets.

Whilst there is little room for new initiatives and programs in this Budget, Council is pleased to address a number of the community's environmental concerns through funding for prickly weed control over the summer months and research into Cumbungi weed removal at Lake Cullulleraine. We are also increasing resources to aged care in response to increased demand for services.

Council have set a program of services and capital works that reflect the current economic times in our region and on behalf of Councillors and staff, I'm pleased to endorse our commitment to you via the 2010/11 Budget.

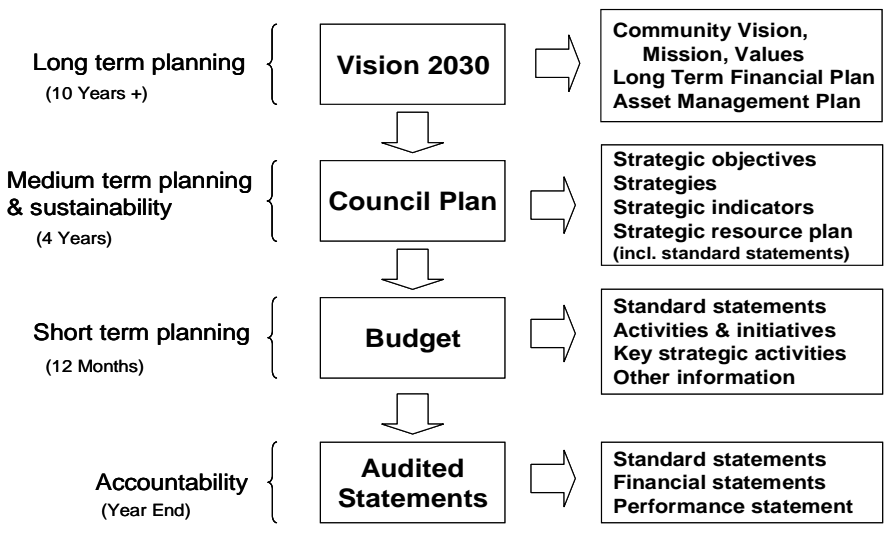
Cr Glenn Milne
Mayor

1. Linkage to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2025), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

1.1 Strategic planning framework

The Strategic Resource Plan, included in the Council Plan summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the strategic planning framework of Council.



The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year to ensure that there is sufficient time for officers to develop their Activities & Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process in February. It also allows time for targets to be established during the Strategic Resource Planning process to guide the preparation of the Annual Budget.

1.2 Our purpose

Our vision “to be the most liveable, people friendly community in Australia”

Our values

- **Honesty** - We will be consistent, keep our promises, admit our mistakes and clearly communicate our decisions
- **Integrity** - We will live the Council values, be reliable and trustworthy in our actions and behave ethically and respectfully towards others, whose opinions may be different from ours
- **Accountability** - We will keep well informed when setting our goals, take responsibility for our actions and appreciate everyone's contribution towards achieving results
- **Transparency** - We will keep accurate records, be open and fair in our communications and be willing to discuss our decisions with others
- **Consultation** - We will engage and initiate meaningful conversations, appreciate our diverse community and value our relationships to build mutual trust and respect

Council's values form part of our organisational culture, but most importantly, they outline the behaviours for Councillors and staff to display as they work for the community,

1.3 Strategic objectives

The Council Plan 2009-2013 sets out five Strategic Outcome Areas that will be pursued over the next four years. Council delivers actions and initiatives under 18 Key Result Areas (KRA's). Each KRA contributes to the achievement of one of the five Strategic Outcome areas as set out in the Council Plan. The 2010-2011 Budget converts these actions and initiatives into financial terms to ensure that there are sufficient resources to achieve the desired deliverables.

The following table lists the five strategic objectives as detailed in the Council Plan.

Strategic Objective	Description of Key Result Areas
1. Liveable Community	<i>Our community will be one that is a safe and supportive place to live, encouraging diversity, well-being and lifestyle opportunities for everyone.</i> The Key Result Areas include:- 1.1 Community Safety 1.2 Community Development 1.3 Community Health & Well-being 1.4 Community Services 1.5 Planning & Development Standards
2. Management of the Environment	<i>Our community will manage, develop and initiate a healthy, sustainable environment and resources</i> The Key Result Areas include:- 2.1 Environmental Management 2.2 Natural Resource Management 2.3 Environmental Services 2.4 Infrastructure, Assets and Facilities
3. Growth of the Economy	<i>Our community encourages visionary growth built on innovation, creating sustainability and prosperity</i> The Key Result Areas include:- 3.1 Economic Development 3.2 Tourism and Events
4. Active Community	<i>Our community recognises the essential role played by arts, culture, sport and recreation in enhancing well-being</i> The Key Result Areas include:- 4.1 Arts and Cultural Heritage 4.2 Recreation and Sport
5. Management of Resources	<i>Our Council will manage resources effectively and efficiently to provide services that are relevant, of a high standard and that address identified community needs</i> The Key Result Areas include:- 5.1 Leadership and Representation 5.2 Communication and Consultation 5.3 Customer Service 5.4 Financial Sustainability 5.5 Organisational Management

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Annual Plan 2010 - 2011



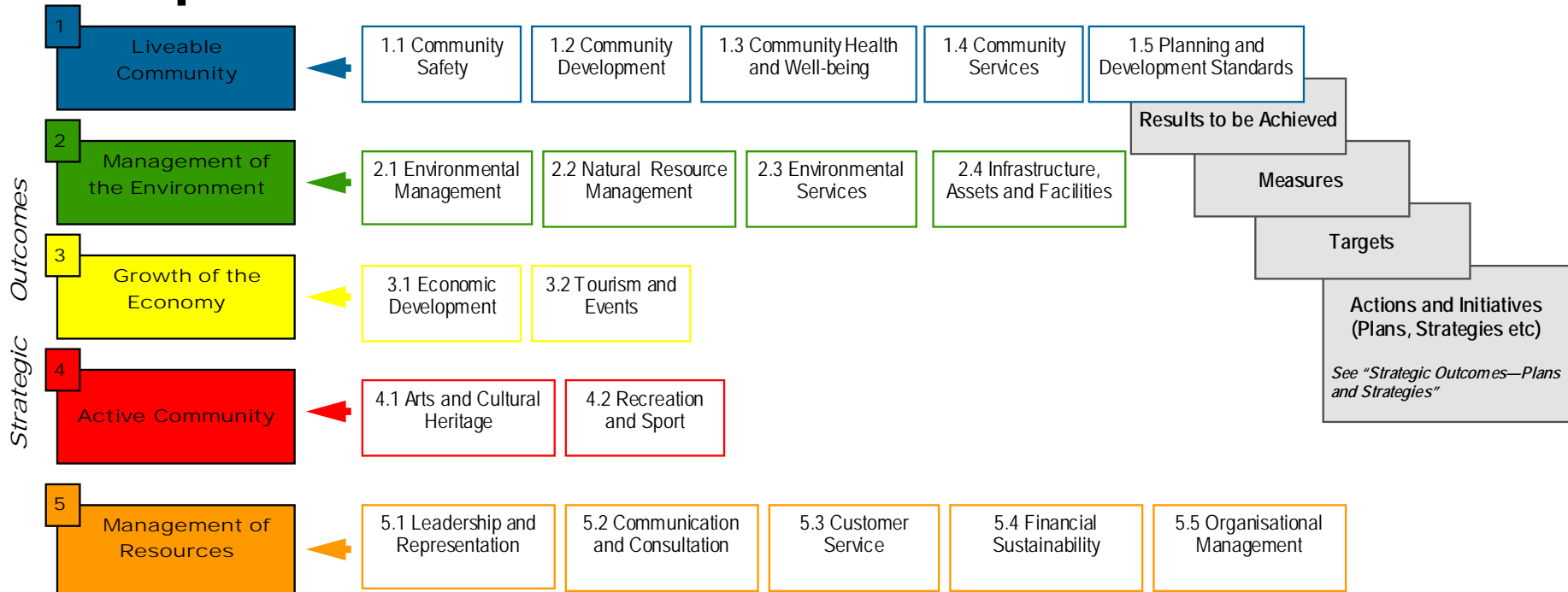
Council Plan
2009 to 2013



Council Plan Framework 2009—2013



Key Result Areas



Strategic Outcome 1: Liveable Community

Our community will be one that is a safe and supportive place to live, encouraging diversity, well-being and lifestyle opportunities for everyone...

Liveable Community - 1.1 Community Safety

<p>Results to be Achieved:</p> <p>Ours will be a community...</p> <ul style="list-style-type: none"> ⇒ Where people feel safe ⇒ That is safe for families ⇒ That is well prepared for emergencies 	<p>What are we measuring to know we have achieved these results?</p> <ul style="list-style-type: none"> Community satisfaction with animal control Community perception of personal safety Crimes against property Crimes against person Childhood accidents Farm accidents Non-farm work accidents Community satisfaction with public lighting Community satisfaction with fire prevention/emergency services Community satisfaction with footpaths Community satisfaction with car parking control Reported public safety incidents Community awareness of safety issues Road trauma Child maltreatment
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Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Develop Community Safety Plan 2010 to 2015	OP	Strategy endorsed by Council
Implement Community Safety Plan 2010 to 2015	OP	100% of 2010-2011 actions implemented
Implement Risk Management Strategy 2009-2013	OP	100% of 2010-2011 actions implemented
Evaluate effectiveness of public asset inspection regime	OP	Evaluation complete
Implement Road Safety Plan 2009 to 2013	OP/CW	100% of 2010-2011 actions implemented
Annual review of Pet Management Plan	OP	Plan reviewed annually
Implement Pet Management Plan 2009 to 2013	OP	100% of 2010-2011 actions implemented
Review community risk assessment report	OP	Report reviewed
Implement emergency management plans	OP	Annual desktop exercise conducted
Implement Municipal Fire Prevention Plan 2009 to 2013	OP	100% of 2010-2011 actions implemented

Liveable Community - 1.2 Community Development

Results to be Achieved:

Ours will be a community...

With equitable access to facilities, services and activities
 Where all people are valued and can be active participants in community life
 Where people are actively involved in shaping the community to meet its own needs

What are we measuring to know we have achieved these results?

Individuals isolated by language
 Volunteering
 Unpaid assistance to persons with disabilities
 Community satisfaction with consultation
 Community satisfaction with support to people with a disability
 Access to the internet
 Evaluation of Community Access and Inclusion Plan
 Community satisfaction with engagement
 Well-being measure
 Evaluation of Localities Embracing and Accepting Diversity Project
 Pre school attendance
 Transport access

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	
Action		Activity Measure
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of 2010-2011 actions completed
Implement the Community Engagement Framework Operational Plans	OP	100% of 2010-2011 actions completed
Implement Youth Agenda 2009 to 2012	OP	100% of 2010-2011 actions completed
Develop Social Inclusion Plan 2010 to 2014	OP	Plan developed and endorsed by Council
Implement Social inclusion Plan 2010-2014	OP	100% of 2010-2011 actions completed
Implement Indigenous Action Plan	OP	100% of 2010-2011 actions completed
Implement Annual Community Development Grants Program	OP	Grants processed and awarded
Review Council's community engagement methods	OP	Review completed
Implement Strategic Marketing Plan 2010-2014	OP	100% of 2010-2011 actions completed
Implement a Memorandum of Understanding between MRCC and Sunraysia Ethnic Communities Council	OP	MOU implemented
Develop Nichols Point Community Plan	OP / GF	Plan developed and endorsed by Council
Develop Cardross Community Plan	OP / GF	Plan developed and endorsed by Council
Develop Mildura Community Plans	OP / GF	Plan developed and endorsed by Council
Develop Irymple Community Plan	OP / GF	Plan developed and endorsed by Council
Support the implementation of Red Cliffs Community Plan	OP	Plan implemented
Support the implementation of Walpeup Community Plan	OP	Plan implemented
Support the implementation of Underbool Community Plan	OP	Plan implemented
Support the implementation of Murrayville Community Plan	OP	Plan implemented
Support the implementation of Quyen Community Plan	OP	Plan implemented
Support the implementation of Cardross Community Plan	OP / GF	Plan implemented
Support the implementation of Lake Culluleraie/Meringur/Millewa Community Plan	OP / GF	Plan implemented

Liveable Community - 1.3 Community Health and Well Being

<p>Results to be Achieved:</p> <p>Ours will be a community...</p> <ul style="list-style-type: none"> ⇒ That has a proactive approach to being healthy ⇒ Where everybody feels valued, connected and people have opportunities to reach their potential ⇒ That is mentally healthy and resilient ⇒ That values and looks after the vulnerable ⇒ That values diverse social and cultural opportunities ⇒ That supports equitable access to health services 	<p>What are we measuring to know we have achieved these results?</p> <ul style="list-style-type: none"> Participation in exercise Birth weight Incomplete education Overall education Community satisfaction with health education programs Psychiatric hospital admissions Immunisation cover Community satisfaction with immunisation programs Community satisfaction with maternal and child health Community satisfaction with services to youth Food/ water borne illnesses Safety of food premises Communicable diseases Disability and sickness payments Volunteering Unpaid assistance Community engagement Well being measure Utilities services defaults Communities isolated by language Level of engagement of indigenous/ CALD communities Evaluation of Community Access and Inclusion Plan Australian Early Years Development Index Social VELS (Victorian Educational Learning Standards) Teenage pregnancy rates Kindergarten participation rates
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Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Implement Recreation Strategy 2008 to 2011	OP	100% of 2010/2011 actions implemented
Implement Strategy for Older People 2009 to 2013	OP	100% of 2010/2011 actions implemented
Implement Early Years Plan 2009 to 2013	OP	100% of 2010/2011 actions implemented
Implement Youth Agenda 2009 - 2012	OP	100% of 2010/2011 actions implemented
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of 2010/2011 actions implemented
Evaluate Community Access and Inclusion	GF	Evaluataion completed annually
Implement the Municipal Public Health and Well Being Plan 2009 to 2013	OP	100% of 2010/2011 actions implemented
Implement the Community Engagement Framework Operational Plans	OP	100% of 2010/2011 actions implemented
Implement State Food Strategy	OP	Plan implemented

Liveable Community - 1.4 Community Services

Results to be Achieved:

Ours will be a community...

- ⇒ In which there is equity in service provision
- ⇒ That is aware of and able to readily access appropriate services
- ⇒ That supports and maintains the ability of people to live independently
- ⇒ Where service planning and provision keeps pace with community expectations

What are we measuring to know we have achieved these results?

- Community satisfaction with services to children and families
- Community satisfaction with home care services
- Community satisfaction with information provided about council services
- Customer satisfaction with provision of Aged Care Services
- Customer satisfaction with provision of Early Years Services

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	
Action		Activity Measure
Implement Strategic Marketing Plan 2010 to 2014	OP	100% of 2010/2011 actions implemented
Implement Youth Agenda 2009 - 2012	OP	100% of 2010/2011 actions implemented
Implement Early Years Plan 2009 to 2013	OP	100% of 2010/2011 actions implemented
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of 2010/2011 actions implemented
Implement Strategy for Older People 2009 to 2013	OP	100% of 2010/2011 actions implemented
Support the implementation of the Primary Care Partnerships Health Promotion Strategy	OP	100% of 2010-11 actions identified in strategy for Community Care Services CS implemented
Support the implementation of the Primary Care Partnerships Service Coordination Strategy	OP	100% of 2010-11 actions identified in strategy for Community Care Services CS implemented
Implement Cultural Access Plan for Community Care Services	OP	Program implemented annually
Develop customer service measures for Aged Care and Early Years services	OP	Tools to measure customer satisfaction with timeframes for each service area 100% developed 2010-11

Liveable Community - 1.5 Planning and Development Standards

<p>Results to be Achieved:</p> <p>Ours will be a community...</p> <ul style="list-style-type: none"> ⇒ With a well developed long-term land use vision that is understood, sustainable, and is the result of community engagement ⇒ Where Council delivers best practice in Planning and Building assessment processes ⇒ Where people have ownership of their neighbourhoods and retain an individual sense of place ⇒ That is connected to the river 	<p>What are we measuring to know we have achieved these results?</p> <ul style="list-style-type: none"> Community satisfaction with town planning policy and approvals Community satisfaction with town planning controls Community Satisfaction with Building Controls Community Satisfaction with Protection of Local Character Community Satisfaction with Planning for the Future Community Satisfaction with Support to People with a Disability Community Satisfaction with Public Open Space (including parks and playgrounds) Development Services Customer Planning Survey (Approvals) Development Services Customer Planning Survey (Policy) Community Satisfaction with the Riverfront Development & Accessibility
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Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Implement program of strategic land use projects	OP	Program implemented
Implement Mildura South Strategic Framework Plan	OP	Plan implemented in Mildura Planning Scheme
Implement the Mildura Riverfront Master Plan - Central Precincts	OP	Plan implemented in Mildura Planning Scheme
Implement the Mildura Riverfront Master Plan - Ornamental Lakes Precinct	OP / CW / GF	Precinct designed and constructed
Implement customer satisfaction survey for Building/ Surveying Services	OP	Survey conducted annually
Implement customer satisfaction survey for Planning	OP	Distribute Surveys, perform quarterly analysis and report results to Council
Implement a proactive enforcement program for Planning	OP	Enforcement program implemented
Implement the Mildura CBD Plan	OP	CBD Plan implemented in Mildura Planning Scheme
Implement the recommendations of the review of Mildura Planning Scheme Stage 1	OP	Recommendations implemented in Mildura Planning Scheme
Implement the recommendations of the review of Mildura Planning Scheme Stage 2	OP	Recommendations implemented in Mildura Planning Scheme
Implement the recommendations of the Mildura Heritage Study	OP	Recommendations implemented in Mildura Planning Scheme
Develop Mildura CBD Carparking Precinct Plan	OP	Plan adopted by Council for identified area
Implement Mildura CBD Carparking Precinct Plan	OP	Plan implemented in Mildura Planning Scheme
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of 2010/11 actions to be completed

Strategic Outcome 2: Management of the Environment

Our community will manage, develop and initiate a healthy, sustainable environment and resources...

Management of the Environment - 2.1 Environmental Management

<p>Results to be Achieved:</p> <p>Ours will be a community...</p> <ul style="list-style-type: none"> ⇒ That is proactive on environmental initiatives and opportunities ⇒ That creates and maintains a healthy and sustainable environment ⇒ That provides responsive and appropriate management of resources ⇒ That is environmentally aware and educated in sustainable living 	<p>What are we measuring to know we have achieved these results?</p> <ul style="list-style-type: none"> Community satisfaction with management of creeks and waterways Storm water quality Greenhouse emissions (MRCC) Energy usage (MRCC) Water usage (MRCC) Diversion of waste to landfill Quantity of recycling Total waste generation Recycled water usage Total community water usage Energy usage (community) Alternative energy usage (community) Quantity green products purchased Air quality
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Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Develop Environmental Strategy 2010-2013	OP	Plan completed and adopted by Council
Implement Environmental Strategy 2010 to 2013	OP	100% of 2010/2011 actions implemented
Implement Greenhouse Action Plan 2009 to 2012	OP / CW / GF	100% of 2010/2011 actions implemented
Implement Stormwater Management Plan 2009 to 2014	OP / CW / GF	100% of 2010/2011 actions implemented
Develop Energy Conservation Plan	OP	Plan completed and adopted by Council
Implement Energy Conservation Plan 2009 to 2030	OP / CW	100% of 2010/2011 actions implemented
Implement Environmental Awareness Strategy 2007 to 2012	OP / CW / GF	100% of 2010/2011 actions implemented

Management of the Environment - 2.2 Natural Resource Management

Results to be Achieved:

What are we measuring to know we have achieved these results?

Ours will be a community...

- ⇒ Where there is conservation of land and natural vegetation
- ⇒ With an enhanced natural environment and biodiversity
- ⇒ Where pests, plants and animals are controlled
- ⇒ That promotes the region's natural resources and biodiversity

- Community satisfaction with protection of natural bushland
- Community satisfaction with fire prevention and emergency services
- Loss of vegetation cover

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	
Action		Activity Measure
Implement Sunraysia Remnant Linkage Plan	OP / CW / GF	100% of 2010/2011 actions implemented
Implement Municipal Fire Prevention Plan	OP	100% of actions implemented for second year of 4 year plan
Implement the Significant Linkages Strategy	OP / CW / GF	100% of 2010/2011 actions implemented
Develop Vegetation Strategy	OP	Plan completed and adopted by Council
Implement Vegetation Strategy 2010-2015	OP	100% of 2010/2011 actions implemented
Develop Roadside Management Plan	OP	Plan completed and adopted by Council
Develop Pest, Plant and Animal Management Plan	OP	Plan completed and adopted by Council
Implement Pest, Plant and Animal Management Plan 2010-2015	OP	100% of 2010/2011 actions implemented
Develop management plan for the removal of Cumbungi	OP	Plan developed
Implement Pet Management Plan 2009 to 2013	OP	100% of actions implemented for second year of 4 year plan

Management of the Environment - 2.3 Environmental Services

Results to be Achieved:

Ours will be a community...

- ⇒ With clean, attractive and sustainable public open spaces
- ⇒ That minimises waste and conserves resources
- ⇒ That is flexible and adaptive to the local environmental conditions

What are we measuring to know we have achieved these results?

Community satisfaction with appearance of public areas
 Community satisfaction with litter control
 Community satisfaction with waste management
 Community satisfaction with garbage collection
 Community satisfaction with recycling
 Community satisfaction with tips/ public transfer stations
 Community satisfaction with beautification of streets
 Community satisfaction with maintenance of parks and gardens
 Community satisfaction with maintenance of public places
 Waste deposited to landfill
 Waste diverted from landfill
 Community satisfaction with public open space (including parks and playgrounds)
 Community satisfaction with tree planting
 Water usage (MRCC)
 Water usage (community)
 Total waste generation

Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Review Municipal Waste Management Plan (including Green Waste Strategy)	OP	Review completed
Implement Municipal Waste Management Plan 2009 to 2014	OP / CW / GF	100% of 2010/2011 actions implemented
Develop a Litter Strategy in conjunction with Mildura Regional Waste	OP	Strategy developed and approved by Council
Implement Litter Strategy in conjunction with Mildura Regional Waste	OP / CW / GF	100% of 2010/2011 actions implemented
Implement Deakin Avenue Master Plan	OP / CW / GF	100% of 2010/2011 actions implemented
Review Urban Tree Strategy	OP	100% of 2010/2011 actions implemented
Implement Urban Tree Strategy 2010-2015	OP	100% of 2010/2011 actions implemented
Develop Sustainable Landscape Strategy	OP	Strategy developed and approved by Council
Implement Sustainable Landscape Strategy 2010-2015	OP	100% of 2010/2011 actions implemented
Implement Mildura Major Sporting Reserves Master Plan 2009 to 2020	OP / CW	100% of 2010/2011 actions implemented
Implement Township Recreation Reserves Master Plans	OP / CW	100% of 2010/2011 actions implemented
Implement appropriate maintenance program for parks, gardens and open	OP	Programs implemented

Management of the Environment - 2.4 Infrastructure, Assets and Facilities

Results to be Achieved:

Ours will be a community...

- ⇒ With well maintained, sustainable and accessible roads, buildings and facilities
- ⇒ With appropriate, integrated and sustainable land use, development and infrastructure provision
- ⇒ That maximises use of existing facilities

What are we measuring to know we have achieved these results?

- Community satisfaction with traffic management and parking facilities
- Community satisfaction with local roads and footpaths
- Community satisfaction with car parking availability
- Community satisfaction with drainage
- Community satisfaction with road maintenance
- Community satisfaction with maintenance of public toilets
- Community satisfaction with traffic control and signs
- Community satisfaction with footpaths
- Community satisfaction with public lighting
- Community satisfaction with public halls
- Community satisfaction with support to people with a disability
- Community satisfaction with recreational facilities
- Community satisfaction with bike trails and walking paths/trails
- Community satisfaction with beautification of streets
- Community satisfaction with maintenance of parks and gardens
- Community satisfaction with maintenance of public places
- Community satisfaction with public open space
- Customer satisfaction with CBD traffic flow
- Customer satisfaction with directional/ informational signage

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Develop Preliminary Asset Management Plans for Playgrounds	OP	Plans developed and adopted by Council
Develop Preliminary Asset Management Plans for Fleet	OP	Plans developed and adopted by Council
Develop Preliminary Asset Management Plans for Swimming Pools	OP	Plans developed and adopted by Council
Implement Preliminary Asset Management Plans for Swimming Pools	OP / CW	Plans implemented
Develop Preliminary Asset Management Plans for Drains	OP	Plans developed and adopted by Council
Implement Preliminary Asset Management Plans for Drains	OP / CW	Plans implemented
Develop Preliminary Asset Management Plans for Buildings	OP	Plans developed and adopted by Council
Develop Preliminary Asset Management Plans for Parks	OP	Plans developed and adopted by Council
Review Strategy for the Lighting of Public Places	OP	Strategy reviewed
Implement Strategy for the lighting of Public Places	OP / CW	100% of 2010/2011 actions implemented
Implement Road Management Plan	OP	Plan implemented annually
Implement Mildura CBD Carparking Precinct Plan	OP	Plan implemented in Mildura Planning Scheme
Develop minimum sustainability standards to be incorporated into the development of Council projects and activities	OP	Standards adopted by Council
Implement Council's signage / navigation policy	CW / OP	Policy implemented
Implement Mildura Major Sporting Reserves Master Plan 2009 to 2020	OP / CW	100% of 2010/2011 actions implemented
Implement Aquatic Facilities Re-development Strategy 2006 to 2011	CW	100% of 2010/2011 actions implemented
Implement Township Recreation Reserves Master Plans	OP / CW	100% of 2010/2011 actions implemented
Develop Master Plan for Mildura South Sporting precinct and feasibility assessment	OP	Master plan developed

Strategic Outcome 3: Growth of the Economy

Our community encourages visionary growth built on innovation, creating sustainability and prosperity...

Growth of the Economy - 3.1 Economic Development

Results to be Achieved:

Ours will be a community...

- ⇒ With sustainable economic development that encourages and supports innovation in business and industry
- ⇒ With a well-networked and coordinated business community that focuses on its unique assets and opportunities
- ⇒ With vibrant, active, viable and attractive industrial, commercial, tourism and retail precincts
- ⇒ With environmentally responsible economic development
- ⇒ With a balanced employment skill base to meet business and industry needs
- ⇒ With appropriate infrastructure to support tourism and events development
- ⇒ With access to quality education that meets their needs now and into the future

What are we measuring to know we have achieved these results?

Community satisfaction with economic development
 Community satisfaction with encouragement of business/industry
 Community satisfaction with employment support programs
 Rate of unemployment
 Household income (\$)
 Business satisfaction with economic development
 Number of businesses
 Number of building permits
 Value of building permits
 Tourism impact
 Business satisfaction with conferences and business events
 Level of education attained
 Number of home based businesses

Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Implement the Mildura Riverfront Master Plan - Central Precincts	OP	Plan implemented in Mildura Planning Scheme
Implement the Mildura Riverfront Master Plan - Ornamental Lakes Precinct	OP / CW / GF	Precinct designed and constructed
Advocate for alternative investment strategies for College Lease	OP	Identify strategies and implement 100% of actions in 2010/2011
Council revisit the concept of a water bank for the purpose of seeking to ensure local ownership of our most valuable resource	OP	Research concept and report to Council
Implement Mildura City Traders Strategic Plan 2007 to 2011	OP	100% of actions for 2010/11 completed
Review Mildura City Traders Strategic Plan	OP	Plan reviewed
Implement Skilled Migration Program	GF	100% of actions for 2010/11 completed
Investigate establishment of Fifteenth Street traders promotional body	OP	Investigate and report to Council
Implement and evaluate Chaffey Trail Strategy	OP	100% of actions for 2010/11 completed
Implement MRCC Economic Development Action Plan	OP	Develop policy and endorsed by Council
Develop MRCC Economic Development Action Plan	OP	Develop action plan and endorsed by CMT
Implement Conferencing and Business Events Strategy	OP	100% of actions for 2010/11 completed
Implement Environmental Strategy 2010 to 2013	OP	Review completed

Growth of the Economy - 3.2 Tourism and Events

Results to be Achieved:

Ours will be a community...

- ⇒ That promotes exceptional experiences for tourists and visitors
- ⇒ With highly developed events, festivals and conventions that attract visitors
- ⇒ That recognises and fosters the distinct qualities of small communities, their unique events and attractions
- ⇒ With appropriate infrastructure to support tourism and events development
- ⇒ Where Mildura Rural City Council, Mildura Development Corporation and Mildura Tourism work together creatively and cooperatively to achieve economic outcomes

What are we measuring to know we have achieved these results?

- Community satisfaction with promotion of tourism
- Community satisfaction with festivals and major events
- Growth in tourism
- Yield of tourism
- Industry barometer
- Community satisfaction with visitor services
- Visitor Information Centre - number of visitors
- Community satisfaction with small community events
- Industry satisfaction with visitor services
- Visitor satisfaction with Mildura experiences
- Overall indicator of satisfaction with tourism

Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Implement Visitor Navigation (signage) Strategy	CW	Strategy implemented
Implement the Mildura Riverfront Master Plan - Central Precincts	OP	Plan implemented in Mildura Planning Scheme
Implement the Mildura Riverfront Master Plan - Ornamental Lakes Precinct	OP / CW / GF	Precinct designed and constructed
Develop Visitor Information Strategy 2009 to 2013	OP	Strategy completed and adopted
Implement Visitor Information Strategy 2009 to 2013	OP	100% of actions for 2010/11 completed
Implement Conferencing and Business Events Strategy	OP	100% of actions for 2010/11 completed
Implement and evaluate Chaffey Trail Strategy	OP	100% of actions for 2010/11 completed
Implement Arts, Cultural and Heritage Strategy 2009 to 2013	OP / CW / GF	100% of actions for 2010/11 completed
Review Arts, Cultural and Heritage Strategy	OP	Strategy reviewed
Implement Events Strategic Plan 2009 to 2013	OP	100% of actions for 2010/11 completed
Develop a process to incorporate tourism and events into the development of community plans	OP	Process developed
Establish an agreed identity for the municipality to be used in all branding, imaging and marketing	OP	Identity in use
Facilitate an ongoing co-operative framework for the development of joint partnerships between Mildura Rural City Council, Mildura Development Corporation and Mildura Tourism	OP	Partnerships developed

Strategic Outcome 4: Active Community

Our community recognises the essential role played by arts, culture, sport and recreation in enhancing well-being...

Active Community - 4.1 Arts and Cultural Heritage

Results to be Achieved:

Ours will be a community...

- ⇒ That embraces and values creativity, imagination and participation in arts and cultural opportunities
- ⇒ That values and embraces its history and links arts to our environment and cultural heritage
- ⇒ With appropriate infrastructure to support tourism and events development
- ⇒ That recognises the significance of the indigenous culture of the region and encourages diverse cultural expression
- ⇒ That fosters arts and cultural heritage in education
- ⇒ Where all people have access to a diverse, relevant and up-to-date range of library materials, services and programs
- ⇒ Where Mildura Rural City Council, Mildura Development Corporation and Mildura Tourism work together creatively and cooperatively to achieve economic outcomes

What are we measuring to know we have achieved these results?

- Community satisfaction with sporting services
- Community satisfaction with bicycle paths and walking tracks
- Community satisfaction with Council support to clubs
- Community satisfaction with recreational facilities
- Participation in exercise

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	
Action		Activity Measure
Implement Arts, Cultural and Heritage Strategy 2009 to 2011	OP / CW / GF	Actions for 2010-2011 implemented
Review Arts, Cultural and Heritage Strategy	OP	Strategy reviewed
Implement integrated program and marketing strategy for Mildura Arts Centre	OP	Strategy implemented
Implement integrated program and marketing strategy for Mildura Arts Centre	OP	Strategy implemented
Implement annual Arts Marketing and Promotion Plan	OP	Plan implemented
Review Arts Marketing and Promotion Plan	OP	Plan reviewed annually
Implement Art Collection Strategy	CW / GF	Strategy implemented
Develop integrated Municipal Heritage Strategy	OP	Strategy implemented
Implement Rio Vista Restoration Conservation Management Plan	OP / GF	Plan implemented
Implement Arts Outreach Program 2009 to 2013	OP / GF	Program delivered
Establish partnerships with key stakeholders to foster arts and cultural heritage in education	OP / GF	Partnerships established
Facilitate an ongoing co-operative framework for the development of joint partnerships between Mildura Rural City Council, Mildura Development Corporation and Mildura Tourism	OP	Partnerships developed
Undertake a review of available tourism and events infrastructure against requirements	OP	Report to Council
Implement Library Marketing and Promotion Strategy	OP	Strategy 100% implemented
Review Library Marketing and Promotion Strategy	OP	Strategy reviewed
Implement Library Strategy	OP	100% of 2010/2011 actions implemented
Work in partnership with key stakeholders to promote learning and access to information	OP	Partnership plan 100% Implemented
Implement Online Library Access Strategy	OP	Strategy 100% implemented
Implement Statewide History Preservation Strategy	OP	Strategy 100% implemented

Active Community - 4.2 Recreation and Sport

<p>Results to be Achieved:</p> <p>Ours will be a community...</p> <ul style="list-style-type: none"> ⇒ Where all people have equal access to appropriate recreation facilities and services ⇒ That promotes and encourages participation in sporting and recreational activities ⇒ That recognises, supports and encourages sports people to achieve their sporting potential ⇒ With sporting and recreation organisations which have the capacity and support to provide a diverse range of programs and activities ⇒ With infrastructure and partnerships that can cater for state, national and international recreation and events 	<p>What are we measuring to know we have achieved these results?</p> <p>Community satisfaction with sporting services Community satisfaction with bicycle paths and walking tracks Community satisfaction with Council support to clubs Community satisfaction with recreational facilities Participation in exercise</p>	
	<p>Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)</p>	<p>Activity Measure</p>
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of actions for 2010/2011 completed
Implement Strategy for Older People 2009-2013	OP	100% of 2010/2011 actions implemented
Implement Public Open Space Strategy 2004 to 2010	OP, CW	100% of 2010/2011 actions implemented
Implement Recreation Strategy 2008 - 2018	OP	100% of 2010/2011 actions implemented
Implement Bicycle Strategy 2010 to 2025	OP, CW	100% of 2010/2011 actions implemented
Implement Mildura Major Sporting Reserves Master Plan 2009 to 2020	OP, CW	100% of 2010/2011 actions implemented
Implement Aquatic Facilities Re-development Strategy 2006 to 2011	CW	100% of 2010/2011 actions implemented
Implement Township Recreation Reserves Master Plans	OP, CW	100% of 2010/2011 actions implemented
Implement Recreation Grants program	OP	Program 100% implemented
Develop Tracks and Trails Strategy	OP	Strategy developed
Develop Master Plan for Mildura South Sporting precinct and feasibility assessment	CW	50% of plan developed
Develop a program to include people from a Culturally and Linguistically Diverse background in recreation	OP	Program developed
Implement program to include people from a Culturally and Linguistically Diverse background in recreation	OP	Program implemented

Strategic Outcome 5: Management of Resources

Our Council will manage resources effectively and efficiently to provide services that are relevant, of a high standard and that address identified community needs...

Management of Resources - 5.1 Leadership and Representation

<p>Results to be Achieved:</p> <p>Ours will be an organisation...</p> <ul style="list-style-type: none"> ⇒ With respected and proactive leadership for our region ⇒ That represents the community's interests, particularly those less able to represent themselves ⇒ That works together to find solutions and make informed decisions ⇒ That works with other leaders within the community ⇒ That operates with integrity 	<p>What are we measuring to know we have achieved these results?</p> <p>Community satisfaction with overall performance of Council Community satisfaction with advocacy Community satisfaction with performance of the elected Council Community perception of MRCC as a place to live Community satisfaction with Council's engagement in decision making Level of well being in community Staff satisfaction with cooperation across work areas</p>	
	<p>Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)</p>	
<p>Action</p>		<p>Activity Measure</p>
Implement Councillor self-assessment process to monitor leadership performance	OP	Self assessment undertaken annually
Implement Action Plan from Councillor self-assessment	OP	Annual action plan completed
Develop and implement annual Councillor Professional Development Program	OP	Training program completed
Advocate on identified community issues	OP	Advocacy actions undertaken
Develop and maintain constructive relationships with key stakeholders and	OP	Attendance at significant meetings/ forums
Develop and maintain strong strategic alliances and partnerships	OP	Attendance at significant meetings/ forums
Develop Councillor annual visitation plan to communities across municipality	OP	Visitation Plan developed
Implement Councillor visitation plan to communities across municipality	OP	Visitation Plan implemented
Monitor and report on the implementation of Council Plan actions	OP	Percentage of actions completed annually

Management of Resources - 5.2 Communication and Consultation

Results to be Achieved:

What are we measuring to know we have achieved these results?

Ours will be an organisation...

- ⇒ That is seen as professional and acting with integrity
- ⇒ That demonstrates open and transparent communication
- ⇒ That engages the community in its decision making
- ⇒ That provides information on its services
- ⇒ That is actively involved in the community
- ⇒ Where Councillors and staff are visible and accessible to the community

- Community satisfaction with Council's engagement in decision making
- Community satisfaction with consultation
- Community satisfaction with information about Council's decisions
- Community satisfaction with overall image of Council
- Community satisfaction with information in the media
- Community satisfaction with Council's website
- Community satisfaction with MRCC community newsletter (Community Matters)

Resourced by...
OP (operational)
CW (capital works)
GF (grant funding)
RNI (resources not identified)

Action

Activity Measure

Develop a Strategic Marketing Plan 2010 to 2014	OP	Plan approved by Council
Implement Strategic Marketing Plan 2010 to 2014	OP	Plan implemented
Develop a Website Plan 2010 - 2013	OP / CW	Plan approved
Implement Website Plan 2010 - 2013	OP / CW	Plan implemented
Develop a plan to promote Council's community engagement activities	OP	Plans developed and implemented annually
Produce and disseminate community newsletter	OP	5 newsletters distributed per year
Implement the MRCC Brand Style Guide	OP	Brand guidelines implemented

Management of Resources - 5.3 Customer Service

Results to be Achieved:

Ours will be an organisation...

- ⇒ That is accessible to all
- ⇒ That is understanding, responsive and receptive to feedback
- ⇒ That puts customers first

What are we measuring to know we have achieved these results?

- Community satisfaction with customer contact
- Community satisfaction with general courtesy of Council staff
- Community satisfaction with general effectiveness of Council staff
- Community satisfaction with responsiveness to complaints
- Community satisfaction with council's website
- Community satisfaction with accessibility to whole of Council
- Number of non financial transactions through website

	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	
Action		Activity Measure
Implement Customer Service Strategy	OP	Strategy actions for 2010 - 2011 implemented
Develop a Website Plan 2010 - 2013	OP / CW	Plan approved
Implement Website Plan 2010 - 2013	OP / CW	100% of 2010/11 actions to be completed
Develop and implement service level agreements/ standards for all service	OP	SLAs developed for all key processes
Implement Community Access and Inclusion Plan 2009 to 2013	GF	100% of 2010/11 actions to be completed
Implement Customer Service training for all staff	OP	Training scheme developed and schedule implemented
Develop a Strategic Marketing Plan 2010 to 2014	OP	Plan approved by Council

Management of Resources - 5.4 Financial Sustainability

<p>Results to be Achieved:</p> <p>Ours will be an organisation...</p> <ul style="list-style-type: none"> ⇒ That is financially viable with a long-term financial strategy ⇒ That ensures service levels meet the needs of the community in a financially responsible manner ⇒ That is able to adapt in a volatile economic climate 	<p>What are we measuring to know we have achieved these results?</p> <ul style="list-style-type: none"> Total depreciation/ total assets Cash reserves Debt coverage Rates outstanding/ total rates Working capital ratio Debt servicing level Debt as a percentage of rate revenue Debt as a percentage of total revenue Total asset movement Asset renewal Community satisfaction with current level of Council rates
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Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Review Strategic Financial Plan annually	OP	Plan reviewed
Develop and complete the annual internal audit program	OP	Plan developed and completed
Implement all internal audit recommendations as appropriate	OP	Actions completed
Implement appropriate policies and procedures to achieve an unqualified audit	OP	Program implemented annually
Increase revenue from sources other than rates	OP	Increases reflected in annual budget
Review asset renewal gap on an annual basis	OP	Asset renewal gap assessed and reviewed

Management of Resources - 5.5 Organisational Management

Results to be Achieved:

Ours will be an organisation...

- ⇒ That is committed to innovative and efficient use of resources
- ⇒ That balances risk and opportunity
- ⇒ That is committed to continuous improvement
- ⇒ That is committed to the development and well being of its staff

What are we measuring to know we have achieved these results?

Staff satisfaction
 Staff turnover
 Level of Sick Leave
 Lost Time due to Injury
 Value for Money – Performance of Council Compared to Rates
 % Staff Recommending MRCC
 CMP Risk Ranking
 JLT Risk Ranking
 Organisational External Evaluation Score
 Staff satisfaction with personal and professional development
 Level of loss in litigation cases

Action	Resourced by... OP (operational) CW (capital works) GF (grant funding) RNI (resources not identified)	Activity Measure
Develop a Strategic Marketing Plan 2010 to 2014	OP	Plan approved by Council
Implement Strategic Marketing Plan 2010 to 2014	OP/CW	100% of 2010/11 actions to be completed
Implement the Organisational Development Strategy 2009 to 2013	OP	Strategy actions for 2010 - 2011 implemented
Develop Knowledge Management Strategy	OP	Strategy approved by CMT
Implement Occupational Health and Safety Strategy 2009 to 2013	OP	Strategy actions for 2010 - 2011 implemented
Implement annual Health and Well Being Program	OP	Program implemented annually
Complete implementation of annual professional development program	OP	Competencies implemented to all levels of staff
Implement Human Resource Management Strategy 2009 to 2013	OP	Strategy actions for 2010 - 2011 implemented
Implement Risk Management Strategy 2009 to 2013	OP	Strategy actions for 2010 - 2011 implemented
Implement Disaster Recovery/ Business Continuity Plans schedule	OP	Schedule implemented for 2010 - 2011
Implement Information Services Strategy 2008 to 2010	OP/CW	Strategy actions for 2010 - 2011 implemented
Review Information Services Strategy	OP	Strategy reviewed
Implement annual Corporate Training Plan	OP	Plan implemented annually
Develop organisational approach to benchmarking	OP	Approach adopted by CMT
Develop Integrated Strategic Planning process	OP	Process adopted by CMT
Implement Integrated Strategic Planning process	OP	Process implemented
Implement Project Management framework	OP	Framework implemented
Develop an Innovation Management Process	OP	Process adopted by CMT

STRATEGIC RESOURCE PLAN

2010 – 2011

Contents

Executive Summary

1. Plan Preparation
2. Appraisal of Current Position
3. Assumptions Made in Preparing Plan
4. Key Targets of the Plan
5. Sustainability
6. Analysis and Explanations of Standard Statements
7. Rating Strategy
8. Debt Management Strategy
9. Reserves
10. Asset Management
11. Human Resources
12. Information Technology
13. Business Excellence

Appendices

- A. Income Statement
- B. Balance Sheet
- C. Cash Flow Statement
- D. Statement of Capital Works
- E. Statement of Investment Reserves

Executive Summary

The Strategic Resource Plan (SRP) is:

A plan of resources, both financial and non financial, required over the four year period 2009/10 to 2012/2013 to achieve the strategic objectives adopted in the Council Plan.

The Strategic Outcomes outlined in the Council Plan are as follows:

- Our community will be one that is a safe and supportive place to live, encouraging diversity, well-being and lifestyle opportunities for everyone;
- Our community will manage, develop and initiate a healthy, sustainable environment and resources;
- Our community encourages visionary growth built on innovation, creating sustainability and prosperity;
- Our community recognises the essential role played by arts, culture, sport and recreation in enhancing well-being;
- Our Council will manage resources effectively and efficiently to provide services that are relevant, of a high standard and that address identified community needs

Challenges facing the Council in achieving these strategic objectives are:

- Addressing the gap between revenue increases linked to the Consumer Price Index and the escalation in the cost of providing Council services.
- The consumption of community assets faster than they can be replaced and thus creating an Asset Renewal Gap which needs to be funded.
- Maintaining an adequate level of funding for new capital projects.
- Diminishing real contributions by the State and Federal Governments with the cost of service delivery continuing to increase at a higher level than the increases in the level of grants provided.

The targets adopted to address the challenges are:

- Increase asset renewal spending by at least \$500,000 per annum for each year of the SRP;
- Maintain service levels at the current level and review levels during the term of the Plan;
- Achieve a strong liquidity position (working capital ratio of at least 2 : 1)
- Achieve a recurrent operating surplus each year of the SRP; and
- Contain the level of rate increases to CPI + 1% over the term of the Plan.

Achievement of these targets will:

- meet the strategic objectives proposed in the Council Plan;
- address required service levels; and
- maintain financial sustainability.

1. Plan Preparation

The Strategic Resource Plan and its Purpose

The Strategic Resource Plan is a component of the Mildura Rural City Council Plan 2009-2013 and has been prepared in accordance with Section 126 of the Local Government Act 1989; Strategic Resource Plan. It identifies and assesses the resources required over four years, both financial and non-financial, to accomplish the objectives and strategies adopted in the Council Plan which are as follows:

- Our community will be one that is a safe and supportive place to live, encouraging diversity, well-being and lifestyle opportunities for everyone;
- Our community will manage, develop and initiate a healthy, sustainable environment and resources;
- Our community encourages visionary growth built on innovation, creating sustainability and prosperity;
- Our community recognises the essential role played by arts, culture, sport and recreation in enhancing well-being;
- Our Council will manage resources effectively and efficiently to provide services that are relevant, of a high standard and that address identified community needs

The Plan is a high level document which gives direction to the community and government about Mildura's future from a strategic resource perspective as well as general direction to staff on future budget parameters.

The SRP is derived from Council's 10-Year Financial Model, a dynamic tool developed in November 2003. This tool allows Council to analyse financial trends over a 10-year future period, based on a range of assumptions. Because of the model's dynamic nature, Council can test a limitless range of 'what if' scenarios to measure the financial impact over future periods on cash flow and financial results.

Method of Preparation

Councillors, senior staff and managers were involved in researching and evaluating:

- the Council's current service and resource levels to determine the changes needed to address the strategic objectives proposed in the Council Plan;
- the impact that assumptions about economic and other factors may have on future projections;
- the targets to be met in addressing the Council Plan resource needs; and
- the likely effectiveness of the SRP in achieving the Council's strategic objectives.

Five standard statements are used as the basis for providing and assessing the relevant information. These are:

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Capital Works Statement
- Statement of Investment Reserves

Relationship to Corporate Framework

The SRP is:

- an integral part of the Council Plan and ;
- linked to other Council strategic documents including the Asset Management Plan, Rating Strategy and Debt Management Strategy.

Consistency with Local Government Act Principles

- It is important to ensure that the Council adheres to the principles of sound financial management required by Section 136 of the Local Government Act 1989; Principles of Sound Financial Management, in particular:
 - management of risk relating to debt, assets, liabilities and entrepreneurial activities; and
 - ensuring that decisions made and actions taken, including rating and expenditure policies, have due regard for the financial effects on future generations.

2. Appraisal of Current Financial Position

The overall goal of the SRP is to ensure that Mildura Rural City Council remains financially sustainable in the long term.

Key factors which highlight Council's strong current financial position include:

- **Rates**

During 2009/10 Council was able to contain its rate increase to 4%. In recognising the economic downturn in the region Council expects to maintain this level for 2010/11.

- **Working Capital**

Council's working capital ratio (current assets to current liabilities) as at the end of 2009/10 was 2.41:1. During the term of this SRP the current ratio is expected to decrease to 1.25:1.

- **Operating Position**

Council has forecasted a continued positive operating result of \$6.484M for the 2009/10 financial year. This result also includes the full funding of depreciation. It is expected that positive operating results will continue over the life of the SRP with the result for 2010/11 forecasted to be \$5.737M

- **Debt Level**

Council's long term borrowing strategy does not recommend the pursuit of debt free status but rather focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing Council to a high debt burden. A key assumption of this SRP is that Council endeavours to reach a target debt level of 45% of total rate revenue.

- **Infrastructure Renewal**

Council currently has a rolling five-year Capital Works Program for new and renewal capital expenditure. In recognition of the significance that the renewal gap will have on future financial plans, Council has implemented a strategy to limit the amount of new capital expenditure it undertakes and to provide funding in its Capital Works Programs over the next 10 years to bring about equalisation of these costs.

- **Financial Sustainability**

Each year Council receives an analysis of its long term financial sustainability and this indicator is based on its underlying operating result, cash position, indebtedness and asset renewal capabilities and compares us to other regional cities. In 2008/09 Council achieved the third highest financial sustainability score of all regional cities. This result confirms that the direction Council is heading financially is one which will provide a sound foundation for future councils and the community.

3. Assumptions Made in Preparing the SRP

The assumptions detailed below have been used in the preparation of this SRP.

- Existing service levels will be maintained
- Any increase in output or services will come as a result of efficiency gains from Council's continuous improvement programs.
- CPI will run at 3% per annum for the life of the plan.
- Staff costs will increase by 4.5% per annum (current Enterprise Bargaining Agreement is 4.2% per annum)
- Rates are forecast to increase by CPI + 1% over the term of the plan
- As well as the increase in rating levels, general rate revenue will also increase by the number of rateable properties, estimated to increase by 1% per annum.
- All revenue sources other than rates to rise by CPI.
- Interest rate for any new borrowings will be 8.0%.
- Interest rate for any deposit funds will be 5.0%.
- The replacement / refurbishment of existing assets will be maintained (i.e. no asset rationalisation)
- All new borrowings will be on a principal and interest basis

These assumptions are taken into account in providing the detailed analysis in Part 6 of the SRP.

4. Key Parameters of the Plan

The Plan has been developed with the following parameters:

- **Operating Service Levels**
 - Will be maintained at the current level and will be reviewed during the term of the Plan;
 - Any increase in output or services will come as a result of efficiency gains from Council's continuous improvement programs; and
 - Services will meet the requirements generated by population growth of at least 1% per annum.
- **Capital Works Program**
 - Annual depreciation will be fully funded each year and applied to renewal works.
- **Operating Performance**
 - Maintain a surplus result throughout the life of the Plan; and
- **Debt Level / Borrowing**
 - Borrow \$3.1M in 2010/11, \$3.0M in 2013/14.
- **Rating Levels**
 - Rates levels to remain at CPI + 1% during the life of the Plan.
- **Cash / Liquidity**
 - Maintain Council's working capital ratio at adequate levels.

5. Sustainability

An emerging issue for all councils is long term sustainability. In 2006, Pricewaterhouse Coopers (PwC) undertook a nationwide study into the sustainability of local government, entitled: *Working for a Sustainable Future – National Financial Sustainability of Local Government*. This work complemented work previously undertaken by the Municipal Association of Australia and raised a number of issues and recommendations. Council acknowledges the findings of the report and when comparing its ratios with those noted in the report, it is considered to be in a sustainable position.

Indicators

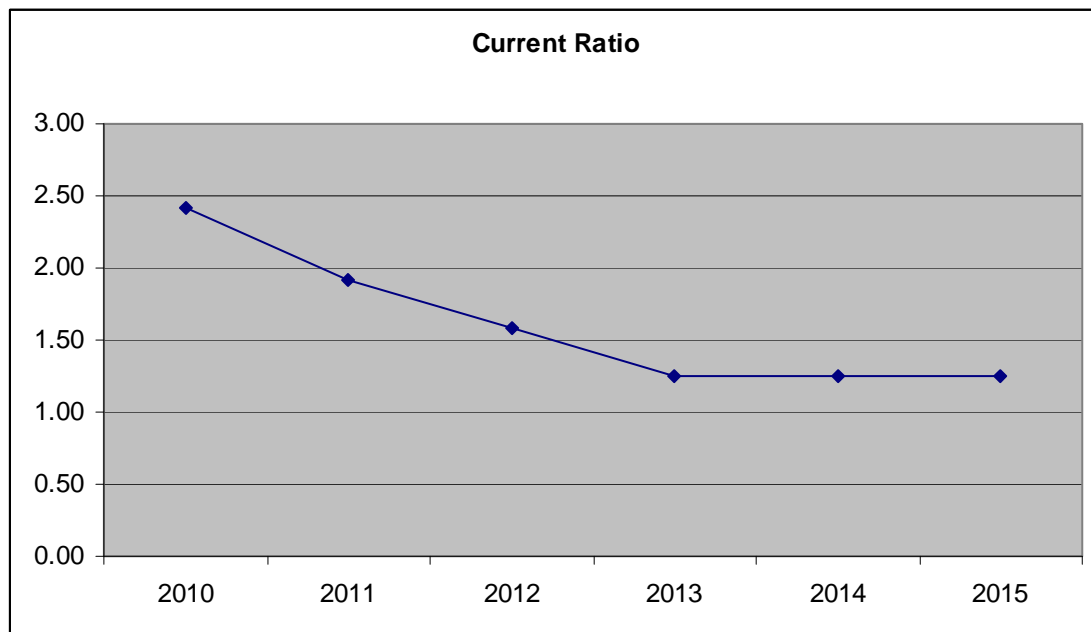
The indicators of Councils with financial sustainability issues include:

- Minimal (or negative) revenue growth
- Cost growth which has exceeded revenue growth
- Increasing involvement in non-core service provision
- Councils that run operating deficits, creating a need to defer or under spend on renewal of infrastructure

Council's SRP addresses these issues by ensuring that revenue grows at a rate exceeding costs and that Council does not have operating deficits in consecutive years.

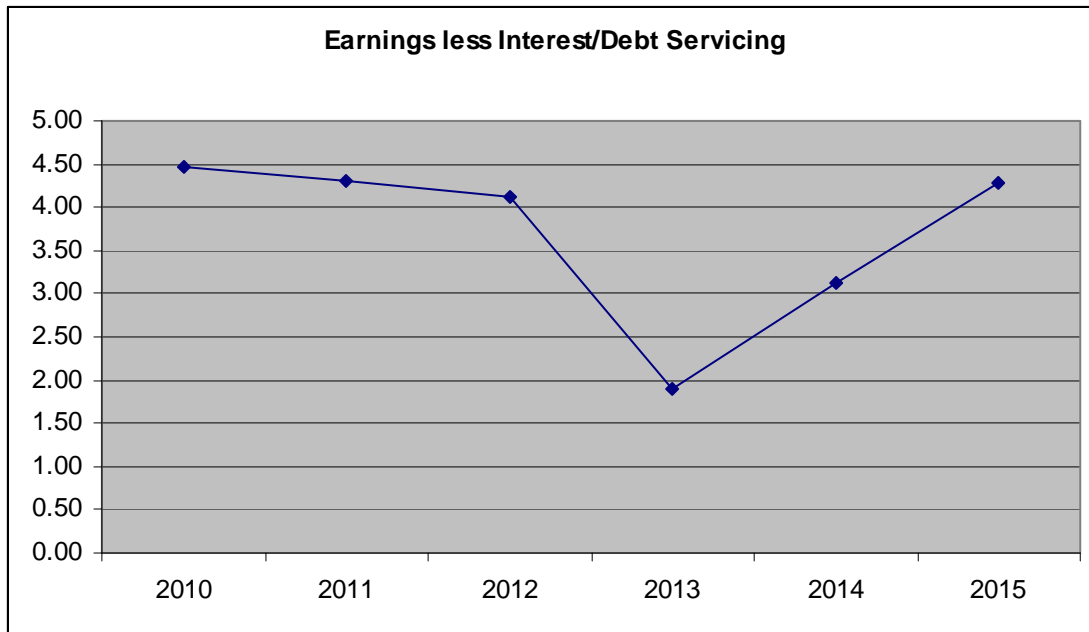
Financial Ratio Analysis of Mildura Rural City Council

Current Ratio



A ratio of 2 is a key threshold for testing liquidity issues. Council's current ratio during the life of the Plan is adequate and displays Council's short-term liquidity in a positive light.

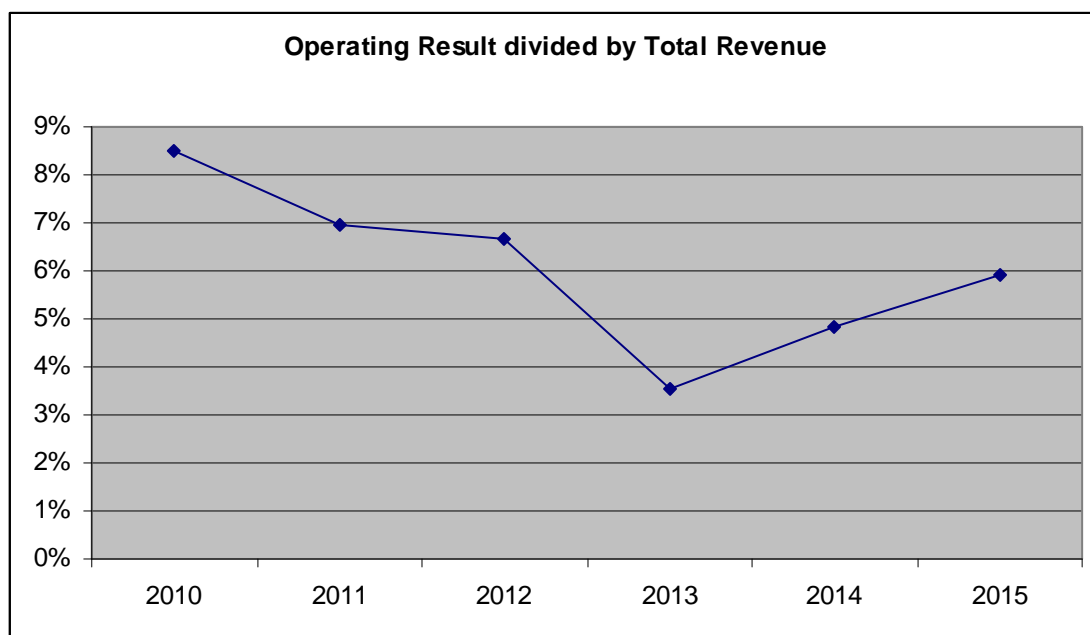
Interest Coverage Ratio



An interest coverage level of 3 generally represents a threshold where credit risk begins to be more significant, as a large unexpected event with adverse cash flow implications can place pressure on the ability to meet interest payments.

Council's interest coverage ratio remains above 3.00 in all years, except 2013 where the ratio drops to 1.8 due to a reduction in earnings in that year. This is not seen as an adverse risk.

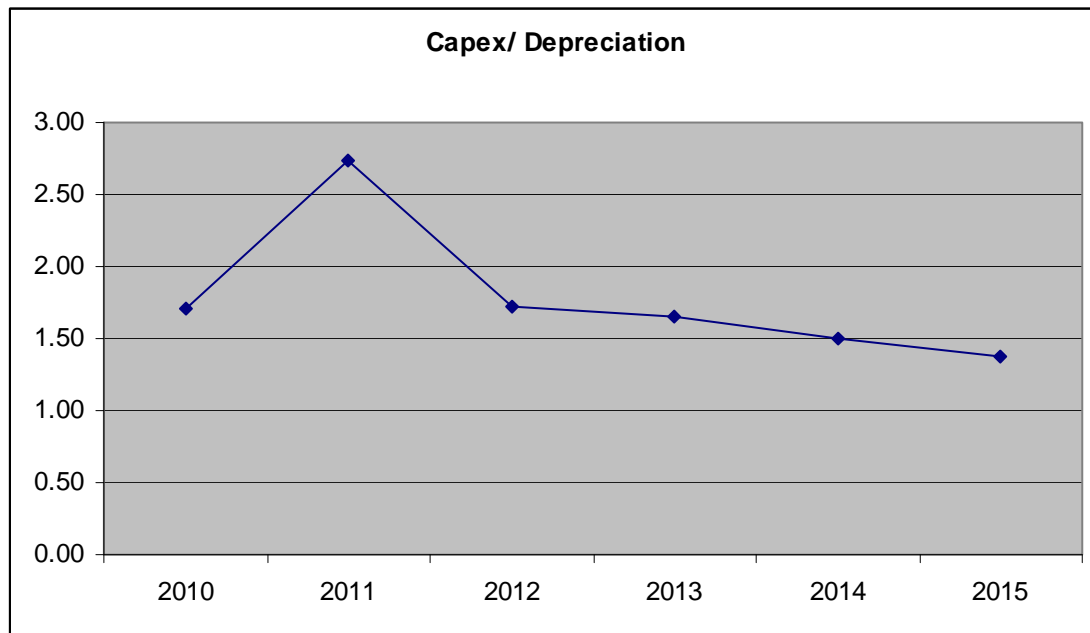
Operating Surplus/(Deficit) Ratio



The operating surplus/(deficit) ratio measures the operating result as a proportion of total revenue. Deficits that continue over more than 2 years are of a concern, particularly if over 10% of revenue. This may result in a tendency to defer renewals expenditure which creates a risk of developing maintenance backlogs.

Council's operating result is in surplus for the term of the plan.

Sustainability Ratio



The sustainability ratio compares capital expenditure to depreciation. The threshold for this ratio is 1. A ratio of less than 1 indicates that the capital being consumed in an accounting sense exceeds the capital being replaced into the asset base.

Council's ratio exceeds 1.5 for the term of the plan, which indicates Council's commitment to not only renew assets at the rate they are being consumed but also to address future asset management and infrastructure renewal gap issues.

6. Analysis and Explanations of Standard Statements

The following explanations should be read in conjunction with the Standard Statements. These can be found in the Appendices as follows;

- Appendix A – Income Statement
- Appendix B – Balance Sheet
- Appendix C – Cash Flow Statement
- Appendix D – Capital Works Statement
- Appendix E – Statement of Investment Reserves

Income Statement

Income

General Rates

The approach of this SRP is to set rate levels at CPI + 1% in 2010/11 and all subsequent years.

Fees, Fines & User Charges

Fees and charges have been increased by 3%, however a large number of fees are set by legislation and are not under Council's control e.g. Planning Permits.

Developer Contributions

The nature and levels of this revenue stream render it extremely difficult to predict. Whilst values have been entered (\$600k per annum), actual contributions received may vary considerably to the estimate and in turn will have a direct effect on the levels of capital works expenditure allocation.

Expenditure

Employee Benefits

Increases in labour and oncosts are composed of two elements. The elements are Enterprise Agreement increments and movements within bandings as part of the annual review process. Council's Enterprise Agreement increase has been 4.2% per annum, so given this, and movements within banding levels, a 4.5% increase in total employee benefits has been factored into the plan.

Materials, Contracts & Services

The broad assumption in materials and contracts is for an increase by 3% per annum based on our CPI assumption.

Depreciation and Amortisation

Depreciation estimates have been based on the projected capital works outlays contained within this SRP document. Future asset revaluations, levels of developer contributed infrastructure and unanticipated externally funded capital upgrade and expansion expenditure may further influence depreciation estimates.

Borrowing Cost Expenses

Interest costs have been assessed on the basis of Council borrowing \$3.1 million in 2010/11 and a further \$3.0 million in 2013/14.

Balance Sheet

Current Assets

Cash Assets including Deposits

Following the 2009/10 financial year, cash funds remain strong and throughout the four year period, all statutory and discretionary reserves are backed by cash assets. No overdraft requirements are planned.

Receivables

A conservative approach has been taken on this item as a review of previous years' activity reveals fluctuations in the balances.

Non Current Assets

The fixed asset balance is the outcome of projected levels of capital expenditure, depreciation, gifted assets and asset disposals shown in the Income Statement.

Current Liabilities

Accounts Payable

The accounts payable figure has been formulated based on past experience and adjusted for CPI.

Provisions

It has been assumed in the model that the trend for employee provisions (Annual leave and Long Service Leave) will increase as staff wages increase with time and consequently, an inflation factor of 4.5% has been used.

Non Current Liabilities

Interest Bearing Liabilities

The level of indebtedness reflects loan borrowings undertaken over the life of the Plan.

Equity

Accumulated Surplus & Reserves

The accumulated equity of Council (including Reserve funds) continues to increase during the life of the SRP in line with projected stable reserves and operating surpluses.

Cash Flow Statement

Net Cash Provided by Operating Activities

The cash provided by the operating activities is maintained at an acceptable level over the life of the Plan.

Net Cash Used in Investing Activities

Council's capital works program is maintained throughout the life of the Plan.

Net Cash Used in/Provided by Financing Activities

Cash provided by financing activities reflects the loans that Council intends to raise over the next 4 years.

Overall, the information in the Statement of Cash Flows shows that council will maintain a solid cash balance that sufficiently funds its Reserve funds and Restricted Assets and at the same time provides strong uncommitted cash growth.

Capital Works Statement

The Capital Works Program is based on what is considered to be known and required expenditures. The program is based upon the fundamental elements of asset renewal, asset upgrade and asset expansion.

The level of work is consistent with priorities and is maintained throughout the life of the Plan. In line with Council's asset management strategy, renewal funding has been increased in each of the four years in order to reduce Council's renewal gap.

7. Rating Strategy

Rates Setting Principles

Council's reliance on rates is influenced by policy and legislative factors that preclude or limit Council's ability to charge. Council does not have discretion to set user fees and charges for a range of services where this is set out in state legislation or regulation, such as prescribed fees for planning permits.

The amount of rates collected by a council depends on conscious and considered choices as to the quantity and quality of services that it decides to provide and how much of the cost is to be recovered from other revenue sources. The amount collected in rates represents the difference between the total expenses required by Council to fund programs, maintain assets and to service and redeem debt, and the total revenue from all other sources. Other revenue sources include grants from other levels of government, prescribed and discretionary fees, fines and charges, income from the sale of assets and interest earned.

Rate revenue is the major source of Council's revenue, accounting for more than 50% of its annual income.

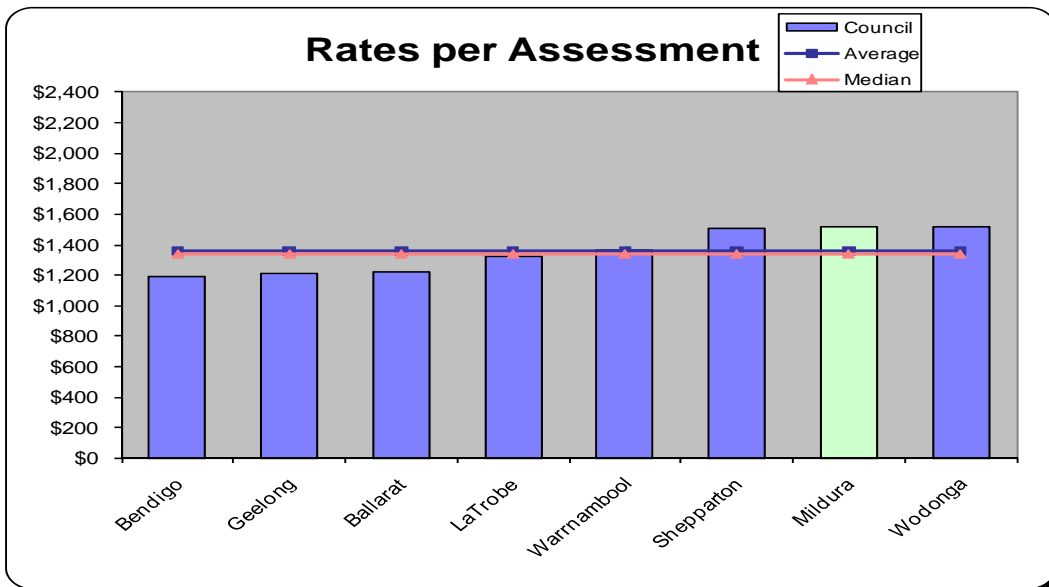
Current Rating System

The 2010/11 rating system is characterised by four differential rates applying to general (residential and vacant land), farm and commercial/ industrial properties and a rate declared under the Cultural and Recreational Lands Act.

Other than those few properties to which the recreation rate applies, all rateable properties pay the general rate. Additionally, properties may be subject to one or more of the following differential rates: -

- Drainage rate
- Economic Development / Tourism Rate
- Inner Mall Rate
- Outer Mall Rate

Rates per assessment indicate that Council is in the higher level of rates per assessment when compared to other councils in the large Regional Cities group. However, no other Council in this group has the same vast area and this has a significant effect on operating and capital costs of Council. In addition, Mildura Rural City Council applies a Drainage Differential Rate that inflates the level of rates when compared to other regional cities.



Drainage Rate

The differential rate for drainage was introduced in 2002/03. The rate was developed to cover the costs of operation and maintenance, renewal of existing stormwater infrastructure, the need for drainage infrastructure in line with property development and the creation of a drainage reserve fund

It is applied to approximately 21,000 (out of approx 25,000) properties covering the urban areas of Mildura, Merbein and Red Cliffs, as well as the irrigated areas of the First Mildura Irrigation Trust and Lower Murray Water.

General Rate

General land is the balance of land defined by exception to the general rate. The only exception to the general rate included currently in the Council's rating system is land defined under the Cultural and Recreational Land Act. General land therefore consists of residential, commercial and agricultural properties and vacant land.

Service Rates and Charges

Council has the power to levy a service rate or service charge or combination service rate and charge to fund the provision of water supply, sewerage or waste services.

The most commonly used service rate or charge is that used to defray waste collection and recycling costs. The waste management charge is in fact the one and only service rate used by Council at present. A unit charge is levied on each property that receives or can access the service.

Rebates and Concessions

Under the Local Government Act, Council has the power to grant a rebate or concession in relation to any rate or charge to assist “proper” development and the preservation of buildings or places of historical, environmental, architectural or scientific importance within the municipality. While the original intent of the term “proper” development had a land use perspective, councils may use the provision to assist economic development and environmental objectives.

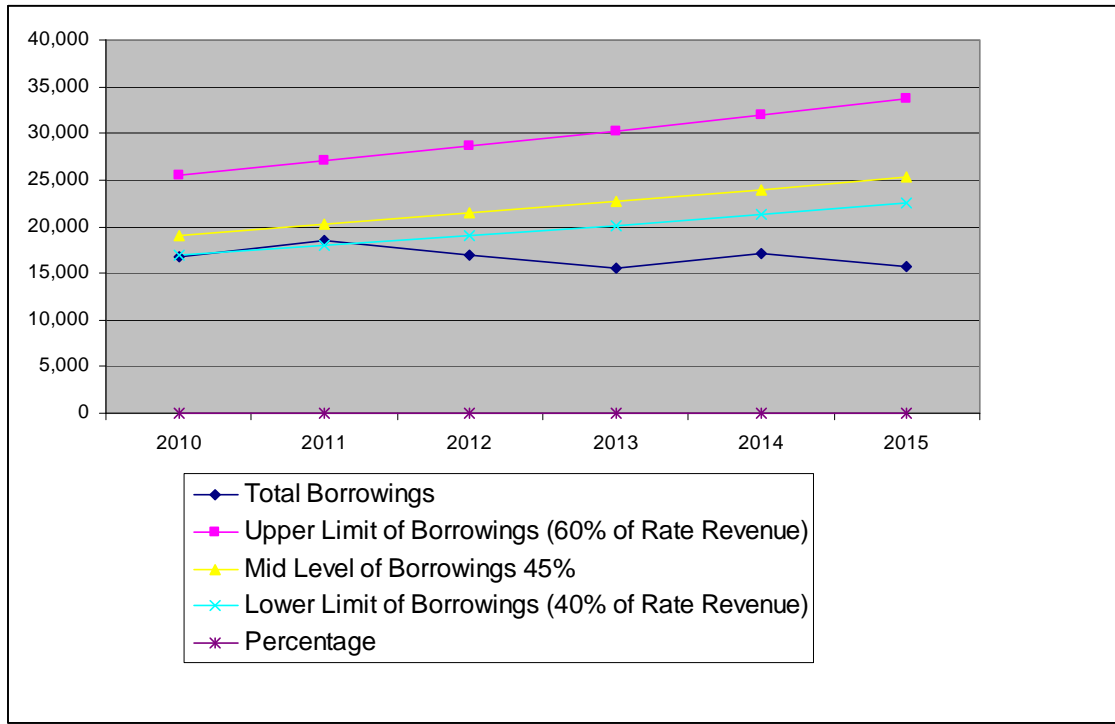
Deferred Payments & Waivers

Councils have the power to defer payment or waive part or all of any rate or charge. These provisions are currently restricted to concession card holders, although the Council will consider any legitimate submissions for rate relief in cases of severe hardship.

8. Debt Management Strategy

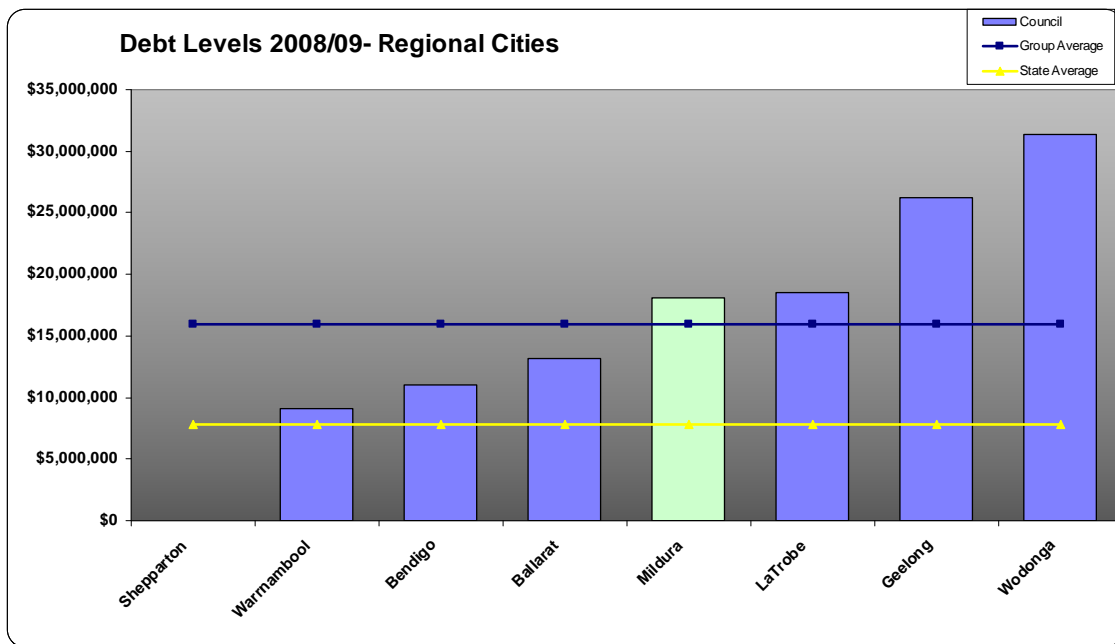
Council's long term borrowing strategy focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing Council to a high debt burden.

The table below highlights Mildura Rural City Council's forecast debt levels.



Comparison with Regional Cities

The graph below highlights the relative indebtedness of councils within the Regional Cities grouping.



9. Reserves

Councils in Victorian Local Government have traditionally operated with reserve funds that are amounts of money set aside for specific purposes. These reserves form part of Council's accumulated cash surplus and by definition are fully backed by cash assets.

Reserves are categorised as either statutory or discretionary depending on legal obligation. A statutory reserve contains funds which are virtually held in trust and are to be applied to a certain purpose. Due to the legal status of these funds, they are also classified as restricted cash assets. A discretionary reserve is a fund that can in reality be utilised for any purpose Council desires, irrespective of the reserve title.

10. Asset Management Strategy

Over the past 4 years Council has developed and implemented a policy and procedural framework for the management of its physical assets. This framework has evolved out of the increasing identification of the assets it manages and the need to deliver its wide range of services to the community. It has also emanated from an increasing recognition that insufficient or poorly targeted capital renewal and maintenance expenditure can drastically reduce the life of those assets.

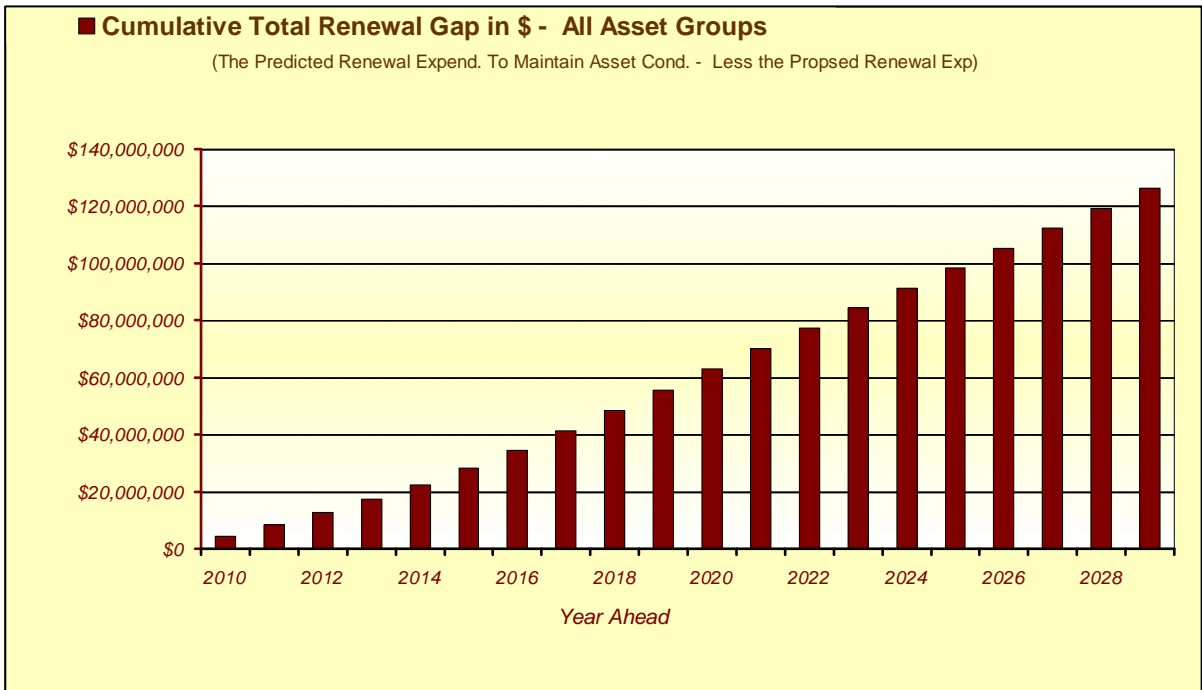
To put the importance of this framework into financial context, the total asset base of Mildura Rural City Council as at 30 June 2009 was \$513 million with physical assets including infrastructure, property, plant and equipment making up 93% or \$461 million.

Council's strategic approach to asset management is based on the Total Life Cycle of the asset. Council believes that such an approach combined with the development of asset management plans will maximise its asset management outcomes. Of particular importance in this process is the requirement to recognise the difference between the rate at which an asset deteriorates and the cost required to renew or preserve the asset. This difference, known as the renewal gap, is one which places increasing pressure on the sustainability of councils. If sufficient funds are not allocated for the preservation (or renewal) of assets then the conditions of those assets will diminish and the value of Council's investment in those assets will also diminish.

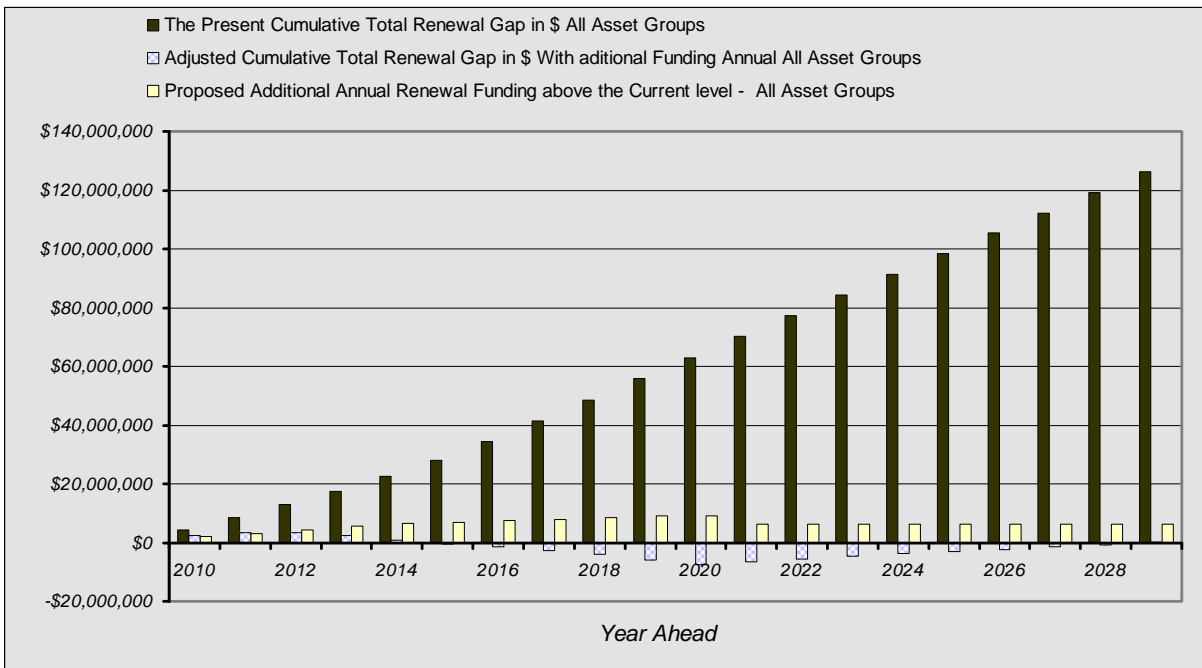
Council currently has a rolling five year Capital Works Program for new and renewal capital expenditure. In recognition of the significance that the renewal gap will have on future financial plans, Council has implemented a strategy to limit the amount of new capital expenditure it undertakes and to provide funding of in its Capital Works Programs over the next 10 years to bring about equalisation of the costs.

Funding towards an asset renewal program is an output of a condition analysis of the asset, confirmation of service levels, prioritisation of works and reconciliation of available funding. If Council does not allocate the necessary funds towards asset renewal, the asset will deteriorate to a condition where it is unserviceable.

The current level of funding allocated for asset renewal does not fully compensate for the level of assets being consumed. The following chart shows that Council would need to find a further \$127 million over the next 20 years in order to sustain its assets.



The allocation of an additional \$21 million for renewal will reduce the renewal gap to zero by 2015, as indicated in the following graph.



11. Human Resources

Mildura Rural City Council recognises the important role that employees play in achieving our goals. Projected employee numbers for 2010/11 are 481 with a total cost of \$32.6M and this is not expected to vary significantly over the remaining 3 years.

Council has adopted a Human Resources Strategy which provides a strategic framework for managing its investment in its employees. This Strategy supports achievement of the Council Plan 2009-2013 and the Council's Strategic Objectives through the development and implementation of relevant policies, programs and action plans.

The Strategy is based on the premise that in order to maintain a high level of performance, Council must provide an appropriate organisational environment, a means of ensuring that it is capable of meeting its goals and the motivation to do so.

The Human Resources Strategy reinforces and supports our commitment to being *an employer of choice* – that is to recruit, develop and retain the highest calibre staff required to achieve our strategic vision. The Strategy outlines the following key principles:

Industrial Relations

- The maintenance of productive and cooperative working relationships between staff, unions and management based on mutual benefits for all parties.

Recruitment, Selection and Induction

- The attraction, appointment and integration of employees with the right attributes and skill base into the organisation which align with the organisational culture and strategic direction.

Work Design

- The effective analysis and design of work (jobs) to ensure the cost-effective and efficient achievement of organisational objectives.

Organisational Structure

- An appropriate organisational structure is in place to deliver the corporate objectives of Council.

Human Resources (Workforce) Planning

- Ensure the availability of appropriately trained staff to meet organisational needs.

Learning, Development and Education

- Develop a learning organisation that is characterised by “employees who are continuously attempting to learn new things and applying what they have learned to improve product and service quality”.

Performance Management

- Alignment of activities and outputs of employees with organisational goals.

HR Systems and Processes

- Implementation of HR systems and processes that support consistent and highly effective human resource practices across the organisation.

Remuneration Practices

- Development of appropriate remuneration practices to attract and retain staff to the organisation that have the appropriate knowledge, skills and attitudes to perform at a high level in their roles and to reward staff who have performed their duties to the required standard.

Work/Life Balance

- Creation of a workplace environment that supports a healthy work/life balance acknowledging that this may mean different things to different employees.

Evaluating and Improving Human Resource Management

- Human resource management is carried out in a “financially, social and innovative manner, towards the achievement of broad organisational goals”.

Council has implemented a number of programs to support the Human Resource Strategy. These include:

- Induction Training
- Personal Development Planning
- Corporate Training
- Employee Assistance Program
- Employee Surveys and Action plans
- High Performing Team Awards
- Leadership Training
- Performance Systems
- Recognition and Reward initiatives

12. Information Technology

A significant factor of Council's ability to achieve its objectives is related to the effective utilisation of information technology (IT).

In order to ensure that Council takes full advantage of the ongoing developments in IT, Council has adopted the Information Technology Strategic Plan 2008-2010. This Plan provides a strategic focus to Council's use of information and information technology in delivering services to its customers.

The Plan establishes the framework for Council to achieve the following outcomes:

- Delivery of a broad range of services to the community
- Better management of physical and financial assets
- Provision of data to enhance decision making
- Savings in time, effort and resources in servicing our customers
- Development of more reliable systems
- Improved data management

Information Technology Assets

Council's IT equipment replacement program has been developed to provide a systematic and periodical upgrade of older equipment based on a standard expected life for the various categories of equipment. These are:

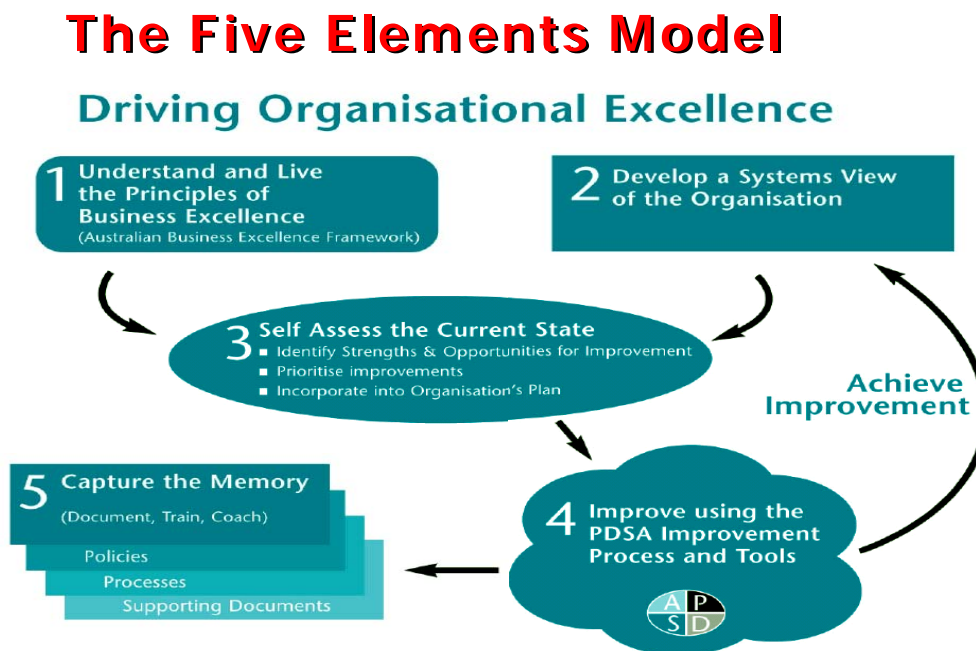
Asset Type	Replacement Schedule
Desktop Computers	4 years
Notebooks	3 years
Servers	4 years
Printers	5 years
Network Equipment	5 years

13. Business Excellence

Mildura Rural City Council introduced the Australian Business Excellence Framework in April 2003. Since that time, Council has continued to develop a culture that understands and lives the 8 principles of the Framework and the five values of Council. Council's philosophy is that principles and values drive behaviours and, when embraced, allow people and the organisation to reach its full potential.

The 8 Principles of Business Excellence are Leadership; Customers; System Thinking; People; Continuous Improvement; Information and Knowledge; Corporate and Social Responsibility; and Sustainable Results.

Council's strategy for sustained business improvement is based on the five-element model illustrated below:



The introduction of Business Excellence has produced many benefits to the Council and the way it operates. These include:

- Improved understanding of how the organisation operates as a whole
- Thorough examination of and improvement to systems and processes
- Implementation of a continuous improvement regime
- Improved collection and use of data to support decision making
- Recognition of the contribution that all employees make towards achieving Council's objectives
- Improved linkages between Council documents and the Council Plan
- Structured training and development plans for employees
- Improved community satisfaction with Council services

Council will continue to embrace the Business Excellence Framework over the next five years in order to improve its operations and deliver high quality and cost effective services to the community.

Appendix A – Income Statement

MILDURA RURAL CITY COUNCIL STANDARD INCOME STATEMENT						
	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
	'000s	'000s	'000s	'000s	'000s	'000s
Revenue From Operating Activities						
Rates charges	\$ 42,390	\$ 45,001	\$ 47,776	\$ 50,432	\$ 53,235	\$ 56,194
Fees, fines & user charges	\$ 6,317	\$ 6,623	\$ 10,254	\$ 10,415	\$ 10,874	\$ 11,049
Contributions	\$ 1,040	\$ 1,055	\$ 1,208	\$ 1,321	\$ 1,433	\$ 1,446
Grants - Operating	\$ 13,938	\$ 17,220	\$ 16,820	\$ 17,324	\$ 17,844	\$ 18,379
Grants - Capital	\$ 5,285	\$ 5,332	\$ 4,653	\$ 1,815	\$ 1,770	\$ 1,770
Reimbursements & subsidies	\$ 5,621	\$ 5,221	\$ 963	\$ 652	\$ 672	\$ 692
Interest	\$ 1,301	\$ 1,534	\$ 991	\$ 1,051	\$ 1,033	\$ 1,063
Other revenue	\$ 413	\$ 288	\$ 385	\$ 397	\$ 409	\$ 421
Total Revenues	\$ 76,305	\$ 82,274	\$ 83,050	\$ 83,406	\$ 87,269	\$ 91,014
Expenses From Operating Activities						
Auditors Remuneration	\$ 220	\$ 191	\$ 233	\$ 240	\$ 248	\$ 255
Employee Benefits	\$ 29,026	\$ 32,619	\$ 33,595	\$ 34,004	\$ 35,413	\$ 36,823
Contractors \$ materials	\$ 23,082	\$ 25,423	\$ 24,881	\$ 26,884	\$ 27,691	\$ 28,521
Depreciation & Amortisation	\$ 12,703	\$ 12,967	\$ 13,171	\$ 13,620	\$ 13,835	\$ 14,054
Finance Costs	\$ 1,159	\$ 977	\$ 1,097	\$ 998	\$ 1,018	\$ 1,007
Office Operations	\$ 3,434	\$ 3,748	\$ 4,273	\$ 4,402	\$ 4,534	\$ 4,670
Other	\$ 803	\$ 987	\$ 585	\$ 602	\$ 620	\$ 639
Total Expenses	\$ 70,427	\$ 76,912	\$ 77,835	\$ 80,750	\$ 83,359	\$ 85,968
Net gain(loss) on disposal of property, plant and equipment, infrastructure	\$ 606	\$ 375	\$ 306	\$ 297	\$ 312	\$ 328
Other comprehensive income						
Other						
Total comprehensive income for the year	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Surplus(deficit) for the period	6,484	5,737	5,520	2,954	4,223	5,374

Appendix B – Balance Sheet

MILDURA RURAL CITY COUNCIL STANDARD BALANCE SHEET						
	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
	'000s	'000s	'000s	'000s	'000s	'000s
Current assets						
Cash and cash equivalents	\$ 25,837	\$ 19,402	\$ 17,108	\$ 12,860	\$ 14,435	\$ 15,925
Trade and other receivables	\$ 9,770	\$ 9,900	\$ 10,036	\$ 10,178	\$ 10,329	\$ 10,480
Other assets	\$ 1,517	\$ 1,604	\$ 1,695	\$ 1,789	\$ 1,890	\$ 1,991
Total current assets	\$ 37,124	\$ 30,906	\$ 28,839	\$ 24,827	\$ 26,654	\$ 28,396
Non-current assets						
Trade and other receivables	\$ 2,585	\$ 2,585	\$ 2,585	\$ 2,585	\$ 2,585	\$ 2,585
Investment in subsidiary	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273
Property, infrastructure, plant & equipment	\$ 452,372	\$ 466,944	\$ 475,253	\$ 482,948	\$ 488,552	\$ 492,568
Total non-current assets	\$ 472,230	\$ 486,802	\$ 495,111	\$ 502,806	\$ 508,410	\$ 512,426
Total assets	\$ 509,354	\$ 517,709	\$ 523,951	\$ 527,633	\$ 535,065	\$ 540,822
Current liabilities						
Trade and other payables	\$ 7,237	\$ 7,576	\$ 9,209	\$ 10,877	\$ 11,787	\$ 13,212
Interest-bearing loans and borrowings	\$ 1,351	\$ 1,465	\$ 1,519	\$ 1,305	\$ 1,409	\$ 1,240
Provisions	\$ 6,807	\$ 7,113	\$ 7,433	\$ 7,768	\$ 8,117	\$ 8,217
Total current liabilities	\$ 15,395	\$ 16,154	\$ 18,161	\$ 19,949	\$ 21,313	\$ 22,670
Non-current liabilities						
Interest-bearing loans and borrowings	\$ 15,373	\$ 17,008	\$ 15,489	\$ 14,184	\$ 15,775	\$ 14,535
Provisions	\$ 4,967	\$ 5,190	\$ 5,424	\$ 5,668	\$ 5,923	\$ 6,190
Total non-current liabilities	\$ 20,339	\$ 22,198	\$ 20,913	\$ 19,852	\$ 21,699	\$ 20,725
Total liabilities	\$ 35,734	\$ 38,352	\$ 39,074	\$ 39,802	\$ 43,011	\$ 43,394
Net assets	\$ 473,620	\$ 479,357	\$ 484,877	\$ 487,831	\$ 492,054	\$ 497,427
Equity						
Accumulated surplus	\$ 215,565	\$ 221,229	\$ 226,518	\$ 229,316	\$ 233,175	\$ 238,180
Asset revaluation reserve	\$ 250,224	\$ 250,224	\$ 250,224	\$ 250,224	\$ 250,224	\$ 250,224
Other reserves	\$ 7,831	\$ 7,904	\$ 8,135	\$ 8,291	\$ 8,654	\$ 9,023
Total equity	\$ 473,620	\$ 479,357	\$ 484,877	\$ 487,831	\$ 492,053	\$ 497,427

Appendix C – Cash Flow Statement

MILDURA RURAL CITY COUNCIL STANDARD STATEMENT OF CASH FLOWS						
	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
	'000s	'000s	'000s	'000s	'000s	'000s
Cash inflows / (outflows) from operating activities						
<i>Receipts</i>						
General rates	\$ 42,390	\$ 45,001	\$ 47,776	\$ 50,432	\$ 53,235	\$ 56,194
Grants - Operating	\$ 13,938	\$ 17,220	\$ 16,820	\$ 17,324	\$ 17,844	\$ 18,379
Grants - Capital	\$ 5,285	\$ 5,332	\$ 4,653	\$ 1,815	\$ 1,770	\$ 1,770
Interest	\$ 1,301	\$ 1,534	\$ 991	\$ 1,051	\$ 1,033	\$ 1,063
User charges and fees	\$ 6,317	\$ 6,623	\$ 10,254	\$ 10,415	\$ 10,874	\$ 11,049
Reimbursements	\$ 5,621	\$ 5,221	\$ 963	\$ 652	\$ 672	\$ 692
Other	\$ 2,427	\$ 2,499	\$ 1,594	\$ 1,717	\$ 1,842	\$ 1,867
	\$ 77,279	\$ 83,430	\$ 83,050	\$ 83,406	\$ 87,269	\$ 91,014
<i>Payments</i>						
Employee costs	\$ (29,026)	\$ (32,619)	\$ (33,595)	\$ (34,004)	\$ (35,413)	\$ (36,823)
Payments to suppliers	\$ (29,508)	\$ (30,948)	\$ (29,472)	\$ (31,628)	\$ (33,092)	\$ (34,085)
	\$ (58,534)	\$ (63,567)	\$ (63,067)	\$ (65,632)	\$ (68,505)	\$ (70,907)
Net cash provided by operating activities	\$ 18,745	\$ 19,864	\$ 19,983	\$ 17,774	\$ 18,764	\$ 20,107
Cash flows from investing activities						
Proceeds from property, plant and equipment	\$ 1,373	\$ 1,071	\$ 875	\$ 849	\$ 891	\$ 936
Payments for property, plant and equipment	\$ (21,627)	\$ (29,981)	\$ (22,730)	\$ (22,564)	\$ (20,689)	\$ (19,320)
Net cash used in investing activities	\$ (20,254)	\$ (28,910)	\$ (21,855)	\$ (21,716)	\$ (19,798)	\$ (18,384)
Cash flows from financing activities						
Finance costs	\$ 1,159	\$ 977	\$ 1,097	\$ 998	\$ 1,018	\$ 1,007
Proceeds from borrowings	\$ 0	\$ 3,100	\$ 0	\$ 0	\$ 3,000	\$ 0
Repayment of borrowings	\$ (1,351)	\$ (1,465)	\$ (1,519)	\$ (1,305)	\$ (1,409)	\$ (1,240)
Net cash used in / (provided by) financing activities	\$ (192)	\$ 2,612	\$ (422)	\$ (307)	\$ 2,610	\$ (234)
Net increase / (decrease) in cash held for year	\$ (1,702)	\$ (6,435)	\$ (2,294)	\$ (4,248)	\$ 1,576	\$ 1,489
Cash at beginning of financial year	\$ 27,539	\$ 25,837	\$ 19,402	\$ 17,108	\$ 12,860	\$ 14,435
Cash at end of financial year	\$ 25,837	\$ 19,402	\$ 17,108	\$ 12,860	\$ 14,435	\$ 15,925

Appendix D - Statement of Capital Works

MILDURA RURAL CITY COUNCIL STANDARD STATEMENT OF CAPITAL WORKS						
Capital Works Area	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
	'000s	'000s	'000s	'000s	'000s	'000s
Roads	\$ 6,535	\$ 6,535	\$ 6,647	\$ 6,447	\$ 6,640	\$ 6,839
Drainage	\$ 2,941	\$ 2,941	\$ 2,651	\$ 2,783	\$ 2,922	\$ 3,068
Parks & Recreational Facilities	\$ 444	\$ 444	\$ 872	\$ 699	\$ 720	\$ 741
Waste Management	\$ 7,302	\$ 7,302	\$ 1,155	\$ 1,190	\$ 1,226	\$ 1,263
Other Outdoor Infrastructure	\$ 208	\$ 209	\$ 53	\$ 55	\$ 58	\$ 61
Community Facilities	\$ 208	\$ 208	\$ 1,959	\$ 1,818	\$ 1,872	\$ 1,929
Plant & Office Equipment	\$ 585	\$ 585	\$ 2,500	\$ 2,425	\$ 2,546	\$ 2,674
Other	\$ 3,404	\$ 17,223	\$ 6,893	\$ 7,148	\$ 4,705	\$ 2,745
Total Capital Works	\$ 21,627	\$ 35,447	\$ 22,730	\$ 22,564	\$ 20,689	\$ 19,320
Represented by:						
Asset renewal	\$ 10,811	\$ 22,685	\$ 14,612	\$ 14,140	\$ 14,654	\$ 15,189
New assets	\$ 4,760	\$ 7,090	\$ 2,500	\$ 5,500	\$ 3,000	\$ 980
Asset expansion/upgrade	\$ 6,056	\$ 5,672	\$ 5,619	\$ 2,925	\$ 3,035	\$ 3,151
Total Capital Works	\$ 21,627	\$ 35,447	\$ 22,730	\$ 22,564	\$ 20,689	\$ 19,320
Property, Infrastructure, Plant and Equipment movement Reconciliation Worksheet	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
	'000s	'000s	'000s	'000s	'000s	'000s
Total capital works	\$ 21,627	\$ 35,447	\$ 22,730	\$ 22,564	\$ 20,689	\$ 19,320
Asset revaluation increment					\$	0
Depreciation & amortisation	\$ (12,703)	\$ (12,967)	\$ (13,171)	\$ (13,620)	\$ (13,835)	\$ (14,054)
Written down value of assets sold	\$ (2,820)	\$ (4,408)	\$ (1,250)	\$ (1,250)	\$ (1,250)	\$ (1,250)
Granted assets	\$ (1,500)	\$ (3,500)	\$ 0	\$ 0	\$ 0	\$ 0
Recognition of previously unrecognised assets	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Net movement in property, plant and equipment, infrastructure	\$ 4,604	\$ 14,572	\$ 8,309	\$ 7,695	\$ 5,604	\$ 4,016

Appendix E - Statement of Investment Reserves

MILDURA RURAL CITY COUNCIL STANDARD STATEMENT OF RESERVES						
	2009/10 Forecast	2010/11	2011/12	2012/13	2013/14	2014/15
Statutory	'000s	'000s	'000s	'000s	'000s	'000s
Apex Park	\$ 311	\$ 320	\$ 330	\$ 340	\$ 350	\$ 361
Car Parking	\$ 29	\$ 30	\$ 31	\$ 32	\$ 33	\$ 34
Main Drains	\$ 562	\$ 579	\$ 596	\$ 614	\$ 633	\$ 652
Resort & Recreation	\$ 45	\$ 46	\$ 48	\$ 49	\$ 51	\$ 52
Nature Strips & Trees	\$ 69	\$ 71	\$ 73	\$ 75	\$ 78	\$ 80
Developer Contributions	\$ 765	\$ 688	\$ 709	\$ 730	\$ 752	\$ 774
Total Statutory Reserves:	\$ 1,781	\$ 1,734	\$ 1,786	\$ 1,840	\$ 1,895	\$ 1,952
Discretionary						
Plant Replacement	\$ 129	\$ 350	\$ 361	\$ 371	\$ 382	\$ 394
Landfill Redevelopment	\$ 2,400	\$ 2,300	\$ 2,369	\$ 2,440	\$ 2,513	\$ 2,589
Landfill Rehabilitation	\$ 424	\$ 470	\$ 635	\$ 800	\$ 965	\$ 1,130
Asset Renewal	\$ 310	\$ 319	\$ 250	\$ 50	\$ 52	\$ 53
Drainage Maintenance	\$ 1,428	\$ 1,471	\$ 1,463	\$ 1,506	\$ 1,552	\$ 1,598
Street Light Pole	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6	\$ 6
Family Day Care	\$ 347	\$ 347	\$ 357	\$ 368	\$ 379	\$ 391
Artwork Acquisition	\$ 22	\$ 23	\$ 23	\$ 24	\$ 25	\$ 26
Primary Care Partnership	\$ 335	\$ 335	\$ 335	\$ 335	\$ 335	\$ 335
Risk management Reserve	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Small Towns Development	\$ 450	\$ 350	\$ 350	\$ 350	\$ 350	\$ 350
Total Discretionary Reserves:	\$ 6,050	\$ 6,170	\$ 6,349	\$ 6,450	\$ 6,759	\$ 7,071
Total Reserves	\$ 7,831	\$ 7,904	\$ 8,135	\$ 8,290	\$ 8,654	\$ 9,023

2. Chief Executive Officer's summary

This is my first budget as CEO at Mildura Rural City Council and from my observations coming into the role, it was clear that we needed to face a number of realities about the region's current economic situation.

In early budget discussions, Councillors indicated their strong desire to contain rate increases and reduce borrowings and so the Budget has been developed to meet these outcomes.

The next twelve months will see change as the new organisational structure is implemented, which will result in increased communication between branches and closer alignment with the Council Plan. We will continue to deliver services and projects with very few increases to staff numbers and staff have been asked to cut costs and hold off on new initiatives or programs.

The focus will be to deliver outcomes and results to the community and I have encouraged staff to think creatively about how this can best be done without additional resources.

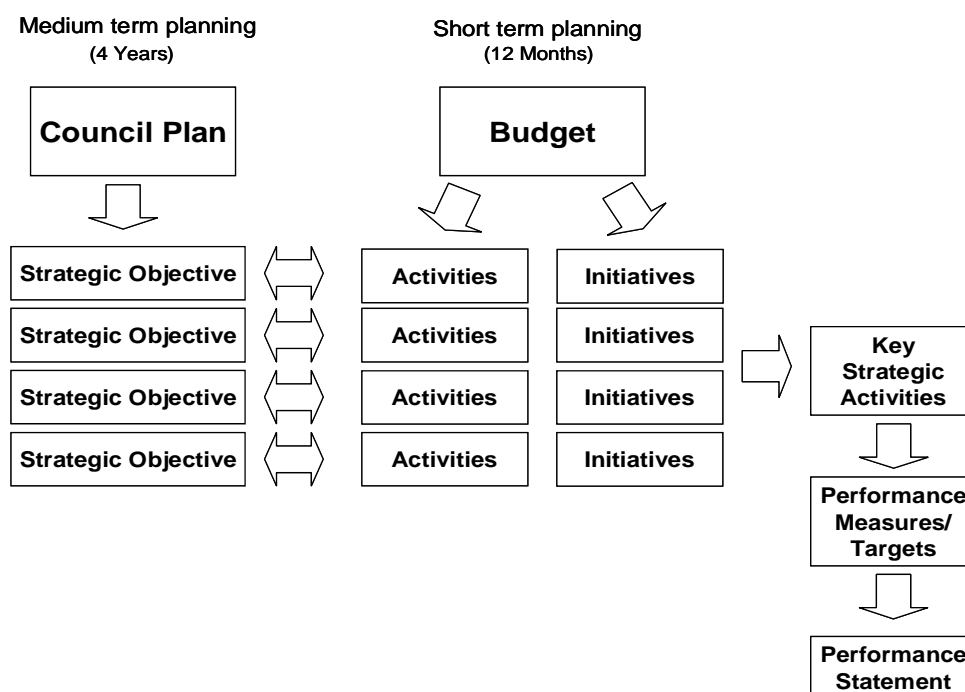
Despite the restraint shown in this budget, the city has a healthy balance sheet, and by containing borrowings and expenditure, this will gradually ease the pressure on rates.

This budget is very tight, with an underlying surplus of \$30,000, but it is achievable and we will continue to move towards the Mildura region becoming the most liveable, people-friendly community in Australia.

Mark Henderson
Chief Executive Officer

2. Activities, initiatives and key strategic activities

This section provides a description of the activities and initiatives to be funded in the Budget for the 2010/11 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of key strategic activities and performance targets and measures in relation to these. The relationship between these components of the Budget and the Council Plan is shown below.



2.1 Strategic Objective 1: Liveable Community

Our community will be one that is a safe and supportive place to live, encouraging diversity, well-being and lifestyle opportunities for everyone.

Activity	Description	Expenditure (Revenue) Net Cost \$'000
1.1 Community Safety	Council recognises that Community Safety plays an important role in making our community liveable, therefore Council will be developing a Community Safety Plan, implementing a Risk Management Strategy, Road Safety Plan and Municipal Fire Prevention Plan.	43 <u>(49)</u> (6)
1.2 Community Development	Council recognises that Community Development plays an important role in enhancing the social well-being of all residents. To support this we will be undertaking the following Community Development initiatives; Implementing a Community Access and Inclusion Plan and Youth Agenda, conducting a Well-Functioning Community Survey and continuing the development and implementation of Community Plans.	1,813 <u>(399)</u> 1,414
1.3 Community Health and Well-	Council recognises the importance of providing for the Health & Well-being of the community. To support this, we will implement the Municipal Public Health and Well-being Plan and Community Engagement Framework Operational Plans.	2,245 <u>(1,399)</u> 846

1.4 Community Services	Council is committed to providing equitable access to important Community Services such as those for the aged, disabled and families with young children. To support this commitment we will be developing and implementing a Strategy for Older People and an Early Years Plan.	10,713 (7,855) 2,858
1.5 Planning & Development Standards	Council will ensure appropriate Planning and Development Standards are in place. To support this, we will implement the Mildura Riverfront Master Plan (central and ornamental lakes precincts), the Mildura CBD Plan, Customer Satisfaction Surveys for both planning and building/surveying services. We will also prepare and implement Urban Design Framework/structure plans for both township and commercial areas as well as implement the Mildura CBD Car Parking Precinct Plan	2,031 (1,162) 869

Key Strategic Activities

Strategic Activity	Measure	Performance Target
KRA 1.1 Community Safety Develop Community Safety Plan 2010-2015	Community Safety Plan endorsed by Council	31 December 2010
KRA 1.2 Community Development Conduct Well-Functioning Community Survey	Survey conducted and results reported to Council Project conducted within budget Number of responses to survey	31 December 2010 => \$30, 000 500
KRA 1.3 Community Health & Well-being <i>Action – Implement the State Food Strategy</i> Implement Food Premises Classification and Mandatory Reporting to Food Safety Victoria	Classification System in place Automated reporting system software implemented	30 September 2010 30 September 2010
KRA 1.3 Community Health & Well-being <i>Action – Implement the Municipal Public Health and Well Being Plan 2009-2013</i> Compile register and monitoring of aquatic facilities	Classification System in place	30 September 2010
KRA 1.4 Community Services Develop a Strategy for Older People	Strategy developed (in partnership with Northern Mallee Primary Care Partnership and the Victorian State Government Department of Health) and MRCC actions endorsed by Council.	30 September 2010
KRA 1.5 Planning and Development Standards Amend the Mildura Planning Scheme to include the CBD plan	Amendment to planning scheme approved by the Minister	30 June 2010

2.2 Strategic Objective 2: Management of the Environment

Our Community will manage, develop and initiate a healthy, sustainable environment and resources.

Activity	Description	Expenditure (Revenue) Net Cost \$'000
2.1 Environmental Management	Council's commitment to Managing the Environment encompasses the efficient use of water, energy and reducing greenhouse gas emissions. To support this, we will implement Council's Environmental Strategy, Greenhouse Action Plan, Stormwater Management Plan and Environmental Awareness Strategy. An Energy Conservation Plan will also be developed.	111 <u>(111)</u> 0
2.2 Natural Resource Management	Council will Manage our Natural Resources by developing a Vegetation Strategy, Roadside Management Plan and Pest Plant and Animal Management Plan and through the implementation of the Municipal Fire Prevention Plan.	176 <u>(176)</u> 0
2.3 Environmental Services	Council provides a range of Environmental Services such as garbage collection, recycling, operation of tips/transfer stations, litter control, maintenance of parks and gardens, tree pruning etc To guide and support these efforts, Council will implement its Municipal Waste Management Plan (including Green waste Strategy), and Urban Tree Strategy, develop a Litter Strategy and implement the Sustainable Landscape Strategy.	8,143 <u>(809)</u> 7,334
2.4 Infrastructure, Assets and Facilities	Council is committed to managing our built and natural environment which includes Infrastructure, Assets and Facilities . To do this we will be developing Preliminary Assets Management Plans for playgrounds, fleet, swimming pools, drains, buildings and parks. We will also implement the Road Management Plan, Mildura Major Sporting Reserves Master Plan and Township Recreation Reserve Master Plans.	26,529 <u>(22,279)</u> 4,250

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
KRA 2.1 Environmental Management Action – Implement Greenhouse Action Plan Partner with energy efficiency specialists and retailers to deliver a home audit program that provides practical advice on how to reduce home electricity	“Easing the Load” project implemented	30 June 2011
KRA 2.2 Natural Resource Management Develop a management plan for the removal of Cumbungi	Management Plan developed and adopted by Council	30 June 2011
KRA 2.3 Environmental Services Action – Implement Deakin Avenue Master Plan Design and construct the section of Deakin Avenue between Eighth Street and Ninth Street	Design and Construction completed	30 June 2011
KRA 2.4, Assets, Infrastructure and Facilities Action – Implement the Mildura Planning Scheme Develop Master Plan for Mildura South Sporting Precinct and Feasibility Assessment	Master Plan design developed and adopted by Council Project completed within budget	30 June 2011 \$100, 000

2.3 Strategic Objective 3: Growth of the Economy

Our community encourages visionary growth built on innovation, creating sustainability and prosperity.

Activity	Description	Expenditure (Revenue) Net Cost \$'000
KRA 3.1 Economic Development	To build a vibrant and sustainable community into the future, we will work with existing businesses and industry and attract new investment opportunities and events. As part of Councils commitment to Economic Development we will be implementing a Skilled Migration program and Conferencing and Business Events Strategy	274 0 <u>274</u>
KRA 3.2 Tourism and Events	Community festivals and events are important contributors to our local economy. Council supports events and festivals for the benefit of residents, visitors and local businesses. As part of Councils commitment to Tourism and Events , we will be developing and implementing a Visitor Information Strategy, implementing the Chaffey Trail Strategy and Events Strategic Plan.	646 <u>(182)</u> 464

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
KRA 3.1 Economic Development <i>Action – Implement Conferencing and Business Events Strategy</i> Produce Mildura Business Events Planners Guide	60 businesses linked into the program	31 December 2010
KRA 3.2 Tourism and Events Develop Events Strategic Plan	Events Strategic Plan developed and adopted by Council	30 June 2011

2.4 Strategic Objective 4: Active Community

Our community recognises the essential role played by arts, culture, sport and recreation in enhancing well-being.

Activity	Description	Expenditure (Revenue) Net Cost \$'000
KRA 4.1 Arts and Cultural Heritage	Council will provide a diverse range of Arts and Cultural Heritage opportunities and experiences to be enjoyed by all. To support this, we will be implementing an Arts, Cultural and Heritage Strategy, implementing Adopted Arts Feasibility Precinct Recommendations (Mildura Arts Theatre redevelopment), implementing the Library Marketing and Promotion Strategy and On-line Library Access Strategy	2,504 (724) <hr/> 1780
KRA 4.2 Recreation and Sport	Council promotes and encourages participation in Recreation and Sport through the provision of accessible recreation services and facilities. To support this, we will implement the Public Open Space Strategy, Recreation Strategy, Recreation Grants program and develop a Tracks and Trails Strategy.	2,899 (639) <hr/> 2,260

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
KRA 4.1 Arts & Cultural Heritage <i>Action – Implement adopted Arts Feasibility Precinct Recommendations</i> Implement Phase 3 (pre construction works) of Mildura Arts Theatre Redevelopment project	Pre-construction works completed	30 June 2011
KRA 4.2 Recreation & Sport <i>Action – Implement Recreation Strategy 2008-2018</i> Develop Funding of Infrastructure on Non-council Owned Land Policy and Operational Support to Non-Council Owned/Managed Facilities Policy	Policies developed and adopted by Council	30 June 2011

2.5 Strategic Objective 5: Management of Resources

Our Council will manage resources effectively and efficiently to provide services that are relevant, of high standard and that address identified community needs. The activities and initiatives for each service category and key strategic activities that contribute to the strategic objective Management of Resources is described below.

Activities

Activity	Description	Expenditure (Revenue) Net Cost \$'000
KRA 5.1 Leadership and Representation	We will show leadership and represent the community by advocating on important community issues, developing and maintaining constructive relationships with key stakeholders, developing and maintaining strong strategic alliances and partnerships. We will also make a plan to visit with each of our communities and report on the implementation of the Council Plan.	3,068 <u>(40)</u> 3,028
KRA 5.2 Communication and Consultation	We are committed to effectively communicating and consulting with the Community. We will demonstrate this by developing and implementing a Strategic Marketing Plan, developing and implementing a new Website, promoting Council's engagement initiatives and producing and disseminating five issues of our community newsletter (Community Matters)	682 <u>0</u> 682
KRA 5.3 Customer Service	We are committed to providing great Customer Service . To demonstrate this we will be implementing a Customer Service Strategy including customer service training for staff. We will also be developing service level agreements/standards for all service delivery processes.	969 <u>(72)</u> 897
KRA 5.4 Financial Sustainability	We are committed to operating in a financially sustainable and responsible manner. To demonstrate this we will review our Strategic Financial Plan, develop and complete an annual internal audit program (implementing all recommendations as appropriate) and look at ways to increase revenue from sources other than rates (e.g grants)	4,531 <u>(178)</u> 4,353
KRA 5.5 Organisational Management	We are committed to innovative and efficient use of our resources (human, material and financial), continuous improvement, risk management and the development and well-being of our staff. We will demonstrate good Organisational Management through the implementation of our Organisational Development, Human Resource Management and Occupational Health and Safety Strategies. We will continue to provide health and well being initiatives, corporate training opportunities for staff and complete the implementation of an annual professional development program.	4,708 <u>(528)</u> 4,180

Key strategic activities

Strategic Activity	Performance Measure	Performance Target
KRA 5.1 Leadership & Representation Advocate for the return of rail	Renewal of commitment to return passenger rail service to Mildura	Prior to the State election November 2010
KRA 5.2 Communication & Consultation Develop a Strategic Marketing Plan 2010 to 2014	Plan developed and endorsed by CMT	30 September 2010
KRA 5.3 Customer Service Action – Implement Customer Service Strategy Continue the development of Service Level Agreements for key processes with internal service units	12 key processes developed and signed off by both provider and customer	30 June 2011
KRA 5.4 Financial Sustainability Review Strategic Financial Plan Annually	Plan presented to Council	30 June 2011
KRA 5.5 Organisational Management Action: Implement Occupational Health & Safety Strategy 2009-2013 Implement recommendations from audit against AS4801	100% of actions prioritised for 2010-2011 completed	30 June 2011

2.6 Performance statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in Appendix D. The KSA's their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by the section 132 of the Act. The Annual Report for 2010/11 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.7 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Liveable Community	5,980	16845	(10,865)
Management of the Environment	29,903	34,962	(5,059)
Growth of the Economy	738	920	(182)
Active Community	4,040	5403	(1,363)
Management of Resources	13,140	13959	(819)
Total activities & initiatives	53,800	72,088	(18,288)
Other non-attributable	(9,204)		
Deficit before funding sources	44,596		
Rates & charges	(45,001)		
Capital grants	(5,332)		
Total funding sources	(50,333)		
Surplus for the year	(5,737)		

3. Budget influences

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

3.1 Snapshot of Mildura Rural City Council

Mildura Rural City Council is located in the north west of the State of Victoria. The municipality, covers an area of 22,087 square kilometres, and comprises the former City of Mildura and the former Shires of Mildura and Walpeup.

In 2008, the preliminary estimated resident population of the Municipality was 53,122 people. (Source: Australian Bureau of Statistics, Estimated Resident Population).

3.2 Budget influences

In preparing the 2010/11 budget, a number of external influences have been taken into consideration, because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- Consumer Price Index (CPI) increases on goods and services of approximately 3.0% per annum as per councils Strategic Financial Plan;
- Australian Average Weekly Earnings (AWE) growth for Public Sector full-time adult ordinary time earnings in the 12 months to November 2009 was 5.7% (ABS release 15 November 2009). Wages growth in Victoria is projected to be 4.0% per annum over the next four years (Victorian Budget Papers 2010/11).
- Prevailing economic conditions that are expected to remain difficult during the budget period impacting interest rates;
- The 'Road Maintenance and Construction' Index prepared by the Bureau of Transport and Regional Services and the 'ABS Non-Residential Building' Index have been running at 5.0% and 4.0% respectively (MAV Local Government Cost Index Report, June 2009)

3.3 Budget principles

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

- Existing fees and charges to be increased in line with CPI or market levels
- Grants to be based on confirmed funding levels
- All new borrowing will be on a principal and interest basis for a 20-25 year term;
- New revenue sources to be identified where possible
- Service levels to be maintained at 2009/10 levels with the aim to use less resources with an emphasis on innovation and efficiency

3.4 Legislative requirements

Under the Local Government Act 1989 (“the Act”), Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 (“the Regulations”) which support the Act.

The 2010/11 budget, which is included in this report, is for the year 1 July 2010 to 30 June 2011 and is prepared in accordance with the Act and Regulations. The budget includes standard statements being a budgeted Income Statement, Balance Sheet, Cash Flows and Capital Works. These statements have been prepared for the year ended 30 June 2011 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan for the years 2010/11 to 2013/14 (section 8.), Rating Strategy (section 9.) and Other Long Term Strategies (section 10.) including borrowings, infrastructure and service delivery.

4. Analysis of operating budget

This section analyses the operating budget including expected revenues and expenses of the Council for the 2010/11 year.

4.1 Budgeted operating statement

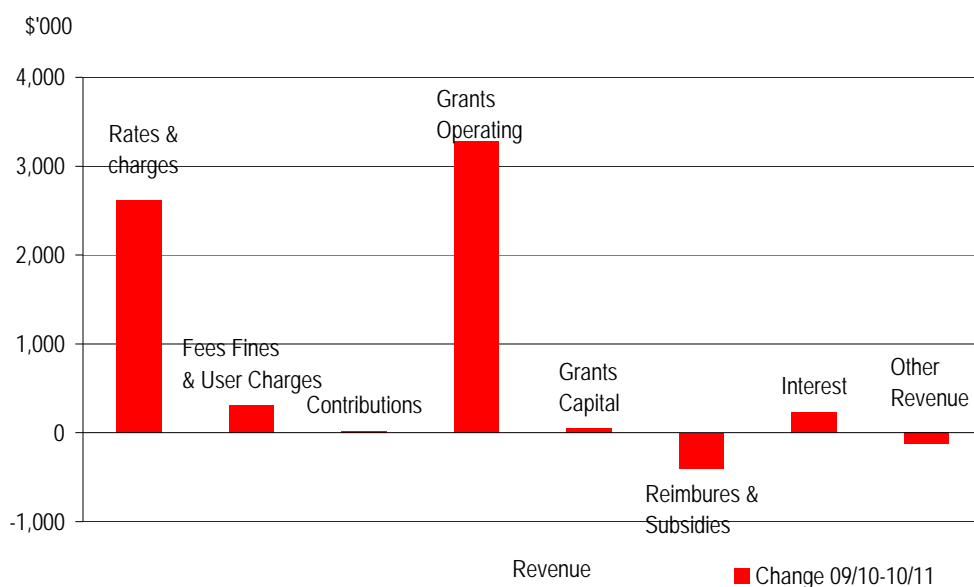
	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Operating revenue	4.2	76,305	82,274	5,969
Operating expenditure	4.3	(70,427)	(76,912)	(6,485)
Net gain on disposal of property, infrastructure, plant and equipment	4.2.8	606	375	(231)
Surplus (deficit) for the year		6,484	5,737	(747)
Net gain on disposal of property, infrastructure, plant and equipment	4.2.8	(606)	(375)	231
Grants – Capital	4.2.6	(5,285)	(5,332)	(47)
Underlying surplus (deficit)		593	30	(563)

4.1.1 Underlying Surplus (\$0.563 decrease)

The underlying result is the net surplus or deficit for the year adjusted for capital contributions, gains or losses on disposal of non-operating assets sold and other once-off adjustments. It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result. The underlying result for the 2010/11 year is a surplus of \$0.030 million which is an decrease of \$0.563 million over the 2009/10 year.

4.2 Operating revenue

Revenue Types	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Rates and charges	4.2.1	42,390	45,001	2,611
Fees, fines & user charges	4.2.2	6,317	6,623	306
Contributions	4.2.3	1,040	1,055	15
Grants - Operating	4.2.4	13,938	17,220	3,282
Grants - Capital	4.2.5	5,285	5,332	47
Reimbursements & Subsidies	4.2.6	5,621	5,221	(400)
Interest	4.2.7	1,301	1,534	233
Other revenue	4.2.8	413	288	(125)
Total operating revenue		76,305	82,274	5,969
Net gain on sale of assets	4.2.9	606	375	(231)



Source: Appendix A

4.2.1 Rates and charges (\$2.610 million increase)

It is proposed that rate income be increased by 4.0% or \$2.610 million over 2009/10 to \$45.001 million. Section 9. "Rating Strategy" includes a more detailed analysis of the rates and charges to be levied for 2010/11.

4.2.2 Fees, fines and user charges (\$0.306 million increase)

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

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate property schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases do not exceed CPI increases or market levels.

Fees, fines and user charges are forecast to increase by 4.84% or \$0.306 million compared to 2009/10.

A detailed listing of fees and charges is available on Council's web site and can also be inspected at Council's customer service centres.

4.2.3 Contributions (\$0.015 million increase)

Contributions relate to monies paid by developers in regard to public resort & recreation, drainage and car parking in accordance with planning permits issued for property development.

Contributions are projected to increase by \$0.015 million or 1.44% compared to 2009/10 due mainly to the completion of a number of property developments within the municipality during the 2010/11 year.

4.2.4 Grants - Operating (\$3.282 million increase)

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers and contributions from other parties towards property development costs. Overall, the level of operating grants has increased by 23.55% or \$3.282 million compared to 2009/10. Specific operating grants have increased by 4.0% or \$0.221 million overall since last year. Significant movements in grant funding are summarised below:

Grant Funding Types	Forecast	Budget	Variance
	Actual	2010/11	
	2009/10	2010/11	
	\$'000	\$'000	\$'000
Arts & Culture	370	410	40
Asset Development	26	26	-
Community Care	3,473	3,630	157
Community Development	508	449	(59)
Community Liaison	73	-	(73)
Council Administration	21	9	(12)
Customer Relations	30	51	21
Environmental Services	64	-	(64)
Victorian Grants Commission	7,851	11,035	3,184
Health & Local Laws	44	97	53
Infrastructure Services	125	-	
Leisure & Lifestyle Services	838	908	70
Operations Management	508	427	(81)
Strategic Planning	7	176	169

Increases in specific operating grant funding reflect expected increased demand for these services. The increase in Victorian Grants Commission (VGC) funding results from the Victorian State Government's decision to remit one instalment of the 2009/10 financial year in advance. This instalment was received in June 2009 and therefore included in 2008/09 financial report.

4.2.5 Grants - Capital (\$0.047 million increase)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall the level of capital grants has increased by 0.89% or \$0.047 million compared to 2009/10 due mainly to specific funding for some large capital works projects. Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2010/11 year.

4.2.6 Reimbursements & Subsidies (\$0.400 million decrease)

Reimbursements and subsidies relate to cost recoups and other miscellaneous income items. Reimbursement and subsidies income is forecast to decrease by 7.12% or \$0.400 million compared to 2009/2010.

4.2.7 Interest (\$0.233 million increase)

Interest revenue includes interest on investments and rate arrears. Interest on investment is forecast to increase by 17.9% or \$0.233 million compared to 2009/2010. This is a conservative estimate based on Council's Strategic Financial Plan, and is highly dependent on the progress of Council's capital works program.

4.2.8 Other revenue (\$0.125 million decrease)

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

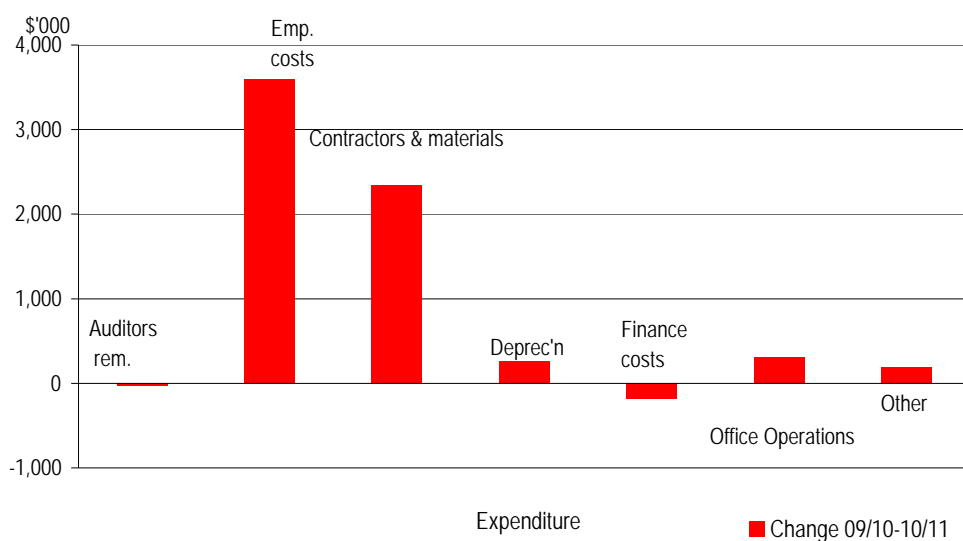
The decrease in other revenue is mainly due to a forecasted decrease in charges for facility hire, souvenir sales and a one off insurance reimbursement.

4.2.9 Net gain on sale of assets (\$0.231 million decrease)

Net proceeds from the sale of Council assets is forecast to be \$0.375 million for 2010/11 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet .

4.3 Operating expenditure

Expenditure Types	Ref	Forecast	Budget	Variance
		Actual 2009/10 \$'000	2010/11 \$'000	\$'000
Auditors remuneration	4.3.1	220	191	(29)
Employee benefits	4.3.2	29,026	32,619	3,593
Contractors & materials	4.3.3	23,082	25,423	2,341
Depreciation and amortisation	4.3.4	12,703	12,967	264
Finance costs	4.3.5	1,159	977	(182)
Office operations	4.3.6	3,434	3,748	314
Other expenses	4.3.7	803	987	184
Total operating expenditure		70,427	76,912	6,485



Source: Appendix A

4.3.1 Auditors remuneration (\$0.029 million decrease)

Auditor's remuneration relates to all costs raised by the Auditor Generals Office, and all internal audit functions undertaken by Council. The budgeted decrease is due to a reduction in the internal audit program for 2010/11.

4.3.2 Employee benefits (\$3.593 million increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlement, superannuation and Workcover. The Strategic Resource Plan uses a parameter of 4.5% increase in employee costs as guidance for future years.

Employee costs are forecast to increase by 12.38% when compared to the current year's forecasted expenditure. This increase does not take into account that during the year a number of factors influence employee costs downwards, for example: budgeted positions remain vacant or become vacant. To ensure that all positions are funded through the budget, it is appropriate to base any analysis of the budget for salaries and wages on a comparison between the proposed budget for 2010/11 and the previous year's budget.

	Budget 2009/10	Budget 2010/11	% Change
Total Salary Wages	29,725	32,619	9.74%

By financial year end, as a result of a number of costs that are not realised, the actual percentage difference in expenditure on employee costs will be less than 9.74%.

In summary, average staff numbers (based on monthly averages) during the budget period are as follows:

Type of employment	Forecast		Variance
	Actual	Budget	
	2009/10 EFT's	2010/11 EFT's	
Permanent	375	378	3
Part-time	116	116	-
Casual	14	14	-
Total	505	508	3

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

Department/Unit	Forecast		Variance \$'000
	Actual	Budget	
	2009/10 \$'000	2010/11 \$'000	
Assets & Development			
Health & Local Laws	1,693	1,902	(209)
Infrastructure Services	3,367	3,562	(195)
Community & Culture			
Community Care	6,285	7,327	(1,042)
Arts & Culture	1,415	1,659	(244)
Corporate Services			
Financial Services	1,067	1,268	(201)
Executive Services			
Organisational Development	889	1,038	(149)

4.3.3 Contractors & materials (\$2.341 million increase)

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to increase by 10.15% or \$2.341 million compared to 2009/10.

4.3.4 Depreciation and amortisation (\$0.264 million increase)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$0.264 million for 2010/11 is due mainly to the completion of the 2010/11 capital works program and the full year effect of depreciation on the 2009/10 capital works program. Refer to section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2010/11 year.

4.3.5 Finance costs (\$0.182 million decrease)

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

4.3.6 Office Operations (\$0.314 million increase)

Office expenses include such things as Software Maintenance and Licensing agreements, Insurance, Printing, Stationery and Postage.

4.3.7 Other Expenses (\$0.184 million increase)

Other expenses relate to a range of unclassified items including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to increase by 22.91% or \$0.184 million compared to 2009/10.

5. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2010/11 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

5.1 Budgeted cash flow statement

	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Cash flows from operating activities	5.1.1			
<i>Receipts</i>				
General rates		42,390	45,001	2,611
Grants - Operating		13,938	17,220	3,282
Grants - Capital		5,285	5,332	47
Interest		1,301	1,534	233
User charges and fees		6,317	6,623	306
Reimbursements		5,621	5,221	(400)
Other		2,426	2,499	73
		77,278	83,430	6,152
<i>Payments</i>				
Employee costs		(29,026)	(32,619)	(3,593)
Other		(29,508)	(30,948)	(1,440)
		(58,534)	(63,567)	(5,033)
Net cash provided by operating activities		18,744	19,863	1,119
Cash flows from investing activities	5.1.2			
Proceeds from sales of property, plant & equip		1,373	1,071	(302)
Payments for property, plant and equipment		(21,627)	(29,981)	(8,354)
Net cash used in investing activities		(20,254)	(28,910)	(8,656)
Cash flows from financing activities	5.1.3			
Finance costs		1,159	977	(182)
Proceeds from borrowings		-	3,100	3,100
Repayment of borrowings		(1,351)	(1,465)	(114)
Net cash used in financing activities		(192)	2,612	2,804
Net decrease in cash and cash equivalents		(1,702)	(6,435)	(4,733)
Cash and cash equivalents at the start of year		27,539	25,837	(1,702)
Cash and cash equivalents at end of the year	5.1.4	25,837	19,402	(6,435)

5.1.1 Operating activities (\$1.119 million increase)

The increase in cash inflows from operating activities is due mainly to a \$3.28 million increase in operating grants and a \$2.61 million increase in rates and charges, which is in line with the rate increase of 4%.

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

	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Surplus (deficit) for the year	6,484	5,737	(747)
Depreciation	12,703	12,967	264
Loss (gain) on sale of assets	(606)	(375)	231
Net movement in current assets and liabilities	163	1,534	1,371
Cash flows available from operating activities	18,744	19,863	1,119

5.1.2 Investing activities (\$8.656 million decrease)

The large increase in payments for investing activities represents the planned increase in capital works expenditure disclosed in section 7 of this budget report.

5.1.3 Financing activities (\$2.804 million increase)

For 2010/11 the total of principal repayments will increase by \$0.114 million, finance charges will decrease by \$0.182 million and borrowings will increase by \$3.1 million.

5.1.4 Cash and cash equivalents at end of the year (\$6.435 million decrease)

Overall, total cash and investments is forecast to decrease by \$6.435 million to \$19.402 million as at 30 June 2011, reflecting Council's strategy of using excess cash and investments to enhance existing and create new infrastructure. This is consistent with Council's Strategic Resource Plan (see Section 8), which forecasts a significant reduction in the capital works program from 2010/11 onwards to balance future cash budgets.

5.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2011 it will have cash and investments of \$19.402 million, which has been restricted as shown in the following table.

	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Total cash and investments		25,837	19,402	(6,435)
Restricted cash and investments				-
- Statutory reserves	5.2.1	(1,781)	(1,734)	47
- Discretionary reserves	5.2.2	(6,050)	(6,170)	(120)
- Long service leave	5.2.3	(5,148)	(5,364)	(216)
Unrestricted cash and investments	5.2.4	12,858	6,133	(6,725)

Source: Appendix A

5.2.1 Statutory reserves (\$0.047 million decrease)

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

5.2.2 Discretionary reserves (\$0.120 million increase)

These funds are available for whatever purpose Council decides is their best use. In this case Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

5.2.3 Long service leave (\$0.216 million increase)

These funds are separately identified as restricted to ensure there are sufficient funds to meet Council's obligations as set out in the Local Government (Long Service Leave) Regulations 2002.

5.2.4 Unrestricted cash and investments (\$6.724 million decrease)

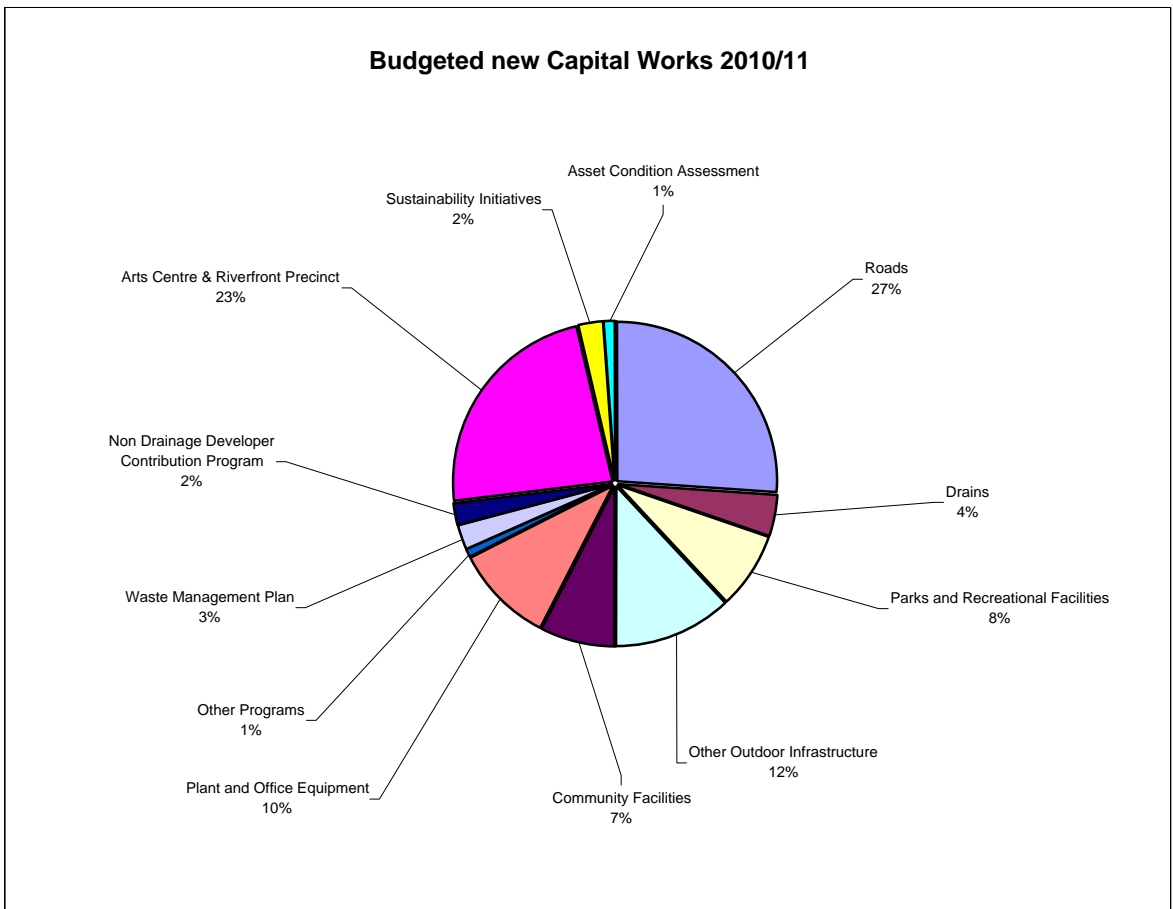
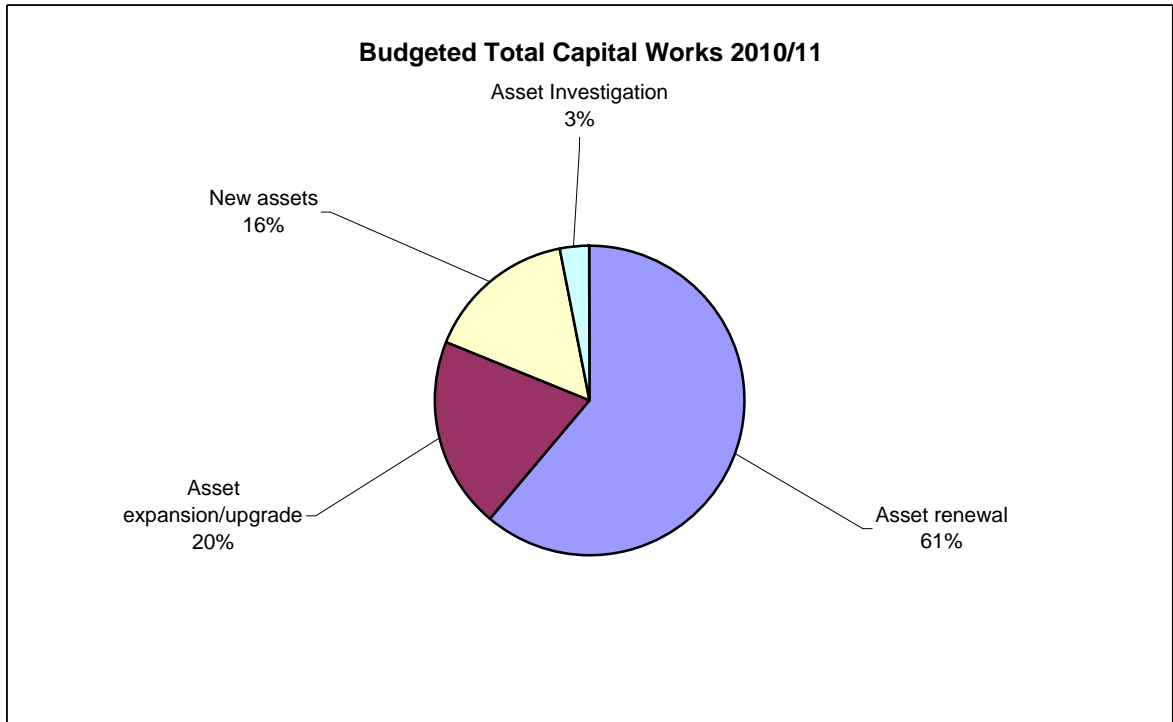
These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year such as grants and contributions.

6. Analysis of capital budget

This section analyses the planned capital expenditure budget for the 2010/11 year and the sources of funding for the capital budget.

6.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2009/10 \$'000	2010/11 \$'000	\$'000
Total works carried forward		9,881	9,889	8
New works				
Roads	6.1.2	6,335	6,648	313
Drains	6.1.3	600	1,094	494
Parks and Recreational Facilities	6.1.4	116	1,997	1,881
Other Outdoor Infrastructure	6.1.5	225	3,068	2,843
Community Facilities	6.1.6	834	1,902	1,068
Plant and Office Equipment	6.1.7	2,400	2,528	128
Other Programs	6.1.8	544	210	(334)
Waste Management Plan	6.1.9	361	680	319
Non Drainage Developer Contribution Program	6.1.10	0	534	534
Arts Centre & Riverfront Precinct	6.1.11	0	6,000	6,000
Sustainability Initiatives	6.1.12	181	600	419
Asset Condition Assessment	6.1.13	150	297	147
Total new works		11,746	25,558	13,812
Total capital works		21,627	35,447	13,820
Represented by:				
Asset renewal		10,599	21,622	11,023
Asset expansion/upgrade		4,760	7,090	2,330
New assets		6,056	5,672	(384)
Asset Investigation		212	1,063	851
Total capital works		21,627	35,447	13,820



6.1.1 Carried forward works (\$9.889 million)

At the end of each financial year there are projects which are either incomplete or have not commenced due to planning issues, weather delays or extended consultation etc. For the 2009/10 year it is forecast that \$9,889 million of capital works will be incomplete and be carried forward into the 2010/11 year.

6.1.2 Roads (\$6.648 million)

The \$6.648 million allocated to roads includes \$1.769 million in Roads to Recovery (R2R) Grants. This figure has been broken up below and should be noted depreciation for roads is \$7.581 million therefore Council is not funding depreciation of the road network.

Roads Program	Program Ref	Funding \$'000	Council \$'000
Resealing Program	1.01		1,304
Asphalt Program	1.02		201
Gravel Re-sheeting Program	1.03		1,209
RTR Reseal Program	1.04	769	
RTR Reconstruction Program	1.05	500	
RTR Re-sheet Program	1.06	500	
Road Rehab and Reconstruction Program	1.08		400
Road Upgrade and Widening Program	1.09		275
Intersection Improvement Program	1.11		480
Roads to Market (VicRoads)	1.13		250
Road Safety Works Program	1.14		100
Footpath & Kerb and Channel Program	1.15		99
Footpath Half Cost Program	1.17		31
Kerb & Channel Half Cost Program	1.18		21
Disabled Access Improvements Program	1.19		114
Pedestrian Bridge Program	1.21		21
Bicycle Facilities Program	1.22		175
School Crossing Upgrade Program	1.24		20
Bus Stop Upgrade Program	1.25		12
Street Lighting Upgrade Program	1.26		50
Australian Level Crossing	1.27		50
Capital Works Design Program	1.28		67
Total Road Program		1,769	4,879

Table 6.1.2

Resealing Program - 1.01 (\$1.304 million)

Condition assessments of Council's sealed road network were carried out in 2002 and 2007. Information from these assessments and maintenance defect reports has been used to compile the works program. An examination of the current road network condition shows that desirable intervention levels are often being exceeded which has resulted in an increase in overall maintenance costs.

Asphalt Program - 1.02 (\$0.201 million)

Asphalt surfacing of roads is appropriate in high traffic areas with tight turning circles. The CBD areas within the municipality are appropriate for asphalt treatment and will be upgraded when replacement is warranted.

Gravel Re-Sheeting Program -1.03 (\$1.209 million)

The Road Management Plan (RMP) identifies annual expenditure for unsealed roads. Current funding availability dictates that Council is approximately \$1.000 million below the level required to deliver the levels of services committed in the plan.

The precise amount is subject to argument as it is very dependent on assumed pavement life, but the RMP also deals with how to improve the accuracy of this figure.

There are three ways of eliminating the funding gap for unsealed roads.

- By increasing annual expenditure on re-sheeting significantly.
- By reducing the length of roads defined as “Unsealed Collector Roads”.
- By reducing the level of service promised in the RMP however the levels of service specified in the RMP cannot be lowered without compromising the liability provided by the Plan.

It may be that a combination of the three strategies mentioned above is necessary.

RTR Reseal Program - 1.04 (\$0.769 million)

See Section 1.01 for comments regarding resealing. RTR funding is provided via an external funding Authority and is included in the Council budget.

RTR Reconstruction Program -1.05 (\$0.500 million)

See Section 1.08 below for comments regarding reconstruction. RTR funding is provided via an external funding Authority and is included in the Council budget.

RTR Re-sheet Program -1.06 (\$0.500 million)

See Section 1.03 above for comments regarding re sheeting. RTR funding is provided via an external funding Authority and is included in the Council budget.

Road Rehabilitation & Reconstruction Program -1.08 (\$0.400 million)

The second part of sealed road condition inspection program identified remedial works that need to be carried out prior to a road being suitable for resealing. In some cases a total reconstruction was recommended. In all, 179 road segments with a combined length of 71 km were identified as having either failed or being in a hazardous condition. The Infrastructure Maintenance Branch has provided estimates for the road segments in the poorest condition in the most highly trafficked areas, and in conjunction with the Asset Development Unit prioritised these projects.

Road Upgrade & Widening Program - 1.09 (\$0.275 million)

When considering roads for widening and upgrade the road condition, traffic count and network priorities are considered. The projects listed have been selected solely on the basis of traffic counts and available funding. The priority of these projects may change following detailed inspections prior to the development of next year's program.

Intersection Improvement Program -1.11 (\$0.480 million)

There are numerous sub-standard Delta or Y-Intersections scattered throughout the municipality. That is intersections where the minor road splits into two parts to cater for right and left turning movements into the major road. This type of intersection is not safe, and this program was initially created to allow these intersections to be upgraded.

Roads to Market Program -1.13 (\$0.250 million)

Council has been successful attracting State Roads funding over the past two years to address upgrade works in Meridian Road, Wargan Road and Treviso Way.

We will be applying to the State Government for Roads to Market Funding to the value of \$0.350 million.

Road Safety Strategy Program -1.14 (\$0.100 million)

The Road Safety Strategy Program consists of items identified in road safety audits, and not listed in other programs such as new line marking and new road related safety signage. The program has also included various road safety awareness programs that were part of the Road Safety Strategy, which have been substantially completed.

Footpath, Kerb & Channel Upgrade Program - 1.15 (\$0.099 million)

The entire sealed footpath network was "defect" inspected using GPS technology in 2004. The data collected has enabled identification of areas within Mildura and other townships most in need of footpath maintenance. Maintenance will be carried out on an area by area basis with the worst areas being targeted first, in accordance with risk management principals.

The Upgrade Program has been developed in conjunction with the maintenance program, and any sections of footpath longer than 20m requiring reconstruction identified are referred to the Footpath, Kerb & Channel Upgrade Program.

A Risk Audit has also identified the need to focus on maintenance of Council's network of "Crusher Dust" footpaths. These are low capital cost / high maintenance cost assets and a program is to be developed to prioritise the upgrade of these footpaths to a sealed surface.

Footpath Half Cost Program - 1.17 (\$0.031 million)

The footpath inspection program carried out in 2004 identified in addition to a large number of defects, over 80 gaps in the footpath network. This program is designed to gradually eliminate gaps in the footpath network.

Whilst it is arguably more beneficial in a risk management sense to concentrate on repairing existing footpaths, instead of extending the network, Council has in previous years indicated it wished to allocate funding to new footpath projects on a cost sharing basis.

Due to the difficulty of implementing shared cost schemes, any funds not committed by December 2010 will be transferred to the 1.4 Council funded Footpath Kerb and Channel Upgrade Program.

Kerb & Channel Half Cost Program - 1.18 (\$0.021 million)

Due to the difficulty of implementing shared cost schemes any funds not committed by December 2010 will be transferred to Program 1.4 Council funded Footpath Kerb and Channel Upgrade Program.

Disabled Access Improvements Program -1.19 (\$0.114 million)

The projects in this program are identified from community consultations, requests and complaints, and also as a result of Road Safety Audits and Councillor Requests for Service. The Disabled Access Advisory Committee then prioritises the program.

Pedestrian Bridge Program -1.21 (\$0.021 million)

This program is consistent with plans contained within the Asset Management Plan - Pedestrian Bridges, adopted by Council at the April 2009 Ordinary Meeting.

Bicycle Facilities Program -1.22 (\$0.175 million)

Projects in this program have been taken from the Municipal Bicycle Strategy with input from Leisure and Lifestyle Services and bicycle user groups.

This program can be supplemented with VicRoads funding for bicycle paths on VicRoads controlled roads.

School Crossing Upgrade Program - 1.24 (\$0.020 million)

This program is generated from road safety audits.

Bus Stop Upgrade Program - 1.25 (\$0.012 million)

This program has been developed after extensive consultation with the Bus lines. Ratepayer requests are also included in the program.

Street Light Upgrade Program - 1.26 (\$0.050 million)

This program is used to upgrade streetlights in locations identified through lighting audits and ratepayer requests.

Australian Level Crossing Program - 1.27 (\$0.050 million)

This is a new category developed to meet Council's responsibilities with rail crossings.

Capital Works Design Program - 1.28 (\$0.067 million)

The purpose of this program is to have critical designs completed to allow projects to commence early in the 2011/2012 Financial year.

6.1.3 Drains (\$1.094 million)

Drainage Program	Program Ref	Council \$'000
Drainage Investigation Program	2.01	74
Drainage Basin Risk Mitigation Program	2.02	59
Stormwater Extension Program	2.03	705
Stormwater Replacement & Modification Program	2.04	106
RTR Reconstruction Program	2.05	150
Total Drainage Program		1,094

Drainage Investigation Program - 2.01 (\$0.074 million)

The Drainage Investigation Program involves the collection of drainage data within specific catchments to enable the analysis of the overall drainage network. Data collected includes aerial photography, which is processed to create contour information over the whole of the catchment being studied. This information is then used for detailed drainage analysis.

Drainage Basin Risk Mitigation Program - 2.02 (\$0.059 million)

Drainage basins are a major area of risk to Council. Works identified, include modifications to existing basins and the erection of fences where appropriate. Work has been progressing annually with the priorities based on risk ranking.

Stormwater Extension Program - 2.03 (\$0.705 million)

The storm water extension program consists of drainage projects predominantly designed to expand existing urban areas. A number of projects within this program are subject to Developer Contribution. The actual funding that can be obtained from developers will be heavily dependent on where and how Mildura rapidly expands, and therefore can only be estimated.

Stormwater Replacement & Modification Program - 2.04 (\$0.106 million)

There is some overlap between this program and the proceeding one, but the main emphasis of this program is works in established areas where the existing drainage system has been identified as being inadequate.

Stormwater Quality Management Program - 2.05 (\$0.150 million)

This program is based on items identifies within the Stormwater Management Plan.

6.1.4 Parks and Recreational Facilities (\$1,996 million)

Parks and Recreational Facilities Program	Program Ref	Council \$'000
Parks Irrigation Program	3.01	1,150
Parks and Natural Area Development Program	3.02	81
Playground Equipment	3.03	97
Recreational Facilities Program	3.04	543
Sporting Reserves Master Plan Upgrade Program	3.05	126
Total Parks and Recreational Facilities		1,997

Parks Irrigation Program - 3.01 (\$1.150 million)

Works include replacement of old sprinkler systems, linking of various irrigation systems, automation of existing manual systems and installation of controllers. These works will improve water management practices in the Municipality.

Parks and Natural Area Development Program - 3.02 (\$0.081 million)

Works include upgrading, replacement of perimeter fencing and other works to enhance the amenity and to improve safety in Public Parks and Reserves.

Playground Equipment Program - 3.03 (\$0.097 million)

This program provides for the upgrading and replacement of playground equipment.

Recreational Facilities Program - 3.04 (\$0.543 million)

This program provides for the improvements of facilities within councils recreation reserves.

Sporting Reserves Master Plan Upgrade - 3.05 (\$0.126 million)

This program is based on the recommendations of the Sporting Reserves Master Plan for Mildura's three main recreation reserves; the Mildura Recreation Reserve, the Old Aerodrome Sporting Complex and Mansell Reserve.

6.1.5 Other Outdoor Infrastructure (\$3.068 million)

Other Outdoor Infrastructure Program	Program Ref	Council \$'000
Mildura CBD Development Works Program	5.01	3,068
Total Other Outdoor Infrastructure Facilities		3,068

Mildura CBD Development Works Program - 5.01 (\$3.068 million)

The program addresses projects from the CBD Urban Design Framework and Precinct Plan such as the Langtree Mall upgrade and Parking projects.

6.1.6 Other Outdoor Infrastructure (\$1.902 million)

Community Facilities	Program Ref	Council \$'000
Specific Buildings Program	6.02	1,182
Swimming Pool Upgrade Program	6.03	600
Caravan Park Upgrade Program	6.05	105
Arts Centre Upgrade Program	6.08	15
Total Community Facilities Program		1,902

Specific Buildings Program - 6.02 (\$1.182 million)

The Specific Buildings Program has been developed from internal and external submissions from various Council branches including Assets, Leisure Services, Environmental Services and Community Services. Projects include renewal works; safety related works and replacements.

Swimming Pool Upgrade Program - 6.03 (\$0.600 million)

In 2006 SGL Consulting Pty Ltd provided Council with an Aquatic Facilities Redevelopment Strategy Swimming Pools Report. The aim of this report was to develop a five year strategy for Council's eight swimming pools which considers the Council's corporate goals, asset plans, recreation study, risk management, technical advice, the lifecycle of Council's swimming pools and provides costing for future upgrading.

The Swimming Pool Upgrade Program has been developed from this report.

Caravan Park Upgrade Program - 6.05 (\$0.105 million)

Council's Policy for Apex Park requires the rental income from the Riverbend Caravan Park to be re-invested in the Park. This policy is based on the Department of Sustainability and Environment's (DSE) requirement that any lease monies paid to Council be used to fund works in the vicinity of Apex Park. The same logic has been extended to the Merbein and Lake Cullulleraine Caravan Parks which are also on DSE land.

Arts Centre Upgrade Program - 6.08 (\$0.015 million)

The Arts Centre Upgrade Program consists of projects nominated by the Arts Centre Manager. These works are not associated with the Arts Centre Precinct redevelopment.

6.1.7 Plant and Office Equipment (\$2.528 million)

Plant and Office Equipment Program	Program Ref	Council \$'000
Fleet Replacement Program	7.01	2,000
IT Hardware & Software Purchases	7.03	528

Total Plant and Office Equipment Program**2,528****Fleet Replacement Program - 7.01 (\$2.00 million)**

Fleet Replacement Program from the Fleet Replacement Reserve.

Hardware & Software Purchases - 7.05 (\$0.528 million)

The projects included in this program have been nominated by the Information Services Manager.

6.1.8 Other Programs (\$0.210 million)

Other Programs	Program Ref	Council \$'000
Library Book Acquisition Program	8.01	200
Minor Program	8.05	10
Total Parks and Recreational Facilities		210

Library Book Acquisition Program - 8.01 (\$0.200 million)

The Library currently has a collection consisting of about 90,000 items. The allocation will maintain the current collection, but not expand it. The collection includes audio-visual media as well as traditional paper books.

Minor Projects - 8.05 (\$0.010 million)

A small number of nominated projects such as fire access tracks which don't fit into any of the preceding programs and these are listed here.

6.1.9 Waste Management Program (\$0.680 million)

Waste Management Program	Program Ref	Council \$'000
Waste Management Program	9.01	680
Total Waste Management Program		680

Waste Management Program - 9.01 (\$0.680 million)

The Waste Management Program consists of projects nominated by the manager of Environmental Services and recommendations from Council's Waste Management Strategy from the Waste Management Reserve.

6.1.10 Non Drainage Development Contribution Projects (\$0.534 million)

Non Drainage Development Contribution Projects	Program Ref	Council \$'000
Non Drainage Development Contribution Projects	10.01	534
Total Non Drainage Development Contribution Projects		534

Non Drainage Development Contribution Projects - 10.01 (\$0.534 million)

The funding that can be obtained from developers will be heavily dependent on the rate of expansion therefore can only be estimated. A list of projects have been identified in Development Contribution Plans however specific projects must align with industry developments. If unused this funding will be held in the Development Contribution Plan reserve.

6.1.11 Major Developments Projects (\$6.000 million)

Major Developments Projects	Program Ref	Council \$'000
Arts Centre Precinct	11.01	6,000
Total Major Developments Projects		6,000

Arts Centre Precinct - 11.01 (\$6.000 million)

This program is proposed to develop the Arts Centre in line with the Mildura Arts Centre Precinct Feasibility Study. This project is contingent on external funding.

6.1.12 Sustainability Initiatives (\$0.600 million)

Sustainability Initiatives	Program Ref	Council \$'000
Sustainable Water Use Plan	12.01	100
Solar Initiatives	12.03	500
Total Sustainability Initiatives		600

Sustainable Water Use Plan - 12.01 (\$0.100 million)

In June 2006 Council adopted the Sustainable Water Use Plan. This plan is a positive action plan to reduce water consumption and use water wisely in order to demonstrate to the community our commitment and leadership in water conservation. The plan deals only with water consumption on properties and assets owned and leased by Council that include parks and gardens, sport and recreation areas, and other open space. Planned activities for 2010/2011 include, installing water saving backwash recycle systems for Red Cliffs and Irymple pools.

Solar Initiatives - 12.03 (\$0.500 million)

Projects to capitalise upon Mildura's hours of sunshine introduce a new level of resource sustainability and embrace Mildura's positive solar image.

6.1.13 Asset Assessment (\$0.297 million)

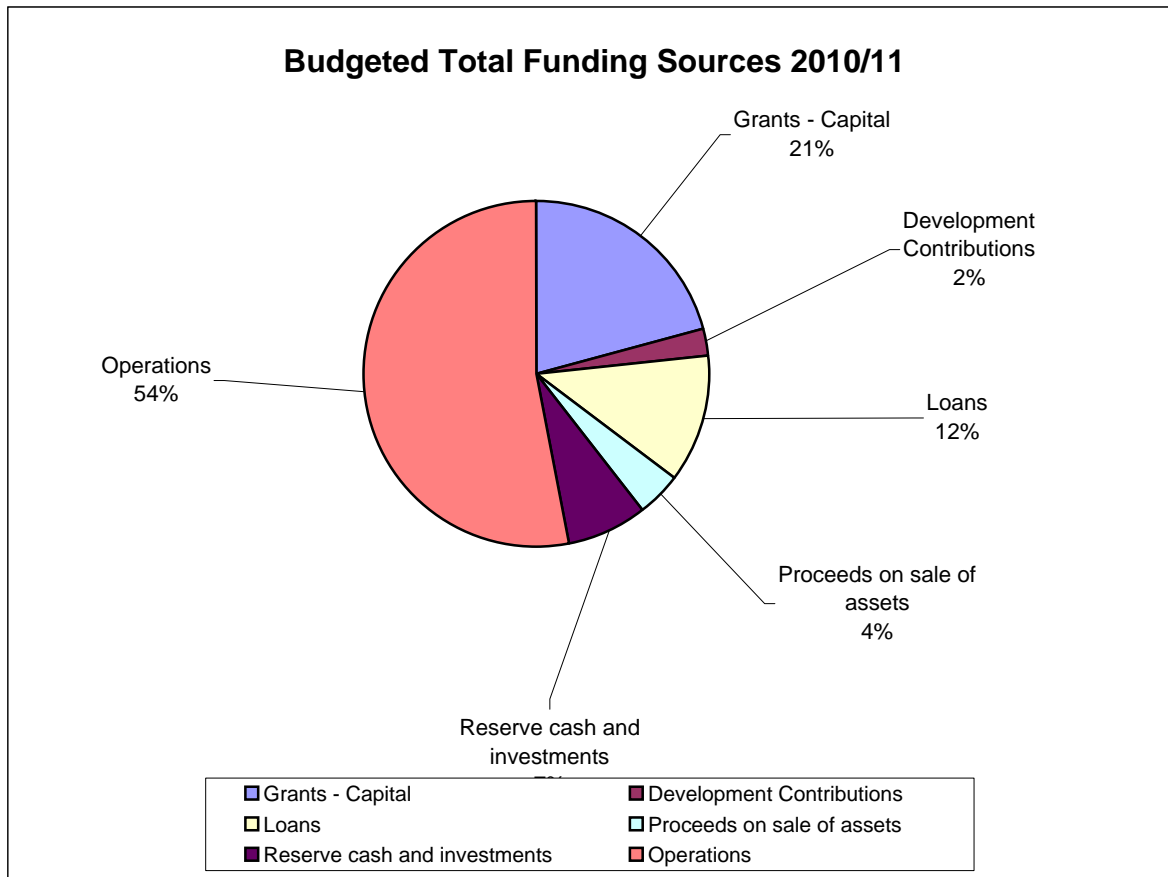
Asset Assessment	Program Ref	Council \$'000
Asset Condition Assessment	13.01	297
Total Asset Assessment		297

Asset Condition Assessment - 13.01 (\$0.297 million)

The Asset Condition Assessment Program is an ongoing requirement to determine the location, size and condition of Council's fixed assets. Captured data provides necessary information for the development of prioritised works programs.

6.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2009/10 \$'000	2010/11 \$'000	\$'000
Works carried forward				
<i>External</i>				
Grants - Capital	6.2.1	1,420	1,200	-220
		1,420	1,200	-220
<i>Internal</i>				
Development Contributions	6.2.1	0	59	59
Reserve cash and investments	6.2.1	8,461	8,630	169
		8,461	8,689	228
Total works carried forward		9,881	9,889	8
New works				
<i>External</i>				
Grants - Capital	6.2.2	5,285	5,332	47
Loans	6.2.3	0	3,100	3,100
Developer Contributions	6.2.4	600	600	-
Proceeds on sale of assets	6.2.5	840	1,071	231
		6,725	10,103	3,378
<i>Internal</i>				
Reserve cash and investments	6.2.6	2,143	1,878	(265)
Operations	6.2.7	2,878	13,577	10,699
		5,021	15,455	10,434
Total new works		11,746	25,558	13,812
Total funding sources		21,627	35,447	13,820



6.2.1 Carried forward works (\$9.889 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to project planning issues, weather delays, extended consultation and design. For the 2009/10 year it is forecast that \$9.889 million of capital works will be incomplete and be carried forward into the 2010/11 year. Significant projects includes the Arts Centre Precinct (\$1.000 million), the Riverfront Precinct (\$1.234 million), Madden Avenue Civic Accommodation (\$0.630 million), Mildura CDB Redevelopment (\$1.000 million) and the Mildura South Sporting Precinct (\$2.797 million).

6.2.2 Grants - Capital (\$5.332 million)

Capital grants and contributions include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Arts Centre (\$2.100 million), Roads to Recovery projects (\$1.770 million), Blackspot Program (\$0.35 million), Merbein and Irymple Kindergartens (\$0.500 million) and the Playalong Child Care Centre (\$0.100 million).

6.2.3 Loan Borrowings (\$3.100 million)

Council intends to borrow (\$3.100 million) for the Art Centre Precinct Project.

6.2.4 Development Contributions (\$0.600 million)

Calculation of contributions required from developer to provide neighbourhood infrastructure to support the developers proposals (\$0.600 million).

6.2.5 Proceeds from sale of Assets (\$1.071 million)

Proceeds from sale of assets include plant, equipment and motor vehicle sales in accordance with Council's fleet renewal policy of \$1.071 million.

6.2.6 Reserve investments (\$1.878 million)

The Council has significant cash reserves, which it is currently using to fund its annual capital works program. The reserves include monies set aside for specific purposes such as the Drainage Reserve (\$1.094 million), Caravan Park Reserve (\$0.104 million) and the Waste Management Reserve (\$0.680 million).

6.2.7 Operations (\$13.577 million)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$13.577 million will be generated from operations to fund the 2010/11 capital works program.

7. Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2009/10 and 2010/11. It also considers a number of key performance indicators.

7.1 Budgeted balance sheet

	Ref	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Current assets	7.1.1			
Cash and cash equivalents		25,837	19,402	(6,435)
Trade and other receivables		9,770	9,900	130
Other assets		1,517	1,604	87
Total current assets		37,124	30,906	(6,218)
Non-current assets	7.1.1			
Trade and other receivables		2,585	2,585	-
Investment in subsidiary		17,273	17,273	-
Property, infrastructure, plant and equipment		452,372	466,944	14,572
Total non-current assets		472,230	486,802	14,572
Total assets		509,354	517,708	8,354
Current liabilities	7.1.2			
Trade and other payables		7,237	7,576	(339)
Interest-bearing loans and borrowings		1,351	1,465	(114)
Provisions		6,807	7,113	(306)
Total current liabilities		15,395	16,154	(760)
Non-current liabilities	7.1.2			
Interest-bearing loans and borrowings		15,373	17,008	(1,635)
Provisions		4,967	5,189	(223)
Total non-current liabilities		20,339	22,197	(1,858)
Total liabilities		35,734	38,351	(2,617)
Net assets	7.1.3	473,620	479,357	5,737
Equity	7.1.4			
Accumulated surplus		215,565	221,229	5,664
Asset revaluation reserve		250,224	250,224	-
Other reserves		7,831	7,904	73
Total equity		473,620	479,357	5,737

Source: Appendix A

7.1.1 Current Assets (\$6.218 million decrease) and Non-Current Assets (\$14.572 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 \$6.435 million during the year mainly to fund the capital works program.

Trade and other receivables are monies owed to Council by ratepayers and others. Short term debtors are not expected to change significantly in the budget. Long term debtors (non current) relating to loans to community organisations will remain the same in accordance with agreed repayment terms.

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

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years. The increase in this balance is attributable to the net result of the capital works program, depreciation of assets and the sale of property, plant and equipment.

7.1.2 Current Liabilities (\$0.760 million increase) and Non Current Liabilities (\$1.858 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 2009/10 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees. These employee entitlements are only expected to increase marginally due to more active management of entitlements despite factoring in an increase for Collective Agreement outcomes.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$1.465 million over the year and will be drawing new loans of \$3.100 million for Capital Works purposes.

7.1.3 Net Assets (\$5.737 million increase)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

The increase in net assets of \$5.737 million results directly from the operating surplus.

7.1.4 Equity (\$5.737 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.

During the year an amount of \$0.073 million (net) is budgeted to be transferred from other reserves to accumulated surplus. This reflects the usage of investment cash reserves to partly fund the capital works program. This is a transfer between equity balances only and does not impact on the total balance of equity.

7.2 Key assumptions

In preparing the Budgeted Balance Sheet for the year ending 30 June 2011 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 98.5% of total rates and charges raised will be collected in the 2010/11 year (2009/10: 97.8% forecast actual)
- Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days
- Other debtors and creditors to remain consistent with 2009/10 levels
- Repayment of loan principal to be \$1.465 million
- Total capital budget to be \$35.447 million

8. Strategic Resource Plan and key financial indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Council Plan.

8.1 Plan development

Council has prepared a Strategic Resource Plan (SRP) for the four years 2010/11 to 2013/14 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

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

- Maintain existing service levels
- Maintain a capital expenditure program of at least \$20 million per annum
- Continue to fund renewal expenditure
- Achieve a balanced budget on a cash basis.

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

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

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

8.2 Financial resources

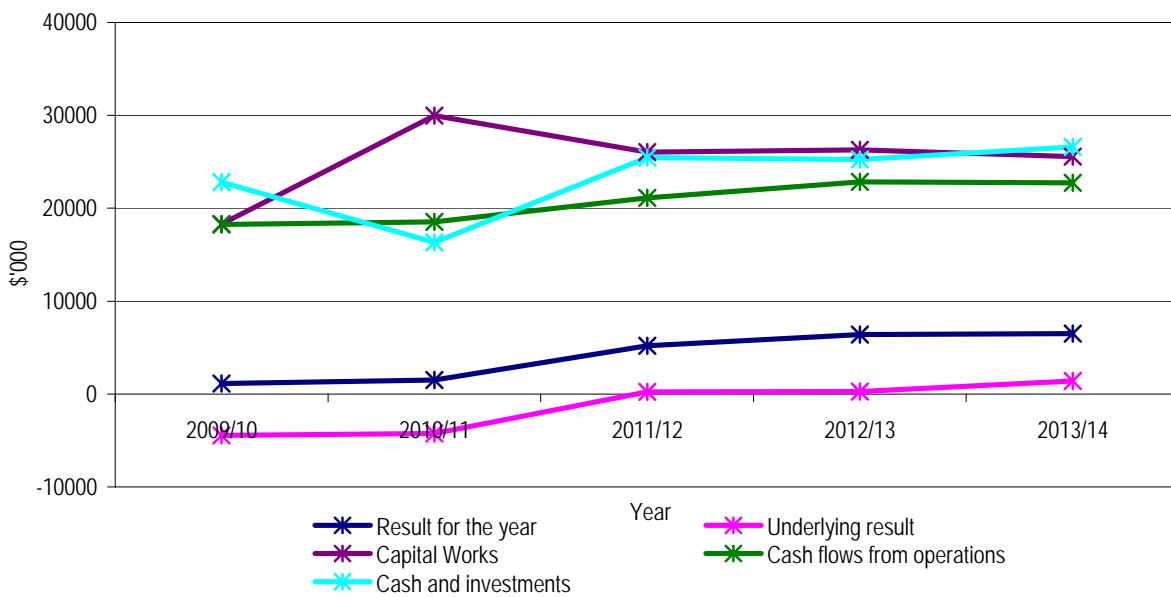
The following table summaries the key financial results for the next four years as set out in the SRP for years 2010/11 to 2013/14. Appendix A includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2009/10	2010/11	2011/12	2012/13	2013/14	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Result for the year	6,484	5,737	5,520	2,954	4,223	-
Underlying result	593	30	561	842	3,276	+
Cash and investments	25,837	19,402	17,108	12,860	14,435	o
Cash flows from operations	18,745	19,864	19,983	17,774	18,764	-
Capital works	21,627	35,447	22,730	22,564	20,689	-

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (section 5)** - Cash and investments is forecast to decrease marginally over the four year period from \$19.402 million to \$14.435 million, which indicates a balanced budget on a cash basis in each year
- **Rating strategy (section 9)** – Modest rate increases are forecast over the four years at an average of 4.0%, well below that expected of comparable councils
- **Service delivery strategy (section 10)** – Service levels have been maintained throughout the four year period. Operating surpluses are forecast in years 2010/11 and 2011/12 as a result of significant capital grant revenue being received to fund the annual capital works program. Years 2012/13 to 2013/14 forecast reducing operating deficits with a view to breaking even. However, excluding the effects of non-operating items such as capital contributions, the underlying result remains as a surplus over the four year period. The underlying result is a measure of financial sustainability and is an important measure as once-off items can often mask the operating result
- **Borrowing strategy (section 10)** – Borrowings are forecast to reduce from \$18.47 million to \$17.18 million over the four year period. This includes new borrowings of \$3.1 million in 2010/11 and 3.0 million in 2013/2014
- **Infrastructure strategy (section 10)** - Capital expenditure over the four year period will total \$101.43 million at an average of \$25.35 million.

8.3 Key financial indicators

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

Indicator	Notes	Forecast		Strategic Resource Plan			Trend +/-
		Actual 2009/10	Budget 2010/11	Projections			
				2011/12	2012/13	2013/14	
Financial performance							
Underlying result/Underlying revenue	1	0.83%	0.04%	0.72%	1.03%	2.50%	+
Operating expenses/Assessment		\$2,585	\$2,823	\$2,829	\$2,906	\$2,970	+
Rate revenue/Underlying revenue	2	59.69%	58.49%	60.94%	61.81%	62.26%	-
Rate revenue/Assessment		\$1,556	\$1,652	\$1,736	\$1,815	\$1,897	+
Debt servicing/Total revenue		1.52%	1.19%	1.32%	1.20%	1.17%	o
Grants/Total revenue		18.27%	20.93%	20.25%	20.77%	20.45%	-
Fees & charges/Total revenue		8.28%	8.05%	12.35%	12.49%	12.46%	o
Financial position							
Indebtedness/Rate revenue	3	56.53%	57.89%	52.03%	47.38%	48.05%	+
Underlying result/Total assets		0.12%	0.01%	0.11%	0.16%	0.40%	o
Net realisable assets/Assessment		\$16,606	\$17,141	\$17,273	\$17,379	\$17,407	-
Current assets/Current liabilities	4	241.14%	191.32%	158.80%	124.45%	125.06%	o
Total liabilities/Assessment		\$1,312	\$1,408	\$1,420	\$1,432	\$1,532	+
Capital expenditure							
Capital works		\$21,627	\$35,447	\$22,730	\$22,564	\$20,689	-
- Asset renewal		\$10,811	\$22,685	\$14,612	\$14,140	\$14,654	-
- New assets		\$4,760	\$7,090	\$2,500	\$5,500	\$3,000	-
- Asset expansion/upgrade		\$6,056	\$5,672	\$4,103	\$1,333	\$1,364	-
Capital works/Rate revenue		51.02%	78.77%	47.58%	44.74%	38.86%	-
Asset renewal/Total depreciation	5	85.11%	174.94%	110.94%	103.82%	105.92%	-

Key to Forecast Trend:

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

Notes to indicators

1 Underlying operating result - Improvement in financial performance is expected over the period.

2 Rate revenue/Underlying revenue - Reflects extent of reliance on rate revenues to fund all Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

3 Indebtedness/Rate revenue - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Current Assets/Current Liabilities - Working capital is forecast to decrease significantly in 2010/11 year due to a run down in cash reserves to fund the capital program. The trend in latter years is to remain steady at an acceptable level.

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

8.4 Non-financial resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. The following table summaries the non-financial resources for the next four years.

Indicator	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000
Employee costs	29,026	32,619	33,595	34,004	35,413
Employee numbers	505	508	508	508	508

9. Rates

This section considers the Council's rating strategy including strategy development and assumptions underlying the current year rate increase and rating structure.

9.1 Strategy development

In developing the Strategic Resource Plan (referred to in Section 8.), rates and charges were identified as an important source of revenue, accounting for 68% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Financial Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly given the change to bi-annual general revaluations, and recent decreases in valuations and subsequently rates for some properties in the municipality.

9.2 Current year rate increase

The 2010/2011 operating position is predicted to be significantly impacted by reductions in government funding. It will therefore be necessary to achieve future revenue growth whilst containing costs in order to achieve an acceptable level of working capital.

In order to achieve these objectives whilst maintaining service levels and a robust capital expenditure program, general rates will increase by 4% in 2010/2011, in line with Council's Strategic Financial Plan.

Year	Rate Increase %	Total Rates Raised \$'000
2009/10	4.0	42,399
2010/11	4.0	45,001
2011/12	4.0	47,776
2012/13	4.0	50,432
2013/14	4.0	53,235

9.3 Rating structure

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

- Property values, which reflect capacity to pay
- User pays component to reflect usage of services provided by Council.

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

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

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

The existing rating structure comprises eight differential rates (residential and business) and a rate concession for recreational land. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any "recreational lands" which meet the test of being "rateable land" under the Act. Council also has a Waste Management Charge which encompasses a kerbside collection charge and a recycling charge as allowed under the Act.

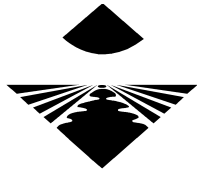
10. Borrowings

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan in regard to Borrowings.

As identified in Councils' Strategic Resource Plan SRP (see Section 2), borrowings was identified as an important funding source for capital works programs. Council's long term borrowing strategy focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing Council to a high debt burden.

For the 2010/11 year, Council will be taking out borrowings totaling \$3.1 Million to partially fund capital works. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2010.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2009/10	0	1,351	1,159	16,724
2010/11	3,100	1,465	977	18,473
2011/12	0	1,519	1,097	17,008
2012/13	0	1,305	998	15,489
2013/14	3,000	1,409	1,018	17,184



Fees and Charges Report 2010 / 2011

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Department							
Branch Arts & Culture							
Work Unit							
Activity Description Arts & Heritage Administration							
Whole Room - Community Group Social Function	<input type="checkbox"/>	\$280.91	\$28.09	\$309.00	\$300.00	per 4 hrs	Rate for Not for Profit Organisations and/or Incorporated Group. \$500 Bond to be paid 2 weeks prior to actual day of Booking. Public Liability Insurance compulsory
Whole Room - Private Function by Community (Wedding/Parties/ Wakes)	<input type="checkbox"/>	\$515.45	\$51.55	\$567.00	\$550.00	per use	\$500 Bond required 2 weeks prior to function. Public Liability Insurance compulsory. Accredited Security Guard required if alcohol is served. Does not include set up/dismantle of room and or catering supplies
Activity Description Mildura Arts Centre							
Marquee / Tents - Mildura Arts Centre Lawns	<input type="checkbox"/>	\$109.09	\$10.91	\$120.00	\$115.00	per day	Refundable bond \$501
Additional Performance: more than 1 performance on the same day. (Technical Charge)	<input type="checkbox"/>	\$53.64	\$5.36	\$59.00	\$57.00	per hour	For a single show performance, the technician is charged at \$35 per hour, additional performances on the same day, technical charges are \$58.00 per hour.
Cleaning between performances (2 hours)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$65.00		MAC Theatre closed for redevelopment
Commission: Merchandise and Gallery Sales.	<input type="checkbox"/>	\$0.10	\$0.00	\$0.10	\$0.10	10%	10% commission or as negotiated with Mildura Arts Centre.

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Front of House Manager (FOHM)	<input type="checkbox"/>	\$41.82	\$4.18	\$46.00	\$45.00	per hour	Note: Public Holiday Staffing: standard rate plus 50% loading.
Front of House Staffing	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$35.00	per perso	Staffing: Box Office, Ushers, Doorperson, Merchandise Seller <input type="checkbox"/> Note: Public Holiday Staffing: standard rate plus 50% loading.
Functions and Meetings	<input type="checkbox"/>	\$80.00	\$8.00	\$88.00	\$85.00	per hour	Includes a Front of House Manager/Supervisor (1). Public Liability Insurance required.
Functions Set Up/Pack Down Fee	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$35.00	per hour	
Mail out (printing and posting)	<input type="checkbox"/>	\$1.14	\$0.11	\$1.25	\$1.20	per env/da	As agreed by Mildura Arts Centre.
Mildura Arts Centre Permanent Collection: Image request.	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		Fee determined by the cost of a suitable image being supplied. To be negotiated directly with Mildura Arts Centre.
Occupancy 'full lights' with technician (Local & Community Groups)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$57.00	per hour	MAC Theatre closed for redevelopment
Occupancy 'working lights' with Supervisor - Theatre	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$30.00	per hour	MAC Theatre closed for redevelopment
Occupancy full lights with technician (Professional)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$57.00	per hour	MAC Theatre closed for redevelopment
Other Charges - Folding Seats	<input type="checkbox"/>	\$1.05	\$0.10	\$1.15	\$1.10	each	
Poster Distribution Fee	<input type="checkbox"/>	\$1.14	\$0.11	\$1.25	\$1.20	per poster	
Rio Vista Front Lawns	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$58.00	2- hours	Minimum 2 hours, after that, per hour charge.
Rio Vista: Wedding Photographs Inside Building.	<input type="checkbox"/>	\$145.45	\$14.55	\$160.00	\$155.00	2-hour.	Including staff member for supervision. Min. 2 hours, after that, per hour charge.
Security (after hours) / Supervision	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	per hour	Fee subject to the rate at which the service is supplied. To be negotiated directly with Mildura Arts Centre.
Steinway & Sons Model D Concert Grand	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		Fee subject to the rate at which the service is supplied regarding tuning and transport. To be negotiated directly with Mildura Arts Centre.

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Supervisor (Staffing)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$30.00	per hour	MAC Theatre closed for redevelopment
Technical Services (Technician)	<input type="checkbox"/>	\$34.55	\$3.45	\$38.00	\$37.00	per hour	Technical Charges <input type="checkbox"/> <input type="checkbox"/> For a single show performance, the technician is charged at \$35 per hour, additional performances on the same day, technical charges are \$57.00 per hour.
Technical Services Staffing	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$35.00	per hour	Staffing: Mechanist, Fire Warden, Follow Spot Operator. <input type="checkbox"/> Note: Public Holiday Staffing: standard rate plus 50% loading.
Ticketing: Box Office Commission for Local and Community Groups.	<input type="checkbox"/>	\$1.14	\$0.11	\$1.25	\$1.20	per ticket	A 3% handling charge on the gross total of credit card and EFTPOS sales applies.
Ticketing: Box Office Commission for Professional Companies/Hirers.	<input type="checkbox"/>	\$2.45	\$0.25	\$2.70	\$2.60	per ticket	A 3% handling charge on the gross total of credit card and EFTPOS sales applies.
Ticketing: Bulk Tickets only (for sale by the hirer) per ticket	<input type="checkbox"/>	\$0.14	\$0.01	\$0.15	\$0.15	per ticket	
Ticketing: EXTERNAL EVENTS - Box office Commission for Local & Community Groups.	<input type="checkbox"/>	\$1.14	\$0.11	\$1.25	\$1.20	per ticket	Plus handling charge: 3% on gross of Credit Card and EFTPOS sales
Ticketing: EXTERNAL EVENTS - Site building on ProVenue Max / Administration Charge	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$58.00		Minimum fee. Additional charges may apply.
Ticketing: EXTERNAL EVENTS: Box Office Commission	<input type="checkbox"/>	\$2.45	\$0.25	\$2.70	\$2.60	per ticket	
Venue Hire: Conferences / Conventions / Meetings / Standing charges - Theatre	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$515.00	per day	MAC Theatre closed for redevelopment
Venue Hire: Dead Days (Theatre)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$50.00	per day.	MAC Theatre closed for redevelopment
Venue Hire: Local Groups / Community Groups / Mildura Rural City Council	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$395.00	per day	MAC Theatre closed for redevelopment

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Venue Hire: Professional Companies	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$855.00	per day	MAC Theatre closed for redevelopment
Yamaha Grand Piano (untuned)	<input type="checkbox"/>	\$60.00	\$6.00	\$66.00	\$64.00	per day	Piano Tuning Fee will be on charged to the hirer.
<i>Activity Description</i>	Old Mildura Homestead						
Cottage - Meetings only	<input type="checkbox"/>	\$26.36	\$2.64	\$29.00	\$28.00	per hour	Minimum of two hours.
Cottage Daily Rate	<input type="checkbox"/>	\$172.73	\$17.27	\$190.00	\$185.00	Per Day	Includes Public Liability. Plus Refundable Bond \$500
Hire of Rose Garden/Grounds - Ceremony or Wedding Photographs	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$58.00	per two ho	Minimum of two hours. Includes Public Liability Insurance. Thereafter \$25 per hour.
Marquee / Tents - Old Mildura Homestead grounds	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	per day	Includes Public Liability. Plus Refundable Bond \$500
Penalty charge for late vacation from Woolshed (by 10.30am)	<input type="checkbox"/>	\$28.18	\$2.82	\$31.00	\$31.00	per hour	
Penalty charge for unsatisfactory clean up of Woolshed	<input type="checkbox"/>	\$60.91	\$6.09	\$67.00	\$65.00		Minimum 2 hours, after that a per hour rate.
Security Alarm Call Out	<input type="checkbox"/>	\$47.27	\$4.73	\$52.00	\$50.00		
Weekday Rate: Woolshed Sunday - Thursday	<input type="checkbox"/>	\$195.45	\$19.55	\$215.00	\$210.00	per day	Includes Public Liability. Plus Refundable Bond \$500
Weekend Rate - Woolshed Friday - Saturday	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	weekend r	Includes Public Liability. Plus Refundable Bond \$500
Whole of site / events	<input type="checkbox"/>	\$636.36	\$63.64	\$700.00	\$680.00		Plus Refundable Bond \$500
Whole of site event / festival	<input type="checkbox"/>	\$845.45	\$84.55	\$930.00	\$905.00	per day	Plus Refundable Bond \$500
<i>Activity Description</i>	TADC Benetook Room						
Caretakers Set-up & Dismantle - 51 to 75 People	<input type="checkbox"/>	\$46.82	\$4.68	\$51.50	\$50.00	per hire	51 to 75 People

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Caretakers Set-up & Dismantle - 76 to 100+ People	<input type="checkbox"/>	\$60.91	\$6.09	\$67.00	\$65.00	per hire	76 to 100 People
Caretakers Set-up & Dismantle - Dinner Up to 90 people	<input type="checkbox"/>	\$80.00	\$8.00	\$88.00	\$85.00	per hire	Dinner up to 90 people
Caretakers Set-up & Dismantle - Up to 50 people	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$35.00	per hire	Up to 50 people Does not include any catering food supplies
Equipment - P.A. System	<input type="checkbox"/>	\$74.55	\$7.45	\$82.00	\$80.00	per day	P.A. suitable for Meetings only. PA must be booked at time of booking the room
Equipment - Screen	<input type="checkbox"/>	\$19.09	\$1.91	\$21.00	\$20.00	per day	Standard Screen following day same hirer and function \$15.00
Equipment - Whiteboard	<input type="checkbox"/>	\$46.82	\$4.68	\$51.50	\$50.00	per day	\$51.50 1st Day followed by \$21 per additional day
Room A (with kitchenette) - Business Function	<input type="checkbox"/>	\$56.36	\$5.64	\$62.00	\$60.00	per hour	Minimum booking 2 hours=\$124 Refundable Bond of \$500 required 2 weeks prior to function. Compulsory Public Liability Insurance. Does not include set up/dismantle of room and or catering supplies
Room A (with kitchenette) - Business Meeting	<input type="checkbox"/>	\$56.36	\$5.64	\$62.00	\$60.00	per hour	Minimum booking 2 hours= \$124. Compulsory Public Liability Insurance. Does not include set up/dismantle of room
Room A (with kitchenette) - Community Function	<input type="checkbox"/>	\$37.27	\$3.73	\$41.00	\$40.00	per 4 hour	Rate for Non profit Organisations and or Incorporated Group. Min charge \$41 for 4 hours. Then \$11 per hour or part thereof. Refundable Bond\$500 to be paid 2 weeks prior to actual day of booking. Compulsory Public Liability Insurance.
Room A (with kitchenette) - Community Meetings	<input type="checkbox"/>	\$37.27	\$3.73	\$41.00	\$35.00	per 4 hrs	Rate for Non Profit Organisations and or Incorporated Group. Proof of status must be shown at time of booking. Minimum charge \$41 for 4 hours. Then \$11 per hour and or part thereof. Public Liability compulsory.
Room B (No kitchen facilities) Business Meeting only	<input type="checkbox"/>	\$41.82	\$4.18	\$46.00	\$45.00	per hour	Minimum charge 2 hours=\$92. Compulsory Public Liability Insurance. Does not include set up and dismantle and or catering supplies

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Room B (No kitchen facilities) Community Meeting	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$35.00	per 4 hour	Rate for Non profit Organisations and or Incorporated Group. Proof of status must be shown at time of booking. Min. charge \$36 for 4 hours. Then \$11 per hour or part thereof. Compulsory Public Liability Insurance. Does not include set up/Dismantle of room
Whole Room - Business Function	<input type="checkbox"/>	\$70.00	\$7.00	\$77.00	\$75.00	per hour	Minimum charge 2 hours=\$154. Refundable \$500 Bond to be paid 2 weeks prior to actual time of booking. Public Liability compulsory Does not include set up/dismantle of room and or catering supplies.
Whole Room - Business Meeting	<input type="checkbox"/>	\$60.91	\$6.09	\$67.00	\$65.00	per hour	Minimum booking 2 hours= \$134. Compulsory Public Liability Insurance. Does not include set up/dismantle of room
Whole Room - Community Group/Incorporated Group Meetings/Functions	<input type="checkbox"/>	\$51.82	\$5.18	\$57.00	\$55.00	per 4 hrs	Rate for Non Profit Organisations and or Incorporated Group. Min charge \$57 for 4 hours for meetings. Then \$16 per hour or part thereof. for meetings. Refundable Bond \$500 to be paid 2 weeks prior to actual day of booking if room is used for function.
Whole Room - Fundraisers	<input type="checkbox"/>	\$280.91	\$28.09	\$309.00	\$300.00	per sessio	Compulsory Public Liability. \$500 Bond and Security Guard

Activity Description

Visitors Information Centre

Accommodation & Tour Operators who DO NOT pay the differential rate	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		15% Commission Charge
Accommodation & Tour Operators who pay the differential rate	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		10% Commission
Accommodation & Tour Operators who pay the differential rate	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		10% Commission charge
Mildura Country Music Festival - Car Parking Sticker Sales	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		10% Commission Charge

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Country Music Festival - Program Sales	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00		10% Commission Charge
Whole area	<input type="checkbox"/>	\$500.00	\$50.00	\$550.00	\$0.00	Per Use/p	Compulsory Public Liability. \$500 Bond and Security Guard

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Department							
Branch Asset Development							
Work Unit							
Activity Description Assets							
Colour Printing - Laser Printer (A3)	<input type="checkbox"/>	\$4.09	\$0.41	\$4.50	\$4.00	each	
Copying - Plan Copier (A2) 1-99 copies	<input type="checkbox"/>	\$5.18	\$0.52	\$5.70	\$5.50	each	
Engineering Assessment Fees (Engineers)	<input type="checkbox"/>	\$113.45	\$11.35	\$124.80	\$120.00	hour	
Engineering Assessment Fees (Manager)	<input type="checkbox"/>	\$187.27	\$18.73	\$206.00	\$200.00	hour	
Engineering Assessment Fees (Team Leader Design)	<input type="checkbox"/>	\$163.64	\$16.36	\$180.00	\$170.00	hour	
Engineering Assessment Fees (Team Leaders / Co-ordinator)	<input type="checkbox"/>	\$216.36	\$21.64	\$238.00	\$170.00	hour	
Engineering Assessment Fees (Technical Officer)	<input type="checkbox"/>	\$93.82	\$9.38	\$103.20	\$98.50	hour	
Hoarding Permit - (Application Fee)	<input type="checkbox"/>	\$120.50	\$0.00	\$120.50	\$117.00	each	
Hoarding Permit - (Weekly Fee)	<input type="checkbox"/>	\$51.50	\$0.00	\$51.50	\$50.00	per week	
Over Dimension & High Mas Permit	<input type="checkbox"/>	\$119.00	\$0.00	\$119.00	\$116.00	each	
Plan Copying - A0 (1-99 copies)	<input type="checkbox"/>	\$20.45	\$2.05	\$22.50	\$21.50	each	
Plan Copying - A1 (1-99 copies)	<input type="checkbox"/>	\$10.73	\$1.07	\$11.80	\$11.50	each	
Printing - Inkjet Plotter (A0 - Line/Plan not full colour)	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$27.50	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Printing - Inkjet Plotter (A1 - line/Plan not full colour)	<input type="checkbox"/>	\$21.82	\$2.18	\$24.00	\$22.00	each	
Printing - Inkjet Plotter (A2 - Line/Plan not full colour)	<input type="checkbox"/>	\$16.36	\$1.64	\$18.00	\$16.00	each	
Printing - Laser Printer A4 - (Line-Full colours)	<input type="checkbox"/>	\$2.27	\$0.23	\$2.50	\$2.00	each	
Road Opening Permit - Miscell. Charge - Driveway Inspection Fee (per driveway)	<input type="checkbox"/>	\$73.45	\$7.35	\$80.80	\$78.50		
Road Opening Permit - (Application Fee)	<input type="checkbox"/>	\$59.80	\$0.00	\$59.80	\$57.00	each	
Street Directory & Number Book (on CD)	<input type="checkbox"/>	\$37.27	\$3.73	\$41.00	\$39.00	each	
Street Directory - Street Number Book (A3)	<input type="checkbox"/>	\$65.09	\$6.51	\$71.60	\$69.50	each	
Street Directory - Street Number Plans (A1 Sheet) each	<input type="checkbox"/>	\$28.09	\$2.81	\$30.90	\$30.00	each	
Street Directory - Street Number Plans Set (Mda, Iry, RC & Merb)	<input type="checkbox"/>	\$46.72	\$4.67	\$51.39	\$49.90	each	
Street Directory Books (A4)	<input type="checkbox"/>	\$23.91	\$2.39	\$26.30	\$25.50	each	

Activity Description

Road Openings

Footpath (Reinstatement) - Concrete	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00	m2	
Footpath (Reinstatement) - Concrete	<input type="checkbox"/>	\$124.00	\$0.00	\$124.00	\$120.00	m2	
Footpath (Reinstatement) - Asphalt	<input type="checkbox"/>	\$125.00	\$0.00	\$125.00	\$120.00	m2	
Footpath (Reinstatement) - Asphalt	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	Min Charg	
Footpath (Reinstatement) - Asphalt	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00	m2	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Footpath (Reinstatement) - Asphalt	<input type="checkbox"/>	\$124.00	\$0.00	\$124.00	\$120.00		
Footpath (Reinstatement) - Concrete	<input type="checkbox"/>	\$325.00	\$0.00	\$325.00	\$318.00	Min Charg	
Footpath (Reinstatement) - Concrete	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	Min Charg	
Footpath (Reinstatement) - Kerb and Channel	<input type="checkbox"/>	\$204.55	\$20.45	\$225.00	\$218.00	m2	
Footpath (Reinstatement) - Kerb and Channel	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	Min Charg	
Footpath (Reinstatement) - Kerb and Channel	<input type="checkbox"/>	\$325.00	\$0.00	\$325.00	\$318.00	Min Charg	
Footpath (Reinstatement) - Kerb and Channel	<input type="checkbox"/>	\$204.00	\$0.00	\$204.00	\$198.00	m2	
Footpath (Reinstatement) - Vehicle Crossing Reinforced Concrete	<input type="checkbox"/>	\$150.00	\$15.00	\$165.00	\$160.00	m2	
Footpath (Reinstatement) - Vehicle Crossing Reinforced Concrete	<input type="checkbox"/>	\$150.00	\$0.00	\$150.00	\$146.00	m2	
Footpath (Reinstatement) - Vehicle Crossings Reinforced Concrete	<input type="checkbox"/>	\$327.27	\$32.73	\$360.00	\$350.00	Min Charg	
Footpath (Reinstatement) - Vehicle Crossings Reinforced Concrete	<input type="checkbox"/>	\$360.00	\$0.00	\$360.00	\$350.00	Min Charg	
Road Surface (Reinstatement) - Bituminous Concrete (Asphalt)	<input type="checkbox"/>	\$298.18	\$29.82	\$328.00	\$318.00	Min Charg	
Road Surface (Reinstatement) - Bituminous Concrete (Asphalt)	<input type="checkbox"/>	\$125.00	\$0.00	\$125.00	\$120.00	m2	
Road Surface (Reinstatement) - Bituminous Concrete (Asphalt)	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00	m2	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Thrust Boring - Inspection Fee	<input type="checkbox"/>	\$72.73	\$7.27	\$80.00	\$78.00	each	
Unsealed Areas (Inspection) - Earth	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$34.00	each	
Unsealed Areas (Inspection) - Grass / Sprinkler System	<input type="checkbox"/>	\$40.00	\$4.00	\$44.00	\$42.00	each	
Unsealed Areas (Inspection) - Gravel	<input type="checkbox"/>	\$69.09	\$6.91	\$76.00	\$74.00	each	
<i>Activity Description</i>	Traffic						
External Traffic Count - (per count)	<input type="checkbox"/>	\$437.00	\$43.70	\$480.70	\$460.00	per count	

Department

Branch

Building Maintenance

Work Unit

Activity Description

Lake Cullulleraine Caravan Park

Bunkhouse - Adult per night	<input type="checkbox"/>	\$10.00	\$1.00	\$11.00	\$11.00	per night
Bunkhouse - Child per night	<input type="checkbox"/>	\$6.82	\$0.68	\$7.50	\$7.50	per night

Activity Description

Murrayville Caravan Park

Daily Rate (1-7 days), each Additional Child Age 3-12)	<input type="checkbox"/>	\$4.55	\$0.45	\$5.00	\$5.00	per night
Daily Rate (1-7 Days), each Additional Person Age 12+	<input type="checkbox"/>	\$5.45	\$0.55	\$6.00	\$6.00	per night
Daily Rate (1-7 days), powered sites 2 persons	<input type="checkbox"/>	\$9.09	\$0.91	\$10.00	\$10.00	per night
Daily Rate (1-7 days), Unpowered sites 2 person	<input type="checkbox"/>	\$8.18	\$0.82	\$9.00	\$9.00	per night
Weekly rate (1-27 Days) , each Additional Child Age 3-12	<input type="checkbox"/>	\$18.18	\$1.82	\$20.00	\$20.00	weekly
Weekly Rate (1-27 Days) , each Additional Person Age 12+	<input type="checkbox"/>	\$27.27	\$2.73	\$30.00	\$30.00	weekly
Weekly Rate (1-27 days), Powered sites 2 persons	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$60.00	weekly
Weekly Rate (1-27 Days), Unpowered sites 2 people	<input type="checkbox"/>	\$45.45	\$4.55	\$50.00	\$50.00	weekly
Weekly Rate 28+ days, each Additional Child Age 3-12	<input type="checkbox"/>	\$18.18	\$1.82	\$20.00	\$20.00	weekly
Weekly Rate 28+ Days, each Additional Person Age 12+	<input type="checkbox"/>	\$27.27	\$2.73	\$30.00	\$30.00	weekly

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Weekly Rate 28+ Days, Powered sites 2 persons	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$60.00	weekly	
Weekly Rate 28+ Days, Unpowered sites 2 people	<input type="checkbox"/>	\$45.45	\$4.55	\$50.00	\$50.00	weekly	
<i>Activity Description</i>	Murrayville Saleyards						
Agent Charges	<input type="checkbox"/>	\$40.91	\$4.09	\$45.00	\$45.00	per sale p	
Vendor Yard Dues	<input type="checkbox"/>	\$0.27	\$0.03	\$0.30	\$0.30	per head	
<i>Activity Description</i>	Walpeup Wayside Stop						
Daily Rate (1-7 Days), each Additional Child Age 3-12	<input type="checkbox"/>	\$4.55	\$0.45	\$5.00	\$5.00	per night	
Daily Rate (1-7 Days), each Additional Person Age 12+	<input type="checkbox"/>	\$5.45	\$0.55	\$6.00	\$6.00	per night	
Daily Rate (1-7 Days), Powered sites 2 persons	<input type="checkbox"/>	\$9.09	\$0.91	\$10.00	\$10.00	per night	
Daily Rate (1-7 Days), Unpowered sites 2 persons	<input type="checkbox"/>	\$8.18	\$0.82	\$9.00	\$9.00	per night	
Weekly Rate (1-27 days), each Additional Child Age 3-12	<input type="checkbox"/>	\$18.18	\$1.82	\$20.00	\$20.00	weekly	
Weekly Rate (1-27 days), each Additional Person Age 12+	<input type="checkbox"/>	\$27.27	\$2.73	\$30.00	\$30.00	weekly	
Weekly Rate (1-27 Days), Powered sites 2 persons	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$60.00	weekly	
Weekly Rate (1-27 Days), Unpowered sites 2 persons	<input type="checkbox"/>	\$45.45	\$4.55	\$50.00	\$50.00	weekly	
Weekly Rate 28+ Days, each Additional Child Age 3-12	<input type="checkbox"/>	\$18.18	\$1.82	\$20.00	\$20.00	weekly	
Weekly Rate 28+ Days, each Additional Person, Age 12+	<input type="checkbox"/>	\$27.27	\$2.73	\$30.00	\$30.00	weekly	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Weekly Rate 28+ days, Powered sites 2 persons	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$60.00	weekly	
Weekly Rate 28+ Days, Unpowered sites 2 persons	<input type="checkbox"/>	\$45.45	\$4.55	\$50.00	\$50.00	weekly	

Department

Branch Corporate Governance

Work Unit

<i>Activity Description</i>	<i>Customer Services</i>						
Copy Of Local Law	<input type="checkbox"/>	\$5.91	\$0.59	\$6.50	\$5.80	each	
Council Minutes	<input type="checkbox"/>	\$19.09	\$1.91	\$21.00	\$20.00	each	
Freedom of Information Request	<input checked="" type="checkbox"/>	\$23.90	\$0.00	\$23.90	\$23.40	each	
Freedom of Information request - Search fee	<input checked="" type="checkbox"/>	\$20.00	\$0.00	\$20.00	\$28.00	per hour o	
Freedom of Information request - Supervision charge	<input checked="" type="checkbox"/>	\$5.00	\$0.00	\$5.00	\$0.00	per quarte	
Hire of Committee Room, Deakin Ave (external users) - Full Day	<input type="checkbox"/>	\$104.55	\$10.45	\$115.00	\$110.00	Full Day	
Hire of Committee Room, Deakin Ave (external users) - Half Day	<input type="checkbox"/>	\$51.82	\$5.18	\$57.00	\$55.00	1/2 Day	
Voters Roll Inspection Fee	<input type="checkbox"/>	\$30.00	\$3.00	\$33.00	\$32.00	each	

Department

Branch **Development Services**

Work Unit

Activity Description **Planning Certificates**

Fast track planning certificates	<input type="checkbox"/>	\$57.27	\$5.73	\$63.00	\$61.00	each
Planning Certificate Regular	<input checked="" type="checkbox"/>	\$18.20	\$0.00	\$18.20	\$16.40	each

Activity Description **Planning Permits**

Advertising - Planning Applications - Certified Mail	<input type="checkbox"/>	\$4.36	\$0.44	\$4.80	\$4.80	each
Advertising - Planning Applications - Sign on Site	<input type="checkbox"/>	\$63.64	\$6.36	\$70.00	\$67.00	per sign
Advertising 1-10 Prop - Planning Applications - Administration	<input type="checkbox"/>	\$84.55	\$8.45	\$93.00	\$90.00	each
Advertising 100+ Prop - Planning Applications - Administration	<input type="checkbox"/>	\$187.27	\$18.73	\$206.00	\$200.00	each
Advertising 11-100 Prop- Planning Applications - Administration	<input type="checkbox"/>	\$136.36	\$13.64	\$150.00	\$145.00	each
Amendments - Stage 1	<input checked="" type="checkbox"/>	\$798.00	\$0.00	\$798.00	\$717.00	
Amendments - Stage 2	<input checked="" type="checkbox"/>	\$798.00	\$0.00	\$798.00	\$717.00	
Amendments - Stage 3	<input checked="" type="checkbox"/>	\$524.00	\$0.00	\$524.00	\$471.00	
Amendments - Stage 4	<input checked="" type="checkbox"/>	\$798.00	\$0.00	\$798.00	\$717.00	
Application for secondary consent	<input type="checkbox"/>	\$90.00	\$9.00	\$99.00	\$0.00	
Certificates of Compliance	<input checked="" type="checkbox"/>	\$147.00	\$0.00	\$147.00	\$133.00	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Class 1 Application for amendment s72	<input checked="" type="checkbox"/>	\$502.00	\$0.00	\$502.00		\$0.00	
Class 1 Application for permit under s47	<input checked="" type="checkbox"/>	\$502.00	\$0.00	\$502.00		\$451.00	
Class 10 Application for permit under s47	<input checked="" type="checkbox"/>	\$8,064.00	\$0.00	\$8,064.00		\$7,236.00	
Class 11 Application for permit under s47	<input checked="" type="checkbox"/>	\$16,130.00	\$0.00	\$16,130.00		\$14,473.00	
Class 12 Application for permit under s47	<input checked="" type="checkbox"/>	\$386.00	\$0.00	\$386.00		\$348.00	
Class 13 Application for permit under s47	<input checked="" type="checkbox"/>	\$386.00	\$0.00	\$386.00		\$348.00	
Class 14 Application for permit under s47	<input checked="" type="checkbox"/>	\$386.00	\$0.00	\$386.00		\$348.00	
Class 15 Application for permit under s47	<input checked="" type="checkbox"/>	\$781.00	\$0.00	\$781.00		\$702.00	
Class 16 Application for permit under s47	<input checked="" type="checkbox"/>	\$249.00	\$0.00	\$249.00		\$225.00	
Class 17 Application for permit under s47	<input checked="" type="checkbox"/>	\$541.00	\$0.00	\$541.00		\$486.00	
Class 18 Application for permit under s47	<input checked="" type="checkbox"/>	\$404.00	\$0.00	\$404.00		\$363.00	
Class 2 Application for amendment s72	<input checked="" type="checkbox"/>	\$502.00	\$0.00	\$502.00		\$0.00	
Class 2 Application for permit under s47	<input checked="" type="checkbox"/>	\$239.00	\$0.00	\$239.00		\$215.00	
Class 3 Application for amendment s72	<input checked="" type="checkbox"/>	\$239.00	\$0.00	\$239.00		\$0.00	
Class 3 Application for permit under s47	<input checked="" type="checkbox"/>	\$490.00	\$0.00	\$490.00		\$440.00	
Class 4 Application for amendment s72	<input checked="" type="checkbox"/>	\$490.00	\$0.00	\$490.00		\$0.00	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Class 4 Application for permit under s47	<input checked="" type="checkbox"/>	\$102.00	\$0.00	\$102.00		\$92.00	
Class 5 Application for amendment s72	<input checked="" type="checkbox"/>	\$102.00	\$0.00	\$102.00		\$0.00	
Class 5 Application for permit under s47	<input checked="" type="checkbox"/>	\$604.00	\$0.00	\$604.00		\$543.00	
Class 6 Application for amendment s72	<input checked="" type="checkbox"/>	\$604.00	\$0.00	\$604.00		\$0.00	
Class 6 Application for permit under s47	<input checked="" type="checkbox"/>	\$707.00	\$0.00	\$707.00		\$635.00	
Class 7 Application for amendment s72	<input checked="" type="checkbox"/>	\$707.00	\$0.00	\$707.00		\$0.00	
Class 7 Application for permit under s47	<input checked="" type="checkbox"/>	\$815.00	\$0.00	\$815.00		\$732.00	
Class 8 Application for amendment s72	<input checked="" type="checkbox"/>	\$815.00	\$0.00	\$815.00		\$0.00	
Class 8 Application for permit under s47	<input checked="" type="checkbox"/>	\$1,153.00	\$0.00	\$1,153.00		\$1,035.00	
Class 9 Application for amendment s72	<input checked="" type="checkbox"/>	\$386.00	\$0.00	\$386.00		\$0.00	
Class 9 Application for permit under s47	<input checked="" type="checkbox"/>	\$4,837.00	\$0.00	\$4,837.00		\$4,340.00	
Demolition report and consent 29a	<input type="checkbox"/>	\$54.35	\$0.00	\$54.35		\$0.00	
Extension of time to permits	<input type="checkbox"/>	\$163.64	\$16.36	\$180.00		\$175.00	each
Fee for search and/or copy of planning permit/endorsed plan < 10 yrs	<input type="checkbox"/>	\$60.00	\$6.00	\$66.00		\$0.00	
Fee for search and/or copy of planning permit/endorsed plan > 10yrs.	<input type="checkbox"/>	\$126.36	\$12.64	\$139.00		\$135.00	each
Miscellaneous Charges - Liquor Licence Applicant Information Requests	<input type="checkbox"/>	\$44.09	\$4.41	\$48.50		\$47.00	

	<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Planning Advice Response to Standard Request		<input type="checkbox"/>	\$100.00	\$10.00	\$110.00	\$107.00		
Removal of S173 Agreement (Including titles office charges)		<input type="checkbox"/>	\$300.00	\$30.00	\$330.00	\$0.00		
Satisfaction Matters		<input checked="" type="checkbox"/>	\$102.00	\$0.00	\$102.00	\$92.00		
Subdivision - Certification		<input checked="" type="checkbox"/>	\$100.00	\$0.00	\$100.00	\$100.00		
Subdivision - Certification per lot		<input checked="" type="checkbox"/>	\$20.00	\$0.00	\$20.00	\$0.00		
Subdivision - Recertification		<input checked="" type="checkbox"/>	\$100.00	\$0.00	\$100.00	\$0.00		
Tree planting in subdivisions		<input type="checkbox"/>	\$60.91	\$6.09	\$67.00	\$65.00		

Department

Branch

Early Years Co-ordination

Work Unit

Activity Description

FDC Admin Levy

FDC Admin Levy		<input type="checkbox"/>	\$0.14	\$0.01	\$0.15	\$0.15	per hour o
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Activity Description

Playalong Centre

Hourly fee for occasional care		<input type="checkbox"/>	\$8.55	\$0.00	\$8.55	\$8.30	per hour
Long Day Care		<input type="checkbox"/>	\$233.40	\$0.00	\$233.40	\$226.60	per week
Long Day Care		<input type="checkbox"/>	\$55.20	\$0.00	\$55.20	\$53.60	per day

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Department							
Branch Environmental Services							
Work Unit							
Activity Description Waste Management Admin							
11 - Waste Management Service Fee - Domestic (Recycling Area) 240L	<input type="checkbox"/>	\$252.84	\$0.00	\$252.84	\$243.11	each	
11A - Waste Management Service Fee - Domestic (Recycling Area) 120 Litre	<input type="checkbox"/>	\$252.84	\$0.00	\$252.84	\$243.11	each	
11B - Waste Management Service Fee - Domestic Mallee - 240 Litre	<input type="checkbox"/>	\$187.59	\$0.00	\$187.59	\$180.38	each	
11C - Waste Management Service Fee - Domestic Rural Area (Non Collection Area)	<input type="checkbox"/>	\$147.32	\$0.00	\$147.32	\$141.73	each	
11D - Waste Management Service Fee - Non Residential Land - 2nd 240L	<input type="checkbox"/>	\$80.73	\$8.07	\$88.80	\$85.37	each	
11E - Waste Management Service Fee - Commercial Industrial - 240 Litre	<input type="checkbox"/>	\$268.05	\$26.80	\$294.85	\$283.50	each	
11G - Waste Management Service Fee - Commercial Industrial - 120 Litre	<input type="checkbox"/>	\$229.85	\$22.99	\$252.84	\$198.11	each	
11H - Waste Management Service Fee - Domestic Mallee -2nd 240 Litre	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$198.35	each	
11J - Waste Management Service Fee -Commercial Industrial Mallee - 240 Litre	<input type="checkbox"/>	\$187.57	\$18.76	\$206.33	\$198.40	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
11K - Waste Management Service Fee - Commercial Industrial Rural Area (Non Collection Area)	<input type="checkbox"/>	\$147.41	\$14.74	\$162.15	\$155.90	each	
Concrete - Trailer Load	<input type="checkbox"/>	\$11.27	\$1.13	\$12.40	\$11.80	cubic met	
Concrete - Truck loads	<input type="checkbox"/>	\$22.31	\$2.23	\$24.54	\$23.37	tonne	
Domestic Waste - Bag	<input type="checkbox"/>	\$3.18	\$0.32	\$3.50	\$2.50	bag	
Garbage Collection - Change of bin size	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Garbage Collection - Replacement of Garbage Bin	<input type="checkbox"/>	\$42.58	\$4.26	\$46.84	\$44.60	each	
Garbage Collection - Replacement Recycling Bin	<input type="checkbox"/>	\$70.10	\$7.01	\$77.11	\$73.43	each	
Garbage Collection - Special Event Bins 240 Litre - (Includes delivery and one (1) emptying	<input type="checkbox"/>	\$9.68	\$0.97	\$10.65	\$10.14	each	
Garbage Collection - Special Event Waste Bins 240 Litre - Extra Emptying	<input type="checkbox"/>	\$2.77	\$0.28	\$3.05	\$2.90	each	
Garbage Collection - Street Sweeping (Apart from Council sweeping)	<input type="checkbox"/>	\$106.29	\$10.63	\$116.92	\$111.35	hour	
Loader Use Fee	<input type="checkbox"/>	\$106.91	\$10.69	\$117.60	\$112.00	hour	
Low Level Contaminated Soil	<input type="checkbox"/>	\$103.63	\$10.36	\$113.99	\$112.22	Tonnes	
Mattress	<input type="checkbox"/>	\$13.18	\$1.32	\$14.50	\$11.00		
Mildura Landfill - Charge by volume - Car / Utility / Trailer Fee	<input type="checkbox"/>	\$24.55	\$2.45	\$27.00	\$20.00	m3	
Mildura Landfill - Charge by volume - Clean Steel / Wire	<input type="checkbox"/>	\$6.09	\$0.61	\$6.70	\$6.40	cubic met	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Landfill - Charge by volume - Commercial Plastic / Wire / Styrene	<input type="checkbox"/>	\$37.58	\$3.76	\$41.34	\$31.05	m3	
Mildura Landfill - Charge by volume - minimum fee	<input type="checkbox"/>	\$12.27	\$1.23	\$13.50	\$10.00	half cubic	
Mildura Landfill - Charge by weight - Separated, Clean Steel / Wire	<input type="checkbox"/>	\$11.16	\$1.12	\$12.28	\$11.70	tonne	
Mildura Landfill - Charge by weight - Asbestos	<input type="checkbox"/>	\$83.82	\$8.38	\$92.20	\$89.40	tonne	
Mildura Landfill - Charge by weight - Commercial / Industrial Waste	<input type="checkbox"/>	\$60.84	\$6.08	\$66.92	\$51.85	tonne	
Mildura Landfill - Charge by Weight - GPT Commercial (first 12 months of lease)	<input type="checkbox"/>	\$66.90	\$0.00	\$66.90	\$51.82	tonne	
Mildura Landfill - Charge per unit - Bicycle Tyres	<input type="checkbox"/>	\$0.45	\$0.00	\$0.45	\$0.45	per tyre or	
Mildura Landfill - Charge per unit - Car and motorbike tyres	<input type="checkbox"/>	\$4.36	\$0.44	\$4.80	\$4.50	per tyre	
Mildura Landfill - Charge per unit - Earthmoving or Tractor Tyre	<input type="checkbox"/>	\$66.82	\$6.68	\$73.50	\$70.00	per tyre	
Mildura Landfill - Charge per unit - Large truck tyre	<input type="checkbox"/>	\$14.32	\$1.43	\$15.75	\$15.00	per tyre	
Mildura Landfill - Charge per unit - Small truck tyre	<input type="checkbox"/>	\$7.64	\$0.76	\$8.40	\$8.00	per tyre	
Mildura Landfill - Charge per unit - Super Single Tyre	<input type="checkbox"/>	\$32.45	\$3.25	\$35.70	\$34.00	per tyre	
Recyclables - Commercial	<input type="checkbox"/>	\$10.36	\$1.04	\$11.40	\$10.78	cubic met	
Recycling Collection - Special Event Recycling Bins 240lt - Extra Emptying	<input type="checkbox"/>	\$2.77	\$0.28	\$3.05	\$2.90	each	
Tandem Trailer Approx 1.5m3	<input type="checkbox"/>	\$36.82	\$3.68	\$40.50	\$30.00	m3	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
	<input type="checkbox"/>	\$49.09	\$4.91	\$54.00	\$40.00	m3	

Department

Branch

Financial Services

Work Unit

Activity Description

Financial Management

Dishonoured Cheque Administration Fee	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$28.00	each
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Dishonoured Direct Debit Administration Fee	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$28.00	each
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<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Department							
Branch Health Traffic & Local Laws							
Work Unit							
Activity Description Building Enquiries							
Asset Protection (Security Deposit Commercial Refundable)	<input type="checkbox"/>	\$1,000.00	\$0.00	\$1,000.00	\$1,000.00		
Building Certificate (Fast Track 24 hours)	<input type="checkbox"/>	\$90.00	\$9.00	\$99.00	\$96.00		
Building Search for Plans	<input type="checkbox"/>	\$61.82	\$6.18	\$68.00	\$66.00	each	
Building Search for Plans (Commercial)	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00	each	
Activity Description Building Inspections							
Certificate of Compliance reg 1507	<input checked="" type="checkbox"/>	\$166.00	\$0.00	\$166.00	\$161.00	Each	
Activity Description Building Permits							
Asset Protection (Security Deposit Refundable)	<input type="checkbox"/>	\$300.00	\$0.00	\$300.00	\$300.00		
Asset Protection Permit Application Fee	<input type="checkbox"/>	\$136.00	\$0.00	\$136.00	\$132.00		
Building Permit Lodgement Fee all classes of buildings (State Gov)	<input checked="" type="checkbox"/>	\$32.60	\$0.00	\$32.60	\$31.65		
Commercial Building works \$2,000,001+, (fee = cost / 1000 / 3 + 4940)	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Commercial Building works value \$200,001 -\$500,000	<input type="checkbox"/>	\$3,640.00	\$0.00	\$3,640.00	\$3,500.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Commercial Building Works Value \$500,001 - \$2,000,000	<input type="checkbox"/>	\$4,940.00	\$0.00	\$4,940.00	\$4,750.00	each	
Commercial Building Works Value 10,001 - 20,000	<input type="checkbox"/>	\$805.00	\$0.00	\$805.00	\$805.00		
Commercial Building Works value 100,001 - 200,000	<input type="checkbox"/>	\$2,417.00	\$0.00	\$2,417.00	\$2,324.00		
Commercial Building Works value 20,001 - 50,000	<input type="checkbox"/>	\$1,149.00	\$0.00	\$1,149.00	\$1,105.00		
Commercial Building Works Value 50,001 -100,000	<input type="checkbox"/>	\$1,961.00	\$0.00	\$1,961.00	\$1,886.00		
Commercial Building Works Value up to 10,000	<input type="checkbox"/>	\$412.00	\$0.00	\$412.00	\$412.00		
Consent for stormwater drainage (State Gov)	<input type="checkbox"/>	\$54.35	\$0.00	\$54.35	\$57.75	each	
Domestic Building works \$500,001 +	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Domestic Building works value \$150,001 - \$500,000	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Domestic Building Works Value 0 - 2,500	<input type="checkbox"/>	\$297.00	\$0.00	\$297.00	\$297.00	each	
Domestic Building Works Value 2,501 - 5,000	<input type="checkbox"/>	\$361.00	\$0.00	\$361.00	\$361.00	each	
Domestic Building Works value 20,001- 40,000	<input type="checkbox"/>	\$648.00	\$0.00	\$648.00	\$611.00		
Domestic Building Works value 40,001 - 80,000	<input type="checkbox"/>	\$914.00	\$0.00	\$914.00	\$862.00		
Domestic Building Works Value 5,001 - 20,000	<input type="checkbox"/>	\$443.00	\$0.00	\$443.00	\$443.00		
Domestic Building Works value 80,001 -150,000	<input type="checkbox"/>	\$1,094.00	\$0.00	\$1,094.00	\$1,094.00		
Domestic fences not brick, not a swimming pool barrier	<input type="checkbox"/>	\$100.00	\$0.00	\$100.00	\$100.00	each	
Extension of time to permits	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
	<input type="checkbox"/>	\$123.64	\$12.36	\$136.00	\$132.00		per inspec
Inspection for after permit lapse (To finalise permit)							
	<input type="checkbox"/>	\$591.00	\$0.00	\$591.00	\$566.00		
Place of Public Entertainment (POPE) population 3001 - 5000							
	<input type="checkbox"/>	\$779.00	\$0.00	\$779.00	\$745.00		
Place of public entertainment (POPE) population over 5001							
	<input type="checkbox"/>	\$412.73	\$41.27	\$454.00	\$454.00		each
Places of Public Entertainment (POPE) population 0 - 3000							
	<input type="checkbox"/>	\$43.45	\$0.00	\$43.45	\$42.20		each
Reg 327 fees for the provision of information (State Gov)							
	<input checked="" type="checkbox"/>	\$197.73	\$19.77	\$217.50	\$211.15		each
Report & Consent (State Gov)							

Activity Description

Building Services

	<input type="checkbox"/>	\$670.00	\$0.00	\$670.00	\$670.00		
Asset Protection (Security Deposit Refundable)							
	<input type="checkbox"/>	\$63.00	\$0.00	\$63.00	\$61.00		
Asset Protection additional inspection Fee							

Activity Description

Environmental Health Administration

	<input type="checkbox"/>	\$29.09	\$2.91	\$32.00	\$30.90		
Boostrix							
	<input checked="" type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$135.00		each
Cancellation Certificates of Title - Director of Housing Declarations Affect Title							
	<input checked="" type="checkbox"/>	\$100.00	\$0.00	\$100.00	\$95.00		each
Caravan Park - Urgent Transfer of Registration							
	<input checked="" type="checkbox"/>	\$2.50	\$0.00	\$2.50	\$2.50		per site
Caravan Parks Registration of new premises							
	<input checked="" type="checkbox"/>	\$2.50	\$0.00	\$2.50	\$2.50		per site
Caravan Parks Short and Long Term Sites							
	<input checked="" type="checkbox"/>	\$2.50	\$0.00	\$2.50	\$2.50		each
Caravan Parks, Annual Renewal of Registration							

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Caravan Parks, Transfer of Registration	☑	\$50.00	\$0.00	\$50.00	\$50.00		
Desktop Audits - Submission of Third, Fourth & Fifth Documents	☑	\$240.00	\$0.00	\$240.00	\$235.00	each	
Extracts - Certified Registration Extracts	☑	\$45.00	\$0.00	\$45.00	\$40.00	each	
Extracts - Copy of Certificate of Analysis	☑	\$38.18	\$3.82	\$42.00	\$40.00	each	
Food Premises - Annual Renewal of registration	☑	\$235.00	\$0.00	\$235.00	\$230.00	each	
Food Premises - Less than five persons employed	☑	\$235.00	\$0.00	\$235.00	\$230.00	each	
Food Premises - More than 5 persons employed	☑	\$235.00	\$0.00	\$235.00	\$230.00	each	
Food Premises - Registration of new premises	☑	\$275.00	\$0.00	\$275.00	\$270.00	each	
Food Premises - Transfer of Registration	☑	\$204.55	\$20.45	\$225.00	\$220.00	each	
Food Premises- Urgent Transfer of Registration	☑	\$325.00	\$0.00	\$325.00	\$320.00	each	
Food Vehicles - Annual Renewal of Registration	☑	\$235.00	\$0.00	\$235.00	\$230.00	each	
Food Vehicles - Registration of new vehicle	☑	\$275.00	\$0.00	\$275.00	\$270.00	each	
Food Vehicles - Transfer of Registration	☑	\$225.00	\$0.00	\$225.00	\$220.00	each	
Food Vehicles- Urgent Transfer of Registration	☑	\$325.00	\$0.00	\$325.00	\$320.00	each	
Hairdressers & Beauty Parlours - Mobile Operators	☑	\$150.00	\$0.00	\$150.00	\$145.00	each	
Hairdressers & Beauty Parlours Annual renewal of registration	☑	\$150.00	\$0.00	\$150.00	\$145.00		

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Hairdressers & Beauty Parlours Registration of new premises	<input checked="" type="checkbox"/>	\$170.00	\$0.00	\$170.00	\$165.00	each	
Hairdressers & Beauty Parlours Transfer of Registration	<input checked="" type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$135.00	each	
Hairdressers and Beauty Parlours - Urgent Transfer of Registration	<input checked="" type="checkbox"/>	\$200.00	\$0.00	\$200.00	\$195.00	each	
Immunisation - Junior Hepatitis A Travel dose	<input type="checkbox"/>	\$72.09	\$7.21	\$79.30	\$79.30	each	
Immunisation - Adult Diphtheria, Tetanus & Pertussis	<input type="checkbox"/>	\$32.00	\$0.00	\$32.00	\$0.00		
Immunisation - Adult Hepatitis A	<input type="checkbox"/>	\$145.45	\$14.55	\$160.00	\$158.00	each	
Immunisation - Adult Hepatitis A & B (Twinrix)	<input type="checkbox"/>	\$181.82	\$18.18	\$200.00	\$194.20	each	
Immunisation - Adult Hepatitis A Travel dose	<input type="checkbox"/>	\$72.73	\$7.27	\$80.00	\$80.00	each	
Immunisation - Adult Hepatitis B vaccine	<input type="checkbox"/>	\$54.55	\$5.45	\$60.00	\$60.00	each	
Immunisation - Chicken Pox (Varilrix)	<input type="checkbox"/>	\$101.82	\$10.18	\$112.00	\$112.00	each	
Immunisation - Chicken Pox (Varilrix)	<input type="checkbox"/>	\$52.55	\$5.25	\$57.80	\$56.00	each	
Immunisation - Fluvax	<input type="checkbox"/>	\$15.00	\$1.50	\$16.50	\$16.00	each	
Immunisation - Hepatitis B single dose	<input type="checkbox"/>	\$18.18	\$1.82	\$20.00	\$20.00	each	
Immunisation - Hepatitis B Single Dose	<input type="checkbox"/>	\$13.64	\$1.36	\$15.00	\$13.00	each	
Immunisation - Junior Hepatitis A	<input type="checkbox"/>	\$36.36	\$3.64	\$40.00	\$39.65	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Immunisation - Meningococcal C	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$66.45	each	no longer available as user pays
Immunisation- Hepatitis B Vaccine Complete Course	<input type="checkbox"/>	\$40.91	\$4.09	\$45.00	\$39.00	each	
Pediculosis - 100ml bottle of lotion	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Pediculosis - Metal Comb	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$0.00	each	
Prescribed Accommodation - Annual Renewal of Registration	<input checked="" type="checkbox"/>	\$150.00	\$0.00	\$150.00	\$145.00	each	
Prescribed Accommodation - Registration of new premises	<input checked="" type="checkbox"/>	\$170.00	\$0.00	\$170.00	\$165.00	each	
Prescribed Accommodation - Transfer of Registration	<input checked="" type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$135.00	each	
Prescribed Accommodation - Urgent Transfer of Registration	<input checked="" type="checkbox"/>	\$200.00	\$0.00	\$200.00	\$195.00	each	
Registration Extracts - Statutory Set	<input checked="" type="checkbox"/>	\$45.00	\$0.00	\$45.00	\$40.00	each	
Septic Tanks - Alterations	<input type="checkbox"/>	\$113.64	\$11.36	\$125.00	\$120.00	each	
Septic Tanks - Installation	<input type="checkbox"/>	\$181.82	\$18.18	\$200.00	\$195.00	each	
Septic Tanks - Package Treatment	<input type="checkbox"/>	\$254.55	\$25.45	\$280.00	\$275.00	each	
Septic Tanks or Package Treatment extra inspections	<input type="checkbox"/>	\$31.82	\$3.18	\$35.00	\$30.00	each	
Skin Penetration - Annual Renewal of Registration	<input checked="" type="checkbox"/>	\$150.00	\$0.00	\$150.00	\$145.00	each	
Skin Penetration - Registration of new premises	<input type="checkbox"/>	\$170.00	\$0.00	\$170.00	\$165.00	each	
Skin Penetration - Transfer of Registration	<input checked="" type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$135.00	each	
Skin Penetration - Urgent Transfer of Registration	<input checked="" type="checkbox"/>	\$200.00	\$0.00	\$200.00	\$195.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Local Laws Administration							
Access to Langtree Mall	<input type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$136.00	each	
Advertising Signs ("A Frame)	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	
Camping on Controlled Land / Camping on Private Land	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	
Copies of Local Law	<input type="checkbox"/>	\$38.00	\$0.00	\$38.00	\$36.00	each	
Recreational Vehicles	<input type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$136.00	each	
Road Closure Applications	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	
T.S.A Signs per day hire	<input type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$136.00	each	
Animal Control - Animal Registration (Dog & Cat) - Entire	<input type="checkbox"/>	\$93.00	\$0.00	\$93.00	\$90.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Desexed	<input type="checkbox"/>	\$31.00	\$0.00	\$31.00	\$30.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Pensioner Desexed	<input type="checkbox"/>	\$15.50	\$0.00	\$15.50	\$15.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Pensioner Entire	<input type="checkbox"/>	\$46.50	\$0.00	\$46.50	\$45.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Reduced Fee	<input type="checkbox"/>	\$31.00	\$0.00	\$31.00	\$30.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Replacement Tags	<input type="checkbox"/>	\$7.00	\$0.00	\$7.00	\$7.00	each	
Animal Control - Animal Registrations (Dog & Cat) Animal over 10 years	<input type="checkbox"/>	\$31.00	\$0.00	\$31.00	\$30.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Animal Control Regulation - Dog unregistered	<input checked="" type="checkbox"/>	\$227.00	\$0.00	\$227.00	\$227.00		
Animal Control Regulation - Dog wandering at large (day time)	<input checked="" type="checkbox"/>	\$175.00	\$0.00	\$175.00	\$170.00		
Animal Control Regulation - Dog wandering at large (night time)	<input checked="" type="checkbox"/>	\$234.00	\$0.00	\$234.00	\$227.00		
Animal Control Regulation - Stock wandering at large (Local Laws)	<input type="checkbox"/>	\$100.00	\$0.00	\$100.00	\$100.00		
Animal Release - (Dog, Cat)	<input type="checkbox"/>	\$98.00	\$0.00	\$98.00	\$95.00	each	Plus \$12 per day NEW*Animal release discount for first offenders for successfully completing responsible pet ownership web based quiz
Animal Release - Other (Horse, Cattle)	<input type="checkbox"/>	\$98.00	\$0.00	\$98.00	\$95.00	each	plus 12 per day
Animal Release - Other (Sheep, Goats & Rams)	<input type="checkbox"/>	\$98.00	\$0.00	\$98.00	\$95.00	each	plus 12 per day
Bulk rubbish containers on a carriageway	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	Annual fee can apply as blanket permit
Collection on Roads	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	
Consumption of Liquor	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	
Fire Control - Non compliance	<input type="checkbox"/>	\$243.00	\$0.00	\$243.00	\$236.00	fine	
Fire Control - Open air burning - CFA controlled period	<input type="checkbox"/>	\$56.00	\$0.00	\$56.00	\$54.00	each	
Fire Control - Open air burning all other times	<input type="checkbox"/>	\$27.50	\$0.00	\$27.50	\$26.00	each	
Goods on Display 1.5m2	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	
Impounded Items - Impounded signs / trolleys	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Impounded Items - Impounded Toy Vehicles (skateboards / rollerblades / bicycles)	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	
Impounded Items - Impounded vehicles	<input type="checkbox"/>	\$180.00	\$0.00	\$180.00	\$175.00	each	
Keeping of Bees / Bee Hives	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	
Other Fees - Animal Business Registration	<input type="checkbox"/>	\$138.00	\$0.00	\$138.00	\$134.00	each	
Other Fees - Animal Certificate of Registration (Dog/Cat)	<input type="checkbox"/>	\$22.50	\$0.00	\$22.50	\$22.00	each	
Other Fees - Animal Control Cage Hire	<input type="checkbox"/>	\$60.00	\$0.00	\$60.00	\$55.00	per week	
Other Fees - Animal Control Cage Hire (Dogs or Cats) refundable deposit	<input type="checkbox"/>	\$60.00	\$0.00	\$60.00	\$55.00	each	
Other Fees - Animal Control dangerous dog collars	<input type="checkbox"/>	\$36.91	\$3.69	\$40.60	\$39.50	0	
Other Fees - Animal Control dangerous dog signs	<input type="checkbox"/>	\$26.91	\$2.69	\$29.60	\$28.75	0	
Other Fees - Animal Permits to keep more dogs/cats/other	<input type="checkbox"/>	\$129.00	\$0.00	\$129.00	\$125.00	each	
Outdoor Dining Facility (per table and chairs)	<input type="checkbox"/>	\$128.00	\$0.00	\$128.00	\$125.00	each	
Permit to Burn	<input type="checkbox"/>	\$27.50	\$0.00	\$27.50	\$26.00	each	
Road Side Trading - Mildura	<input type="checkbox"/>	\$2,930.00	\$0.00	\$2,930.00	\$2,850.00	each	
Road Side Trading - other	<input type="checkbox"/>	\$422.00	\$0.00	\$422.00	\$410.00	each	
Street parties	<input type="checkbox"/>	\$66.00	\$0.00	\$66.00	\$64.00	each	
Temporary work zones	<input type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$136.00	each	\$140 per 3per week
Trade / Media Permits	<input type="checkbox"/>	\$140.00	\$0.00	\$140.00	\$136.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Traffic Control & Local Laws - Parking Infringement Notices	<input checked="" type="checkbox"/>	\$57.00	\$0.00	\$57.00	\$57.00	each	maximum allowed \$57 controlled by LGA

Department

Branch Home Care Co-ordination

Work Unit

Activity Description Business Services

Business Home Care	<input type="checkbox"/>	\$34.00	\$3.40	\$37.40	\$34.65	hourly rate
Business Personal care	<input type="checkbox"/>	\$34.00	\$3.40	\$37.40	\$34.65	hourly rate
Business Property Maintenance	<input type="checkbox"/>	\$38.00	\$3.80	\$41.80	\$39.60	hourly rate
Business Respite	<input type="checkbox"/>	\$34.00	\$3.40	\$37.40	\$34.65	hourly rate
Business Respite	<input type="checkbox"/>	\$34.00	\$3.40	\$37.40	\$34.65	hourly rate
Business Social Support	<input type="checkbox"/>	\$34.00	\$3.40	\$37.40	\$34.65	hourly rate

Activity Description Group Social Support

Bus	<input checked="" type="checkbox"/>	\$4.40	\$0.00	\$4.40	\$4.20	per sessio
Gentle Exercises	<input checked="" type="checkbox"/>	\$4.40	\$0.00	\$4.40	\$4.20	per sessio
Swimming	<input checked="" type="checkbox"/>	\$4.40	\$0.00	\$4.40	\$4.20	per sessio

Activity Description Home and Community Care - General Home Care

High Category	<input checked="" type="checkbox"/>	\$28.00	\$0.00	\$28.00	\$27.00	hourly rate
Low Category	<input checked="" type="checkbox"/>	\$5.40	\$0.00	\$5.40	\$5.20	hourly rate
Medium Category	<input checked="" type="checkbox"/>	\$13.20	\$0.00	\$13.20	\$12.70	hourly rate

Activity Description Home and Community Care - Personal Care

High Category	<input checked="" type="checkbox"/>	\$29.40	\$0.00	\$29.40	\$31.10	hourly rate
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<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Low Category	<input checked="" type="checkbox"/>	\$3.50	\$0.00	\$3.50	\$3.30	hourly rate	
Medium Category	<input checked="" type="checkbox"/>	\$7.80	\$0.00	\$7.80	\$7.70	hourly rate	

Activity Description

Home and Community Care - Property Maintenance

High Category	<input checked="" type="checkbox"/>	\$40.10	\$0.00	\$40.10	\$39.50	hourly rate	
Low Category	<input checked="" type="checkbox"/>	\$9.00	\$0.00	\$9.00	\$8.60	hourly rate	
Medium Category	<input checked="" type="checkbox"/>	\$15.50	\$0.00	\$15.50	\$15.30	hourly rate	

Activity Description

Home and Community Care - Respite

High Category	<input checked="" type="checkbox"/>	\$29.10	\$0.00	\$29.10	\$28.30	hourly rate	
Low Category	<input checked="" type="checkbox"/>	\$2.80	\$0.00	\$2.80	\$2.70	hourly rate	
Medium Category	<input checked="" type="checkbox"/>	\$4.00	\$0.00	\$4.00	\$3.90	hourly rate	

Department

Branch Leisure Services

Work Unit

Activity Description Library Book Club

Co-ordinator fee	<input type="checkbox"/>	\$22.73	\$2.27	\$25.00	\$25.00	each
Member fee	<input type="checkbox"/>	\$45.45	\$4.55	\$50.00	\$50.00	each

Activity Description Library Information System

CD rewritable	<input type="checkbox"/>	\$2.00	\$0.00	\$2.00	\$2.00	
Ear buds/Headphones	<input type="checkbox"/>	\$1.82	\$0.18	\$2.00	\$2.00	each
Internet Fees	<input type="checkbox"/>	\$1.82	\$0.18	\$2.00	\$2.00	per half ho
Internet Fees	<input type="checkbox"/>	\$3.64	\$0.36	\$4.00	\$4.00	per hour
Lanyards	<input type="checkbox"/>	\$0.91	\$0.09	\$1.00	\$1.00	each
Photocopying - A3	<input type="checkbox"/>	\$0.36	\$0.04	\$0.40	\$0.40	per A3 pa
Photocopying - A4	<input type="checkbox"/>	\$0.18	\$0.02	\$0.20	\$0.20	
Print outs - Black & White	<input type="checkbox"/>	\$0.18	\$0.02	\$0.20	\$0.20	per A4 pa
Print Outs - Colour	<input type="checkbox"/>	\$0.91	\$0.09	\$1.00	\$1.00	per A4 pa
Research performed by staff	<input type="checkbox"/>	\$5.64	\$0.56	\$6.20	\$6.00	

Activity Description Library Management

Lost Membership Card (replacement)	<input type="checkbox"/>	\$2.36	\$0.24	\$2.60	\$2.50	each
Meeting Room Hire	<input type="checkbox"/>	\$23.64	\$2.36	\$26.00	\$25.00	per half da
Meeting Room Hire	<input type="checkbox"/>	\$13.64	\$1.36	\$15.00	\$14.00	per hour

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Over due items	<input type="checkbox"/>	\$0.20	\$0.00	\$0.20	\$0.20	per item,	
Visitors' Security Deposits	<input type="checkbox"/>	\$60.00	\$0.00	\$60.00	\$60.00	per family	
Visitors' Security Deposits	<input type="checkbox"/>	\$30.00	\$0.00	\$30.00	\$30.00	per individ	
<i>Activity Description</i>	<i>Library Materials</i>						
Audio Cassette Case Replacement	<input type="checkbox"/>	\$16.82	\$1.68	\$18.50	\$18.00		
Audio Cassette Replacement	<input type="checkbox"/>	\$12.50	\$0.00	\$12.50	\$12.00		
Audio CD Pocket Replacement	<input type="checkbox"/>	\$2.27	\$0.23	\$2.50	\$2.00		
Audio CD Replacement	<input type="checkbox"/>	\$18.50	\$0.00	\$18.50	\$18.00		
Batteries Rechargeable - Replacements	<input type="checkbox"/>	\$0.00	\$0.00	\$0.00	\$5.00	each	No longer supply batteries.
Book sales - CD/DVD cases	<input type="checkbox"/>	\$0.50	\$0.00	\$0.50	\$0.50		
Book sales - Hardcover	<input type="checkbox"/>	\$2.00	\$0.00	\$2.00	\$2.00		
Book Sales - Magazines	<input type="checkbox"/>	\$0.50	\$0.00	\$0.50	\$0.50		
Book Sales - Paperbacks	<input type="checkbox"/>	\$1.00	\$0.00	\$1.00	\$1.00		
Case Replacement - Audio CD	<input type="checkbox"/>	\$18.50	\$0.00	\$18.50	\$18.00		
Case Replacement - CD/DVD/Video	<input type="checkbox"/>	\$5.50	\$0.00	\$5.50	\$5.00		
Case replacement - CD/DVD/Video	<input type="checkbox"/>	\$10.50	\$0.00	\$10.50	\$10.00		
Cover Reproduction - Audio/CD/Video/DVD	<input type="checkbox"/>	\$10.50	\$0.00	\$10.50	\$10.00		
ILL/Magazine slashes	<input type="checkbox"/>	\$9.55	\$0.95	\$10.50	\$10.00		
Inter - Library Loans	<input type="checkbox"/>	\$10.00	\$1.00	\$11.00	\$10.00		Inter-library Loans from libraries outside the Victorian Public Libraries network.
Kit Bag Replacements	<input type="checkbox"/>	\$15.50	\$0.00	\$15.50	\$15.00		

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Lost / damaged items	<input type="checkbox"/>	\$8.50	\$0.00	\$8.50	\$8.00		
Mending/Recovering/Covering	<input type="checkbox"/>	\$11.00	\$0.00	\$11.00	\$10.00		Mending, etc. for members of the public.
Playaway Battery Cover	<input type="checkbox"/>	\$1.00	\$0.10	\$1.10	\$1.00	each	

Activity Description

Programs & Special Activities

Children's school holiday program	<input type="checkbox"/>	\$1.27	\$0.13	\$1.40	\$1.30	per child,	
Library Bags	<input type="checkbox"/>	\$2.73	\$0.27	\$3.00	\$3.00	each	

Activity Description

Recreation Co-ordination

Athletics Track Line Marking (Schools)	<input type="checkbox"/>	\$35.86	\$3.59	\$39.45	\$38.30		
Change rooms Commercial Hire Fee - Full day hire	<input type="checkbox"/>	\$28.45	\$2.85	\$31.30	\$30.40		
Commercial Hire Fee - Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Full Day (more than 4 hours)	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	per use	
Community Hire Fee (non-for-profit organisations) - Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Full Day (more than 4 hours)	<input type="checkbox"/>	\$82.41	\$8.24	\$90.65	\$88.00	per use	
Community Hire Fee (non-for-profit organisations) - Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Full Day (more than 4 hours)	<input type="checkbox"/>	\$82.41	\$8.24	\$90.65	\$88.00	per use	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
	<input type="checkbox"/>	\$82.41	\$8.24	\$90.65	\$88.00	per use	
Community Hire Fee (non-for-profit organisations) - Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Full Day (more than 4 hours)							
	<input type="checkbox"/>	\$8.32	\$0.83	\$9.15	\$8.90	per day	
Community Hire Fee - Change rooms/Kiosk							
	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	per use	
Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Commercial Hire							
	<input type="checkbox"/>	\$23.41	\$2.34	\$25.75	\$25.00	per use	
Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Meetings (up to 4 hours)							
	<input type="checkbox"/>	\$23.41	\$2.34	\$25.75	\$25.00	(up to 4 h	
Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Meetings (up to 4 hours)							
	<input type="checkbox"/>	\$23.41	\$2.34	\$25.75	\$25.00	per use -	
Facilities (Red Cliffs Civic Centre, RSL Hall, Irymple Community Leisure Centre etc) - Meetings (up to 4 hours)							
	<input type="checkbox"/>	\$65.73	\$6.57	\$72.30	\$70.20	per grand	
Grandstand Hire - Commercial Hire Fee							
	<input type="checkbox"/>	\$20.41	\$2.04	\$22.45	\$21.80	per hour	
Irymple Community Leisure Centre - Stadium - Junior Competition							
	<input type="checkbox"/>	\$16.95	\$1.70	\$18.65	\$18.10	per hour	
Irymple Community Leisure Centre - Stadium - Junior Training							
	<input type="checkbox"/>	\$28.64	\$2.86	\$31.50	\$30.60	per hour	
Irymple Community Leisure Centre - Stadium - Senior Competition							
	<input type="checkbox"/>	\$23.23	\$2.32	\$25.55	\$24.80	per hour	
Irymple Community Leisure Centre - Stadium - Senior Training							

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Irymple Community Leisure Centre - Upper & Lower Function Rooms - Martial Arts	<input type="checkbox"/>	\$16.95	\$1.70	\$18.65	\$18.10	per use	
Mildura Recreation Reserve and Old Aerodrome Sporting Complex Change-rooms	<input type="checkbox"/>	\$8.32	\$0.83	\$9.15	\$8.90	per use - f	
Mildura Recreation Reserve Kiosks - Community Hire Fee - Full day hire	<input type="checkbox"/>	\$28.64	\$2.86	\$31.50	\$30.60		
Mildura Recreation Reserve Kiosks -Commercial Hire Fee - Full day hire	<input type="checkbox"/>	\$108.05	\$10.80	\$118.85	\$115.40		
Mobile Toilet - Servicing Fee	<input type="checkbox"/>	\$56.18	\$5.62	\$61.80	\$60.00		
Nowingi Place - Commercial Hire - Event Day	<input type="checkbox"/>	\$1,123.64	\$112.36	\$1,236.00	\$1,200.00	per day	
Nowingi Place - Commercial Hire - Bump In/Bump Out	<input type="checkbox"/>	\$561.82	\$56.18	\$618.00	\$600.00	per day	
Nowingi Place - Commercial Hire - Rehearsal	<input type="checkbox"/>	\$1,123.64	\$112.36	\$1,236.00	\$1,200.00	per day	
Nowingi Place - Community Hire (Non for profit) - Bump In/Bump Out	<input type="checkbox"/>	\$140.45	\$14.05	\$154.50	\$150.00	per day	
Nowingi Place - Community Hire (Non for profit) - Event Day	<input type="checkbox"/>	\$281.82	\$28.18	\$310.00	\$300.00	per day	
Nowingi Place - Community Hire (Non for profit) - Rehearsal	<input type="checkbox"/>	\$281.82	\$28.18	\$310.00	\$300.00	per day	
Parks & Reserves (Up to 4 hours) - Community Hire Fee	<input type="checkbox"/>	\$33.73	\$3.37	\$37.10	\$36.00	Up to 4 ho	
Parks & Reserves - Commercial Hire Fee - (Full Day)	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	per day	
Parks & Reserves - Commercial Hire Fee - (Full Day)	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	Circus per	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Parks & Reserves - Commercial Hire Fee - Half Day (up to 4 hours)	<input type="checkbox"/>	\$134.82	\$13.48	\$148.30	\$144.00	Up to 4 ho	
Parks & Reserves - Commercial Hire Fee - Half Day Hire (Up to 4 hours)	<input type="checkbox"/>	\$134.82	\$13.48	\$148.30	\$144.00	Circus no	
Parks & Reserves - Community Hire Fee - (Full Day)	<input type="checkbox"/>	\$65.55	\$6.55	\$72.10	\$70.00	More than	
Parks and open space provision & special events - Commercial Hire Fee - Full day hire	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	More than	
Playgroups	<input type="checkbox"/>	\$8.95	\$0.90	\$9.85	\$9.60	per use	
Recreation Reserves - Commercial Hire Fee - Full Day Hire	<input type="checkbox"/>	\$269.68	\$26.97	\$296.65	\$288.00	More than	
Recreation Reserves - Commercial Hire Fee - Half day hire	<input type="checkbox"/>	\$134.82	\$13.48	\$148.30	\$144.00	Up to 4 ho	
Recreation Reserves - Community Hire Fee - Full day hire	<input type="checkbox"/>	\$65.55	\$6.55	\$72.10	\$70.00	(More tha	
Recreation Reserves - Community Hire Fee - Half Day Hire	<input type="checkbox"/>	\$33.73	\$3.37	\$37.10	\$36.00	(Up to 4 h	
Riverbend Caravan Park and Riverfront Reserve - Commercial Recreation Activities	<input type="checkbox"/>	\$51.41	\$5.14	\$56.55	\$54.90	per 4 hour	
Seasonal and Annual Service Agreements Base Fee	<input type="checkbox"/>	\$15.00	\$1.50	\$16.50	\$16.00	Per Hour	
Squash Courts - Irymple Community Leisure Centre - Junior Coaching	<input type="checkbox"/>	\$8.18	\$0.82	\$9.00	\$8.75	per hour	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Squash Courts - Irymple Community Leisure Centre - Pennant	<input type="checkbox"/>	\$13.86	\$1.39	\$15.25	\$14.80	per hour	
Squash Courts - Irymple Community Leisure Centre - Practice / Casual Use	<input type="checkbox"/>	\$11.23	\$1.12	\$12.35	\$12.00	per hour	
Yearly Commercial Hire Fee for Reserves/Parks (1 Park used)	<input type="checkbox"/>	\$299.64	\$29.96	\$329.60	\$320.00	Per year	
Yearly Commercial Hire Fee for Reserves/Parks (Multiple Parks used)	<input type="checkbox"/>	\$548.73	\$54.87	\$603.60	\$586.00	Per year	

Activity Description

Swimming Pools Admin

Colignan - Casual Entry - Adult	<input type="checkbox"/>	\$1.91	\$0.19	\$2.10	\$2.10	per perso	Not being increased as income goes to Committee of Management
Colignan - Casual Entry - Student / Pensioner	<input type="checkbox"/>	\$1.91	\$0.19	\$2.10	\$2.10	per perso	Not being increased as income goes to Committee of Management
Colignan - Memberships - Family	<input type="checkbox"/>	\$49.09	\$4.91	\$54.00	\$54.00	per family	Not being increased as income goes to Committee of Management
Colignan - Memberships - Single	<input type="checkbox"/>	\$24.55	\$2.45	\$27.00	\$27.00	each	Not being increased as income goes to Committee of Management
Irymple, Merbein & Red Cliffs - Carnivals - Up to 4 hours	<input type="checkbox"/>	\$64.64	\$6.46	\$71.10	\$69.00	per carniv	
Irymple, Merbein & Red Cliffs - Carnivals additional hours	<input type="checkbox"/>	\$21.73	\$2.17	\$23.90	\$23.20	per hour	
Irymple, Merbein & Red Cliffs - Casual Entry	<input type="checkbox"/>	\$2.45	\$0.25	\$2.70	\$2.60	per adult	
Irymple, Merbein & Red Cliffs - Casual Entry - Children / Student	<input type="checkbox"/>	\$1.41	\$0.14	\$1.55	\$1.50	per perso	
Irymple, Merbein & Red Cliffs - Casual Entry - Pensioner	<input type="checkbox"/>	\$1.41	\$0.14	\$1.55	\$1.50	per perso	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Irymple, Merbein & Red Cliffs - Casual Entry Family	<input type="checkbox"/>	\$7.95	\$0.80	\$8.75	\$8.50	Family	includes 2 adults and 3 children - Allows comparison to Family membership as well as encouraging extra adult to swim.
Irymple, Merbein & Red Cliffs - Four Day Pass - Adult	<input type="checkbox"/>	\$7.00	\$0.70	\$7.70	\$7.50	per perso	
Irymple, Merbein & Red Cliffs - Four Day Pass - Children / Student	<input type="checkbox"/>	\$4.14	\$0.41	\$4.55	\$4.40	per perso	
Irymple, Merbein & Red Cliffs - Four Day Pass - Pensioner	<input type="checkbox"/>	\$4.14	\$0.41	\$4.55	\$4.40	per perso	
Irymple, Merbein & Red Cliffs - Season Tickets - Adult	<input type="checkbox"/>	\$50.55	\$5.05	\$55.60	\$54.00	per perso	
Irymple, Merbein & Red Cliffs - Season Tickets - Children / Student	<input type="checkbox"/>	\$34.73	\$3.47	\$38.20	\$37.10	per perso	
Irymple, Merbein & Red Cliffs - Season Tickets - Family	<input type="checkbox"/>	\$104.18	\$10.42	\$114.60	\$111.25	per ticket	
Irymple, Merbein & Red Cliffs - Season Tickets - Pensioner	<input type="checkbox"/>	\$32.77	\$3.28	\$36.05	\$35.00	per perso	
Mildura Waves, Mildura Olympic - Aquatic Education - Adult Lessons	<input type="checkbox"/>	\$9.36	\$0.94	\$10.30	\$10.00	each	
Mildura Waves, Mildura Olympic - Aquatic Education - Children's Lessons	<input type="checkbox"/>	\$9.36	\$0.94	\$10.30	\$10.00	each	
Mildura Waves, Mildura Olympic - Aquatic Education - Development Squad - Casual	<input type="checkbox"/>	\$14.05	\$1.40	\$15.45	\$15.00		
Mildura Waves, Mildura Olympic - Aquatic Education - Development Squad - Level 1	<input type="checkbox"/>	\$9.36	\$0.94	\$10.30	\$10.00	each	
Mildura Waves, Mildura Olympic - Aquatic Education - Development Squad - Level 4	<input type="checkbox"/>	\$59.82	\$5.98	\$65.80	\$63.85	per month	

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Mildura Waves, Mildura Olympic - Aquatic Education - Development Squad - Levels 2 & 3	<input type="checkbox"/>	\$55.95	\$5.60	\$61.55	\$59.75	per month	
Mildura Waves, Mildura Olympic - Aquatic Education - Development Squad - Pre Squad	<input type="checkbox"/>	\$9.36	\$0.94	\$10.30	\$10.00	each	
Mildura Waves, Mildura Olympic - Aquatic Education - Learn to dive classes	<input type="checkbox"/>	\$9.36	\$0.94	\$10.30	\$10.00	each	
Mildura Waves, Mildura Olympic - Aquatic Education - Shrimp (babies)	<input type="checkbox"/>	\$6.77	\$0.68	\$7.45	\$7.20	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Aqua Mildura	<input type="checkbox"/>	\$6.00	\$0.60	\$6.60	\$6.40	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Adult 10 visit swim pass	<input type="checkbox"/>	\$45.32	\$4.53	\$49.85	\$48.40	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Adult Sauna Only	<input type="checkbox"/>	\$5.32	\$0.53	\$5.85	\$5.65	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Adult Spa Only	<input type="checkbox"/>	\$5.32	\$0.53	\$5.85	\$5.65	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Adult Swim	<input type="checkbox"/>	\$4.91	\$0.49	\$5.40	\$5.20	per perso	
Mildura Waves, Mildura Olympic - Aquatic Entry - Adult Swim / Spa / Sauna	<input type="checkbox"/>	\$7.50	\$0.75	\$8.25	\$8.00	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Aqua Aerobics	<input type="checkbox"/>	\$9.00	\$0.90	\$9.90	\$9.60	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Birthday Party	<input type="checkbox"/>	\$5.55	\$0.55	\$6.10	\$5.90	each	

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Mildura Waves, Mildura Olympic - Aquatic Entry - Catered Birthday Party	<input type="checkbox"/>	\$11.05	\$1.10	\$12.15	\$11.80	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Child 10- visit swim pass	<input type="checkbox"/>	\$22.68	\$2.27	\$24.95	\$24.20	each	
Mildura Waves, Mildura Olympic - Aquatic Entry - Child Swim	<input type="checkbox"/>	\$2.73	\$0.27	\$3.00	\$2.90	per perso	
Mildura Waves, Mildura Olympic - Aquatic Entry - Concession swim	<input type="checkbox"/>	\$3.91	\$0.39	\$4.30	\$4.15	per perso	
Mildura Waves, Mildura Olympic - Aquatic Entry - Family Swim	<input type="checkbox"/>	\$12.55	\$1.25	\$13.80	\$13.40	per family	
Mildura Waves, Mildura Olympic - Aquatic Entry - Locker	<input type="checkbox"/>	\$2.27	\$0.23	\$2.50	\$2.40	each	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$3.91	\$0.39	\$4.30	\$4.15	1.5 hour	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$7.18	\$0.72	\$7.90	\$7.65	1.5 hour n	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$11.45	\$1.15	\$12.60	\$12.25	1 hour fa	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$2.73	\$0.27	\$3.00	\$2.90	1 hour me	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$4.82	\$0.48	\$5.30	\$5.15	1 hour no	
Mildura Waves, Mildura Olympic - Creche	<input type="checkbox"/>	\$6.55	\$0.65	\$7.20	\$7.00	1 hour fa	
Mildura Waves, Mildura Olympic - Family Membership Option A	<input type="checkbox"/>	\$125.86	\$12.59	\$138.45	\$134.40		
Mildura Waves, Mildura Olympic - Family Membership Option B	<input type="checkbox"/>	\$136.45	\$13.65	\$150.10	\$145.75		

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Mildura Waves, Mildura Olympic - Memberships - Swim Child	<input type="checkbox"/>	\$20.45	\$2.05	\$22.50	\$21.85	each	
Mildura Waves, Mildura Olympic - Memberships - 1 month gold	<input type="checkbox"/>	\$94.77	\$9.48	\$104.25	\$101.20	each	
Mildura Waves, Mildura Olympic - Memberships - 1 Month Gold Teen	<input type="checkbox"/>	\$57.41	\$5.74	\$63.15	\$61.30		
Mildura Waves, Mildura Olympic - Memberships - 12 month gold	<input type="checkbox"/>	\$703.59	\$70.36	\$773.95	\$751.40	each	
Mildura Waves, Mildura Olympic - Memberships - 12 month Gold Student / Pensioner	<input type="checkbox"/>	\$588.32	\$58.83	\$647.15	\$628.30	each	
Mildura Waves, Mildura Olympic - Memberships - 12 month Student / Pensioner	<input type="checkbox"/>	\$394.00	\$39.40	\$433.40	\$420.75	each	
Mildura Waves, Mildura Olympic - Memberships - 12 month Swim Child	<input type="checkbox"/>	\$278.23	\$27.82	\$306.05	\$297.15	each	
Mildura Waves, Mildura Olympic - Memberships - 12 month swim family	<input type="checkbox"/>	\$848.50	\$84.85	\$933.35	\$906.15		
Mildura Waves, Mildura Olympic - Memberships - 6 Months Child Swim	<input type="checkbox"/>	\$152.55	\$15.25	\$167.80	\$162.90		
Mildura Waves, Mildura Olympic - Memberships - 6 Months Family	<input type="checkbox"/>	\$436.14	\$43.61	\$479.75	\$465.75		
Mildura Waves, Mildura Olympic - Memberships - 6 months Gold	<input type="checkbox"/>	\$424.82	\$42.48	\$467.30	\$453.70		
Mildura Waves, Mildura Olympic - Memberships - 6 months Gold Student/Pensioner	<input type="checkbox"/>	\$360.23	\$36.02	\$396.25	\$384.70		

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Mildura Waves, Mildura Olympic - Memberships - 6 months Swim	<input type="checkbox"/>	\$258.45	\$25.85	\$284.30	\$276.00		
Mildura Waves, Mildura Olympic - Memberships - 6 months Swim Student/Pensioner	<input type="checkbox"/>	\$214.64	\$21.46	\$236.10	\$229.20		
Mildura Waves, Mildura Olympic - Memberships - 6 months Teen Gold	<input type="checkbox"/>	\$287.91	\$28.79	\$316.70	\$307.45		
Mildura Waves, Mildura Olympic - Memberships - Administration Fee	<input type="checkbox"/>	\$48.68	\$4.87	\$53.55	\$52.00	each	
Mildura Waves, Mildura Olympic - Memberships - Administration Fee /Concession	<input type="checkbox"/>	\$41.95	\$4.20	\$46.15	\$44.80	each	
Mildura Waves, Mildura Olympic - Memberships - Administration Fee Child Swim	<input type="checkbox"/>	\$27.50	\$2.75	\$30.25	\$29.35	each	
Mildura Waves, Mildura Olympic - Memberships - Administration Fee Teen Gym	<input type="checkbox"/>	\$27.50	\$2.75	\$30.25	\$29.35	each	
Mildura Waves, Mildura Olympic - Memberships - Aerobic Plus - Group Fitness plus	<input type="checkbox"/>	\$49.41	\$4.94	\$54.35	\$52.75	each	
Mildura Waves, Mildura Olympic - Memberships - Aerobics Plus - Group fitness plus / concession	<input type="checkbox"/>	\$42.41	\$4.24	\$46.65	\$45.30	each	
Mildura Waves, Mildura Olympic - Memberships - Dry Programs - Gold Casual Gym	<input type="checkbox"/>	\$13.50	\$1.35	\$14.85	\$14.40	per visit	
Mildura Waves, Mildura Olympic - Memberships - Dry Programs - Group Fitness Class	<input type="checkbox"/>	\$9.00	\$0.90	\$9.90	\$9.60	per sessio	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Waves, Mildura Olympic - Memberships - Gold	<input type="checkbox"/>	\$53.59	\$5.36	\$58.95	\$57.20	each	
Mildura Waves, Mildura Olympic - Memberships - Gold 6 Months	<input type="checkbox"/>	\$63.05	\$6.30	\$69.35	\$67.30		
Mildura Waves, Mildura Olympic - Memberships - Gold Student / Pensioner 6 Months	<input type="checkbox"/>	\$53.05	\$5.30	\$58.35	\$56.65		
Mildura Waves, Mildura Olympic - Memberships - Gold Student/Pensioner	<input type="checkbox"/>	\$44.86	\$4.49	\$49.35	\$47.90	each	
Mildura Waves, Mildura Olympic - Memberships - Gym Plus	<input type="checkbox"/>	\$50.50	\$5.05	\$55.55	\$53.90	each	
Mildura Waves, Mildura Olympic - Memberships - Gym Plus / Concession	<input type="checkbox"/>	\$41.95	\$4.20	\$46.15	\$44.80	each	
Mildura Waves, Mildura Olympic - Memberships - Swim Adult	<input type="checkbox"/>	\$34.45	\$3.45	\$37.90	\$36.80	each	
Mildura Waves, Mildura Olympic - Memberships - Swim Family	<input type="checkbox"/>	\$66.50	\$6.65	\$73.15	\$71.00	each	
Mildura Waves, Mildura Olympic - Memberships - Swim Plus / Pensioner	<input type="checkbox"/>	\$28.95	\$2.90	\$31.85	\$30.90	each	
Mildura Waves, Mildura Olympic - Memberships - Teen Gold	<input type="checkbox"/>	\$34.45	\$3.45	\$37.90	\$36.80	each	
Mildura Waves, Mildura Olympic - Memberships - Teen Gold Six Months	<input type="checkbox"/>	\$43.41	\$4.34	\$47.75	\$46.35		
Mildura Waves, Mildura Olympic - Memberships --12 month Swim Adult	<input type="checkbox"/>	\$468.18	\$46.82	\$515.00	\$500.00	each	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Waves, Mildura Olympic - Memberships- 12 month Teen Gold	<input type="checkbox"/>	\$448.00	\$44.80	\$492.80	\$478.45	each	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - 25 meter pool	<input type="checkbox"/>	\$533.73	\$53.37	\$587.10	\$570.00	per day	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - 25 meter pool	<input type="checkbox"/>	\$104.64	\$10.46	\$115.10	\$111.75	per hour	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - 50 meter pool	<input type="checkbox"/>	\$533.73	\$53.37	\$587.10	\$570.00	per day	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - 50m pool	<input type="checkbox"/>	\$104.64	\$10.46	\$115.10	\$111.75	per hour	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - Dive Pool	<input type="checkbox"/>	\$48.68	\$4.87	\$53.55	\$52.00	per hour	
Mildura Waves, Mildura Olympic - Pool Hire - Carnivals - Dive pool	<input type="checkbox"/>	\$264.27	\$26.43	\$290.70	\$282.20	per day	
Mildura Waves, Mildura Olympic - Schools - Aquatic - Recreational Swim - over 20	<input type="checkbox"/>	\$2.27	\$0.23	\$2.50	\$2.40	per perso	
Mildura Waves, Mildura Olympic - Schools Aquatic - Recreational Swim - Less than 20 children	<input type="checkbox"/>	\$2.55	\$0.25	\$2.80	\$2.70	per perso	
Mildura Waves, Mildura Olympic - Schools Aquatic - School Run Lessons	<input type="checkbox"/>	\$2.55	\$0.25	\$2.80	\$2.70	per perso	
Mildura Waves, Mildura Olympic - Schools Aquatic - School Run Lessons - Lane Hire	<input type="checkbox"/>	\$13.55	\$1.35	\$14.90	\$14.45	per hour	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Waves, Mildura Olympic - Schools Aquatic Lesson - Term 1 & 4 - Ratio 1:8	<input type="checkbox"/>	\$4.86	\$0.49	\$5.35	\$5.20	per 45 mi	
Mildura Waves, Mildura Olympic - Schools Aquatic Lesson - Term 2 & 3 ratio 1:10	<input type="checkbox"/>	\$3.18	\$0.32	\$3.50	\$3.40	per half ho	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Term 2 & 3 - ration 1:8	<input type="checkbox"/>	\$4.59	\$0.46	\$5.05	\$4.90	per 45 mi	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Instructor/Lifeguard	<input type="checkbox"/>	\$28.45	\$2.85	\$31.30	\$30.40	per visit	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Term 1 & 4 - Ratio 1:10	<input type="checkbox"/>	\$4.27	\$0.43	\$4.70	\$4.55	per 45 mi	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Term 1 & 4 - Ratio 1:8	<input type="checkbox"/>	\$4.00	\$0.40	\$4.40	\$4.25	per half ho	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Term 2 & 3 - Ration 1:10	<input type="checkbox"/>	\$4.00	\$0.40	\$4.40	\$4.25	per 45 mi	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons - Term 2 & 3 ratio 1:8	<input type="checkbox"/>	\$3.64	\$0.36	\$4.00	\$3.85	per half ho	
Mildura Waves, Mildura Olympic - Schools Aquatic Lessons Term 1 & 4 - Ratio 1:10	<input type="checkbox"/>	\$3.68	\$0.37	\$4.05	\$3.90	per half ho	
Mildura Waves, Mildura Olympic - Schools Dry - Group fitness class	<input type="checkbox"/>	\$5.00	\$0.50	\$5.50	\$5.35	per perso	
Mildura Waves, Mildura Olympic - Schools Dry - Gym	<input type="checkbox"/>	\$5.00	\$0.50	\$5.50	\$5.35	per perso	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Mildura Waves, Mildura Olympic - Schools Dry - Gym and Swim	<input type="checkbox"/>	\$6.00	\$0.60	\$6.60	\$6.40	per perso	
Mildura Waves, Mildura Olympics - SSI Friday Night 50m Carnival with LG	<input type="checkbox"/>	\$332.73	\$33.27	\$366.00	\$355.35	per carniv	
Murrayville - Casual Entry - Adult	<input type="checkbox"/>	\$2.45	\$0.25	\$2.70	\$2.60	per perso	
Murrayville - Casual Entry - Pensioner	<input type="checkbox"/>	\$2.45	\$0.25	\$2.70	\$2.60	each	
Murrayville - Casual Entry - Student	<input type="checkbox"/>	\$1.55	\$0.15	\$1.70	\$1.60	each	
Murrayville - Memberships - Adult	<input type="checkbox"/>	\$36.36	\$3.64	\$40.00	\$38.00	each	
Murrayville - Memberships - Family	<input type="checkbox"/>	\$55.45	\$5.55	\$61.00	\$59.00	each	
Murrayville - Memberships - Student	<input type="checkbox"/>	\$21.82	\$2.18	\$24.00	\$23.00	each	
Ouyen - Casual Entry - Adult	<input type="checkbox"/>	\$2.18	\$0.22	\$2.40	\$2.30	per perso	
Ouyen - Casual Entry - Children / Student	<input type="checkbox"/>	\$1.41	\$0.14	\$1.55	\$1.50	per perso	
Ouyen - Casual Entry - Pensioner	<input type="checkbox"/>	\$1.41	\$0.14	\$1.55	\$1.50	per perso	
Ouyen - Four Day Pass - Adult	<input type="checkbox"/>	\$7.05	\$0.70	\$7.75	\$7.50	per perso	
Ouyen - Four Day Pass - Children / Student	<input type="checkbox"/>	\$4.14	\$0.41	\$4.55	\$4.40	per perso	
Ouyen - Four Day Pass - Pensioner	<input type="checkbox"/>	\$4.14	\$0.41	\$4.55	\$4.40	per perso	
Ouyen - Season Tickets - Adult	<input type="checkbox"/>	\$27.00	\$2.70	\$29.70	\$28.80	per perso	
Ouyen - Season Tickets - Children / Student	<input type="checkbox"/>	\$26.95	\$2.70	\$29.65	\$28.80	per perso	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Ouyen - Season Tickets - Family	<input type="checkbox"/>	\$54.05	\$5.40	\$59.45	\$57.70	per family	
Ouyen - Season Tickets - Pensioner	<input type="checkbox"/>	\$26.95	\$2.70	\$29.65	\$28.80	per perso	
Underbool - Casual Entry - Adult	<input type="checkbox"/>	\$2.36	\$0.24	\$2.60	\$2.50	per perso	
Underbool - Casual Entry - Child	<input type="checkbox"/>	\$1.45	\$0.15	\$1.60	\$1.50	per perso	
Underbool - Casual Entry - Non members School and Vic Swim Class	<input type="checkbox"/>	\$1.41	\$0.14	\$1.55	\$1.50	per perso	
Underbool - Casual Entry - Pensioner	<input type="checkbox"/>	\$2.36	\$0.24	\$2.60	\$2.50	Per Perso	
Underbool - Memberships - Casual Family	<input type="checkbox"/>	\$25.27	\$2.53	\$27.80	\$27.00		
Underbool - Memberships - Child/Student	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$27.00	Per Perso	
Underbool - Memberships - Family	<input type="checkbox"/>	\$50.00	\$5.00	\$55.00	\$53.55	per family	
Underbool - Memberships - Pensioner	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$27.00	Per Perso	
Underbool - Memberships - Single	<input type="checkbox"/>	\$25.45	\$2.55	\$28.00	\$27.00	per perso	

<i>Ledger No</i>	<i>Stat Fee</i>	<i>Excl GST</i>	<i>GST</i>	<i>Incl GST</i>	<i>Previous year</i>	<i>Unit Rate</i>	<i>Supplementary Info</i>
Department							
Branch Property Services							
Work Unit							
Activity Description Rates - General							
Copy of rate notice	<input type="checkbox"/>	\$13.64	\$1.36	\$15.00	\$15.00	each	
General Data Request	<input type="checkbox"/>	\$60.00	\$6.00	\$66.00	\$57.00		Per hour
Land Information Certificate - Urgent	<input type="checkbox"/>	\$40.91	\$4.09	\$45.00	\$45.00	each	
Land Information Certificates	<input checked="" type="checkbox"/>	\$20.00	\$0.00	\$20.00	\$21.00	each	
Listing of Property Sales	<input type="checkbox"/>	\$32.73	\$3.27	\$36.00	\$36.00	each	
Street Number Change	<input type="checkbox"/>	\$49.09	\$4.91	\$54.00	\$54.00	each	

Appendix A

Budgeted standard statements

This appendix presents information in regard to the Budgeted Standard Statements. The budget information for the years 2010/11 to 2013/14 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to report back to the community a comparison of actual financial results against these Budgeted Standard Statements and provide an explanation of significant variances. The Standard Statements together with the Performance Statement provide a clear, concise and understandable report of Council's activities for the year from both a financial and non-financial perspective particularly for those users who do not have a financial background.

The appendix includes the following budgeted information:

- Budgeted Standard Income Statement
- Budgeted Standard Balance Sheet
- Budgeted Standard Cash Flow Statement
- Budgeted Standard Capital Works Statement
- Budgeted Statement of Investment Reserves.

Budgeted Standard Income Statement

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenues from ordinary activities					
Rates and charges	42,390	45,001	47,776	50,432	53,235
Fees, fines & user charges	6,317	6,623	10,254	10,415	10,874
Contributions	1,040	1,055	1,208	1,321	1,433
Grants - Operating	13,938	17,220	16,820	17,324	17,844
Grants - Capital	5,285	5,332	4,653	1,815	1,770
Reimbursements & Subsidies	5,621	5,221	963	652	672
Interest	1,301	1,534	991	1,051	1,033
Other revenue	413	288	385	397	409
Total revenues	76,305	82,274	83,050	83,406	87,269
Expenses from ordinary activities					
Auditors remuneration	220	191	233	240	248
Employee benefits	29,026	32,619	33,595	34,004	35,413
Contractors & materials	23,082	25,423	24,881	26,884	27,691
Depreciation and amortisation	12,703	12,967	13,171	13,620	13,835
Finance costs	1,159	977	1,097	998	1,018
Office operations	3,434	3,748	4,273	4,402	4,534
Other expenses	803	987	585	602	620
Total expenses	70,427	76,912	77,835	80,750	83,359
Net gain on disposal of property, infrastructure, plant and equipment	606	375	306	297	312
Surplus (deficit) for the year	6,484	5,737	5,220	2,954	4,223
Other comprehensive income					
Other	0	0	0	0	0
Total comprehensive income for the year	6,484	5,737	5,220	2,954	4,223

Budgeted Standard Balance Sheet

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010	2011	2012	2013	2014
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	25,837	19,402	17,108	12,860	14,435
Trade and other receivables	9,770	9,900	10,036	10,178	10,329
Other assets	1,517	1,604	1,695	1,789	1,890
Total current assets	37,124	30,906	28,839	24,827	26,654
Non-current assets					
Trade and other receivables	2,585	2,585	2,585	2,585	2,585
Investment in subsidiary	17,273	17,273	17,273	17,273	17,273
Property, infrastructure, plant & equipment	452,372	466,944	475,253	482,948	488,552
Total non-current assets	472,230	486,802	495,111	502,806	508,410
Total assets	509,354	517,708	523,951	527,633	535,065
Current liabilities					
Trade and other payables	7,237	7,576	9,209	10,877	11,787
Interest-bearing loans and borrowings	1,351	1,465	1,519	1,305	1,409
Provisions	6,807	7,113	7,433	7,768	8,117
Total current liabilities	15,395	16,154	18,161	19,949	21,313
Non-current liabilities					
Interest-bearing loans and borrowings	15,373	17,008	15,489	14,184	15,775
Provisions	4,967	5,189	5,424	5,668	5,923
Total non-current liabilities	20,339	22,197	20,913	19,852	21,699
Total liabilities	35,734	38,351	39,074	39,802	43,011
Net assets	473,620	479,357	484,877	487,831	492,054
Equity					
Accumulated surplus	215,565	221,229	226,518	229,316	233,176
Asset revaluation reserve	250,224	250,224	250,224	250,224	250,224
Other reserves	7,831	7,904	8,135	8,291	8,654
Total equity	473,620	479,357	484,877	487,831	492,054

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
<i>Receipts</i>					
General rates	42,390	45,001	47,776	50,432	53,235
Grants - Operating	13,938	17,220	16,820	17,324	17,844
Grants - Capital	5,285	5,332	4,653	1,815	1,770
Interest	1,301	1,534	991	1,051	1,033
User charges and fees	6,317	6,623	10,254	10,415	10,874
Reimbursements	5,621	5,221	963	652	672
Other	2,426	2,499	1,594	1,717	1,842
	<u>77,278</u>	<u>83,430</u>	<u>83,050</u>	<u>83,406</u>	<u>87,269</u>
<i>Payments</i>					
Employee costs	(29,026)	(32,619)	(33,595)	(34,004)	(35,413)
Payments to suppliers	(29,508)	(30,948)	(29,472)	(31,628)	(33,092)
	<u>(58,534)</u>	<u>(63,567)</u>	<u>(63,067)</u>	<u>(65,632)</u>	<u>(68,505)</u>
Net cash provided by operating activities	<u>18,744</u>	<u>19,863</u>	<u>19,983</u>	<u>17,774</u>	<u>18,764</u>
Cash flows from investing activities					
Proceeds from property, plant and equipment	1,373	1,071	875	849	891
Payments for property, plant and equipment	(21,627)	(29,981)	(22,730)	(22,564)	(20,689)
Net cash used in investing activities	<u>(20,254)</u>	<u>(28,910)</u>	<u>(21,855)</u>	<u>(21,716)</u>	<u>(19,798)</u>
Cash flows from financing activities					
Finance costs	1,159	977	1,097	998	1,018
Proceeds from borrowings	-	3,100	-	-	3,000
Repayment of borrowings	(1,351)	(1,465)	(1,519)	(1,305)	(1,409)
Net cash provided by (used in) financing activities	<u>(192)</u>	<u>2,612</u>	<u>(422)</u>	<u>(307)</u>	<u>2,610</u>
Net decrease in cash & cash equivalents	<u>(1,702)</u>	<u>(6,435)</u>	<u>(2,294)</u>	<u>(4,248)</u>	<u>1,576</u>
Cash & cash equivalents at beginning of year	<u>27,539</u>	<u>25,837</u>	<u>19,402</u>	<u>17,108</u>	<u>12,859</u>
Cash & cash equivalents at end of year	<u><u>25,837</u></u>	<u><u>19,402</u></u>	<u><u>17,108</u></u>	<u><u>12,859</u></u>	<u><u>14,435</u></u>

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14
	\$'000	\$'000	\$'000	\$'000	\$'000
Capital works areas					
Roads	6,535	6,648	6,647	6,447	6,640
Drainage	2,941	1,094	2,651	2,783	2,922
Parks & Recreational Facilities	444	847	872	699	720
Waste Management	438	680	1,155	1,190	1,226
Other Outdoor Infrastructure	208	50	53	55	58
Community Facilities	585	1,902	1,959	1,818	1,872
Plant & Office Equipment	3,174	2,528	2,500	2,425	2,546
Other	7,302	21,698	6,893	7,148	4,705
Total capital works	21,627	35,447	22,730	22,564	20,689
Represented by:					
Asset renewal	10,811	22,685	14,612	14,140	14,654
New assets	4,760	7,090	2,500	5,500	3,000
Asset expansion/upgrade	6,056	5,672	5,619	2,925	3,035
Total capital works	21,627	35,447	22,730	22,564	20,689

Reconciliation of net movement in property, plant and equipment

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2009/10	2010/11	2011/12	2012/13	2013/14
	\$'000	\$'000	\$'000	\$'000	\$'000
Total capital works	21,627	35,447	22,730	22,564	20,689
Asset revaluation increment	-	-	-	-	-
Depreciation & amortisation	(12,703)	(12,967)	(13,171)	(13,620)	(13,835)
Written down value of assets sold	(2,820)	(4,408)	(1,250)	(1,250)	(1,250)
Granted assets	(1,500)	(3,500)	-	-	-
Recognition of previously unrecognised assets	-	-	-	-	-
Net movement in property, plant & equipment	4,604	14,572	8,309	7,695	5,604

Budgeted Statement of Investment Reserves

For the four years ending 30 June 2014

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010	2011	2012	2013	2014
	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory					
Apex Park	311	320	330	340	350
Car Parking	29	30	31	32	33
Main Drains	562	579	596	614	633
Resort & Recreation	45	46	48	49	51
Nature Strips & Trees	69	71	73	75	78
Developer Contributions	765	688	709	730	752
Total statutory reserves	1,781	1,734	1,786	1,840	1,895
Discretionary					
Plant Replacement	129	350	361	371	382
Landfill Redevelopment	2,400	2,300	2,369	2,440	2,513
Landfill Rehabilitation	424	470	635	800	965
Asset Renewal	310	319	250	50	52
Drainage Maintenance	1,428	1,471	1,463	1,506	1,552
Street Light Pole	5	5	5	5	6
Family Day Care	347	347	357	368	379
Artwork Acquisition	22	23	23	24	25
Primary Care Partnership	335	335	335	335	335
Risk management Reserve	200	200	200	200	200
Small Towns Development	450	350	350	350	350
Total discretionary reserves	6,050	6,170	6,349	6,450	6,759
Total reserves	7,831	7,904	8,135	8,290	8,654

Appendix B Statutory Disclosures

This appendix presents information required pursuant to the Act and the Regulations to be disclosed in the Council's annual budget.

The appendix includes the following budgeted information:

- Borrowings
- Rates and charges
- Differential rates.

1. Borrowings

	2009/10	2010/11
	\$	\$
New borrowings (other than refinancing)	5,500	3,100
Debt redemption	1,627	1,465

2. Rates and charges

2.1 The proposed rate in the dollar for each type of rate to be levied

Type of Property	2009/10 cents/\$CIV	2010/11 cents/\$CIV
General rate for rateable residential properties	0.5905	0.6220
General rate for rateable farmland properties	0.5351	0.5652
General rate for rateable business properties	0.6831	0.7216
Rate concession for rateable recreational properties	0.05905	0.0622

2.2 The estimated amount to be raised by each type of rate to be levied

Type of Property	2009/10 \$	2010/11 \$
Residential	21,338,197	23,353,430
Farmland	7,520,928	6,888,389
Business	8,386,687	8,547,024
Recreational	13,372	14,034

2.3 The estimated total amount to be raised by rates

	2009/10 \$	2010/11 \$
Total rates to be raised	37,259,185	38,802,877

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of Property	2009/10 Change %	2010/11 Change %
Residential	4.0	5.3
Farmland	4.0	5.6
Business	4.0	5.6
Recreational	4.0	5.3

2.5 The number of assessments for each type of rate to be levied compared to the previous year

Type of Property	2009/10	2010/11
Residential	18,985	20,651
Farmland	5,726	4,220
Business	2,343	2,285
Cultural and Recreational	86	86
Total number of assessments	27,140	27,242

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

2.7 The estimated total value of land in respect of which each type of rate is to be levied compared with the previous year

Type of Property	2009/10 \$	2010/11 \$
Residential	3,613,573,250	3,760,316,625
Farmland	1,405,517,900	1,218,852,900
Business	1,173,260,850	1,132,804,025
Cultural and Recreational	22,646,150	22,563,525
Total	6,214,998,150	6,134,537,075

2.8 The proposed unit amount to be levied for each type of charge under section 162 of the Act

Type of Charge	Per Rateable Property 2009/10 \$	Per Rateable Property 2010/11 \$
Municipal	126	131
Kerbside collection	92	96
Recycling	23	24
Total	241	251

2.9 The estimated amounts to be raised for each type of charge to be levied compared to the previous year

Type of Charge	2009/10 \$	2010/11 \$
Municipal	3,200,376	3,338,470
Kerbside collection	1,867,845	1,967,313
Recycling	586,164	655,771
Total	5,697,751	5,961,554

2.10 The estimated total amount to be raised by rates and charges:

	2009/10 \$	2010/11 \$
Rates and charges	42,956,936	44,764,431
Total	42,956,936	44,764,431

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

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

3. Differential rates

3.1 Rates to be levied

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

- A general rate of 0.6220% (0.6220 cents in the dollar of CIV) for all rateable residential properties; and
- A general rate of 0.7216% (0.7216 cents in the dollar of CIV) for all rateable business properties.

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

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

3.2 Business land

Business land is any land, which is:

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

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

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

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 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.

The characteristics of planning scheme zoning is applicable to the determination of vacant land which will be subject to the rate applicable to business land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the City of Victoria 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 which are now constructed on the land or which are constructed prior to the expiry of the 2009/2010 financial year.

3.3 Residential land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the City of Victoria Planning Scheme and which is not business land.

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

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

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 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.

The characteristics of planning scheme zoning is applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the Victorian Local 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 which are now constructed on the land or which are constructed prior to the expiry of the 2008/2009 financial year.

3.4 Farmland

Farm land is any land, which is:

- Occupied for the principle purpose of carrying out activities of primary production on land greater than two hectares; or
- Unoccupied but zoned rural under the City of Victoria Planning Scheme.

Farm land is exempt of differential rating.

The geographic location of the land categorised as Farm land is wherever located within the municipal district, without reference to ward boundaries.

The characteristics of planning scheme zoning is 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 rural under the Victorian Local 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.

Appendix C

Key Strategic Activities

This appendix presents a number of key strategic activities to be undertaken during the 2010/11 year and performance targets and measures in relation to these.

Key strategic activities

For the year ending 30 June 2011

Key Strategic Activity	Performance Measure	Performance Target
Liveable Community		
KRA 1.1 Community Safety Develop Community Safety Plan 2010-2015	Community Safety Plan endorsed by Council	31 December 2010
KRA 1.2 Community Development Conduct Well-Functioning Community Survey	Survey conducted and results reported to Council Project conducted within budget Number of responses to survey	31 December 2010 => \$30, 000 500
KRA 1.3 Community Health & Well-being Action – Implement the State Food Strategy Implement Food Premises Classification and Mandatory Reporting to Food Safety Victoria	Classification System in place Automated reporting system software implemented	30 September 2010 30 September 2010
KRA 1.3 Community Health & Well-being Action – Implement the Municipal Public Health and Well Being Plan 2009-2013 Compile register and monitoring of aquatic facilities	Classification System in place	30 September 2010
KRA 1.4 Community Services Develop a Strategy for Older People	Strategy developed (in partnership with Northern Mallee Primary Care Partnership and the Victorian State Government Department of Health) and MRCC actions endorsed by Council.	30 September 2010

KRA 1.5 Planning and Development Standards	Amendment to planning scheme approved by the Minister	30 June 2010
Amend the Mildura Planning Scheme to include the CBD plan		
Management of the Environment		
KRA 2.1 Environmental Management	"Easing the Load" project implemented	30 June 2011
Action – Implement Greenhouse Action Plan		
Partner with energy efficiency specialists and retailers to deliver a home audit program that provides practical advice on how to reduce home electricity		
KRA 2.2 Natural Resource Management	Management Plan developed and adopted by Council	30 June 2011
Develop a management plan for the removal of Cumbungi		
KRA 2.3 Environmental Services	Design and Construction completed	30 June 2011
Action – Implement Deakin Avenue Master Plan		
Design and construct the section of Deakin Avenue between Eighth Street and Ninth Street		
KRA 2.4, Assets, Infrastructure and Facilities	Master Plan design developed and adopted by Council	30 June 2011
Action – Implement the Mildura Planning Scheme	Project completed within budget	\$100, 000
Develop Master Plan for Mildura South Sporting Precinct and Feasibility Assessment		
Growth of the Economy		

KRA 3.1 Economic Development <i>Action – Implement Conferencing and Business Events Strategy</i> Produce Mildura Business Events Planners Guide	60 businesses linked into the program	31 December 2010
KRA 3.2 Tourism and Events Develop Events Strategic Plan	Events Strategic Plan developed and adopted by Council	30 June 2011
Active Community		
KRA 4.1 Arts & Cultural Heritage <i>Action – Implement adopted Arts Feasibility Precinct Recommendations</i> Implement Phase 3 (pre construction works) of Mildura Arts Theatre Redevelopment project	Pre-construction works completed	30 June 2011
KRA 4.2 Recreation & Sport <i>Action – Implement Recreation Strategy 2008-2018</i> Develop Funding of Infrastructure on Non-council Owned Land Policy and Operational Support to Non-Council Owned/Managed Facilities Policy	Policies developed and adopted by Council	30 June 2011
Management of Resources		
KRA 5.1 Leadership & Representation Advocate for the return of rail	Renewal of commitment to return passenger rail service to Mildura	Prior to the State election November 2010
KRA 5.2 Communication & Consultation Develop a Strategic Marketing Plan 2010 to 2014	Plan developed and endorsed by CMT	30 September 2010

KRA 5.3 Customer Service	12 key processes developed and signed off by both provider and customer	30 June 2011
Action – Implement Customer Service Strategy		
Continue the development of Service Level Agreements for key processes with internal service units		
KRA 5.4 Financial Sustainability	Plan presented to Council	30 June 2011
Review Strategic Financial Plan Annually		
KRA 5.5 Organisational Management	100% of actions prioritised for 2010-2011 completed	30 June 2011
Action: Implement Occupational Health & Safety Strategy 2009-2013		
Implement recommendations from audit against AS4801		