



Mildura Rural City Council

# Council Budget

2016 to 2017

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## Mayor's introduction

The Councillors and I are pleased to release the proposed Budget 2016/17 to the community for comment and public submissions. This budget builds on our Council Plan 2013-2017 vision which focuses on the following four key areas:

- Community
- Economy
- Environment
- Council

The proposed budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our City's physical infrastructure, buildings and operational assets as well as funding a range of operating projects.

As Councillors, it is our job to listen to community sentiment and understand your priorities. Since we started our term in 2012, we have consistently heard that Council's services are valued by the community, and that we need to be financially responsible and keep rates as low as possible.

We will continue our strong advocacy and work with the State and Federal Governments for community benefit and push for more support for projects such as that provided for the Mildura Airport Runway Reconstruction and the Mildura Riverfront Redevelopment.

We know our community has a limited capacity to absorb continual substantial rates increases and as such, we are identifying not only efficiency and savings opportunities, but also investigating additional revenue sources such as grants.

Five years ago Council initiated an organisation wide, systematic approach to review all services in an effort to identify savings that will have minimal impact on its services, and to provide increased value for money to ratepayers. For example, our Senior Management structure was reviewed and reduced from 24 staff to 14, one of the lowest of all regional cities. This is an ongoing process with a focus on identifying sustainable savings that will enable us to deliver high quality, responsive and accessible services.

The Fair Go Rates System (FGRS) was announced on the 22nd December 2015 and introduced the capping of average rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). As part of our Sustainability Review and in acknowledgement of our community's capacity to pay, we were already planning a minimal rate increase for 2016/17.

This has been a conscious, on-going effort and has seen our rate increases over the last 4 years decrease from 6.00% in 2012/13 to 3.9% in 2015/16. This also meant we did not need to apply to the Essential Services Commission (ESC) for a variation of the FGRS rate this year, as a number of other Victorian Councils chose to do. And while a rate increase in line with the 2.5 per cent average rate cap is proposed, the actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year.

A significant issue for this Council and all Councils is the cost shifting from the State and Federal Governments onto Local Government. Recent examples of this include imposing a Waste Levy on each tonne of landfill; increasing costs of providing services such as Maternal and Child Health, School Crossing Supervision, Home Care and weeds on roadsides just to name a few.

Changes such as these have led to significant and unexpected cost and revenue impacts on our budget. These include;

- the withdrawal of indexation from the Commonwealth Government's financial assistance grants program to local government (on average \$1.174 million per annum for 3 years)
  - further increase in the State Government landfill levy now expected to cost our community \$975,664
  - Our contribution to school crossing supervision has been increasing over time and is now \$166,200.00
- For these reasons, the Local Government sector as a whole is calling on the State to increase funding for regional and rural Victoria.

In this proposed budget we have allocated funding of \$28.30 million for asset renewals, upgrades and expansions. The proposed budget also funds \$4.69 million for new assets. It is important to recognise a number of initiatives are reliant on grant funding, with only a portion of the total cost coming from Council contributions.

Highlights of the capital program include;

- \$12.78 million for road projects.

The more significant projects include federally funded Roads to Recovery projects (\$5.96 million), Blackspot projects (\$0.14 million), road sealing (\$1.70 million), road rehabilitation and reconstruction program (\$0.32 million), major road upgrade program (\$0.60 million), intersection improvements (\$0.23 million), asphalt works (\$0.70 million), gravel resheeting (\$0.90 million), road upgrade and widening (\$0.81 million), Mildura landfill roadworks (\$0.33 million).

- \$2.41 million for parks, open space and streetscapes.

The more significant projects including Mildura Riverfront Precinct Redevelopment, Tracks and Trails stage 2 from Riverside Golf Club to Kings Billabong Park, Jaycee Park Barbeque area and Syd Mills Park exercise circuit.

- \$1.07 million for recreation, leisure and community parks, open space and streetscapes.

The more significant projects including, stage 2 of the Mildura Recreation Reserve Redevelopment and repairs to the Athletics run ups.

- \$7.72 million for land, building and building improvement projects.

The more significant projects include purchase of land, replacement of air conditioning in The Alfred Deakin Centre, Mildura Riverfront Precinct Redevelopment, Mildura Arts Centre theatre forestage lift, Mildura Arts Centre Gallery lift and replacement Quandong Park no. 3 oval toilets.

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

The proposed budget was developed through a rigorous process and we endorse it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our revised Council Plan 2013-2017 and I look forward to receiving your questions and submissions.

Cr Glenn Milne  
Mayor

## Executive Summary

As a local government organisation we deliver more than 100 different services, facilities and infrastructure for people who live, work and visit our region. The work we do is vital to ensure our regional city continues to grow, attract new business and investment.

The Budget for the 2016/17 financial year seeks to balance the demand for services and infrastructure with the community's capacity to pay and is in accordance with the State Government's rate capping requirement.

Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

The Annual Budget includes a range of services and initiatives to be funded, which will contribute to achieving the strategic objectives specified in the Council Plan.

Five years ago we initiated an organisation wide, systematic approach to review all services in an effort to identify savings that will have minimal impact on its services, and to provide increased value for money to ratepayers. For example, our Senior Management structure was reviewed and reduced from 24 staff to 14, one of the lowest of all ten regional cities in Victoria. This is an ongoing process with a focus on identifying sustainable savings that will enable us to deliver high quality, responsive and accessible services.

Over the past twelve months, we have continued to review and refine operations in a bid to reduce costs where we can. We've looked at how our resources are allocated and are working to deliver our services as efficiently and effectively as possible.

It is proposed that general rates increase by 2.5% for the 2016/17 year, providing total rates of \$64.42 million. The 2.5% increase will go towards maintaining service levels and meeting the cost of a number of external influences affecting the operating budget. This rate increase is below the level foreshadowed in Council's Strategic Resource Plan adopted in the previous year. (The rate increase for the 2015/16 year was 3.9%).

This Budget projects a surplus of \$5.59 million for 2016/17, however, it should be noted that the adjusted underlying result is a deficit of \$3.46 million after adjusting for capital grants and contributions (refer Sections 5 and 10.1). The Mildura Airport Runway Reconstruction is a total investment of \$17.00 million, of which \$10.00 million is grant funded, \$4.00 million is our contribution and \$3.00 million borrowed on behalf of Mildura Airport Pty Ltd.

### Key things we are funding

Ongoing delivery of services to the Mildura community funded by a budget of \$79.41 million. These services are summarised in Section 2.8

For the 2016/17 year, \$32.99 million will be spent on capital works projects.

- \$12.48 million on road projects. The more significant projects include federally funded Roads to Recovery projects (\$5.96 million), Blackspot projects (\$0.14 million) subject to grant approval, road sealing (\$1.70 million), road rehabilitation and reconstruction program (0.32 million), major road upgrade program (\$0.60 million), intersection improvements (\$0.23 million), asphalt works (\$0.70 million), gravel resheeting (\$0.90 million), road upgrade and widening (\$0.81 million), Mildura landfill roadworks (\$0.33 million).
- \$2.41 million on parks, open space and streetscapes. The more significant projects including Mildura Riverfront Precinct Redevelopment, Tracks and Trails stage 2 from Riverside Golf Club to Kings Billabong Park, Jaycee Park Barbeque area and Syd Mills Park exercise circuit.

- \$1.07 million on recreation, leisure and community parks, open space and streetscapes. The more significant projects including, stage 2 of the Mildura Recreation Reserve Redevelopment and repairs to the Athletics run ups.
- \$7.72 million on land, building and building improvement projects. The more significant projects include purchase of land, replacement of air conditioning in the The Alfred Deakin Centre, Mildura Riverfront Precinct Redevelopment, Mildura Arts Centre theatre forestage lift (subject to grant approval), Mildura Arts Centre Gallery lift and replacement Quandong Park no. 3 oval toilets.

The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Sections 6 and 12.

### **Strategic Objective 1: Community**

We will implement the Mildura Tracks & Trails Murray River Trail Project Stage 2 from Mildura to Kings Billabong including the construction of path and installation of associated infrastructure e.g. park benches, signage and bollards.

The redevelopment of Mildura Recreation Reserve, including new netball courts, change rooms for females, No. 1 Oval resurfacing and conversion to raw water irrigation Stage 1 is to be completed in the 2016/17 financial year.

### **Strategic Objective 2: Environment**

The completion of the Benetook Drainage spurline between 15th street and 14th Street is expected.

### **Strategic Objective 3: Economy**

We will contribute \$4.00 million towards the Mildura Airport Runway Reconstruction, which is a total project investment of \$17.00 million. \$10.00 million will come from the Commonwealth Government's Stronger Region Program.

### **Strategic Objective 4: Council**

Development of the 2017-2021 Council plan will occur once the new Council has been elected.

### **The Rate Rise**

The base average rate will rise by 2.5% in line with the order by the Minister for Local Government in December 2015 under the Fair Go Rates System.

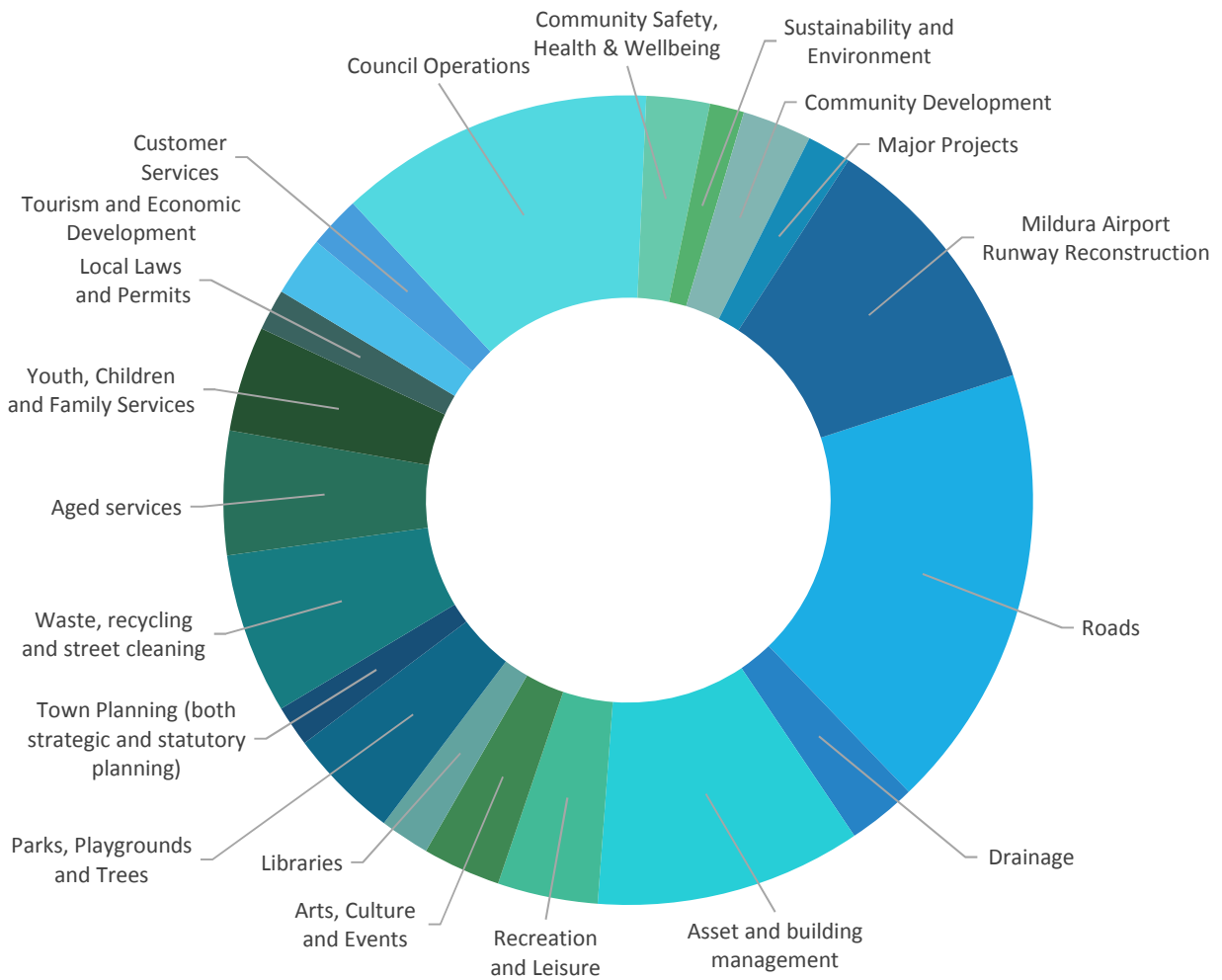
The Fair Go Rates System (FGRS) introduced the capping of average rates increases by Victorian councils to the forecast movement of 2.5 per cent in the Consumer Price Index (CPI). Irrespective of this, we were already working hard to minimise the rate increase for 2016/17 in acknowledgement of community capacity to pay.

As a direct outcome of this ongoing effort to identify savings in a financially sustainable manner, our rate increases over the last 4 years have decreased from 6.00% in 2012/13 to 3.9% in 2015/16 and we have not applied to the Essential Services Commission (ESC) for a variation of the FGRS rate, as a number of other Victorian Councils have chosen to do. The actual rate increases experienced by individual ratepayers will be different due to this being a municipal revaluation year.

Note that for every \$100 in taxes paid by Victorian residents, rates make up approximately \$3.50. The other \$96.50 goes to the State and Federal Governments.

### Council expenditure allocations

The below chart provides an indication of how we allocate our expenditure across the main services that we deliver. It shows how much is allocated to each service area for every \$100 that Council spends.



Refer Section 6 for further Rates and Charges details.

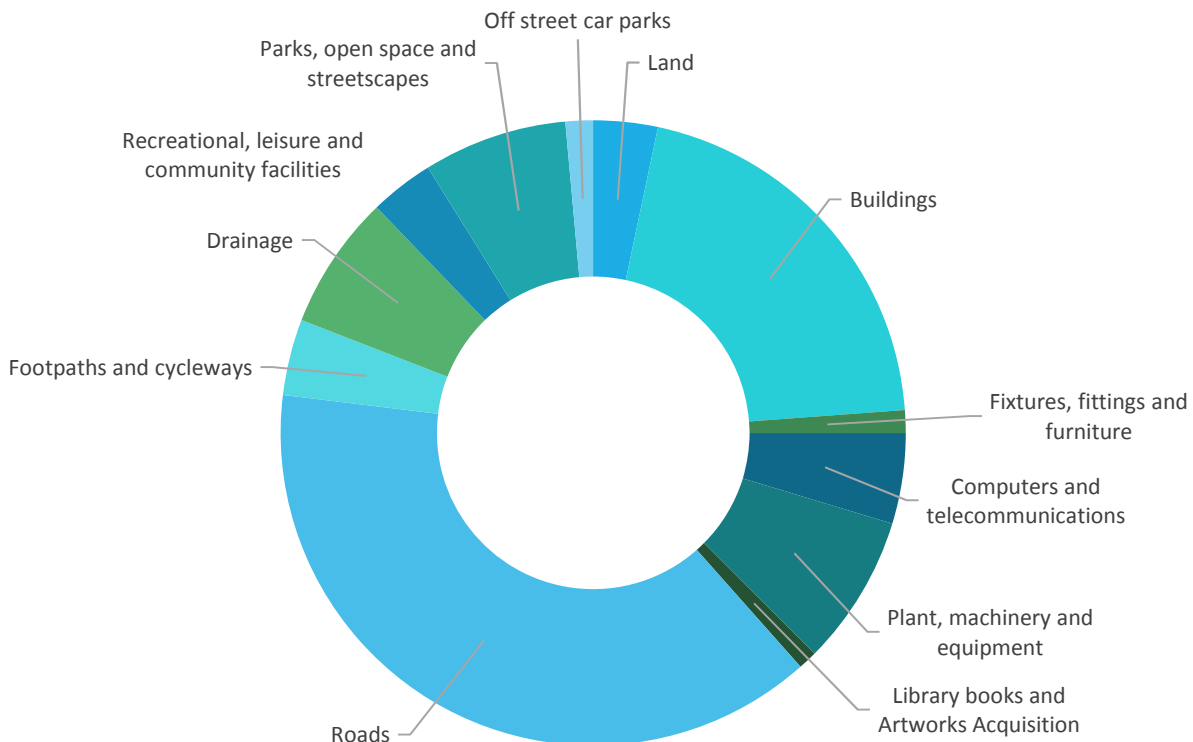
### Key Budget Statistics

- Total Revenue: \$115.55 million (2015/16 = \$101.15 million)
- Total Expenditure: \$109.96 million (2015/16 = \$ 93.04 million)
- Accounting Result: \$ 5.59 million Surplus (2015/16 = \$8.11 million Surplus)

(Refer Income Statement in Section 3)

- Underlying operating result: Deficit of \$3.46 million (2015/16 = Deficit of \$5.33 million)  
(Refer Analysis of operating Budget in Section 10.1)  
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)
- Cash result: \$10.14 million Deficit (2015/16 = \$17.68 million Deficit)  
(Refer Statement of Cash Flows in Section 3)  
This is the net funding result after considering the funding requirements to meet loan principal repayments and the reserve transfers.
- Total Capital Works Program of \$32.99 million
  - \$19.41 million from Council operations (rates funded)
  - \$0.38 million from external contributions
  - \$0.30 million from asset sales
  - \$10.95 million from external grants
  - \$1.95 million from cash and reserves

### Capital Works Expenditure By Asset Class





## **Budget Influences**

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

- Mildura Rural City Council encompasses 22,330 square kilometres, which is almost 10% of the state. The vast area increases service delivery costs when compared to metropolitan Councils and resourcing ratios are higher as a result, because services need to be accessible to all as far as practicable.
- The city is substantially developed and is experiencing only a small increase in property numbers. The budget implications arise due to the need to replace important infrastructure such as drainage. These costs cannot be passed on to developers and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.
- 17% of our ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community.

## **External Influences**

The preparation of the budget is influenced by the following external factors:

- Freezing of indexation on Victoria Grants Commission funding for 3 years. Indexation is due to be reinstated in the 2017/18 year.
- Capital works funding has been set aside of \$4.69 million to continue the construction of the Mildura Riverfront Precinct Redevelopment.
- Increases in the levy payable to the state government upon disposal of waste into landfill, resulting in additional waste tipping costs. In 2008/09 the domestic levy charge was \$7.00 per tonne and the commercial levy charge was \$13.00 per tonne. In 2016/17, the domestic levy charge is \$31.12 per tonne and the commercial levy charge is \$54.41 per tonne. (2015/16 charges were \$30.33 per tonne and \$53.04 per tonne respectively). This has added to Council's costs.
- The Victorian State Government has introduced a cap on rate increases from 2016/17. The cap for 2016/17 has been set at 2.5% which is based on the State-wide CPI forecast for the 2016/17 year.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 85% of all local roads across Australia; and more than 30% of the all Australian public assets including, bridges, parks, footpaths, drainage and public buildings.

This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.

- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012

## **Internal Influences**

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

- Increase in depreciation expense has meant our asset renewal requirements have increased by \$0.35 million in 2016/17.

- The maintenance costs associated with the Mildura Riverfront Precinct Redevelopment and Langtree Avenue connection once completed.
- Reviews of our services have found costs savings which will assist with ongoing financial sustainability.
- Council's rural pools are now being run in house, saving \$0.19 million in comparison to external contractors. This increases employee costs and numbers but is still a net saving to Council.

### **Cost Shifting**

A significant issue for this Council and all Councils is the cost shifting from the State and Federal Governments onto Local Government. Cost shifting occurs when Commonwealth and State programs transfer responsibilities to local government with insufficient funding or grants which don't keep pace with delivery costs.

Recent examples of this include imposing a Waste Levy on each tonne of landfill; increasing costs of providing services such as Maternal and Child Health, School Crossing Supervision, Home Care and being responsible for weeds on roadsides just to name a few

#### **Type 1: Cost Shifting for Specific Services**

Examples:

1. Waste Levy has increased \$0.28 million from 2011/12 to 2016/17
2. Library Services - \$0.48 million increase in delivery costs from 2011/12 to 2016/17
3. Maternal and Child Health - \$0.25 million increase in delivery costs from 2011/12 to 2016/17
4. School Crossing Supervision - \$0.04 million increase in delivery costs from 2011/12 to 2016/17

#### **Loss of funding in General**

Examples of funding loss to our Council includes:

A freeze on indexation of the federal financial assistance grants. The Commonwealth announced in its 2014-15 Budget that it will pause indexation of the total national pool of financial assistance grants to local government for three years (2014-15, 2015-16, 2016-17). The cumulative impact on Mildura Rural City Council for the three years totals \$3.52 million.

Statutory fees that prohibits full cost recovery for example Planning fees (set by the State and have been frozen for most of the past 14 years)

Discontinuing funding of \$0.86 million (2014/15) for Healthy Together Mildura.

#### **Levies**

The State Government domestic landfill levy has increased from \$7.00 per tonne in 2008/09 to \$31.12 per tonne in 2016/17. The increase from 2015/16 to 2016/17 results in the waste service charge incorporating kerbside collection and recycling increasing by 2.9% per property

The commercial levy has increase from \$13.00 per tonne in 2008/09 to \$54.41 per tonne in 2016/17. The increase from 2015/16 is approximately 2.6%.

Total landfill levy for Mildura Rural City Council in 2016/17 is \$0.98 million.

#### **Mildura Region Demographics**

Mildura Rural City Council is located in the north west of the state of Victoria. The municipality covers an area of 22,330 square kilometres and comprises the former City of Mildura and the former shires of Mildura and Walpeup.

#### **Population**

In 2014, the preliminary estimated resident population of Mildura Rural City Council was 53,036. (Source: Australian Bureau of Statistics, Estimated Resident Population).

#### **Ageing population**

Mildura Rural City Council's population is ageing and has seen a decline in those aged between 5 to 14

**Cultural diversity**

Mildura Rural City Council is a culturally and linguistically diverse municipality. Many different cultural groups live in our region.

The majority of the Mildura Rural City Council's population was born in Australia at 84.5%. There was 1.8% born in the United Kingdom, 1.3% in Italy and there are also 1,432 Indigenous Australians. The number of people who speak a language other than English is 7.9%. (Source: Australian Bureau of Statistics, Census of Population and Housing).

**Education and occupation**

The Mildura Rural City Council has a diverse range of educational institutions, including the La Trobe University Mildura Campus, Sunraysia Institute of Tafe plus 38 schools and multiple other training providers.

Year 12 or equivalent has been achieved by 31.6% of the population and 68.7% have completed Year 10 or higher. (Source: Department of Education and Training, Summary Statistics Victorian Schools).

The main occupations of residents in our region include retail trade 13.6%, Health care and social assistance 11.9% and agriculture, forestry and fishing 11.1%. The proportion of residents working in agriculture, forestry and fishing exceeds the state average of 3.5%.



## Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 8 to 13 of this report.

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

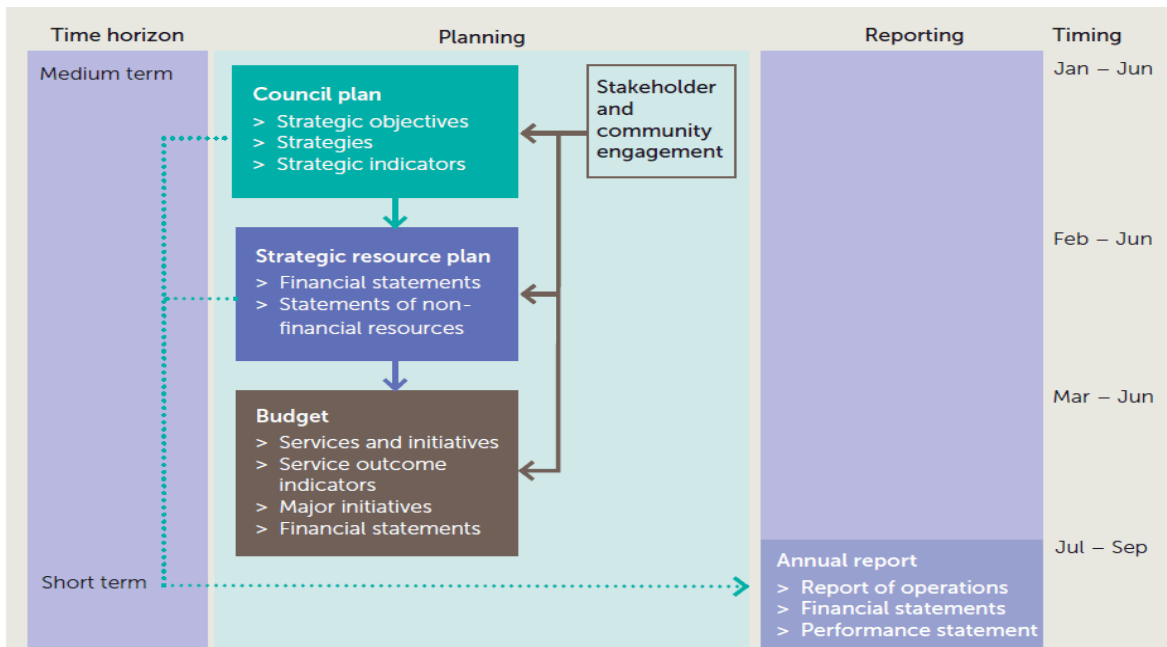
- 1 Link to the Council Plan
- 2 Services and service performance indicators
- 3 Financial statements
- 4 Financial performance indicators
- 5 Other budget information (grants, borrowings)
- 6 Detailed list of capital works
- 7 Rates and charges

# 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision 2030), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

## 1.1 Planning and accountability framework

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



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

In addition to the above, Council has a long term plan (Vision 2030) which articulates a community vision, mission and values.

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 every 4 years, and is reviewed each year in advance of the commencement of the Annual Budget process.

## 1.2 Our purpose

### Our vision

Making this the most liveable, people friendly community in Australia

### Our purpose

Promote the social, economic, environmental and cultural wellbeing, now and for the future through effective governance and community engagement

### Our principles

#### Leadership

By providing clear direction through strategies and plans, Council will achieve agreed outcomes for the community.

#### Customers

Council is here to provide services to the whole municipality and therefore our community should have a say in what we do and how we do it.

#### Systems Thinking

Council recognises that achieving excellent outcomes for our community is done through all parts of the organisation working together effectively and with other levels of government and the wider community.

#### People

By involving and developing people, Council enhances commitment, performance and working relationships to improve organisational outcomes.

#### Continuous Improvement

To remain relevant and capable of producing excellent results, our organisation needs to continually learn and adapt.

#### Information and Knowledge

Council will make the best quality decisions when effort is spent to collect and present all objective relevant data and information.

#### Variation

By addressing the underlying, factors that cause our processes to deliver inconsistent or unpredictable outcomes (variation), Council's customers will receive the highest standards of service.

#### Corporate and Social Responsibility

Council will manage its operations to comply with the law and ethical standards and to produce an overall positive impact on our community.

#### Sustainable Results

To deliver sustainable results, Council must have a culture that promotes accountability through all levels of the organisation.

### 1.3 Strategic objectives

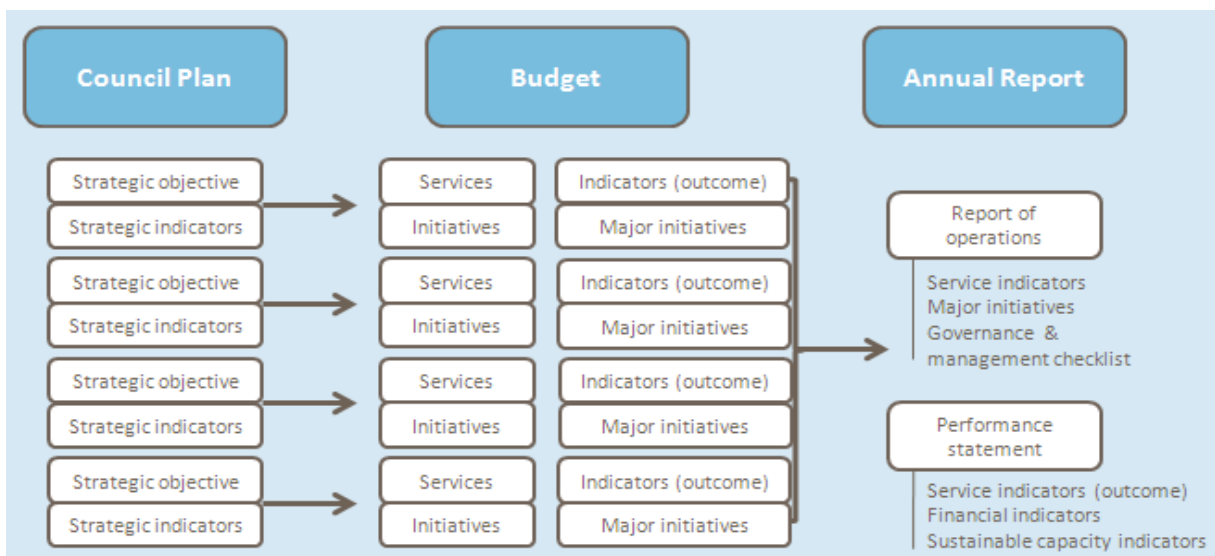
Council delivers activities and initiatives under 33 major service categories. Each contributes to the achievement of one of the four strategic objectives set out in the Council Plan for the 2013-17 years. The following table lists the four strategic objectives as described in the Council Plan.

Strategic Objective	Description
1. Community	Creating a safe and supportive place to live, where diversity and lifestyle opportunities are encouraged; and participating in arts, culture, sport and recreation enhances wellbeing.
2. Environment	Initiating, developing and managing healthy, sustainable natural and built environments.
3. Economy	Creating growth and prosperity.
4. Council	Managing resources effectively and efficiently to provide services that are relevant, of a high standard and respond to identified community needs.



## 2. Services and service performance indicators

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



Source: Department of Environment, Land, Water and Planning

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following sections.

## 2.1 Strategic Objective 1: Community

To achieve our objective of Community, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area is described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Aged & Disability Services	This service provides a range of <b>home and community care</b> services for the aged and people with a disability including home care, personal care, respite care, home maintenance and planned activity groups.	6,682 <u>(4,363)</u> <b>2,319</b>
Community Health	This service provides family oriented support services including universal and enhanced <b>maternal and child health</b> and immunisation.	1,628 <u>(748)</u> <b>880</b>
Early Years	Provides family day care, centre based child care and other Early Years planning and programs such as Best Start and Supported Playgroups.	2,648 <u>(2,170)</u> <b>478</b>
Youth Services	This service provides youth oriented services including education programs, personal development programs, and health & safety programs.	1,004 <u>(515)</u> <b>489</b>
Environmental Health	This service protects the community's health and well-being by coordination of regulatory services of premises for <b>food safety</b> , accommodation, hair and beauty, skin penetration businesses, tobacco retailers, smoke free legislation and wastewater disposal. The service also works to rectify any public health concerns relating to unreasonable noise emissions, air quality issues and smells etc.	700 <u>(383)</u> <b>317</b>
Arts and Culture	This service provides arts and culture activities throughout the municipality. With the delivery of visual and performing arts programs and services at Mildura Arts Centre across Gallery and Heritage, Community Cultural Development, Marketing and Development (including Customer Service/Box Office Ticketing, Café and Theatre) and Technical Services. The presentation of an entrepreneur program in both the visual and performing arts through funding from Arts Victoria, as well as the venue hires of the theatre auditorium and foyer spaces for local and commercial organisation. This includes overseeing Mildura's most important heritage building Rio Vista Historic House, as well as Mildura Station Homestead and venue hires of woolshed and cottage.	2,399 <u>(1,001)</u> <b>1,398</b>

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Libraries	This service provides public <b>libraries</b> at four locations plus the mobile library service to eight remote locations. It provides a customer focused service that caters for the cultural, educational and recreational needs of residents and visitors. The service also provides a focal point for the community where they can meet, relax and enjoy the facilities, programs and services offered.	2,299 <u>(445)</u> <b>1,854</b>
Recreation and Sport	This service includes management of recreation facilities (wet and dry) including <b>aquatic facilities</b> , facility redevelopment, provision of grant funding for grass roots participation.	2,568 <u>(241)</u> <b>2,327</b>
Community Development	This service has the responsibility to support and develop community initiatives listed in individualised, township based community plans and to strengthen local community's capacity to drive its own growth, economic, social and physical development. The service is a conduit between Council services and the wider community.	2,495 <u>0</u> <b>2,495</b>
Social Development and Projects	This service has the responsibility to frame and respond to the challenges of social inclusion across a broad range of areas. It is the responsibility of this service to ensure that issues of a social policy nature are responded to appropriately by Council. The area also manages a broad range of specific project based initiatives including Advancing Country Towns, Northern Mallee Community Partnership and Community Safety.	364 <u>(132)</u> <b>232</b>
Animal Management/Local Laws	This service provides staff at school crossings throughout the municipality to ensure that all pedestrians, but mainly school aged children, are able to cross the road safely. It maintains and improves the health and safety of people, animals and the environment providing <b>animal management</b> services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an after hours service and an emergency service. It also provides education, regulation and enforcement of the General Local Law and relevant state legislation.	1,465 <u>(1,270)</u> <b>195</b>

### Major Initiatives

- 1) Implement the Mildura Tracks & Trails Murray River Trail project Stage 2 from Mildura to Kings Billabong including construction of path and installation of associated infrastructure e.g. park benches, signage and bollards (\$0.155 million)
- 2) Redevelopment of Mildura Recreation Reserve - including new netball courts, changerooms for females, No. 1 Oval resurfacing and conversion to raw water irrigation Stage 1 (\$0.533 million)

### Initiatives

- 3) Development of a central enrolment system to create equity in accessing four-year old kindergarten spaces
- 4) Review of Recreation Strategy 2008 - 2016

### Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Home and Community Care	Participation	Participation in Home and Community Care (HACC) service (Percentage of the municipal target Participation in HACC service by Culturally and Linguistic Diverse (CALD) people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	[Number of people that received a HACC service / Municipal target population for HACC services] x100 [Number of people that received a HACC service / Municipal target population for HACC services] x100
Maternal and Child Health	Participation	Participation in the Maternal and Child Health (MCH) service Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100

## 2.2 Strategic Objective 2: Environment

To achieve our objective of Environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Engineering Services	This service undertakes design, tendering, contract, project management, and supervision of various infrastructure works within Council's capital works program. The service also approves and supervises private development activities such as subdivisions and infrastructure associated with unit developments.	2,219 (47) <b>2,172</b>
Asset Management	This service prepares long term maintenance management programs for Council's infrastructure assets in an integrated and prioritised manner in order to optimise their strategic value and service potential. These assets include road and drainage networks, municipal buildings, pavilions and other recreational equipment and outdoor spaces.	1,348 <u>0</u> <b>1,348</b>
Works and Infrastructure Services	This service inspects and maintains Council's main civil infrastructure assets in a sustainable and prioritised manner to a defined service level. These include <b>roads</b> , laneways, car parks, footpaths, shared/bike paths and Council's drainage network. The service also includes delivery of civil capital works projects, plus inspection and maintenance of VicRoads arterial roads located within the municipality.	7,316 (1,051) <b>6,265</b>
Statutory Planning	The <b>statutory planning</b> service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the City. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	1,111 (470) <b>641</b>
Building Maintenance	This service is responsible, for the maintenance, management and strategic planning for Council's building, land and property leases and licenses.	5,901 (420) <b>5,481</b>

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Parks Services	This service is divided into several operational units including tree pruning, planting, removal, planning and street tree strategies. Provides for the management of conservation and parkland areas, and other areas of environmental significance.	5,141 <u>(36)</u> <b>5,105</b>
Waste Management	This service provides <b>waste collection</b> and waste management services including kerbside garbage and recycling collection, the operation of 3 landfills and 8 rural transfer stations, litter bin collection, street sweeping, bin maintenance, and event bins.	7,750 <u>(980)</u> <b>6,770</b>
Building and Enforcement	This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	673 <u>(374)</u> <b>299</b>
Environmental Sustainability	This service develops, coordinates and implements environmental policy, plans, strategies and initiatives and works with other services to improve Council's environmental performance. Reducing energy and water usage within Council operations, protecting and enhancing Council managed natural areas and roadsides, and educating the community are key priority areas for Environmental Sustainability.	670 <u>(75)</u> <b>595</b>
Strategic Planning	Strategic Planning monitors Council's Planning Scheme as well as consulting and preparing major policy documents shaping the future of the City. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.	792 <u>0</u> <b>792</b>

### Major Initiatives

- 5) Closure and rehabilitation of Murrayville Landfill and installation of a transfer station (\$350,000)
- 6) Major reconstruction of Madden Avenue, Mildura including new roundabouts at Ninth Street and Tenth Street intersections plus stormwater drainage upgrades
- 7) Full reconstruction of Game Street, Merbein including new drainage, kerb and channel, road and asphalt.
- 8) Installation of stormwater drainage culverts under rail at Mildura, Irymple and Ouyen
- 9) Completion of the Benetook Drainage spurline between 14th Street and 15th Street
- 10) Implement stormwater drainage inspection and rehabilitation program (\$0.971 million)
- 11) Mildura Airport Runway Reconstruction contribution of (\$4.0 million)

### Initiatives

- 12) Road reconstruction of Cowra Avenue, Cureton Avenue and Ellswood Crescent Roundabout
- 13) Replacement of the airconditioner units at The Alfred Deakin Centre (\$1,250,000)
- 14) Replacement of the Jaycee Park BBQ and Shelter (\$110,000)
- 15) Development of a Public Toilet Strategy

### Service Performance Outcome Indicators

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

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at Victorian Civil Administration Tribunal (VCAT) (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

## 2.3 Strategic Objective 3: Economy

To achieve our objective of Economy, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Economic Development	The Economic Development Service assists the organisation to: <ul style="list-style-type: none"> <li>• facilitate growth within Council by working with industry and business to grow/sustain existing business and develop new investment opportunities</li> <li>• encourage and form strategic alliances with key stakeholders in industry and government to help build a vibrant and sustainable community</li> <li>• mutual commitment to work in partnership with Mildura Development Corporation to maximise economic development within the Council region through specialised projects and initiatives.</li> </ul>	2,073 <u>0</u> <b>2,073</b>
Tourism and Events	The Visitor Information Centre (VIC) and business conferencing and events services are responsible for assistance and facilitation of business and tourism enquiries, booking of accommodation, events and conferencing. Services are specialised and tailored to meet customer and client needs.	1,757 <u>(230)</u> <b>1,527</b>

### Major Initiatives

16) Funds provided to Mildura Development Corporation and Mildura Tourism to achieve economic outcomes for the community (\$1,200,000)



## 2.4 Strategic Objective 4: Council

To achieve our objective of Council, we will continue to plan, deliver and improve high quality, cost-effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

### Services

Service area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Chief Executive Office	This area of <b>governance</b> includes the Mayor, Councillors, Chief Executive Officer and associated support.	1,663 <u>0</u> <b>1,663</b>
Organisational Development	This service provides Council with strategic and operational organisation development support. The service develops and implements strategies, policies and procedures through the provision of human resource, industrial relations, and occupational health and safety services.  The service also assists managers to determine and progress toward future structures, capability and cultures in their service units. It also includes the payment of salaries and wages to Council employees.	1,987 <u>(125)</u> <b>1,862</b>
Marketing and Communications	This service works with all areas of the organisation to ensure the community is informed about and involved in Council decisions, services, projects and facilities. Key tasks include media liaison, online communications, website management, publication development, graphic design, advertising and marketing.	649 <u>0</u> <b>649</b>
Customer Service	Customer Service is the first point of contact the public has with Council and acts as the interface between the organisation and the community. This service provides face-to-face service in three Council service centres, call centre operations, processes customer requests and payments and issues permits and receipts. Customer Service staff also provide internal administrative support to the whole organisation.	1,236 <u>(23)</u> <b>1,213</b>
Financial Services	This service predominantly provides financial based services to both internal and external customers including the management of Council's finances, raising and collection of rates and charges, and valuation of properties throughout the municipality.	1,813 <u>(313)</u> <b>1,500</b>
Information Systems	This service enables and supports the information and communication technology (ICT) needs of all of Council. This encompasses all mobile and fixed voice, data record management, GIS and software applications across all sites and field operations to all staff enabling the timely and efficient delivery of services to the community.	4,069 <u>0</u> <b>4,069</b>
Risk and Emergency Management	This area provides insurance, business risk management and business continuity services. It also provides leadership in emergency management through planning for disaster emergencies and coordinating emergency services and support agencies in their planning and response to emergencies.	1,213 <u>(210)</u> <b>1,003</b>
Governance	This service provides a range of governance and statutory services. Services include legislative compliance, maintenance of public registers and coordination of Council meetings, coordination of legal services, property citizenship and leasing matters.	1,316 <u>(335)</u> <b>981</b>

Service area	Description of services provided	Expenditure
		(Revenue) Net Cost \$'000
Procurement and Fleet	This service purchases and maintains Council vehicles, plant and equipment to meet functionality and safety needs and to maximise the performance and minimise operational cost of the fleet. In addition, it also provides procurement and contracting of services.	4,461 (6,498) <b>(2,037)</b>

### Major Initiatives

17) Development of the 2017-2021 Council Plan

### Initiatives

18) Telecommunications Network Upgrade between Council sites (\$380,000)

19) Council is required to undertake an annual audit program conducted by independent external auditors to verify Council has robust systems and processes in place (\$120,000)

20) Kumatori Sister City cultural exchange program to be undertaken including the opportunity for community member participation (\$9,500)

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

## 2.7 Performance Statement

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

## 2.8 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Community	12,984	24,252	(11,268)
Environment	29,468	32,921	(3,453)
Economy	3,600	3,830	(230)
Council	10,903	18,407	(7,504)
<b>Total services and initiatives</b>	<b>56,955</b>	<b>79,410</b>	<b>(22,455)</b>
Other non-attributable	10,046		
<b>Deficit before funding sources</b>	<b>67,001</b>		
<b>Funding sources:</b>			
Rates & charges	64,419		
Capital grants	8,173		
<b>Total funding sources</b>	<b>72,592</b>		
<b>Surplus for the year</b>	<b>5,591</b>		

### **3. Financial Statements**

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

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

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

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>					
Rates and charges	61,861	<b>64,419</b>	66,823	69,220	71,696
Statutory fees and fines	1,748	<b>2,021</b>	2,051	2,082	2,113
User fees	5,920	<b>5,466</b>	5,644	5,827	6,016
Grants - Operating	12,702	<b>29,044</b>	19,188	19,667	20,158
Grants - Capital	12,821	<b>8,173</b>	4,081	4,138	4,241
Contributions - monetary	944	<b>1,179</b>	1,198	1,216	1,234
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	300	<b>307</b>	312	317	322
Other income	4,851	<b>4,939</b>	4,910	4,991	5,074
<b>Total income</b>	<b>101,147</b>	<b>115,548</b>	<b>104,207</b>	<b>107,458</b>	<b>110,854</b>
<b>Expenses</b>					
Employee costs	42,627	<b>44,742</b>	46,276	47,957	49,699
Materials and services	30,428	<b>44,975</b>	31,521	32,431	33,492
Bad and doubtful debts	164	<b>188</b>	194	200	206
Depreciation and amortisation	17,555	<b>17,908</b>	18,446	18,999	19,568
Borrowing costs	1,236	<b>1,181</b>	1,230	1,167	1,101
Other expenses	1,028	<b>963</b>	992	1,021	1,052
<b>Total expenses</b>	<b>93,038</b>	<b>109,957</b>	<b>98,659</b>	<b>101,775</b>	<b>105,118</b>
<b>Surplus/(deficit) for the year</b>	<b>8,109</b>	<b>5,591</b>	<b>5,548</b>	<b>5,683</b>	<b>5,736</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment	5,000	<b>5,000</b>	5,000	5,000	5,000
Share of other comprehensive income of associates and joint ventures	326	<b>335</b>	345	356	366
<b>Total comprehensive result</b>	<b>13,435</b>	<b>10,926</b>	<b>10,893</b>	<b>11,039</b>	<b>11,102</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	18,706	8,565	9,969	11,128	12,241
Trade and other receivables	5,963	5,939	5,938	5,931	5,918
Other financial assets	2,288	2,288	2,288	2,288	2,288
Inventories	859	883	909	936	964
Other assets	267	274	282	290	299
<b>Total current assets</b>	<b>28,083</b>	<b>17,949</b>	<b>19,386</b>	<b>20,573</b>	<b>21,710</b>
<b>Non-current assets</b>					
Trade and other receivables	1,924	4,720	4,365	3,989	3,590
Investments in subsidiary	30,708	31,043	31,388	31,744	32,110
Other financial assets	1,475	1,475	1,475	1,475	1,475
Property, infrastructure, plant & equipment	685,311	705,392	714,503	724,014	733,630
Intangible assets	5,409	5,409	5,409	5,409	5,409
<b>Total non-current assets</b>	<b>724,827</b>	<b>748,039</b>	<b>757,140</b>	<b>766,631</b>	<b>776,214</b>
<b>Total assets</b>	<b>752,910</b>	<b>765,988</b>	<b>776,526</b>	<b>787,204</b>	<b>797,924</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	3,656	3,656	3,656	3,656	3,656
Trust funds and deposits	1,527	1,527	1,527	1,527	1,527
Provisions	10,812	11,219	11,627	12,049	12,487
Interest-bearing loans and borrowings	1,591	1,100	1,132	1,182	1,236
<b>Total current liabilities</b>	<b>17,586</b>	<b>17,502</b>	<b>17,942</b>	<b>18,414</b>	<b>18,906</b>
<b>Non-current liabilities</b>					
Interest-bearing loans and borrowings	17,815	19,715	18,583	17,401	16,165
Provisions	8,933	9,269	9,606	9,955	10,317
<b>Total non-current liabilities</b>	<b>26,748</b>	<b>28,984</b>	<b>28,189</b>	<b>27,356</b>	<b>26,482</b>
<b>Total liabilities</b>	<b>44,334</b>	<b>46,486</b>	<b>46,131</b>	<b>45,770</b>	<b>45,388</b>
<b>Net assets</b>	<b>708,576</b>	<b>719,502</b>	<b>730,395</b>	<b>741,434</b>	<b>752,536</b>
<b>Equity</b>					
Accumulated surplus	299,223	310,375	315,205	320,240	325,262
Reserves	409,353	409,127	415,190	421,194	427,274
<b>Total equity</b>	<b>708,576</b>	<b>719,502</b>	<b>730,395</b>	<b>741,434</b>	<b>752,536</b>

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2020

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017</b>				
Balance at beginning of the financial year	708,576	299,223	385,083	24,270
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	5,926	5,591	-	335
Net Asset Revaluation increment (decrement)	5,000	-	5,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(1,615)	-	1,615
Transfer from reserves	-	7,176	-	(7,176)
<b>Balance at end of the financial year</b>	<b>719,502</b>	<b>310,375</b>	<b>390,083</b>	<b>19,044</b>
<b>2018</b>				
Balance at beginning of the financial year	719,502	310,375	390,083	19,044
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	5,893	5,548	-	345
Net Asset Revaluation increment (decrement)	5,000	-	5,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on	-	-	-	-
Transfer to reserves	-	(2,096)	-	2,096
Transfer from reserves	-	1,378	-	(1,378)
<b>Balance at end of the financial year</b>	<b>730,395</b>	<b>315,205</b>	<b>395,083</b>	<b>20,107</b>
<b>2019</b>				
Balance at beginning of the financial year	730,395	315,205	395,083	20,107
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	6,039	5,683	-	356
Net Asset Revaluation increment (decrement)	5,000	-	5,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(2,114)	-	2,114
Transfer from reserves	-	1,466	-	(1,466)
<b>Balance at end of the financial year</b>	<b>741,434</b>	<b>320,240</b>	<b>400,083</b>	<b>21,111</b>
<b>2020</b>				
Balance at beginning of the financial year	741,434	320,240	400,083	21,111
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	6,102	5,736	-	366
Net Asset Revaluation increment (decrement)	5,000	-	5,000	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(2,132)	-	2,132
Transfer from reserves	-	1,418	-	(1,418)
<b>Balance at end of the financial year</b>	<b>752,536</b>	<b>325,262</b>	<b>405,083</b>	<b>22,191</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	61,683	<b>64,255</b>	66,630	69,027	71,503
Statutory fees and fines	1,748	<b>2,021</b>	2,051	2,082	2,113
User fees	6,214	<b>5,738</b>	5,925	6,117	6,315
Grants - operating	13,337	<b>30,496</b>	20,147	20,650	21,166
Grants - capital	13,462	<b>8,582</b>	4,285	4,345	4,453
Contributions - monetary	944	<b>1,179</b>	1,198	1,216	1,234
Interest received	1,071	<b>1,178</b>	1,086	1,102	1,119
Trust funds and deposits taken	6,000	<b>6,000</b>	6,000	6,000	6,000
Other receipts	3,780	<b>3,761</b>	3,824	3,889	3,955
Net GST refund / payment	1,474	<b>2,365</b>	1,709	1,764	1,831
Employee costs	(41,849)	<b>(43,999)</b>	(45,531)	(47,186)	(48,899)
Materials and services	(33,515)	<b>(49,504)</b>	(34,708)	(35,710)	(36,879)
Trust funds and deposits repaid	(6,000)	<b>(6,000)</b>	(6,000)	(6,000)	(6,000)
Other payments	(1,028)	<b>(963)</b>	(992)	(1,021)	(1,052)
<b>Net cash provided by/(used in) operating activities</b>	<b>27,321</b>	<b>25,109</b>	<b>25,624</b>	<b>26,275</b>	<b>26,859</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(42,533)	<b>(32,989)</b>	(22,557)	(23,510)	(24,184)
Proceeds from sale of property, infrastructure, plant and equipment	500	<b>307</b>	312	317	322
Loan and advances made	-	<b>(3,000)</b>	-	-	-
Payments of loans and advances	192	<b>204</b>	355	376	399
<b>Net cash provided by/ (used in) investing activities</b>	<b>(41,841)</b>	<b>(35,478)</b>	<b>(21,890)</b>	<b>(22,817)</b>	<b>(23,463)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(1,236)	<b>(1,181)</b>	(1,230)	(1,167)	(1,101)
Proceeds from borrowings	-	<b>3,000</b>	-	-	-
Repayment of borrowings	(1,926)	<b>(1,591)</b>	(1,100)	(1,132)	(1,182)
<b>Net cash provided by/(used in) financing activities</b>	<b>(3,162)</b>	<b>228</b>	<b>(2,330)</b>	<b>(2,299)</b>	<b>(2,283)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(17,682)</b>	<b>(10,141)</b>	<b>1,404</b>	<b>1,159</b>	<b>1,113</b>
Cash and cash equivalents at the beginning of the financial year	36,388	<b>18,706</b>	8,565	9,969	11,128
<b>Cash and cash equivalents at the end of the financial year</b>	<b>18,706</b>	<b>8,565</b>	<b>9,969</b>	<b>11,128</b>	<b>12,241</b>

### 3.5 Statement of Capital Works

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Property</b>					
Land	967	1,080	420	444	604
<b>Total land</b>	967	1,080	420	444	604
Buildings	5,340	6,644	2,575	2,814	2,924
<b>Total buildings</b>	5,340	6,644	2,575	2,814	2,924
<b>Total property</b>	6,307	7,724	2,995	3,258	3,528
<b>Plant and equipment</b>					
Plant, machinery and equipment	3,315	2,519	2,587	2,638	2,689
Fixtures, fittings and furniture	288	377	294	300	306
Computers and telecommunications	1,045	1,521	796	812	828
Library books and artworks acquisition	340	320	326	333	340
<b>Total plant and equipment</b>	4,988	4,737	4,003	4,083	4,163
<b>Infrastructure</b>					
Roads	12,290	12,474	8,374	8,541	8,712
Bridges	41	110	12	12	12
Footpaths and cycleways	983	1,272	1,023	1,043	1,064
Drainage	7,002	2,257	2,302	2,648	2,701
Recreational, leisure and community	1,041	1,068	1,089	1,111	1,133
Waste management	434	473	482	492	502
Parks, open space and streetscapes	9,331	2,414	1,808	1,844	1,881
Off street car parks	116	460	469	478	488
<b>Total infrastructure</b>	31,238	20,528	15,559	16,169	16,493
<b>Total capital works expenditure</b>	42,533	32,989	22,557	23,510	24,184
<b>Represented by:</b>					
New asset expenditure	5,593	4,694	861	1,235	1,294
Asset renewal expenditure	19,000	18,319	16,601	17,099	17,611
Asset expansion expenditure	11,569	2,395	1,575	1,606	1,646
Asset upgrade expenditure	6,371	7,581	3,520	3,570	3,633
<b>Total capital works expenditure</b>	42,533	32,989	22,557	23,510	24,184



### 3.6 Statement of Human Resources

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	42,627	<b>44,742</b>	46,276	47,957	49,699
Employee costs - capital	1,697	<b>2,360</b>	2,445	2,533	2,624
<b>Total staff expenditure</b>	<b>44,324</b>	<b>47,102</b>	<b>48,721</b>	<b>50,490</b>	<b>52,323</b>
	EFT	EFT	EFT	EFT	EFT
<b>Staff numbers</b>					
Employees	497.32	<b>498.32</b>	497.32	497.32	497.32
<b>Total staff numbers</b>	<b>497.32</b>	<b>498.32</b>	<b>497.32</b>	<b>497.32</b>	<b>497.32</b>

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Asset Services	1,999	1,934	65
Building & Environmental	7,159	6,684	475
CEO	775	775	-
Community Care Services	8,581	3,619	4,962
Community Futures	3,379	2,820	559
Community GM	451	451	-
Corporate Administration	2,526	2,381	145
Corporate GM	342	342	-
Development GM	341	256	85
Development Services	3,238	2,755	483
Financial Services	3,031	2,879	152
Information Systems	1,700	1,519	181
Leisure & Cultural Services	5,127	4,078	1,049
Organisational Development	1,503	1,212	291
Works & Infrastructure Services	4,100	4,100	-
<b>Total permanent staff expenditure</b>	<b>44,252</b>	<b>35,805</b>	<b>8,447</b>
Casuals and Other Expenditure	192		
Councillor Allowances	298		
Capitalised Labour Costs	2,360		
<b>Total expenditure</b>	<b>47,102</b>		

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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Asset Services	20.00	19.00	1.00
Building & Environmental	74.40	68.69	5.71
CEO	3.02	3.02	-
Community Care Services	114.28	43.02	71.26
Community Futures	32.23	26.03	6.20
Community GM	4.00	4.00	-
Corporate Administration	30.59	27.68	2.91
Corporate GM	2.00	2.00	-
Development GM	1.84	1.00	0.84
Development Services	36.76	30.02	6.74
Financial Services	23.39	22.01	1.38
Information Systems	15.98	14.00	1.98
Leisure & Cultural Services	51.51	40.00	11.51
Organisational Development	11.55	9.02	2.53
Works & Infrastructure Services	47.62	47.62	-
<b>Total</b>	<b>469.17</b>	<b>357.11</b>	<b>112.06</b>
Casuals and Other	1.74		
Capitalised Labour Costs	27.41		
<b>Total staff</b>	<b>498.32</b>		

### 3.7 Budgeted Operating Income Statement

For the four years ending 30 June 2020

	Forecast	Budget	Strategic Resource Plan		
	Actual 2015/16 \$'000	2016/17 \$'000	Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>					
Rates and charges	61,861	<b>64,419</b>	66,823	69,220	71,696
Statutory fees and fines	1,748	<b>2,021</b>	2,051	2,082	2,113
User fees	5,920	<b>5,466</b>	5,644	5,827	6,016
Grants - operating	12,702	<b>29,044</b>	19,188	19,667	20,158
Contributions - monetary	324	<b>300</b>	310	315	320
Other income	4,851	<b>4,939</b>	4,910	4,991	5,074
<b>Total Income</b>	<b>87,406</b>	<b>106,189</b>	<b>98,926</b>	<b>102,102</b>	<b>105,377</b>
<b>Expenses</b>					
Employee benefits	42,627	<b>44,742</b>	46,276	47,957	49,699
Materials and services	30,428	<b>44,975</b>	31,521	32,431	33,492
Bad and doubtful debts	164	<b>188</b>	194	200	206
Depreciation and amortisation	17,555	<b>17,908</b>	18,446	18,999	19,568
Borrowing costs	1,236	<b>1,181</b>	1,230	1,167	1,101
Other expenses	1,028	<b>963</b>	992	1,021	1,052
<b>Total Expenses</b>	<b>93,038</b>	<b>109,957</b>	<b>98,659</b>	<b>101,775</b>	<b>105,118</b>
<b>Surplus (Deficit) from operations</b>	<b>(5,632)</b>	<b>(3,768)</b>	<b>267</b>	<b>327</b>	<b>259</b>
Grants - capital	12,821	<b>8,173</b>	4,081	4,138	4,241
Net gain on disposal of property, infrastructure, plant and equipment	300	<b>307</b>	312	317	322
Contributions - monetary (capital)	620	<b>879</b>	888	901	914
<b>Surplus (deficit)</b>	<b>8,109</b>	<b>5,591</b>	<b>5,548</b>	<b>5,683</b>	<b>5,736</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment / (decrement)	5,000	<b>5,000</b>	5,000	5,000	5,000
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	326	<b>335</b>	345	356	366
<b>Total Comprehensive result</b>	<b>13,435</b>	<b>10,926</b>	<b>10,893</b>	<b>11,039</b>	<b>11,102</b>

## 4. Financial performance indicators

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

Indicator	Measure	Notes	Actual 2014/15	Forecast Actual 2015/16	Budget 2016/17	Strategic Resource Plan Projections			Trend +/-
						2017/18	2018/19	2019/20	
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	9.5%	-4.7%	-2.8%	0.5%	0.6%	0.5%	+
<b>Liquidity</b>									
Working capital	Current assets / current liabilities	2	263.1%	159.7%	102.6%	108.0%	111.7%	114.8%	-
Unrestricted cash	Unrestricted cash / current liabilities		123.1%	71.9%	49.7%	52.1%	54.7%	57.0%	+
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	35.9%	31.4%	32.3%	29.5%	26.8%	24.3%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		5.3%	5.1%	4.3%	3.5%	3.3%	3.2%	-
Indebtedness	Non-current liabilities / own source revenue		39.9%	36.0%	37.7%	35.5%	33.3%	31.2%	-
Asset renewal	Asset renewal expenditure / depreciation	4	79.7%	108.2%	102.3%	90.0%	90.0%	90.0%	o
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	5	59.4%	70.8%	60.7%	67.5%	67.8%	68.0%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.84%	0.86%	0.80%	0.82%	0.85%	0.87%	+
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of property assessments		\$3,225	\$3,262	\$3,824	\$3,468	\$3,555	\$3,650	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,437	\$1,495	\$1,552	\$1,590	\$1,641	\$1,693	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13.1%	12.3%	12.3%	12.3%	12.3%	12.3%	o

Key to Forecast Trend:

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

## Notes to indicators

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

**2 Working capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.

**3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

**4 Asset renewal** - 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.

**5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

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

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

This section includes the following statements and reports

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

### 5.1.1 Grants operating (\$16.34 million increase)

Operating grants include all monies received from state and federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to increase by 128.7% or \$16.34 million compared to 2015/16. This increase is due to the early payment from the Victorian Grants Commission (VGC) in June 2015 as well as \$10.00 million funding received for Mildura Airport Pty Ltd for the Mildura Airport Runway Reconstruction. A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - operating	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Recurrent - Commonwealth Government</b>			
Victorian Grants Commission	6,843	13,463	6,620
Family Day Care	263	240	(23)
<b>Recurrent - State Government</b>			
Aged Care	2,681	2,684	3
Arts and Culture	180	175	(5)
Community Safety	29	29	-
Community Health	233	166	(67)
Early Years	242	247	5
Environment	75	-	(75)
Family Day Care	15	15	-
Libraries	376	376	-
Maternal and Child Health	614	613	(1)
Primary Care Partnership	370	331	(39)
Road Maintenance	128	134	6
School Crossing Supervisors	98	95	(3)
Youth Services	171	272	101
<b>Total recurrent grants</b>	<b>12,318</b>	<b>18,840</b>	<b>6,522</b>
<b>Non-recurrent - Commonwealth Government</b>			
Airport	-	10,000	10,000
Early Years	6	6	-
Family Day Care	12	-	(12)
<b>Non-recurrent - State Government</b>			
Aged Care	3	3	-
Community Safety	120	120	-
Early Years	22	-	(22)
Environment	104	75	(29)
Primary Care Partnership	5	-	(5)
Recreation	67	-	(67)
Social Development	40	-	(40)
Youth Services	5	-	(5)
<b>Total non-recurrent grants</b>	<b>384</b>	<b>10,204</b>	<b>9,820</b>
<b>Total operating grants</b>	<b>12,702</b>	<b>29,044</b>	<b>16,342</b>

The level of VGC grants to Victorian councils has been effected by Commonwealth Government's decision to pause indexation for three years commencing in 2015/16. The VGC analysis indicates that Victorian councils will be impacted by \$200 million during the pause as well as lowering the base from which indexation will be resumed by approximately 12.5%.

### 5.1.2 Grants capital (\$4.65 million decrease)

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 decreased by 36% or \$4.65 million compared to 2015/16 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 2016/17 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Grants - capital	Forecast	Budget	Variance
	Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<i>Recurrent - Commonwealth Government</i>			
Roads to Recovery	5,171	5,957	786
Total recurrent grants	<b>5,171</b>	<b>5,957</b>	<b>786</b>
<i>Non-recurrent - Commonwealth Government</i>			
Buildings	-	480	480
Recreation, leisure and community facilities	-	73	73
<i>Non-recurrent - State Government</i>			
Buildings	100	892	792
Footpaths and cycleways	61	-	(61)
Parks, open space and streetscapes	6,081	552	(5,529)
Recreational, leisure and community facilities	-	80	80
Roads	1,408	139	(1,269)
<b>Total non-recurrent grants</b>	<b>7,650</b>	<b>2,216</b>	<b>(5,434)</b>
<b>Total capital grants</b>	<b>12,821</b>	<b>8,173</b>	<b>(4,648)</b>

### 5.1.3 Statement of Borrowings

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

	2015/16 \$'000	2016/17 \$'000
Total amount borrowed as at 30 June of the prior year	(21,332)	<b>(19,406)</b>
Total amount proposed to be borrowed	-	<b>(3,000)</b>
Total amount projected to be repaid	1,926	<b>1,591</b>
Total amount of borrowings as at 30 June	(19,406)	<b>(20,815)</b>



## 6. Capital works program

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

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

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

## Capital works program

For the year ending 30 June 2017

### 6.1 New works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Land	1,080	1,080	-	-	-	-	-	1,080	-
Land Improvements	-	-	-	-	-	-	-	-	-
<b>Buildings</b>									
Arts Centre Upgrade	951	705	50	196	-	237	-	714	-
Mildura Riverfront Precinct Redevelopment	1,135	-	57	511	567	1,135	-	-	-
Minor Projects	12	-	-	12	-	-	-	12	-
Solar Initiatives	170	170	-	-	-	-	-	170	-
Specific Buildings	2,029	-	467	1,529	33	-	-	2,029	-
Swimming Pool Upgrade Program	51	6	45	-	-	-	-	51	-
<b>Total Buildings</b>	<b>4,348</b>	881	619	2,248	600	1,372	-	2,976	-
<b>TOTAL PROPERTY</b>	<b>5,428</b>	1,961	619	2,248	600	1,372	-	4,056	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
Fleet Replacement	2,300	-	2,300	-	-	-	-	2,300	-
Furniture and Equipment Acquisition	5	-	5	-	-	-	-	5	-
Specific Buildings Upgrade	5	-	4	1	-	-	-	5	-
Stormwater Replacement and Modification	209	-	125	42	42	-	-	209	-
<b>Total Plant, Machinery and Equipment</b>	<b>2,519</b>	-	2,434	43	42	-	-	2,519	-
<b>Fixtures, Fittings and Furniture</b>									
Mildura CBD Development Works Program	40	-	40	-	-	-	-	40	-
Swimming Pool Upgrade Program	100	-	100	-	-	-	-	100	-
Minor Projects	7	-	7	-	-	-	-	7	-
Waste Management Program	120	-	-	80	40	-	-	120	-
<b>Total Fixtures, Fittings and Furniture</b>	<b>267</b>	-	147	80	40	-	-	267	-
<b>Computers and Telecommunications</b>									
IT Hardware / Software	780	33	714	31	2	-	-	780	-
<b>Total Computers and Telecommunications</b>	<b>780</b>	33	714	31	2	-	-	780	-
<b>Library Books</b>									
Library Book Acquisition Program	250	-	250	-	-	-	-	250	-
Art Works Acquisition & Conservation Program	70	40	30	-	-	-	-	70	-
<b>Total Library Books</b>	<b>320</b>	40	280	-	-	-	-	320	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>3,886</b>	73	3,575	154	84	-	-	3,886	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Asphalt	700	-	490	210	-	-	-	700	-
Australian Level Crossing Assessment Model	50	-	25	25	-	-	-	50	-
Blackspot (Vicroads)	139	-	70	41	28	139	-	-	-
Capital Works Design	100	-	100	-	-	-	-	100	-
Caravan Park Upgrade	89	-	89	-	-	-	-	89	-
Disabled Access Improvements	61	-	-	61	-	-	-	61	-
Gravel Resheeting	900	-	900	-	-	-	-	900	-
Intersections Improvement	234	-	139	95	-	-	-	234	-
Kerb and Channel	150	-	150	-	-	-	-	150	-
Major Road Upgrade	600	-	300	300	-	-	50	550	-
Resealing	1,700	-	1,700	-	-	-	-	1,700	-
Road Rehab and Reconstruction	320	-	210	110	-	-	-	320	-
Road Safety Works	116	-	12	46	58	-	-	116	-
Road Upgrade and Widening	805	-	540	265	-	-	-	805	-
Road to Recovery Reconstruction	3,230	-	1,842	1,388	-	3,230	-	-	-
Road to Recovery Resurfacing	1,527	-	1,527	-	-	1,527	-	-	-
Road to Recovery Gravel Resheets	1,200	-	1,200	-	-	1,200	-	-	-
School Crossing Upgrade	20	-	-	20	-	-	-	20	-
Specific Buildings Upgrade	140	-	140	-	-	-	-	140	-
Street Lighting Upgrade	30	-	-	30	-	-	-	30	-
Waste Management	325	-	151	174	-	-	-	325	-
<b>Total Roads</b>	<b>12,436</b>	-	9,585	2,765	86	6,096	50	6,290	-
<b>Bridges</b>									
Specific Buildings Upgrade	110	-	110	-	-	-	-	110	-
<b>Total Bridges</b>	<b>110</b>	-	110	-	-	-	-	110	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Footpaths and Cycleways</b>									
Bicycle Facilities Program (Vicroads)	48	48	-	-	-	-	-	48	-
Footpath	378	205	173	-	-	-	-	378	-
Parks and Natural Area Development	15	-	15	-	-	-	-	15	-
Specific Buildings Upgrade	5	-	5	-	-	-	-	5	-
<b>Total Footpaths and Cycleways</b>	<b>446</b>	<b>253</b>	<b>193</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>446</b>	<b>-</b>
<b>Drainage</b>									
Asset Condition Inspections	403	-	403	-	-	-	-	403	-
Stormwater Extension	979	541	208	120	110	-	-	979	-
Stormwater Replacement and Modification	568	-	568	-	-	-	-	568	-
<b>Total Drainage</b>	<b>1,950</b>	<b>541</b>	<b>1,179</b>	<b>120</b>	<b>110</b>	<b>-</b>	<b>-</b>	<b>1,950</b>	<b>-</b>
<b>Recreational, Leisure and Community Facilities</b>									
Parks and Natural Area Development	40	-	40	-	-	-	-	40	-
Recreation Facilities	386	4	15	367	-	80	143	163	-
Specific Buildings Upgrade	29	-	20	9	-	-	-	29	-
Sporting Reserves Master Plan Upgrade	613	533	56	24	-	73	185	355	-
<b>Total Rec, Leisure and Comm'y Facilities</b>	<b>1,068</b>	<b>537</b>	<b>131</b>	<b>400</b>	<b>-</b>	<b>153</b>	<b>328</b>	<b>587</b>	<b>-</b>
<b>Waste Management</b>									
Waste Management	423	-	343	80	-	-	-	423	-
<b>Total Waste Management</b>	<b>423</b>	<b>-</b>	<b>343</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>423</b>	<b>-</b>
<b>Parks, Open Space and Streetscapes</b>									
Caravan Park Upgrade	52	-	39	13	-	-	-	52	-
Parks and Natural Area Development	283	35	125	89	34	-	-	283	-
Parks Irrigation	51	-	32	19	-	-	-	51	-
Playground Equipment Replacement	142	-	142	-	-	-	-	142	-
Recreation Facilities	155	-	155	-	-	-	-	155	-
Mildura Riverfront Precinct Redevelopment	1,000	-	300	500	200	552	-	448	-
Specific Buildings Upgrade	231	-	228	1	2	-	-	231	-
<b>Total Parks, Open Space and Streetscapes</b>	<b>1,914</b>	<b>35</b>	<b>1,021</b>	<b>622</b>	<b>236</b>	<b>552</b>	<b>-</b>	<b>1,362</b>	<b>-</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Off Street Car Parks</b>									
Car parks	76	76	-	-	-	-	-	76	-
<b>Total Off Street Car Parks</b>	<b>76</b>	<b>76</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>76</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>18,423</b>	<b>1,442</b>	<b>12,562</b>	<b>3,987</b>	<b>432</b>	<b>6,801</b>	<b>378</b>	<b>11,244</b>	<b>-</b>
<b>TOTAL NEW CAPITAL WORKS 2015/16</b>	<b>27,737</b>	<b>3,476</b>	<b>16,756</b>	<b>6,389</b>	<b>1,116</b>	<b>8,173</b>	<b>378</b>	<b>19,186</b>	<b>-</b>

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

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>Buildings</b>									
Mildura Riverfront Precinct Redevelopment	1,702	-	85	766	851	1,702	-	-	-
Specific Buildings Upgrade	594	-	445	149	-	-	-	594	-
<b>Total Buildings</b>	<b>2,296</b>	-	530	915	851	1,702	-	594	-
<b>TOTAL PROPERTY</b>	<b>2,296</b>	-	530	915	851	1,702	-	594	-
<b>PLANT AND EQUIPMENT</b>									

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Fixtures, Fittings and Furniture</b>									
Mildura Riverfront Precinct Redevelopment	110	-	17	11	82	110	-	-	-
<b>Fixtures, Fittings and Furniture</b>	<b>110</b>	<b>-</b>	<b>17</b>	<b>11</b>	<b>82</b>	<b>110</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Computers and Telecommunications</b>									
Mildura Riverfront Precinct Redevelopment	741	741	-	-	-	741	-	-	-
<b>Total Computers and Telecommunications</b>	<b>741</b>	<b>741</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>741</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>851</b>	<b>741</b>	<b>17</b>	<b>11</b>	<b>82</b>	<b>851</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Road Safety Works	38	-	38	-	-	-	-	38	-
<b>TOTAL ROADS</b>	<b>38</b>	<b>-</b>	<b>38</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38</b>	<b>-</b>
<b>Footpaths and Cycleways</b>									
Bicycle Facilities Program (Vicroads)	61	61	-	-	-	-	-	61	-
Recreation Facilities	465	139	140	139	47	225	-	240	-
Major Projects	300	-	300	-	-	-	-	300	-
<b>Total Footpaths and Cycleways</b>	<b>826</b>	<b>200</b>	<b>440</b>	<b>139</b>	<b>47</b>	<b>225</b>	<b>-</b>	<b>601</b>	<b>-</b>
<b>Drainage</b>									
Stormwater Extension	299	-	-	-	299	-	-	299	-
Stormwater Replacement and Modification	8	8	-	-	-	-	-	8	-
<b>Total Drainage</b>	<b>307</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>299</b>	<b>-</b>	<b>-</b>	<b>307</b>	<b>-</b>



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Waste Management</b>									
Waste Management	50	-	-	50	-	-	-	50	-
<b>Total Waste Management</b>	<b>50</b>	-	-	50	-	-	-	50	-
<b>Parks, Open Space and Streetscapes</b>									
Major Projects	500	-	500	-	-	-	-	500	-
<b>Total Parks, Open Space and Streetscapes</b>	<b>500</b>	-	500	-	-	-	-	500	-
<b>Off Street Car Parks</b>									
Car parks	384	269	38	77	-	-	-	384	-
<b>Total Off Street Car Parks</b>	<b>384</b>	269	38	77	-	-	-	384	-
<b>TOTAL INFRASTRUCTURE</b>	<b>2,105</b>	477	1,016	266	346	225	-	1880	-
<b>TOTAL CARRIED FWD WORKS 2014/15</b>	<b>5,252</b>	1,218	1,563	1,192	1,279	2,778	-	2,474	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>6.3 Summary</b>									
PROPERTY	7,724	1,961	1,149	3,163	1,451	3,074	-	4,650	-
PLANT AND EQUIPMENT	4,737	814	3,592	165	166	851	-	3,886	-
INFRASTRUCTURE	20,528	1,919	13,578	4,253	778	7,026	378	13,124	-
<b>TOTAL CAPITAL WORKS</b>	<b>32,989</b>	4,694	18,319	7,581	2,395	10,951	378	21,660	-

## 7. Rates and charges

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

### 7. Rates and charges

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 55.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource planning process. The State Government have introduced the Fair Go Rates System (FGRS) which sets out the maximum amount councils may increase rates in a year. For 2016/17 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

It is predicted that the 2016/17 operating position will be impacted by wage growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth while containing costs in order to achieve an almost breakeven operating position by 2018/19 as set out in the Strategic Resource Plan.

In order to achieve these objectives while maintaining service levels and a strong capital expenditure program, the average base rate will increase by 2.5% in line with the rate cap, kerbside collection charge by 2.7% and the recycling charge by 3.7%. This will raise total rate and charges for 2016/17 of \$64.42 million, including \$0.40 million generated from supplementary rates.

During the 2015/16 year, a revaluation of all properties within the municipality was carried out as of the 1st January 2016 and will apply from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation has been a significant change in property valuations throughout the municipality.

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

Type or class of land	2015/16 cents/\$CIV	2016/17 cents/\$CIV	Change
Residential differential rate	0.00701500	<b>0.00653190</b>	<b>-6.9%</b>
Farm land differential rate	0.00666430	<b>0.00620531</b>	<b>-6.9%</b>
Business differential rate	0.00841800	<b>0.00783828</b>	<b>-6.9%</b>
Mildura City Heart Special Rate *	0.00268320	<b>0.00255960</b>	<b>-4.6%</b>
Cultural and Recreational	0.00070150	<b>0.00065319</b>	<b>-6.9%</b>

\* Mildura City Heart Special Rate, is levied only on those premises in the specified zone and paid directly to The Mildura City Heart

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

Type or class of land	2015/16 \$	2016/17 \$	Change
Residential differential rate	31,113,746	<b>32,741,046</b>	<b>5.2%</b>
Farm land differential rate	7,878,763	<b>8,126,765</b>	<b>3.1%</b>
Business differential rate	11,650,262	<b>11,727,960</b>	<b>0.7%</b>
Mildura City Heart Special Rate *	275,000	<b>565,000</b>	<b>105.5%</b>
Cultural and Recreational	18,170	<b>16,776</b>	<b>-7.7%</b>
<b>Total amount to be raised by general rates</b>	<b>50,935,941</b>	<b>53,177,547</b>	<b>4.4%</b>

\* 2015/16 Mildura City Heart Special Rate has only been charged for a 6 month period, not 12 months.

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

Type or class of land	2015/16	2016/17	Change
Residential differential rate	22,298	<b>22,555</b>	<b>1.2%</b>
Farm land differential rate	3,424	<b>3,418</b>	<b>-0.2%</b>
Business differential rate	2,347	<b>2,325</b>	<b>-0.9%</b>
Mildura City Heart Special Rate	367	<b>367</b>	<b>0.0%</b>
Cultural and Recreational	89	<b>87</b>	<b>-2.2%</b>
<b>Total number of assessments</b>	<b>28,525</b>	<b>28,752</b>	<b>0.8%</b>

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

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

Type or class of land	2015/16 \$\$\$	2016/17 \$\$\$	Change
Residential differential rate	4,435,316	<b>5,012,484</b>	<b>13.0%</b>
Farm land differential rate	1,182,243	<b>1,309,648</b>	<b>10.8%</b>
Business differential rate	1,383,970	<b>1,496,241</b>	<b>8.1%</b>
Mildura City Heart Special Rate	206,608	<b>220,738</b>	<b>6.8%</b>
Cultural and Recreational	25,902	<b>25,684</b>	<b>(0.8%)</b>
<b>Total value of land *</b>	<b>7,234,039</b>	<b>8,064,795</b>	<b>11.5%</b>

\* Property revaluation has been completed for 2016/17

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

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal	100	100	0.0%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal	2,686,400	2,712,600	1.0%

**7.8 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act compared with the previous financial year**

Type of Charge	Per Rateable Property 2015/16 \$	Per Rateable Property 2016/17 \$	Change
Municipal waste	172	177	2.9%
Kerbside collection	110	113	2.7%
Recycling	27	28	3.7%
<b>Total</b>	309	318	4.2%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
Municipal waste	4,342,499	4,542,444	4.6%
Kerbside collection	2,789,987	2,839,027	1.8%
Recycling	684,794	730,036	6.6%
<b>Total</b>	7,817,280	8,111,507	3.8%

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

Type of Charge	2015/16 \$	2016/17 \$	Change
General rates	50,935,941	53,177,547	4.4%
Municipal charge	2,686,400	2,713,600	1.0%
Municipal waste, kerbside collection and recycling	7,817,280	8,111,507	3.8%
<b>Rates and charges</b>	61,439,621	64,002,654	4.2%

### **7.11 Any significant changes that may affect the estimated amounts to be raised by rates and charges**

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

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

### **7.12 Differential rates**

#### **7.13 Rates to be levied**

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

- Residential differential rate of 0.65319% (0.0065319 cents in the dollar of CIV) for all rateable residential properties.
- Business differential rate of 0.783828% (0.00783828 cents in the dollar of CIV) for all rateable business properties.
- Cultural and Recreational concessional rate of 0.065319% (0.00065319 cents in the dollar of CIV) for all rateable cultural and recreational properties.
- Farming differential rate of 0.620531% (0.00620531 cents in the dollar of CIV) for all rateable farming 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.

## 7.14 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 Mildura 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
- 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 are 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 Mildura 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 2016/17 financial year.

## 7.15 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 Mildura 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
- 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 are 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 Mildura 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 2016/17 financial year.

## 7.16 Farm land

Farm land is any land, which is:

- Occupied for the principal purpose of carrying out activities of primary production on land defined as 'farm land' under the *Valuation of Land Act 1960*. This is land not less than two hectares in area, used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing or the growing of crops of any kind or for any combination of those activities, and that has a significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis from its activities and that is making a profit, or has a reasonable prospect of making a profit, if it continues to operate in the way it is operating; or
- Unoccupied but zoned farming under the Mildura 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 are applicable to the determination of vacant land, which will be subject to the rate applicable to farm land. The vacant land affected by this rate is that which is zoned farming under the Mildura 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 2016/17 financial year.



## 7.17 Mildura City Heart land

Mildura City Heart 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 Mildura Planning Scheme,
- located within the boundary of the defined Mildura City Heart precinct.

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

- marketing and promotion of the Mildura City Heart precinct.

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

The money raised by the special 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 special rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this special rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land, which will be exempt from the rate. 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 special rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2016/17 financial year.

## Budget Analysis

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

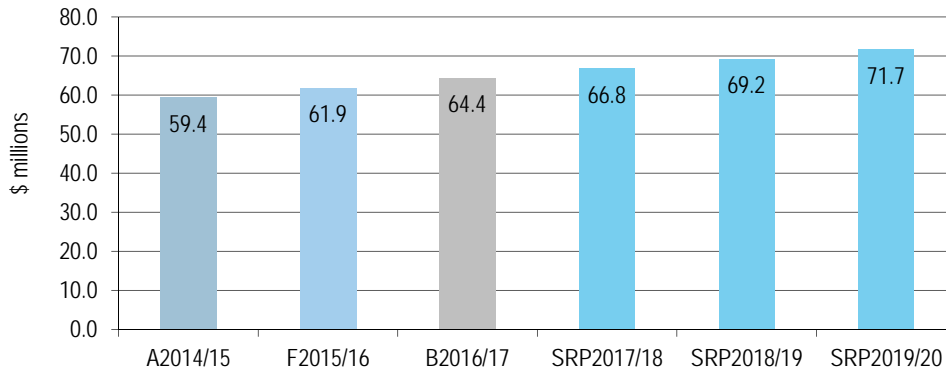
This section includes the following analysis and information.

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

## 8. Summary of financial position

Council has prepared a Budget for the 2016/17 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, services, cash and investments, capital works, financial position, financial sustainability and strategic objectives of the Council.

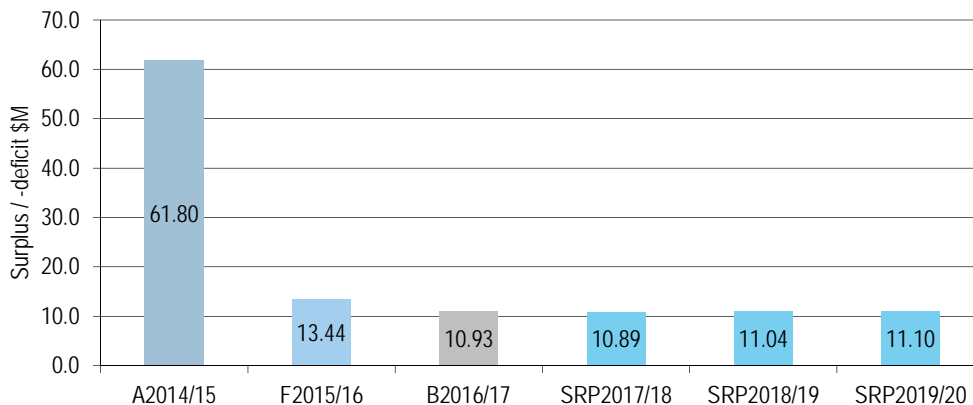
### 8.1 Rates and charges



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

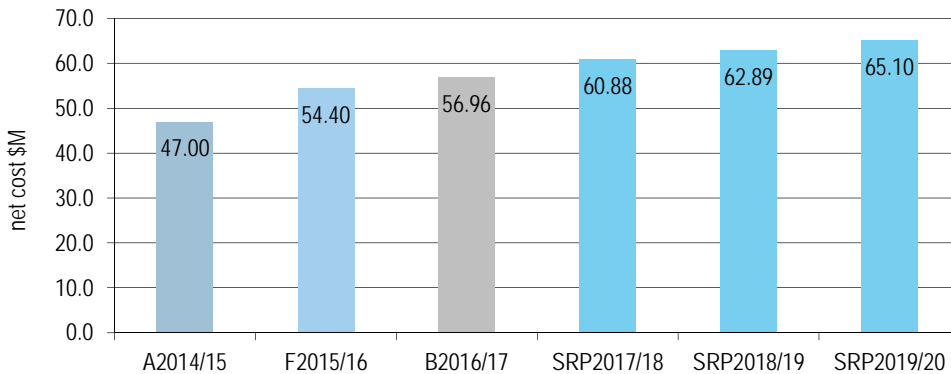
It is proposed that the average rates increase by 2.5% for the 2016/17 year, raising total rates of \$64.42 million, including \$0.4 million generated from supplementary rates. This will result in an increase in total revenue from rates and service charges of 4.0%. The 2015/16 forecast includes a special rate for a six month period, inflating the percentage increase from 2015/16 to 2016/17. This rate increase is in line with the rate cap set by the Minister for Local Government. (The rate increase for the 2015/16 year was 3.9%). Refer Sections 7 and 10 for more information.

### 8.2 Operating result



The expected operating result for the 2015/16 year is a surplus of \$13.44 million, this is a decrease of \$50.87 million from the 2014/15 year where an infrastructure class was revalued contributing \$40.56 million to the operating profit. The 2016/17 adjusted underlying revenue which excludes items such as non-recurrent capital grants and other infrastructure contributions is a deficit of \$3.77 million. This is due to Council's contribution to the Mildura Airport Runway Reconstruction.

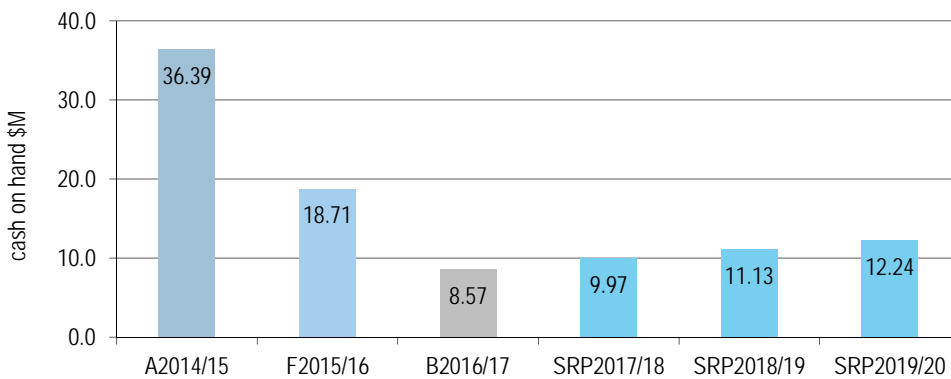
### 8.3 Services



The net cost of services delivered to the community for the 2016/17 year is expected to be \$56.96 million which is an increase of \$2.56 million over 2015/16. Key influences are the implementation of The Mildura City Heart special rate. For the 2016/17 year, service levels have been maintained and a number of initiatives proposed. (The forecast net cost for the 2015/16 year is \$54.40 million).

Refer Section 2 for a list of services

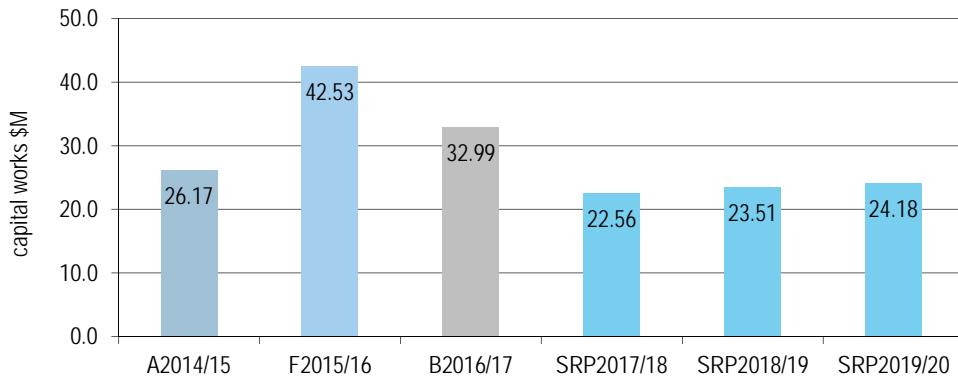
### 8.4 Cash and investments



Cash and investments are expected to decrease by \$10.14 million during the year to \$8.57 million, as at 30 June 2017. This is due to the carried forward component of the 2015/16 capital works program and Council's contribution towards the Mildura Airport Runway Reconstruction. The reduction in cash and investments is in line with Council's Strategic Resource Plan.

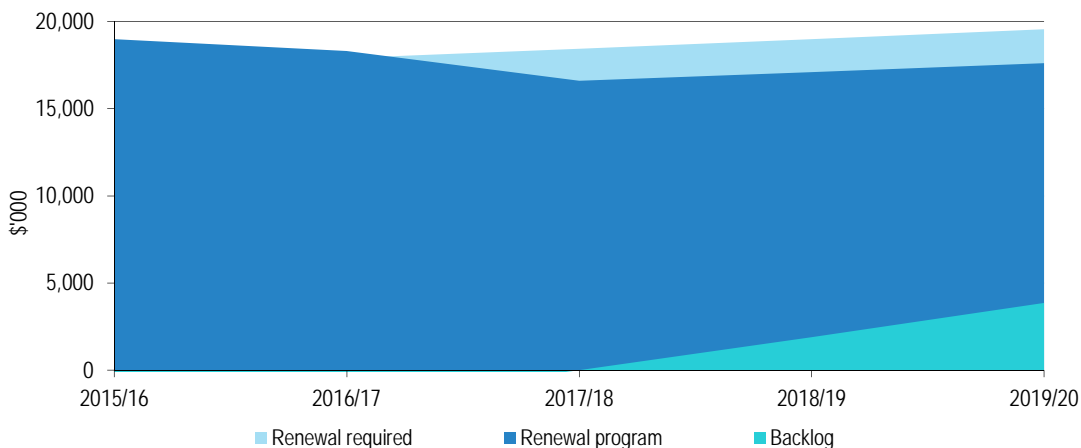
Refer also Section 4 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

## 8.5 Capital works



The capital works program for the 2016/17 year is expected to be \$32.99 million of which \$5.25 million relates to projects which will be carried forward from the 2015/16 year. The carried forward component is fully funded from the 2015/16 budget. Of the \$32.99 million of capital funding required, \$10.00 million will come from external grants and \$22.99 million from Council cash. The Council cash amount comprises asset sales (\$0.31 million), cash held at the start of the year (\$5.36 million), cash generated through operations in the 2016/17 financial year (\$16.93 million) and cash contributed from external entities (\$0.38 million). The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program includes a number of road projects due to receiving additional Roads to Recovery funding. Capital works is forecast to be \$42.53 million for the 2015/16 year.

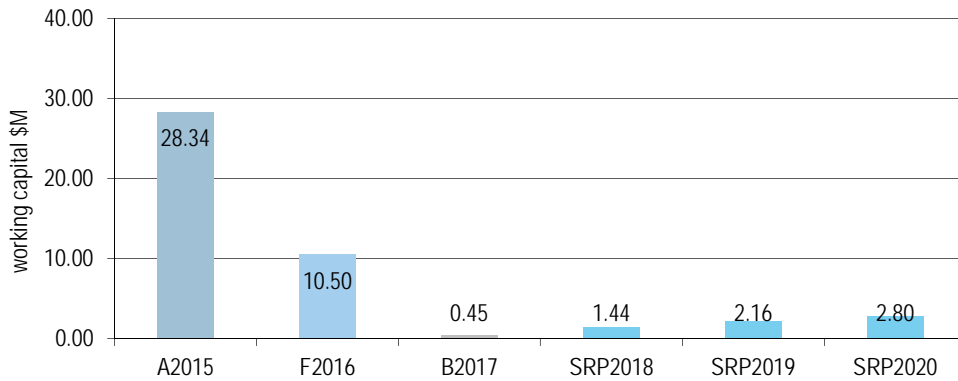
The graph below sets out the required and actual asset renewal over the life of the current Strategic Resource Plan and the renewal backlog.



Renewal backlog is the gap between the renewal requirement and renewal spend accumulative from 2015/16. The asset renewal program is \$18.32 million in the 2016/17 year with renewal required being \$17.91 million. This does not include upgrade component which is \$7.58 million

Refer also Section 4 for the Statement of Capital Works and Section 12 for an analysis of the capital budget.

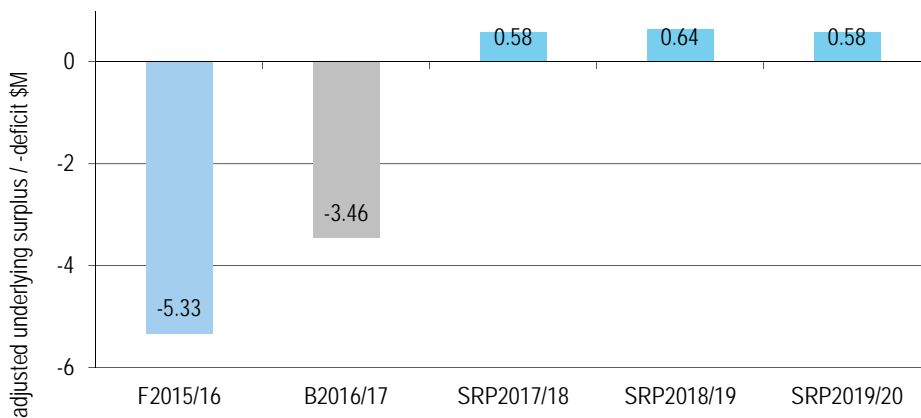
## 8.6 Financial position



The financial position is expected to improve with net assets (net worth) to increase by \$10.92 million to \$719.50 million although net current assets (working capital) will reduce by \$10.05 million to \$0.45 million as at 30 June 2017. This is mainly due to the use of cash reserves to fund the Mildura Airport Runway Reconstruction. (Total equity is forecast to be \$708.58 million as at 30 June 2016).

Refer also Section 4 for the Balance Sheet and Section 13 for an analysis of the budgeted financial position.

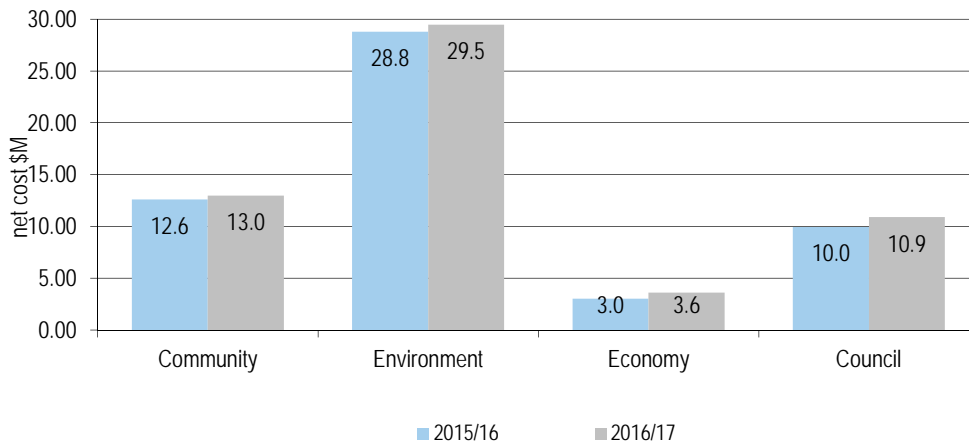
## 8.7 Financial sustainability



A high level Strategic Resource Plan for the years 2015/16 to 2019/20 has been developed to assist Council in adopting a budget within a longer term prudent financial framework. The key objective of the Plan is financial sustainability in the medium to long term, while still achieving the Council's strategic objectives as specified in the Council Plan. The adjusted underlying result, which is a measure of financial sustainability, shows a decreasing deficit over the four year period. The 2015/16 year is effected by the forward payment of the Victorian Grants Commission Grant in the 2014/15 year. 2016/17 is effected by Council's \$4.00 million contribution towards the Mildura Airport Runway Reconstruction. This contribution is paid from cash reserves.

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

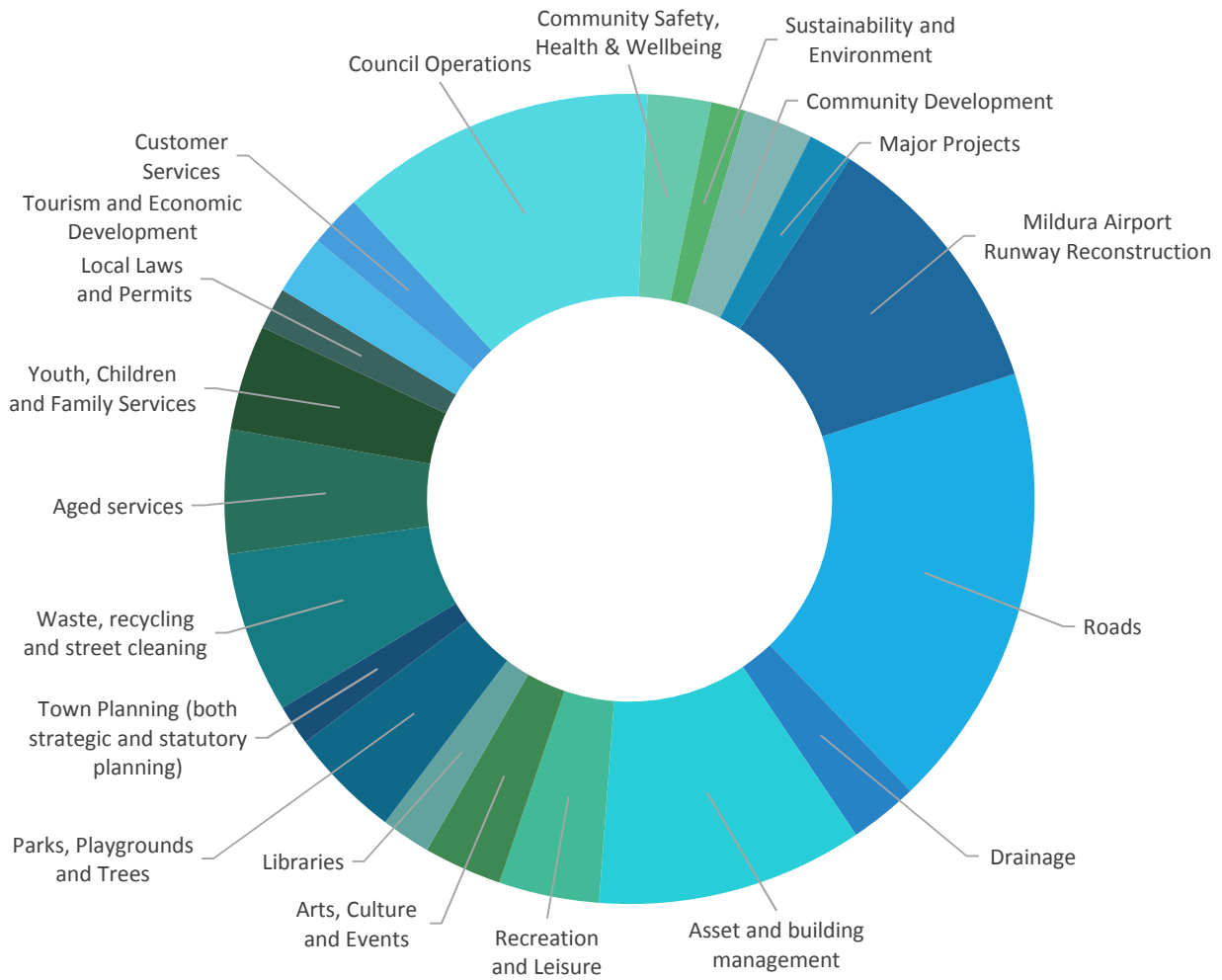
## 8.8 Strategic objectives



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

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

## 8.9 Council expenditure allocations



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



## 9. Budget influences

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

### 9.1 Snapshot of 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 22,330 square kilometres and comprises the former City of Mildura and the former shires of Mildura and Walpeup.

#### Population

In 2014, the preliminary estimated resident population of Mildura Rural City Council was 53,036. (Source: Australian Bureau of Statistics, Estimated Resident Population).

#### Ageing population

Mildura Rural City Council's population is ageing and has seen a decline in those aged between 5 to 14 years and 30 to 49 years, as well as population increases in those aged between 50 and 54 years and 60 to 69 years.

#### Cultural diversity

Mildura Rural City Council is a culturally and linguistically diverse municipality. Many different cultural groups live in our region.

The majority of the Mildura Rural City Council's population was born in Australia at 84.5%. There was 1.8% born in the United Kingdom, 1.3% in Italy and there are also 1,432 Indigenous Australians. The number of people who speak a language other than English is 7.9%. (Source: Australian Bureau of Statistics, Census of Population and Housing).

#### Education and occupation

The Mildura Rural City Council has a diverse range of educational institutions, including the La Trobe University Mildura Campus, Sunraysia Institute of TAFE plus 38 schools and multiple other training providers.

Year 12 or equivalent has been achieved by 31.6% of the population and 68.7% have completed Year 10 or higher. (Source: Department of Education and Training, Summary Statistics Victorian Schools).

The main occupations of residents in our region include retail trade 13.6%, Health care and social assistance 11.9% and agriculture, forestry and fishing 11.1%. The proportion of residents working in agriculture, forestry and fishing exceeds the state average of 3.5%.

#### Budget implications

As a result of the Mildura Rural City Council demographic profile there are a number of budget implications in the short and long term as follows:

- Mildura Rural City Council encompasses almost 10% of the state. The vast area increases service delivery costs when compared to metropolitan councils and resourcing ratios are higher as a result, because services need to be accessible to all as far as practicable.
- A large proportion of our ratepayers are entitled to the pensioner rebate. As pensioners are often asset rich but income poor, the adoption of significant rate increases has a real impact on the disposable income of a significant proportion of our community.
- The city is substantially developed and is experiencing only a small increase in property numbers. The budget implications arise in Council having to provide replacement of infrastructure such as drainage. These costs cannot be passed on to the developer and are paid for from rates. The rates received from new dwellings do not offset the significant infrastructure costs.

## 9.2 External influences

- Consumer Price Index (CPI) increases on goods and services of 1.7% through the year to December quarter 2015 (ABS release 27 January 2016). State-wide CPI is forecast to be 2.5% for the 2016/17 year (Victorian Budget Papers 2015/16).
- Receipt of significant capital works funding of \$5.96 million for the completion of Roads to Recovery projects
- Increases in the levy payable to the state government upon disposal of waste into landfill, resulting in additional waste tipping costs. In 2008/09 the domestic levy charge was \$7.00 per tonne and the commercial levy charge was \$13.00 per tonne. In 2016/17, the domestic levy charge is \$31.12 per tonne and the commercial levy charge is \$54.41 per tonne. (2015/16 charges were \$30.33 per tonne and \$53.04 per tonne respectively). This has added to Council's costs.
- Cost shifting occurs where local government provides a service to the community on behalf of the state and federal governments. Over time the funds received by local governments do not increase in line with real cost increases. Examples of services that are subject to cost shifting include school crossing supervisors, library services and home and community care for aged residents. In all these services, the level of payment received by Council from the state government does not reflect the real cost of providing the service to the community.
- Councils across Australia raise approximately 3.5% of the total taxation collected by all levels of Government in Australia. In addition councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- The Fire Services Property Levy will continue to be collected by Council on behalf of the state government with the introduction of the *Fire Services Property Levy Act 2012*.

### 9.3 Internal influences

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

- Increase of \$1.25 million in commercial useage of the Mildura Landfill, as well as an increase of \$0.59 million in EPA levy. The increase in generated income will fund the landfill redevelopment reserve. This increase in useage is not expected to continue into the 2016/17 financial year.
- Council's rural pools are now being run in house, saving \$0.19 million in comparison to external contractors. This increases employee costs and numbers but is still a net saving to Council.
- Wage increases of 4.9% per annum, resulting in additional employee costs of \$2.11 million per annum. This is due to factors such as vacant positions, enterprise bargaining agreement and internal resourcing in lieu of external contracts.
- Reviews of our services have found costs savings which will assist with ongoing financial sustainability.

### 9.4 Budget principles

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

- Existing fees and charges to be increased in line with costs, CPI or market levels
- Grants to be based on confirmed funding levels
- New revenue sources to be identified where possible
- Service levels to be maintained at 2015/16 levels with the aim to use less resources with an emphasis on innovation and efficiency
  
- Salaries and wages to be increased in line with Enterprise Bargaining Agreement
- Contract labor to be minimised
- Construction and material costs to increase in line with the Local Government Cost Index
- New initiatives or new employee proposals to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2015/16 to be preserved
- Operating revenues and expenses arising from completed 2015/16 capital projects to be included

### 9.5 Long-term strategies

The Budget includes consideration of a number of long term strategies and contextual information to assist Council to prepare the Budget in a proper financial management context. These include a Strategic Resource Plan for 2016/17 to 2019/20 (Section 14), Rating Information (Section 15) and Other Long term Strategies (Section 16) including borrowings, infrastructure and service delivery.

## 10. Analysis of operating budget

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

### 10.1 Budgeted income statement

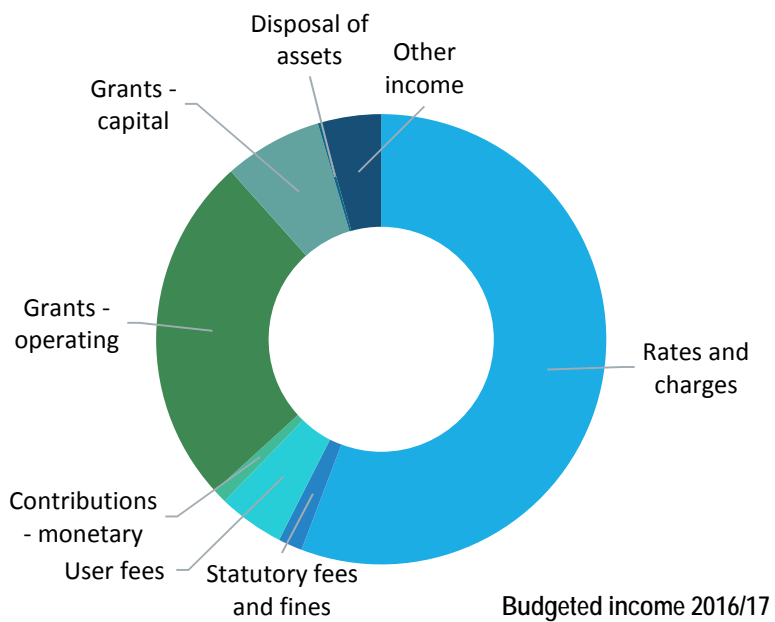
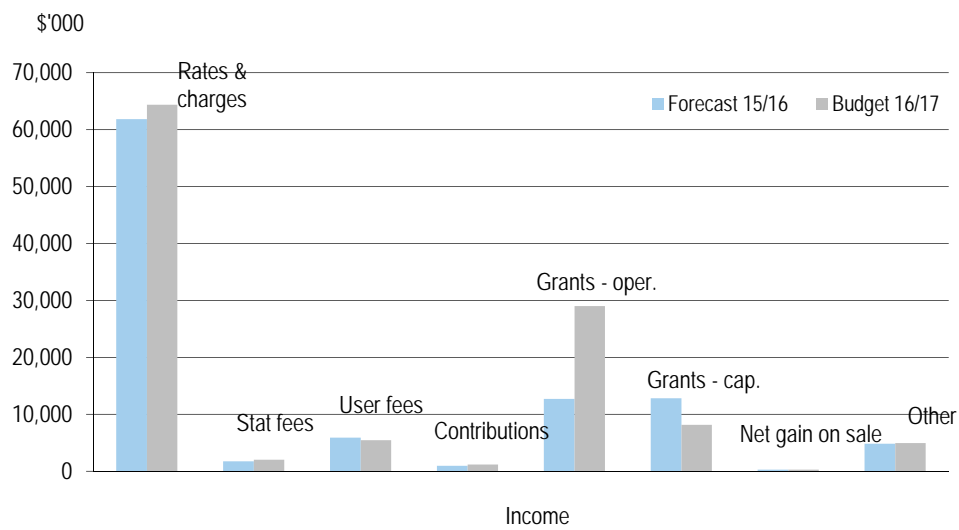
	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Total income	10.2	101,147	115,548	14,401
Total expenses	10.3	(93,038)	(109,957)	(16,919)
<b>Surplus (deficit) for the year</b>		<b>8,109</b>	<b>5,591</b>	<b>(2,518)</b>
Capital grants	10.2.6	(12,821)	(8,173)	4,648
Contributions - non-monetary assets		-	-	-
Capital contributions - other sources	10.2.4	(620)	(879)	(259)
<b>Adjusted underlying surplus (deficit)</b>		<b>(5,332)</b>	<b>(3,461)</b>	<b>1,871</b>

#### 10.1.1 Adjusted underlying deficit (\$1.87 million increase)

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives, as it is not impacted by capital income items which can often mask the operating result. The adjusted underlying result for the 2016/17 year is a deficit of \$3.46 million which is a increase of \$1.87 million from the 2015/16 year. This deficit is mostly due to the \$4.0 million Mildura Airport Runway Reconstruction contribution made by Council. These funds are to be paid from cash reserves.

### 10.2 Income

Income Types	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
Rates and charges	10.2.1	61,861	64,419	2,558
Statutory fees and fines	10.2.2	1,748	2,021	273
User fees	10.2.3	5,920	5,466	(454)
Contributions - monetary	10.2.4	944	1,179	235
Grants - operating	5.1.1	12,702	29,044	16,342
Grants - capital	5.1.2	12,821	8,173	(4,648)
Net gain on disposal of property, infrastructure, plant & equip.	10.2.5	300	307	7
Other income	10.2.6	4,851	4,939	88
<b>Total income</b>		<b>101,147</b>	<b>115,548</b>	<b>14,401</b>



Source: Section 3

### **10.2.1 Rates and charges (\$2.56 million increase)**

It is proposed that income raised by all rates and charges be increased by the rate cap of 2.5% above the average annual rate for 2015/16 or \$2.56 million to \$64.42 million in the 2016/17 year. Included in this year's rates is the full year of the Mildura City Heart Special Rate, which is levied only on those premises in the specified zone and paid directly to The Mildura City Heart. Contribution for the special rate was collected on behalf of the Mildura City Heart for a 6 month period in 2015/16. Charges include an increase in the average general rate of 2.5%, kerbside waste charge of 2.7%; and forecast supplementary rates of \$0.40 million.

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

### **10.2.2 Statutory fees and fines (\$0.27 million increase)**

Statutory fees relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Public Health and Wellbeing Act 2008 registrations and parking fines. Increases in statutory fees are made in accordance with legislative requirements. Fees will be amended in line with any increase should one be determined by the state government over the course of the 2016/17 year.

Statutory fees are forecast to increase by 15.6% or \$0.27 million compared to 2015/16. The projected increase is due primarily to the biennial payment from the Valuer-General for the property valuations database of \$0.21 million being received during the 2016/17 year.

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

### **10.2.3 User fees (\$0.45 million decrease)**

User charges relate to the recovery of service delivery costs through the charging of fees to users of Council's services. These include separate rating schemes, use of leisure, entertainment and other community facilities and the provision of human services such as family day care and home help services. In setting the budget, the key principle for determining the level of user charges is cost recovery and that increases do not exceed the Local Government Cost Index or market levels. In some areas Council user charges have not been increased above 2015/16 levels reflecting ongoing sustainability savings which have reduced the operating costs of delivering the service.

User charges overall are projected to decrease by 7.7% or \$0.45 million compared to 2015/16. The main area contributing to the decrease is a reduction in commercial waste deposited at the Mildura Landfill.

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

### **10.2.4 Contributions - monetary (\$0.24 million increase)**

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

Contributions are projected to increase by \$0.24 million or 24.9% compared to 2015/16. This is due to a number of joint projects between Council and community groups in 2016/17 year within the municipality where contributions will be received for the completion of these projects.

### **10.2.5 Net gain on disposal of property, infrastructure, plant and equipment (\$0.01 million increase)**

Proceeds from the disposal of Council assets is forecast to be \$0.51 million for 2016/17 and relate mainly to the planned cyclical replacement of part of the plant and vehicle fleet. The written down value of assets sold is forecast to be \$0.20 million.

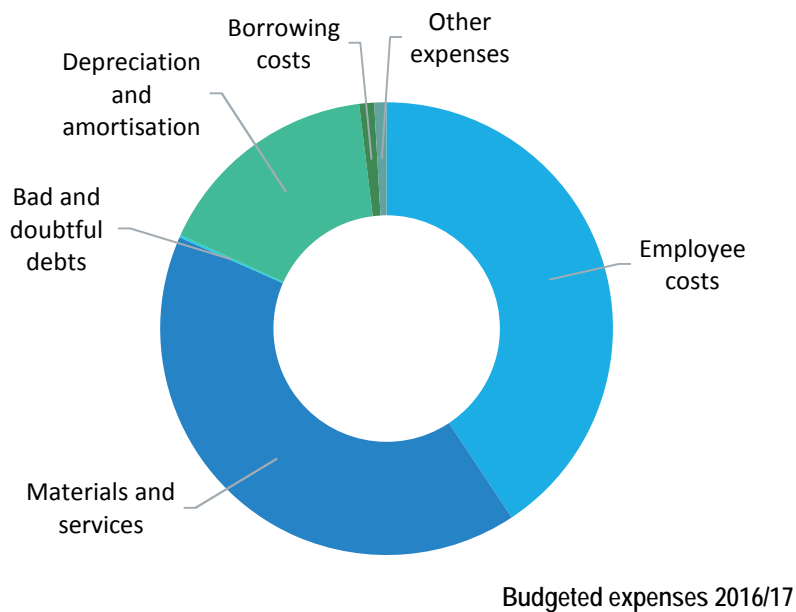
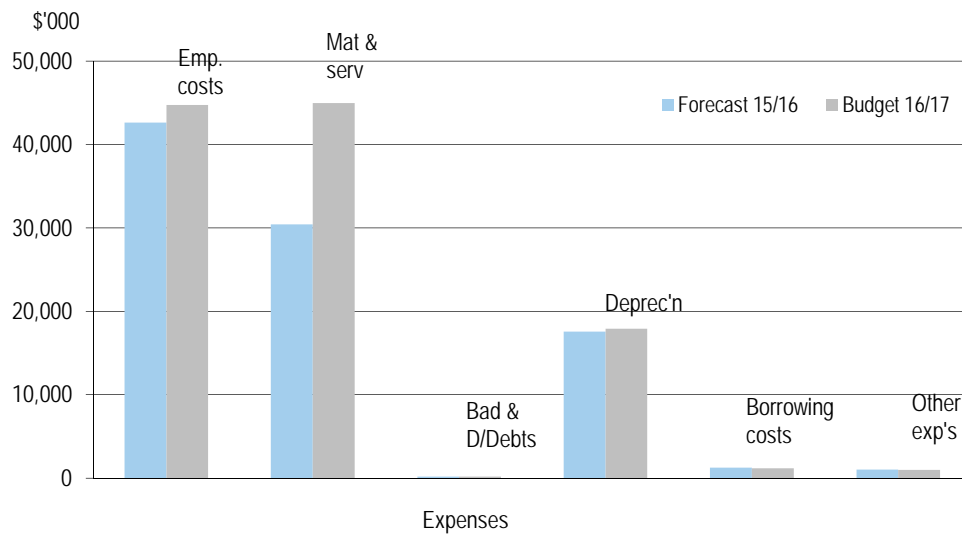
### **10.2.6 Other income (\$0.88 million increase)**

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

Other income is only forecast to increase slightly by 1.8% or \$0.88 million compared to 2015/16.

### 10.3 Expenses

Expense Types	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
Employee costs	10.3.1	42,627	44,742	2,115
Materials and services	10.3.2	30,428	44,975	14,547
Bad and doubtful debts	10.3.3	164	188	24
Depreciation and amortisation	10.3.4	17,555	17,908	353
Borrowing costs	10.3.5	1,236	1,181	(55)
Other expenses	10.3.6	1,028	963	(65)
<b>Total expenses</b>		<b>93,038</b>	<b>109,957</b>	<b>16,919</b>



Source: Section 3

### 10.3.1 Employee costs (\$2.16 million increase)

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

Employee costs are forecast to increase by 4.96% or \$2.16 million compared to 2015/16. This increase relates to two key factors:

- increase of staff numbers resulting in a decrease overall of future outgoing to external contracts
- adoption of new enterprise bargaining agreement

Council adopted a new enterprise bargaining agreement in 2015/16, the annual wage increase has been agreed to as per below table:

Year	EBA Increase %
2014/15	3.50%
2015/16	2.70%
2016/17	2.50%
2017/18	2.50%
2018/19	2.50%
2019/20	2.50%

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

Department	Budget 2016/17 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Asset Services	1,999	1,934	65
Building & Environmental	7,159	6,684	475
CEO	775	775	-
Community Care Services	8,581	3,619	4,962
Community Futures	3,379	2,820	559
Community GM	451	451	-
Corporate Administration	2,526	2,381	145
Corporate GM	342	342	-
Development GM	341	256	85
Development Services	3,238	2,755	483
Financial Services	3,031	2,879	152
Information Systems	1,700	1,519	181
Leisure & Cultural Services	5,127	4,078	1,049
Organisational Development	1,503	1,212	291
Works & Infrastructure Services	4,100	4,100	-
<b>Total permanent staff expenditure</b>	<b>44,252</b>	<b>35,805</b>	<b>8,447</b>
Casuals and Other Expenditure	192		
Councillor Allowances	298		
Capitalised Labour Costs	2,360		
<b>Total expenditure</b>	<b>47,102</b>		



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

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Asset Services	20.00	19.00	1.00
Building & Environmental	74.40	68.69	5.71
CEO	3.02	3.02	-
Community Care Services	114.28	43.02	71.26
Community Futures	32.23	26.03	6.20
Community GM	4.00	4.00	-
Corporate Administration	30.59	27.68	2.91
Corporate GM	2.00	2.00	-
Development GM	1.84	1.00	0.84
Development Services	36.76	30.02	6.74
Financial Services	23.39	22.01	1.38
Information Systems	15.98	14.00	1.98
Leisure & Cultural Services	51.51	40.00	11.51
Organisational Development	11.55	9.02	2.53
Works & Infrastructure Services	47.62	47.62	-
<b>Total</b>	<b>469.17</b>	<b>357.11</b>	<b>112.06</b>
Casuals and Other	1.74		
Capitalised Labour Costs	27.41		
<b>Total staff</b>	<b>498.32</b>		

### **10.3.2 Materials and services (\$14.55 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 47.81% or \$14.55 million compared to 2015/16.

Materials and services includes \$14.00 million to be paid to the Mildura Airport Pty Ltd for the reconstruction of the airport runway. Of this, \$10.00 million is to be received by way of federal funding for the construction of the runway.

There has been a decrease in contributions expenditure with the final payment of \$0.342 for the Lighting The Regions project being paid in 2015/16. This along with other sustainability initiatives has, instead of seeing an increase, seen a decrease in energy costs with electricity falling from \$1.64 in 2013/14 to \$1.37 million in 2016/17.

### **10.3.3 Bad and doubtful debts (\$0.02 million increase)**

Bad and doubtful debts is projected to increase by \$0.02 million compared to 2015/16.

### **10.3.4 Depreciation and amortisation (\$0.35 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 \$0.35 million for 2016/17 is due mainly to the completion of the 2016/17 capital works program and the full year effect of depreciation on the 2015/16 capital works program. Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2016/17 year.

### **10.3.5 Borrowing costs (\$0.06 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.

### **10.3.6 Other expenses (\$0.07 million decrease)**

Other expenses relate to a range of unclassified items, including contributions to community groups, advertising, insurances, motor vehicle registrations and other miscellaneous expenditure items. Other expenses are forecast to decrease by 6.3% or \$0.07 million compared to 2015/16.

## 11. Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2016/2017 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 includes borrowings from financial institutions and advancing of repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.

### 11.1 Budgeted cash flow statement

	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Cash flows from operating activities</b>	11.1.1			
<i>Receipts</i>				
Rates and charges		61,683	64,255	2,572
User fees and fines		7,962	7,759	(203)
Grants - operating		13,337	30,496	17,159
Grants - capital		13,462	8,582	(4,880)
Interest		1,071	1,178	107
Other receipts		12,198	13,305	1,107
		<b>109,713</b>	<b>125,575</b>	15,862
<i>Payments</i>				
Employee costs		(41,849)	(43,999)	(2,150)
Other payments		(40,543)	(56,467)	(15,924)
		<b>(82,392)</b>	<b>(100,466)</b>	(18,074)
<b>Net cash provided by operating activities</b>		<b>27,321</b>	<b>25,109</b>	(2,212)
<b>Cash flows from investing activities</b>	11.1.2			
Payments for property, infrastructure, plant & equipment		(42,533)	(32,989)	9,544
Proceeds from sale of property, infrastructure, plant & equipment		500	307	(193)
Loans and advances made		-	(3,000)	(3,000)
Repayments of loans and advances		192	204	12
<b>Net cash used in investing activities</b>		<b>(41,841)</b>	<b>(35,478)</b>	6,363
<b>Cash flows from financing activities</b>	11.1.3			
Finance costs		(1,236)	(1,181)	55
Proceeds from borrowings		-	3,000	3,000
Repayment of borrowings		(1,926)	(1,591)	335
<b>Net cash used in financing activities</b>		<b>(3,162)</b>	<b>228</b>	3,390
<b>Net decrease in cash and cash equivalents</b>		<b>(17,682)</b>	<b>(10,141)</b>	7,541
Cash and cash equivalents at the beginning of the year		36,388	18,706	(17,682)
<b>Cash and cash equivalents at end of the year</b>	11.1.4	<b>18,706</b>	<b>8,565</b>	(10,141)

#### 11.1.1 Operating activities (\$2.12 million decrease)

The decrease in cash inflows from operating activities is due mainly to a \$14.00 million payment for the Mildura Airport Runway Upgrade. Operating grants have increased by \$17.16 million, \$10.00 million of which is for the Mildura Airport Runway Reconstruction and Victorian Grants Commission payment where 50% of 2015/16 funding was paid in the prior financial year.

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

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Surplus (deficit) for the year</b>	<b>8,109</b>	<b>5,591</b>	(2,518)
Depreciation	17,555	17,908	353
Loss (gain) on disposal of property, infrastructure, plant & equipment	300	307	7
Finance costs	1,236	1,181	(55)
Net movement in current assets and liabilities	121	122	1
<b>Cash flows available from operating activities</b>	<b>27,321</b>	<b>25,109</b>	(2,212)

#### 11.1.2 Investing activities (6.4 million decrease)

The decrease in the capital works expenditure disclosed in section 10 of this budget report is offset by the loan borrowed on behalf of Mildura Airport Pty Ltd. The Mildura Riverfront Precinct Redevelopment expenditure is in its final stages and is less than prior years.

#### 11.1.3 Financing activities (\$3.39 million increase)

Proceeds from borrowings of \$3.00 million will be received on behalf of Mildura Airport Pty Ltd for the Mildura Airport Runway Reconstruction. For 2016/17, the total of principal repayments is \$1.59 million and finance charges is \$1.18 million.

#### 11.1.4 Cash and cash equivalents at end of the year (\$10.1 million decrease)

Overall, total cash and investments is forecast to decrease by \$10.1 million to \$8.5 million as at 30 June 2017. This is primarily due to Council's contribution to the Mildura Airport Runway Reconstruction of \$4.00 million from cash reserves and completion of 2015/16 capital works. This is consistent with Council's Strategic Resource Plan (see Section 14).

## 11.2 Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part, and not fully available for Council's operations. The budgeted cash flow statement above indicates that Council is estimating at 30 June 2017 it will have cash and investments of \$8.57 million, which has been restricted as shown in the following table.

	Ref	Forecast		Variance
		Actual 2016 \$'000	Budget 2017 \$'000	
<b>Total cash and investments</b>		<b>18,706</b>	<b>8,565</b>	(10,141)
Restricted cash and investments				
- Statutory reserves	11.2.1	(2,344)	(1,400)	944
- Cash held to carry forward capital works	11.2.2	(5,252)	0	5,252
- Trust funds and deposits		1,527	1,527	0
<b>Unrestricted cash and investments</b>	11.2.3	<b>12,637</b>	<b>8,692</b>	<b>(3,945)</b>
- Discretionary reserves	11.2.4	(8,491)	(3,874)	4,617
<b>Unrestricted cash adjusted for discretionary reserves</b>	11.2.5	<b>4,146</b>	<b>4,818</b>	<b>672</b>

### 11.2.1 Statutory reserves (\$1.4 million)

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

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

There is no amount shown as cash held to fund carry forward works at 30 June 2017, as it is expected that the capital works budget in the 2016/17 financial year will be fully completed. An amount of \$5.25 million is forecast to be held at 30 June 2016 to fund capital works budgeted but not completed in the 2015/16 financial year. Section 6.2 contains further details on capital works funding.

### 11.2.3 Unrestricted cash and investments (\$8.69 million)

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

### 11.2.4 Discretionary reserves (\$3.87 million)

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

### 11.2.5 Unrestricted cash adjusted for discretionary reserves (\$4.82 million)

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

## 12. Analysis of capital budget

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

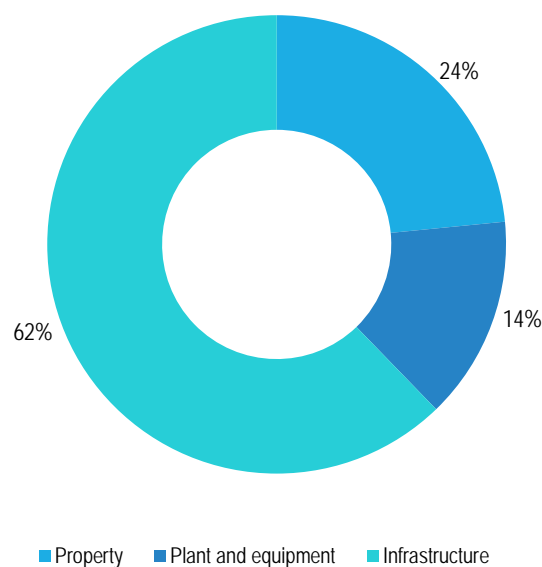
### 12.1 Capital works

Capital Works Areas	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<b>Works carried forward</b>	12.1.1			
<b>Property</b>				
Buildings		67	2,296	2,229
<b>Total buildings</b>		67	<b>2,296</b>	<b>2,229</b>
<b>Total property</b>		67	<b>2,296</b>	<b>2,229</b>
<b>Plant and equipment</b>				
Fixtures, fittings and furniture		-	110	110
Computers and telecommunications		-	741	741
<b>Total plant and equipment</b>		-	<b>851</b>	<b>851</b>
<b>Infrastructure</b>				
Roads		-	38	38
Footpaths and cycleways		61	826	765
Drainage		1,259	307	(952)
Recreational, leisure and community facilities		-	-	-
Waste management		-	50	50
Parks, open space and streetscapes		112	500	388
Off street car parks		-	384	384
<b>Total infrastructure</b>		<b>1,432</b>	<b>2,105</b>	<b>673</b>
<b>Total works carried forward</b>		<b>1,499</b>	<b>5,252</b>	<b>3,753</b>
<b>New works</b>				
<b>Property</b>	12.1.2			
Land		967	1,080	113
<b>Total land</b>		<b>967</b>	<b>1,080</b>	<b>113</b>
Buildings		5,273	4,348	(925)
<b>Total buildings</b>		<b>5,273</b>	<b>4,348</b>	<b>(925)</b>
<b>Total property</b>		<b>6,240</b>	<b>5,428</b>	<b>(812)</b>
<b>Plant and equipment</b>	12.1.3			
Plant, machinery and equipment		3,315	2,519	(796)
Fixtures, fittings and furniture		288	267	(21)
Computers and telecommunications		1,045	780	(265)
Library books and artworks acquisition		340	320	(20)
<b>Total plant and equipment</b>		<b>4,988</b>	<b>3,886</b>	<b>(1,102)</b>

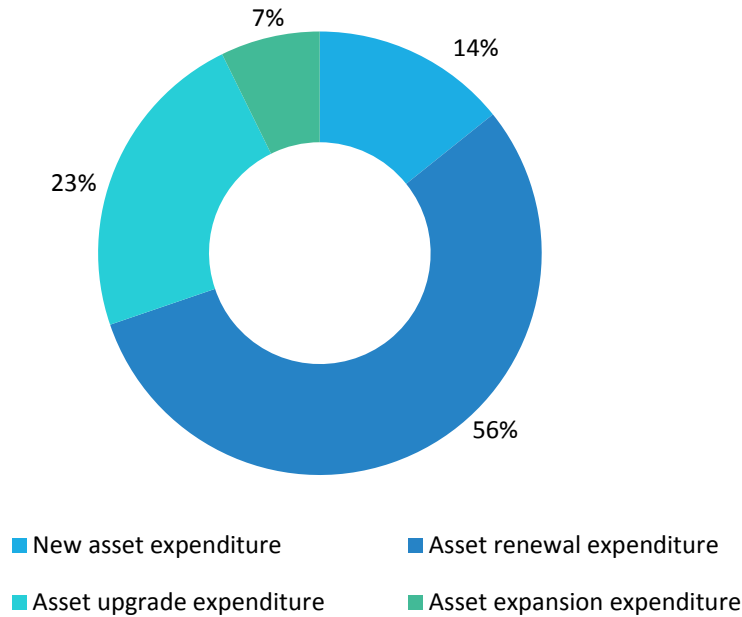
Capital Works Areas	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Infrastructure</b>	12.1.4			
Roads		12,290	12,436	146
Bridges		41	110	69
Footpaths and cycleways		922	446	(476)
Drainage		5,743	1,950	(3,793)
Recreational, leisure and community facilities		1,041	1,068	27
Waste management		434	423	(11)
Parks, open space and streetscapes		9,219	1,914	(7,305)
Off street car parks		116	76	(40)
<b>Total infrastructure</b>		<b>29,806</b>	<b>18,423</b>	<b>(11,383)</b>
<b>Total new works</b>		<b>41,034</b>	<b>27,737</b>	<b>(13,297)</b>
<b>Total capital works expenditure</b>		<b>42,533</b>	<b>32,989</b>	<b>(9,544)</b>

Capital Works Areas	Ref	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Variance \$'000
<b>Represented by:</b>				
New asset expenditure	12.1.5	5,593	4,694	(899)
Asset renewal expenditure	12.1.5	19,000	18,319	(681)
Asset upgrade expenditure	12.1.5	6,371	7,581	1,210
Asset expansion expenditure	12.1.5	11,569	2,395	(9,174)
<b>Total capital works expenditure</b>		<b>42,533</b>	<b>32,989</b>	<b>(9,544)</b>

**Budgeted capital works 2016/17**



### Budgeted capital works 2016/17



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

#### 12.1.1 Carried forward works (\$5.25 million)

At the end of each financial year there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year, it is forecast that \$5.25 million of capital works will be incomplete and be carried forward into the 2016/17 year. The more significant projects include the Mildura Riverfront Precinct Redevelopment, Deakin Avenue Median Strip Upgrade, installation of air conditioners at Mildura Arts Centre and Madden Avenue Service Centre, Tracks and Trails Blandowski Walk to Riverside Golf Course, Thirteenth Street and Ontario Avenue Carpark and the Etiwanda Avenue Spurline.

#### 12.1.2 Property (\$5.43 million)

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

For the 2016/17 year, \$5.43 million will be expended on land, building and building improvement projects. The more significant projects include purchase of land, replacement of airconditioning in the The Alfred Deakin Centre, Mildura Riverfront Precinct Redevelopment, Mildura Arts Centre theatre forestage lift (subject to grant approval), Mildura Arts Centre gallery lift and replacement of Quandong Park No. 3 oval toilets.

#### 12.1.3 Plant and equipment (\$3.89 million)

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

For the 2016/17 year, \$3.89 million will be expended on plant, equipment and other projects. The more significant projects include ongoing cyclical replacement of the plant and vehicle fleet (\$2.30 million), upgrade and replacement of information technology (\$0.78 million) and library material purchases (\$0.25 million).



#### **12.1.4 Infrastructure (\$18.42 million)**

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

For the 2016/17 year, \$12.44 million will be expended on road projects. The more significant projects include federally funded Roads to Recovery projects (\$5.96 million), Blackspot projects (\$0.14 million) subject to grant approval, road sealing (\$1.70 million), road rehabilitation and reconstruction program (0.32 million), major road upgrade program (\$0.60 million), intersection improvements (\$0.23 million), asphalt works (\$0.70 million), gravel resheeting (\$0.90 million), road upgrade and widening (\$0.81 million), Mildura landfill roadworks (\$0.33 million).

\$0.11 million will be expended on a Bridge project.

\$0.45 million will be expended on footpaths and cycleways. The more significant projects of these include footpaths at various locations in Merbein and Mildura.

\$1.95 million will be expended on drainage projects. The more significant projects of these include stage 2 of the Benetook Spurline, under rail line Ouyen stormwater pipe jacking and Linden Close Industrial Spurline.

\$1.07 million will be expended on recreation, leisure and community parks, open space and streetscapes. The more significant projects including, stage 2 of the Mildura Recreation Reserve Redevelopment and repairs to the Athletics run ups.

\$0.42 million will be expended on waste management projects including capping of Ouyen and Murrayville landfills and design for capping the Mildura landfill.

\$1.91 million will be expended on parks, open space and streetscapes. The more significant projects including Mildura Riverfront Precinct Redevelopment, Tracks and Trails stage 2 from Riverside Golf Club to Kings Billabong Park, Jaycee Park Barbeque area and Syd Mills Park exercise circuit.

\$0.08 million will be expended on an off street carpark project.

#### **12.1.5 Asset renewal (\$18.32 million), new assets (\$4.69 million), upgrade (\$7.58 million) and expansion (\$2.40 million)**

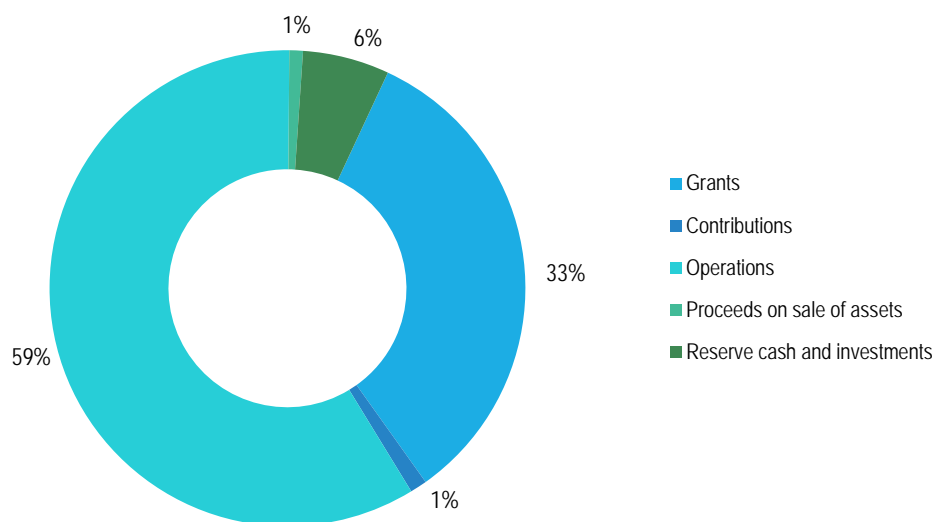
A distinction is made between expenditure on new assets, asset renewal, upgrade and expansion. Expenditure on asset renewal is expenditure on an existing asset, or on replacing an existing asset that returns the service of the asset to its original capability. Expenditure on new assets does not have any element of expansion or upgrade of existing assets but will result in an additional burden for future operation, maintenance and capital renewal.

The major projects included in the above categories, which constitute expenditure on new assets, are land purchases, footpaths at various locations in Merbein, Mildura Arts Centre Gallery lift, Mildura Arts Centre forestage lift subject to grant approval, Mildura Recreation Reserve redevelopment, stage 2 Benetook Spurline and Linden Close spurline. The remaining capital expenditure represents renewals and expansion/upgrades of existing assets.

## 12.2 Funding sources

Sources of funding	Ref	Forecast	Budget	Variance
		Actual 2015/16 \$'000	2016/17 \$'000	\$'000
<b>Works carried forward</b>				
<b>Current year funding</b>				
Grants		61	2,778	2,717
Council cash				
- operations		1,438	2,474	1,036
<b>Total works carried forward</b>	12.2.1	<b>1,499</b>	<b>5,252</b>	<b>3,753</b>
<b>New works</b>				
<b>Current year funding</b>				
Grants	12.2.2	12,846	8,173	(4,673)
Contributions		642	379	(263)
Council cash				
- operations	12.2.3	26,799	16,934	(9,865)
- proceeds on sale of assets	12.2.4	500	307	(193)
- reserve cash and investments	12.2.5	247	1,944	1,697
<b>Total new works</b>		<b>41,034</b>	<b>27,737</b>	<b>(13,297)</b>
<b>Total funding sources</b>		<b>42,533</b>	<b>32,989</b>	<b>(9,544)</b>

Budgeted total funding sources 2016/17



Source: Section 6

### **12.2.1 Carried forward works (\$5.25 million)**

At the end of each financial year, there are projects which are either incomplete or not commenced due to factors including planning issues, weather delays and extended consultation. For the 2015/16 year, it is forecast that \$5.25 million of capital works will be incomplete and be carried forward into the 2016/17 year. Significant funding includes grants for the Mildura Riverfront Precinct Redevelopment, Tracks and Trails Blandowski Walk to Riverside Golf Course.

### **12.2.2 Grants - Capital (\$8.17 million)**

Capital grants include all monies received from state and federal sources for the purposes of funding the capital works program. Significant grants and contributions are budgeted to be received for the Roads to Recovery projects (\$5.96 million), the Mildura Riverfront Precinct Redevelopment (\$1.69 million) and Mildura Arts Centre Theatre forestage lift (\$0.24 million) subject to grant approval.

### **12.2.3 Council cash - operations (\$16.93 million)**

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$16.93 million will be generated from operations to fund the 2016/17 capital works program.

### **12.2.4 Council cash - proceeds from sale of assets (\$0.31 million)**

Proceeds from sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy of \$0.31 million.

### **12.2.5 Reserve cash - reserve cash and investments (\$1.94 million)**

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 landfill rehabilitation and upgrades (\$0.87 million) and developer contribution plan for drainage and land (\$0.85 million).

## 13. Analysis of budgeted financial position

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

### 13.1 Budgeted balance sheet

	Ref	Forecast Actual 2016 \$'000	Budget 2017 \$'000	Variance \$'000
<b>Current assets</b>	13.1.1			
Cash and cash equivalents		18,706	8,565	(10,141)
Trade and other receivables		5,963	5,939	(24)
Other financial assets		2,288	2,288	0
Inventories		859	883	24
Other assets		267	274	7
<b>Total current assets</b>		<b>28,083</b>	<b>17,949</b>	<b>(10,134)</b>
<b>Non-current assets</b>	13.1.1			
Trade and other receivables		1,924	4,720	2,796
Investment in subsidiary		30,708	31,043	335
Other financial assets		1,475	1,475	0
Property, infrastructure, plant and equipment		685,311	705,392	20,081
Intangible assets		5,409	5,409	0
<b>Total non-current assets</b>		<b>724,827</b>	<b>748,039</b>	<b>23,212</b>
<b>Total assets</b>		<b>752,910</b>	<b>765,988</b>	<b>13,078</b>
<b>Current liabilities</b>	13.1.2			
Trade and other payables		3,656	3,656	0
Trust funds and deposits		1,527	1,527	0
Provisions		10,812	11,219	(407)
Interest-bearing loans and borrowings		1,591	1,100	491
<b>Total current liabilities</b>		<b>17,586</b>	<b>17,502</b>	<b>84</b>
<b>Non-current liabilities</b>	13.1.2			
Provisions		17,815	19,715	(1,900)
Interest-bearing loans and borrowings		8,933	9,269	(336)
<b>Total non-current liabilities</b>		<b>26,748</b>	<b>28,984</b>	<b>(2,236)</b>
<b>Total liabilities</b>		<b>44,334</b>	<b>46,486</b>	<b>(2,152)</b>
<b>Net assets</b>		<b>708,576</b>	<b>719,502</b>	<b>10,926</b>
<b>Equity</b>	13.1.4			
Accumulated surplus		299,223	310,375	11,152
Reserves		409,353	409,127	(226)
<b>Total equity</b>		<b>708,576</b>	<b>719,502</b>	<b>10,926</b>

Source: Section 3

### **13.1.1 Current Assets (\$10.13 million decrease) and Non-Current Assets (23.21 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 \$10.13 million during the year mainly to fund Council's contribution to for the Mildura Airport Runway Reconstruction and the completion of prior year capital works.

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 increase by \$2.80 million as a result of a new loan to Mildura Airport Pty Ltd of \$3.0 million, of which a repayment would be received in accordance with agreed repayment terms.

Other assets include items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months. Financial assets are short term deposits greater than 90 days but less than 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 and other infrastructure which has been built up by Council over many years. The \$20.08 million increase in this balance is attributable to the net result of the capital works program (\$32.98 million), depreciation of assets (\$17.90 million), revaluation of assets through the asset revaluation reserve (\$5.00 million).

### **13.1.2 Current Liabilities (\$0.84 million decrease) and Non Current Liabilities (\$2.24 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 2015/16 levels.

Provisions include accrued long service leave, annual leave and rostered days off (RDO's) owing to employees. These employee entitlements are expected to increase by \$0.41 million in total. These entitlements are being actively managed through Council's employee policies.

Interest-bearing loans and borrowings are borrowings of Council. The Council is budgeting to repay loan principal of \$0.49 million over the year.

### 13.1.3 Working Capital (\$10.10 million decrease)

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

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

	Forecast		Variance \$'000
	Actual 2016 \$'000	Budget 2017 \$'000	
	<b>Current assets</b>	28,083	
<b>Current liabilities</b>	17,586	17,502	84
<b>Working capital</b>	10,497	447	10,050
Restricted cash and investment current assets			
- Statutory reserves	(2,344)	(1,400)	(944)
- Cash used to fund carry forward capital works	(5,252)	0	(5,252)
- Trust funds and deposits	1,527	1,527	0
<b>Unrestricted working capital</b>	<b>4,428</b>	<b>574</b>	<b>3,854</b>

In addition to the restricted cash shown above, Council is also projected to hold \$3.87 million in discretionary reserves at 30 June 2017. Although not restricted by a statutory purpose, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes.

### 13.1.4 Equity (\$10.93 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
- Reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the accumulated surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The accumulated surplus increase of \$11.15 million is the net result of the comprehensive result of 10.93 million and net transfers from reserves of \$0.22 million, which includes the asset revaluation reserve.

## 13.2 Key assumptions

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

- Trade creditors to remain consistent with 2015/16 levels.
- Other debtors and creditors to remain consistent with 2015/16 levels.
- Proceeds from the sale of plant in 2016/17 of \$0.307 million will be received in full in the 2016/17 year.
- Employee entitlements to be increased by the Collective Agreement, offset by the impact of more active
- Repayment of loan principal to be \$1.59 million.
- Total capital expenditure to be \$32.99 million.
- Proposed new borrowings of \$3.00 million during 2016/17.

## Long-Term Strategies

This section includes the following analysis and information.

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

## 14. Strategic Resource Plan

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

### 14.1 Plan development

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

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

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

- Maintain existing service levels
- Achieve a breakeven operating result
- Maintain a capital expenditure program at an affordable level
- Achieve a balanced budget on a cash basis.

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

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

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



## 14.2 Financial resources

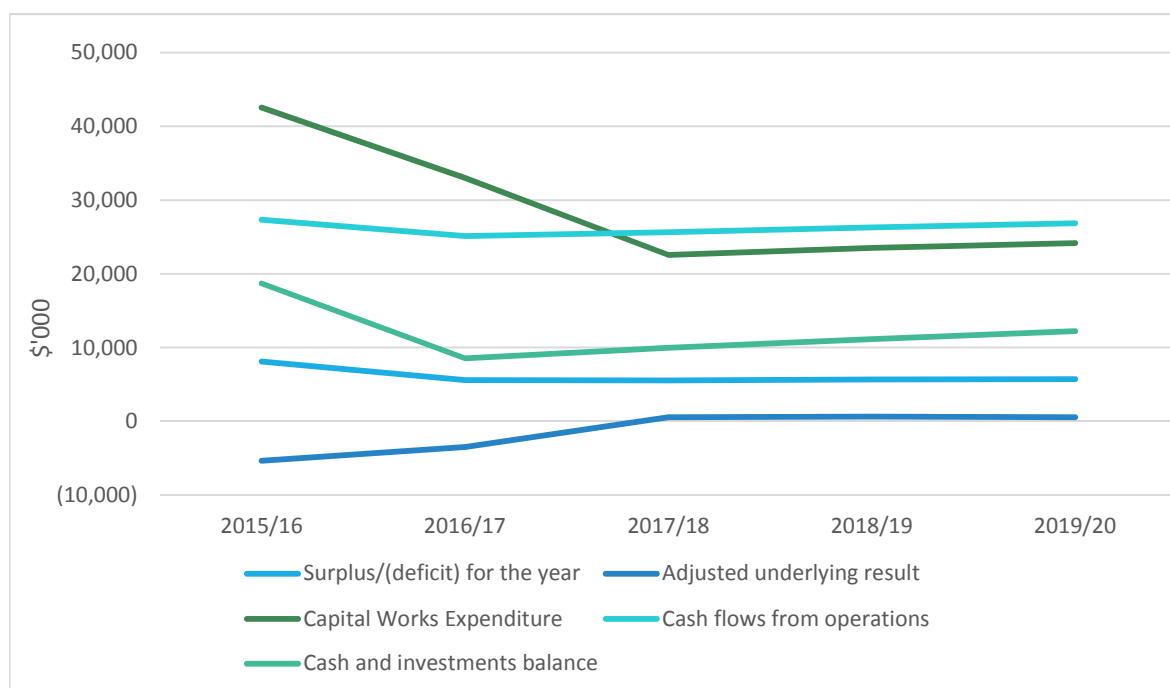
The following table summarises the key financial results for the next four years as set out in the SRP for years 2016/17 to 2019/20. Appendix A includes a more detailed analysis of the financial resources to be used over the four-year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2015/16	2016/17	2017/18	2018/19	2019/20	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	8,109	5,591	5,548	5,683	5,736	+
Adjusted underlying result	(5,332)	(3,461)	579	644	581	o
Cash and investments balance	18,706	8,565	9,969	11,128	12,241	+
Cash flows from operations	27,321	25,109	25,624	26,275	26,859	o
Capital works expenditure	42,533	32,989	22,557	23,510	24,184	o

Key to Forecast Trend:

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

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



The key outcomes of the Plan are as follows:

- **Financial sustainability (Section 11)** - Cash and investments are forecast to increase marginally over the four-year period from \$8.57 million to \$11.18 million, which indicates a balanced budget on a cash basis in each year.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four-years inline with predicted rate capping levels
- **Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$20.82 million to \$17.40 million over the four-year period. This includes new borrowings of \$2.00 million in 2018/19.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four-year period will total \$103.24 million at an average of \$25.81 million.

## 15. Rating information

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

### 15.1 Rating context

In developing the Strategic Resource Plan (referred to in Section 14), rates and charges were identified as an important source of revenue, accounting for 55.8% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community sensitivity to increases, particularly recent changes in property valuations and subsequently rates for some properties in the municipality.

### 15.2 Future rate increases

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

Year	Average Rate Base Increase %	Municipal Charge Increase %	Garbage Charge Increase %	Total Rates Raised \$'000
2015/16	3.90	0.00	4.00	61,683
2016/17 *	2.50	0.00	3.05	64,255
2017/18	2.45	0.00	2.80	66,630
2018/19	2.40	0.00	2.70	69,027
2019/20	2.40	0.00	2.70	71,503

\* 2016/17 (and future years) Rate increase calculation methodology is based on an average rate base as imposed by Victorian State Government Fair Go Rates System.

### 15.3 Rating structure

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

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

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

Council makes 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 commercial 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 commercial properties derive from the local community.

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

The existing rating structure comprises three differential rates (residential, farm land 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 levy the rate for recreational lands at "such amount as the municipal council thinks reasonable, having regard to the services provided by the municipal council in relation to such lands and having regard to the benefit to the community derived from such recreational lands". The business rate is set at 120% of the residential rate, the farm land rate is set at 95% of the residential rate, and the recreational land is set at 10% of the residential rate. Council also levies a municipal charge, a kerbside collection charge and a recycling charge as allowed under the Act.

The Mildura City Heart Special Rate was introduced 1 January 2016 and will conclude 30 June 2019. This rate is structured in accordance with the requirements of Section 163 'Special Rates' of the Act. Affected properties are located within the defined Mildura City Heart and all funds are remitted to the Mildura City Heart.

The following table summarises the rates to be determined for the 2016/17 year. A more detailed analysis of the rates to be raised is contained in Section 7 'Rates and Charges'.

Rate type	How applied	2015/16	2016/17	Total Raised \$000's	Change
Residential rates	Cents/\$ CIV	0.0070150	0.00653190	32,741	-6.9%
Farm land rates	Cents/\$ CIV	0.0066643	0.00620531	8,127	-6.9%
Business rates	Cents/\$ CIV	0.0084180	0.00783828	11,728	-6.9%
Mildura City Heart special rate	Cents/\$ CIV	0.0026832	0.00255960	565	-4.6%
Cultural & recreational rates	Cents/\$ CIV	0.0007015	0.00065319	17	-6.9%
Municipal charge	\$/ property	\$100.00	100.00	2,713	0.0%
Municipal waste	\$/ property	\$172.00	177.00	4,542	2.9%
Kerbside collection	\$/ property	\$110.00	113.00	2,839	2.7%
Recycling	\$/ property	\$27.00	28.00	730	3.7%

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

## 16. Summary of other strategies

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

### 16.1 Borrowings

In developing the Strategic Resource Plan SRP (see Section 14), borrowings were identified as an important funding source for capital works programs. In the past, Council has borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction. Whilst there is increased borrowings of \$3.00 million for the Mildura Airport Runway Reconstruction, the loan will be passed on to Mildura Airport Pty Ltd as a financial asset with the same repayment terms. Council will be contributing \$4.00 million of its own funds towards from cash reserves for the Mildura Airport Runway Reconstruction.

This approach has resulted in a reduction in debt servicing costs but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. Council'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 2016/17 year, Council has decided to take out new borrowings of \$3.00 million to fund the Mildura Airport Runway Upgrade. After making loan repayments of \$1.59 million, total borrowings will be \$20.82 million as at 30 June 2017. However, it is likely that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2016.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2015/16	0	1,926	1236	19,406
2016/17	3,000	1,591	1,181	20,815
2017/18	0	1,100	1230	19,715
2018/19	0	1,132	1167	18,583
2019/20	0	1,182	1101	17,401

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

	2015/16 \$'000	2016/17 \$'000
Total amount borrowed as at 30 June of the prior year	21,332	<b>19,406</b>
Total amount proposed to be borrowed	0	<b>3,000</b>
Total amount projected to be redeemed	(1,926)	<b>(1,591)</b>
Total amount of borrowings as at 30 June	19,406	<b>20,815</b>

## 16.2 Infrastructure

The Council is developing an infrastructure strategy based on the knowledge provided by various asset management plans, which will set out the capital expenditure requirements of Council for the next 10 years by class of asset, and is a key input to the SRP. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The strategy will be developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

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

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

At present, Council is similar to most municipalities in that it is presently unable to fully fund the renewal of its asset base. The Infrastructure Strategy will endeavour to provide a sufficient level of annual funding to meet ongoing asset renewal need. If this is not addressed, it will create an asset renewal gap and increase the level of backlog. Backlog is the renewal works that Council has not been able to fund over the past years and is equivalent to the accumulated asset renewal gap.

## **Appendix A**

### **Fees and charges schedule**

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

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
<b>Asset Services</b>					
<b>Engineering Services</b>					
<b>Assets</b>					
Land Information Certificates		20.00	20.00	each	
Land Information Certificate - Urgent		47.85	47.85	each	
Road Opening Permit - (Application Fee)		69.30	69.30	each	
Road Opening Permit - Miscell. Charge - Driveway Inspection Fee (per driveway)		95.20	95.20	each	
Consent for stormwater drainage (State Gov)	Yes	60.90	60.90	each	
Over Dimension & High Mas Permit		127.00	127.00	each	
Street Directory Books (A4)		30.00	30.00	each	
Street Directory - Street Number Book (A3)		79.10	79.10	each	
Street Directory & Number Book (on CD)		45.10	45.10	each	
Permit to Occupy Road reserve		64.00	64.00	each	Permit to allow for occupation of road reserve to allow for building on adjacent land and run events
Engineering Assessment Fees (Manager)		331.00	331.00	per hour	
Engineering Assessment Fees (Team Leader Design)		199.00	199.00	per hour	
Engineering Assessment Fees (Team Leaders/ Co-ordinator)		263.00	263.00	per hour	
Engineering Assessment Fees (Engineers)		139.00	139.00	per hour	
Engineering Assessment Fees (Technical Officer)		114.00	114.00	per hour	
<b>Building &amp; Environmental</b>					
<b>Building Maintenance</b>					
<b>Other Outdoor Infrastructure</b>					
Murrayville Power Site (Rate Per Person)		6.00		- per day	
Murrayville Unpowered Site (Rate Per Person)		4.00		- per day	
Murrayville User of Shower (Rate Per Person)		2.00		- per day	
Murrayville Powered Site (Rate Per Person)		40.00		- weekly	
Murrayville Unpowered Site (Rate Per Person)		20.00		- weekly	
Murrayville User of Shower (Rate Per Person)		10.00		- weekly	
Walpeup Wayside Powered Site (Rate Per Person)		5.00		- per day	
Walpeup Wayside Unpowered Site (Rate Per Person)		3.00		- per day	
Walpeup Wayside Use of Shower (Rate Per Person)		2.00		- per day	
Walpeup Wayside Powered Site (Rate Per Person)		32.00		- weekly	
Walpeup Wayside Unpowered Site (Rate Per Person)		18.00		- weekly	
Walpeup Wayside Use Of Shower (Rate Per Person)		10.00		- weekly	
<b>Waste Management</b>					
<b>Private Works</b>					
Garbage Collection - Special Event Bins 240 Litre - (Includes delivery and one (1) emptying)		13.45	13.10	each	
Garbage Collection - Special Event Waste Bins 240 Litre - Extra Emptying		3.85	3.75	each	
Garbage Collection - Street Sweeping (Apart from Council sweeping)		148.30	144.30	per hour	
Recycling Collection - Special Event Recycling Bins 240lt - Extra Emptying		3.85	3.75	each	
<b>Litter</b>					

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Garbage Collection - Replacement Recycling Bin		71.60	71.60	each	
Garbage Collection - Replacement of Garbage Bin		54.85	54.85	each	
<b>Mildura Landfill</b>					
Mildura Landfill - Charge by volume - Car / Utility / Trailer Fee		43.00	41.95	m3	
Tandem Trailer Approx 2m3		85.90	83.80	m3	
Mattress		22.70	22.10	each	
Tandem Trailer Approx 1.5m3		64.40	62.80	m3	
Mildura Landfill - Charge by volume - minimum fee (0.5m3)		21.50	20.95	half cubic meter	
Mildura Landfill - Charge by weight - Commercial / Industrial Waste		108.25	105.60	tonne	
Mildura Landfill - Charge per unit - Large truck tyre		12.85	12.50	per tyre	
Mildura Landfill - Charge per unit - Car and motorbike tyres		3.20	2.85	per tyre	
Mildura Landfill - Charge by weight - Separated, Clean Steel / Wire		15.05	14.65	tonne	
Mildura Landfill - Charge by weight - Asbestos		107.80	105.80	tonne	
Mildura Landfill - Charge per unit - Small truck tyre		5.25	5.10	per tyre	
Mildura Landfill - Charge per unit - Super Single Tyre		26.90	26.20	per tyre	
Mildura Landfill - Charge per unit - Earthmoving or Tractor tyre		152.05	148.00	per tyre	
Concrete - Truck loads		31.05	30.20	tonne	
Low Level Contaminated Soil		123.75	122.50	tonne	
Concrete - Trailer Load		15.30	14.85	m3	
Recyclables - Commercial		14.30	13.90	m3	
Mildura Landfill - Charge by volume - Clean Steel / Wire		5.50	5.46	m3	
Mildura Landfill - Charge per unit - Bicycle Tyres		1.20	1.15	per tyre or tyre & tube	
Mildura Landfill - Charge by Weight - GPT Commercial (first 12 months of lease)		105.35	102.80	tonne	
Televisions/Computer Screens		26.20	25.50	each	
Electronic (E-Waste) (Other than Televisions/Computer Screens)		19.85	19.30	each	
Domestic Waste Bag		5.35	5.35	each	
Loader Use		148.60	144.60	per hour	
120L Mobile Garbage Bin		7.95	7.60	each	
240L Mobile Garbage Bin		15.85	15.20	each	
Commercial Waste Trailer - 0.5m3		36.30	35.50	half cubic meter	
Commercial Waste Trailer - 1.0m3		69.05	67.40	m3	
Commercial Waste Trailer - 1.5m3		102.00	99.70	m3	
Commercial Waste Trailer - 2.0m3		136.20	133.15	m3	
Deceased Animal Disposal - Cat		2.00	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Small Dog		2.00	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Medium Dog		5.00	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Large Dog		7.50	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Kangaroo		7.50	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Pig		10.00	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Sheep		7.50	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Goat		7.50	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Alpaca		7.50	-	each	Waste to landfill is leviable not previously charged
Deceased Animal Disposal - Cow		15.00	-	each	Waste to landfill is leviable not previously charged



Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Deceased Animal Disposal - Horse		15.00		- each	Waste to landfill is leviable not previously charged
<b>Rural Waste Facilities</b>					
Mildura Landfill - Charge per unit - Large truck tyre		12.85		12.50 per tyre	
Mildura Landfill - Charge per unit - Car and motorbike tyres		3.20		2.85 per tyre	
Mildura Landfill - Charge per unit - Small truck tyre		5.25		5.10 per tyre	
Mildura Landfill - Charge per unit - Super Single Tyre		26.90		26.20 per tyre	
Mildura Landfill - Charge per unit - Earthmoving or Tractor tyre		152.05		148.00 per tyre	
Mildura Landfill - Charge per unit - Bicycle Tyres		1.20		1.15 per tyre or tyre & tube	
Rural Landfill - Charge by volume - minimum fee (0.5m3)		9.50		8.40 half cubic meter	
Rural Landfill - Charge by volume - car/ utility/ trailer fee		19.05		16.80 m3	
Rural Landfill - Tandem trailer Approx 1.5m3		28.45		25.20 m3	
Rural Landfill - Tandem Trailer Approx 2m3		38.00		33.60 m3	
120L Mobile Garbage Bin		3.45		3.15 each	
240L Mobile Garbage Bin		6.90		6.30 each	
<b>Parks &amp; Gardens Management</b>					
<b>Operational</b>					
Athletics Track Line Marking (Schools)		42.10		42.10 per use	
<b>Community Care Services</b>					
<b>Family Day Care</b>					
<b>Operational</b>					
FDC Admin Levy		0.45		0.40 per hour	
<b>Play Along</b>					
<b>Operational</b>					
Hourly fee for occasional care		11.00		10.30 per hour	
Long Day Care		372.00		360.00 per week	
Long Day Care		77.00		72.00 per day	
Long Day Care Half Day		40.00		38.00 per day	
<b>Maternal &amp; Child Health</b>					
<b>Immunisations</b>					
Immunisation - Request for Information		21.00		20.00 each	
Immunisation - Adult Hepatitis A Single Dose		98.00		95.00 each	
Immunisation - Adult Hepatitis A & B (Twinrix)		240.00		233.00 each	
Immunisation - Fluvax Business visit		38.00		31.00 each	Fee for Businesses with 50 or more staff for onsite visits
Immunisation - Paediatric Hepatitis B Single Dose		23.00		23.00 each	
Immunisation - Chicken Pox (Varilrix)		68.00		68.00 each	
Immunisation - Adult Hepatitis A complete course		195.00		190.00 each	
Immunisation - Paediatric Hepatitis B Vaccine Complete Course		69.00		69.00 each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Immunisation - Hepatitis B single dose Adult		27.00	26.00	each	
Immunisation - Adult Hepatitis B vaccine complete course		80.00	78.00	each	
Immunisation - Adult Diphtheria, Tetanus & Pertussis (Boostrix)		43.00	42.00	each	
Immunisation Mantoux test		58.50	57.00	each	
Immunisation - fluvax clinic		27.00	26.00	each	
Immunisation - Fluvax Nursing Home		257.00	250.00	each	
<b>Aged Care Business Services</b>					
<b>Business Home Care</b>					
Business Home Care		48.62	47.30	hourly rate	
<b>Business Personal Care</b>					
Business Personal Care		48.62	47.30	per hour	
Business Personal Care (outside normal spread of hours and Public Holidays)		62.20	60.50	per hour	
<b>Business Respite</b>					
Business Respite		48.62	47.30	per hour	
Business Respite (outside normal spread of hours and Public Holidays)		62.20	60.50	per hour	
<b>Business Property Maintenance</b>					
Business Property Maintenance		54.30	52.80	per hour	
<b>Business Social Support</b>					
Business Social Support		48.62	47.30	per hour	
Gentle Exercises	Yes	5.70	5.70	per session	
Bus	Yes	5.70	5.70	per session	
Swimming	Yes	5.70	5.70	per session	
<b>Home Care</b>					
<b>Home Care</b>					
Medium Category	Yes	16.20	15.80	per hour	
Low Category	Yes	6.30	6.10	per hour	
High Category	Yes	33.90	33.00	per hour	
<b>Personal Care</b>					
High Category	Yes	36.10	35.20	per hour	
Low Category	Yes	4.60	4.50	per hour	
Medium Category	Yes	9.60	9.30	per hour	
<b>Home Maintenance</b>					
High Category	Yes	48.90	47.60	per hour	
Low Category	Yes	12.20	11.90	per hour	
Medium Category	Yes	19.00	18.50	per hour	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Low Category		3.40	3.30 per hour		
Medium Category		5.00	4.90 per hour		
High Category		34.70	33.80 per hour		
<b>Home Care Programs</b>					
<b>Planned Activity Group (Social Support)</b>					
Gentle Exercises	Yes	5.90	5.70 per session		
Bus	Yes	5.90	5.70 per session		
Swimming	Yes	5.90	5.70 per session		
<b>HACC Response</b>					
HACC Response - Call Out Day Service		47.30	47.30 per hour		
HACC Response - Set Up Visit		80.70	80.70 per hour		
HACC Response - Review by telephone		47.30	47.30 per hour		
HACC Response - Review in person		80.70	80.70 per hour		
HACC Response - Kilometer		1.20	1.20 each		
HACC Response - Training		47.30	47.30 per hour		
<b>Community Futures</b>					
<b>Theatre</b>					
<b>Theatre Touring</b>					
Ticketing: Box Office Commission for Touring shows		1.50	2.00 per ticket		
<b>Theatre Local</b>					
Ticketing: Box Office Commission for Local and Community Groups.		1.50	1.50 per ticket		A 1% handling charge on the gross total of credit card and EFTPOS sales applies
Venue Hire: Theatre per performance - Local Groups / Community Groups / Mildura Rural City Council		529.00	515.00 per day		Access from 10am to midnight. Includes FOH Officer for the first 4 hours, thereafter charged at \$59.00 per hour.
Ticketing Services: External - Box Office Commission (Commercial)		4.10	4.00 per ticket		A 1% handling charge on the gross total of credit card and EFTPOS sales applies
Ticketing Services: External - Box Office Commission (Local/Community Group)		1.50	1.50 per ticket		A 1% handling charge on the gross total of credit card and EFTPOS sales applies
<b>Theatre Commercial</b>					
Ticketing Services: Site Administration Charge (Commercial & All External Ticketing)		118.00	115.00 each		Minimum fee. Additional charges may apply.
Piano - Steinway & Sons Model D Concert Grand (Auditorium Only)		150.00	150.00 each		Auditorium Only. Fee subject to the rate at which the service is supplied regarding tuning. This fee is waived for Local/Community Groups.
Rehearsals		85.00	83.00 per hour		Occupancy 'full lights' as operated from Control room includes supervisor/technician. Charges commence from access time and cease when the hirer has vacated the venue.
Staffing: Technician		59.00	57.00 per hour		Minimum 3 hours. Public Holiday staffing: standard rate plus 50% loading. A technician is required to be in attendance at all times whenever the theatre is occupied for reasons of Occupational Health and Safety.

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Piano - Yamaha Grand Piano (Foyer)		75.00	75.00	per day	Fee subject to the rate at which the service is supplied regarding tuning and transport. This fee is waived for Local/Community Groups.
Marquee / Tents - Mildura Arts Centre Lawns		144.00	140.00	per day	Refundable bond of \$300. Public Liability Insurance Required.
Ticketing Services: Ticket Printing of allocation Auditorium (Schools use only)		0.65	0.60	per ticket	
Functions and Meetings (Mildura Arts Centre Foyer)		118.00	115.00	per hour	includes a supervisor. After hours, and subject to no. of people may require an additional MAC Staff Member on duty, to be negotiated. Additional charge for Public Liability Insurance. Charges commence from access time and cease when the hirer has vacated the venue.
Staffing: Fire Warden/ Follow Spot Operator / Mechanist		48.00	47.00	per hour	Minimum 3 hours. Public Holiday staffing: standard rate plus 50% loading .
Staffing: Front of House Officer (FOH)		59.00	57.00	per hour	Public holiday staffing: standard rate plus 50%
Any other services/equipment required		-	-	each	On request. Public Holiday staffing: standard rate plus 50% loading . Additional charges will be made for damage or excess cleaning.
Extra Cleaning (or between performances)		48.00	47.00	per hour	
Security (After Hours/ Supervision)		-	-	per hour	Fee subject to the rate at which the service is supplied. To be negotiated directly with Mildura Arts Centre.
Venue Hire: Conferences / Conventions - Theatre		694.00	675.00	per day	Maximum 8 hours. Access from 10am to midnight. Includes FOH Officer for the first 4 hours, thereafter charged at \$59.00 per hour. Access to use of Dressing Rooms and Green Room.
Additional Performance on the same day		139.00	135.00	per hour	Hourly rate, additional charges for staffing.
Marketing: Customised EDM		175.00	170.00	each	EDM: Electronic Direct Marketing - pre-bookings essential to secure feature.
Layover (Dead Day)		100.00	100.00	per day	This is when a company has occupancy of the theatre and the facility cannot be hired to other companies.
Ticketing Services: Box Office Commission (Commercial)		4.10	4.00	per ticket	Handling Fee: 1% on total percentage of credit card and eftpos sales.
Staffing: Box Office / Door Person / Ushers / Merchandise Seller		48.00	47.00	per person, per hour	Minimum 3 hours. Public Holiday staffing: standard rate plus 50% loading . At least two authorised Mildura Arts Centre Attendants are on duty at all performance and events at Mildura Arts Centre.
Commission: Merchandise and Sales.		0.10	0.10	each	Applicable for Commercial and for all events where MAC are responsible for Merchandise Sales. This fee is waived for Local/Community Groups who are responsible for their own Merchandise Sales.
Venue Hire: Theatre per performance. (Commercial)		1,387.00	1,350.00	per day	Access from 10am to midnight. Includes FOH Officer for the first 4 hours, thereafter charged at \$59.00 per hour. Access to use of Dressing Rooms and Green Room.
Marketing Services Package		267.00	260.00	each	Includes poster/DL distribution, e-newsletter distributed monthly, venue screens, social media and website presence (www.milduraartscentre.com.au)
Marketing: Advertising campaigns		-	-	each	on application.
Ticketing: Exchange and Ticket Reprint Fee (charged to Ticket Pruchaser)		3.00	3.00	each	
Venue Hire - Theatre: Deposit Fee		300.00	300.00	each	Payment on issue of the Contract. Non-refundable Deposit.
Rehearsal Studio Fee		32.00	31.00	Up to 4 hours	Subject to availability and access. Community Rate: up to 4 hours per session. Public Liability Insurance required

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Meetings Only - (Community)		32.00	31.00	Up to 4 hours	up to 4 hours per session. (Community Rate only) Public Liability Insurance required.
Hire of Projector Fee		150.00	-	each	This fee is waived for local/community groups.
<b>Gallery</b>					
<b>Operational</b>					
Mildura Arts Centre Permanent Collection: Image request.		-	-	each	Fee determined according to declaration of use. Subject to terms and conditions.
Commission: Merchandise and Sales.		0.10	0.10	each	10% Commission.
<b>Heritage</b>					
<b>Old Mildura Homestead Administration</b>					
Rio Vista Historic House - Verandah or Lawns		108.00	105.00	per two hours.	Minimum of 2 hours. Additional charge for Public Liability Insurance.
Rio Vista Historic House: Wedding Photographs (Internal)		216.00	210.00	per two hours.	Charge includes hire fee and supervisor. Additional charge for Public Liability Insurance.
Rose Garden/Grounds - Ceremony or Wedding Photographs		108.00	105.00	per two hours.	per two hours. Additional charge for Public Liability Insurance
WOOLSHED: Weekday Rate (Monday - Thursday)		257.00	250.00	per day	Plus refundable bond of \$300. Additional charge for Public Liability Insurance.
Whole of Site Hire (Event/Festival)		1,079.00	1,050.00	per day	Full access of site for an event/festival. Plus refundable bond of \$300. Public Liability Insurance Required.
WOOLSHED: Weekend Rate (Friday to Sunday)		426.00	415.00	weekend rate.	Plus refundable bond of \$300. Additional charge for Public Liability Insurance.
COTTAGE - Daily Rate		226.00	220.00	per day	Plus refundable bond of \$300. Additional charge for Public Liability Insurance.
Marquee / Tents - Mildura Station Homestead Grounds (Private & Community Events) Weekend Rate: Friday to Sunday		426.00	415.00	weekend rate.	includes Woolshed. Plus refundable bond of \$300. Additional charge for Public Liability Insurance.
Security Alarm Call Out		64.00	62.00	each	
Penalty charge for late vacation of Woolshed (by 10:30am)		40.00	40.00	per hour	
Penalty charge for unsatisfactory Cleaning of venue		48.00	47.00	per hour	Minimum of 3 hours, after that, per hour charge
COTTAGE - Meetings Only (Community)		32.00	31.00	each	up to 4 hours per session (Community Rate only). Public Liability Insurance required.
Marquee/Tents - Mildura Station Homestead Grounds (Private & Community Events) Weekday Rate: Monday to Thursday		257.00	250.00	per day	includes Woolshed. Plus refundable bond of \$300. Additional charge for Public Liability Insurance.
<b>Art &amp; Community</b>					
<b>Outreach Art &amp; Community</b>					
7 Chaffey Avenue: Weekly Rental/Lease Fee		100.00	-	weekly	Shared use with MAC.
<b>Strategic Planning</b>					
<b>Amendments</b>					
Amendments - Stage 1	Yes	798.00	798.00	each	
Amendments - Stage 2	Yes	798.00	798.00	each	
Amendments - Stage 3	Yes	524.00	524.00	each	
Amendments - Stage 4	Yes	798.00	798.00	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
<b>Corporate Administration</b>					
<b>Governance</b>					
<b>Operational</b>					
Freedom of Information request - Search fee	Yes	20.00		per hour or part of an 20.00 hour	
Freedom of Information Request	Yes	27.20	25.70	each	
Freedom of Information request - Supervision charge	Yes	5.00		per quarter hour or 5.00 part quarter hour	
<b>Customer Relations</b>					
<b>Customer Service</b>					
Hire of Committee Room, Deakin Ave (external users) - Full Day		130.00	130.00	Full Day	
Hire of Committee Room, Deakin Ave (external users) - Half Day		66.00	66.00	per half day	
<b>Revenue</b>					
<b>Operational</b>					
Dishonoured Direct Debit Administration Fee		30.00	30.00	each	
Dishonoured Cheque Administration Fee		30.00	30.00	each	
Land Information Certificates	Yes	24.80	20.00	each	
General Database Extraction Requests		80.90	78.70	per hour	
Land Information Certificate - Urgent		58.00	52.80	each	
Street Number Change		66.00	64.20	each	
Transaction History Document		25.50	24.80	each	
<b>Development Services</b>					
<b>Statutory Planning</b>					
<b>Operational</b>					
Fast track planning certificates		78.00	78.00	each	
Planning Certificate Regular (Reg 11)	Yes	18.20	18.20	each	
Advertising 1-10 Prop - Planning Applications - Administration		109.00	109.00	each	
Advertising 11-100 Prop - Planning Applications - Administration		175.00	175.00	each	
Advertising 100+ Prop - Planning Applications - Administration		241.00	241.00	each	
Advertising - Planning Applications - Certified Mail		6.50	6.50	each	Reflect actual costs of certified mail
Advertising - Planning Applications - Sign on Site		82.00	82.00	per sign	
Extension of time to permits		215.00	215.00	each	
Certificates of Compliance (Reg 10)	Yes	147.00	147.00	each	
Class 1 Application for permit under s47	Yes	502.00	502.00	each	
Class 10 Application for permit under s47	Yes	8,064.00	8,064.00	each	
Class 11 Application for permit under s47	Yes	16,130.00	16,130.00	each	
Class 12 Application for permit under s47	Yes	386.00	386.00	each	
Class 13 Application for permit under s47	Yes	386.00	386.00	each	
Class 14 Application for permit under s47	Yes	386.00	386.00	each	
Class 15 Application for permit under s47	Yes	781.00	781.00	each	
Class 16 Application for permit under s47	Yes	249.00	249.00	each	
Fee for search and/or copy of planning permit/endorsed plan < 10 yrs		80.00	80.00	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Class 17 Application for permit under s47	Yes	541.00	541.00	each	
Class 18 Application for permit under s47	Yes	404.00	404.00	each	
Class 2 Application for permit under s47	Yes	239.00	239.00	each	
Miscellaneous Charges - Liquor Licence Applicant Information Requests		57.00	57.00	each	
Class 3 Application for permit under s47	Yes	490.00	490.00	each	
Class 4 Application for permit under s47	Yes	102.00	102.00	each	
Tree planting in subdivisions		74.00	74.00	each	Parks Fee Subject to Change
Class 5 Application for permit under s47	Yes	604.00	604.00	each	
Class 6 Application for permit under s47	Yes	707.00	707.00	each	
Class 7 Application for permit under s47	Yes	815.00	815.00	each	
Class 8 Application for permit under s47	Yes	1,153.00	1,153.00	each	
Class 9 Application for permit under s47	Yes	4,837.00	4,837.00	each	
Section 8A(1)	Yes	102.00	102.00	each	
Section 8B(2)	Yes	102.00	102.00	each	
Satisfaction Matters (Reg 12)	Yes	102.00	102.00	each	
Class 1 Application for amendment s72	Yes	502.00	502.00	each	
Class 2 Application for amendment s72	Yes	502.00	502.00	each	
Class 3 Application for amendment s72	Yes	239.00	239.00	each	
Class 4 Application for amendment s72	Yes	490.00	490.00	each	
Class 5 Application for amendment s72	Yes	102.00	102.00	each	
Class 6 Application for amendment s72	Yes	604.00	604.00	each	
Class 7 Application for amendment s72	Yes	707.00	707.00	each	
Class 8 Application for amendment s72	Yes	815.00	815.00	each	
Class 9 Application for amendment s72	Yes	386.00	386.00	each	
Application for secondary consent Removal of S173 Agreement (Including titles office charges)	Yes	120.00	120.00	each	Statutory Fee Subject to Change, Current Statutory fee component =
Demolition report and consent 29a	Yes	55.55	55.55	each	
Fee for search and/or copy of planning permit/endorsed plan > 10yrs		170.00	170.00	each	
Planning Advice Response to Standard Request		130.00	130.00	each	
Subdivision - Certification	Yes	100.00	100.00	each	
Subdivision - Certification per lot	Yes	20.00	20.00	each	
Subdivision - Recertification	Yes	100.00	100.00	each	
<b>Building Services</b>					
<b>Building Permits</b>					
Certificate of Compliance reg 1507		204.00	204.00	each	
Report & Consent (State Gov)	Yes	232.93	232.93	each	
Domestic fences not brick, not a swimming pool barrier		124.00	124.00	each	
Extension of time to permits		167.00	167.00	each	
Inspection for after permit lapse (To finalise permit)		167.00	167.00	per inspection	
Building Permit Lodgement Fee all classes of buildings (State Gov)	Yes	34.85	34.85	each	
Domestic Building Works Value \$0 - \$2,500		363.00	363.00	each	
Domestic Building Works Value \$2,501 - \$5,000		441.00	441.00	each	
Domestic Building Works Value \$5,001 - \$20,000		540.00	540.00	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Domestic Building Works Value \$20,001- \$40,000		790.00	790.00	each	
Domestic Building Works Value \$40,001 - \$80,000		1,112.00	1,112.00	each	
Domestic Building Works Value \$80,001 -\$150,000		1,413.00	1,413.00	each	
Domestic Building Works Value \$150,001 -\$500,000		-	-	each	value/116+200
Domestic Building Works Value \$500,001 +		-	-	each	POA
Commercial Building Works Value up to \$10,000		502.00	502.00	each	
Commercial Building Works Value \$10,001 - \$20,000		982.00	982.00	each	
Commercial Building Works Value \$20,001 - \$50,000		1,403.00	1,403.00	each	
Commercial Building Works Value \$50,001 - \$100,000		2,387.00	2,387.00	each	
Commercial Building Works Value \$100,001 - \$200,000		2,943.00	2,943.00	each	
Commercial Building Works Value \$200,001 -\$500,000		4,430.00	4,430.00	each	
Commercial Building Works Value \$500,001 -\$2,000,000		6,009.00	6,009.00	each	
Commercial Building Works \$2,000,001+ (fee = cost / 1000 / 3 + 7425)		-	-	each	cost/1000/3+7700
Asset Protection (Security Deposit Refundable)		300.00	300.00	each	Bond
Asset Protection (Security Deposit Refundable)		670.00	670.00	each	Bond
Hoarding Permit - (Weekly Fee)		90.00	90.00	per week	Hoarding permit weekly fee for minor Works
Hoarding Permit - (Application Fee)		167.00	167.00	each	Hoarding permit application fee for minor works
<b>Asset Protection</b>					
Asset Protection Permit Application Fee		167.00	167.00	each	
Asset Protection additional inspection Fee		79.00	79.00	each	
<b>POPE - Permit Fee</b>					
Places of Public Entertainment (POPE) population 0 - 3000		555.00	555.00	each	
Place of public entertainment (POPE) population over 5001		722.00	722.00	each	
Place of Public Entertainment (POPE) population 3001 - 5000		983.00	983.00	each	
Siting of a prescribed temporary structure Section 57		204.00	204.00	each	
<b>Building Enquiries</b>					
Building Search for Plans (under 10 years)		84.00	84.00	each	
Building Certificate (Fast Track 24 hours)		120.00	120.00	each	
Asset Protection (Security Deposit Commercial Refundable)		1,000.00	1,000.00	each	Min fee
Building Search for Plans (10 to 25 years)		169.00	169.00	each	
Building Search for Plans (more than 25 years)		342.00	342.00	each	
Reg 327 fees for the provision of information (State Gov) Yes		46.45	46.45	each	
<b>Traffic &amp; Local Laws</b>					
<b>Traffic Supervision</b>					
Parklet		4,400.00	4,400.00	Per year	
Traffic Control & Local Laws - Parking Infringement Notices	Yes	76.00	74.00	each	
Parking Infringement Notice	Yes	91.00	89.00	each	
Parking Infringement Notice	Yes	152.00	148.00	each	
Parking Infringement Late Fee	Yes	24.50	23.80	each	
Mallee Burger		3,586.00	3,300.00	Per year	



Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Riverfront cafe		1,320.00	1,320.00	Per year	
Langtree Hotdog		660.00	660.00	Per year	
Gen Licences		160.00	155.00	Per year	
<b>Local Laws Administration</b>					
Other Fees - Animal Control dangerous dog signs		36.00	34.00	each	
Other Fees - Animal Control dangerous dog collars		52.00	48.00	each	
Temporary work zones		175.00	170.00	each	
Access to Langtree Mall		175.00	170.00	each	
T.S.A Signs per day hire		175.00	170.00	each	
Goods on Display 1.5m2		160.00	155.00	each	
Animal Release - Other (Sheep, Goats & Rams)		124.00	120.00	each	
Animal Release - (Dog, Cat)		124.00	116.00	each	
Impounded Items - Impounded signs / trolleys		175.00	170.00	each	
Impounded Items - Impounded Toy Vehicles (skateboards / rollerblades / bicycles)		82.00	80.00	each	
Impounded Items - Impounded vehicles		225.00	218.00	each	
Other Fees - Animal Permits to keep more dogs/cats/other		163.00	158.00	each	
Trade / Media Permits		175.00	170.00	each	
Animal Control - Animal Registrations (Dog & Cat) - Replacement Tags		-	-	each	
Animal Control Regulation - Stock wandering at large (Local Laws)	Yes	152.00	100.00	each	
Animal Control Regulation - Dog unregistered	Yes	303.00	295.00	each	
Animal Control Regulation - Dog wandering at large (night time)	Yes	303.00	295.00	each	
Animal Control Regulation - Dog wandering at large (day time)	Yes	228.00	221.00	each	
Other Fees - Animal Business Registration		167.00	162.00	each	
Other Fees - Animal Certificate of Registration (Dog/Cat)		28.00	27.00	each	
Animal Release - Other (Horse, Cattle)		124.00	120.00	each	
Consumption of Liquor		85.00	80.00	each	
Camping on Controlled Land / Camping on Private Land		85.00	80.00	each	
Collection on Roads		85.00	80.00	each	
Recreational Vehicles		175.00	170.00	each	
Advertising Signs ("A Frame)		160.00	155.00	each	
Keeping of Bees / Bee Hives		165.00	160.00	each	
Outdoor Dining Facility (per table and chairs)		160.00	155.00	each	
Street parties		82.00	80.00	each	
Road Closure Applications		160.00	155.00	each	
Copies of Local Law		48.00	47.00	each	
Road Side Trading - Mildura		3,586.00	3,482.00	each	
Road Side Trading - other		526.00	517.00	each	
Bulk rubbish containers on a carriageway		85.00	83.00	each	
Animal Control Minor Attack	Yes	379.00	369.00	each	
Animal Control Animal Nuisance (Barking)	Yes	152.00	148.00	each	
Animal Control Not Wearing a Tag	Yes	76.00	74.00	each	
Animal Control Non Muzzled Grey Hound	Yes	228.00	221.00	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
<b>Dog Control</b>					
Animal Control - Animal Registrations (Dog & Cat) - Desexed		40.00	38.00 each		
Animal Control - Animal Registrations (Dog & Cat) Animal over 10 years		40.00	38.00 each		
Animal Control - Animal Registrations (Dog & Cat) - Pensioner Entire (RENEWAL)		58.00	58.00 each		
Animal Control - Animal Registration (Dog & Cat) - Entire (Renewal)		116.00	113.00 each		
Animal Control - Animal Registrations (Dog & Cat) - Reduced Fee		40.00	38.00 each		
Animal Control - Animal Registrations (Dog & Cat) - Pensioner Desexed		20.00	20.00 each		
Animal Control- Animal Registration (Dog & Cat) Entire (NEW)		116.00	113.00 each		
Animal Control - Animal Registrations (Dog & Cat) - Pensioner Entire (NEW)		58.00	58.00 each		
Animal Control - Animal Registrations (Dog & Cat) Animal over 10 years Pensioner		20.00	20.00 each		
<b>Fire Prevention</b>					
Fire Control - Administration Fee		309.00	300.00 each		
Permit to Burn		34.00	33.00 each		
<b>Environmental Health Services</b>					
<b>Food Surveillance</b>					
Food Premises Class 1 - New Registration		325.00	325.00 each		
Food Premises Class 2 - New Registration		345.00	345.00 each		
Food Premises Class 1 - Annual Renewal of Registration		275.00	275.00 Per year		
Food Premises Class 2 - Community Group New Registration		155.00	155.00 each		
Food Premises Class 3 - New Registration		288.00	288.00 each		
Food Premises Class 3 - Community Group New Registration		139.00	139.00 each		
Food Premises Class 1 Transfer of Registration		273.00	273.00 each		
Food Premises Class 1, 2 & 3 - More than 5 persons employed		23.00	23.00 per person		
Food Premises Class 2 - Annual Renewal of Registration		315.00	315.00 Per year		
Food Premises Class 1 - Urgent Transfer of Registration		397.00	397.00 each		
Food Premises Class 2 - Transfer of Registration		288.00	288.00 each		
Food Premises Class 2 - Community Group Annual Renewal of Registration		140.00	140.00 Per year		
Food Premises Class 2 - Urgent Transfer of Registration		407.00	407.00 each		
Food Premises Class 2 - Community Group Transfer of Registration		135.00	135.00 each		
Food Premises Class 2 - Community Group Urgent Transfer of Registration		180.00	180.00 each		
Food Premises Class 3 - Transfer of Registration		175.00	175.00 each		
Food Premises Class 3 - Urgent Transfer of Registration		215.00	215.00 each		
Food Premises Class 3 - Community Group Transfer of Registration		88.00	88.00 each		
Food Premises Class 3 - Community Group Urgent Transfer of Registration		108.00	108.00 each		
Food Premises Class 1 Additional Inspections		129.00	129.00 each		
Food Premises Class 2 Additional Inspections		134.00	134.00 each		
Food Premises Class 2 Community Group Additional Inspections		67.00	67.00 each		
Food Premises Class 3 Annual Renewal of Registration		225.00	225.00 Per year		
Food Premises Class 3 Additional Inspections		88.00	88.00 each		
Food Premises Class 3 Community Group Additional Inspections		46.00	46.00 each		
Food Premises Temporary Events / Festivals 1 Day		57.00	57.00 each		
Food Premises Temporary Events / Festivals 2-3 Days		134.00	134.00 each		

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Food Premises Class 3 Community Group Renewal Annual Registration		115.00	115.00	Per year	
Food Premises Temporary Events / Festivals >3 Days		149.00	149.00	per day	
Food Premises - Certificate of Registration Replacement		67.00	67.00	each	
Food Premises - Analysis Certificate Extract		67.00	67.00	each	
Food Premises - Food Sampling Cost of Retest		180.00	180.00	each	
Food Premises - Class 4 Annual Notification Fee		57.00	57.00	Per year	
Food Premises - Administration Cost Cancellation of Registration		62.00	62.00	each	
Food Premises - Class 4 Administration Cost New & Transfers		57.00	57.00	each	
Food Premises - Class 2 More than One Mobile Vehicle No Fixed Premises		314.00	314.00	each	
Food Premises Class 1,2,3 & 4 Premise pre inspection request		57.00	57.00	each	
Food Premises Community Group Temporary Events / Festivals Day		28.00	28.00	each	
Food Premises- Class 1, 2, 3, & 4 Renewal Late Fee 50% of Renewal Fee		158.00	158.00	each	
<b>Waste Water Treatment</b>					
Septic Tank Permit or Package Treatment extra inspections		55.00	55.00	each	
Septic Tank Permit - Package Treatment		360.00	360.00	each	
Septic Tank Permit - Alterations		175.00	175.00	each	
Septic Tank Permit - Installation		270.00	270.00	each	
Septic Tank - Septic Plan Search		48.00	48.00	each	
Septic Tank Permit - Package Treatment Alteration		175.00	175.00	each	
Septic Tanks - Building Report & Consent		48.00	48.00	each	
<b>Accommodation Standards</b>					
Caravan Park - Urgent Transfer of Registration	Yes	130.00	130.00	each	
Prescribed Accommodation - Urgent Transfer of Registration		252.00	252.00	each	
Prescribed Accommodation - Transfer of Registration		180.00	180.00	each	
Prescribed Accommodation - Registration of new premises		211.00	211.00	each	
Caravan Parks - Transfer of Registration	Yes	65.00	65.00	each	
Caravan Parks - Annual Renewal of Registration Due 2017	Yes	210.00	210.00	each	
Caravan Parks - Short and Long Term Sites	Yes	210.00	210.00	per site	
Caravan Parks - Registration of new premises	Yes	200.00	200.00	per site	
Prescribed Accommodation - Small (0-20 rooms/guests) New		211.00	211.00	each	
Prescribed Accommodation - Small (0-20 rooms/guests) Transfer		180.00	180.00	each	
Prescribed Accommodation - Small (0-20 rooms/guests) Transfer Urgent		252.00	252.00	each	
Prescribed Accommodation - Small (0-20 rooms/guests) Renewal		191.00	191.00	each	
Prescribed Accommodation - Medium (21-40 rooms/guests) New		211.00	211.00	each	
Prescribed Accommodation - Medium (21-40 rooms/guests) Transfer		180.00	180.00	each	
Prescribed Accommodation - Medium (21-40 rooms/guests) Transfer Urgent		252.00	252.00	each	
Prescribed Accommodation - Medium (21-40 rooms/guests) Renewal		191.00	191.00	each	
Prescribed Accommodation - Large (> 41 rooms/guests) New		211.00	211.00	each	
Prescribed Accommodation - Large (> 41 rooms/guests) Transfer		180.00	180.00	each	
Prescribed Accommodation - Large (> 41 Rooms/guests) Transfer Urgent		252.00	252.00	each	
Prescribed Accommodation - Large (> 41 Rooms/guests) Renewal		191.00	191.00	each	
Prescribed Accommodation Premises Renewal Late Fee 50% of Renewal Fee		98.00	98.00	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Prescribed Accommodation - Renewal of Registration Late Fee		98.00	98.00	each	
Prescribed Accommodation - Additional Inspection		129.00	129.00	each	
Prescribed Accommodation - Premise pre inspection request		56.00	56.00	each	
<b>Communicable Diseases</b>					
PH&WA Hair,Beauty, Skin Pen & Tattooing - Single Procedure Urgent Transfer of Registration		247.00	247.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Multiple Procedure Urgent Transfer of Registration		278.00	278.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Single Procedure - Registration of new premises		216.00	216.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Single Procedure Renewal of Registration		200.00	200.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Single Procedure - Transfer of Registration		185.00	185.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Multiple Procedure - Transfer of Registration		268.00	268.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Multiple Procedure Renewal of Registration		295.00	295.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Multiple Procedure - Registration of new premises		319.00	319.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Certificate Replacement & Register Extracts		25.00	25.00	each	
Director of Housing Declarations - Cancellation on Title		200.00	200.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Single Procedure Additional Inspections		129.00	129.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Multiple Procedure Additional Inspections		175.00	175.00	each	
PH&WA Hair & Beauty - Mobile Procedure Renewal of Registration		200.00	200.00	each	
PH&WA Hair,Beauty, Skin Pen & Tattooing - Premise pre inspection request		56.00	56.00	each	
PH&WA Premises Renewal Late Fee 50% of Renewal Fee		124.00	124.00	each	
<b>Financial Management</b>					
<b>Rates Administration</b>					
<b>General Rate</b>					
11 - Waste Management Service Fee - Domestic (Recycling Area) 120 Litre		309.08	309.08	each	
12 - Waste Management Service Fee - Domestic Mallee - 240 Litre		309.08	309.08	each	
13 - Waste Management Service Fee - Domestic Rural Area (Non Collection Area)		171.75	171.75	each	
16 - Waste Management Service Fee - Commercial Industrial - 120 Litre		226.66	226.66	each	
18 - Waste Management Service Fee - Commercial Industrial Rural Area (Non Collection Area)		188.92	188.92	each	
17 - Waste Management Service Fee -Commercial Industrial Mallee - 240 Litre		339.99	339.99	each	
14 - Waste Management Service Fee - Commercial - 2nd 240L		113.32	113.32	each	
15 - Waste Management Service Fee - Commercial Industrial - 240 Litre		339.99	339.99	each	
<b>MRCC Financial Management</b>					
<b>Operational</b>					
Dishonoured Direct Debit Administration Fee		30.00	30.00	each	
Dishonoured Cheque Administration Fee		30.00	30.00	each	
<b>Leisure &amp; Cultural Services</b>					
<b>Recreation Services</b>					
<b>Red Cliffs Civic Centre</b>					
Sport & Recreation Facilities - Halls, Pavilions and Meeting Rooms - Red Cliffs Civic Centre - Commercial		364.00	354.00	per day	
Sport & Recreation Facilities - Halls, Pavilions and Meeting Rooms - Red Cliffs RSL - Commercial Hire - Full		364.00	354.00	per day	
Sport & Recreation Facilities - Halls, Pavilions and Meeting Rooms - Red Cliffs Civic Centre - Community		112.00	109.00	per day	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Sport & Recreation Facilities - Halls, Pavilions and Meeting Rooms - Red Cliffs RSL - Community Hire - Full		112.00	109.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Red Cliffs Civic Centre - Meetings		32.00	31.00	Up to 4 hours	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Red Cliffs RSL - Meetings		32.00	31.00	Up to 4 hours	
<b>Property &amp; Equipment Hire</b>					
Sport & Recreation Facilities - Miscellaneous - Mobile Toilet - Servicing Fee		77.00	75.00	per use	
<b>Misc Pavillion Use</b>					
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Unspecified Facilities - Community Hire - Full		112.00		- per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Unspecified Facilities - Commercial Hire - Full		364.00		- per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Unspecified Facilities - Meetings		32.00		- Up to 4 hours	
<b>Irymple CLC</b>					
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Stadium -		28.00	27.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Stadium -		23.00	22.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Stadium -		38.00	37.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Stadium -		32.00	31.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Upper or		23.00	22.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Playgroups		13.00	12.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Commercial		364.00	354.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Community		112.00	109.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Irymple Community Leisure Centre - Meetings		32.00	31.00	Up to 4 hours	
<b>Old Aero Ovals Pavillion</b>					
Sport & Recreation Facilities - Miscellaneous - Community Hire - Change Room Hire		12.00	11.00	per use	
Sport & Recreation Facilities - Miscellaneous - Community Hire - Kiosk Hire		11.00	11.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Old Aerodrome Sporting Complex - Community		109.00	109.00	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Old Aerodrome Sporting Complex - Meetings		31.00	31.00	hours	per use - up to 4
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Old Aerodrome Sporting Complex - Service		19.90	19.90	per hour	
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Change Room Hire		37.00		- per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Old Aerodrome Sporting Complex - Commercial		364.00		- per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Miscellaneous - Commercial Hire - Kiosk Hire		37.00		- each	
<b>Unspecified Reserves</b>					
Sport & Recreation Facilities - Parks & Reserves - Unspecified Reserves - Commercial Hire - Annual -		403.00	392.00	Per year	
Sport & Recreation Facilities - Parks & Reserves - Unspecified Reserves - Commercial Hire - Annual -		737.00	718.00	Per year	
<b>Mildura Rec Reserve</b>					
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Kiosk Hire		37.00	36.20	per day	
Sport & Recreation Facilities - Miscellaneous - Community Hire - Change Room Hire		12.00	11.00	per use	
Sport & Recreation Facilities - Parks & Reserves - Mildura Recreation Reserve - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Mildura Recreation Reserve - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Mildura Recreation Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Mildura Recreation Reserve - Community Hire - Half Day		46.00	45.00	Up to 4 hours	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Sport & Recreation Facilities - Parks & Reserves - Mildura Recreation Reserve - Community Hire - Service		20.50	19.90	per hour	
Sport & Recreation Facilities - Miscellaneous - Sports Lighting Tokens - 30 mins		6.50		- per session	
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Change Room Hire		37.00		- per use	
Sport & Recreation Facilities - Miscellaneous - Community Hire - Kiosk Hire		12.00		- per use	
<b>Aero Ovals</b>					
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Kiosk Hire		37.00	36.20	per day	
Sport & Recreation Facilities - Miscellaneous - Community Hire - Change Room Hire		12.00	11.00	each	
Sport & Recreation Facilities - Parks & Reserves - Old Aerodrome Sporting Complex - Commercial Hire - Full		354.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Old Aerodrome Sporting Complex - Commercial Hire - Half		185.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Old Aerodrome Sporting Complex - Community Hire - Full Day		86.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Old Aerodrome Sporting Complex - Community Hire - Half		45.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Old Aerodrome Sporting Complex - Community Hire - Service		19.90	19.90	per hour	
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Change Room Hire		37.00		- per use	
Sport & Recreation Facilities - Miscellaneous - Community Hire - Kiosk Hire		12.00		- per use	
<b>Mansell Reserve</b>					
Parks & Reserves - Community Hire Fee - Netball courts		1.70	1.70	each	
<b>Henshilwood Park</b>					
Sport & Recreation Facilities - Parks & Reserves - Henshilwood Reserve - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Henshilwood Reserve - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Henshilwood Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Henshilwood Reserve - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Henshilwood Reserve - Community Hire - Service		20.50	19.90	per hour	
<b>Lake Cullulleraine</b>					
Sport & Recreation Facilities - Parks & Reserves - Johansen Reserve - Community Hire - Full Day Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Johansen Reserve - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Joahnsen Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Johansen Reserve - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Johansen Reserve - Community Hire - Service Agreement		20.50	19.90	per hour	
<b>Nichols Point Reserve</b>					
Sport & Recreation Facilities - Parks & Reserves - Nichols Point Recreation Reserve - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Nichols Point Recreation Reserve - Commercial Hire - Half Day		190.00	185.00	(Up to 4 hours)	
Sport & Recreation Facilities - Parks & Reserves - Nichols Point Recreation Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Nichols Point Recreation Reserve - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Nichols Point Recreation Reserve - Community Hire - Service		20.50	19.90	per hour	
<b>Chaffey Park</b>					
Parks & Reserves - Commercial Hire Fee - (Full Day) Chaffey Park		354.00	354.00	per day	
Parks & Reserves - Commercial Hire Fee - Half Day (up to 4 hours) Chaffey Park		185.00	185.00	per day	
Parks & Reserves - Community Hire Fee - (Full Day) Chaffey Park		86.00	86.00	More than 4 hours	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Parks & Reserves - Community Hire Fee - Half Day (up to 4 hours) Chaffey Park		45.00	45.00	Up to 4 hours	
Seasonal and Annual Service Agreements Base Fee Chaffey Park		19.90	19.90	per hour	
<b>Cardross Recreation Reserve</b>					
Sport & Recreation Facilities - Parks & Reserves - Cardross Recreation Reserve - Commercial Hire - Full		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Cardross Recreation Reserve - Commercial Hire - Half		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Cardross Recreation Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Cardross Recreation Reserve - Community Hire - Half		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Cardross Recreation Reserve - Community Hire - Service		20.50	19.90	per hour	
<b>Quandong Park</b>					
Sport & Recreation Facilities - Miscellaneous - Community Hire - Change Room Hire		12.00	11.00	per use	
Sport & Recreation Facilities - Parks & Reserves - Quandong Park - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Quandong Park - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Quandong Park - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Quandong Park - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Quandong Park - Community Hire - Service Agreement -		20.50	19.90	per hour	
Sport & Recreation Facilities - Miscellaneous - Sports Lighting Tokens - 30 mins		6.50		- per session	
Sport & Recreation Facilities - Miscellaneous - Commercial Hire - Change Room Hire		37.00		- per use	
<b>Kenny Park</b>					
Sport & Recreation Facilities - Parks & Reserves - Kenny Park - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Kenny Park - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Kenny Park - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Kenny Park - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Kenny Park - Community Hire - Service Agreement - Hourly Rate		20.50	19.90	per hour	
<b>Nangiloc Reserve</b>					
Sport & Recreation Facilities - Parks & Reserves - Nangiloc Recreation Reserve - Commercial Hire - Full		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Nangiloc Recreation Reserve - Commercial Hire - Half		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Nangiloc Recreation Reserve - Community Hire - Full Day		88.00	86.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Nangiloc Recreation Reserve - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Nangiloc Recreation Reserve - Community Hire - Service		20.50	19.90	per hour	
<b>Ornamental Lakes</b>					
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Commercial Hire - Event Day		1,510.00	1,470.00	per day	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Commercial Hire - Bump In/Bump Out		755.00	735.00	per day	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Commercial Hire - Rehearsal		1,510.00	1,470.00	per day	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Community Hire - Bump In/Bump Out		189.00	184.00	per day	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Community Hire - Event Day		378.00	368.00	per day	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Community Hire - Rehearsal		378.00	368.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Waterplay - Commercial Hire - Full Day		364.00	354.00	per day	
Sport & Recreation Facilities - Parks & Reserves - Waterplay - Commercial Hire - Half Day		190.00	185.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Waterplay - Community Hire - Full Day		88.00	86.00	per day	

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Sport & Recreation Facilities - Parks & Reserves - Waterplay - Community Hire - Half Day		46.00	45.00	Up to 4 hours	
Sport & Recreation Facilities - Parks & Reserves - Ornamental Lakes - Community Hire - Service Agreement		20.50	19.90	per hour	
Sport & Recreation Facilities - Parks & Reserves - Community Hire - Bond		100.00	-	per use	
Sport & Recreation Facilities - Parks & Reserves - Commercial Hire - Bond		300.00	-	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Community Hire - Bond		100.00	-	per use	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Commercial Hire - Bond		300.00	-	per use	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Commercial & Community Hire - Bond		300.00	-	per use	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Commercial & Community Hire - Bond		1,000.00	-	per use	
Sport & Recreation Facilities - Parks & Reserves - The Nowingi Place - Supply and Installation of Temporary		1,000.00	-	per use	
Sport & Recreation Facilities - Miscellaneous - All Access Toilet Hire - Bond		200.00	-	per use	
Sport & Recreation Facilities - Miscellaneous - Water Trailer Hire - Bond		200.00	-	per use	
Sport & Recreation Facilities - Parks & Reserves - Personal Trainers - Annual Hire - Single Venue		403.00	-	Per year	
Sport & Recreation Facilities - Parks & Reserves - Personal Trainers - Annual Hire - Multiple Venue		737.00	-	Per year	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Merbein Community Hub - Meetings		32.00	31.00	Up to 4 hours	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Merbein Community Hub - Community Hire - Full		112.00	109.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Merbein Community Hub - Commercial Hire -		364.00	354.00	per day	
Sport & Recreation Facilities - Halls, Pavilions & Meeting Rooms - Merbein Community Hub - Playgroups		13.00	12.00	per use	
<b>Library Services</b>					
<b>Operational</b>					
Photocopying & Printouts - Black & White		0.40	0.40	per A3 page	
Photocopying & Printouts - Colour		1.00	1.00	per A4 page	
Photocopying & Printouts - Black & White		0.20	0.20	per A4 page	
Ear buds/Headphones		2.30	2.20	each	
Lanyards		1.30	1.20	each	
CD rewritable		2.30	2.30	each	
Photocopying & Printouts - Colour		2.00	0.20	per A3 page	
Visitors' Security Deposits		40.00	40.00	per individual	A refundable fee for visitors to join the Library Service on a short term basis.
Meeting Room Hire		32.00	31.00	(Up to 4 hours)	
Meeting Room Hire		-	-	per hour	
Lost Membership Card (replacement)		3.20	3.10	each	
Over due items		0.30	0.30	per item, per day	
Visitors' Security Deposits		80.00	80.00	per family (4 members)	A refundable fee for visitors to join the Library Service on a short term basis.
Inter - Library Loans		16.50	16.50	each	Interstate and University items
Lost / damaged items - Processing Fee General		9.00	9.00	each	
Playaway Battery Cover		1.30	1.30	each	
ILL/Magazine slashes		11.50	11.50	each	
Book sales - Hardcover		2.00	2.00	each	Sale of discarded library items.
Book Sales - Magazines		0.50	0.50	each	Sale of discarded library items.
Book Sales - Paperbacks		1.00	1.00	each	Sale of discarded library items.
Book sales - CD/DVD cases		0.50	0.50	each	Sale of discarded library items.



Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Mending/Recovering/Covering		12.50	12.50	each	
Audio Cassette Case Replacement		20.00	19.60	each	
Audio Cassette Replacement		14.00	13.60	each	
Audio CD Replacement		20.00	19.60	each	
Cover Reproduction - Audio/CD/Video/DVD		11.50	11.50	each	
Case Replacement - CD/DVD/Video		7.00	6.30	each	
Kit Bag Replacements		17.00	16.60	each	
Case replacement - CD/DVD/Video		11.50	11.50	each	
Audio CD Pocket Replacement		3.50	3.20	each	
Case Replacement - Audio CD		20.00	19.60	each	
Library Bags		3.30	3.30	each	
Fax Sending - First page		3.00	3.00	each	
Fax Sending - Each page after first page		1.50	1.50	each	
Lost / Damaged items - Processing Fee - Magazines		4.50	4.50	each	
USBs		8.00	8.00	each	
Internet Fee		1.00	1.00	per quarter hour or part quarter hour	
<b>Library Programs and Events</b>					
Co-ordinator fee		25.00	25.00	each	
Member fee		50.00	50.00	each	
Children's school holiday program		1.80	1.70	per child, per session	
<b>Swimming Pools</b>					
<b>Operational</b>					
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Carnival Hire - Up to 4 hours		87.00	84.60	per carnival	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Carnival Hire - Additional		29.00	28.40	per hour	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Casual Entry - Adult		3.50	3.20	per adult	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Casual Entry -		2.00	1.90	per person	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Casual Entry - Family		11.00	10.40	per family	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Four Visit Pass - Adult		10.00	9.20	per person	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Four Visit Pass -		6.00	5.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Season Membership - Adult		68.00	66.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Season Membership -		47.00	45.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein & Red Cliffs Pools - Season Membership - Family		140.00	136.00	per ticket	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		12.70	12.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		12.70	12.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		19.00	18.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		12.70	12.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		80.20	78.10	per month	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		75.00	73.00	per month	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		12.70	12.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		12.70	12.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Education -		9.20	8.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Aqua		8.10	7.90	each	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Adult 10		61.00	59.20	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Adult		7.10	6.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Adult		7.10	6.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Adult		6.60	6.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Adult		10.10	9.80	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Aqua		12.10	11.80	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Birthday		7.50	7.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Catered		14.80	14.40	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Child 10		31.70	30.80	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Child		3.70	3.60	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry -		5.20	5.10	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Aquatic Entry - Family		16.90	16.40	per family	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Locker Hire		3.10	3.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		10.10	9.80	1 hour family member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		10.30	10.00	1.5 hour non member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		4.20	4.10	1 hour member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		6.00	5.80	1.5 hour member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		6.90	6.70	1 hour non member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Creche		16.40	16.00	1 hour family non member	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Family Membership		168.30	163.80	per family	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Family Membership		183.10	178.20	per family	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 1 Month		127.30	123.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 1 Month		77.10	75.00	per month	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 12		912.40	888.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 12		790.80	769.60	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 12		529.00	514.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 12		373.50	363.50	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 12		1,139.00	1,108.50	per family	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships- 12		601.40	585.30	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		204.80	199.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		585.00	569.30	per family	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		577.50	562.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		483.50	470.60	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		347.00	337.60	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		288.20	280.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - 6 Month		386.40	376.10	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships -		65.50	63.70	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships -		56.40	54.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships -		36.90	35.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships -		36.90	35.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Dry		66.40	64.60	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Dry		56.90	55.40	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Dry		18.20	17.70	per visit	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Dry		12.10	11.80	per session	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gold		71.90	70.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gold 6		84.70	82.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gold		71.30	69.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gold		60.20	58.60	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gym		67.70	65.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Gym		56.40	54.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Swim		46.20	45.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Swim		26.70	26.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Swim		89.30	86.90	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Swim		38.90	37.80	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Teen		46.20	45.00	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships - Teen		58.40	56.80	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Memberships --12		628.50	611.70	each	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		716.80	697.60	per day	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		140.40	136.60	per hour	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		716.80	697.60	per day	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		140.40	136.60	per hour	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		65.20	63.50	per hour	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Pool Hire - Carnivals -		354.80	345.30	per day	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		3.10	3.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		3.40	3.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		3.40	3.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		18.20	17.70	per hour	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		6.50	6.30	per 45 minute lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		4.20	4.10	per half hour lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		38.30	37.30	per visit	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		6.20	6.00	per 45 minute lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		5.80	5.60	per 45 minute lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		5.50	5.30	per half hour lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		5.50	5.30	per 45 minute lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		4.90	4.80	per half hour lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Aquatic -		5.00	4.90	per half hour lesson	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Dry - Group		6.70	6.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Dry - Gym		6.70	6.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - Schools Dry - Gym and		8.10	7.90	per person	
Sport & Recreation Facilities - Aquatic Facilities - Mildura Waves Aquatic & Leisure Centre - SSI Friday Night 50m		446.70	434.70	per carnival	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Casual Entry - Adult		3.00	2.90	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Casual Entry - Child/Student/Pensioner		2.00	1.90	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Four Visit Pass - Adult		10.00	9.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Four Visit Pass - Child/Student/Pensioner		6.00	5.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Season Membership - Adult		40.00	35.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Season Membership - Child/Student/Pensioner		37.00	35.30	per person	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Season Membership - Family		75.00	70.70	per family	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Casual Entry - Family		3.00	-	per family	

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Carnival Hire - Up to 4 hours		87.00		- per carnival	
Sport & Recreation Facilities - Aquatic Facilities - Ouyen Pool - Carnival Hire - Additional Hours		29.00		- per hour	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein, Red Cliffs & Ouyen Pools - Additional Staffing		45.00		- per hour	
Sport & Recreation Facilities - Aquatic Facilities - Irymple, Merbein, Red Cliffs & Ouyen Pools - Lane Hire		18.50		- per hour	
<b>Underbool Swimming Pool</b>					
Sport & Recreation Facilities - Aquatic Facilities - Underbool Pool - Casual Entry - Adult		3.00	2.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Underbool Pool - Casual Entry - Child/Student/Pensioner		2.50	2.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Underbool Pool - Season Membership - Adult		35.00	30.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Underbool Pool - Season Membership - Family		65.00	60.00	per family	
Sport & Recreation Facilities - Aquatic Facilities - Underbool Pool - Season Membership -		30.00	30.00	per person	
<b>Murrayville Swimming Pool</b>					
Sport & Recreation Facilities - Aquatic Facilities - Murrayville Pool - Casual Entry - Adult		4.00	3.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Murrayville Pool - Casual Entry - Child/Student/Pensioner		2.00	3.00	per person	
Sport & Recreation Facilities - Aquatic Facilities - Murrayville Pool - Season Membership - Adult		50.00	42.50	per person	
Sport & Recreation Facilities - Aquatic Facilities - Murrayville Pool - Season Membership - Family		75.00	65.00	per family	
Sport & Recreation Facilities - Aquatic Facilities - Murrayville Pool - Season Membership -		30.00	25.50	per person	
<b>Colignan Swimming Pool</b>					
Sport & Recreation Facilities - Aquatic Facilities - Colignan Pool - Casual Entry - Adult		3.00	2.40	per person	
Sport & Recreation Facilities - Aquatic Facilities - Colignan Pool - Season Membership - Family		65.00	60.20	per family	
Sport & Recreation Facilities - Aquatic Facilities - Colignan Pool - Season Membership -		30.00	30.10	per person	
Sport & Recreation Facilities - Aquatic Facilities - Colignan Pool - Casual Entry - Child/Student/Pensioner		2.50		- per person	
Sport & Recreation Facilities - Aquatic Facilities - Colignan Pool - Season Membership - Adult		35.00		- per person	
<b>Information Centre</b>					
<b>Benetook Room</b>					
Benetook Room - Business Hire		380.00	375.00	Full Day	
Benetook Room - Business Hire		195.00	190.00	per half day	
Benetook Room - Community Hire		200.00	200.00	Full Day	
Benetook Room - Community Hire		100.00	100.00	per half day	
Benetook Room A - Business Hire		255.00	250.00	Full Day	
Benetook Room A - Business Hire		135.00	125.00	per half day	
Benetook Room A - Community Hire		130.00	130.00	Full Day	
Benetook Room A - Community Hire		65.00	65.00	per half day	
Benetook Room B - Business Hire		125.00	125.00	Full Day	
Caretakers Set-up & Dismantle - Up to 50 people		40.00	40.00	per hire	Up to 50 people
Benetook Room B - Business Hire		65.00	65.00	per half day	
Caretakers Set-up & Dismantle - Dinner Up to 90 people		100.00	100.00	per hire	Dinner up to 90 people
Benetook Room B - Community Hire		75.00	75.00	Full Day	
Caretakers Set-up & Dismantle - 76 to 100 People		75.00	75.00	per hire	76 to 100 people
Benetook Room B - Community Hire		40.00	40.00	per half day	
Caretakers Set-up & Dismantle - 51 to 75 People		58.00	58.00	per hire	51 to 75 people

Description	Statutory Fee	Next Year Fee (incl GST if Applic)	Curr Year Fee (incl GST if Applic)	Unit Of Measure	Next Year Supplementary Info
Benetook Room - Tea/Coffee/Biscuits		3.00	3.00 per head		
Caretakers Set-up & Dismantle - 101 to 150 people		94.00	94.00 per hire		101 to 150 people
Benetook Room - Linen table cloths		6.00	5.00 each		
Caretakers Set-up & Dismantle - 151 to 195 people		110.00	110.00 per hire		151 to 195 people
Benetook Room - Function set-up (Table cloths, crockery, cutlery, glassware)		2.50	2.50 per head		
<b>Works &amp; Infrastructure Services</b>					
<b>Infrastructure Maintenance</b>					
<b>Road Openings</b>					
Footpath Under 10m (Reinstatement) - Kerb and Channel		266.00	266.00 m2		Minimum Charge \$429 GST Inclusive
Footpath Under 10m (Reinstatement) - Concrete		166.00	166.00 m2		Minimum Charge \$429 GST Inclusive
Road Surface Under 10m (Reinstatement) - Bituminous Concrete (Asphalt)		166.00	166.00 m2		Minimum Charge \$432 GST Inclusive
Footpath Under 10m (Reinstatement) - Vehicle Crossing Reinforced Concrete		199.00	199.00 m2		Minimum Charge \$440 GST Inclusive
Footpath Under 10m (Reinstatement) - Kerb and Channel		242.00	242.00 m2		Minimum Charge \$390 GST Free
Footpath Under 10m (Reinstatement) - Concrete		151.00	151.00 m2		Minimum Charge \$390 GST Free
Footpath Under 10m (Reinstatement) - Vehicle Crossing Reinforced Concrete		181.00	181.00 m2		Minimum Charge \$400 GST Free
Road Surface Under 10m (Reinstatement) - Bituminous Asphalt		151.00	151.00 m2		Minimum Charge \$393 GST Free

## Budget processes

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

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

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

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

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted by 30 June and a copy submitted to the Minister within 28 days after adoption. The key dates for the budget process are summarised below:

Budget process	Timing
1. Officers update Council's long-term financial projections	Nov/Jan
2. Officers prepare operating and capital budgets	Dec/Jan
3. Councillors consider draft budgets at informal briefings	Jan/Apr
4. Proposed budget submitted to Council for approval	May
5. Public notice advising intention to adopt budget	May
6. Budget available for public inspection and comment	May
7. Public submission process undertaken	May/June
8. Submissions period closes (28 days)	June
9. Submissions considered by Council/Committee	June
10. Budget and submissions presented to Council for adoption	June
11. Copy of adopted budget submitted to the Minister	July
12. Revised budget where a material change has arisen	