

**SPECIAL RATE
AREA**

Dinner Plain


File Number: M001

Author: bh

Date: 25/06/2009

Phone Number:

File Location: 84

LEGEND
 Special Rate area

NORTH



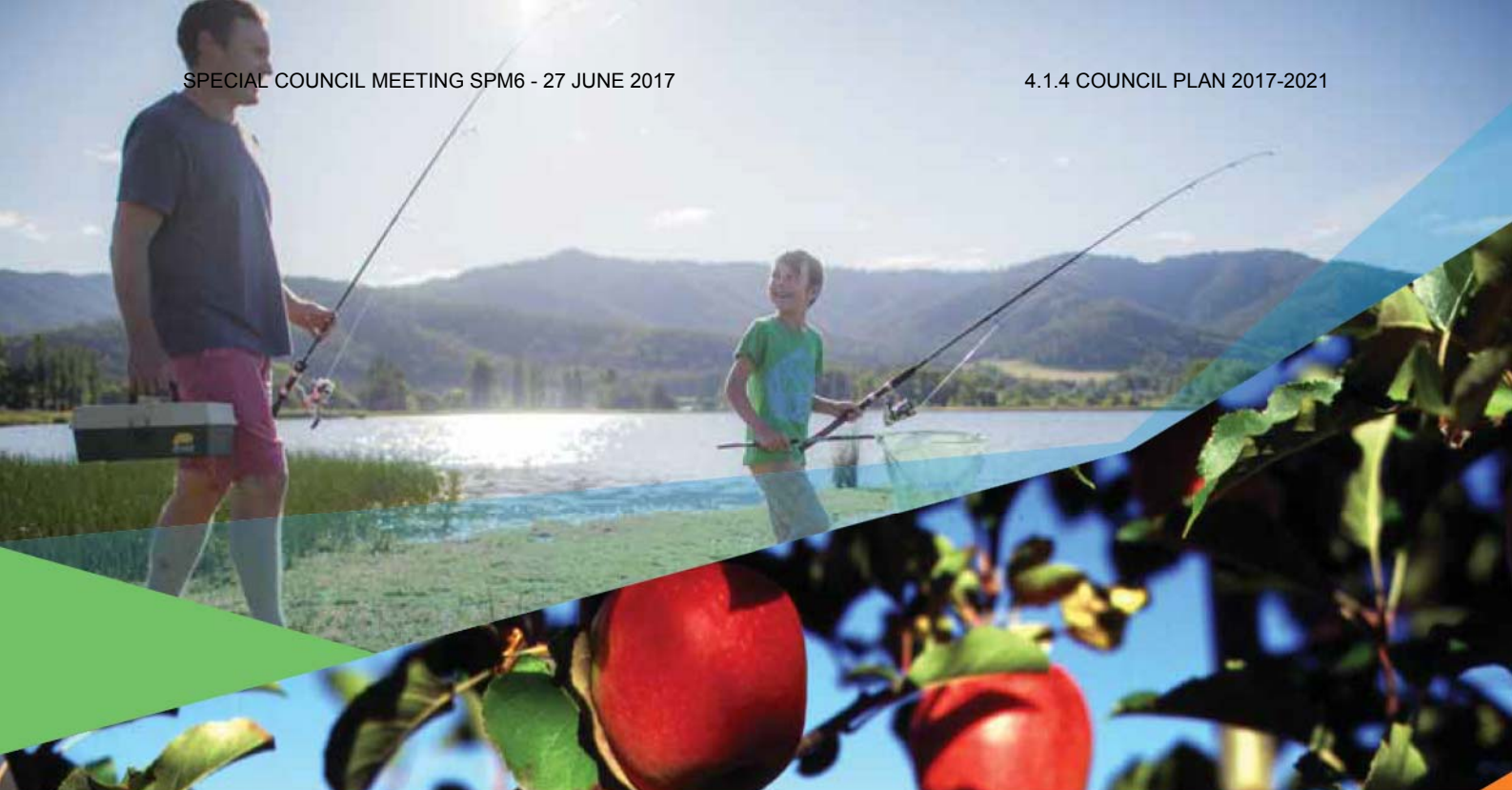
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ALPINE SHIRE



COUNCIL PLAN

Incorporating Municipal Public Health & Wellbeing Plan

———— 2017-21 ————



ALPINE
SHIRE COUNCIL



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Message from the Mayor



I am pleased to introduce our Council Plan 2017-2021 for the current Council term. The Council Plan defines how Council will continue to deliver high quality projects and services to our community. To continue prioritising the health and wellbeing of our community, our Municipal Public Health and Wellbeing Plan (MPHWP) is included in the Council Plan.

The Council Plan outlines our objectives and strategies and explains how we will work towards these objectives and how they will be measured. It sets the direction for the next four years and addresses the challenges we will face over the term, as well as addressing the exciting opportunities presenting to Council and the community.

Our aim is to build healthy, resilient, sustainable and connected communities, both physically and mentally. We will achieve this through establishing networks, developing great places to live and ensuring a true sense of community.

Council wants the people of Alpine Shire to prosper through vibrant retail and hospitality sectors, productive agricultural enterprises, excellent recreation facilities, suitable infrastructure and the nurturing of our enviable natural environment.

I am looking forward to working with my fellow councillors to bring this plan to life.

A handwritten signature in dark ink, appearing to read 'R. Janas', written in a cursive style.

Cr. Ron Janas
MAYOR

2030 Community Vision

The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment.

The Alpine Shire 2030 Community Vision was developed in consultation with our community in 2005 and revised in 2010. We have decided to retain the original vision, as it is consistent with community sentiment expressed during the development of this Council Plan.

Our commitment to the community

We are beginning a new term of Council with a fresh and enthusiastic approach to deliver outcomes for our community over the next four years. We will continue to focus on the key functions of Council while delivering on our strategic initiatives and implementing policies and plans to support a healthy and well connected community.

This term we have integrated our Municipal Public Health and Wellbeing Plan (MPHWP) into the Council Plan. This enables Council to strengthen the importance of health and wellbeing across our community and provide resources to achieve our desired community outcomes.

To achieve our 2030 Community Vision, Council will focus efforts on delivering its seven long term objectives. These objectives will guide Council's delivery of projects and services to the community over the next four years.



1. A HIGH PERFORMING ORGANISATION

We will strive to be a high performing council that will advocate for our community and communicate and engage with stakeholders. Council will take pride in its leadership and govern with integrity, while continuing to build a skilled organisation.

2. A RESPONSIBLE AND SUSTAINABLE ORGANISATION

Council is continuing its journey of financial sustainability and will actively seek savings to help minimise future rate rises while minimising our environmental footprint and continuing to develop community infrastructure. Council will build on the regional library hub, and review the Dinner Plain special rate. In addition, Council is committed to providing an exceptional customer experience.

3. INCREDIBLE PLACES FOR OUR COMMUNITY AND VISITORS

We will continue to identify and plan for our community's infrastructure aspirations, and deliver our capital works program on time, to budget, and to the satisfaction of stakeholders. Key projects to be delivered for this Council term include the Myrtleford Indoor Stadium Expansion, Alpine Better Places Project in Myrtleford, as well as the McNamara Reserve Netball and Tennis Facility.

4. INFRASTRUCTURE AND OPEN SPACE THAT OUR COMMUNITY IS PROUD OF

Council will manage and maintain Council's infrastructure (roads, bridges, paths, drainage, buildings) and parks, trees and reserves to a standard that makes the community proud. Importantly, Council must understand and plan for its asset renewal requirements to ensure service standards can be maintained. It must prepare for and assist in the response to emergency events, especially in an increasingly variable climate.

5. HIGHLY UTILISED AND WELL MANAGED COMMUNITY FACILITIES

Well used, managed and maintained community facilities are key to the delivery of successful services, programs and activities. Our facilities are vital to our community and we will continue to maintain them to levels that align with community expectations. In addition, Council will undertake a review of kerbside collection services including the transport and deposit of both bulk waste and recycling materials.

6. A WELL PLANNED AND SAFE COMMUNITY

A healthy and safe community requires planning and regulations to be understood, embraced and implemented. Council and the community have a responsibility to ensure local laws, legislation, and regulations are adhered to and respected. This will include progressing amendments to the planning scheme and preparing a new Land Development Strategy.

7. A THRIVING AND CONNECTED COMMUNITY

Council is committed to the development of a prosperous, connected and culturally diverse community. Council will support festivals and events and provide a welcoming environment for both visitors and businesses, and encourage investment and strengthen our economy, while maintaining the liveability of our community. Council will also continue to support cultural pursuits and provide additional support for our ageing population, particularly in relation to the volunteer base in the Alpine Shire.

Our council



CR RON JANAS
MAYOR



CR TONY KEEBLE
DEPUTY MAYOR



CR JOHN FORSYTH



CR KITTY KNAPSTEIN



CR SARAH NICHOLAS



CR DARYL PEARCE



CR PETER ROPER

Council values

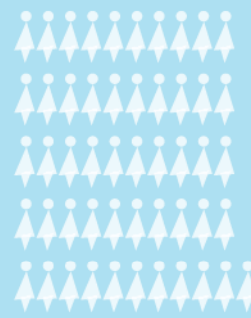
- 
- ACCOUNTABLE** We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.
- LEADERSHIP** We demonstrate leadership by being informed, applying innovative thinking and solutions and making fair and timely decisions in the best interests of our community and the organisation for now and the future.
- PRODUCTIVE** We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.
- INTEGRITY** We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.
- NURTURE** We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.
- ENGAGED** We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

Our community

If Alpine Shire consisted of 100 people, there would be:



49 males



51 females



15 born overseas

9 speaking languages other than English at home

30 living by themselves

67 living in families



53 working full time

35 working part time

31 who volunteer

4 unemployed and looking for work

23 aged under 19 years

55 aged between 20 and 64 years

22 aged over 65 years



44 with an individual income less than \$400 per week



29 that completed higher education

60 that did not complete year 12

43who drove
to work**8**who walked
to work**13**working in
accommodation
and food services**11**working in
retail trade**10**working in health
care and social
assistance**32**sports
group
members**30**

who are overweight

18

who are obese

46who are doing enough
physical activity to
benefit their health**58**who are not eating enough
fruit and vegetables to
benefit their health**12**

who are current smokers

8reporting high or very high
psychological distress**11**drinking alcohol
at risky levels**6**who need assistance
with core activities**74**people who own or
mortgage a house**22**

who rent

40experiencing rental
or mortgage stress**82**who feel part of
their community**78**who feel safe on
the streets at night**90**who can get help from
others when needed

SOURCE

LGA PROFILES, 2015, Department of Health & Human Services www2.health.vic.gov.au/about/publications/data/hume-region-2015ABS CENSUS 2011 www.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/LGA20110?opendocument&navpos=220

HEALTH AND WELLBEING ISSUES

PHYSICAL ACTIVITY
AND HEALTHY EATING

- Consumption of fruit and vegetables has improved from 2013 to 2015, though still almost half of the population are not meeting the guidelines;
- Women are more likely to be overweight (34.1%) compared to Victorian women (24.6%);
- Women are less likely to participate in physical activity in Alpine Shire (66% not meeting the guidelines), compared to Victorian women (54.6%); and
- Males are more likely to be obese in Alpine (25.9%) than Victoria (17.4%).

PREVENTING FAMILY VIOLENCE
AGAINST WOMEN AND CHILDREN

- Alpine Shire has a lower rate of family violence incidents (6.4 reports per 1,000 population) compared to Victoria (12.4 reports per 1,000 population).
- Alpine child protection investigations are higher than the Victorian rate (24.9 per 1,000 compared to 19.4 respectively);
- Child FIRST assessments for vulnerable children are higher in Alpine (16.3 per 1,000 population) compared to Victoria (10.1 per 1,000 population); and
- Rates of family violence reports are increasing at half the rate as regional and metropolitan areas.



HARMFUL ALCOHOL AND DRUG USE

- Alpine Shire has higher presentation of alcohol related hospital admissions (49.4 per 10,000 population) compared to Victorian rates (43.1 per 10,000 population);
- People in the Alpine Shire are at increased risk of alcohol-related harm on one single occasion of drinking (56.1%) compared to the Victorian average (42.5%); and
- 19.9% of females in the Shire are currently smokers, compared to the 16.9% of Victorian women.

SOCIALLY CONNECTED AND SUPPORTED COMMUNITIES

- Alpine Shire has a higher proportion of people over the age of 55 years (38.2%) compared to Victorian percentage (25.6%);
- Alpine Shire has high levels of social engagement. Compared to Victorian results, Alpine Shire residents are more likely to be able to get help from neighbours, feel valued by society, feel safe walking alone in the day and the night, and participate as a volunteer, and belong to a community group;
- High number of people with individual income less than \$400 per week (44.8%) compared to the Victorian average (39.9%);
- Median household income is below the State average (\$829 compared to \$1,219);
- Alpine has a higher proportion of people experiencing mortgage stress (14.9%) than the Victorian measure (11.4%);
- Alpine residents are almost half as likely to have completed a higher education qualification (29.6%) compared to Victoria (45.7%);
- Strong anecdotal evidence showing poor transport options throughout the Shire; and
- Aboriginal life expectancy was estimated to be 10.6 years lower than that of the non-Indigenous population. Closing the Gap report highlights the target is not on track to being met.



Planning framework

Council has many plans and strategies which fit together to form our planning framework. Some of our plans and strategies are required by legislation or funding agreements and others are initiatives of Alpine Shire Council. In general, all of our plans are guided by four high-level plans: our 2030 Community Vision, our Council Plan, our Municipal Public Health and Wellbeing Plan, and our Municipal Strategic Statement.

2030 COMMUNITY VISION

The 2030 Community Vision identifies and articulates the long-term aspirations, needs and opportunities of our community. It was developed in 2005 and revised in 2010.

COUNCIL PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Alpine's Council Plan and Municipal Public Health and Wellbeing Plan 2017-21 (MPHWP) sets out the strategic direction of Council to work towards a healthier community. This will prioritise health and wellbeing in our planning framework, optimise resourcing and contribute to an active, healthy and connected community. The Plan provides direction for staff, help with decision making; and measures the performance of the organisation and staff.

Council Plan

The Council Plan describes what Council can do in the four-year period and how resources will be allocated to do this. The components of the Plan which highlight Council's direction are the strategic objectives, the strategies, strategic indicators and the Strategic Resource Plan.

The strategic objectives are Council's long-term goals for meeting the 2030 Community Vision. The strategies are the four-year focus of the plan. We measure achievement of our strategic objectives and strategies through indicators. To provide more context about our direction, major projects and services are listed under each strategic objective.

The Strategic Resource Plan outlines a four-year financial plan that details the resources required to deliver the Council Plan. The projects and services outlined in the Council Plan directly link to the items in the Annual Budget.

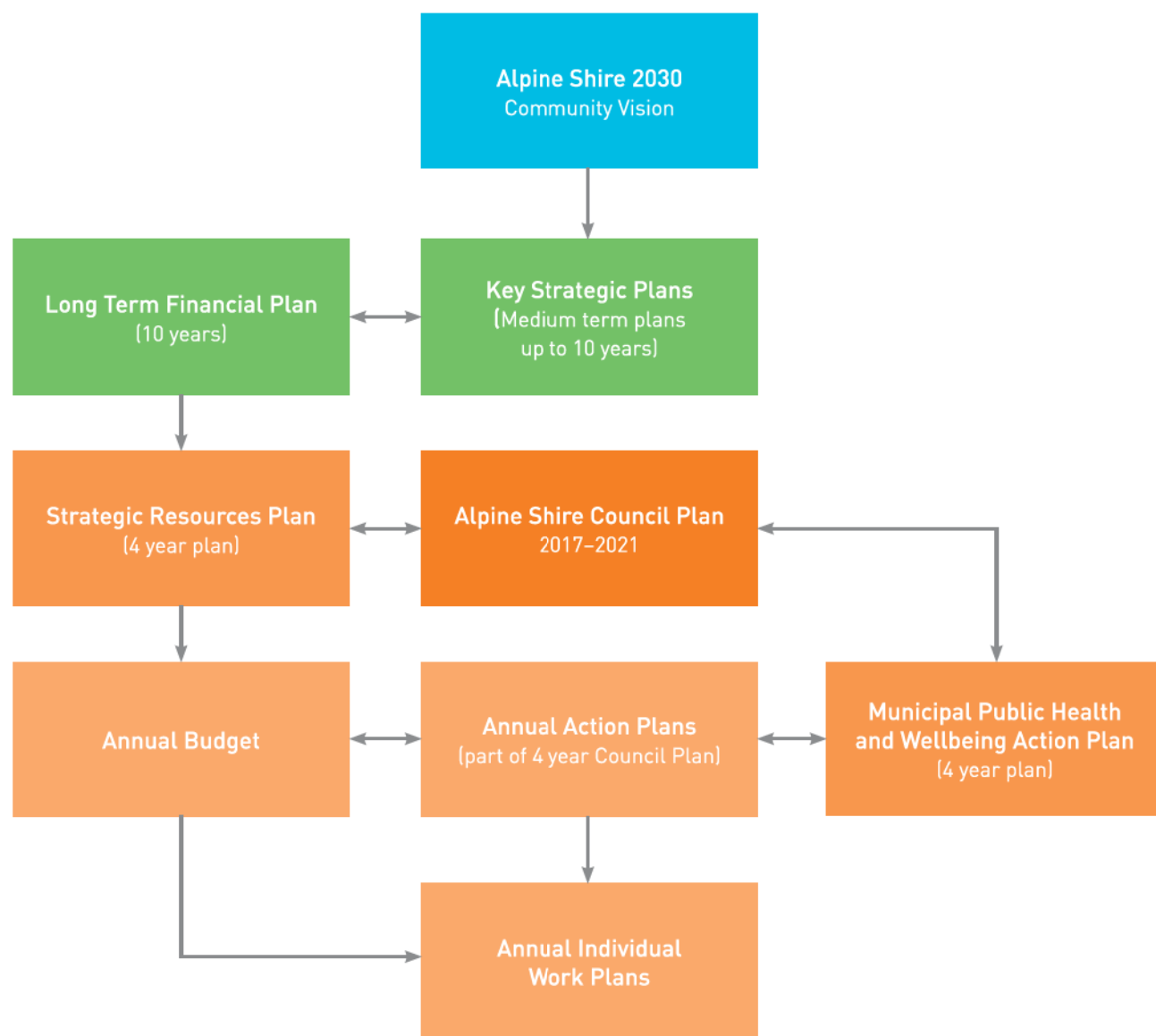
Municipal Public Health and Wellbeing Plan

Council is committed to protecting, improving and promoting public health and wellbeing within Alpine Shire. The plan draws together information about the health and wellbeing concerns of the community and the actual evidence of health and wellbeing issues within Alpine Shire. This information has been used to identify priority areas, goals and objectives to improve the health and wellbeing of Alpine residents.

MUNICIPAL STRATEGIC STATEMENT

The Municipal Strategic Statement sets the local strategic context of our Shire including land use and development objectives and strategies.

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21



Health and wellbeing



Alpine Shire Council plays an important role in the guidance and organisation of public health initiatives. Fostering strong partnerships within Council and with external stakeholders is a key priority for addressing health and wellbeing within the municipality. Our MPHWP is included in this Council Plan and builds on the successes of the Liveability Plan 2013-17.

To create a MPHWP that addresses the unique health and wellbeing needs of our community we have:

- Undertaken an examination of health data and prepared the Alpine Health and Wellbeing Profile;
- Engaged with key partners in the local community to prioritise health and wellbeing issues for Alpine Shire; and
- Considered the evidence when developing goals and strategies to address health and wellbeing issues.

COUNCIL'S ROLE

As a local government, Alpine Shire Council is well placed to contribute to a healthier community by:

- Maintaining current knowledge on health status and health determinants.
- Leading by example and working together across the organisation to improve community health and wellbeing.
- Developing partnerships to facilitate public health planning processes at the local government level.
- Advocating to other levels of government, organisations and the community for support to make long terms changes to health and wellbeing.
- Promoting health and wellbeing messages.
- Educating the community to improve health and wellbeing outcomes.
- Creating an environment which supports the health of members of the local community.
- Developing and enforcing up-to-date public health standards and intervening if the health of people within the Shire is affected.
- Coordinating and providing immunisation services to children.

PARTNERS

Council aims to achieve a coordinated approach to improving community health and wellbeing by working together with our partners.

Our partners in the development, implementation and evaluation of the MPHWP are: Central Hume Primary Care Partnership; Alpine Primary Care Partnership; Alpine Health; Gateway Health; Women's Health Goulburn North East; and Alpine Children's Services.

The MPHWP was developed by engaging with each of our partners to identify and align our health and wellbeing priorities for the community. Council maintains an open dialogue with our partners to locally determine ways to accomplish the goals and strategies identified in the MPHWP. The Alpine Primary Care Partnership will support the governance of the Municipal Public Health and Wellbeing Plan by taking an active role in implementing and monitoring the plan.

GOALS AND STRATEGIES

PRIORITY 1 PHYSICAL ACTIVITY AND HEALTHY EATING

GOAL **Improve healthy eating and physical activity**

Strategies

- Encourage a decrease in the consumption of sweet drinks and unhealthy food.
- Promote opportunities for people to be physically active in the community.
- Enhance the built environment and council assets to enable people to be physically active.
- Promote the benefits and availability of fresh fruit and vegetables.

PRIORITY 2 PREVENTING FAMILY VIOLENCE AGAINST WOMEN AND CHILDREN

GOAL **Stop family violence against women and children**

Strategies

- Improve access to information, programs and services for those impacted by family violence.
- Increase awareness of family violence prevalence, impacts and effective ways to respond as a bystander.
- Advocate for gender equality.

PRIORITY 3 HARMFUL ALCOHOL AND DRUG USE

GOAL **Reduce the incidence of alcohol and other drug related harm**

Strategies

- Reduce the harms caused by alcohol and drug misuse in the community.
- Advocate for a safe drinking culture.

PRIORITY 4 SOCIALLY CONNECTED AND SUPPORTED COMMUNITIES

GOAL **Create socially connected and supported communities**

Strategies

- Advocate for employment opportunities for our people.
- Advocate for public and community transport options within the Shire.
- Promote and support health and wellbeing activities in the community.
- Create opportunities for social connection through infrastructure and community facilities.



Our plan

STRATEGIC OBJECTIVE

1. A high performing organisation

STRATEGIES

- Communicate and engage with stakeholders.
- Advocate for the community on key issues.
- Lead and govern with integrity.
- Build a skilled organisation with a positive culture.

STRATEGIC INDICATORS

We will track our performance in terms of:

- Community satisfaction with community consultation and engagement.
- Percentage of councillors in attendance at ordinary and special Council meetings.
- Staff turnover as a percentage of permanent staff numbers.
- Percentage of Council decisions made at meetings closed to the public.

PROJECTS AND SERVICES

During this Council term, we will:

- Review our 2030 Community Vision.
- Improve communication with all sectors of the community.
- Develop and support our workforce.
- Position Alpine Shire Council as a great place to work.
- Build strong relationships with our community, other stakeholders, and all levels of government.

STRATEGIC
OBJECTIVE

2. A responsible and sustainable organisation

STRATEGIES

- Provide an excellent customer experience.
- Manage our financial resources sustainably.
- Identify and manage Council's risk.
- Balance financial, environmental and community outcomes.

STRATEGIC
INDICATORS

We will track our performance in terms of:

- Community satisfaction with customer service provided.
- Overall financial sustainability risk rating.
- Available revenue: Adjusted underlying surplus (or deficit) as a percentage of underlying revenue.
- Working Capital: Current assets as a percentage of current liabilities.
- Ability to pay debts: Non-current liabilities as a percentage of own source revenue.
- Lost time injury frequency rate.
- Percentage of planned hazard inspections undertaken.

PROJECTS
AND SERVICES

During this Council term, we will:

- Review the Dinner Plain special rate.
- Understand our customer expectations and develop an integrated customer experience that meets their needs and long term interests.
- Develop and implement activities that promote a customer centric culture.
- Review health and safety processes and improve our Safety Management System.
- Review the risk management framework, including the policy system and financial governance processes.
- Drive value through a focus on efficient management of our internal functions.



**STRATEGIC
OBJECTIVE**

3. Incredible places for our community and visitors

STRATEGIES

- Identify our community's infrastructure aspirations.
- Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders.

**STRATEGIC
INDICATORS**

We will track our performance in terms of:

- Ratio of capital works program actually delivered compared to budgeted.
- Community access to our project pipeline.

**PROJECTS
AND SERVICES**

During this Council term, we will deliver the following major capital projects:

- Alpine Better Places.
- Alpine Events Park.
- Myrtleford Indoor Sports Stadium Expansion.
- McNamara Reserve Netball and Tennis Facility.
- Mount Beauty Skate Park Upgrade.



STRATEGIC
OBJECTIVE

4. Infrastructure and open space that our community is proud of

STRATEGIES

- Manage and maintain Council infrastructure.
- Understand and plan for Council's asset renewal requirements.
- Prepare for and assist in the response to emergency events.
- Maintain Council's parks, trees, and reserves.

STRATEGIC
INDICATORS

We will track our performance in terms of:

- Audit of the Municipal Emergency Management Plan.
- Community satisfaction with sealed local roads.

PROJECTS
AND SERVICES

During this Council term, we will:

- Deliver maintenance programs for our civil infrastructure (roads, bridges, footpaths and kerb).
- Deliver maintenance programs for our parks, trees and reserves.
- Deliver maintenance programs for our buildings and facilities.
- Maintain the Municipal Emergency Management Plan and respond to emergency events in line with the Plan.
- Maintain our Road Management Plan.



**STRATEGIC
OBJECTIVE**

5. Highly utilised and well managed community facilities

STRATEGIES

- Soundly operate and manage community facilities.
- Deliver quality services for our community.
- Align services with community expectations.

**STRATEGIC
INDICATORS**

We will track our performance in terms of:

- Number of visits to aquatic facilities per head of municipal population.
- Percentage of the population that are active library members.
- Cost of indoor aquatic facilities per visit.
- Cost of outdoor aquatic facilities per visit.
- Cost of library service per visit.
- Kerbside collection waste diverted from landfill.
- Kerbside collection bins missed per 10,000 households.

**PROJECTS
AND SERVICES**

During this Council term, we will:

- Review both our kerbside collection services and the transport of bulk waste and recycling materials.
- Cease landfill operations at Myrtleford.
- Deliver municipal waste and recycling services.
- Review the operation and management of Myrtleford Holiday Park.
- Deliver library services.
- Operate visitor information centres; seasonal pools and sport centres.



STRATEGIC
OBJECTIVE

6. A well planned and safe community

STRATEGIES

- Plan for and manage development to enhance liveability.
- Raise awareness and educate community about laws, regulations and codes.
- Enforce local laws, regulations and codes.

STRATEGIC
INDICATORS

We will track our performance in terms of:

- Percentage of planning applications processed within 60 statutory days.
- Time taken to decide planning applications.
- Percentage of required food safety assessments undertaken.

PROJECTS
AND SERVICES

During this Council term, we will:

- Review Local Laws number 2 – Municipal Places, 4 – Livestock, 5 – Amenity, 6 – Streets and Roads, and 7 – Murray to the Mountains Rail Trail.
- Progress amendments to the Alpine Planning Scheme including Dinner Plain Design Guidelines, Upper Ovens and Kiewa Valley land subject to inundation, and bulk water extraction.
- Develop a Land Development Strategy.
- Deliver the immunisation program.
- Enforce compliance with environmental and food safety regulations, statutory planning regulations and local laws.
- Issue and monitor permits relevant to statutory planning, building, wastewater, and local laws.

STRATEGIC
OBJECTIVE

7. A thriving and connected community

STRATEGIES

- Strengthen visitor attraction and experience.
- Support and encourage investment and enterprise.
- Improve healthy eating and physical activity.
- Stop family violence against women and children.
- Reduce the incidence of alcohol and other drug related harm.
- Create socially connected and supported communities.

STRATEGIC
INDICATORS

We will track our performance in terms of:

- Percentage of people who volunteer in the community.
- Participation in the Maternal Child Health service.
- Number of permitted festivals and events in the Alpine Shire.
- Visitor numbers.
- Increase in small business and light industry in the Shire.

PROJECTS
AND SERVICES

During this Council term, we will:

- Build strong partnerships to implement the Municipal Public Health Wellbeing Plan Action Plan.
- Deliver the Learners to Probationary (L2P) driving program.
- Review Maternal and Child Health Service.
- Support events and community programs.
- Promote Alpine Shire as a destination of choice for visitors.
- Provide support and advice to encourage investment and strengthen our economy.
- Deliver the Community Grants Program.





Strategic resource plan

The Strategic Resource Plan (SRP) details the financial and non-financial resources required over the Council Plan period to implement the strategic objectives detailed in the Council Plan. It is prepared in accordance with the requirements of the Local Government Act 1989 (the Act) and includes a four year financial estimate based on the economic and financial information available at the time of its preparation.

The SRP is revised annually as a part of the Annual Budget process to account for variable financial conditions, with updates recorded in the Annual Report. In preparing the SRP, Council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by Council.

As well as establishing a financial framework for the implementation of key strategies, the SRP assists with ensuring that Council complies with sound financial management principles, as outlined in s136 of the Act, and formulates a basis by which Council's adherence to policies and strategies can be measured.

KEY ASSUMPTIONS AND STRATEGIES

There are a number of assumptions and strategies underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

Assessment of the current financial position;

- Scan of the external economic environment;
- Forecast changes in population and demographics;
- Advice from officers responsible for service and capital works planning and delivery; and
- Services and initiatives contained in plans adopted or proposed to be adopted by Council.

The key strategies underlying the preparation of this plan are as follows:

RATES STRATEGY

In developing the long-term financial plan, rates and charges are identified as an important source of Council revenue, accounting for approximately 62% of the total operating revenue forecast by Council in the 2017-18 Budget. Planning for future rate movement is therefore an important component of the long-term financial planning process.

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2017-18 year is set at 2%; and our Council rates have been increased by 1.9% for 2017-18 for the purpose of the SRP.

In the long term, it must be acknowledged that Council rate levels need to be assessed and maintained at levels appropriate to deliver the volume and quality of services required. Therefore the figures within the SRP are currently premised on a 1.7% rate increase each year beyond 2017-18.

The rating differentials on which the SRP is predicated are as follows:

DESCRIPTION	% OF GENERAL RATE
Residential rate	100%
Farm rate	73%
Commercial/Industrial rate	143%
Dinner Plain special rate	43%

BORROWING STRATEGY

The Strategic Resource Plan provides for no new loan borrowings. This is in line with Council's strategy to manage our financial resources sustainably.

FEES AND CHARGES STRATEGY

Council reviews fees and charges annually to ensure the costs associated with services are in line with the level of service delivered. It is Council's intent to only charge for services that have a cost recovery benefit.

WAGES GROWTH

The Alpine Shire Council Enterprise Agreement 2016 applies a wage freeze until 30 June 2019 with wage increases equivalent to CPI or WPI-All Sectors (whichever is greater for the period June Quarter 2018 to June Quarter 2019) on 1 July 2019. The wages growth in the SRP takes this into account and makes an allowance for small incremental movements within salary bands; 0.25% in 2017/18; 0.25% in 2018/19; 3.25% in 2019/20; and 1.5% in 2020/21.

GRANTS (OPERATING AND CAPITAL)

It is assumed that Victorian Grants Commission funding increases equal to CPI for the life of the Strategic Resource Plan and that operating grants are based on confirmed funding levels. Also it is assumed that 50% of the 2017/18 Victorian Grants Commission funding will be received in the 2016/17 financial year.

In addition, Council receives both recurrent and non-recurrent government funding for capital works projects. Capital works in the SRP that are predicated on unconfirmed capital grants will not proceed until the capital grant has been confirmed.

GOODS AND SERVICES COSTS

Allowance for increases in the cost of goods and services is based on 3.5% increments calculated on CPI and historical trending.

FEES AND CHARGES (GENERAL)

That existing fees and charges will be premised on an actual cost increase basis of a 2% increase in 2017-18, or at a level set by regulation or as special circumstances warrant, with similar percentage growth factored into the SRP to 2019/20. The fees and charges schedule has been reviewed as part of the 2017-18 budget process.

FEES AND CHARGES (WASTE AND RECYCLING)

Movements in the level of domestic waste collection charges, recycling charges, and other charges take into consideration the real cost increases in providing the services.

INVESTMENT INTEREST

It is assumed that investment interest rates are 2.5% per annum during the four years of the SRP.

DEPRECIATION

Depreciation expense is based on annual asset revaluations being a function of current unit rates and rotating review of condition assessments over a three to five year cycle.

Financial statements

COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2021

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
INCOME					
Rates and charges	16,971	17,544	17,779	18,160	18,556
Statutory fees and fines	587	460	469	482	495
User fees	1,158	960	978	1,008	1,039
Contributions – cash	782	632	695	658	671
Contributions – non-monetary assets	106	200	204	208	212
Grants – Operating (recurrent)	5,853	2,400	4,049	4,182	4,207
Grants – Operating (non-recurrent)	583	143	-	-	-
Grants – Capital (recurrent)	1,223	500	500	500	500
Grants – Capital (non-recurrent)	433	2,440	3,005	-	-
Other income	928	887	844	805	843
Total income	28,624	26,166	28,523	26,003	26,523
EXPENSES					
Employee costs	8,112	8,081	8,151	8,364	8,539
Materials and services	11,453	10,717	11,093	11,570	11,950
Depreciation and amortisation	4,248	4,372	4,506	4,748	4,800
Landfill rehabilitation	185	197	198	152	140
Finance costs	-	-	-	-	-
Other expenses	802	784	808	832	858
Net gain on disposal of property, infrastructure, plant and equipment	100	100	100	100	100
Total expenses	24,900	24,251	24,856	25,766	26,387
Surplus (deficit) for the year	3,724	1,915	3,667	237	136
Other comprehensive income items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment / (decrement)	6,688	-	5,227	6,718	-
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	-	-	-	-	-
Comprehensive result	10,412	1,915	8,894	6,955	136

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21

BALANCE SHEET

For the four years ending 30 June 2021

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS					
Current assets					
Cash and cash equivalents	3,480	3,008	1,283	2,088	2,745
Trade and other receivables	1,719	1,498	1,683	1,462	1,490
Financial assets	6,000	5,000	3,000	3,000	3,000
Inventories	100	86	70	75	83
Other assets	272	263	259	260	264
Total current assets	11,571	9,855	6,295	6,885	7,582
Non-current assets					
Trade and other receivables	3	-	-	-	-
Investments in regional library corporation	21	21	21	21	21
Property, infrastructure, plant & equipment	210,253	213,846	225,490	231,755	231,250
Inventories	147	151	156	161	166
Total non-current assets	210,424	214,018	225,667	231,937	231,437
Total assets	221,995	223,873	231,962	238,822	239,019
LIABILITIES					
Current liabilities					
Trade and other payables	2,015	1,891	1,956	2,039	2,105
Trust funds and deposits	863	981	1,001	1,021	1,041
Provisions	1,975	2,853	2,168	2,020	2,479
Income received in advance	30	30	30	30	30
Interest-bearing loans and borrowings	0	0	0	0	0
Total current liabilities	4,883	5,755	5,155	5,110	5,655
Non-current liabilities					
Provisions	3,888	3,009	2,834	2,814	2,360
Income received in advance	417	387	357	327	297
Interest-bearing loans and borrowings	-	-	-	-	-
Total non-current liabilities	4,305	3,396	3,191	3,141	2,657
Total liabilities	9,188	9,151	8,346	8,251	8,312
Net assets	212,807	214,722	223,616	230,571	230,707
EQUITY					
Accumulated surplus	88,650	90,565	94,232	94,469	94,605
Reserves	124,157	124,157	129,384	136,102	136,102
Total equity	212,807	214,722	223,616	230,571	230,707

STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2021

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE	OTHER RESERVES
	\$'000	\$'000	\$'000	\$'000
2017 - Forecast				
Balance at beginning of the financial year	202,395	84,728	116,074	1,593
Comprehensive result	10,412	3,724	6,688	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	198	-	(198)
Balance at end of the financial year	212,807	88,650	122,762	1,395
2018 - Budget				
Balance at beginning of the financial year	212,807	88,650	122,762	1,395
Comprehensive result	8,894	3,667	5,227	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	382	-	(382)
Balance at end of the financial year	221,701	92,699	127,989	1,013
2019 - SRP				
Balance at beginning of the financial year	221,701	92,699	127,989	1,013
Comprehensive result	6,955	237	6,718	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	228,656	92,936	134,707	1,013
2020 - SRP				
Balance at beginning of the financial year	228,656	92,936	134,707	1,013
Comprehensive result	136	136	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	228,792	93,072	134,707	1,013
2021 - SRP				
Balance at beginning of the financial year	228,792	93,072	134,707	1,013
Comprehensive result	6,589	820	5,769	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	235,381	93,892	140,476	1,013

STATEMENT OF CASH FLOWS

For the four years ending 30 June 2021

	FORECAST		STRATEGIC RESOURCE PLAN PROJECTIONS		
	ACTUAL	BUDGET			
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	16,925	17,519	17,768	18,143	18,538
Statutory fees and fines	587	460	469	482	495
User fees	1,158	960	978	1,008	1,039
Contributions – cash	782	632	695	658	671
Grants – operating	6,555	2,792	3,875	4,420	4,197
Grants – capital	1,656	2,940	3,505	500	500
Interest	359	303	248	197	223
Other receipts	986	754	770	786	802
Trust funds deposits taken	2,444	2,446	2,420	2,420	2,420
Trust funds deposits repaid	-2318	-2328	-2400	-2400	-2400
Employee costs	(9,237)	(8,089)	(8,134)	(8,309)	(8,494)
Materials and consumables	(12,873)	(11,796)	(12,896)	(12,705)	(12,939)
Net cash provided by operating activities	7,024	6,593	7,298	5,200	5,052
Cash flows from investing activities					
Payments for property, plant and equipment	196	105	105	105	105
Proceeds from sale of property, plant and equipment					
Proceeds from investments	3,507	1,000	2,000	-	-
Net cash used in investing activities	(6,135)	(7,065)	(9,023)	(4,395)	(4,395)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-
Net (decrease) increase in cash and cash equivalents	889	(472)	(1,725)	805	657
Cash and cash equivalents at beginning of the financial year	2,591	3,480	3,008	1,283	2,088
Cash and cash equivalents at end of the financial year	3,480	3,008	1,283	2,088	2,745

STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2021

	FORECAST		STRATEGIC RESOURCE PLAN PROJECTIONS		
	ACTUAL	BUDGET	2018/19	2019/20	2020/21
	2016/17	2017/18			
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	-	-	-	-	-
Buildings	897	1,705	3,840	1,070	1,070
Total property	897	1,705	3,840	1,070	1,070
Plant and equipment					
Plant, machinery and equipment	1,669	476	500	500	500
Fixtures, fittings and furniture	-	-	50	50	50
Computers and telecommunications	120	150	75	75	75
Library books	76	76	0	0	0
Total plant and equipment	1,865	702	625	625	625
Roads	4,764	2,719	3,870	1,400	1,400
Bridges	639	153	400	400	400
Footpaths and cycleways	202	525	100	100	100
Drainage	280	104	175	175	175
Recreational, leisure and community facilities	933	2,000	1,788	400	400
Parks, open space and streetscapes	129	262	330	330	330
Total infrastructure	6,947	5,763	6,663	2,805	2,805
Total capital works	9,709	8,170	11,128	4,500	4,500
Represented by:					
New asset expenditure	519	490	-	-	-
Asset renewal expenditure	3,546	3,335	4,400	4,500	4,500
Asset upgrade expenditure	5,644	4,345	6,728	-	-
Asset expansion expenditure	-	-	-	-	-
Total capital works expenditure	9,709	8,170	11,128	4,500	4,500

BUDGETED STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2021

	FORECAST		STRATEGIC RESOURCE PLAN		
	ACTUAL	BUDGET	PROJECTIONS		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs – operating	8,112	8,081	8,151	8,364	8,539
Employee costs – capital	685	663	669	686	700
Total staff expenditure	8,797	8,744	8,820	9,050	9,239
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	105	105	105	105	105
Total staff numbers	105	105	105	105	105

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

For the four years ending 30 June 2021

	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
EXECUTIVE				
Permanent full time	746	752	772	788
Permanent part time	191	193	198	202
Total Executive	937	945	970	990
CORPORATE				
Permanent full time	1,429	1,441	1,479	1,510
Permanent part time	1,729	1,744	1,790	1,827
Total Corporate	3,158	3,185	3,269	3,337
ASSETS				
Permanent full time	3,040	3,066	3,146	3,212
Permanent part time	967	975	1,001	1,022
Total Assets	4,007	4,041	4,147	4,234
Casual and other	642	649	664	678
Total staff expenditure	8,744	8,820	9,050	9,239

	FTE	FTE	FTE	FTE
EXECUTIVE				
Permanent full time	5.0	5.0	5.0	5.0
Permanent part time	1.9	1.9	1.9	1.9
Total executive	6.9	6.9	6.9	6.9
CORPORATE				
Permanent full time	16.0	16	16.0	16.0
Permanent part time	22.9	22.9	22.9	22.9
Total Corporate	38.9	38.9	38.9	38.9
ASSETS				
Permanent full time	39.0	39	39.0	39.0
Permanent part time	11.2	11.2	11.2	11.2
Total Assets	50.2	50.2	50.2	50.2
Casual and other	8.7	8.7	8.7	8.7
Total staff FTE	104.7	104.7	104.7	104.7





OTHER INFORMATION

1. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE – NEW WORKS

For the year ending 30 June 2018

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017/18									
Property									
Land	-								
Buildings	510	80	280	150	-	115	-	395	-
Total property	510	80	280	150	-	115	-	395	-
Plant and equipment									
Plant, machinery and equipment	126	20	106	-	-	-	-	126	-
Fixtures, fittings and furniture	90	-	90	-	-	-	-	90	-
Computers and telecommunications	60	-	60	-	-	-	-	60	-
Library books	76	-	76	-	-	-	-	76	-
Total plant and equipment	352	20	332	-	-	-	-	352	-
Infrastructure									
Roads	2,095	-	1,300	795	-	720	-	1,375	-
Bridges	140	-	-	140	-	70	-	70	-
Footpaths and cycleways	480	300	180	-	-	-	-	480	-
Drainage	95	-	75	20	-	-	-	95	-
Recreational, leisure and community facilities	1,830	-	5	1,825	-	755	-	1,075	-
Parks, open space and streetscapes	160	45	115	-	-	-	-	160	-
Waste	890	-	80	810	-	405	-	485	-
Total infrastructure	5,690	345	1,755	3,590	-	1,950	-	3,740	-
Capitalised wages	663	45	218	400	-	-	-	663	-
Total capital works expenditure	7,215	490	2,585	4,140	-	2,065	-	5,150	-

2. WORKS CARRIED FORWARD FROM THE PREVIOUS COUNCIL TERM (FROM 2016/17 YEAR)

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2017/18									
Property									
Buildings	240	-	240	-	-	-	-	240	-
Total property	240	-	240	-	-	-	-	240	-
Plant and equipment									
Plant, machinery and equipment	350	-	350	-	-	-	-	350	-
Total plant and equipment	350	-	350	-	-	-	-	350	-
Infrastructure									
Roads	357	-	152	205	-	-	-	357	-
Parks, open space and streetscapes	8	-	8	-	-	-	-	8	-
Total infrastructure	365	-	160	205	-	-	-	365	-
Total capital works expenditure	955	-	750	205	-	-	-	955	-

SUMMARY OF CAPITAL WORK FOR PLANNED YEAR INCORPORATING ITEMS CARRIED FORWARD

For the year ending 30 June 2018

Capital Works Area	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	750	80	520	150	-	115	-	635	-
Plant and equipment	702	20	682	-	-	-	-	702	-
Infrastructure	6,055	345	1,915	3,795	-	1,950	-	4,105	-
Capitalised wages	663	45	218	400	-	-	-	663	-
Total capital works expenditure	8,170	490	3,335	4,345	-	2,065	-	6,105	-

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21

3. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2019

	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018/19									
Property									
Land	-								
Buildings	3,370		500	2,870		1,285	50	2,035	
Total property	3,370	-	500	2,870	-	1,285	50	2,035	-
Plant and equipment									
Plant, machinery and equipment	500		500					500	
Fixtures, fittings and furniture	25		25					25	
Computers and telecommunications	25		25					25	
Library books	75		75					75	
Total plant and equipment	625	-	625	-	-	-	-	625	-
Infrastructure									
Roads	3,570		1,100	2,470		1,220		2,350	
Bridges	400		400					400	
Footpaths and cycleways	100		100					100	
Drainage	175		175					175	
Recreational, leisure and community facilities	1,788		400	1,388		1,000		788	
Parks, open space and streetscapes	250		250					250	
Waste	250		250					250	
Total infrastructure	6,533	-	2,675	3,858	-	2,220	-	4,063	-
Capitalised wages	600		600					600	
Total capital works expenditure	11,128	-	4,400	6,728	-	3,505	50	7,323	-

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21

4. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2020

	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019/20									
Property									
Land	-								
Buildings	600		600					600	
Total property	600	-	600	-	-	-	-	600	-
Plant and equipment									
Plant, machinery and equipment	500		500					500	
Fixtures, fittings and furniture	25		25					25	
Computers and telecommunications	25		25					25	
Library books	75		75					75	
Total plant and equipment	625	-	625	-	-	-	-	625	-
Infrastructure									
Roads	1,100		1,100			500		600	
Bridges	400		400					400	
Footpaths and cycleways	100		100					100	
Drainage	175		175					175	
Recreational, leisure and community facilities	400		400					400	
Parks, open space and streetscapes	250		250					250	
Waste	250		250					250	
Total infrastructure	2,675	-	2,675	-	-	500	-	1,925	-
Capitalised wages	600		600					600	
Total capital works expenditure	4,500	-	4,500	-	-	500	-	3,750	-

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21

5. SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

For the year ending 30 June 2021

	ASSET EXPENDITURE TYPE					SUMMARY OF FUNDING SOURCES			
	Total	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
1920/21									
Property									
Land	-								
Buildings	600		600					600	
Total property	600	-	600	-	-	-	-	600	-
Plant and equipment									
Plant, machinery and equipment	500		500					500	
Fixtures, fittings and furniture	25		25					25	
Computers and telecommunications	25		25					25	
Library books	75		75					75	
Total plant and equipment	625	-	625	-	-	-	-	625	-
Infrastructure									
Roads	1,100		1,100			500		600	
Bridges	400		400					400	
Footpaths and cycleways	100		100					100	
Drainage	175		175					275	
Recreational, leisure and community facilities	400		400					400	
Parks, open space and streetscapes	250		250					250	
Waste	250		250					250	
Total infrastructure	2,675	-	2,675	-	-	500	-	2,025	-
Capitalised wages	600		600					600	
Total capital works expenditure	4,500	-	4,500	-	-	500	-	3,850	-



GLOSSARY OF TERMS

ACT	the Local Government Act 1989.
ALPINE SHIRE	the Local Government Area subject of this Council Plan.
ANNUAL REPORT	a report of the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
ASSET EXPANSION EXPENDITURE	expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
ASSET EXPENDITURE TYPE	the following types of asset expenditure: a. asset renewal expenditure; b. new asset expenditure; c. asset upgrade expenditure; d. asset expansion expenditure.
ASSET RENEWAL EXPENDITURE	expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
ASSET UPGRADE EXPENDITURE	expenditure that: a. enhances an existing asset to provide a higher level of service; or b. increases the life of the asset beyond its original life.
AUSTRALIAN ACCOUNTING STANDARDS (AASB)	the accounting standards published by the Australian Accounting Standards Board.
BUDGET	a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives in the council plan.
CAPITAL WORKS EXPENDITURE	expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
CHIEF EXECUTIVE OFFICER (CEO)	Chief Executive Officer of Alpine Shire Council.
COUNCIL	the Alpine Shire Council (the organisation)
COUNCIL PLAN	a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
FINANCIAL RESOURCES	income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
FINANCIAL STATEMENTS	the financial statements and notes prepared in accordance with the Australian Accounting Standards as they apply to the general purpose financial reports of local governments and a statement of capital works and included in the annual report.
FINANCIAL YEAR	the period of 12 months ending on 30 June each year.
HUMAN RESOURCES	the staff employed by a council.
INITIATIVES	actions that are one-off in nature and/or lead to improvements in service.
MAJOR INITIATIVES	significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.

ALPINE SHIRE COUNCIL | COUNCIL PLAN 2017-21

MATERNAL CHILD HEALTH (MCH)	the service provided by Council to support the health and development of early childhood and families.
MINISTER	the Minister for Local Government.
MODEL BUDGET	the Victorian City Council Model Budget prepared annually by the Institute of Chartered Accountants in Australia.
MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN (MPHWP)	a plan required by Council under the Public Health and Wellbeing Act 2008.
NEW ASSET EXPENDITURE	expenditure that creates a new asset that provides a service that does not currently exist.
NON-FINANCIAL RESOURCES	the resources other than financial resources required to deliver the services and initiatives in the budget.
NON-RECURRENT GRANT	a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's strategic resource plan.
PLANNING AND ACCOUNTABILITY FRAMEWORK	the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
PERFORMANCE STATEMENT	a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
RECURRENT GRANT	a grant other than a non-recurrent grant.
REGULATIONS (LGR)	the Local Government (Planning and Reporting) Regulations 2014.
REPORT OF OPERATIONS	a report containing a description of the operations of the council during the financial year and included in the annual report.
SERVICES	assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
STRATEGIC INDICATOR	what will be measured to assess performance.
STRATEGIC OBJECTIVES	the outcomes a council is seeking to achieve over the next four years and included in the council plan.
STRATEGIC RESOURCE PLAN	a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan.
STRATEGIES	high level actions directed at achieving the strategic objectives in the council plan.
STATEMENT OF CAPITAL WORKS	a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report.
STATEMENT OF HUMAN RESOURCES	a statement which shows all council staff expenditure and numbers of full time equivalent council staff.
STATEMENTS OF NON-FINANCIAL RESOURCES	a statement which describes the non-financial resources including human resources.
SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE	a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the Local Government Financial Report, by asset expenditure type and funding source.

Review and evaluation

The Council Plan and integrated Municipal Public Health and Wellbeing Plan will be implemented by its linkages with the Strategic Resource Plan and resourced through the Annual Budget.

COUNCIL PLAN GOVERNANCE

The achievement of our Council Plan strategic objectives will be measured according to the strategic indicators outlined in this plan. A report will be prepared for State Government, Council and the community via the Annual Report between July and September. This will include the report of operations, financial statement and performance statement.

The Council will periodically have the opportunity to evaluate and assess whether targets and projects will be met according to their strategic indicators.

MPHWP GOVERNANCE

Council will be responsible for monitoring, evaluating and reporting on the achievements of the MPHWP. The Alpine Primary Care Partnership will be the forum for regular monitoring and reporting across partner agencies.

Responsibility for implementing MPHWP strategies to achieve our health and wellbeing goals runs across a number of agencies. Council's challenge will be to ensure that our health and wellbeing goals inform the strategic plans of partner agencies; and that the progress of implementation of strategies by the various agencies is monitored and reported annually to Council and the Department of Health.

Our MPHWP goals will be incorporated into the Council Plan reporting and monitoring processes.



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ALPINE
SHIRE COUNCIL

COUNCIL POLICY**PROCUREMENT POLICY**

DOCUMENT UNCONTROLLED WHEN PRINTED

DOCUMENT CONTROL

Policy Number: 089	Status: Adopted	
Approved by: Council	Date approved/adopted: 27 June 2017	Next review date: June 2018
Directorate: Corporate	Department: Corporate	Contact officer: Manager Corporate

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REVISION RECORD

Date:	Version:	Revision description:
04/11/2009	1.0	Adopted
03/11/2010	1.01	Reviewed, amended and adopted
02/11/2011	1.02	Reviewed, amended and adopted
02/10/2012	1.03	Reviewed, amended and adopted
19/05/2014	V1.0	Final collaborative version with Indigo and Towong Shire Councils
02/06/2015	2.0	Adopted Version 2 (no amendments required)
07/06/2016	3.0	Adopted Version 3 (no amendments required)
06/06/2017	4.0	Adopted Version 4 (addition of item 6.3 – Financial Delegations)

1. TITLE

Procurement Policy

2. POLICY STATEMENT

This policy has been jointly developed by Alpine Shire Council, Indigo Shire Council and Towong Shire Council in the spirit of council collaboration and fostering ongoing working relationships between the three councils.

Council is committed to ensuring its purchasing practices are fair and transparent, meet legislative requirements and deliver best value outcomes to ratepayers.

3. PURPOSE

Section 186A of the *Local Government Act 1989* requires Councils to prepare, approve and comply with a procurement policy.

The purpose of the Procurement Policy is to:

- Provide policy and guidance to allow consistency and control over procurement activities
- Ensure compliance with legislation
- Establish a framework for Council to achieve best value outcomes
- Demonstrate the application of elements of best practice in purchasing
- Demonstrate accountability to rate payers

4. SCOPE

This policy applies to all purchases of, and contracts to purchase, goods, services and works.

It is binding upon Council staff and all persons undertaking procurement on behalf of Council, including volunteers, councillors and related committees.

5. OBJECTIVES

The objectives of the Procurement Policy are to:

- Achieve value for money for ratepayers
- Ensure open and fair competition
- Ensure openness and transparency of the decision making process
- Achieve high standards of probity, accountability and risk management
- Achieve compliance with legislation
- Promote Environmental Sustainability
- Seek to support local procurement
- Progress Councils commitment to continuous improvement and collaboration.

6. POLICY DETAILS

6.1 Principles

Council will apply the following principles to all procurement activities:

Value for money

Council will seek to maximise value for money in all purchase decisions.

Factors such as quality, quantity, risk, timeliness and cost on a whole-of-contract and whole-of-asset-life basis will be considered to achieve the optimum combination which defines best value.

Open and fair competition

Prospective suppliers will be afforded an equal opportunity to tender or quote. Impartiality will be maintained in selecting suppliers.

Probity and transparency

Council's procurement activities will be performed with integrity and in a manner able to withstand the closest possible scrutiny.

Procedures will be implemented to ensure fairness and impartiality towards suppliers, consistency and transparency of process, identification and management of conflict of interest and security and confidentiality of commercial interests of existing and potential suppliers.

Accountability

Council will ensure responsibilities and requirements for compliance are communicated to all staff.

All procurement activities will be documented to provide an audit trail for monitoring and audit purposes.

Risk management

Council will manage all aspects of its procurement processes in accordance with its risk management policy to ensure all risks are identified, analysed, evaluated, treated, monitored and communicated to the standard required.

Council will ensure:

- systems are in place that limit the risk of unethical behaviour and clearly set the parameters of responsibility and authority
- more than one person is involved in, and responsible for each transaction
- appropriate authorisations are obtained and documented

Reporting

The procurement policy and implementation of related internal controls will be monitored and reviewed by Council's internal audit committee.

Environmental sustainability

Council will aim to make purchases that have the least impact on the environment and human health, within the context of purchasing on a value for money basis.

Preference will be given to purchasing products and services which:

- Minimise waste
- Minimise greenhouse emissions
- Minimise habitat destruction
- Minimise pollution
- Minimise soil degradation
- Maximise water and energy efficiency

Local sourcing

Consistent with the value for money and fit for purpose principles, where equivalent value can be sourced both locally and elsewhere, the goods or services should be procured from the local supplier.

Continuous improvement

Council will seek continual operational and process improvement including innovative and technological initiatives with the objective of reducing overall activity costs, improving management reporting capabilities and achieving best practice.

Collaboration

Council will seek and encourage the development of procurement collaboration with other councils and organisations including contracts available through the Victorian State Government, the Municipal Association of Victoria, Procurement Australia and other aggregated procurement providers as applicable.

6.2 Methods and Thresholds

Council will apply the following purchasing methods and conditions to all procurement activities within the nominated spend threshold:

Spend Thresholds	Purchasing Method	Conditions
Up to \$1,000	Verbal quotation	Seek and receive at least one quote No purchase order required
>\$1,000 up to \$2,500	Written quotation	Seek and receive at least one quote Purchase order required
>\$2,500 up to \$10,000	Written quotation	Seek and receive at least two quotes Purchase order required
>\$10,000 up to \$75,000	Request for Quotation (RFQ)	Seek a RFQ from at least three suppliers Contract and purchase order required.
>\$75,000 up to \$149,999.99	Request for Quotation (RFQ)	Seek a RFQ from at least five suppliers RFQ published on council's tender website RFQ open to response from any supplier Contract and purchase order required
\$150,000 and over	Invitation to Tender (ITT)	ITT published in newspaper ITT published on council's tender website ITT open to response from any supplier Contract and purchase order required

Note: 1) All \$ sums include GST.

2) The total value of a purchase over its lifetime must be considered to determine the correct procurement method.

Council may choose to publicly invite tenders for purchases with a value less than \$150,000 if it is of the opinion that it may produce a better outcome.

All quotations and tenders will be evaluated in accordance with the Principles of this policy.

6.3 Financial Delegations

This policy must be read in conjunction with the Financial Delegations as approved by the Chief Executive Officer.

The Financial Delegations assign procurement responsibilities to relevant Council officers (delegates), defining limits for authorised expenditure. The delegates must ensure that funding is or will be available prior to raising a purchase order. Procurement of good and services in excess of an individual officer's limits must be approved by a more senior officer with adequate approval limits.

6.4 Procedural Exemptions

Under specific circumstances exemption from the methods of this policy can be sought. Procedures for seeking exemptions are documented in the Procurement Procedures Manual.

7. SUPPORTING DOCUMENTS

This Policy should be read in conjunction with all other relevant Council policies and procedures, as well as relevant legislative requirements.

Related Legislation

- *Local Government Act 1989 (Victoria)*
- *Competition and Consumer Act 2010*

Related Policies

- *Employee Code of Conduct*
- *Corporate Records Policy*
- *Corporate Records Disposal Policy*
- *Occupational Health and Safety Policy*
- *Risk Management Policy*
- *Prevention of Bullying and Occupational Violence Policy*

Related Guidelines

- *Victorian Local Government Best Practice Procurement Guidelines 2013*

8. HUMAN RIGHTS CHARTER

This policy has been considered in relation to the Victorian *Charter of Human Rights and Responsibilities Act 2006* and it has been determined that it does not contravene the Charter.

9. MONITORING, EVALUATION AND REVIEW

Review of this policy and associated documentation will occur at least once in each financial year as required by section 186A (7) of the *Local Government Act 1989*.

10. NON-COMPLIANCE, BREACHES AND SANCTIONS

Failure to comply with this Council policy, supporting procedures or guidelines, will be subject to investigation which may lead to disciplinary action.

11. DEFINITIONS AND ABBREVIATIONS

Definitions of terms used in the policy and explanations of any abbreviations and acronyms.

Term	Meaning
the Act	<i>Local Government Act 1989</i> (as amended).
Conflict of interest	In Victorian local government the law provides that a staff member holding a delegation or advising council or a special committee has a conflict of interest which they must disclose in writing when they have a personal or private interest of the type specified in the legislation.
Contract	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable in law. A contract may be verbal or written or inferred by conduct.
Council staff	Includes full-time and part-time council staff, and temporary employees, contractors and consultants while engaged by the council.
Delegate	A person authorised by the council or Chief Executive Officer to make general or specified decisions constrained only by the instrument of delegation. Specifically, delegates commit and incur expenditure. The delegate is responsible for actions arising from their use of such power.
Local	In the context of this policy the definition of local is one that seeks to support manufacturers and suppliers located; <ul style="list-style-type: none"> • Firstly within the municipal boundary • Secondly within municipalities adjacent or near to the municipality • Thirdly within Australia

Term	Meaning
Probity	In the context of a procurement process, probity is a defensible process that is able to withstand internal and external scrutiny – one that achieves both accountability and transparency, providing suppliers with fair and equitable treatment.
Procurement	Procurement is the whole process of acquisition of external goods, services and works. It can include planning, design, standards determination, specification writing, preparation of quotation and tender documentation, selection of suppliers, financing, contract administration, disposals, and other related functions. It also includes the organisational and governance frameworks that underpin the procurement function.
Purchase order	A form of contract, which is an official document used to authorise and record the purchase of goods or services by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier.
Quotation/quote	A document in the form of an offer to supply goods and/or services, usually in response to a request for quotation.
Request for quotation (RFQ)	A written process of inviting offers to supply goods and/or services involving simple documentation that specifies the requirements.
Invitation to tender (ITT)	A publicly advertised invitation to tender against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering and proposed contract conditions.
Sustainability	Activities that meet the needs of the present without compromising the ability of future generations to meet their needs.
Tender	An offer in writing to supply goods and/or services, usually submitted in response to a public or selective invitation such as an invitation to tender.
Tender process	The process of inviting parties to submit a tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer.
Thresholds	The value above which a procurement, unless exempt, is subject to the mandatory procurement procedures.
Value for money	The optimum combination of quality, quantity, risk, timeliness, on a whole-of-contract and whole-of-asset-life basis (VAGO).

12. APPROVAL

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 27th day of
June 2017 in the
presence of:

.....
COUNCILLOR

.....
COUNCILLOR

.....
ACTING CHIEF EXECUTIVE OFFICER



Budget Report 2017/2018

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1 Mayor's Introduction

It is my pleasure to present the budget for the 2017/18 financial year.

Council is proud to introduce a budget focused on ratepayers and the community. This budget demonstrates our continued commitment to reduce operational spending in order to keep costs to ratepayers as low as possible and to redirect funds to important capital works projects.

This commitment is highlighted through a number of key initiatives:

- A rate revenue increase of 1.9%, which is lower than the 2.0% cap set by the State Government.
- Lowering the Dinner Plain Village Rate from 65% of the general rate to 43% of the general rate.
- Maintaining the lowest employee costs since 2011, while delivering a high level of service for our communities.

The budget reflects a continued commitment to operational savings and capital improvements that focus on:

- Supporting and building community safety and wellbeing.
- Attracting visitors and investment.
- Boosting the local economy.

The planned 2017/18 capital works projects build upon the significant investment made across the Alpine Shire in previous budgets, including over \$3 million of projects undertaken in the Kiewa Valley in the past two years. In 2017/18 the budget focuses on the Ovens Valley with a significant capital works program that commits \$8.2 million in total to projects that include, Alpine Better Places – Myrtle Street, the Alpine Events Park and the commencement of the expansion of the Myrtleford Indoor Sports Stadium.

We are fortunate to live in a Shire that is unrivalled in natural beauty, boasts close-knit and supportive communities and attracts tens of thousands of visitors each year. Council recognises the importance of infrastructure and facilities that support our residents and encourages growth.

This budget aims to strike a balance between a low rate increase and a strong capital works program, to achieve on-the-ground benefits for our ratepayers and communities.

Cr Ron Janas
Mayor

2 Executive summary

Council has prepared a budget for 2017/18 which is aligned to the vision in the Council Plan 2017-21. It seeks to deliver projects and services that are valued by our community, and do this with a lower rate increase than that is mandated by the State Government.

This budget projects a surplus of \$2.7 million which is influenced by:

- Rates revenue only increasing by 1.9%.
- An increase in rates in lieu payment of approximately \$0.41 million.
- A reduction in the Dinner Plain Village Rate from 65% of the general rate to 43% of the general rate.
- The lowest employee expenses since 2011, while maintaining a high level of service provision. This has been achieved through employees agreeing to a wage freeze for the period 2017-19.
- A consistently high level of capital grants funding totalling \$2.9 million.
- \$1.75 million (approximately half) of the 2017/18 Victorian Grants Commission funding being received in 2016/17, earlier than expected.

Key things we are funding

Council is focusing on its capital works program to provide greater benefits to the local community. This year the capital works program is budgeted at \$8.2 million. Major projects being delivered (commencing and continuing) by Council are:

- Alpine Better Places – Myrtle Street (\$0.9 million in 2017/18).
- Alpine Events Park – Bright (\$1.7 million).
- Mount Beauty and Myrtleford Transfer Station Upgrades (\$0.8 million).
- Renewal of roads (\$1.1 million).
- Myrtleford Indoor Sports Stadium Expansion (\$0.15 million in 2017/18).

Council is continuing to focus on the key functions of Council while delivering on our strategic initiatives and implementing policies and plans to support a healthy and well connected community.

This term we have integrated our Municipal Public Health and Wellbeing Plan into the Council Plan. This enables Council to strengthen the importance of health and wellbeing across our community and provide resources to achieve our desired community outcomes.

To achieve our 2030 Community Vision, Council will focus efforts on delivering seven long term objectives, as outlined in the Council Plan 2017-21. These objectives will guide Council's delivery of projects and services to the community over the next four years.

Strategic Objective 1: A High Performing Organisation

During 2017/18 Council will:

- Review our 2030 Community Vision.
- Improve communication with all sectors of the community.
- Develop and support our workforce.



- Position Alpine Shire Council as a great place to work.
- Build strong relationships with our community, other stakeholders and all levels of government.

Strategic Objective 2: A responsible and sustainable organisation

During 2017/18 Council will:

- Review the Dinner Plain special rate.
- Understand our customer expectations and develop an integrated customer experience that meets their needs and long term interests.
- Develop and implement activities that promote a customer centric culture.
- Review health and safety processes and improve our Safety Management System.
- Review the risk management framework, including the policy system and financial governance processes.
- Drive value through a focus on efficient management of our internal functions.

Strategic Objective 3: Incredible places for our community and visitors

During 2017/18 Council will deliver the following major capital projects:

- Alpine Better Places.
- Alpine Events Park.
- Myrtleford Indoor Sports Stadium Expansion.
- McNamara Reserve Netball and Tennis Facility.
- Mount Beauty Skate Park upgrade.

Strategic Objective 4: Infrastructure and open space that our community is proud of

During 2017/18 Council will:

- Deliver maintenance programs for our civil infrastructure (roads, bridges, footpaths and kerb).
- Deliver maintenance programs for our parks, trees and reserves.
- Deliver maintenance programs for our buildings and facilities.
- Maintain the Municipal Emergency Management Plan and respond to emergency events in line with the Plan.
- Maintain our Road Management Plan.

Strategic Objective 5: Highly utilised and well managed community facilities

During 2017/18 Council will:

- Review both our kerbside collection services and the transport of bulk waste and recycling materials.
- Cease landfill operations at Myrtleford.
- Deliver municipal waste and recycling services.
- Review the operation and management of Myrtleford Holiday Park.
- Deliver library services.
- Operate Visitor Information Centres, seasonal pools and sport centres.

Strategic Objective 6: A well planned and safe community

During 2017/18 Council will:

- Review Local Laws number 2 – Municipal Places, 4 – Livestock, 5 - Amenity, 6 – Streets and Roads and 7 – Murray to the Mountains Rail Trail.
- Progress amendments to the Planning Scheme including Dinner Plain Design Guidelines, Upper Ovens and Kiewa Valley land subject to inundation and bulk water extraction.
- Deliver the immunisation program.
- Enforce compliance with environmental and food safety regulations, statutory planning regulations and local laws.
- Issue and monitor permits relevant to statutory planning, building, wastewater and local laws.

Strategic Objective 7: A thriving and connected community

During 2017/18 Council will:

- Build strong partnerships to implement the Municipal Public Health and Wellbeing Plan Action Plan.
- Deliver the Learner to Probationary (L2P) driving program.
- Support events and community programs.
- Promote Alpine Shire as a destination of choice for visitors.
- Provide support and advice to encourage investment and strengthen our economy.
- Deliver the Community Grants Program.

The Rate Rise

Council's rate revenue rise will be 1.9%. This is lower than the 2.0% order set by the Minister for Local Government on 14 December 2016 under the Fair Go Rates System. Waste collection charges will decrease by 1.8% for most residential ratepayers; this is reflective of the cost of managing the waste business function. Council has also proposed to reduce the amount of the Dinner Plain Village Rate from 65% of the general rate in the dollar to 43%. Overall Council's rates and charges revenue will increase by 3.1% compared to the 2016/17 forecast.

Key drivers in determining the rates and charges for the year are:

- *Minimising rate increases to ratepayers.*
- *The funding of renewals and upgrade of infrastructure and community assets.*
- *The funding of ongoing service delivery to a high standard.*
- *Refer Section 9 for further rates and charges details.*
- *Valuations as per the General Revaluation dated 1 January 2016 (as amended by supplementary valuations).*

Budget Influences

External Influences

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

- *The Victorian State Government introduced a cap on rate increases from 2016/17. The cap for 2017/18 has been set at 2.0%.*
- *State-wide CPI is forecast to be 2.5% for the 2017/18 year.*
- *The Australian Wage Price Index is projected to be 3.0% in 2017/18.*
- *Councils across Australia raise approximately \$15 billion in rates. In addition, Councils are entrusted with the maintenance of more than \$180 billion of public roads infrastructure. 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 2017/18 budget.

These matters have arisen from events occurring in the 2016/17 year resulting in variances between the forecast actual and budgeted results for that year, and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- *The Alpine Shire Council Enterprise Agreement 2016 applies a wage freeze until 30 June 2019 thereby keeping employee costs at \$8.7 million for this financial year.*
- *A rate rise lower than the rate cap.*
- *The operation and management of Myrtleford Holiday Park is to be reviewed, therefore a reduction in both fees income and material and services expenditure for 2017/18 has been factored into this budget.*

3 Budget Reports

The following reports include all statutory disclosures of information and are supported by the analysis contained in sections 12-15 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.

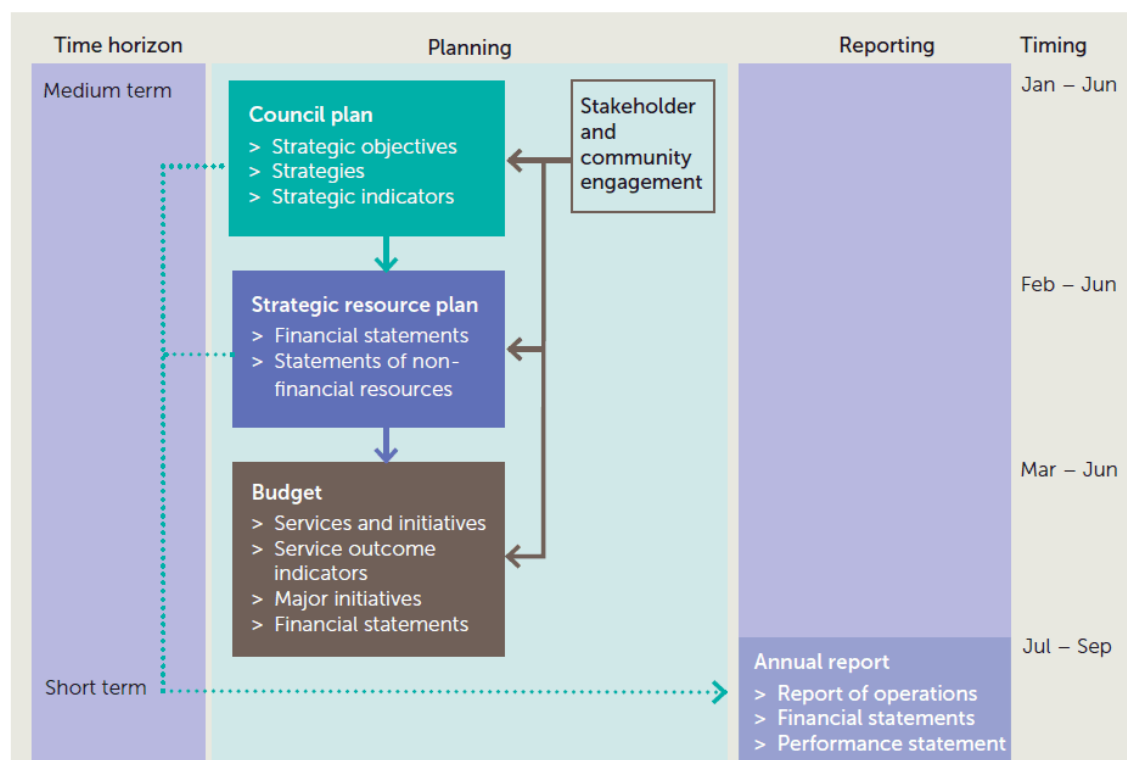
- *Links to Council Plan*
- *Services and service indicators*
- *Financial statements*
- *Financial performance indicators*
- *Grants and borrowings*
- *Detailed list of capital works*
- *Rates and charges*

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).

Planning and accountability framework

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



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

In addition to the above, Council has a long term plan (Vision 2030) which articulates the community vision, mission and values. The Council Plan is prepared with reference to Council's long term financial plan.

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

Our purpose

2030 Community Vision

“The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment. “

The 2030 Community Vision was developed in consultation with our community in 2005 and revised in 2010. This vision identifies and articulates the long-term aspirations, needs and opportunities of our community and is also consistent with community sentiment expressed during the development of the Council Plan 2017-21.

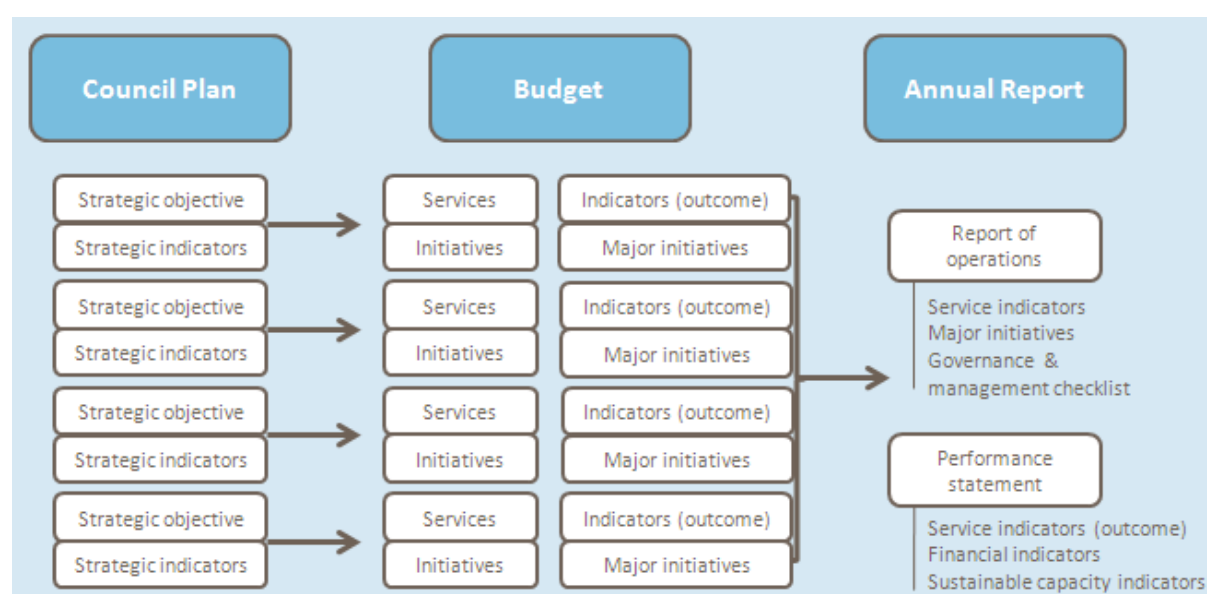
Strategic objectives

To achieve this vision Council will focus efforts on delivering seven long term objectives as detailed in the Council Plan 2017-21. These objectives will guide Council's delivery of projects and services to the community over the next four years.

Strategic Objectives	Strategies
1. A high performing organisation	<ul style="list-style-type: none"> • Communicate and engage with stakeholders. • Advocate for the community on key issues. • Lead and govern with integrity. • Build a skilled organisation with a positive culture.
2. A responsible and sustainable organisation.	<ul style="list-style-type: none"> • Provide an excellent customer experience. • Manage our financial resources sustainably. • Identify and manage Council's risk. • Balance financial, environmental and community outcomes.
3. Incredible places for our community and visitors.	<ul style="list-style-type: none"> • Identify our community's infrastructure aspirations. • Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders.
4. Infrastructure and open spaces that our community is proud of.	<ul style="list-style-type: none"> • Manage and maintain Council infrastructure. • Understand and plan for Council's asset renewal requirements. • Prepare for and respond to community emergency events. • Maintain Council's parks, trees and reserves.
5. Highly utilised and well managed community facilities.	<ul style="list-style-type: none"> • Soundly operate and manage community facilities. • Deliver quality services for our community. • Align services with community expectations.
6. A well planned and safe community.	<ul style="list-style-type: none"> • Plan for and manage development to enhance liveability. • Raise awareness and educate our community about laws, regulations and codes. • Enforce local laws, regulations and codes.
7. A thriving and connected community.	<ul style="list-style-type: none"> • Strengthen visitor attraction and the visitor experience. • Support and encourage investment and enterprise. • Improve healthy eating and physical activity. • Stop family violence against women and children. • Reduce the incidence of alcohol and other drug harm. • Create socially connected and supported communities.

4 Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Annual Budget and how these will contribute to achieving the strategic objectives outlined in the Council Plan 2017-21. It also describes a number of major initiatives, initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Annual Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



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

4.1 A HIGH PERFORMING ORGANISATION

To achieve our strategic objective of being a high performing organisation we will be applying the strategies detailed in section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Improve communication with all sectors of the community.
- Build strong relationships with our community, other stakeholders, and all levels of government.

Initiatives

- Develop and support our workforce.
- Position Alpine Shire Council as a great place to work.

Services

Service area	Description of services provided	(Revenue Expenditure
		Net Cost \$'000
Councillors and Executive	This area includes the Mayor, Councillors, Chief Executive Officer, Executive Management Team and associated support. It also includes HR support and all employee costs are also centralised in this area.	(206) <u>8,974</u> <u>8,768</u>

Service Performance Outcome Indicators

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 interest of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

4.2 A RESPONSIBLE AND SUSTAINABLE ORGANISATION

To achieve our strategic objective of being a responsible and sustainable organisation we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Review the Dinner Plain Village Rate.

Initiatives

- Drive value through a focus on efficient management of our internal functions.
- Review the risk management framework, including the policy system and financial governance processes.
- Develop and implement activities that promote a customer centric culture.

Services

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Corporate		
	Corporate is concerned with supporting operations so that Council can perform the functions required. Costs in this area include the management of council investments, budget control, accounting, financial planning, revenue collection, information technology, customer service, occupational health and safety and other corporate overheads.	(636)
	Income is primarily derived from rates, investment income and user fees.	<u>1,462</u>
		826

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
No relevant service performance indicators			

4.3 INCREDIBLE PLACES FOR OUR COMMUNITY AND VISITORS

To achieve our strategic objective of having incredible places for our community and visitors we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Alpine Better Places.
- Alpine Events Park.
- Myrtleford Indoor Sports Stadium Expansion.

Initiatives

- McNamara Reserve Netball and Tennis Facility.

Services

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Asset development department		
Capital Works	<p>This service undertakes core asset infrastructure renewal work and new and upgrade projects for the improvement of our community.</p> <p>Income is subsidised from recurrent and non-recurrent grants.</p>	Refer Capital Works Budget

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
No relevant service performance indicators			

4.4 INFRASTRUCTURE AND OPEN SPACES THAT OUR COMMUNITY IS PROUD OF

To achieve our strategic objective of having infrastructure and open spaces that our community is proud of, we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major initiatives

- Deliver maintenance programs for our civil infrastructure (roads, bridges, footpaths and kerb).

Initiatives

- Deliver maintenance programs for our buildings and facilities.
- Maintain the Municipal Emergency Management Plan and respond to emergency events in line with the Plan.
- Maintain our Road Management Plan.

Services

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Asset maintenance department		
Local Roads and Bridges	This area involves the maintenance of all Council's roads, and bridges. Council has 576km of roads, 120 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.	(61) <u>673</u> 612
Open Spaces	This service involves the maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.	(533) <u>874</u> 341
Rail Trail Maintenance	The Murray to the Mountains Rail Trail is a significant piece of infrastructure which spans across three municipalities. This is an amount allocated for the maintenance of the trail in Alpine Shire.	- <u>26</u> 26
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.	(810) <u>954</u> 144
Building Maintenance	This service is responsible for the maintenance of all of Council's buildings. This includes operational buildings such as depots, administration buildings and libraries as well as community buildings such as halls, senior citizens centres and childcare centres. This area is also responsible for rectifying damage caused by vandalism.	(185) <u>308</u> 123
Emergency Management	This covers the administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.	(101) <u>113</u> 12

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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.

4.5 HIGHLY UTILISED AND WELL MANAGED COMMUNITY FACILITIES

To achieve our strategic objective of having highly utilised and well managed community facilities we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Review both our kerbside collection services and the transport of bulk waste and recycling materials.
- Cease landfill operations at Myrtleford.
- Review the operation and management of Myrtleford Holiday Park.

Initiatives

- Deliver municipal waste and recycling services.
- Deliver library services.
- Operate Visitor Information Centres, seasonal pools and sport centres.

Services

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Facilities department		
Property management	This service manages the Myrtleford Holiday Park and lease agreements including the Bright Caravan Park.	(410)
		<u>204</u>
		(206)
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.	(23)
		<u>26</u>
		3
Waste management	Provision of waste management and recycling services across the Shire. This includes kerbside garbage and recycling collection services as well as the operation of the Myrtleford landfill and transfer stations at Mount Beauty and Porepunkah.	(291)
		<u>2147</u>
		1,856
Visitor information centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford. Income is derived from the sale of souvenirs and the lease of the River-deck Café in Bright.	(217)
		<u>146</u>
		(71)
Swimming pools	This service involves the running of Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.	(211)
		<u>140</u>
		(71)

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
School crossing supervisors	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.	(19) <u>1</u> (18)
Libraries	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The library function also includes the operation of the High Country Library Network Hub. Alpine Shire Council undertakes the purchase of books and library materials, cataloguing services and transport of books between libraries to neighbouring Councils of Benalla, Mansfield and Wangaratta as a shared service. Note employee costs relating to the Library Hub and branch libraries are included in the Councillors and Executive service area.	(821) <u>810</u> (11)
Recreation	Council supports the development and maintenance of 12 recreation reserves across the Shire and also supports recreation clubs and committees.	(98) <u>151</u> 53

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / Municipal population] 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

4.6 A WELL PLANNED AND SAFE COMMUNITY

To achieve our strategic objective of being a well planned and safe community we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Review Local Laws number 2 – Municipal Places, 4 – Livestock, 5 - Amenity, 6 – Streets and Roads and 7 – Murray to the Mountains Rail Trail.
- Progress amendments to the Planning Scheme including Dinner Plain Design Guidelines, Upper Ovens and Kiewa Valley land subject to inundation and bulk water extraction.

Initiatives

- Deliver the immunisation program.
- Enforce compliance with environmental and food safety regulations, statutory planning regulations and local laws.
- Issue and monitor permits relevant to statutory planning, building, wastewater, and local laws.
- Undertake domestic animal management across the Shire.

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Planning and amenity department		
Statutory planning	This function covers the assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal. The cost of this service is partially offset by income received as planning application fees.	(142) <u>129</u> (13)
Municipal building services	This service provides statutory building services to the community and includes processing of building applications, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The cost of this service is partially offset by income received as application permits.	(190) <u>27</u> (163)
Environmental health	This service provides for the registration and inspection of all food premises, waste water applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.	(170) <u>71</u> (99)

Service area	Description of services provided	(Revenue)
		Expenditure
		Net Cost \$'000
Local laws	This area provides animal registrations, animal management, and local law enforcement.	(117) <u>81</u> (36)
Strategic planning	Strategic planning prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.	(131) <u>200</u> 69

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at 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
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

4.7 A THRIVING AND CONNECTED COMMUNITY

To achieve our strategic objective of being a well-planned and safe community we will be applying the strategies detailed in Section 2. The service, major initiatives, initiatives and service performance outcome indicators for this strategic objective are outlined below:

Major Initiatives

- Build strong partnerships to implement the Municipal Public Health Wellbeing Plan Action Plan.
- Support events and community programs

Initiatives

- Deliver the Learner to Probationary (L2P) driving program.
- Promote Alpine Shire as a destination of choice for visitors.
- Provide support and advice to encourage investment and strengthen our economy.
- Deliver the Community Grants Program.

Service areas	Description of services provided	(Revenue)
		Expenditure Net Cost \$'000
Economic development	This service facilitates local and new business to develop and grow.	(30) <u>50</u> 20
Tourism	Spending in this area is focused on marketing, product and industry development. The development and distribution of tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide are also deliverables of this service. Council also contributes to Tourism North East from this business unit.	(180) <u>299</u> 119
Festivals and events	Events are a major contributor to the economy. Council has a role in seeking and developing new events.	(187) <u>312</u> 125
Dinner Plain	Dinner Plain is an alpine village which has all income and expenditure quarantined. Any unspent funds relating to Dinner Plain are transferred to the Dinner Plain reserve and used in future years. This income excludes rates.	(60) <u>1,281</u> 1,221
Community development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Liveability Plan.	(248) <u>283</u> 35



Maternal child and health	This service assists to provide children with the 'best start' in life and supports the health and well-being of families and their children. Council also provides support to Alpine Children's Services.	(189) <u>5</u> (184)
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Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

4.8 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 Local Government Act 1989 and included in the 2017/18 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 6) 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.

4.9 Reconciliation with budgeted operating result

	Net Cost		
	(Revenue) \$'000	Expenditure \$'000	Revenue \$'000
A high performing organisation	8,768	8,974	(206)
A responsible and sustainable organisation	826	1,462	(636)
Infrastructure and open spaces that our community is proud of	1,258	2,948	(1,690)
Highly utilised and well managed community facilities	1,535	3,625	(2,090)
A well planned and safe community	(242)	508	(750)
A thriving, engaged and connected community	1,336	2,230	(894)
Total services and initiatives	13,481	19,747	(6,266)
Other non-attributable	4,400		
Deficit before funding sources	17,881		
Funding sources:			
Rates & charges	(17,490)		
Capital grants	(3,042)		
Total funding sources	(20,532)		
Surplus for the year	(2,651)		

5 Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2026/27 has been extracted from the Strategic Resource Plan and Long Term Financial Plan.

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

- 5.1 Comprehensive Income Statement
- 5.2 Balance Sheet
- 5.3 Statement of Changes in Equity
- 5.4 Statement of Cash Flows
- 5.5 Statement of Capital Works
- 5.6 Statement of Human Resources

5.1 Comprehensive Income Statement

- For the 10 years ending 30 June 2027

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	16,971	17,490	17,731	18,111	18,506	18,904	19,327	19,756	20,194	20,640	21,094
Statutory fees and fines	587	460	469	482	495	510	525	540	556	572	588
User fees	1,158	991	1,010	1,041	1,073	1,105	1,138	1,173	1,208	1,245	1,282
Contributions - cash	782	632	695	658	671	691	712	733	755	778	801
Contributions - non-monetary assets	106	200	204	208	212	218	225	232	239	246	253
Grants - Operating (recurrent)	5,914	2,400	4,049	4,182	4,207	4,343	4,370	4,509	4,539	4,681	4,715
Grants - Operating (non-recurrent)	273	713	-	-	-	-	-	-	-	-	-
Grants - Capital (recurrent)	1,223	500	500	500	500	510	520	530	540	550	560
Grants - Capital (non-recurrent)	433	2,542	3,005	-	-	-	-	-	-	-	-
Other income	928	847	790	812	818	888	915	953	970	999	1,022
Total income	28,375	26,775	28,453	25,994	26,482	27,169	27,732	28,426	29,001	29,711	30,315
Expenses											
Employee costs	8,112	8,081	8,151	8,364	8,539	8,638	8,839	8,943	9,100	9,259	9,421
Materials and services	11,453	10,685	11,076	11,557	11,941	12,341	12,802	13,236	13,690	14,201	14,683
Depreciation and amortisation	4,248	4,303	4,467	4,720	4,781	4,727	4,787	4,880	5,300	5,401	5,513
Landfill rehabilitation	185	197	198	152	140	138	114	118	94	97	99
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Other expenses	802	758	781	804	829	854	880	906	934	962	991
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	100	100	100	100	100	100	100	100	100	100	100
Total expenses	24,900	24,124	24,773	25,697	26,330	26,798	27,522	28,183	29,218	30,020	30,807
Surplus (deficit) for the year	3,475	2,651	3,680	297	152	371	210	243	(217)	(309)	(492)
Other comprehensive income											
Items that will not be reclassified to surplus or deficit:											
Net asset revaluation increment /(decrement)	6,688	-	5,223	6,710	-	5,758	7,158	-	6,115	7,492	-
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	-	-	-	-	-	-	-	-	-	-	-
Comprehensive result	10,163	2,651	8,903	7,007	152	6,129	7,368	243	5,898	7,183	(492)

5.2 Balance Sheet

- For the 10 years ending 30 June 2027

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Assets											
Current assets											
Cash and cash equivalents	3,450	1,576	884	716	1,373	1,599	2,140	2,059	2,300	2,370	2,190
Trade and other receivables	1,698	1,550	1,679	1,463	1,489	1,530	1,561	1,602	1,633	1,675	1,707
Financial assets	6,000	7,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Inventories	100	86	70	75	83	79	77	79	80	79	79
Other assets	272	263	259	260	264	262	261	262	262	262	262
Total current assets	11,520	10,475	6,892	7,514	8,209	8,470	9,039	9,002	9,275	9,386	9,238
Non-current assets											
Trade and other receivables	3	-	-	-	-	-	-	-	-	-	-
Investments in shared services	21	21	21	21	21	21	21	21	21	21	21
Property, infrastructure, plant & equipment	210,055	213,703	225,382	231,667	231,181	236,666	243,654	243,561	249,339	256,573	256,390
Inventories	147	151	156	161	166	171	176	181	186	192	198
Total non-current assets	210,226	213,875	225,559	231,849	231,368	236,858	243,851	243,763	249,546	256,786	256,609
Total assets	221,746	224,350	232,451	239,363	239,577	245,328	252,890	252,765	258,821	266,172	265,847
Liabilities											
Current liabilities											
Trade and other payables	2,015	1,881	1,949	2,032	2,099	2,169	2,249	2,325	2,404	2,493	2,577
Trust funds and deposits	863	981	1,001	1,021	1,041	1,061	1,081	1,101	1,121	1,141	1,161
Provisions	1,975	2,853	2,168	2,020	2,479	1,942	2,523	2,013	2,050	2,085	2,123
Income received in advance	30	30	30	30	30	30	30	30	30	30	30
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Total current liabilities	4,883	5,745	5,148	5,103	5,649	5,202	5,883	5,469	5,605	5,749	5,891
Non-current liabilities											
Provisions	3,888	3,009	2,834	2,814	2,360	2,459	2,002	2,078	2,130	2,184	2,239
Income received in advance	417	387	357	327	297	267	237	207	177	147	117
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	-	-	-
Total non-current liabilities	4,305	3,396	3,191	3,141	2,657	2,726	2,239	2,285	2,307	2,331	2,356
Total liabilities	9,188	9,141	8,339	8,244	8,306	7,928	8,122	7,754	7,912	8,080	8,247
Net assets	212,558	215,209	224,112	231,119	231,271	237,400	244,768	245,011	250,909	258,092	257,600
Equity											
Accumulated surplus	88,435	91,383	95,063	95,360	95,512	95,883	96,093	96,336	96,119	95,810	95,318
Reserves	124,123	123,826	129,049	135,759	135,759	141,517	148,675	148,675	154,790	162,282	162,282
Total equity	212,558	215,209	224,112	231,119	231,271	237,400	244,768	245,011	250,909	258,092	257,600

5.3 Statement of Changes in Equity

For the 10 years ending 30 June 2027

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2017 - Forecast				
Balance at beginning of the financial year	202,395	84,728	116,074	1,593
Comprehensive result	10,163	3,475	6,688	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	232	-	(232)
Balance at end of the financial year	212,558	88,435	122,762	1,361
2018 - Budget				
Balance at beginning of the financial year	212,558	88,435	122,762	1,361
Comprehensive result	2,651	2,651	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	297	-	(297)
Balance at end of the financial year	215,209	91,383	122,762	1,064
2019 - SRP				
Balance at beginning of the financial year	215,209	91,383	122,762	1,064
Comprehensive result	8,903	3,680	5,223	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	224,112	95,063	127,985	1,064
2020 - SRP				
Balance at beginning of the financial year	224,112	95,063	127,985	1,064
Comprehensive result	7,007	297	6,710	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	231,119	95,360	134,695	1,064
2021 - SRP				
Balance at beginning of the financial year	231,119	95,360	134,695	1,064
Comprehensive result	152	152	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	231,271	95,512	134,695	1,064
2022 - LTFP				
Balance at beginning of the financial year	231,271	95,512	134,695	1,064
Comprehensive result	6,129	371	5,758	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	237,400	95,883	140,453	1,064
2023 - LTFP				
Balance at beginning of the financial year	237,400	95,883	140,453	1,064
Comprehensive result	7,368	210	7,158	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	244,768	96,093	147,611	1,064
2024 - LTFP				
Balance at beginning of the financial year	244,768	96,093	147,611	1,064
Comprehensive result	243	243	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	245,011	96,336	147,611	1,064
2025 - LTFP				
Balance at beginning of the financial year	245,011	96,336	147,611	1,064
Comprehensive result	5,898	(217)	6,115	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	250,909	96,119	153,726	1,064
2026 - LTFP				
Balance at beginning of the financial year	250,909	96,119	153,726	1,064
Comprehensive result	7,183	(309)	7,492	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	258,092	95,810	161,218	1,064
2027 - LTFP				
Balance at beginning of the financial year	258,092	95,810	161,218	1,064
Comprehensive result	(492)	(492)	-	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	257,600	95,318	161,218	1,064

5.4 Statement of Cash Flows

For the 10 years ending 30 June 2027

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Cash flows from operating activities											
Rates and charges	16,925	17,467	17,720	18,094	18,488	18,886	19,308	19,737	20,174	20,620	21,074
Statutory fees and fines	587	460	469	482	495	510	525	540	556	572	588
User fees	1,158	991	1,010	1,041	1,073	1,105	1,138	1,173	1,208	1,245	1,282
Contributions - cash	782	632	695	658	671	691	712	733	755	778	801
Grants - operating	6,327	3,287	3,931	4,415	4,199	4,320	4,358	4,487	4,528	4,659	4,703
Grants - capital	1,656	3,042	3,505	500	500	510	520	530	540	550	560
Interest	359	303	235	246	241	294	303	323	321	331	334
Other receipts	986	714	729	744	759	782	807	832	858	884	911
Trust funds deposits taken	2,444	2,446	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420	2,420
Trust funds deposits repaid	(2,318)	(2,328)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Employee costs	(9,237)	(8,089)	(8,134)	(8,309)	(8,494)	(8,614)	(8,787)	(8,917)	(9,059)	(9,219)	(9,379)
Materials and consumables	(12,873)	(11,748)	(12,849)	(12,664)	(12,900)	(13,724)	(13,646)	(14,652)	(14,597)	(15,127)	(15,644)
Net cash provided by operating activities	6,796	7,177	7,331	5,227	5,052	4,780	5,258	4,806	5,304	5,313	5,250
Cash flows from investing activities											
Payments for property, plant and equipment	(9,640)	(8,156)	(11,128)	(4,500)	(4,500)	(4,659)	(4,822)	(4,992)	(5,168)	(5,348)	(5,535)
Proceeds from sale of property, plant and equipment	196	105	105	105	105	105	105	105	105	105	105
Proceeds from investments	3,507	(1,000)	3,000	(1,000)	-	-	-	-	-	-	-
Net cash used in investing activities	(5,937)	(9,051)	(8,023)	(5,395)	(4,395)	(4,554)	(4,717)	(4,887)	(5,063)	(5,243)	(5,430)
Cash flows from financing activities											
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-	-	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-	-	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-	-	-	-	-	-	-
Net (decrease) increase in cash & cash equivalents	859	(1,874)	(692)	(168)	657	226	541	(81)	241	70	(180)
Cash and cash equivalents at beginning of the financial year	2,591	3,450	1,576	884	716	1,373	1,599	2,140	2,059	2,300	2,370
Cash and cash equivalents at end of the financial year	3,450	1,576	884	716	1,373	1,599	2,140	2,059	2,300	2,370	2,190

5.5 Statement of Capital Works

For the 10 years ending 30 June 2027

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Property											
Land	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,011	1,590	3,840	1,070	1,070	1,107	1,146	1,186	1,228	1,271	1,315
Total property	1,011	1,590	3,840	1,070	1,070	1,107	1,146	1,186	1,228	1,271	1,315
Plant and equipment											
Plant, machinery and equipment	1,139	603	500	500	500	518	536	555	574	594	615
Fixtures, fittings and furniture	-	-	50	50	50	52	54	56	58	60	62
Computers and telecommunications	116	150	75	75	75	78	81	84	87	90	93
Library books	76	76	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,331	829	625	625	625	648	671	695	719	744	770
Infrastructure											
Roads	4,509	3,080	3,870	1,400	1,400	1,449	1,500	1,553	1,607	1,783	1,845
Bridges	478	140	400	400	400	414	428	443	459	475	492
Footpaths and cycleways	179	315	100	100	100	104	108	112	116	120	124
Drainage	275	95	175	175	175	181	187	194	201	208	215
Recreational, leisure and community facilities	1,709	1,858	1,788	400	400	414	428	443	459	475	492
Parks, open space and streetscapes	148	249	330	330	330	342	354	366	379	392	406
Total infrastructure	7,298	5,737	6,663	2,805	2,805	2,904	3,005	3,111	3,221	3,453	3,574
Total capital works expenditure	9,640	8,156	11,128	4,500	4,500	4,659	4,822	4,992	5,168	5,468	5,659
Represented by:											
New asset expenditure	519	349	-	-	-	-	-	-	-	-	-
Asset renewal expenditure	3,477	3,205	4,400	4,500	4,500	4,659	4,822	4,992	5,168	5,468	5,659
Asset upgrade expenditure	5,644	4,602	6,728	-	-	-	-	-	-	-	-
Asset expansion	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	9,640	8,156	11,128	4,500	4,500	4,659	4,822	4,992	5,168	5,468	5,659

5.6 Statement of Human Resources

For the 10 years ending 30 June 2027

	Forecast Actual	Budget	Strategic Resource Plan Projections			Long Term Financial Plan Projections					
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Staff expenditure											
Employee costs - operating	8,112	8,081	8,151	8,364	8,539	8,539	8,638	8,839	8,943	9,100	9,259
Employee costs - capital	685	663	669	686	700	721	743	765	788	812	836
Total staff expenditure	8,797	8,744	8,820	9,050	9,239	9,260	9,381	9,604	9,731	9,912	10,095
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers											
Employees	105	105	105	105	105	105	105	105	105	105	105
Total staff numbers	105	105	105	105	105	105	105	105	105	105	105

6 Financial performance indicators

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

Indicator	Measure	Notes	Forecast Actual	Budget	Strategic Resource Plan Projections			Trend
			2016/17	2017/18	2018/19	2019/20	2020/21	+/-
<i>Operating position</i>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.7%	-3.0%	-0.9%	-2.2%	-2.8%	-
<i>Liquidity</i>								
Working Capital	Current assets / current liabilities	2	235.9%	182.3%	133.9%	147.2%	145.3%	-
Unrestricted cash	Unrestricted cash / current liabilities		132.3%	63.4%	109.3%	127.0%	126.7%	o
<i>Obligations</i>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		21.9%	17.2%	16.0%	15.4%	12.7%	-
Asset renewal	Asset renewal expenditure / depreciation	4	81.9%	74.5%	98.5%	95.3%	94.1%	+
<i>Stability</i>								

Rates concentration	Rate revenue / adjusted underlying revenue	5	47.3%	56.2%	54.9%	55.1%	55.4%	+
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.50%	0.50%	0.51%	0.51%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$2,900	\$2,810	\$2,885	\$2,993	\$3,067	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,334	\$1,360	\$1,394	\$1,429	\$1,464	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year	6	14.2%	15.2%	15.2%	15.2%	15.2%	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 in 2017/18 year due to a run down in cash reserves to fund the capital program and carried forward works from 2016/17.

3 Loans and borrowings – Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.



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

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



7 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:

- 7.1. Grants - operating
- 7.2 Grants capital
- 7.3 Statement of borrowings



7.1 Grants - operating

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is projected to decrease by \$3.1 million compared to 2016/17. This is mainly due to Council receiving half of the Victorian Grants Commission grant funding for 2017/18 in 2016/17.

A list of operating grants by type and source, classified into recurrent and non-recurrent, is included below.

Operating Grant Funding Type and Source	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	5,151	1,767	(3,384)
Recurrent - State Government			
Immunisations	7	4	(3)
Valuations	201	62	(139)
School crossing supervisors	19	19	-
Senior citizens	43	46	3
Maternal and child health	153	189	36
Youth services	105	91	(14)
Emergency services	30	-	(30)
Libraries	169	177	8
Other	36	45	9
Total recurrent grants	5,914	2,400	(3,514)

Operating Grant Funding Type and Source	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Non-recurrent - Commonwealth Government			
Nil	-	-	-
Non-recurrent - State Government			
Community development	43	57	14
Planning strategy	-	20	20
VASP	40	-	(40)
Emergency services	-	60	60
Flood restoration	190	570	380
Other	-	6	6
Total non-recurrent grants	273	713	440



7.1.1 Victoria grants commission allocation

Council allocates its Victorian Grants Commission (VGC) income to specific business functions within Council. The allocation is based on areas which benefit the community and is equal to the expenditure less the income of the business function. The table below sets out which business functions have VGCs grants allocated.

Business Function	VGC allocation \$'000
Councillors & Executive	(202)
Open spaces	(511)
Operations	(215)
Building maintenance	(185)
Emergency management	(18)
Strategic planning	(104)
Airports	(4)
Recreation	(78)
Economic development	(30)
Tourism	(180)
Festivals and events	(187)
Community development	(53)
Total budgeted VGCs income	(1,767)

7.2 Grants - capital

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 will increase compared to 2016/17. This is mainly from Alpine Better Places \$0.75 million and Alpine Events Park \$0.65 million capital grant funding.

Section 6. "Analysis of Capital Budget" includes a more detailed analysis of the grants and contributions expected to be received during the 2017/18 year. A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

Capital Grant Funding Type and Source	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Recurrent - Commonwealth Government			
Roads to recovery	1,223	500	(723)
Recurrent - State Government			
Nil	-	-	-
Total recurrent grants	1,223	500	(723)



Capital Grant Funding Type and Source	Forecast		
	Actual	Budget	Variance
	2016/17 \$'000	2017/18 \$'000	\$'000
Non-recurrent - Commonwealth Government			
Nil			
Non-recurrent - State Government			
Roads	-	-	0
Transfer station upgrade	43	365	322
Alpine Better Places	-	749	749
Alpine Events Park	187	655	468
Bridge renewal program	164	168	4
Recreational	21	280	259
Buildings	18	325	307
Total non-recurrent grants	433	2,542	2,109

7.3 Statement of borrowings

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

	2016/17	2017/18
Total amount borrowed as at 30 June of the prior year	-	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	-	-
Total amount of borrowings proposed as at 30 June	-	-



8 Detailed list of Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2017/18 year.

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

8.1 New works for 2017/18.

8.2 Works carried forward from the 2016/17 year.

8.3 Summary.

8.1 New works

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Buildings									
Myrtleford Indoor Sports Stadium Expansion	150			150		150			
McNamara Reserve Netball And Tennis Facilities	80	80				80			
Mount Beauty Community Centre Renewal - Windows	55		55					55	
Bright Office Renewal Stage 2 - Air Conditioning	45		45					45	
Bright Office Renewal Stage 2 - Double Glazing	45		45					45	
Bright Community Centre Renewal - Air Conditioning	35		35					35	
Dederang Hall Renewal - Toilet And Roof	35		35					35	
Lock Hardware Renewal Stage 1	25		25					25	
Porepunkah Riverside Park Amenities Renewal	50		50					50	
Bright Office Renewal Stage 2 - Information Technology (Server Relocation)	20		20					20	
Total property	540	80	310	150	-	230	-	310	-
Plant and equipment			-						
Bright Office Renewal Stage 2 - Furniture	90		90					90	
Library books, Magazines And DVDs	76		76					76	
Light Fleet Renewal (2017/18)	50		50					50	
Bright Office Renewal Stage 2 - Information Technology (Other)	40		40					40	
Large Plant Renewal (2017/18)	36		36					36	
Small Plant And Equipment Renewal (2017/18)	20		20					20	
Large Plant New (2017/18)	20	20						20	
Porepunkah Landfill Loader	30	30						30	
Aerial Photography (2017/18)	20		20					20	
Total plant and equipment	382	50	332	-	-	-	-	382	-
Infrastructure									
Roads									
Alpine Better Places Myrtle Street	900			900		220		680	
Resealing Kiewa Valley (2017/18)	580		580			500		80	
Gravel Resheeting (2017/18)	235		235					235	
Pavement Renewal (2017/18)	175		175					175	
Kerb And Channel Renewal (2017/18)	50		50					50	
Dinner Plain Road Renewal (2017/18)	50		50					50	
Gavan Street Lane Modifications	35			35				35	
Tawonga South New Kerb	10	10						10	
Kiewa Valley Highway Crossing Upgrade	30			30				30	
Wandiligong Primary School Traffic Management Plan	20			20				20	

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bay Creek Lane And Redbank Mongans Road Intersection	10			10				10	
Bridges									
Briggs Bridge Upgrade	140			140		70		70	
Footpaths and cycleways									
Dinner Plain Mountain Bike Trails	35	35						35	
Footpath Renewal (2017/18)	180		180					180	
Simmonds Creek Road Footpath Extension - High Priority Sections	100	100						100	
Drainage									
Urban Drainage Renewal (2017/18)	75		75					75	
Delaney Avenue Drainage Improvements	20			20				20	
Recreational, leisure and community facilities									
Alpine Events Park	1,650			1,650		655		995	
Mount Beauty Pool Upgrade	150			150		150			
Savoy Soccer Club Additional Training Area	25			25				25	
Les Peart Oval Soccer Goals	5		5					5	
Toboggan Run Access Improvements	25			25				25	
Parks, open space and streetscapes									
Playground Equipment Renewal (2017/18)	80		80					80	
Dinner Plain Village Green	45	45						45	
Porepunkah Toddlers Pool Renewal	35		35					35	
Off-street car parks									
Bright Car Parking Plan	25			25				25	
Waste infrastructure									
Mount Beauty Transfer Station Upgrade	490			490		205		285	
Myrtleford Transfer Station Upgrade	320			320		160		160	
Public Bins Renewal And New (2017/18)	45		45					45	
Kerbside Bins Renewal And New (2017/18)	35		35					35	
Total infrastructure	5,575	190	1,545	3,840	-	1,960	-	3,615	-
Capitalised Wages	663	29	201	433				663	
Total capital works expenditure	7,160	349	2,388	4,423	-	2,190	-	4,970	-

8.2 Works carried forward from the 2016/17 year

Capital Works Area	Project cost \$'000	Asset expenditure type			Expansion \$'000	Grants \$'000	Summary of funding sources		
		New \$'000	Renewal \$'000	Upgrade \$'000			Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property								-	
Buildings								-	
Bright Office Renewal Stage 2 - General	240		240					240	
Total property	240	-	240	-	-	-	-	240	-
Plant and equipment			-						
Large Plant Renewal (2016/17)	357		357					357	
Myrtleford Landfill Loader	90		90					90	
Total plant and equipment	447	-	447	-	-	-	-	447	-
Infrastructure									
Roads									
Alpine Better Places Mafeking Square	75			75		75			
Alpine Better Places Porepunkah	70			70		70			
Resealing Upper Ovens (2016/17)	64		64					64	
Wandiligong School Road	31			31				31	
Anderson Street Pavement Rehabilitation	57		57					57	
Recreational, leisure and community facilities									
McNamara Reserve Lighting Upgrade	3			3		3			
Parks, open space and streetscapes									
Playground Equipment Renewal (2016/17)	9		9					9	
Total infrastructure	309	-	130	179	-	148	-	161	-
Total capital works carried forward from 2016/17	996	-	817	179	-	148	-	848	-

8.3 Summary

Capital Works Area	Project cost \$'000	Asset expenditure type			Expansion \$'000	Grants \$'000	Summary of funding sources		
		New \$'000	Renewal \$'000	Upgrade \$'000			Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	780	80	550	150	-	230	-	550	-
Plant and equipment	829	50	779	-	-	-	-	829	-
Infrastructure	6,547	219	1,876	4,452	-	2,108	-	4,439	-
Total capital works	8,156	349	3,205	4,602	-	2,338	-	5,818	-

8.4 Road reseal summary

The total road reseal budget is \$580K. Below is a preliminary list of the road segments which are under consideration to be resealed during the financial year

Seg I.D.	Road Name	Town
1023, 1024	Redbank - Mongans Road	Coral Bank
563	Hull Street	Dederang
976, 975	Police Lane	Dederang
1580	Boyd Road	Gundowring
586, 587	Kancoona South Road	Kancoona
80	Bay Creek Lane	Mongans Bridge
117	Bogong Avenue	Mount Beauty
241	Chalet Road	Mount Beauty
400	Fairway Avenue	Mount Beauty
540, 541, 542	Hollonds Street	Mount Beauty
601, 602, 607, 608, 609	Kiewa Crescent	Mount Beauty
653, 647, 648, 649, 650, 654	Lakeside Avenue	Mount Beauty
700	Maddison Street	Mount Beauty
1459, 1456, 1455, 1691, 1447, 1458, 1719	Mount Beauty to Tawonga Shared Trail	Mount Beauty
803	Mount Street	Mount Beauty
806, 807	Mountain Avenue	Mount Beauty
921	Nelse Street	Mount Beauty
960	Park Street	Mount Beauty
1112	Simmonds Street	Mount Beauty
1198, 1201, 1199, 1434, 1200, 1202	Tawonga Crescent	Mount Beauty
1818, 1206, 1825, 1432, 1205, 1206	Tennis Court Avenue	Mount Beauty
1267	Wermatong Avenue	Mount Beauty
324	Cuthbert Street	Tawonga
331, 1334	Damms Road	Tawonga
1029	Reids Lane	Tawonga
242	Chamberlain Court	Tawonga South
445	Glenbourn Drive	Tawonga South
476	Guy Court	Tawonga South
531	Highland Court	Tawonga South
1322, 856, 857	Mullagong Road	Upper Gundowring



9 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.

9.1 Rates and charges

9.2 Rating strategy

9.3 Differential farm rate policy

9.4 Differential commercial/industrial rate policy

9.5 Waste services charge policy

9.1 Rates and charges

In developing the Strategic Resource Plan (SRP) and Long Term Financial Plan (LTFP), rates and charges were identified as an important source of revenue, accounting for approximately 63% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource and Long Term Financial 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 2017/18 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

Whilst the State Government has set a rate cap of 2.0% for the 2017/18 financial year, Alpine Shire Council has already made significant changes to its operations over the last 2 years to improve its financial sustainability, including no general wage increase in the EBA.

This transformational change has been to minimise rate increases to ratepayers, maintain service delivery, improve innovation and deliver greater outcomes for the community.

This year Council is proposing a 1.9% increase in rate revenue which is lower than the rate cap. Council is also proposing to lower the Dinner Plain Village Rate from 65% of the general rate to 43% of the general rate.

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

9.1.1 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	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change %
General rate for rateable residential properties	0.4901	0.4994	1.9%
General rate for rateable Dinner Plain properties	0.4901	0.4994	1.9%
Differential rate for rateable commercial/industrial properties	0.7008	0.7141	1.9%
Differential rate for rateable farm properties	0.3578	0.3646	1.9%

9.1.2 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	2016/17 annualised \$	2017/18 \$	Change %
Residential	7,997,095	8,264,935	3.3%
Dinner Plain	669,413*	683,584	2.1%
Commercial/Industrial	2,343,717	2,377,907	1.5%
Farm	2,148,472	2,190,991	2.0%
Total amount to be raised by general rates	13,158,697	13,517,417	2.7%

* Error identified in Budget Report 2016/17 - Estimated amount to be raised understated in 2016/17 by approximately \$31,000. Data presented in this table is for annual comparative purposes only and has no bearing on the budget position.

9.1.3 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	2016/17 #	2017/18 #	Change #
Residential	5,996	6,078	82
Dinner Plain	532	532	-
Commercial/Industrial	902	893	(9)
Farm	1087	1083	(4)
Total number of assessments	8,517	8,586	69

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

9.1.5 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	2016/17 annualised \$	2017/18 \$	Change %
Residential	1,631,727,100	1,654,972,900	1.4%
Dinner Plain	136,587,000*	136,881,000	0.2%
Commercial/Industrial	334,414,000	332,974,000	-0.4%
Farm	600,512,600	600,992,600	0.1%
Total value of land	2,703,240,700	2,725,820,500	0.8%

* Error identified in Budget Report 2016/17 - Estimated land value was understated in 2016/17. Data presented in this table is for annual comparative purposes only and has no bearing on the budget position

9.1.6 Rate in the dollar to be levied as special rates under section 163 of the Act for Dinner Plain properties compared with the previous financial year.

Type or class of land	2016/17 cents/\$CIV	2017/18 cents/\$CIV	Change %
Special rate for rateable Dinner Plain properties (Airport & farm not included - residential only)	0.3186	0.2147	-32.6%

9.1.7 The estimated total amount to be raised by special rates in relation to Dinner Plain properties and rates In Lieu, compared with the previous financial year.

Type or class of land	2016/17 annualised \$	2017/18 \$	Change %
Special rate for rateable Dinner Plain properties (Airport & farm not included - residential only)	435,166	293,884	-32.5%
In Lieu	110,000	523,600	376.0%
Total amount to be raised	545,166	817,484	50.0%

9.1.8 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 2016/17 \$	Per Rateable Property 2017/18 \$	Change \$	Change %
Waste - 80 litre bin - weekly	235.30	217.71	(17.59)	-7.5%
Waste - 240 litre bin - weekly	521.70	482.70	(39.00)	-7.5%
Waste - 240 litre bin - fortnightly	235.30	217.71	(17.59)	-7.5%
Recycling - 140 litre - fortnightly	77.50	89.34	11.84	15.3%
Recycling - 240 litre - fortnightly	77.50	89.34	11.84	15.3%
Recycling - 360 litre - fortnightly	77.50	89.34	11.84	15.3%
Recycling - 240 litre - weekly	155.10	178.80	23.70	15.3%
Recycling - 360 litre - weekly	155.10	178.80	23.70	15.3%
Dinner Plain standard service	788.20	803.96	15.76	2.0%
Dinner Plain commercial service	1,659.60	1,692.79	33.19	2.0%
Waste management charge	98.20	98.20	-	0.0%

9.1.9 The number of bins in relation to each charge type compared to the previous financial year.

Type of Charge	Bins 2016/17 #	Bins 2017/18 #	Change #
Waste - 80 litre bin - weekly	5,629	5,680	51
Waste - 240 litre bin - weekly	505	535	30
Waste - 240 litre bin - fortnightly	164	177	13
Recycling - 140 litre - fortnightly	405	404	(1)
Recycling - 240 litre - fortnightly	5,691	5,696	5
Recycling - 360 litre - fortnightly	242	331	89
Recycling - 240 litre - weekly	93	89	(4)
Recycling - 360 litre - weekly	74	81	7
Dinner Plain standard service	383	385	2
Dinner Plain commercial service	14	13	(1)
Total number of bins	13,200	13,391	191

Type of Charge	Assessments 2016/17 #	Assessments 2017/18 #	Change #
Waste management charge	6,916	6,975	59

9.1.10 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	2016/17 \$	2017/18 \$	Change %
Waste - 80 litre bin - weekly	1,324,504	1,236,593	-6.6%
Waste - 240 litre bin - weekly	263,459	258,245	-2.0%
Waste - 240 litre bin - fortnightly	38,589	38,535	-0.1%
Recycling - 140 litre - fortnightly	31,388	36,093	15.0%
Recycling - 240 litre - fortnightly	441,053	508,881	15.4%
Recycling - 360 litre - fortnightly	18,755	29,572	57.7%
Recycling - 240 litre - weekly	14,424	15,913	10.3%
Recycling - 360 litre - weekly	11,477	14,483	26.2%
Dinner Plain standard service	301,881	309,525	2.5%
Dinner Plain commercial service	23,234	22,006	-5.3%
Waste management charge	679,151	684,945	0.9%
Total	3,147,915	3,154,791	0.2%

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

Type of Charge	2016/17 annualised	2017/18	Change
	\$	\$	%
Rates and charges	15,422,084	16,180,693	4.9%
Rates and charges - Dinner Plain	1,429,694	1,308,999	-8.4%
Total Rates and Charges	16,851,778	17,489,692	3.8%

9.1.12 Average change to assessment

To assist ratepayers in determining how changes to the rates may affect them, Council has included a table which shows what an average ratepayer may expect to pay. This table is split into each rating category.

The Dinner Plain rate will also decrease due to a reduction in the special rate - Dinner Plain Village Rate from 65% to 43% of the general rate.

Description	2016/17	2017/18	Change	Change
	\$	\$		%
Average Residential Rates	1,333.74	1,359.81	26.07	1.95%
Waste - 80 litre bin - weekly	235.30	217.71	(17.59)	-7.48%
Recycling - 240 litre - fortnightly	77.50	89.34	11.84	15.28%
Waste management charge	98.20	98.20	-	0.00%
Total average change	1,744.74	1,765.06	20.32	1.16%
Average Commercial/Industrial Rates	2,598.36	2,662.83	64.47	2.48%
Waste - 80 litre bin - weekly	235.30	217.71	(17.59)	-7.48%
Recycling - 240 litre - fortnightly	77.50	89.34	11.84	15.28%
Waste management charge	98.20	98.20	-	0.00%
Total average change	3,009.36	3,068.08	58.72	1.95%
Average Farm Rates	1,976.52	2,023.08	46.56	2.36%
Waste - 80 litre bin - weekly	235.30	217.71	(17.59)	-7.48%
Recycling - 240 litre - fortnightly	77.50	89.34	11.84	15.28%
Waste management charge	98.20	98.20	-	0.00%
Total average change	2,387.52	2,428.33	40.81	1.71%
Average Dinner Plain Rates	2,076.28	1,837.35	(238.93)	-11.51%
Dinner Plain standard service	788.20	803.96	15.76	2.00%
Total average change	2,864.48	2,641.31	(223.17)	-7.79%

Disclaimer: this table calculates the average rates and charges based on rate revenue divided by the number of properties and includes only one of each type of bin per rate category. For ratepayers who have more than one bin or a different size bin, or whose properties are greater than the average CIV, this will result in a different percentage change in the rates notice.

9.1.13 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:

- *Supplementary valuations;*
- *The variation of returned levels of value (e.g. valuation appeals);*
- *Changes in use of land such that rateable land becomes non-rateable land and vice versa; or*
- *Changes in use of land such that residential land becomes commercial/industrial or farm land and vice versa.*

9.2 Rating strategy

9.2.1 Purpose

The purpose of this strategy statement is to identify the fairest and most equitable method of distributing the rate burden across the Alpine Shire.

Key considerations for Council when deciding on the most appropriate rating structure include:

- *What is a fair and equitable distribution of rates and charges as required by the provisions of the Local Government Act 1989.*
- *Whether the current rating structure facilitates a fair and equitable distribution of rates and charges.*
- *To evaluate the use of differential rates and how they are applied to their respective categories, whether they are fair and equitable and if any anomalies exist between them.*
- *Optimising the rate base.*
- *Maintaining Dinner Plain as a discreet business unit.*
- *Evaluate the use of Special Rates and Charges.*

9.2.2 Property rating overview

Rates and charges supply approximately 60% of Alpine Shire income and are based on property value. When levying rates, Council adheres to three overriding principles:

- *Equity: including both horizontal and vertical equity in the basis of rating. Horizontal equity means that those in the same position, i.e. with the same property value, should be treated the same. Vertical equity demands that higher property values should attract a higher level of rates.*
- *Efficiency: that the rating system is easy to apply and is consistent with the major policy objectives of the Council.*
- *Simplicity: that the rating system is easy to understand. This ensures that the rating system is transparent and capable of being questioned and challenged by ratepayers.*

Action: That equity, efficiency and simplicity be the overriding principles when applying rates in the Alpine Shire.

9.2.3 Objective

The *Local Government Act 1989* provides that Council's rating policies should enable the Council to fulfil its purposes. The Local Government Act Objectives that are relevant in the context of a rating strategy are:

- *to ensure the equitable imposition of rates and charges;*
- *to ensure transparency and accountability in Council decision making.*

The Alpine Shire sets out to fulfil these objectives through the declaration of a general rate, differential rates and a special rate.

9.2.4 General Rates

Council will apply the general rates to a property unless the property falls into a specific differential rate category. The general rate is the cornerstone of Council's rating system. All differential rates are expressed as a percentage of the general rate.

Action: That the general rate be the default rate applied to all property unless it falls into another category in accordance with Council's rating policies.

9.2.5 Differential Rates

The *Local Government Act 1989* enables a Council rating on a Capital Improved Value to raise rates by the application of differential rates, if the Council considers the differential rate will contribute to the equitable and efficient carrying out of its functions.

Differentials should be applied where specified local objectives can be achieved. There is no limit to the number of differential rates that can be applied.

The Alpine Shire currently has two differential rates:

- *Farm rate; and*
- *Commercial/Industrial Rate.*

9.2.6 Farm rate

Farm properties account for 16.2% of rate revenue (excluding special rates).

The objective of the farm rate policy is *"to allow for a reduced rate on all land declared as farm land which will more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community."*

A differential farm rate at 73% of the general rate is regarded as a realistic discount and will provide an equitable distribution of rate reductions to this property group.

It is important to ensure that highly productive farming land is not rated at levels that force farmers to seek to subdivide and sell off parcels to remain viable.

Action: That the farm rate be applied to land that falls within the definition of Council's Farm Rate Policy.

9.2.7 Commercial/Industrial Rate

Commercial/Industrial properties account for 17.6% of the rates revenue (excluding special rates).

The objective of the commercial/industrial rate policy is *“to ensure equity in the application of the rating burden across the Shire. It provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land.”*

A commercial/industrial differential rate of 143% of the general rate is regarded as the necessary amount required to provide the additional services to this sector.

The tourism industry is the largest industry within the Shire. Festivals and events are a critical driver for the Alpine Shire economy and Council delivers a coordinated program to attract, develop and retain a strong calendar of events.

A significant portion of the money raised is invested to undertake economic development and tourism strategies, to support the growth and future wellbeing of both tourism and economic development within the Shire.

Investment in tourism and economic development, along with the physical location and general nature of commercial/industrial properties, results in a higher servicing cost to Council. Therefore, a differential rate is applied to ensure equity.

Action: That the commercial/industrial rate be applied to land that falls within the definition of Council's Commercial/Industrial Rate Policy.

9.2.8 Valuation Method

Local Government may use the site value, capital improved value and net annual value system as a basis for property valuation.

Capital Improved Value (CIV) is Council's preferred valuation method. CIV is essentially the market value of a property which is easily understood by the average ratepayer. It also provides the flexibility for differential rates if required. CIV is used by most Councils in Victoria and has been used uniformly by Alpine Shire Council since the 1995/96 financial year.

The formula for determining the rates payable on a property is: Capital Improved Value (CIV) multiplied by the rate in the dollar.

The rate in the dollar is adjusted as part of the annual budget process to ensure that the correct amount of rates are raised to fund Council's operations.

Action: That Capital Improved Value be the basis for the calculation of rates.

9.2.9 Special Rates and Charges

Special rates and charges are a very useful mechanism for funding Council initiatives which directly benefit specific segments of the community. Council can require a person to pay a special rate or charge, if it considers that it will be of special benefit to the person required to pay it.

Special rates are based on the user pays principle. In that, ratepayers should pay for additional services that they receive above what is considered normal. It is also important to note that money collected from any special rate must be spent on the purpose for which it is collected.

Council has one special rate currently in operation to fund the higher servicing costs at Dinner Plain Village, deemed the Dinner Plain Village Rate.

Action: That special rates and charges be applied if the Council considers that there will be a special benefit to the person required to pay it.

9.2.10 Dinner Plain

Council operates Dinner Plain as a discreet business function which makes it unique when compared to other towns within the shire. The servicing costs of Dinner Plain are significantly higher than other areas, due to the complex nature and special requirements of this resort. Council applies a general rate, a special rate and waste service charges to reflect the actual costs of servicing the village. Under this arrangement the General Rate income funds traditional services, e.g. road maintenance, street lighting, fire services and administration. Whilst the special rate funds specialist services that are unique to the Dinner Plain village, e.g. snow clearance.

Any unspent money is placed in a reserve for use at Dinner Plain on future projects. Areas of overspend are also funded from this reserve balance.

Action: That Dinner Plain continue to be operated as a discreet business function for the 2017/18 financial year.

9.2.11 Service Rates and Service Charges

Service Rates and Charges may be declared for: provision of water supply, collection and disposal of refuse and the provision of sewage services. A service rate or charge may be declared on the basis of any criteria specified by the Council.

The annual service rate or charge is applied according to the service delivered and is fully funded from this area. It is not funded by general rates.

Alpine Shire levies the following annual service charges in addition to general or differential rates:

- *Waste Collection*
- *Recycling Collection*
- *Waste management charge*

Action: That service rates and charges continue to be levied for the collection of kerbside waste and recycling, for landfill rehabilitation and development, transfer station operations and other waste related expenditure.

9.2.12 Rebates and Concessions

Council may grant a rebate or a concession in relation to any rate or charge to assist the proper development of the municipal district, and to preserve, restore and maintain buildings or places of historical or environmental interest. Alpine Shire Council does not grant any rebates or concession of this nature.

The *Local Government Act 1989* provides for concessions applicable under the *State Concessions Act 1986*. Eligible pensioners may apply for a rate concession on the principle place of residence funded by the State Government.

Action: That Alpine Shire Council continues to deliver pensioner concessions in accordance with the *Local Government Act 1989* and the *State Concessions Act 1986*.

That Alpine Shire Council does not grant any other rebates or concessions.

9.2.13 Municipal Charge

A Municipal Charge is a flat charge per assessment that can be used to offset administrative costs of the Council and is in addition to general rates. The maximum charge that can be levied cannot exceed 20% of the revenue raised from general rates and the Municipal Charge.

It is different to a service rate or charge.

Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have a large number of low value properties as some other Councils do. To place a charge on the rate notice to cover 'administrative costs' of the council, is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable.

Action: That Alpine Shire does not levy a Municipal Charge.

9.2.14 Rate Contributions

The residential sector comprises 60.7% of the total CIV and contributes to approximately 57.7% of the total rate revenue. The Commercial Industrial sector comprises approximately 12.2% of the total CIV and contributes 16.6% of the total rate revenue. The Farm sector comprises 22% of total CIV but contributes 15.3% of rate revenue due to the farm rate discount. Dinner Plain comprises 5.0% of total CIV and contributes 6.8% of total rate revenue due to the Dinner Plain Village Rate while the AGL Rates in Lieu Agreement contribution makes up 3.7% of total rate revenue.

9.2.15 Strategic Resource Plan

The Strategic Resource Plan (SRP) details the resources required to achieve Council's strategic objectives as expressed in the Council Plan, over the next four years (refer to section 15).

The Strategic Resource Plan is intended to achieve the following objectives:

- *Maintain a strong cash position, ensuring Council remains financially sustainable in the short and long term.*
- *Achieve operating statement surpluses which allow for sufficient spending on Capital to reduce the renewal gap and to enable projects to create new and improved infrastructure to be considered.*
- *Maintain low debt levels.*
- *Continue to pursue recurrent grant funding for strategic capital projects from the State and Federal government.*
- *Ensure critical capital renewal projects are funded annually over the timeframe of the Strategic Resource Plan.*

Rates and charges are by far the largest source of funding within Council's Strategic Resource Plan and Long Term Financial Plan and are therefore essential for Councils' financial sustainability.

Action: That Council's Strategic Resource Plan and Long term Financial Plan be the guiding documents for the setting of rates and charges.

9.2.16 Review

This statement will be reviewed in conjunction with Council's Strategic Resource Plan and Long Term Financial Plan each year.

9.3 Differential farm rate policy

9.3.1 Policy statement

This policy establishes criteria for determining farm properties so that a differential rate may be applied in accordance with the Rating Strategy and section 161 of the *Local Government Act 1989*.

9.3.2 Purpose

To ensure that Council:

- *has a sound and equitable basis on which to determine the distribution of the rate burden and ensure consistency with provisions of the Local Government Act 1989.*
- *applies the farm rate to properties that fit the definition of farm land contained in this policy.*

9.3.3 Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

- *This policy does not apply to land located in Bogong Village and the Dinner Plain Village area.*

9.3.4 Objective

To allow for a reduced general rate on all land declared as farm land which will more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community.

9.3.5 Policy details

An application must be made to change the classification of a property to the differential farm rate.

“Farm Land” means any rateable land which must satisfy the following criteria:-

9.3.5.1 area must be of 8Ha or over; or

9.3.5.1.1 be 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

9.3.5.1.2 show that the primary source of income is derived from the land; and

9.3.5.2 that it is used by a business:-

9.3.5.2.1 that has a significant and substantial commercial purpose or character; and

9.3.5.2.2 that seeks to make a profit on a continuous or repetitive basis from its activities on the land; and

9.3.5.2.3 that is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way it is operating.

9.3.6 Supporting legislation/procedures/ guidelines

- *Local Government Act 1989*
- *Alpine Shire Rating Strategy*

9.3.7 Breaches and sanctions

Any variations outside this policy require Council approval.

9.4 Differential commercial/industrial rate policy

9.4.1 Policy statement

This policy establishes the criteria for determining commercial or industrial properties so that a differential rate may be applied in accordance with the Rating Strategy and section 161 of the *Local Government Act 1989*.

9.4.2 Purpose

To ensure that Council:

- *has a sound and equitable basis on which to determine the distribution of the rate burden and ensure consistency with provisions of the Local Government Act 1989.*
- *applies the Commercial/Industrial differential rate to properties that fit the Commercial/Industrial Definition contained in this policy.*

9.4.3 Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

9.4.4 Objective

The objective of this policy is to ensure equity in the application of the rating burden across the Shire. It provides for the higher cost of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land.

9.4.5 Policy details

Principles:

- *A differential rate for Commercial or Industrial Land will apply to Commercial or Industrial properties.*
- *For the purpose of identification, a property is assumed to be Commercial or Industrial if it satisfies any of the definition(s) contained within this policy.*
- *This policy does not apply to land located in Bogong Village and the Dinner Plain Village area.*

9.4.6 Definition and method of determination

Definition

Commercial or Industrial Land means land which:

- *is used primarily for commercial or industrial purposes (including but not limited to any accommodation premises, motel or hotel used primarily to accommodate travellers, tourists or other persons engaged in recreational pursuits); or*
- *is adapted or designed to be used primarily for commercial or industrial purposes (including but not limited to any accommodation premises adapted or designed to be used primarily for accommodating travellers, tourists or other persons engaged in recreational pursuits); or*
- *is located in a Business 1 Zone, Industrial 1 Zone or Industrial 2 Zone under the Alpine Planning Scheme; or*
- *has a dwelling constructed on it, which is not the principal place of residence of the owner and which is made available for commercial hire, lease or licence to tourists, persons engaged in recreational pursuits or other like persons (on either a casual or permanent basis). This is defined as a 'holiday house'.*

Method of Determination

- *The classification of which properties fall within the definition (excluding 'holiday houses') will be assigned by the Alpine Shire Contract Valuer, or:*
- *The classification of which dwellings satisfies the definition of a 'holiday house' as stated above, will be assigned by the Manager Corporate and Director Corporate.*

9.4.7 Supporting legislation/procedures/ guidelines

- *Local Government Act 1989*
- *Alpine Planning Scheme*
- *Valuer General Victoria Best Value Guidelines*
- *Alpine Shire Rating Strategy*

9.4.8 Breaches and sanctions

Any variations outside this policy require Council approval.

9.5 Waste services charge policy

9.5.1 Policy statement

This policy establishes the criteria for determining the basis of the annual waste services charge in accordance with section 162 of the *Local Government Act 1989*.

9.5.2 Purpose

To ensure that Council:

- *has a sound and equitable basis on which to determine the application of waste collection, recycling collection and waste management charges and ensure consistency with provisions of the Local Government Act 1989.*
- *applies waste collection, recycling collection and waste management charges to properties as determined by this policy.*

9.5.3 Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. Council officers must consider the application of this policy and that of other rates and charges policies when preparing revenue models or raising rates and charges.

9.5.4 Objective

The objective of this policy is to ensure equity in the application of waste services charges across the Shire. It outlines the application of waste costs on the following basis:

- *Waste collection*
- *Recycling collection*
- *Waste management*
- *Dinner Plain waste services*

9.5.5 Policy details

9.5.5.1 Waste collection

Council operates a waste kerbside collection service. The waste kerbside collection service is a compulsory charge to all ratepayers excluding the following:

- *Dinner Plain ratepayers (refer to 7.5.5.4 - Dinner Plain waste services); and*
- *Ratepayers provided an exemption from the standard waste kerbside service.*
- *An exemption may be granted on the waste kerbside collection service on the following basis:*
 - *Properties not included on a collection service route;*
 - *Undeveloped land; or*
 - *An existing commercial service already in place.*

The waste kerbside collection will be charged to ratepayers on the following basis:

- *size bin;*
- *quantity of bins; and*
- *frequency of collection.*

The waste kerbside collection charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the Waste kerbside collection charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste reserve'. The Waste reserve will then be used for future purposes. Balances retained in the Waste reserve must be considered each year in determining any future waste kerbside collection charge with the aim of minimising increments being applied to ratepayers.

9.5.5.2 Recycling collection

Council operates a recycling kerbside collection service. The recycling kerbside collection service is a compulsory charge to all ratepayers excluding the following:

- *Dinner Plain ratepayers (refer to 7.5.5.4 - Dinner Plain waste services); and*
- *Ratepayers provided an exemption from the standard recycling kerbside service.*
- *An exemption may be granted on the recycling kerbside collection service on the following basis:*
 - *Properties not included on a collection service route;*
 - *Undeveloped land; or*
 - *An existing commercial service already in place.*

The recycling kerbside collection will be charged to ratepayers on the following basis:

- *size bin;*
- *quantity of bins; and*
- *frequency of collection.*

The recycling kerbside collection charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the Recycling kerbside collection charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste reserve'. The Waste reserve will then be used for future purposes. Balances retained in the Waste reserve must be considered each year in determining any future recycling kerbside collection charge with the aim of minimising increments being applied to ratepayers.

9.5.5.3 Waste management

Council operates three transfer stations and has a number of landfills which are closed and require remediation in the future as required by the Environmental Protection Authority Victoria (EPA). Council also provides a public place waste and recycling service. There are significant costs associated with the management of these sites and provision of these services. The waste management charge is raised to recover the costs incurred.

Expenditure included within the Waste management charge includes:

- *Landfill rehabilitation expenditure;*
- *Landfill monitoring expenditure;*
- *Landfill and transfer stations capital works (renewal and development) expenditure;*
- *Transfer station operations;*
- *Waste diversion; and*

- *Public place bin renewals, purchases and service costs.*

The Waste management charge (formally Landfill and rehabilitation charge) will be charged to all rateable assessments on which a building adapted for separate occupancy exists with the exception of Dinner Plain (refer to 7.5.5.4 – Dinner Plain waste services).

The Waste management charge will operate on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the Waste management charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste reserve'. The Waste reserve will then be used for future purposes. Balances retained in the Waste reserve must be considered each year in determining any future Waste management charge with the aim of minimising increments being applied to ratepayers.

9.5.5.4 Dinner Plain waste services

Dinner Plain ratepayers are provided with a separate waste service due to the location of the village. The Dinner Plain waste service is charged on the following basis:

- *Standard service; or*
- *Commercial service.*

A commercial service is defined as a property that operates a business outside of a normal residential property rental.

The Dinner Plain waste services charge is in lieu of the waste collection, recycling collection and the waste management charge.

Dinner Plain operates as a discrete business function within Council. If revenue raised from the Dinner Plain waste services charge exceeds that of expenditure incurred in a given year, then the balance is placed in a reserve for use at Dinner Plain on future projects. Areas of overspend are also funded from this reserve balance. Balances retained in the Dinner Plain reserve are considered each year in determining any future Dinner Plain waste services charges and the Dinner Plain rating strategy with the aim of minimising increments being applied to ratepayers.

9.5.6 Supporting legislation/procedures/ guidelines

- *Local Government Act 1989*
- *Alpine Shire Rating Strategy*

9.5.7 Breaches and sanctions

Any variations outside this policy require Council approval.

10 Budget Analysis

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

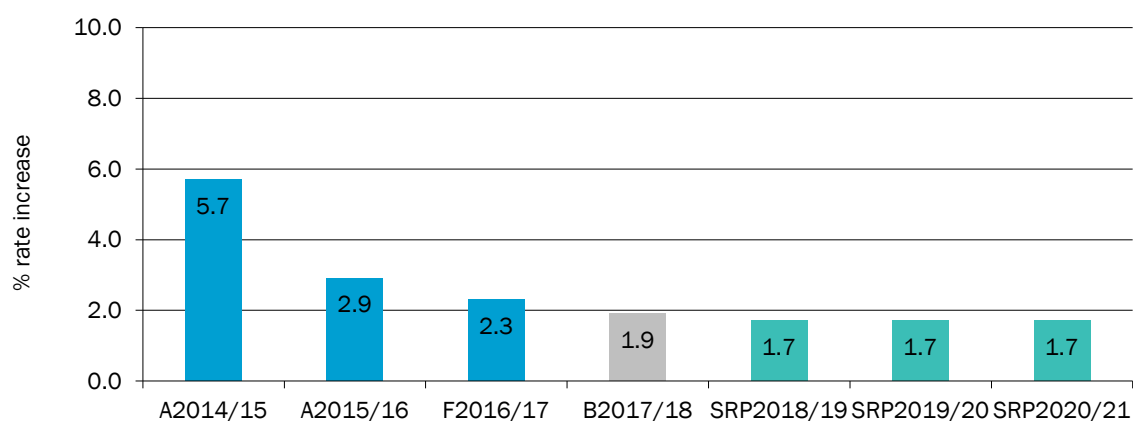
This section includes the following analysis and information:

- 10. Summary of financial position*
- 11. Budget influences*
- 12. Analysis of operating budget*
- 13. Analysis of budgeted cash position*
- 14. Analysis of capital budget*
- 15. Analysis of budgeted financial position*
- 16. Dinner Plain*

10 Summary of financial position

Council has prepared a Budget for the 2017/18 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.

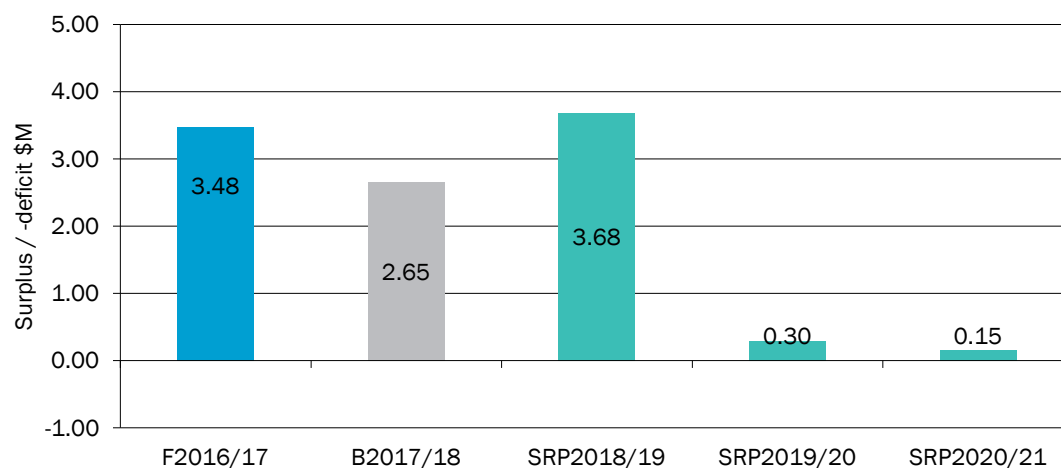
10.1 Total rates and charges



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

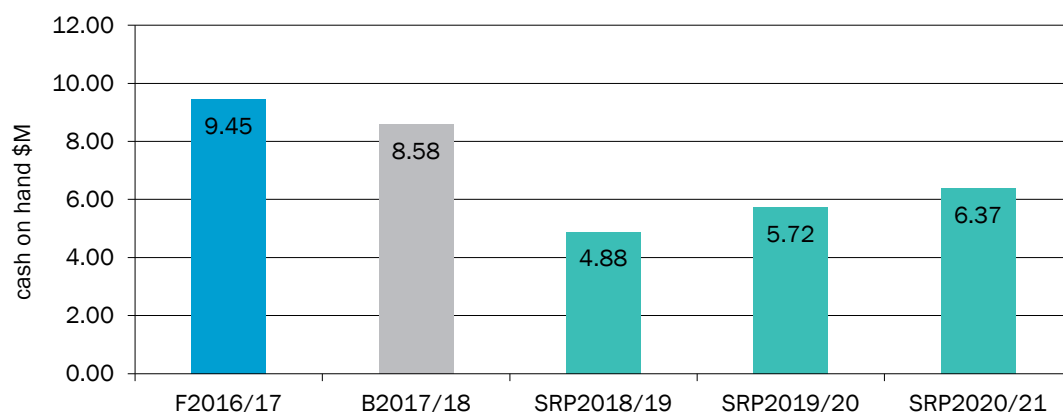
Refer to section 9 – Rates and charges

10.2 Operating result



Refer to section 12 – Analysis of the operating budget for a detailed analysis.

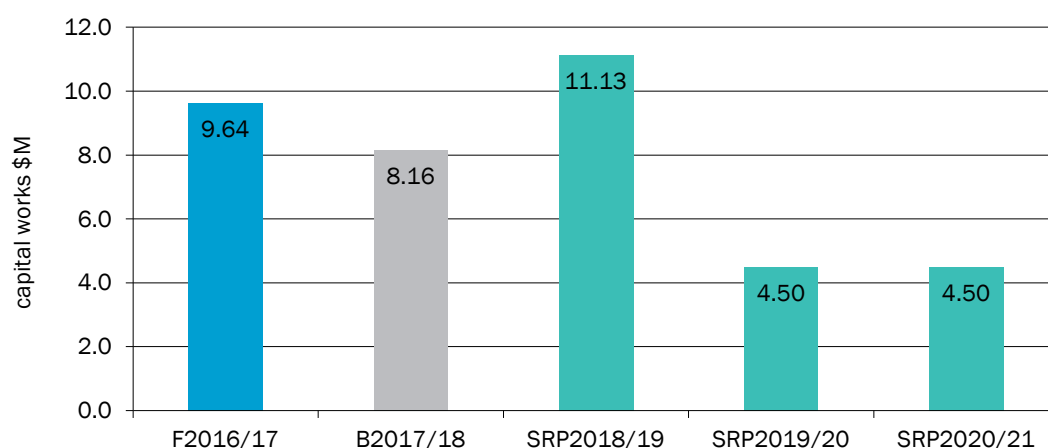
10.3 Cash and investments



Cash and investments are expected to decrease in 2017/18 due to the delivery of the capital works program including carry forward projects from 2016/17.

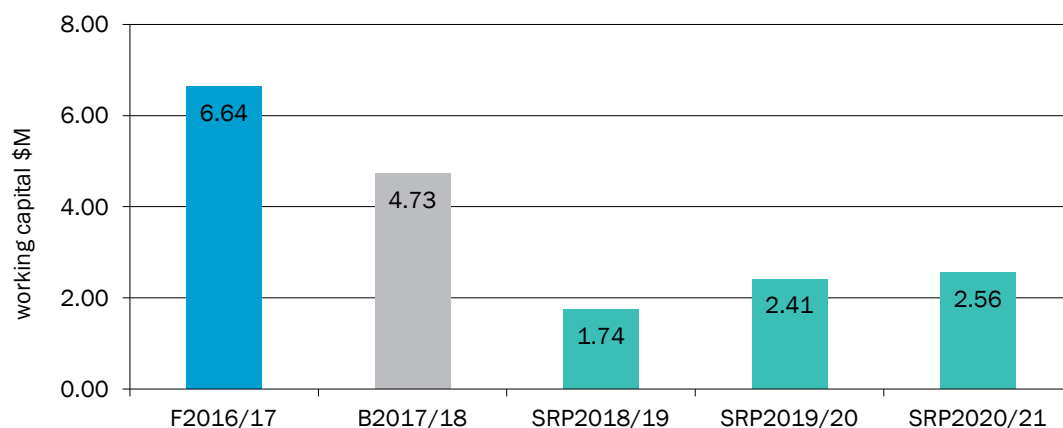
Refer also Section 5 for the Statement of Cash Flows and Section 11 for an analysis of the cash position.

10.4 Capital works



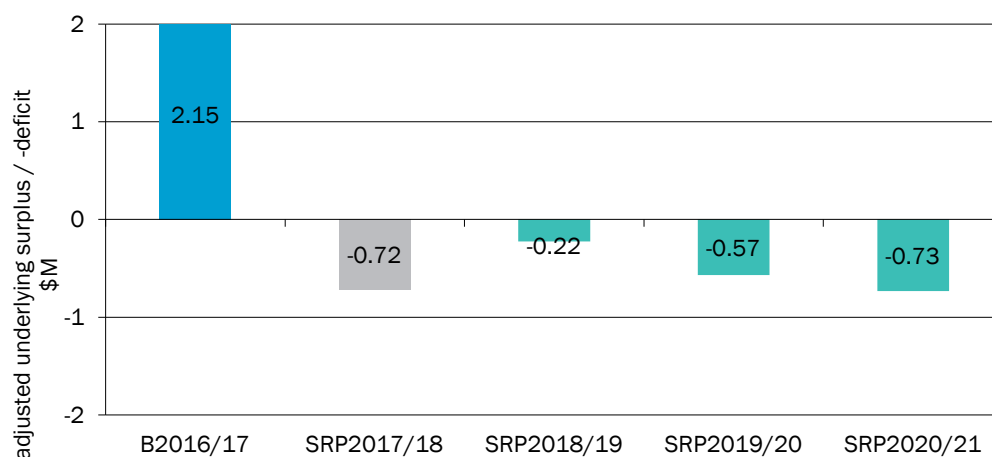
Refer also Section 5 for the Statement of Capital Works and Section 14 for an analysis of the capital budget.

10.5 Financial position



Refer also Section 5 for the Balance Sheet and Section 15 for an analysis of the budgeted financial position.

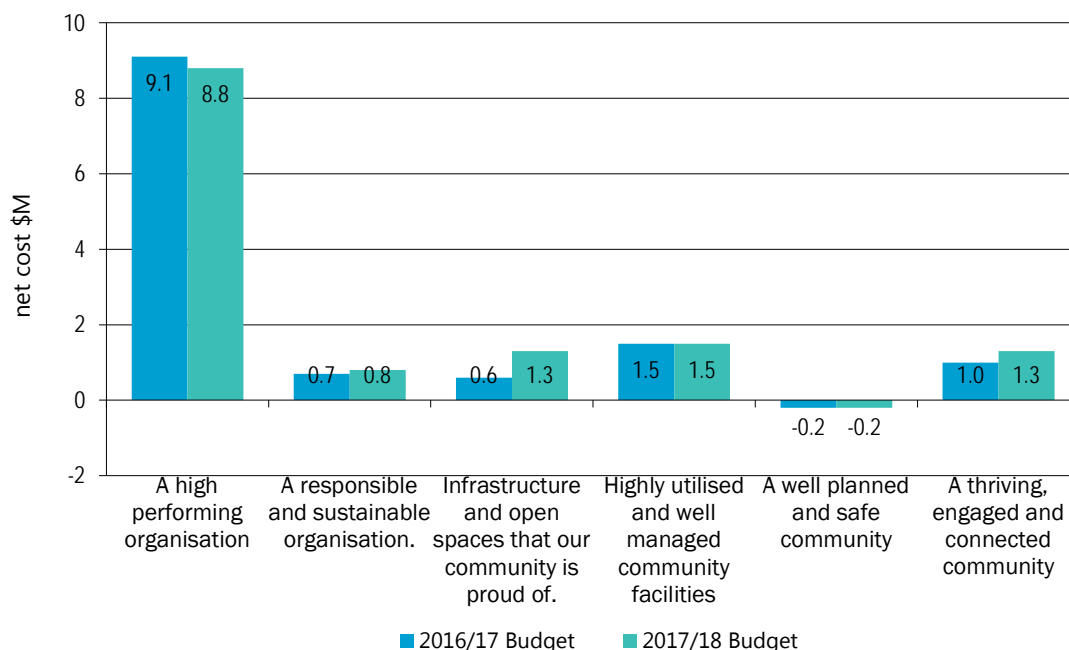
10.6 Financial sustainability



A high level Strategic Resource Plan for the years 2018/19 to 2020/21 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.

Refer Section 17 for more information on the Strategic Resource Plan.

10.7 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 allocated in the budget to achieve the strategic objectives as set out in the Council Plan for the 2017/18 year.

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

11 Budget influences

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

11.1 Snapshot of Alpine Shire Council

The Alpine Shire is a small rural shire with the major townships of Bright, Mount Beauty and Myrtleford located across the Ovens and Kiewa valleys. The Alpine Shire covers an area of 4,790 square kilometres, and encompasses the Buffalo, Ovens and Kiewa Rivers and their tributaries.

Approximately 92% of the Shire is public land, including large tracts of the Alpine National Park, as well as the whole of the Mount Buffalo National Park. The remaining 8% of land comprises townships and farming land, which exist along the flood plains of the river valleys. The major townships are nestled in the valleys, located along the river systems.

The Alpine Shire surrounds some of Victoria's major ski resorts at Mount Hotham, and Falls Creek, with smaller snowfield attractions at Dinner Plain and Mount Buffalo.

Population

Approximately 12,000 people call the Alpine Shire home, but the population swells during peak tourism times. Alpine has a large population of over 55s, with the 2011 Census revealing that 38.2% of the population is aged over 55, compared to an Australian average of 25.6%.

Industry

Alpine Shire has an industry mix that covers goods-producing industries (agriculture, manufacturing, construction) and services.

The key sectors are tourism, timber and forestry, agriculture (livestock and horticulture), services (health, education, community services) and retail.

Tourism is a major driver of the economy. Combined with the Alpine ski resorts, tourism is worth approximately \$264 million per annum to the region.

Budget implications

As a result of the Shire's demographic profile, over 18% of 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. Council has hardship provisions in place but these can impact on cash balances when large volumes of ratepayers are involved.

11.2 External influences

- *Consumer Price Index (CPI) increases on goods and services of 1.5% through the year to December quarter 2016 (ABS release 25 January 2017). State-wide CPI is forecast to be 2.5% for the 2017/18 year (Source: Department of Treasury and Finance).*
- *Australian wage price index (WPI) growth for Public Sector full-time adult ordinary time earnings in the 12 months to December 2016 was 2.3% (ABS release 22 February 2016). The wages price index in Victoria is forecast to be 3.0% per annum in 2017/18 and the subsequent two years (Source: Victorian Budget Strategy and Outlook).*
- *Councils across Australia raise approximately \$15 billion in rates. In addition Councils are entrusted with the maintenance of more than \$180 billion of public roads infrastructure. 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.*

11.3 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 2017/18 Budget. These matters have arisen from events occurring in the 2016/17 year, resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2017/18 year. These matters and their financial impact are set out below:

- *The operation and management of Myrtleford Holiday Park is to be reviewed, a proportional reduction in fees, income and materials and services expenditure has been factored in for 2017/18.*
- *Employee costs maintained at a low level, delivered through a nil increase included in the Enterprise Bargaining Agreement for the period 2017-19.*
- *Anticipated increase in rate in lieu from AGL as a result of a new payment in lieu of rates agreement for 2017/18.*
- *A rate rise lower than the rate cap.*

11.4 Budget principles

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

- *Existing fees and charges to be increased in line with CPI or market levels.*
- *Grants to be based on confirmed funding levels.*
- *New revenue sources to be identified where possible.*
- *Service levels to be maintained at 2016/17 levels with the aim to use less resources with an emphasis on innovation and efficiency.*
- *Operating revenues and expenses arising from completed 2016/17 capital projects to be included.*

11.5 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 2017/18 to 2020/21 (Section 17.), Rating Information (Section 9 & 18.) and Other Long Term Strategies (Section 19.) including borrowings, infrastructure and service delivery.

12 Analysis of operating budget

This section analyses the operating budget including expected income and expenses of the Council for the 2017/18 year.

12.1 Budgeted income statement

	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Total income	10.2	28,375	26,775	(1,600)
Total expenses	10.3	(24,900)	(24,124)	776
Surplus (deficit) for the year		3,475	2,651	(824)
Grants – capital non-recurrent	10.2.6	(433)	(2,542)	(2,109)
Contributions - non-monetary assets		(106)	(200)	(94)
Contributions - cash		(782)	(632)	150
Adjusted underlying surplus (deficit)		2,154	(723)	(2,877)

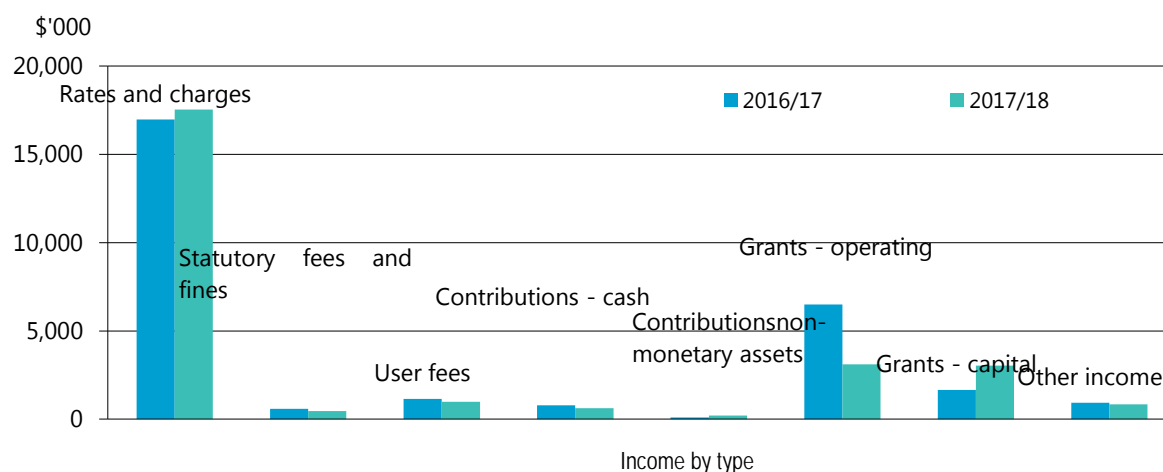
12.1.1 Adjusted underlying result

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.

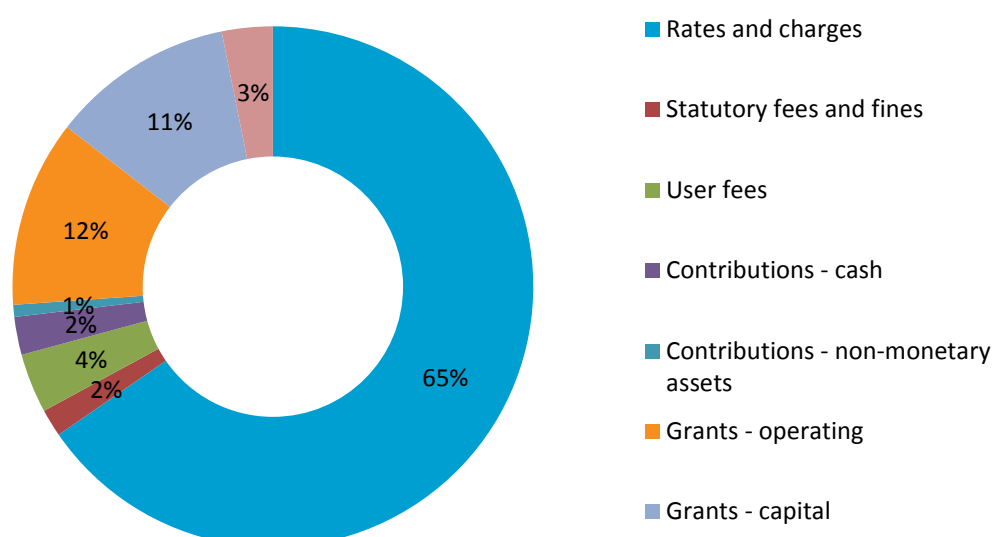
In calculating the adjusted underlying result, Council has excluded grants received for capital purposes which are non-recurrent and capital contributions from other sources. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

12.2 Income

Income Types	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Rates and charges	10.2.1	16,971	17,490	519
Statutory fees and fines	10.2.2	587	460	(127)
User fees	10.2.3	1,158	991	(167)
Contributions - cash	10.2.4	782	632	(150)
Contributions - non-monetary assets	10.2.4	106	200	94
Grants - operating	5.1.1	6,187	3,113	(3,074)
Grants - capital	5.1.2	1,656	3,042	1,386
Other income	10.2.6	928	847	(81)
Total income		28,375	26,775	(1,600)



Source: Section 3



12.2.1 Rates and charges

It is proposed that income raised by rates and charges will be increased by 1.9%. This is made up of an increase in rates and charges of \$234K and an increase in rates in lieu of \$414K and offset by a reduction in the Dinner Plain Village Rate from 65% of the general rate to 43% of the general rate. This equates to a reduction in special rate revenue of an estimated \$122K.

Section 9 – Rates and Charges - includes a more detailed analysis of the rates and charges to be levied for 2017/18 and the rates and charges information specifically required by the Regulations.

12.2.2 Statutory fees and fines

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

Statutory fees are forecast to increase in line with CPI.

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

12.2.3 User fees

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of pools, halls and other community facilities. In setting the budget, the key principle for determining the level of user charges has been to ensure that increases are in line with CPI or market levels and to ensure community use is maximised.

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

12.2.4 Contributions

Contributions relate to monies paid by developers in regard to recreation, drainage and car parking in accordance with planning permits issued for property development or funds received from community groups to contribute to towards capital projects.

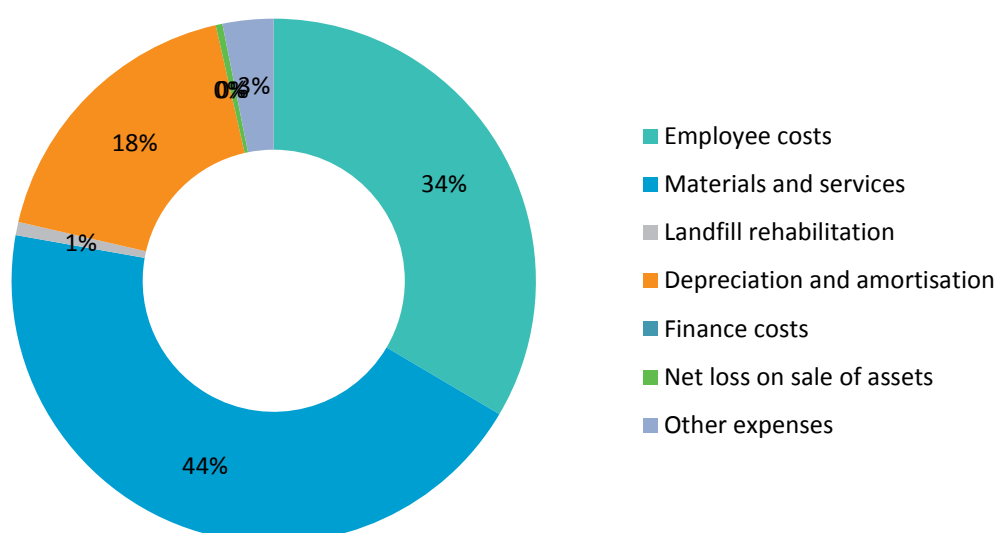
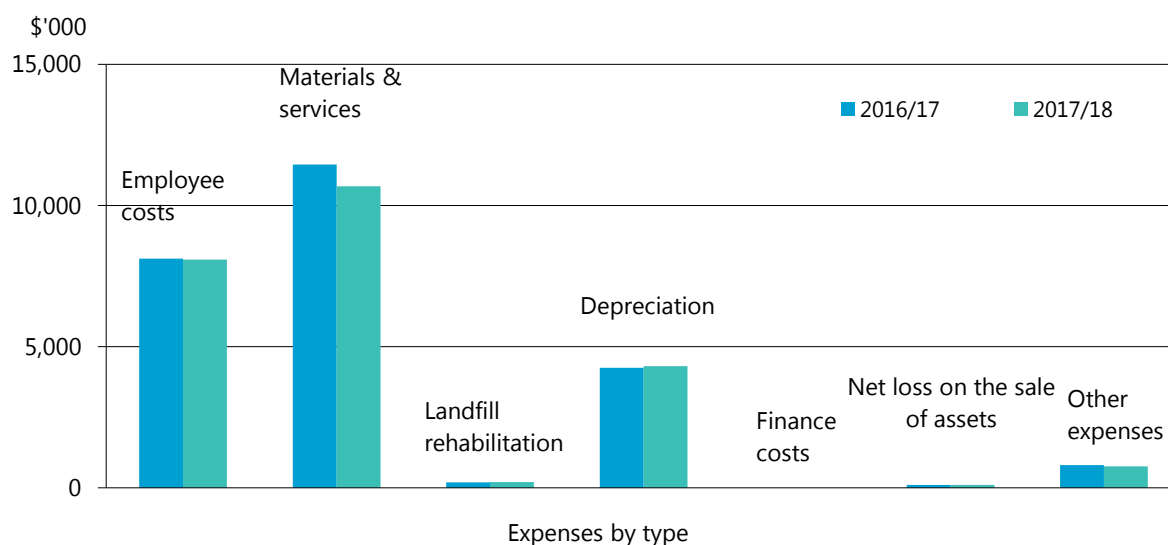
Cash contributions mainly consist of monies to be received from Benalla, Mansfield and Wangaratta councils to operate the Library Hub as a shared service. This is a new business function.

12.2.5 Other income

Other income relates to a range of items such as interest income, rent from Council owned properties and sale of merchandise at Visitor Information Centres. Other income is budgeted to increase due to CPI as well as Council leasing out more properties than in previous years.

12.3 Expenses

Expense Types	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Employee costs	12.3.1	8,112	8,081	(31)
Materials and services	12.3.2	11,453	10,685	(768)
Landfill rehabilitation	12.3.3	185	197	12
Depreciation and amortisation	12.3.4	4,248	4,303	55
Finance costs	12.3.5	-	-	-
Net loss on sale of assets		100	100	
Other expenses	12.3.6	802	758	(44)
Total expenses		24,900	24,124	(776)



Source: Section 3

12.3.1 Employee costs

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

Employee costs are forecast to remain similar to 2016/17 at \$8.7 million. This is due to:

- No general increase to salaries and wages as per the Enterprise Bargaining Agreement.
- Outsourcing of labour in operational areas, such as pools.
- Operational reviews to ensure resourcing is reflective of demand.
- Ongoing review of positions as they become vacant.

A summary of planned human resources expenditure categorised according to the organisational structure of Council is included below. Note that there are temporary wages included in the asset development department capitalised wages.

Department	Budget 2017/18 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
Asset Development	618	313	305
Asset Maintenance	2,689	2,427	262
Corporate	1,310	687	623
Executive	937	746	191
Economic and Community Development	702	302	400
Facilities	887	196	691
Planning and Amenity	960	545	415
Total expenditure	8,103	5,216	2,887
Casual and temporary	641		
Total employee costs	8,744		
Less capitalised wages			
Asset Development	(618)		
Asset Maintenance	(45)		
Total expenditure	8,081		

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

Department	Budget FTE	Permanent Full Time	Permanent Part Time
Asset Development	5.9	3.0	2.9
Asset Maintenance	36.7	33.0	3.7
Corporate	17.0	8.0	9.0
Executive	6.9	5.0	1.9
Economic and Community Development	7.6	3.0	4.6
Facilities	11.4	2.0	9.4
Planning and Amenity	10.5	6.0	4.5
Total permanent employees	96.0	60.0	36.0
Casual	8.7		
Total full time equivalent employees	104.7		

12.3.2 Materials and services

Materials and services include the purchases of consumables, payments to contractors for the provision of services and utility costs. Materials and services are forecast to decrease. The decrease has been partly offset by:

- *Continued demand reduction programs; and*
- *Strong budget management.*

The 2016/17 forecast is also higher than expected to due flood recovery works required during the year as a result of the October 2016 flood event.

12.3.3 Landfill rehabilitation

Landfill rehabilitation costs are expected to remain similar. This expense is due the change in the net present value of the landfill rehabilitation liability. Council still has significant landfill rehabilitation costs in the future, however these will be less due to no new cells being constructed.

12.3.4 Depreciation and amortisation

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. Depreciation is expected to increase based on completion of new capital works.

Refer to Section 6. 'Analysis of Capital Budget' for a more detailed analysis of Council's capital works program for the 2017/18 year.

12.3.5 Finance costs

In July 2015, Council paid out all its loans and does not intend to borrow for any capital projects. Zero borrowings are also projected in the Long Term Financial Plan.

12.3.6 Other items of expense

Other items of expense relate to a range of unclassified items including contributions to community groups, advertising, Councillor allowances and other miscellaneous expenditure items.

13 Analysis of budgeted cash position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2017/18 year. Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

13.1 Budgeted cash flow statement

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Cash flows from operating activities	11.1.1			
<i>Receipts</i>				
Rates and charges		16,925	17,467	542
User fees and fines		1,745	1,451	(294)
Grants - operating		6,327	3,287	(3,040)
Grants - capital		1,656	3,042	1,386
Interest		359	303	(56)
Trust funds deposits taken		2,444	2,446	2
Other receipts		1,768	1,346	(422)
		31,224	29,342	(1,882)
<i>Payments</i>				
Employee costs		(9,237)	(8,089)	1,148
Trust funds deposits repaid		(2,318)	(2,328)	(10)
Materials and consumables		(12,873)	(11,748)	1,125
		(24,428)	(22,165)	2,263
Net cash provided by operating activities		6,796	7,177	381
Cash flows from investing activities	11.1.2			
Proceeds from sales of property, infrastructure, plant & equipment		196	105	(91)
Proceeds from investments		3,507	(1,000)	(4,507)
Payments for property, infrastructure, plant and equipment		(9,640)	(8,156)	1,484
Net cash used in investing activities		(5,937)	(9,051)	(3,114)
Cash flows from financing activities	11.1.3			
Finance costs		-	-	-
Proceeds from borrowings		-	-	-
Repayment of borrowings		-	-	-
Net cash used in financing activities		-	-	-
Net increase/(decrease) in cash and cash equivalents		859	(1,874)	(2,733)
Cash and cash equivalents at the beginning of the year		2,591	3,450	859
Cash and cash equivalents at end of the year	11.1.4	3,450	1,576	(1,874)

Source: Appendix A

13.1.1 Operating activities

The change in cash flows from operating activities is due mainly to:

- Council receiving half of the Victorian Grants Commission grant funding (\$1,756,848) for 2017/18 in 2016/17.
- Payment of redundancy and employee entitlements to HACC employees in 2016/17 of \$842,000.
- Net payments for the flood recovery works as a result of damage by the flood in October 2016 forecast to be \$687,000 to be collected in 2017/18.
- Additional grant funding for Alpine Better Places of \$849,000 and Alpine Events Park of \$468,000 partially offset by reduced road to recovery funding by \$700,000.

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 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Surplus (deficit) for the year	3,475	2,651	(824)
Depreciation	4,248	4,303	55
Loss (gain) on sale of assets	(100)	(100)	-
Net movement in current assets and liabilities	287	268	(19)
Cash flows available from operating activities	7,910	7,122	(788)

13.1.2 Investing activities

Council is expecting to utilise \$1 million of cash from its term deposits in the 2017/18 financial year due to delivering the capital works program (which includes carry forward projects).

The reduction in cash held in investments is expected and has been modelled in the Long Term Financial Plan prior to Council commencing works to ensure financial sustainability.

13.1.3 Financing activities

In 2015-16 Council budgeted to repay all its outstanding debt. This decision was made as Council was holding greater cash than expected due to timing of works and grants. The payout was made in July 2015 and has reduced recurring finance costs. Council has not forecast any future borrowings in its Long Term Financial Plan.

13.1.4 Cash and cash equivalents at end of the year

Overall, total cash and investments is forecast to decrease due to Council funding significant capital works from own source funds in 2017/18.

13.2 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 \$9.5 million, which has been restricted as shown in the following table. This is expected to decrease further in 2017/18 to \$3.0 million due to receiving half of the Victorian Grants Commission grant funding \$1.8 million for 2017/18 in 2016/17 and Council's decision to utilise unrestricted cash and investments to fund capital works.

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Total cash, investments and financial assets		8,576	4,884	(3,692)
Restricted cash and investments				
- Statutory reserves	11.2.1	(258)	(258)	-
- Cash held to carry forward capital works	11.2.2	(996)	-	996
- Trust funds and deposits		(863)	(981)	(118)
Unrestricted cash and investments	11.2.3	6,459	3,645	(2,814)
- Discretionary reserves	11.2.4	(1,103)	(806)	297
Unrestricted cash adjusted for discretionary reserves	11.2.5	5,356	2,839	(2,517)

13.2.1 Statutory reserves

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.

13.2.2 Cash held to fund carry forward capital works

There is no amount shown as cash held to fund carry forward works at 30 June 2018, as it is expected that the capital works budget in the 2017/18 financial year will be fully expended. An amount of \$1.0 million is forecast to be held at 30 June 2017 to fund capital works budgeted but not completed in the 2016/17 financial year. Section 6.2 contains further details on capital works funding.

13.2.3 Unrestricted cash and investments

The amount shown is in accordance with the definition of unrestricted cash included in the Section 3 of 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.

13.2.4 Discretionary reserves

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.



13.2.5 Unrestricted cash adjusted for discretionary reserves

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.

14 Analysis of capital budget

This section analyses the planned capital works expenditure budget for the 2017/18 year and the sources of funding for the capital budget. Further detail on the capital works program can be found in Section 6.

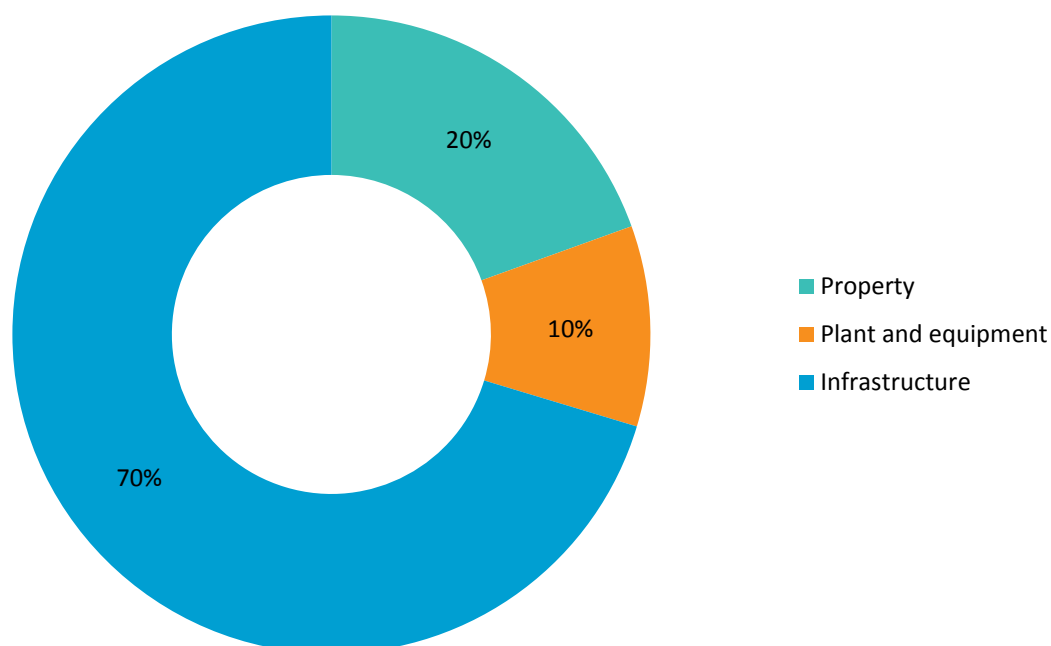
14.1 Capital works expenditure

Capital Works Areas	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual 2016/17 \$'000		
Works carried forward	14.1.1			
Property				
Buildings		-	240	240
Total property		-	240	240
Plant and equipment				
Plant, machinery and equipment		-	447	447
Fixtures, fittings and furniture		-	-	-
Computers and telecommunications		-	-	-
Library books		-	-	-
Total plant and equipment		-	447	447
Infrastructure				
Roads		-	297	297
Bridges		-	-	-
Footpaths and cycleways		-	-	-
Drainage		-	-	-
Recreational, leisure and community facilities		-	3	3
Parks, open space and streetscapes		-	9	9
Total infrastructure		-	309	309
Total works carried forward		-	996	996
New works				
Property	14.1.2			
Buildings		1,011	1,350	339
Total property		1,011	1,350	339
Plant and equipment	14.1.3			
Plant, machinery and equipment		1,139	156	(983)
Fixtures, fittings and furniture		-	90	90
Computers and telecommunications		116	60	(56)
Library books		76	76	-
Total plant and equipment		1,331	382	(949)
Infrastructure	14.1.4			
Roads		4,509	2,120	(2,389)
Bridges		478	140	(338)
Footpaths and cycleways		179	315	136
Drainage		275	95	(180)
Recreational, leisure and community facilities		1,709	1,855	146

Capital Works Areas	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual		
		2016/17 \$'000		
Parks, open space and streetscapes		148	240	92
Capitalised wages		-	663	663
Total infrastructure		7,298	5,428	(1,870)
Total new works		9,640	7,160	(2,480)
Total capital works expenditure		9,640	8,156	(1,484)

Capital Works Areas	Ref	Forecast	Budget 2017/18 \$'000	Variance \$'000
		Actual		
		2016/17 \$'000		
Represented by:				
Asset renewal expenditure	8.3	3,477	3,205	(211)
New asset expenditure	8.3	519	349	(211)
Asset upgrade expenditure	8.3	5,644	4,602	(1,062)
Asset expansion expenditure	8.3	-	-	-
Total capital works expenditure		9,640	8,156	(1,484)

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



14.1.1 Carried forward works

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 2017/18 year it is forecast that the projects to be carried forward from 2016/17 include the Bright Office Renewal Stage 2, Alpine Better Places Mafeking Square, Anderson Street Pavement Rehabilitation, Wandiligong School Road, McNamara Reserve Lighting Upgrade and Playground Equipment Renewal.

14.1.2 Property

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

For the 2017/18 year, the main project is the commencement of the Myrtleford Indoor Sports Stadium Expansion and upgrade of McNamara Reserve Netball and Tennis Facilities.

14.1.3 Plant and equipment

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

For the 2017/18 year, there is expected to be renewal of a number of minor renewal projects.

14.1.4 Infrastructure

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.

Council has invested considerable energy into reviewing its asset management systems. This then allows for timely and transparent data on what assets require renewal in any given year. Council also uses innovative technology through the use of an application called Fulcrum to gather and update the data relating to its assets. This saves time and money and produces better results. Improvement in this area will continue in future years.

The major project being the upgrade works at Myrtle Street Myrtleford and the Alpine Events Park in Bright. A listing of all projects being funded by Council in 2017/18 can be found in Section 6.

14.1.5 Asset renewal, new assets, upgrade and expansion

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.

14.2 Funding sources

Sources of funding	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Works carried forward				
<i>Current year funding</i>				
Grants		-	148	148
Contributions		-	-	-
Borrowings		-	-	-
Council cash				
- operations		971	848	(123)
- proceeds on sale of assets		-	-	-
- reserve cash and investments		-	-	-
- unrestricted cash and investments		-	-	-
Total works carried forward	12.2.1	971	996	25
New works				
<i>Current year funding</i>				
Grants	12.2.2	1,663	2,190	527
Contributions		888	-	(888)
Borrowings		-	-	-
Council cash				
- operations	12.2.3	4,541	5,865	1,324
- proceeds on sale of assets	12.2.4	196	105	(91)
- reserve cash and investments	12.2.5	232	297	65
- unrestricted cash and investments		1,149	(1,297)	(2,446)
Total new works		8,669	7,160	(1,509)
Total funding sources		9,640	8,156	(1,484)

Source: Section 6

This table highlights how Council funds its new assets and infrastructure.

15 Analysis of budgeted financial position

This section analyses the movements in assets, liabilities and equity between 2016/17 and 2017/18. It also considers a number of key financial performance indicators.

15.1 Budgeted balance sheet

	Ref	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	12.3.1			
Cash and cash equivalents		3,450	1,576	(1,874)
Trade and other receivables		1,698	1,550	(148)
Financial assets		6,000	7,000	1,000
Inventories		100	86	(14)
Other assets		272	263	(9)
Total current assets		11,520	10,475	(1,045)
Non-current assets	13.1.1			
Trade and other receivables		3	-	(3)
Investments in shared services		21	21	-
Property, infrastructure, plant & equipment		210,055	213,703	3,648
Inventories		147	151	4
Total non-current assets		210,226	213,875	3,649
Total assets		221,746	224,350	2,604
Current liabilities	13.1.2			
Trade and other payables		2,015	1,881	(134)
Trust funds and deposits		863	981	118
Provisions		1,975	2,853	878
Income received in advance		30	30	-
Interest-bearing loans and borrowings		-	-	-
Total current liabilities		4,883	5,745	862
Non-current liabilities	13.1.2			
Provisions		3,888	3,009	(879)
Income received in advance		417	387	(30)
Interest-bearing loans and borrowings		-	-	-
Total non-current liabilities		4,305	3,396	(909)
Total liabilities		9,188	9,141	(47)
Net assets		212,558	215,209	2,557
Equity	13.1.3			
Accumulated surplus		88,435	91,086	2,651
Asset revaluation reserve		122,762	123,059	297
Other reserves		1,361	1,064	(297)
Total equity		212,558	215,209	2,651

15.1.1 Current assets and non-current assets

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 due to Council catching up on carry forward projects and the funding of the capital works from unrestricted cash and investments.

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.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories and other revenues due to be received in the next 12 months. Council does not expect other assets to change significantly.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment etc which has been built up by Council over many years. Increases are as a result of the capital works program and asset revaluations which occur each year.

15.1.2 Current liabilities and non-current liabilities

Trade and other payables are those to whom Council owes money as at 30 June. These liabilities are budgeted to remain consistent with 2016/17 levels.

Provisions include accrued long service leave, annual leave and rostered days off owing to employees and the landfill rehabilitation provision.

The current provision for landfill rehabilitation will increase with a corresponding decrease in the non-current provision as increased landfill rehabilitation works have been scheduled for 2018/19.

15.1.3 Working capital

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Current assets	11,520	10,475	(1,045)
Current liabilities	4,883	5,745	862
Working capital	6,637	4,730	(1,907)
Restricted cash and investment current assets			
- Statutory reserves	(258)	(258)	-
- Cash used to fund carry forward capital works	(996)	-	996
Unrestricted working capital	5,383	4,472	(911)

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.

In addition to the restricted cash shown above, Council is also projected to hold \$0.8 million in discretionary reserves at 30 June 2018. 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.

15.1.4 Equity

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 valuation.*
- *Other reserves that are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.*
- *Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.*

15.2 Key assumptions

In preparing the Balance Sheets for the years ending 30 June 2017 and 2018 it was necessary to make a number of assumptions about assets, liabilities and equity balances. The key assumptions are as follows:

- *A total of 95.5% of total rates and charges raised will be collected in the 2017/18 year.*
- *Trade creditors to be based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. Payment cycle is 30 days.*
- *Other debtors and creditors to remain consistent with 2016/17 levels.*
- *Proceeds from the sale of property in 2017/18 will be received in full in the 2017/18 year.*
- *Loans were fully paid out in July 2015 and no future loans are forecast in the Long Term Financial Plan.*
- *Total capital expenditure to be \$8.2 million.*

16 Dinner Plain

Dinner Plain operates as a discrete business function within Council. All income and expenditure relating to Dinner Plain is quarantined.

16.1 Dinner Plain operating statement

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
4.16 Dinner Plain rates and charges			
1601 Dinner Plain rates & charges	(1,105)	(977)	128
1602 Dinner Plain waste & recycling rates	(325)	(332)	(7)
4.16 Dinner Plain rates and charges total	(1,430)	(1,309)	121
4.17 Dinner Plain management			
1605 Dinner Plain village services	(96)	(60)	36
2903 Transfer to/(from) Dinner Plain reserves	31	(65)	(96)
4.17 Dinner Plain management total	(65)	(125)	(60)
Total income	(1,495)	(1,434)	61
4.16 Dinner Plain Village Rate expenditure (special rate)			
2701 Dinner Plain marketing	100	100	-
2702 Bus services	189	190	1
2708 Dinner Plain events	80	80	-
2709 Snow clearing	125	127	2
2710 Dinner Plain TV	2	2	-
2711 Snow grooming	60	61	1
2712 Plant maintenance - Dinner Plain management	5	5	-
2713 DPAC operating fees - Dinner Plain management	1	0	(1)
2717 Employee costs - Dinner Plain	41	41	-
4.16 Dinner Plain Village Rate expenditure (special rate) total	603	606	3
4.17 Dinner Plain management			
2703 Resort maintenance	83	88	5
2704 Dinner Plain waste management	307	307	-
2706 Public Facilities	54	52	(2)
2707 Council administration	221	224	3
2727 Employee costs - Dinner Plain management	-	0	-
2728 Dinner Plain Leases And Licences	-	3	3
Dinner Plain Community Centre	-	1	1
4.17 Dinner Plain management total	665	675	10

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Variance \$'000
Dinner Plain capital works			
Roads to Recovery income	(24)	(24)	-
Dinner Plain - capital expenditure 2016/17	229	-	(229)
Dinner Plain Road Renewal (2017/18)	-	50	50
Dinner Plain Mountain Bike Trails	-	35	35
Dinner Plain Village Green	-	45	45
Toboggan Run Access Improvements	-	25	25
Capitalised wages	13	22	9
Total Dinner Plain capital works	218	153	(65)
Total expenditure	1,486	1,434	(52)
Dinner Plain net result	(9)	-	9

16.1.1 Dinner Plain rates and charges

There is a reduction in Dinner Plain rates and charges in the 2017/18 budget due to a reduction in the special rate. Council is proposing to decrease the special rate to 43% of the general rate. This results in a reduction in rate revenue for the Dinner Plain business function which will be funded from the Dinner Plain reserve in 2017/18.

Long term strategies

This section includes the following analysis and information:

- 17. Strategic resource plan*
- 18. Rating context and structure*
- 19. Other long term strategies*

17 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.

17.1 Plan development

The Act requires a 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 a SRP for the four years 2017/18 to 2020/21 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. Council has also included a Long Term Financial Plan which considers the financial operations of Council for the next ten years.

The key objective, which underlines the development of the SRP and LTFP, 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 and LTFP, are:

- *Maintain existing service levels.*
- *Maintain a favourable operating result.*
- *Maximise Council's capital works program.*
- *Achieve a balanced budget on a cash basis.*

In preparing the SRP and LTFP, 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 and LTFP 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.

17.2 Financial resources

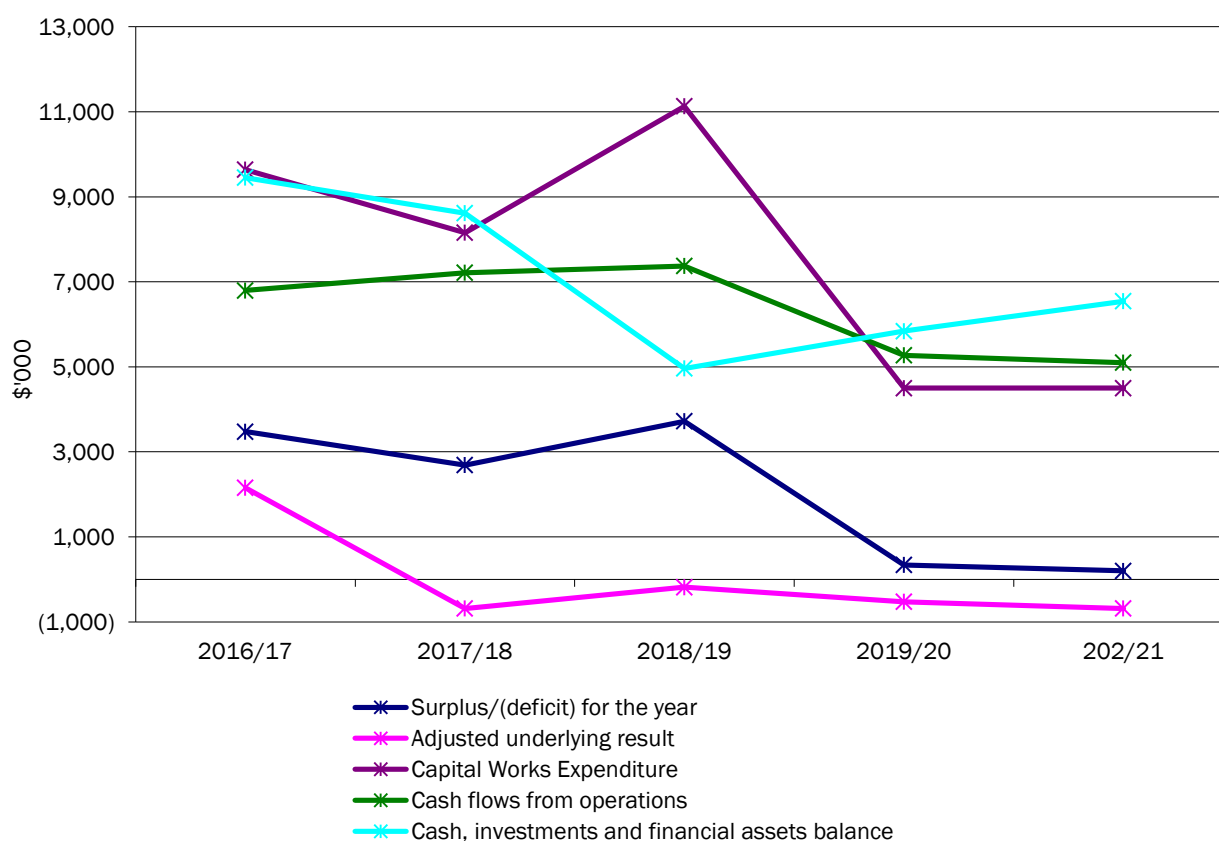
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. Section 3 includes a more detailed analysis of the financial resources to be used over the four year period.

	Forecast	Budget	Strategic Resource Plan			Trend
Indicator	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	202/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	3,475	2,651	3,680	297	152	-
Adjusted underlying result	2,154	(723)	(224)	(569)	(731)	-
Cash, investments and financial assets balance	9,450	8,576	4,884	5,716	6,373	-
Cash flows from operations	6,796	7,177	7,331	5,227	5,052	-
Capital works expenditure	9,640	8,156	11,128	4,500	4,500	-

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 SRP are as follows:

Financial sustainability (Section 11) - Cash and investments are forecast to decrease marginally over the four year period.

Rating levels (Section 9 and 16) - Rating levels are forecast to remain consistent at a rate of 1.7% after 2017/18.

Service delivery strategy (Section 2 and 17) - Service levels have been maintained throughout the four year period.

Borrowing strategy (Section 5 and 17) - There are no borrowings forecast.

Infrastructure strategy (Section 6, 12 and 17) - Capital expenditure over the four year period will total \$28.3 million.

17 Rating context and structure

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, Farm differential policy, Commercial/industrial differential policy and Waste service charge policy.

18.1 Rating context

In developing the Strategic Resource Plan and LTFP, rates and charges were identified as an important source of revenue, accounting for approximately 50% of the total revenue received by Council annually. Minimising 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 Alpine Shire community.

18.2 Current year rates and charges

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 2018.

Year	Rate Revenue Increase %	Waste Management Charge Increase %	Garbage Charge Increase %	Recycling Charge Increase %	Total Rates & Charges Raised \$'000
2016/17	2.30	2.30	2.30	2.20	16,971
2017/18	1.90	0.00	-7.50	15.30	17,490
2018/19	1.70	2.00	2.00	2.00	17,731
2019/20	1.70	2.00	2.00	2.00	18,111
2020/21	1.70	2.00	2.00	2.00	18,506

18.3 Rating structure

Council has established a rating structure which aims to identify the fairest and most equitable method of distributing the rate burden across residents. Property values form the central basis of rating under the *Local Government Act 1989*.



There are 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 annually.

Council makes a 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, commercial/industrial or farming purposes. This distinction is based on the concept that businesses should pay a fair and equitable contribution to rates, taking into account the benefits those commercial properties derive from the local community.

The farm differential rate applies a reduced rate on all land declared as farm land. This is to more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community.

The commercial/industrial differential rate applies a higher rate on commercial/industrial properties (including holiday houses available for hire). This provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies.

Council also applies a special rate to ratepayers at Dinner Plain. This provides for the additional servicing costs of Dinner Plain which are significantly higher than all other areas, due to the complex nature and special requirements of this resort such as snow clearing. Council has chosen to operate Dinner Plain as a discreet business function which makes it unique when compared to other towns within the shire. All special and general rates are quarantined for expenditure on Dinner Plain related expenditure. Where there are unspent funds at the end of the year, these funds will be transferred to a reserve, namely Dinner Plain Reserve, for expenditure in future years.

Council also levies annual service charges for the following:

- *Kerbside waste collection*
- *Kerbside recycling collection*
- *Waste management*

The following table summarises the rates to be determined for the 2017/18 year. A more detailed analysis of the rates to be raised is contained in Section 9 'Rates and charges'.

Rate type	How applied	2016/17	2017/18	Change
Residential rates	Cents/\$ CIV	0.4901	0.4994	1.9%
Commercial/industrial rates	Cents/\$ CIV	0.700843	0.7141	1.9%
Farm rates	Cents/\$ CIV	0.3578	0.3646	1.9%
Dinner Plain special rates	Cents/\$ CIV	0.3186	0.2147	-32.6%
Waste management charge	\$/ property	\$98.20	\$98.20	0.0%
Kerbside collection charge	\$/ property	\$235.30	\$217.71	-7.5%
Recycling charge	\$/ property	\$77.50	\$89.34	15.3%

18.4 General revaluation of properties

During the 2015/16 year, a revaluation of all properties within the municipality was carried out and applied from 1 July 2016 for the 2016/17 year. The outcome of the general revaluation was a small change in property valuations throughout the municipality, overall property valuations across the municipal district increased by 2.9%.

In view of the outcomes of the general revaluation of all properties within the Council's municipal district during the 2015/16 year, Council has chosen not to make any changes to the existing rate



structure. In aggregate, total rates and charges will increase by 3.3% compared to 2016/17. This will be achieved by reducing the rate in the dollar to offset the increase in property valuations across the municipal district following the general revaluation.

18.5 Payment of rates

Council offers payment by four instalments on or before 30 September, 30 November, 28 February and 31 May in accordance with Section 167 of the *Local Government Act 1989*.

Council continues to seek ways to improve its operations and minimise inefficiencies. Improved efficiencies within Council ultimately result in savings which will be passed onto ratepayers in future years.

18 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.

19.1 Borrowings

Council does not currently have any borrowings. Council was able to pay out its borrowings in full at the beginning of 2015/16. In developing the Strategic Resource Plan (SRP) and Long Term Financial Plan, Council has not provided for any borrowings, rather all projects are to be funded from revenue sources and existing cash reserves. This places Council in a strong financial position and ensures financial sustainability into the future. This is not to say that Council will not be required to borrow funds into the future, however each major capital project will be assessed to determine the most appropriate funding model at that time.

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

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2013/14	-	196	75	1,142
2014/15	-	946	21	946
2015/16	-	-	-	-
2016/17	-	-	-	-
2017/18	-	-	-	-
2018/19	-	-	-	-

	2016/17 \$	2017/18 \$
Total amount borrowed as at 30 June of the prior year	-	-
Total amount to be borrowed	-	-
Total amount projected to be redeemed	-	-
Total amount of borrowings proposed as at 30 June	-	-

19.2 Infrastructure

Council has established a pipeline of projects, which lists all renewal, upgrade and new infrastructure projects for delivery into the future, and which is referred to as the 'project pipeline'.

The asset renewal projects in the pipeline have been informed from the Asset Management Plans developed by Council's Asset Maintenance team. The new and upgraded infrastructure projects are generated predominantly from community feedback, either directly or through consultation during the development of Council plans and strategies.

The projects in the pipeline are ranked for delivery according to their priority relative to other projects in the pipeline, and recognising the constraints on available funding for capital projects. Project prioritisation is reviewed annually by the Alpine Shire Councillors, during the process of establishing the capital works program and budget for the subsequent year.

A number of different factors are considered during the prioritisation of projects. The key factors include:

- *Improvements to public safety;*
- *Asset renewal requirements;*
- *Community support;*
- *Availability of grant funding;*
- *Availability of resources, and;*
- *Equity of capital investment across the Shire.*

The project pipeline provides a key input into Council's Strategic Resource Plan and Long Term Financial Plan.

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

Year	Total Capital Program	Grants	Summary of funding sources		
			Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000
2016/17	9,640	1,656	49	7,935	
2017/18	8,156	2,338	-	5,818	-
2018/19	11,128	3,505	-	7,623	-
2019/20	4,500	500	-	4,000	-
2020/21	4,500	500	-	4,000	-

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

19.3 Service delivery

Council's key objectives of service delivery incorporated into the Strategic Resource Plan and Long Term Financial Plan include:

- *Minimising rate increases;*
- *Maintaining service delivery;*
- *Improving innovation and efficiency in service delivery; and*
- *Simplifying processes.*

These key objectives are all developed based on a core component: the customer. Council continues to ensure that customer service is a primary focus alongside delivery of its capital works program on time and on budget.

There are a number of internal and external influences that have been identified through the budget development process which may have an impact on the scope and level of services to be provided over the next four to ten years. Council's approach to this is to continue to operate 'within its means' and look to the private sector for inspiration for efficiency improvements to ensure sustainability into the future.

There are also specific influences which are considered when developing the budget. These areas are summarised below.

19.3.1 Landfill restoration

Council maintains a provision to allow for the costs associated with rehabilitation and aftercare of its landfill sites as required by the Environmental Protection Authority. Council continues to budget each year to contribute to this provision in accordance with the Landfill Rehabilitation Strategy.

19.3.2 Dinner Plain

Dinner Plain operates as discrete business unit within Council. This is due to the servicing costs of Dinner Plain being significantly higher than all other areas of the Shire because of the complex nature and special requirements of the village.

19.3.3 Valuation Services

Council is required to revalue all properties within the municipality every two years. The last general revaluation was carried out as at 1 January 2016 effective for the 2016/17 year and the next revaluation will be undertaken as at 1 January 2018.

19.3.4 Fire services levy

The *Fire Services Property Levy Act 2012* requires Council to collect the Fire Services Property Levy for all rateable and non-rateable land within the Municipality. In addition to this the Treasurer of Victoria has directed the Alpine Shire to collect the levy for land not located within the Municipality, being the Mount Hotham and Falls Creek Alpine Resorts. Council acts as a collection agency and remits the funds collected to the State Revenue Office, four times a year.



19 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 2017/18 year.

Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Asset Maintenance	Open Spaces	Asset Maintenance - Open Spaces							
Asset Maintenance	Open Spaces	Elm Leaf Beetle Treatment		Yes	\$ 83.50	\$ 90.00	\$ 6.50	minimum charge per tree.	No
Asset Maintenance	Operations	Asset Maintenance - Operations							
Asset Maintenance	Operations	Traffic management plan		Yes	\$ 75.00	\$ 75.00	\$ 0.00	per plan	No
Asset Maintenance	Operations	Application for Occupation/Works on Council Managed Land permit		Yes	\$ 0.00	\$ 0.00	\$ 0.00	per permit	No
Asset Maintenance	Operations	Variable messaging board		Yes	\$ 50.00	\$ 50.00	\$ 0.00	per day	No
Planning and Amenity	Health	Planning and Amenity - Health							
Planning and Amenity	Health	Class 1 food premises		No	\$ 524.00	\$ 524.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 food premises		No	\$ 455.00	\$ 455.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 3 food premises		No	\$ 260.00	\$ 260.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 4 food premises		No	\$ 0.00	\$ 0.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 temporary food premises & mobile food vendors		No	\$ 203.00	\$ 203.00	\$ 0.00	Per annum	No
Planning and Amenity	Health	Class 2 temporary food premises & mobile food vendors		No	\$ 52.50	\$ 52.50	\$ 0.00	per event	No
Planning and Amenity	Health	Class 3 temporary food premises & mobile food vendors		No	\$ 121.50	\$ 121.50	\$ 0.00	per annum	No
Planning and Amenity	Health	Class 3 temporary food premises & mobile food vendors		No	\$ 35.00	\$ 35.00	\$ 0.00	per event	No
Planning and Amenity	Health	Class 2 charitable and community groups		No	\$ 52.50	\$ 52.50	\$ 0.00	per annum	No
Planning and Amenity	Health	Class 2 charitable and community groups		No	\$ 0.00	\$ 0.00	\$ 0.00	per event	No
Planning and Amenity	Health	Class 3 charitable and community groups		No	\$ 29.00	\$ 29.00	\$ 0.00	per annum	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Health	Class 3 charitable and community groups		No	\$ 0.00	\$ 0.00	\$ 0.00	per event	No
Planning and Amenity	Health	New premises fee			Annual registration fee plus 50%				
Planning and Amenity	Health	Inspection and report fee			new fee	\$ 150.00		per registration	No
Planning and Amenity	Health	Major non-compliance inspection fee			\$175.00	\$ 175.00	\$ 0.00	per registration	No
Planning and Amenity	Health	Major non-compliance inspection fee (where a notice has been issued)			\$235.00	\$ 235.00	\$ 0.00	per registration	No
Planning and Amenity	Health	Hairdressers, beauty parlours etc.		No	\$ 190.50	\$ 200.00	\$9.50	per annum	No
Planning and Amenity	Health	Beauty Premises			new fee	\$ 160.00		per premises	No
Planning and Amenity	Health	Prescribed accommodation premises	Fixed	No	\$ 210.00	\$ 210.00	\$ 0.00	per annum	No
Planning and Amenity	Health	Septic tank		No	\$ 470.00	\$ 479.00	\$ 9.00	per approval	No
Planning and Amenity	Health	Health search		No	\$ 39.50	\$ 39.50	\$ 0.00	per hour or part thereof	No
Planning and Amenity	Health	Caravan park registration		No			\$ 0.00	as per legislation	Yes
Planning and Amenity	Health	Caravan park rigid annex approval fee		No	\$ 157.00	\$ 157.00	\$ 0.00	per approval	No
Planning and Amenity	Health	Transfer registration fee		No	50%	50%		of original registration fee	No
Planning and Amenity	Health	Late penalty fee		No	30%	30%		of original registration fee	No
Planning and Amenity	Health	That the Senior Environmental Health Officer be authorised to charge a reduced fee at his discretion in the case of a minor alteration to a septic tank system.		No					
Planning and Amenity	Streets & Roads	Planning and Amenity - Streets & Roads							
Planning and Amenity	Streets & Roads	Outdoor eating facility		No	\$ 145.00	\$ 150.00	\$ 5.00	per annum	No
Planning and Amenity	Roadside Trading	Planning and Amenity - Roadside Trading							
Planning and Amenity	Roadside Trading	Commercial participant		No	\$ 61.00	\$ 65.00	\$ 4.00	Per event.	No
Planning and Amenity	Roadside Trading	Business premises		No	\$ 145.00	\$ 150.00	\$ 5.00	per annum	No
Planning and Amenity	Roadside Trading	Approved site location		No	\$ 231.00	\$ 231.00	\$ 0.00		No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Roadside Trading	Horse drawn vehicle		No	\$ 145.00	\$ 150.00	\$ 5.00	per year	No
Planning and Amenity	Roadside Trading	Advertising sign		No	\$ 67.00	\$ 68.50	\$ 1.50	per sign	No
Planning and Amenity	Roadside Trading	Busking	Commercial	No	\$ 31.00	\$ 31.00	\$ 0.00	per year	No
Planning and Amenity	Local Laws	Planning and Amenity - Local Laws							
Planning and Amenity	Local Laws	Dog registration	Full	No	\$ 71.00	\$ 80.00	\$ 9.00	per animal	Partially
Planning and Amenity	Local Laws	Dog registration	Pensioner	No	\$35.00	\$40.00	\$ 5.00	per animal	Partially
Planning and Amenity	Local Laws	Dog registration	Reduced (Desexed/working dog)	No	\$ 26.00	\$ 30.00	\$ 4.00	per animal	Partially
Planning and Amenity	Local Laws	Dog Registration	Reduced Pensioner	No	\$13.00	\$15.00	\$ 2.00	Per animal	Partially
Planning and Amenity	Local Laws	Cat registration	Full	No	\$ 71.00	\$ 80.00	\$ 9.00	per animal	Partially
Planning and Amenity	Local Laws	Cat registration	Pensioner	No	\$35.00	\$40.00	\$ 5.00	per animal	Partially
Planning and Amenity	Local Laws	Cat registration	Reduced	No	\$ 26.00	\$ 30.00	\$ 4.00	per animal	Partially
Planning and Amenity	Local Laws	Animal registration tag replacement		Yes	\$ 7.00	\$ 7.00	\$ 0.00	per tag	No
Planning and Amenity	Local Laws	Pound release fee	Registered	No	\$ 70.00	\$ 80.00	\$ 10.00	per animal	Partially
Planning and Amenity	Local Laws	Pound release fee	Unregistered	No	\$ 138.00	\$ 160.00	\$22.00	per animal	Partially
Planning and Amenity	Local Laws	Failure to register a dog or cat		No				as per legislation	Partially
Planning and Amenity	Local Laws	Dinner Plain snowmobile permit		No	\$ 69.00	\$ 69.00	\$ 0.00	per snowmobile	No
Planning and Amenity	Local Laws	Dinner Plain dog permit		No	\$ 69.00	\$ 69.00	\$ 0.00	per animal	No
Planning and Amenity	Local Laws	Domestic animal business fee		No	\$ 123.00	\$ 123.00	\$ 0.00	per year	Partially
Planning and Amenity	Local Laws	Parking fine	Time limit	No	\$ 52.00	\$ 52.00	\$ 0.00	per offence	No
Planning and Amenity	Local Laws	Parking fine	No Standing	No				as per legislation	Yes
Planning and Amenity	Local Laws	Parking fine	Loading Zones etc.	No				as per legislation	Yes
Planning and Amenity	Local Laws	Vehicle impound fee		No	\$ 103.00	\$ 110.00	\$ 7.00	per vehicle	No
Planning and Amenity	Local Laws	Vehicle storage fee		Yes	\$ 10.50	\$ 11.00	\$ 0.50	per vehicle	No
Planning and Amenity	Local Laws	Animal sustenance fee		Yes	\$ 10.50	\$ 11.00	\$ 0.50	per day	No
Planning and Amenity	Local Laws	Cat trap hire deposit		No	\$ 50.00	\$ 50.00	\$ 0.00	per hire	No
Planning and Amenity	Local Laws	Cat trap hire fee		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per hire	No
Planning and Amenity	Development	Planning and Amenity - Development							



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Development	Application for permit to work in a road reserve						as per legislation	Yes
Planning and Amenity	Building	Planning and Amenity - Building							
Planning and Amenity	Building	Commercial works <\$15,000	+ lodgement fee	Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Commercial works \$15,001 - \$40,000	+ lodgement fee	Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Commercial works >\$40,001		Yes	competitive quote				No
Planning and Amenity	Building	Carport, garage, sheds, verandah and other small extensions		Yes	\$ 566.50	\$ 566.50	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Swimming pool (in-ground)		Yes	\$ 680.00	\$ 680.00	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Swimming pool (above ground)		Yes	\$ 453.00	\$ 453.00	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Restumping or demolition		Yes	\$ 566.50	\$ 566.50	\$ 0.00	minimum fee	No
Planning and Amenity	Building	Dwelling extensions and alterations		Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	New dwelling		Yes	competitive quote			minimum fee	No
Planning and Amenity	Building	Multi unit development		Yes	competitive quote				No
Planning and Amenity	Building	Extension of time for building permit		Yes	\$ 257.50	\$ 257.50	\$ 0.00	per extension	No
Planning and Amenity	Building	Place of public entertainment (POPE)		Yes	\$ 453.50	\$ 453.50	\$ 0.00	per application	No
Planning and Amenity	Building	Minor amendment to building permit		Yes	\$ 129.00	\$ 129.00	\$ 0.00	per amendment	No
Planning and Amenity	Building	Major amendment to building permit		Yes	\$ 257.50	\$ 257.50	\$ 0.00	per amendment	No
Planning and Amenity	Building	Variation to ResCode (report and consent)		Yes			\$ 0.00	as per legislation	No
Planning and Amenity	Building	Additional inspection or re-inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Additional inspection or re-inspection (remote area)		Yes	\$ 309.00	\$ 309.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Copy of building permit, endorsed plans, occupancy permit etc		Yes	\$ 35.00	\$ 35.00	\$ 0.00	per copy	No
Planning and Amenity	Building	Legal point of discharge information						as per legislation	Yes
Planning and Amenity	Building	Building information certificate						as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Building	Essential service inspection and report		Yes	\$ 340.00	\$ 340.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Non-mandatory inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No
Planning and Amenity	Building	Swimming pool inspection		Yes	\$ 227.00	\$ 227.00	\$ 0.00	per inspection	No
Planning and Amenity	Planning	Planning and Amenity - Planning							
Planning and Amenity	Planning	Public notification	Notice to neighbours	Yes	\$ 63.00	\$ 65.00	\$ 2.00	per general notification	No
Planning and Amenity	Planning	Public notification	Additional notices	Yes	\$ 7.50	\$ 8.00	\$ 0.50	per notice	No
Planning and Amenity	Planning	Public notification	Notice on land	Yes	\$ 80.00	\$ 82.00	\$ 2.00	up to two signs	No
Planning and Amenity	Planning	Public notification	Additional notices on land	Yes	\$ 12.50	\$ 13.00	\$ 0.50	each additional sign	No
Planning and Amenity	Planning	Public notification	Notice in papers	Yes	\$ 178.00	\$ 200.00	\$ 22.00	per notice	No
Planning and Amenity	Planning	Planning advice in writing - cert of verbal advice		Yes	\$ 120.00	\$ 120.00	\$ 0.00	per advice	No
Planning and Amenity	Planning	Sect 173 agreements		Yes	\$ 398.00	\$ 400.00	\$ 2.00	per agreement	No
Planning and Amenity	Planning	Certificate of title and restrictions covenant		Yes	\$ 60.00	\$ 60.00	\$ 0.00	per certificate	No
Planning and Amenity	Planning	Copy of planning or building permit and endorsed plans		Yes	\$ 35.00	\$ 39.50	\$ 4.50	per hour	No
Planning and Amenity	Planning	Planning panel - proponent request amendment		Yes	cost of panel				Yes
Planning and Amenity	Planning	Extension of time for planning permit certificate fee		No	\$ 103.00	\$ 120.00	\$ 17.00	per extension	No
Planning and Amenity	Planning	Class 1 – Change of use only		No				as per legislation	Yes
Planning and Amenity	Planning	To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:							
Planning and Amenity	Planning	Class 2 - Dwellings \$10,000 to \$100,000		No				as per legislation	Yes
Planning and Amenity	Planning	Class 3 - Dwellings more than \$100,001		No				as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Planning	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:							
Planning and Amenity	Planning	Class 4 - \$10,000 or less		No			as per legislation		Yes
Planning and Amenity	Planning	Class 5 - \$10,000 to \$250,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 6 - \$250,000 to \$500,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 7 - \$500,000 to \$1,000,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 8 - \$1,000,000 to \$7,000,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 9 - \$7,000,000 to \$10,000,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 10 - \$10,000,000 to \$50,000,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 11 - Over \$50,000,000		No			as per legislation		Yes
Planning and Amenity	Planning	Class 12 - Subdivide existing building		No			as per legislation		Yes
Planning and Amenity	Planning	Class 13 - Subdivide land into two lots		No			as per legislation		Yes
Planning and Amenity	Planning	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots		No			as per legislation		Yes
Planning and Amenity	Planning	Class 15 - To subdivide land		No			as per legislation		Yes
Planning and Amenity	Planning	Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction		No			as per legislation		Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Planning	Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		No				as per legislation	Yes
Planning and Amenity	Planning	Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant		No				as per legislation	Yes
Planning and Amenity	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 4)		No				as per legislation	Yes
Planning and Amenity	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 5)		No				as per legislation	Yes
Planning and Amenity	Planning	The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.							
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 1	No				as per legislation	Yes
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 2	No				as per legislation	Yes
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 3	No				as per legislation	Yes



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Planning and Amenity	Planning	Application to amend the planning scheme	Stage 4	No				as per legislation	Yes
Planning and Amenity	Subdivision	Planning and Amenity - Subdivision							
Planning and Amenity	Subdivision	Certification of a plan of subdivision	Fixed	No	\$ 103.00	\$ 103.00	\$ 0.00	per subdivision	Yes
Planning and Amenity	Subdivision	Certification of a plan of subdivision	Variable	No	\$ 20.50	\$ 20.50	\$ 0.00	per lot	Yes
Planning and Amenity	Subdivision	Supervision of works		No	2.58%	2.58%		as per legislation	Yes
Planning and Amenity	Subdivision	Checking engineering plans		No	0.77%	0.77%		as per legislation	Yes
Planning and Amenity	Subdivision	Public open space contributions		No	<= 5.0%	<= 5.0%		subdivision value	Yes
Facilities	Waste	Facilities - Waste							
Facilities	Waste	Putrescible and hard waste	minimum charge \$6.50	Yes	\$ 43.00	\$43.50	\$ 0.50	per cubic metre	No
Facilities	Waste	Putrescible and hard waste	minimum charge	Yes	\$ 6.50	\$6.50	\$ 0.00	per large bag	No
Facilities	Waste	Concrete and bricks		Yes	\$ 36.00	\$36.50	\$ 0.50	per cubic metre	No
Facilities	Waste	Timber and green organic material		Yes	\$ 17.00	\$17.00	\$ 0.00	per cubic metre	No
Facilities	Waste	Whitegoods (all)		Yes	\$ 10.50	\$11.00	\$ 0.50	each	No
Facilities	Waste	Steel		Yes	\$ 12.00	\$12.00	\$ 0.00	per cubic metre	No
Facilities	Waste	Oil		Yes	\$ 0.50	\$0.50	\$ 0.00	per litre	No
Facilities	Waste	Car Bodies		Yes	\$ 25.00	\$25.00	\$ 0.00	per item	No
Facilities	Waste	Aluminium, cardboard, steel cans, plastic bottles and containers	1st 1/4 cubic meter free	Yes	\$ 10.50	\$10.00	-\$ 0.50	per cubic metre	No
Facilities	Waste	Paint cans 10 litres and over of any size containing paint		Yes	\$ 3.50	\$3.50	\$ 0.00	per litre	No
Facilities	Waste	Car batteries		Yes	\$ 2.50	\$2.50	\$ 0.00	each	No
Facilities	Waste	LPG cylinders		Yes	\$ 5.50	\$5.50	\$ 0.00	each	No
Facilities	Waste	Tyres small/4WD		Yes	\$ 9.00	\$9.50	\$ 0.50	each	No
Facilities	Waste	Tyres large - truck		Yes	\$ 13.50	\$14.00	\$ 0.50	each	No
Facilities	Waste	Tyres large - tractor or truck		Yes	\$ 85.00	\$87.00	\$ 2.00	each	No
Facilities	Waste	Small/medium appliances		Yes	\$ 7.50	\$7.75	\$ 0.25	each	No
Facilities	Waste	Large appliances		Yes	\$ 15.00	\$15.50	\$ 0.50	each	No
Facilities	Waste	Asbestos - Porepunkah only	Minimum charge \$5	Yes	\$ 75.00	\$75.00	\$ 0.00	per cubic metre	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Waste	Green organic mulch sales		Yes	Free	Free		per cubic metre	No
Facilities	Waste	Crushed concrete sales		Yes	\$ 37.50	\$38.00	\$ 0.50	per cubic metre	No
Facilities	Waste	Mattress - any size		Yes	\$ 27.00	\$27.50	\$ 0.50	each	No
Facilities	Waste	Single seater couch		Yes	\$ 15.00	\$15.50	\$ 0.50	each	No
Facilities	Waste	Two seater, sofa or larger couch		Yes	\$ 25.00	\$25.50	\$ 0.50	each	No
Facilities	Waste	Ski's or snowboards		Yes	\$ 5.50	\$5.50	\$ 0.00	per pair or board	No
Facilities	Swimming Pools	Facilities - Swimming Pools							
Facilities	Swimming Pools	Adult daily		Yes	\$ 5.00	\$5.00	\$ 0.00	per person	No
Facilities	Swimming Pools	Child/concession daily		Yes	\$ 2.50	\$ 2.50	\$ 0.00	per person	No
Facilities	Swimming Pools	Supervising parent		Yes	\$ 4.00	\$ 4.00	\$ 0.00	per person	No
Facilities	Swimming Pools	Family season - early bird		Yes	\$ 85.00	\$ 85.00	\$ 0.00	per season	No
Facilities	Swimming Pools	Adult season		Yes	\$ 75.00	\$ 75.00	\$ 0.00	per season	No
Facilities	Swimming Pools	Child/concession season		Yes	\$ 40.00	\$ 40.00	\$ 0.00	per season	No
Facilities	Swimming Pools	Adult 10 visit pass		Yes	\$ 44.00	\$ 44.00	\$ 0.00	per 10 visits	No
Facilities	Swimming Pools	Child/concession 10 visit pass		Yes	\$ 22.50	\$ 22.50	\$ 0.00	per 10 visits	No
Facilities	Swimming Pools	Community stadium hire		Yes	\$ 26.00	\$ 26.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Aqua fit/concession		Yes	\$ 7.20	\$ 7.20	\$ 0.00	per session	No
Facilities	Swimming Pools	Aqua fit/adult		Yes	\$ 10.30	\$ 10.30	\$ 0.00	per session	No
Facilities	Swimming Pools	Arthritis group		Yes	\$ 3.00	\$ 3.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Lane hire		Yes	\$ 28.50	\$ 28.50	\$ 0.00	per hour	No
Facilities	Swimming Pools	Learn to swim		Yes	\$ 16.50	\$ 16.50	\$ 0.00	one lesson	No
Facilities	Swimming Pools	Learn to swim		Yes	\$ 52.50	\$ 52.50	\$ 0.00	private lesson	No
Facilities	Swimming Pools	Pool hire with lifeguard		Yes	\$ 100.00	\$ 100.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Pool hire no lifeguard		Yes	\$ 65.00	\$ 65.00	\$ 0.00	per hour	No
Facilities	Swimming Pools	Seniors Hour		Yes	\$ 3.00	\$ 3.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Facilities - Bright Sports Centre							
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Adult - 3 month	Yes	\$ 255.00	\$ 250.00	-\$ 5.00	per person	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Concession - 3 month	Yes	\$ 180.00	\$ 185.00	\$ 5.00	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Family - 3 month	Yes	\$ 445.00	\$ 450.00	\$ 5.00	per family	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Adult	Yes	\$ 70.00	\$ 70.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Concession	Yes	\$ 50.00	\$ 50.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Silver membership - gym, group exercise and squash	Monthly Direct Debit Family	Yes	\$ 145.00	\$ 145.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Adult - 3 month	Yes	\$ 321.00	\$ 325.00	\$ 4.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Concession 3 month	Yes	\$ 251.50	\$ 255.00	\$ 3.50	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Family - 3 month	Yes	\$ 525.00	\$ 535.50	\$ 10.50	per family	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Adult - 12 month	Yes	\$ 1,150.00	\$ 1,160.00	\$10.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Concession - 12 month	Yes	\$ 920.00	\$ 935.00	\$ 15.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Adult	Yes	\$ 100.00	\$ 100.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Concession	Yes	\$ 80.00	\$ 80.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Gold membership - gym, group exercise and pool	Monthly Direct Debit Family	Yes	\$ 165.00	\$ 165.00	\$ 0.00	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult - 3 month	Yes	\$ 117.40	\$ 117.50	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Concession - 3 Month	Yes	\$ 75.50	\$ 75.50	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - 3 month	Yes	\$ 303.50	\$ 305.00	\$ 1.50	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult casual visit	Yes	\$ 6.50	\$ 6.50	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Child/concession - casual visit	Yes	\$ 3.90	\$ 4.00	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - Casual Visit	Yes	\$ 16.50	\$ 16.50	\$ 0.00	per family	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Swimming pool only	Adult 10 visit card	Yes	\$ 59.00	\$ 60.00	\$ 1.00	per card	No
Facilities	Bright Sports Centre	Swimming pool only	Concession/child 10 visit card	Yes	\$ 38.00	\$ 38.50	\$ 0.50	per card	No
Facilities	Bright Sports Centre	Casual gym entry	Adult Casual	Yes	\$ 14.00	\$ 14.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry	Concession - Casual	Yes	\$ 10.00	\$ 10.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry	Adult 10 visit card	Yes	\$ 126.50	\$ 127.50	\$ 1.00	per card	No
Facilities	Bright Sports Centre	Casual gym entry	Concession 10 visit card	Yes	\$ 90.00	\$ 90.00	\$ 0.00	per card	No
Facilities	Bright Sports Centre	Hydro program		Yes	\$ 4.60	\$ 4.60	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Learn to swim program		Yes	\$ 16.50	\$ 16.50	\$ 0.00	per person per session	No
Facilities	Bright Sports Centre	Learn to swim program - Early payment discount 10%		Yes				per person	no
Facilities	Bright Sports Centre	Learn to swim private lesson		Yes	\$ 52.50	\$ 53.55	\$ 1.05	per lesson	No
Facilities	Bright Sports Centre	Corporate membership 10% discount on membership prices		Yes					No
Facilities	Bright Sports Centre	Casual group exercise class entry	Regular Class - Non Member	Yes	\$ 11.00	\$ 11.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Active Seniors Class - Non Member	Yes	\$ 7.00	\$ 7.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Intro Seniors Class	Yes	\$ 6.00	\$ 6.00	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Squash court	Adult	Yes	\$ 6.25	\$ 6.25	\$ 0.00	per person	No
Facilities	Bright Sports Centre	Squash court	Child/concession	Yes	\$ 4.40	\$ 4.50	\$ 0.10	per person	No
Facilities	Bright Sports Centre	Squash court hire		Yes	\$ 17.50	\$ 17.50	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Multi-purpose room hire		Yes	\$ 24.50	\$ 25.00	\$ 0.50	per hour	No
Facilities	Bright Sports Centre	Pool hire with lifeguard		Yes	\$ 100.00	\$ 100.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Personal training one client		Yes	\$ 50.00	\$ 50.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Personal training two clients		Yes	\$ 60.00	\$ 60.00	\$ 0.00	per hour	No
Facilities	Bright Sports Centre	Shower Only		Yes	\$ 3.50	\$ 3.75	\$ 0.25	per person	No
Facilities	Community Centres	Facilities - Community Centres							
Facilities	Community Centres	Hall or kitchen only hire	Max \$150/day	Yes	\$ 15.00	\$ 15.00	\$ 0.00	per hour	No
Facilities	Community Centres	Hall and kitchen hire	Max \$250/day	Yes	\$ 25.00	\$ 25.00	\$ 0.00	per hour	No
Facilities	Community Centres	Bond		Yes	\$ 260.00	\$ 260.00	\$ 0.00	per hire	No
Facilities	Community Centres	Hall hire insurance (any hall)		Yes	\$ 35.00	\$ 35.00	\$ 0.00	per hire	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Myrtleford Holiday Park	Facilities - Myrtleford Holiday Park							
Facilities	Myrtleford Holiday Park	Powered site	Off peak	Yes	\$ 30.00	\$30.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Powered site	Peak	Yes	\$ 41.00	\$42.50	\$ 1.50	per night	No
Facilities	Myrtleford Holiday Park	Unpowered site	Off peak	Yes	\$ 27.50	\$27.50	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Unpowered site	Peak	Yes	\$ 35.50	\$37.50	\$ 2.00	per night	No
Facilities	Myrtleford Holiday Park	Powered ensuite site	Off peak	Yes	\$ 43.00	\$43.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Powered ensuite site	Peak	Yes	\$ 56.00	\$57.50	\$ 1.50	per night	No
Facilities	Myrtleford Holiday Park	Two bedroom cabin	Off peak	Yes	\$ 135.00	\$135.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Two bedroom cabin	Peak	Yes	\$ 175.00	\$178.00	\$ 3.00	per night	No
Facilities	Myrtleford Holiday Park	Park cabin	Off peak	Yes	\$ 120.00	\$120.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Park cabin	Peak	Yes	\$ 145.00	\$148.00	\$ 3.00	per night	No
Facilities	Myrtleford Holiday Park	Standard cabin	Off peak	Yes	\$ 102.50	\$110.00	\$7.50	per night	No
Facilities	Myrtleford Holiday Park	Standard cabin	Peak	Yes	\$ 122.00	\$129.00	\$7.00	per night	No
Facilities	Myrtleford Holiday Park	Budget cabin	Off peak	Yes	\$ 91.00	\$98.00	\$7.00	per night	No
Facilities	Myrtleford Holiday Park	Budget cabin	Peak	Yes	\$ 115.00	\$122.00	\$5.00	per night	No
Facilities	Myrtleford Holiday Park	Linen hire		Yes	\$ 7.18	\$7.25	\$ 0.07	per person	No
Facilities	Myrtleford Holiday Park	Bunkhouse	Adult	Yes	\$ 29.00	\$29.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Bunkhouse	Child	Yes	\$ 19.00	\$19.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Additional people	Adult	Yes	\$ 14.00	\$15.00	\$ 1.00	per night	No
Facilities	Myrtleford Holiday Park	Additional people	5-15 years	Yes	\$ 7.00	\$7.00	\$ 0.00	per night	No
Facilities	Myrtleford Holiday Park	Annals		Yes	\$ 1,445.00	\$1,475.00	\$ 30.00	per annum	No
Facilities	Myrtleford Holiday Park	Storage		Yes	\$ 395.00	\$400.00	\$ 5.00	per annum	No
Facilities	Myrtleford Holiday Park	Storage		Yes	\$1.10	\$1.15	\$0.05	daily	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Facilities	Myrtleford Holiday Park	Permanents		Yes	\$ 87.00	\$ 87.50	\$ 0.50	per week	No
Facilities	Myrtleford Holiday Park	Electricity charges for permanent residence		Yes	maximum charge as per SP Ausnet scheduled fee				No
Facilities	Myrtleford Holiday Park	Showers		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per person	No
Facilities	Myrtleford Holiday Park	Dump point use		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per use	No
Corporate	Finance	Corporate - Finance							
Corporate	Finance	Land information certificate	Within 7 days	Yes				as per legislation	Yes
Corporate	Finance	Land information certificate	Within 24 hrs	Yes	\$ 50.00	\$ 50.00	\$ 0.00	per certificate	No
Corporate	Finance	Copy of rates notice	Post 1999	Yes	\$ 12.00	\$ 12.00	\$ 0.00	per notice per year	No
Corporate	Finance	Copy of rates notice	Pre 1999	Yes	\$ 40.00	\$ 40.00	\$ 0.00	per notice per year	No
Corporate	Finance	Freedom of information		Yes				as per legislation	Yes
Corporate	Finance	Records retrieval		Yes	\$ 40.00	\$ 40.00	\$ 0.00	minimum charge	No
Corporate	Finance	Records retrieval		Yes	\$ 80.00	\$ 80.00	\$ 0.00	per hour	No
Corporate	Finance	Disabled parking permit			free	free			No
Corporate	Libraries	Corporate - Libraries							
Corporate	Libraries	Overdue fine > than 2 days	Adult	Yes	\$ 0.20	\$ 0.20	\$ 0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Junior	Yes	\$ 0.10	\$ 0.10	\$ 0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Inter library	Yes	\$ 0.50	\$ 1.00	\$ 0.50	per day	No
Corporate	Libraries	Overdue fine with lost status		Yes	\$ 5.00	\$ 5.00	\$ 0.00	per item	No
Corporate	Libraries	Printing/photocopying	Black & white	Yes	\$ 0.20	\$ 0.20	\$ 0.00	per page	No
Corporate	Libraries	Printing/photocopying	Colour	Yes	\$ 1.00	\$ 1.00	\$ 0.00	per page	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Adults	Yes	\$ 10.00	\$ 10.00	\$ 0.00	per member	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Junior	Yes	\$ 5.00	\$ 5.00	\$ 0.00	per member	No
Corporate	Libraries	Minor damage to an item or barcode		Yes	\$ 2.20	\$ 2.20	\$ 0.00	per item	No
Corporate	Libraries	DVD or CD ROM replacement cover		Yes	\$ 2.20	\$ 2.20	\$ 0.00	per item	No
Corporate	Libraries	CDB covers		Yes	\$ 10.00	\$ 10.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	Adult book	Yes	\$ 26.00	\$ 26.00	\$ 0.00	per item	No



Department	Business Unit	Fee name	Fee - sub component	GST?	2016/17 Fee/Charge	2017/18 Fee/Charge	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Lost or damaged items	Junior book	Yes	\$ 14.00	\$ 14.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	Light romance	Yes	\$ 2.00	\$ 2.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	Periodical	Yes	\$ 9.00	\$ 9.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	Book on disk	Yes	\$ 100.00	\$ 100.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	Single disk	Yes	\$ 19.00	\$ 19.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	DVD	Yes	\$ 27.00	\$ 27.00	\$ 0.00	per item	No
Corporate	Libraries	Lost or damaged items	MP3	Yes	\$ 105.00	\$ 105.00	\$ 0.00	per item	No
Corporate	Libraries	Printout from microfilm printer		Yes	\$ 0.50	\$ 0.50	\$ 0.00	per page	No
Corporate	Libraries	Replacement of lost or damaged cards		Yes	\$ 2.50	\$ 2.50	\$ 0.00	per card	No
Corporate	Libraries	Request for items not in stock and obtained by inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Postage charges for inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Inter library loan strap/barcode		Yes	\$ 3.30	\$ 3.30	\$ 0.00	per item	No
Corporate	Libraries	Requests for photocopies not in stock and obtained on inter library loan		Yes	As charged by supplier			per item	No
Corporate	Libraries	Research fee		Yes	\$ 10.00	\$ 15.00	\$ 5.00	per half hour	No
Corporate	Libraries	Telephone - local phone call only		Yes	\$ 0.50	\$ 0.50	\$ 0.00	per local call	No
Corporate	Libraries	Faxes (Australia only)		Yes	\$ 4.00	\$ 4.00	\$ 0.00	first page	No
Corporate	Libraries	Faxes (Australia only)		Yes	\$ 1.00	\$ 1.00	\$ 0.00	additional pages	No
Corporate	Libraries	Programs and activities		Yes	Cost recovery basis			per attendee	No
Corporate	Libraries	Playaways	Earphones	Yes	\$ 1.00	\$ 3.00	\$ 2.00	per set	No
Corporate	Libraries	Playaways	Battery cover	Yes	\$ 2.50	\$ 2.50	\$ 0.00	per item	No
Corporate	Libraries	USB stick		Yes	\$ 8.00	\$ 8.50	\$ 0.50	per item	No

20 Appendix B: Budget processes

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

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

The 2017/18 budget, which is included in this report, is for the year 1 July 2017 to 30 June 2018 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 ending 30 June 2018 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards and the Local Government Model Accounts. 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.

A 'proposed' budget is prepared in accordance with the Act and submitted to Council in May for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days-notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Governments Rate Capping legislation in 2015 Councils are now unable to determine a rate increase greater than the maximum as determined by the Minister for Local Government, which is announced in December for application in the following financial year.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). The ESC will determine whether the rate increase variation submission has been successful by 31 May. In many cases this will require Councils to undertake 'public notice' on two separate proposed budgets simultaneously, i.e. the Ministers maximum rate increase and the Council's required rate increase.

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. Minister of Local Government announces maximum rate increase	Dec
2. Officers update Council's long term financial projections	
3. Council to advise ESC if it intends to make a rate variation submission	Jan/Feb
4. Council submits formal rate variation submission to ESC	Mar
5. Draft budget(s) endorsed by Council to be placed on public exhibition	May/June
6. ESC advises whether rate variation submission successful	May

Budget Process	Timing
7. Public notice advising intention to adopt budget	May
8. Draft Budget available for public inspection and comment	May
9. Public submission process undertaken	May/Jun
10. Submissions period closes (28 days)	Jun
11. Submissions considered by Council/Committee	Jun
12. Budget and submissions presented to Council for adoption	Jun
13. Copy of adopted budget submitted to the Minister	Jul
14. Revised budget where a material change has arisen	

End of Alpine Shire Council Budget Report