

<b>Directorate Overview</b>	<b>2</b>
<b>2012 Financial Year in Review</b>	<b>3</b>
<b>Key Priorities for 2013</b>	<b>6</b>
Looking Forward	6
Directorate Resources	9
<b>Proposed Allocation of Funds</b>	<b>10</b>
Variation Information	11
Revenue and Expense Allocations	12
Proposed Fees and Charges	18

## Directorate Overview

The Corporate Services Directorate reports to the City Strategy Committee and provides primary support services to the other Directorates. The Directorate is responsible for the provision of essential governance, administrative and financial management and accounting services to the City, and comprises the following –

### Corporate Services Management

- The administration of the Executive Director of Corporate Services' Office, including specialist projects relating to the Corporate Services Directorate.
- Staffing Information    Actual 2012 - 3.0 FTEs                      Proposed 2013 - 3.0 FTEs
- Required Net Funds    Revised 2012 - \$723,700                      Proposed 2013 - \$593,600

### Finance

- The administration and operation of all corporate finance related matters, including cash receipting, billing, investment of funds, payment of creditors, and the corporate finance systems.
- Staffing Information    Actual 2012 - 4.0 FTEs                      Proposed 2013 - 4.0 FTEs
- Required Net Funds    Revised 2012 - \$492,900                      Proposed 2013 - \$511,300

### Governance and Administration (inc Customer Services and Records)

- The provision of governance services, such as preparation of policy documents, statutory reviews and the maintenance of statutory registers. The area also includes the administration of corporate office requirements, including reception, record keeping, photocopying, print production, stationery, and insurance related matters.
- Staffing Information    Actual 2012 – 17.3 FTEs                      Proposed 2013 – 19.3 FTEs
- Required Net Funds    Revised 2012 - \$1,988,000                      Proposed 2013 - \$1,968,400

### IT Services

- The provision, operation and maintenance of the corporate computer systems, including software management, hardware management, printing and consumables and telephone and communication networks.
- Staffing Information    Actual 2012 - 9.0 FTEs                      Proposed 2013 - 9.0 FTEs
- Required Net Funds    Revised 2012 - \$2,735,200                      Proposed 2013 - \$2,811,100

### Rates

- The administration, and maintenance, of rate records and rating valuations.
- Staffing Information    Actual 2012 - 4.6 FTEs                      Proposed 2013 - 4.6 FTEs
- Required Net Funds    Revised 2012 – (\$146,700)                      Proposed 2013 - (\$138,000)

Corporate Services is also responsible for a number of other key functional areas not included in this budget report, namely –

- Corporate Revenue (Rates etc)                      - Corporate Debt Management
- Property Leases and Rentals

The details of these functional areas are also reported to the City Strategy Committee of Council.

## **2012 Financial Year in Review**

### ***Achievements***

The Corporate Services Directorate achieved a number of goals during the 2011-2012 financial year, some of which are detailed below –

#### ***“Virtual Desktop” Computing***

The City has continued to invest in virtualisation software for use in core system infrastructure. Financial year 2012 has seen 120 of the City’s 420 desktop computers migrated to a “virtual desktop”, along with a substantial upgrade to the underlying operating system (from Windows XP to Windows 7). These migrations have produced a number of benefits to staff and through centralisation of desktop services have improved the ability of the City’s ICT Department to provide more direct IT support effort to higher priority service tasks. Reduction in physical computing hardware will also see a reduction in energy usage per desktop at the City, as well as over the longer term see a reduction in costs associated with leasing desktop PCs.

#### ***Communications and Disaster Recovery***

Within the City’s Works Depot a replacement communications tower was erected to replace the previous older failing unit. This tower provides the central communications hub for the City’s many buildings and their connectivity to business systems and telecommunications via Microwave and wireless base stations. This substantial upgrade also included a replacement communications room at the base of the tower, following a Western Power upgrade to the depot lot expected to be completed in late 2012, this room will cater for the City’s IT disaster recovery requirements allowing for our services and access to systems to continue if damage occurs to the City’s Administration Building in the Armadale CBD.

#### ***Core Business System Upgrades***

With technology underpinning many of the processes undertaken in delivering services to our community, upgrades to a number of the City’s core business systems were completed in 2012. These included the introduction of an electronic business papers system, capable of automating a number of the processes associated with managing the complex tasks of collating officer reports into Agenda’s and Minutes for Council and committees. A significant upgrade was also completed to the City’s electronic recording keeping system (TRIM v7.2) which has further enabled the City to continue with its compliance to the State Records Act and act as the key repository of the City’s digital records. The City’s Geospatial Information System also underwent a major release upgrade, improving the ability for staff to search and increasing the capacity to integrate with the City’s property management systems.

#### ***Accounting***

The Accounting team continued to implement improvements and automation of transaction processes to improve efficiencies and productivity. The City continues to pursue electronic funds payments to suppliers, wherever possible to maintain the reputation the City has achieved for meeting payment terms. The collection of outstanding general Sundry Debtors has been thoroughly disciplined resulting in a \$nil write off of bad debts for the 2012 financial year.

## **2012 Financial Year in Review**

### *Return on Investments*

The City (consistent with Council Policy FIN 4 – Investments) continued a conservative approach to investment, targeting high yielding term deposits with highly rated banks within the Australian banking system. Through proactive targeting, the City was able to regularly outperform the Bank Bills Index, a benchmark for short term investments.

### *Revaluations for Properties for Rating Purposes*

The City, during 2011-2012, received new Gross Rental Valuations (GRV)(Interim Rates On – new buildings & Subdivisions) and Unimproved Valuations (UV) valuations from Landgate. The new valuations will be effective from 1 July 2012 in readiness for the 2012-2013 rating year.

Non–urban properties (approx 160) are valued annually on the Unimproved Value basis whereas urban properties (approx 26,800) are valued every three years on the Gross Rental Value basis. All valuations for the City's rating purposes are provided by Landgate.

### *The Smarter Way to Pay*

During 2011-2012, the *Smarter Way to Pay* rates payment option continued to prove popular with ratepayers, with an increase of 548 ratepayers, to 4,537, opting to pay their rates by regular Direct Debit arrangements. This scheme is proving very successful for the City's collection of rates and, as well as assisting ratepayers meet their payments on a regularly basis (weekly, fortnightly or monthly), it is a highly effective debt management tool. Ratepayers can make this arrangement simply by completing an application form available from the Rating Department.

### *Council Election 2011*

The Corporate Services Directorate assisted the Electoral Commissioner with the conduct of the 2011 Council Election that was held on 15th October 2011. The election was conducted by the postal voting method with a 26.33% voter turnout. The cost, payable to the Western Australian Electoral Commission to conduct the 2011 Council Election was \$87,444.

### *Print Production*

With two large map printers reaching the end of their life, a new high quality plan printer was purchased. This printer enables the City to print high resolution large (up to A0) maps, plans and posters further boosting the City's capacity to produce high quality publications in-house. The acquisition of this device has resulted in time and cost savings with these types of publications previously outsourced.

## **2012 Financial Year in Review**

### *Customer Services*

Over 27,000 in-person customer enquiries were received by the Customer service team at the City's Administration Centre for the 2011/2012 period. This represents a 21% increase in customer enquiries than in the previous year.

With the introduction of a dedicated Customer Request system, for the same period, over 12,500 customer requests were logged with over 2,500 captured by the main Customer Service team, 3,100 by Waste Services and 6,000 by Ranger Services.

### *Freedom of Information*

The number of Freedom of Information applications has gradually increased with 15 applications lodged within 2011/2012. This represents a 100% increase over the previous year.

### *Records*

A total of 726,550 records were captured within the City's central record keeping system within the 2011/2012 period with over 48,100 of these records received from external sources. This represents an estimated 4,000 increase than in the previous financial year. A significant proportion of these records are also from the migration of over 500,000 records from the City's financial and property system (Authority) that occurred during February 2012.

### *Back Scanning Project*

Year three of the eight year back scanning project was very successful with over 9400 files scanned. These files comprise subdivision files, inactive human resource files and building application envelopes for the period 2005 to 2006. Over 1600 of these scanned images have also been quality assured and profiled within the central record keeping system.

### *Archive Storage*

With State Records still unable to accept state archival records, combined with development growth in the region, the last remaining less space efficient filing shelves were replaced with high capacity compactus units. This upgrade has resulted in an additional 200 lineal meters of storage space with the depot archive store now at maximum capacity.

## ***Key Priorities for 2012-2013***

### ***Looking Forward***

The following is a commentary on the key priorities to be undertaken by the Corporate Services Directorate over the upcoming financial year –

#### ***Customer Service***

A Customer Request System was implemented in the last financial year by the Information Communications and Technology section. With the systems deployment now complete, towards the end of 2012 efforts will be made to transfer the administration and general management of this system to the City's Customer Service team who are better positioned to respond to customer needs.

With the new Cat legislation due to commence 1 November 2012, cat owners will be encouraged to microchip, sterilise and register their cats before it is compulsory come 1 November 2013. The Customer Service team in close collaboration with Ranger Services and the Information Communications and Technology section are currently developing processes to best administer these new laws including system enhancements to be effectively record cat registrations and issue identification tags.

Efforts are also underway to make the dog and cat registration process more accessible to customers with a new online registration process being investigated.

With the assistance of the Public Relations Team, Customer Services will be promoting the type of front line services currently available and will be seeking feedback from customers on what additional information they would like to see online or in an electronic format.

#### ***Print Production***

The contract for the City's entire fleet of multifunction photocopiers (36 devices) expires early 2013. This is a significant contract for the City worth in the vicinity of \$140,000 a year with the contract awarded for a four year period. A specification is currently being developed with suppliers being invited to submit proposals late 2012 into early 2013.

#### ***Archival Storage***

With the archive storage facility at the Depot now at maximum capacity, focus has shifted towards best managing the records stored within this facility. This work includes more effective methods of packaging and storing records in accordance with national archive principles, particularly large maps and plans, and the installation of a small workstation at the facility.

#### ***Back Scanning Project***

Work will continue on the conversion of the City's hard copy records with the 2012/2013 financial year being the fourth of an eight year project. An amount of \$166,000 has been allocated in the 2013 estimates to convert personnel files, workers compensation files and Building application envelopes for the period 2007 to 2009 (approx 7500 envelopes).

## **Key Priorities for 2012-2013**

### *Public Website Enhancements*

Following the completion of the City's Visitor Centre website, it is planned, in conjunction with the Public Relations Team, to review the corporate website in its entirety. It has been four years since the City's public website underwent a complete overhaul. The website continues to grow as the gateway through which an increasing number of our residents, and the wider community, gather information and conduct business with the City. Online feedback will ensure that changes to the website continues to provide a wealth of information and services, with a focus on ensuring that the City maintains a modern, fresh look and design, commits to new online service capabilities and improves navigation to facilitate quick access to relevant information.

### *Corporate Asset Management System*

The City manages a large amount of diverse assets on behalf of the community. As part of the legislated Integrated Planning Framework as well as forming a key part of the City's existing Asset Management vision, the City's ICT Department will lead the design and implementation of a corporate Asset Management System. This project is scheduled to be completed in December 2013 with the central Asset Register and key business processes around asset management to be reviewed and implemented during 2013. This system will enable a more structured, controlled and effective approach to the delivery of services for the City's assets as well as assist with the generation of reports and capital works programs to further enhance decision making processes and impacts to our 15 year financial planning.

### *Windows 7 and Office 2010*

Conducting business as a growing and modern Council requires that the City provide access to software that is in keeping with the expectations and use of software within the community and business sector. It is proposed that the City, at an estimated cost of \$220,000, commence upgrades of operating systems to run Microsoft Windows 7 and move the general business package software to Microsoft Office 2010. These changes will also be reflected on Public Access Computers located at each of the libraries, ensuring that the community receives the benefits from using the most up-to-date software available for general use and learning. This project will be funded partially from existing budget allocations plus funds from the existing Computer System Technology Reserve Account.

### *Online Payments Facility*

The City has expanded the website payment option to include Debtors and Infringements as well the rates payment options. The City provides these online payment services to allow a more convenient method of making payments. This implementation will improve the automation of transactional processes, resulting in improved efficiencies.

### *Financial Servicing*

The City's Financial Services team, during the 2013 year, will continue to review procedures and implement new processes wherever possible to improve productivity and services to local residents and general public. These services include, for example, provision of financial control, tax compliance obligations; payments; efficient deployment and operation of financial management information systems."

## **Key Priorities for 2012-2013**

### *Review of Financial Management Systems and Procedures*

In accordance with Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996*, a review of the appropriateness and effectiveness of the City's financial management systems will be undertaken during 2013 (these reviews are undertaken every 4 years).

For the purposes of impartiality, it is proposed that the review be undertaken by a suitably independent accredited accounting firm not ordinarily associated with the City's business activities.

### *Integrated Planning & Reporting Framework (IPRF)*

A major project for the City in 2013 will be the implementation of the IPRF.

This project will require the involvement and input from all Directorates with the Corporate Services Team being responsible for project coordination, facilitation and delivery.

Legislation requires all local governments to have in place by the 30<sup>th</sup> June 2013, an operational IPRF.

This project was considered at the Council Meeting held on 23<sup>rd</sup> January 2012 whereat it was resolved that consideration be given to a budget amendment (as part of the mid year budget review process) to facilitate the IPRF implementation. Subsequently and as part of the Mid Year Budget Review process, Council resolved a part only budget allocation of \$100,000 (total cost estimate to implement the IPRF being \$250,000) to commence the implementation, starting with engaging the community in the preparation of the Community Strategic Plan.

Devising, building and implementing systems (as well as gathering source data) to achieve the required integration/links between the Informing Strategies (eg. strategic financial plan, workforce plan, asset management plan, services plan and issue specific plans) and the key framework documents, namely, the Strategic Community Plan, Corporate Business Plan and Annual Budget, are the tasks that will involve the majority of the costs. It is proposed that these tasks be undertaken via consultants and/or contract employees.

The requested 2013 budget allocation to implement the IPRF by 30<sup>th</sup> June 2013 is \$150,000, and at this stage of the budget process, this is an unfunded project.



## Key Priorities for 2012-2013

### Directorate Resources

The Corporate Services Directorate is primarily an internal service provider to other Directorates. Consequently, as staffing numbers increase in other Directorates so too is there a need to increase the corporate resources to provide the necessary support. The FTE resources ratio of Corporate Services to other Directorates is estimated at 1:5.

The following Table shows the Directorate's staffing establishment over the last 2 years -

Management Area	Actual 2011	Actual 2012
Corporate Services Management	3.0	3.0
Governance and Administration	4.8	4.8
Records Management	4.8	7.0
Customer Services	5.2	5.5
Information Technology	8.0	9.0
Finance	4.0	4.0
Rating Services	4.6	4.6
<b>Sub-Total</b>	<b>34.4</b>	<b>37.9</b>

The Directorate's Staff Establishment for 2013 is proposed to increase by (2) FTE's, ie. an additional FTE in Governance and Administration and Customer Services. This proposal together with staffing proposals from other Directorates, will be addressed separately in the CEO's Staff Establishment Report .

## Proposed Allocation of Funds

The following pages detail the information relating to the funding allocation for expenditure and revenue. These funds are closely aligned to the City's *Plan for the Future* document.

### Variation Information

The following section provides a brief explanation of major variances between the revised budget estimates from the previous year to those that are proposed for this year. More specifically, the variations (as noted in the following Tables) between the 2012 and 2013 estimates are summarised as follows:

#### Corporate Services Management

- Grants/Contributions (*Note 1 refers*) is down by \$500,000 on account of the Bushfire Recovery grants received in 2012 not being repeated in 2013;
- Similarly, Other Expenses (*Note 2 refers*) is also down by \$507,000, again on account of the Bushfire Recovery costs not being repeated in 2013;
- Professional Services (*Note 3 refers*) is down \$120,000 due to a one-off allocation in 2012 to revalue all assets for asset management purposes and reflect changes to the Financial Management Regulations introducing "fair value asset measurement".

#### Finance

- Other Expenses (*Note 4 refers*) is up \$18,000 due to increased bank fees directly reflecting increased transaction levels.

#### Governance & Administration

- Fees & Charges (*Note 5 refers*) is down \$7,000 due to a less than anticipated number of external print-production requests;
- Office Costs (*Note 6 refers*) is up \$10,000 due mainly to -
  - A \$20,000 increase in photocopying and plan printing costs based on increased volumes, and
  - A \$7,000 decrease in external print-production costs matching the reduced fees and charges mentioned above.
  - Furniture/Equipment (*Note 7 refers*) cost is down by \$45,000 due to a one-off allocation in 2012 for improvement to the archives facility at the Depot.

#### IT Services

Office Expenses (*Note 8 refers*) is up \$257,000 due to :-

- A \$220,000 cost to implement upgrades of operating systems to run Microsoft 7 and move to Microsoft Office 10, of which, \$170,000 is proposed to be funded from the Computer Systems Technology Reserve account, and
- A \$23,000 increase in the Systems Development account budget commensurate with actual cost trends in development requests for system enhancements and modifications for statutory changes, for example in 2012 the Building Act updates;
- A \$10,000 increase in the Hardware Maintenance account budget. This is commensurate with actual cost trends in particular to fund developments in the Business Continuity and Disaster Recovery strategies.

## ***Proposed Allocation of Funds***

### *Rating Services*

- Fees & Charges (*Note 9 refers*) is down \$70,000 due to a proposed decrease in the Rates Instalment Administration fee from \$10 to \$7, which better reflects the City's actual costs in administering the rate instalment process.
- Office Expenses (*Note 10 refers*) is down \$57,000 due to :-
  - The one-off provision in 2012 of \$25,000 to write-off rates for bush fire affected properties;
  - A \$11,000 decrease in the Valuations account budget commensurate with actual cost trends, and
  - A \$20,000 decrease in the Rate Write-Offs account budget, again commensurate with actual cost and activity levels.

## Proposed Allocation of Funds

### Revenue and Expense Allocations

Corporate Services Directorate Summary Total	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds</b>	<b>124,800</b>	<b>5,793,100</b>	<b>5,917,900</b>	<b>5,399,987</b>	<b>5,746,400</b>
<b>Revenue</b>	<b>0</b>	<b>-1,405,700</b>	<b>-1,405,700</b>	<b>-1,419,444</b>	<b>-837,700</b>
Rate Revenue	0	0	0	0	0
Grants / Contributions	0	-615,200	-615,200	-626,429	-115,200
Capital Funding	0	0	0	0	0
Fees and Charges	0	-455,500	-455,500	-435,717	-373,500
Earnings from Interest	0	-335,000	-335,000	-357,298	-349,000
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	<b>124,800</b>	<b>7,153,800</b>	<b>7,278,600</b>	<b>6,782,059</b>	<b>6,754,100</b>
Employment	0	3,627,700	3,627,700	3,165,411	3,594,600
Office	0	676,700	676,700	657,363	691,600
Professional Services	0	196,300	196,300	93,869	86,300
Vehicles	0	47,100	47,100	48,166	51,600
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense	124,800	2,606,000	2,730,800	2,817,250	2,330,000
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>	<b>37,371</b>	<b>0</b>
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment	0	45,000	45,000	37,371	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-170,000</b>
From Reserve Transfer	0	0	0	0	-170,000
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0

## Proposed Allocation of Funds

### Revenue and Expense Allocations

Corporate Services Management	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds (Note)</b>	<b>0</b>	<b>723,700</b>	<b>723,700</b>	<b>721,220</b>	<b>593,600</b>
<b>Revenue</b>	<b>0</b>	<b>-500,000</b>	<b>-500,000</b>	<b>-506,834</b>	<b>0</b>
Rate Revenue	0	0	0	0	0
Grants / Contributions <b>1</b>	0	-500,000	-500,000	-506,834	0
Capital Funding	0	0	0	0	0
Fees and Charges	0	0	0	0	0
Earnings from Interest	0	0	0	0	0
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	<b>0</b>	<b>1,223,700</b>	<b>1,223,700</b>	<b>1,228,054</b>	<b>593,600</b>
Employment	0	528,400	528,400	407,173	518,800
Office	0	10,000	10,000	11,249	11,500
Professional Services <b>3</b>	0	154,500	154,500	33,258	40,000
Vehicles	0	20,800	20,800	18,591	20,800
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense <b>2</b>	0	510,000	510,000	757,783	2,500
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment	0	0	0	0	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
From Reserve Transfer	0	0	0	0	0
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0

## Proposed Allocation of Funds

### Revenue and Expense Allocations

Finance	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds (Note)</b>	<b>0</b>	<b>492,900</b>	<b>492,900</b>	<b>474,209</b>	<b>511,300</b>
<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rate Revenue	0	0	0	0	0
Grants / Contributions	0	0	0	0	0
Capital Funding	0	0	0	0	0
Fees and Charges	0	0	0	0	0
Earnings from Interest	0	0	0	0	0
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	<b>0</b>	<b>492,900</b>	<b>492,900</b>	<b>474,209</b>	<b>511,300</b>
Employment	0	400,000	400,000	375,607	400,000
Office	0	8,200	8,200	3,539	8,200
Professional Services	0	0	0	305	0
Vehicles	0	9,800	9,800	9,320	9,800
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense <b>4</b>	0	74,900	74,900	85,438	93,300
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment	0	0	0	0	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
From Reserve Transfer	0	0	0	0	0
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0

## Proposed Allocation of Funds

### Revenue and Expense Allocations

Governance and Administration (inc Customer Services and Records)	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds (Note)</b>	<b>57,800</b>	<b>1,988,000</b>	<b>2,045,800</b>	<b>1,918,350</b>	<b>1,968,400</b>
<b>Revenue</b>	<b>0</b>	<b>-14,100</b>	<b>-14,100</b>	<b>-4,903</b>	<b>-7,500</b>
Rate Revenue	0	0	0	0	0
Grants / Contributions	0	0	0	0	0
Capital Funding	0	0	0	0	0
Fees and Charges <b>5</b>	0	-14,100	-14,100	-4,903	-7,500
Earnings from Interest	0	0	0	0	0
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	<b>57,800</b>	<b>1,957,100</b>	<b>2,014,900</b>	<b>1,885,882</b>	<b>1,975,900</b>
Employment	0	1,341,600	1,341,600	1,201,856	1,332,600
Office	0	425,500	425,500	430,133	435,900
Professional Services	0	16,300	16,300	19,379	16,300
Vehicles	0	7,200	7,200	11,856	12,000
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense <b>6</b>	57,800	166,500	224,300	222,657	179,100
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	<b>0</b>	<b>45,000</b>	<b>45,000</b>	<b>37,371</b>	<b>0</b>
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment <b>7</b>	0	45,000	45,000	37,371	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
From Reserve Transfer	0	0	0	0	0
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0

## Proposed Allocation of Funds

### Revenue and Expense Allocations

IT Services	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds (Note)</b>	<b>67,000</b>	<b>2,735,200</b>	<b>2,802,200</b>	<b>2,522,768</b>	<b>2,811,100</b>
<b>Revenue</b>	0	0	0	0	0
Rate Revenue	0	0	0	0	0
Grants / Contributions	0	0	0	0	0
Capital Funding	0	0	0	0	0
Fees and Charges	0	0	0	0	0
Earnings from Interest	0	0	0	0	0
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	67,000	2,735,200	2,802,200	2,522,768	2,981,100
Employment	0	943,800	943,800	797,965	929,300
Office	0	149,300	149,300	140,808	152,300
Professional Services	0	0	0	0	0
Vehicles	0	9,300	9,300	8,398	9,000
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense <b>8</b>	67,000	1,632,800	1,699,800	1,575,597	1,890,500
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	0	0	0	0	0
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment	0	0	0	0	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	0	0	0	0	-170,000
From Reserve Transfer	0	0	0	0	-170,000
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	0	0	0	0	0
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0



## Proposed Allocation of Funds

### Revenue and Expense Allocations

Rating Services	2012				2013
	C/Fwds Budget	Revised Budget	Total Budget	YTD Actual	Proposed Budget
<b>Required Municipal Funds (Note)</b>	<b>0</b>	<b>-146,700</b>	<b>-146,700</b>	<b>-236,561</b>	<b>-138,000</b>
<b>Revenue</b>	<b>0</b>	<b>-891,600</b>	<b>-891,600</b>	<b>-907,707</b>	<b>-830,200</b>
Rate Revenue	0	0	0	0	0
Grants / Contributions	0	-115,200	-115,200	-119,595	-115,200
Capital Funding	0	0	0	0	0
Fees and Charges <b>9</b>	0	-441,400	-441,400	-430,814	-366,000
Earnings from Interest	0	-335,000	-335,000	-357,298	-349,000
Profit	0	0	0	0	0
Revenue Other	0	0	0	0	0
<b>Expense</b>	<b>0</b>	<b>744,900</b>	<b>744,900</b>	<b>671,146</b>	<b>692,200</b>
Employment	0	413,900	413,900	382,810	413,900
Office	0	83,700	83,700	71,634	83,700
Professional Services	0	25,500	25,500	40,927	30,000
Vehicles	0	0	0	0	0
Facilities	0	0	0	0	0
Projects / Works	0	0	0	0	0
Other Expense <b>10</b>	0	221,800	221,800	175,775	164,600
Interest Expense	0	0	0	0	0
Loss	0	0	0	0	0
Depreciation	0	0	0	0	0
Accounting	0	0	0	0	0
<b>Capital Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land / Buildings	0	0	0	0	0
Plant / Machinery	0	0	0	0	0
Furniture / Equipment	0	0	0	0	0
Roads	0	0	0	0	0
Drainage	0	0	0	0	0
Pathways	0	0	0	0	0
Parks	0	0	0	0	0
<b>Non-Operating Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
From Reserve Transfer	0	0	0	0	0
Loan Proceeds	0	0	0	0	0
SSL Principal Proceeds	0	0	0	0	0
Sale Proceeds	0	0	0	0	0
<b>Non-Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
To Reserve Transfer	0	0	0	0	0
Principal Repayments	0	0	0	0	0

## Proposed Allocation of Funds

### Schedule of Fees and Charges

#### Proposed Fees and Charges

- Lists those fees and charges to be considered and endorsed as part of the budget process.
- Where appropriate, Council resolutions are cited for ease of reference and explanation in relation to specific proposals.
- All quoted \$ values are stated in 2011-2012 dollars and have not yet undergone any inflationary adjustments.

Total funding of the Directorate for the 2013 year is down on the previous year by \$47,000 and this arises essentially due to :-

- A reduction of \$130,000 in the Corporate Services Management Area, and
- An increase of \$76,000 in the IT Services Area.

Presented is the Proposed Schedule of Fees and Charges as relevant to the operations and responsibilities of the Directorate to apply for the 2013 financial year.

It is to be noted that some fees and charges cannot be varied by Council on account of being set in accordance with legislation – these are denoted in the Schedule with an asterisk (\*).

For the majority of other fees and charges, an inflationary increase factor is proposed. This factor has been applied having regards for –

- The requirements of Section 6.17 of the Local Government Act 1995 \*
- The fact that one of the main primary cost drivers, the cost of labour, is likely to increase
- The fact that the primary cost driver for local government, the Local Government Cost Index (an inflationary measure that identifies the major components of a Council's activities), has increased
- The cost of utilities having increased

The recommended fees aim to maintain affordable access to Council facilities and services. Fees and charges will need to increase each year in order to offset the increased cost of simply doing business – as per those points identified above. Further reviews of management practices and service levels provided may have an impact on fees and charges in the future.

\* Section 6.17 of the Local Government Act 1995 – Setting the level of fees and charges

- (1) In determining the amount of a fee or charge for a service or for goods, a local government is required to take into consideration the following factors –
  - (a) the cost to the local government of providing the service or goods;
  - (b) the importance of the service or goods to the community;

and

  - (c) the price at which the service or goods could be provided by an alternative provider.

## Proposed Allocation of Funds

### Proposed Fees and Charges

Particulars	Previous	Fees		Fees
	Year	Excluding	GST	Including
	\$	GST	\$	GST
		\$		\$
<b>Governance</b>				
<u>Property Enquiry Fees</u>				
Per enquiry for written confirmation of orders	77.00	80.00	-	<b>80.00</b>
Per enquiry for statement of rates	23.00	24.00	-	<b>24.00</b>
Per enquiry for combined statement and confirmation	100.00	104.00	-	<b>104.00</b>
Per enquiry for rates advice – current year	23.00	24.00	-	<b>24.00</b>
Per enquiry for rates advice – current and previous years	46.00	48.00	-	<b>48.00</b>
Per enquiry for rates advice – current + more than 4 yrs	0.00	100.00		<b>100.00</b>
<u>Standard Instalment Charge</u>				
Per instalment for 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> instalment	10.00	7.00	-	<b>7.00</b>
<u>Debt Recovery Fees</u>				
Administration charge	63.00	66.00	-	<b>66.00</b>
<u>Special Arrangement Charge</u>				
Per assessment	42.00	44.00	-	<b>44.00</b>
Dishonour fee per dishonour	7.00	7.00	-	<b>7.00</b>
<u>Freedom of Information *</u>				
Application fee	30.00	30.00	-	<b>30.00</b>
Per hour charge for staff dealing with application	30.00	30.00	-	<b>30.00</b>
Per hour charge for supervised access	30.00	30.00	-	<b>30.00</b>
Per hour charge for staff photocopying information	30.00	30.00	-	<b>30.00</b>
Per copy charge for photocopying	0.20	0.20	-	<b>0.20</b>
Delivery, packaging and postage	Cost	Cost	-	<b>Cost</b>
<u>Sale of Council Minutes / Agendas</u>				
Photocopying / printing per page	0.20	0.18	0.02	<b>0.20</b>
Electronic copy/CD or DVD	0.00	Cost		<b>Cost</b>
Delivery, packaging and postage	5.60	Cost		<b>Cost</b>
<u>Photocopying/Printing</u>				
Per page A4 (black & white)	0.20	0.18	0.02	<b>0.20</b>
Per page A3 (black & white)	0.40	0.36	0.04	<b>0.40</b>
Per page A4 (colour)	0.40	0.36	0.04	<b>0.40</b>

Per page A3 (colour)	0.80	0.73	0.07	<b>0.80</b>
Special Print Production	POA			<b>POA</b>
<u>Public Trading Permit *</u>				
Per annum per licence, PLUS	50.00	50.00		<b>50.00</b>
Daily additional charge on issue and renewal, OR	15.00	15.00		<b>15.00</b>
Weekly additional charge on issue and renewal, OR	75.00	75.00		<b>75.00</b>
Monthly additional charge on issue and renewal, OR	150.00	150.00		<b>150.00</b>
Annual additional charge on issue and renewal	500.00	500.00		<b>500.00</b>
1-2 days per week (member of authorised market) –				
Annual additional charge on issue and renewal	250.00	250.00		<b>250.00</b>
<u>Busking Permit *</u>				
Per day				
<u>History Books</u>				
Settlement to City – soft bound	55.00	50.00	5.00	<b>55.00</b>
Settlement to City – hard bound	88.00	80.00	8.00	<b>88.00</b>
Settlement to City – soft bound with 40% discount to				
Approved booksellers	0.00	30.00	3.00	<b>33.00</b>

\* Denotes fees and charges set by legislation