

GOLDEN PLAINS SHIRE COUNCIL

# BUDGET

## 2023/24



# ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar people. We Acknowledge them as the Traditional Owners and Custodians.

Council pays its respects to Wadawurrung Elders past, present and emerging. Council also respects Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of the Golden Plains Shire.

*Artwork: by Shu Brown*



# CONTENTS

<b>1 OVERVIEW.....</b>	<b>4</b>
1.1 MAYOR'S INTRODUCTION .....	4
1.2 EXECUTIVE SUMMARY .....	5
1.3 BUDGET PREPARATION.....	7
1.4 LINKAGE TO THE COUNCIL PLAN .....	8
<b>2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS .....</b>	<b>11</b>
2.1 STRATEGIC OBJECTIVES .....	11
2.2 EXTERNAL FACTORS .....	29
2.3 INTERNAL FACTORS .....	31
2.4 BUDGET PRINCIPLES .....	32
2.5 LEGISLATIVE REQUIREMENTS .....	32
<b>3 STATEMENTS.....</b>	<b>33</b>
3.1 COMPREHENSIVE INCOME STATEMENT .....	34
3.2 BALANCE SHEET .....	35
3.3 STATEMENT OF CHANGES IN EQUITY .....	36
3.4 STATEMENT OF CASH FLOWS.....	38
3.5 STATEMENT OF CAPITAL WORKS .....	39
3.6 STATEMENT OF HUMAN RESOURCES .....	40
<b>4 NOTES TO THE FINANCIAL STATEMENTS .....</b>	<b>47</b>
4.1 INCOME STATEMENT .....	47
4.2 BALANCE SHEET .....	58
4.3 CHANGES IN EQUITY .....	60
4.4 CASH FLOWS .....	60
4.5 CAPITAL WORKS .....	62
4.6 BORROWINGS .....	83
4.7 FINANCIAL PERFORMANCE INDICATORS .....	85
<b>5 APPENDICES.....</b>	<b>89</b>
5.1 DECLARATION OF RATES AND CHARGES .....	89

# 1 OVERVIEW

## 1.1 MAYOR'S INTRODUCTION

Dear Residents

I am pleased to present Council's 2023-24 Budget to you. This Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, within the 3.50% maximum rate cap increase as set by the Minister for Local Government.

I believe this Budget answers many of the questions, priorities and concerns raised by the community over the last few years. The Budget has been prepared based on the adopted principles within the 2021-2025 Council Plan and Long Term Financial Plan.

- Continued capital investment in infrastructure assets.
- Focus on flood recovery and improving drainage.
- Waste management charges are based on achieving full cost recovery to ensure this service is sustainable for the long term. In February 2020, the State Government released its waste related circular economy policy 'Recycling Victoria – A New Economy'. A key action included as the increase in the State Government landfill levy fees over 3 years to bring it in line with other States. The 2023-24 annual charge has increased by \$38 from \$389 to \$427.
- Existing fees and charges have been increased by 3.50% in line with the rate cap.

### Capital works

- Council will continue budgeted capital works as scheduled to maximise local business and employment opportunities.

### Highlights

- \$48.9m spent on the delivery of services to the Golden Plains community.
- \$22.6m investment in capital assets, including infrastructure, buildings, recreation, leisure and community facilities and plant machinery and equipment.

### Staying sustainable

We are committed to your future; by focusing on the Strategic Objectives created in partnership with the community in the Council Plan. Council will continue to review the services it delivers to ensure they are sustainable into the future.

**Cr Brett Cunningham**

Mayor – Golden Plains Shire Council

## 1.2 EXECUTIVE SUMMARY

### Introduction

The 2023-24 Budget has been prepared based on the 2021-2025 Council Plan and Financial Plan. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, within the 3.5% maximum rate cap increase set by the Minister for Local Government.

This budget recognises the current economic climate with inflationary pressures and significant increases in costs, noting inflation is trending towards 8%, utility costs have increased up to 11%, civil construction costs up to 15% higher than historic levels, commercial building rate increases up to 20% higher than historic levels, and material costs for items such as gravel, concrete and steel have increased upwards of 20%-40%. Council is continuing to support customers experiencing financial hardship by including \$0.050m for a rate rebate to assist those in need.

The Budget projects a surplus of \$12.4m for 2023-24, with an underlying result a deficit of \$443k.

Within the principles of the Council Plan, there have been some areas of increased focus for Council in the 2023-24 financial year. These include dedicated expenditure on infrastructure maintenance and renewal to ensure adequate service levels are maintained. Council has also ensured that all new initiatives have been evaluated against Council priorities and any savings identified have been re-directed into these priority areas.

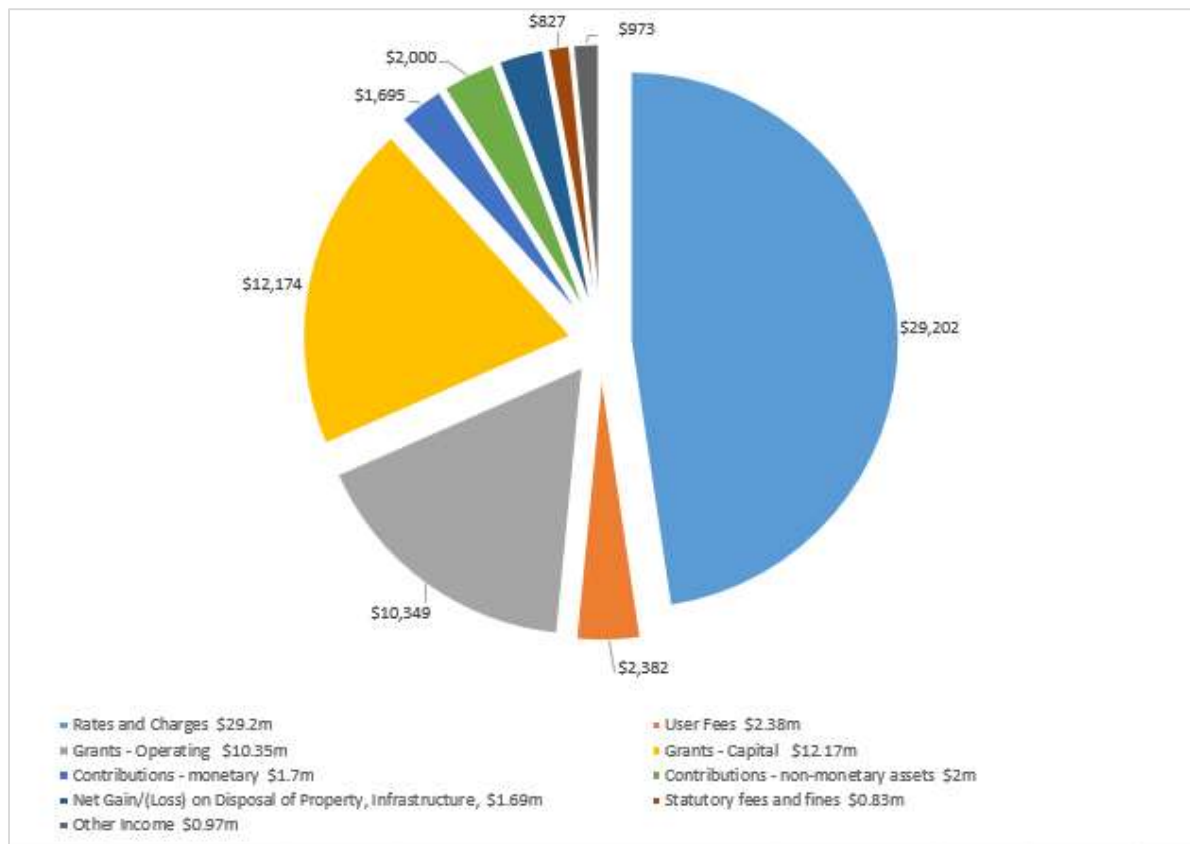
### Key things Council are funding

- Ongoing delivery of services to the Golden Plains community funded by a budget of \$48.9m. These services are summarised in Section 2 of the Budget.
- Continued investment in capital assets of \$22.6m. This consists of:
  - infrastructure totalling \$17m (including roads, bridges, footpaths and cycleways (\$9.8m), recreation, leisure and community facilities (\$5.8m), parks, open space and streetscapes (\$1.0m);
  - buildings of \$3.1m; and
  - Plant, machinery and equipment of \$2.5m (including computers and telecommunications (\$246k).
- The Statement of Capital Works can be found in Section 3 and further details on the capital works budget can be found in Section 4.5 of the Budget.

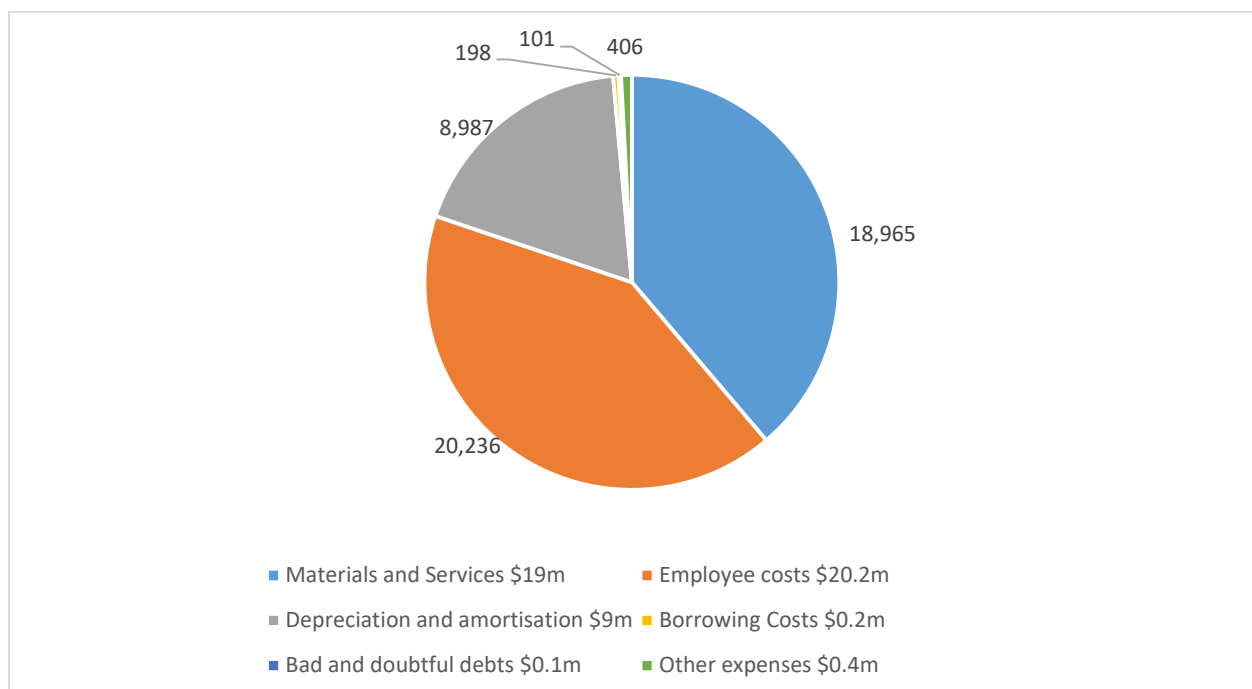
## Council's 2023-24 Budget at a Glance

(Per Comprehensive Income Statement)

### How Council's \$61.3m revenue is generated (\$'000)



### Where Council will spend the money \$48.9m (\$'000)



## 1.3 BUDGET PREPARATION

This section lists the Budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The budget is prepared based on the actions included in the Council Plan, which is developed and reviewed after undertaking detailed community engagement activities.

A summary of the Draft Budget is then prepared and presented to Councillors for consideration. A 'proposed' Budget is prepared in accordance with the Act and submitted to Council in late April for approval 'in principle'. The budget is prepared in accordance with Council's Community Engagement Policy. Golden Plains Shire make the Draft Budget available for community feedback prior to finalising a Proposed Budget for adoption.

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 and a copy submitted to the Minister by 30 June. The key dates for the budget process are summarised below:

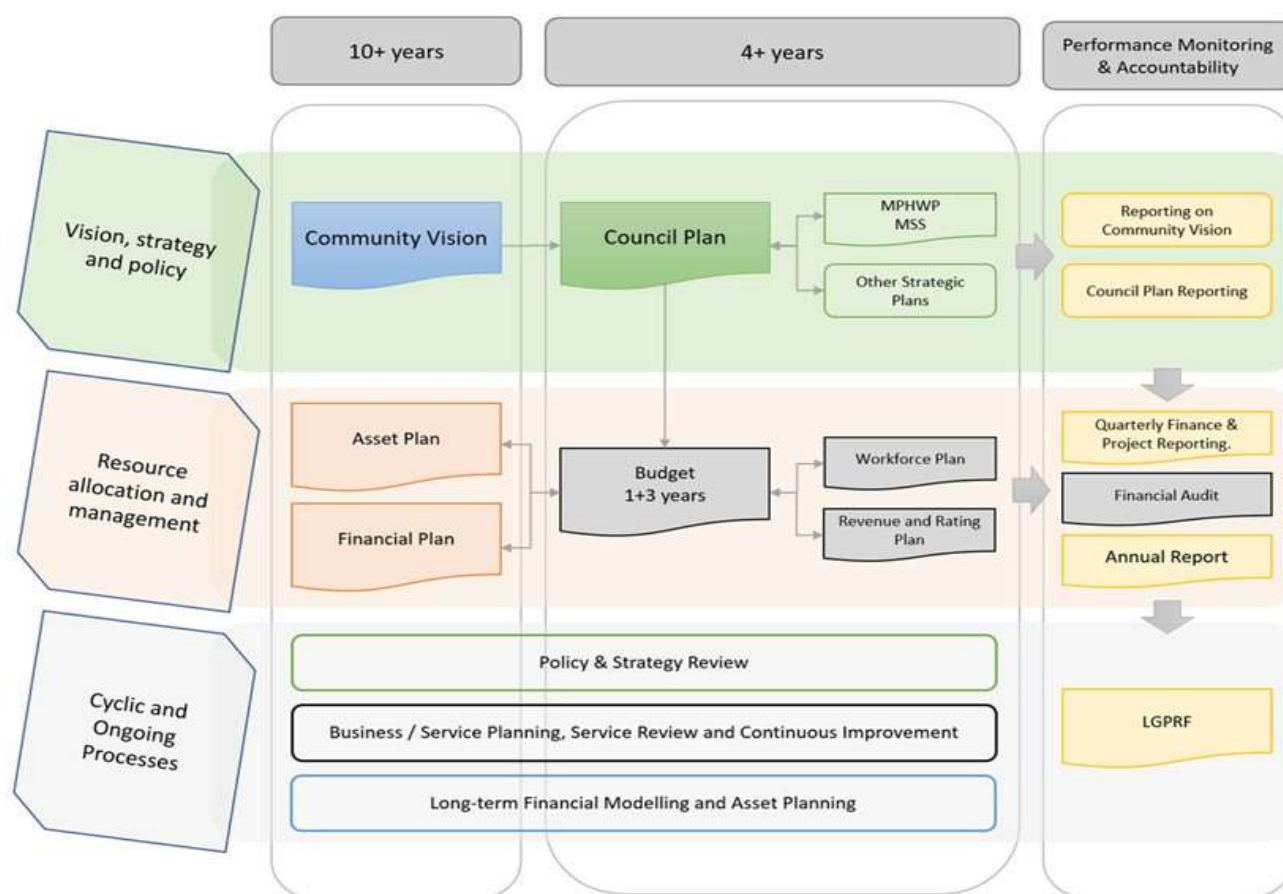
Budget Process	Timing
1. Community Engagement Workshops	Feb
2. Analysis and consideration of Community Engagement workshop feedback	Feb
3. Officers prepare operating and capital budgets	Dec – March
4. Council receives Summary of Draft Budget for review	March/April
5. Council workshop/s conducted to review Draft Budget	March/April
6. Draft Budget submitted to Council for 'in principle' approval	April
7. Public notice advising intention to adopt Budget	April
8. Proposed Budget available for public inspection and comment	April
9. Submissions period closes (28 days)	May
10. Submissions considered by Council	June
11. Budget and submissions presented to Council for adoption	June
12. Copy of adopted Budget submitted to the Minister	June

## 1.4 LINKAGE 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 (Community Vision and Financial Plan), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

### Legislative Planning and accountability framework

The Budget 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 diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Skills, Industry and Regions

The timing of each component of the integrated strategic planning and reporting framework is critical to the successful achievement of the planned outcomes.

## Shire Profile

Golden Plains Shire is a rural municipality situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 25,651 (2023) people across 56 vibrant rural communities.

Renowned for its award-winning food and wine, iconic music festivals, goldfield heritage and friendly communities, Golden Plains Shire is an attractive destination both to visit and call home.

New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. As one of the fastest growing regions in Victoria, boasting rich biodiversity and a broad range of flora and fauna, Golden Plains Shire has much to offer.

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,824 businesses including farming, construction, retail and home-based businesses based in the Shire. The Shire has a strong agricultural sector, with a history of wool, sheep and grain production. Now days the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef and goat dairy, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the regions tourism offering, with visitors attracted to the region's picturesque wineries, gourmet food producers, agri-tourism and the monthly Golden Plains Farmers' Market.

## Our purpose

### Our Vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride.

### Our Mission

We will achieve our vision through:

- Demonstrating good governance and involving the community in decision making
- working and advocating in partnership with our community to address social, economic and environmental challenges
- Promoting gender equality and equity and inclusion for all
- sustaining a focus on long term outcomes and delivering increased public value through good decision-making and wise spending
- building awareness and strategic alliances with government, regional groups and community.

## Our Values

### Honesty and Integrity

We will act ethically and honestly and work to continue to build the trust and confidence of the community.

### Leadership

We will demonstrate strong and collaborative community leadership.

### Accountability

We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions.

### Adaptability

We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience.

### Fairness

We will base our decision making on research, information and understanding of the needs and aspirations of the whole community and promote equitable access to the Shire's services and public places.

## Key Planning consideration

### Service level planning

Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.

Golden Plains Shire is one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. Council is encouraging continued growth and investment in intensive agriculture, by establishing the Golden Plains Food Production Precinct, near Lethbridge, which is on track to become one of Victoria's premier areas for intensive agriculture development and expansion.

Economic growth will be strongly driven in the short term through the expansion of the Bannockburn Industrial Estate and the planned Gheringhap Employment Precinct both offering strategically located land to Geelong and freeway connection to Melbourne. This is a strong foundation to attract new industry and substantially increase the number of local employment opportunities.

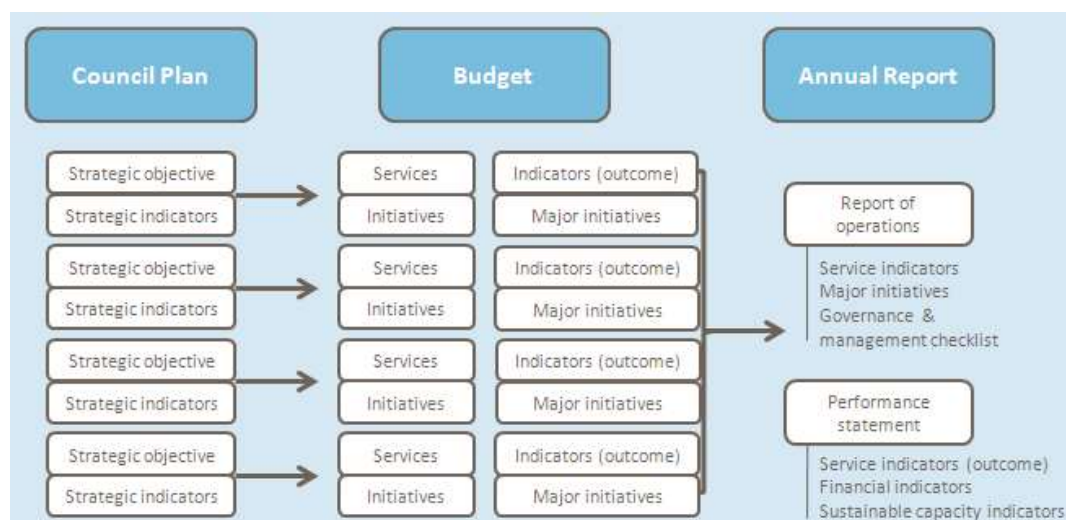
Council is recognised for engaging with its communities to build community spirit; and plan for growth and future facilities and services. Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 20 years in developing the Golden Plains Community Vision 2040 and through engagement undertaken to identify shorter term priorities for the Council Plan 2021-2025 and Budget. They identified the need to plan and manage the competing interests of a growing population whilst maintaining the Shire's highly valued rural character, meet community service and infrastructure needs, and maintain and improve the Shire's extensive road network.

Golden Plains offers relaxed country living, with the services and attractions of Melbourne, Geelong and Ballarat just a stone's throw away. With an abundance of events, attractions and activities, as well as many great local businesses and breathtaking views, Golden Plains is a great place to live, invest, taste, see and explore.

## 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

### 2.1 STRATEGIC OBJECTIVES

This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Skills, Industry and Regions

Strategic Direction	Strategic Objectives
1. Community	<ul style="list-style-type: none"> <li>Safe, resilient and proud communities</li> <li>Celebrating and connecting communities</li> <li>Community participation, engagement and ownership</li> <li>Valuing community diversity and inclusion</li> </ul>
2. Liveability	<ul style="list-style-type: none"> <li>Connected and accessible roads, crossings, paths and transport</li> <li>Supporting healthy and active living</li> <li>Provide for a diversity lifestyle and housing options</li> <li>Attractive and well-maintained infrastructure and public spaces</li> </ul>
3. Sustainability	<ul style="list-style-type: none"> <li>Valuing and protecting nature, cultural heritage and the environment</li> <li>Effective and responsive waste services and education</li> <li>Responsibly maintaining and managing natural landscapes and resources</li> <li>Mitigating climate change and promoting clean / green technology</li> </ul>
4. Prosperity	<ul style="list-style-type: none"> <li>Education, learning and skill development</li> <li>Supporting local producers, agriculture and business</li> <li>Improved options for shopping, hospitality, tourism and events</li> <li>Local employment and training</li> <li>Partnerships, advocacy and opportunities for investment</li> </ul>
5. Leadership	<ul style="list-style-type: none"> <li>Information and engagement to involve community in decision making</li> <li>Accountable and transparent governance and financial management</li> <li>Responsive service delivery supported by systems, resources and an engaged workforce</li> <li>Planning, advocating and innovating for the future</li> </ul>

## Strategic Direction 1: Community

### Strategic Objectives:

#### 1.1 Safe, resilient, and proud communities

Golden Plains communities are supported to be safe, proud and resilient through education, services, infrastructure, places and advocacy.

#### 1.2 Celebrating and connecting communities

Golden Plains connects to its indigenous Heritage and rich history and celebrates through arts, culture and events that bring communities together.

#### 1.3 Community participation, engagement and ownership

Golden Plains residents participate and are engaged in their communities through activities, places and opportunities that build capacity and ownership.

#### 1.4 Valuing community diversity and inclusion

Golden Plains values diversity and provides inclusive opportunities for residents of all ages, backgrounds and abilities to participate in their communities.

Strategic Objectives	Service area	Description of services provided		2021/22	2022/23	2023/24
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
1.1	Emergency Mgt Plan & SES	This service ensures Council staff are prepared and our resources and facilities are ready to assist in an emergency. This service also chairs the multi-agency Municipal Emergency Management Planning Committee and organises the preparation of the Municipal Emergency Management Plan and the relevant subplans. The 21/22 & 22/23 years included bushfire resilience costs which are not included in 23/24.	<i>Exp</i>	147	278	42
			<i>Rev</i>	147	252	120
			<i>NET</i>	0	26	(78)
1.1	Fire Protection	Implementation of actions from the Municipal Fire Management Plan which includes undertaking fire hazard inspections, completing maintenance in reserves and fire access tracks and provides financial and physical support to the CFA for burning of Municipal land.	<i>Exp</i>	244	289	379
			<i>Rev</i>	46	30	27
			<i>NET</i>	198	259	352
1.1	Community Safety	To implement local laws, school crossing supervision, fire protection, emergency management, animal control and planning compliance programs to ensure the safety of residents and visitors to the Shire.	<i>Exp</i>	653	797	856
			<i>Rev</i>	477	581	579
			<i>NET</i>	175	216	277
1.1	Environmental Health	To protect and enhance the health of the public and the environment via a range of education and enforcement programs. To deliver services addressing domestic waste water management, food safety, immunisation and tobacco control regulations.	<i>Exp</i>	409	539	510
			<i>Rev</i>	316	343	305
			<i>NET</i>	92	196	205
1.3	Community Facilities	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities. Providing opportunity to support and access a range of services and programs at Council managed facilities across the Shire.	<i>Exp</i>	715	799	922
			<i>Rev</i>	68	104	904
			<i>NET</i>	647	695	18
1.4	Active Ageing & Inclusion	Planning and provision of Positive Ageing, Access & Inclusion and Social Connections programs and activities to support the healthy ageing of older people and to promote inclusion of people of all ages, abilities and backgrounds in the community.	<i>Exp</i>	1,349	696	446
			<i>Rev</i>	1,328	179	10
			<i>NET</i>	20	517	436

1.3	Community Development	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants programs.	<i>Exp</i>	649	778	758
			<i>Rev</i>	6	83	0
			<i>NET</i>	643	695	758
1.2	Arts & Culture	Facilitating the development of community arts and cultural development projects and creative industries in collaboration with local artists and communities. Arts, culture and heritage is central to the quality of life and wellbeing of residents in Golden Plains Shire.	<i>Exp</i>	175	337	201
			<i>Rev</i>	16	147	0
			<i>NET</i>	159	190	201
1.4	Youth Development	The Youth Development program offers a range of accessible and inclusive activities, programs and events designed to improve opportunities for youth and young adults ages 12-25 years of age to connect, learn and lead in their community. This is achieved through youth informed practice and strong community partnerships and connections.	<i>Exp</i>	290	744	478
			<i>Rev</i>	77	384	86
			<i>NET</i>	213	360	393
1.3	Volunteers	Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.	<i>Exp</i>	36	44	56
			<i>Rev</i>	0	0	0
			<i>NET</i>	36	44	56
1.3	Misc	Various clearing accounts.	<i>Exp</i>	4,968	4,691	1,592
			<i>Rev</i>	4,968	4,691	398
			<i>NET</i>	(1)	0	1,195

## Initiatives

Service Area	Major Initiatives
Emergency Management	<ul style="list-style-type: none"> <li>Chairs the multi-agency Municipal Emergency Management Planning Committee.</li> <li>Maintenance of Neighbourhood Safer Places.</li> <li>Preparation of the Municipal Emergency Management Plan and relevant subplans.</li> <li>Contribution to the Barwon Flood Warning System.</li> <li>Train for and prepare for the opening of Relief Centres in an emergency.</li> <li>Installation of flood gates at key locations.</li> <li>Assist in accommodation and clothing for residents whose home is impacted by an emergency event.</li> <li>Assist in mitigating, responding to and recovering from an emergency.</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>Implement improved systems and processes at Community Facilities including the online booking system.</li> </ul>
Active Ageing & Inclusion	<ul style="list-style-type: none"> <li>Determine future approaches to transport as a result of the Community Transport trial and Department of Transport Study.</li> <li>Deliver the Active Ageing and Inclusion Plan 2020-2024 to support the needs of older residents and people living with disability.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>Deliver two rounds of the Community Strengthening Grants Program and one round of the Berrybank Windfarm Community Grants Program.</li> <li>Implement improvements to the Community Planning Program through delivery of the Community Planning Program Action Plan.</li> </ul>
Arts & Culture	<ul style="list-style-type: none"> <li>History &amp; Heritage - supporting the care and interpretation of our heritage assets (community and civic collections).</li> <li>Facilitating opportunities for Creatives - brokering access to space and capacity building programs.</li> <li>Progress delivery of the Arts, Culture and Heritage Strategy 2022-2026.</li> <li>Facilitate opportunities for exhibitions, initiatives and arts programs.</li> </ul>
Youth Development	<ul style="list-style-type: none"> <li>Develop a Youth Development Action Plan.</li> <li>Progress the delivery of programming and operations of the Golden Plains Youth Hub.</li> <li>Deliver programs from Engage and Freeza funding.</li> </ul>

### Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Revised Budget	2023/24 Budget
Food Safety	Health & Safety	100%	100%	100%
Animal Management	Health & Safety	100%	100%	100%

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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)	$\frac{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100$
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

## Strategic Direction 2: Liveability

### Strategic Objectives:

#### 2.1 Connected and accessible roads, crossings, paths and transport

Liveability is supported through the provision of, and advocacy for roads, bridges, pedestrian / cycling paths and connected transport options.

#### 2.2 Supporting healthy and active living

Liveability is supported through the provision of, and advocacy for facilities, initiatives and programs that enable healthy recreation, physical activity and social connection.

#### 2.3 Provide for a diversity lifestyle and housing options

Liveability is supported by a diversity of areas, infrastructure and housing that balance the needs of developing communities and value the rural lifestyle of Golden Plains.

#### 2.4 Attractive and well-maintained infrastructure and public spaces

Liveability is supported through advocacy for and provision of quality public spaces, infrastructure and services that deliver high standards of maintenance and cleanliness.

Strategic Objectives	Service area	Description of services provided		2021/22	2022/23	2023/24
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
2.3	Statutory Planning	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	Exp	780	939	1,183
			Rev	1,305	1,461	1,493
			NET	(525)	(522)	(310)
2.3	Building Control	To undertake a range of regulatory compliance actions for buildings and swimming pools to ensure a safe built environment for all Golden Plains Shire residents.	Exp	587	658	672
			Rev	247	153	182
			NET	340	505	490
2.3	Strategic Planning	Undertake long term land use planning to meet the sustainable needs of current and future generations. 2022/23 costs include development of the Growing Places Strategy and Development Contributions Plan.	Exp	644	1,343	598
			Rev	394	116	63
			NET	249	1,226	536
2.3	Development Engineering	To provide engineering requirements to developments being approved within the Shire, ensuring Water Sensitive Urban Design principles are considered and implemented, together with best practice results.	Exp	301	378	406
			Rev	303	500	450
			NET	(2)	(122)	(44)
2.1	Community Transport	Seeking local flexible solutions to residents who are transport disadvantaged as identified in the Golden Plains Transport Connections Study.	Exp	108	186	27
			Rev	61	14	6
			NET	46	172	21
2.2	Health Promotion	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	Exp	601	851	778
			Rev	498	534	503
			NET	103	316	275
2.2	Recreation Planning	Working to develop a range of recreation facilities and services, with the aim to increase active living in our community. By identifying, supporting and applying for grant funding, strategically planning recreation service and facility provision, building capacity and supporting local leadership in facility management and providing participation and engagement opportunities.	Exp	425	578	569
			Rev	320	5,414	805
			NET	105	(4,836)	(236)

2.2	Recreation Construction	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds	<i>Exp</i>	405	941	410
			<i>Rev</i>	544	603	5,978
			<i>NET</i>	(139)	338	(5,568)
2.2	Recreation Infrastructure Maintenance	Undertaking general maintenance of all Council owned and controlled land (DEECA – Department of Energy, Environment and Climate Action), buildings and facilities and supporting communities that undertake these activities on behalf of Council. Maintenance completed in line with programs and Committee of Management agreements and conditions. Work completed through a mixture of in-house resources and contractors. 43% of this budget relates to depreciation.	<i>Exp</i>	3,530	3,809	3,841
			<i>Rev</i>	52	65	68
			<i>NET</i>	3,478	3,743	3,773
2.2	Major Projects	Planning and development of major projects, including halls, recreation reserves and pavilions and sporting facilities. Major land development projects undertaken by Council are also included in this program.	<i>Exp</i>	3,638	2,148	575
			<i>Rev</i>	2,207	4,615	2,325
			<i>NET</i>	1,431	(2,467)	(1,750)
2.1	Sealed Road Routine Maintenance	Routine maintenance of the Road Register sealed local road network. Council road maintenance crew activities related to upkeep and maintenance of Council's 1,034km of sealed road network. Provision of roadside slashing and guidepost spraying (Fire prevention) for the sealed road network.	<i>Exp</i>	1,463	1,302	1,300
			<i>Rev</i>	143	175	176
			<i>NET</i>	1,320	1,127	1,124
2.1	Local Roads Depreciation	Depreciation for sealed roads	<i>Exp</i>	3,503	3,647	3,512
			<i>Rev</i>	0	0	0
			<i>NET</i>	3,503	3,647	3,512
2.1	Local Roads Resealing Rehabilitation	Bituminous resealing of Council's local sealed road network. Council depreciation of the sealed road network. Repairs of major and significant road failures (Hazardous) not identified in capital works improvement program.	<i>Exp</i>	149	438	418
			<i>Rev</i>	0	0	0
			<i>NET</i>	149	438	418
2.1	Local Roads Improvements	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	<i>Exp</i>	253	77	232
			<i>Rev</i>	3,001	4,454	4,217
			<i>NET</i>	(2,748)	(4,377)	(3,985)
2.1	Gravel Roads Resheeting & Routine Maintenance	Routine maintenance of the Road Register gravel road network. Council road maintenance crew activities related to upkeep and maintenance of Council's 706km gravel road network. There are 219km of formed and unmade roads not included on the road registers with minimal budget allocated to these roads. Reconstruction of gravel roads by gravel re-sheeting programs conducted on Council's local gravel road network.	<i>Exp</i>	1,421	999	1,113
			<i>Rev</i>	0	95	0
			<i>NET</i>	1,421	904	1,113
2.1	Gravel Roads Depreciation	Depreciation for gravel roads	<i>Exp</i>	1,185	1,209	1,155
			<i>Rev</i>	0	0	0
			<i>NET</i>	1,185	1,209	1,155
2.1	Bridge Maintenance	General maintenance of Council's 138 bridges and major culverts. Maintenance activities are aligned to condition surveys and activities to keep assets safe and serviceable. Activities do not relate to asset improvement or upgrade. This budget includes income from grant funding applications. 63% of this budget relates to depreciation.	<i>Exp</i>	802	942	900
			<i>Rev</i>	818	0	0
			<i>NET</i>	(16)	942	900

2.1	Gravel Pits	Operation of Council Sago gravel pit. This budget relates to the extraction and use of Sago gravel within the Shire in line with licence requirements. Sago gravel is used in Council road projects, gravel re-sheeting and general gravel road maintenance. 53% of this budget relates to depreciation.	<i>Exp</i>	139	129	115
			<i>Rev</i>	15	54	54
			<i>NET</i>	124	75	61
2.4	Drainage Maintenance Townships & Rural	Maintenance of Council's significant township and rural drainage assets. This includes pipe systems, open drains, discharge points, treatment wetlands and kerb & channel. The budget is split between urban and rural drainage projects. 15% of this budget relates to depreciation.	<i>Exp</i>	814	1,147	1,360
			<i>Rev</i>	56	50	50
			<i>NET</i>	757	1,097	1,310
2.3	Private Works	Provision of private works services for residents, other Councils and developers. External parties can request Council to provide quotation to complete works on their behalf. These requests normally relate to works that have potential impact on existing Council assets. These requests are dependant on Council resource availability.	<i>Exp</i>	(45)	5	5
			<i>Rev</i>	9	0	0
			<i>NET</i>	(53)	5	5
2.1	Linemarking Guideposts & Sign	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network to Australian and VicRoads guidelines. This work includes maintenance and new signage as well as addressing customer requests.	<i>Exp</i>	214	259	266
			<i>Rev</i>	1	1	0
			<i>NET</i>	213	258	266
2.4	Street Lighting	Provision of street lighting across Council's local road network. This includes power costs associated with running streetlights, installation of new streetlights and maintenance where required.	<i>Exp</i>	95	164	169
			<i>Rev</i>	1	0	0
			<i>NET</i>	94	164	169
2.4	Bus Shelters	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	<i>Exp</i>	24	15	10
			<i>Rev</i>	0	0	0
			<i>NET</i>	24	15	10
2.1	Paths & Trails	Maintenance of Council's network of footpaths and trails. Council maintain paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 80% of this budget relates to depreciation.	<i>Exp</i>	227	323	475
			<i>Rev</i>	0	50	50
			<i>NET</i>	227	273	425
2.4	Tree Maintenance	Tree maintenance works on Council's local road network and managed land, to ensure community safety and in response to customer requests. Maintenance work is delivered via internal staff and contractors. Council receives hundreds of customer requests per year for tree maintenance.	<i>Exp</i>	928	860	948
			<i>Rev</i>	0	10	0
			<i>NET</i>	928	850	948
2.4	Townships Maintenance	Provision of all township maintenance services in accordance with Council policy. This includes street beautification works, roadside, parkland and recreation facility grass, horticulture maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti. Maintenance work is delivered via a combination of internal staff and contractors.	<i>Exp</i>	1,030	975	1,257
			<i>Rev</i>	0	0	0
			<i>NET</i>	1,030	975	1,257
2.4	Depots	Provide for utilities and maintenance costs, OH&S related needs, quality of working environment for staff and to house tools, equipment, chemical, materials and provide for fleet support.	<i>Exp</i>	348	401	402
			<i>Rev</i>	0	121	99
			<i>NET</i>	348	280	303

## Initiatives

Service Area	Major Initiatives
Recreation Planning	<ul style="list-style-type: none"> <li>Continue implementation of the Sport and Active Recreation Strategy 2020-2030 and Play Space Strategy 2019-2029.</li> <li>Undertake Master planning for recreation reserves.</li> <li>Implement the Fair Access Policy Roadmap to advance gender equitable access and use of community sports infrastructure.</li> <li>Develop concept plans, detailed designs and seek funding opportunities for Sport and Active Recreation projects.</li> </ul>
Development Services	<ul style="list-style-type: none"> <li>Undertake targeted planning scheme enforcement and compliance checks.</li> <li>Further progress the Bannockburn South East Precinct Structure Plan.</li> <li>Provide input to the Development Facilitation Program who are preparing the Cambrian Hill Precinct Structure Plan.</li> <li>Advance the preparation of the Smythesdale Structure Plan once the Growing Places Strategy is adopted.</li> <li>Undertake a review of the Golden Plains Planning Scheme.</li> <li>Prepare the Golden Plains Growing Places Strategy.</li> <li>Prepare the Development Contributions Plan.</li> <li>Explore opportunities for the identification of new employment land within the Shire.</li> </ul>
Regulatory Services	<ul style="list-style-type: none"> <li>Implement Council's adopted Domestic Waste Water Management Plan.</li> <li>Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.</li> </ul>
Development Engineering	<ul style="list-style-type: none"> <li>Ensuring engineering requirements are implemented through the development process, including compliance with Council's Infrastructure Design Manual.</li> </ul>
Health Promotion	<ul style="list-style-type: none"> <li>Implement the Municipal Public Health and Wellbeing Plan 2021-2025.</li> <li>Consider and implement priorities from the Community Services and Infrastructure Plan.</li> </ul>
Recreation Construction	<ul style="list-style-type: none"> <li>Leighdale Equestrian Centre Undercover Area.</li> <li>Rokewood Community Hub.</li> <li>Linton Oval Upgrade.</li> <li>Inverleigh Active Youth Space.</li> <li>Bannockburn Skate Bowl.</li> <li>Lethbridge Play Space Upgrade.</li> <li>Recreation Infrastructure maintenance.</li> <li>Working with Committee of Management groups to identify priority maintenance projects.</li> <li>Sports Field Management Optimisation.</li> </ul>
Sealed Roads Routine Maintenance	<ul style="list-style-type: none"> <li>Sealed road maintenance and rehabilitation.</li> <li>Yearly fire prevention program of roadside slashing.</li> </ul>
Local Roads Resealing	<ul style="list-style-type: none"> <li>Ongoing road resealing activities.</li> </ul>
Local Roads Rehabilitation	<ul style="list-style-type: none"> <li>Major patching and maintenance.</li> </ul>
Local Roads Improvements	<ul style="list-style-type: none"> <li>Deliver the Roads to Recovery Funding Program.</li> <li>Lobbying for Government and external road funding.</li> <li>Road Design investigation.</li> <li>Road Management Practice Improvements (Systems, Policies and Community Engagement).</li> </ul>
Gravel Roads Routine Maintenance	<ul style="list-style-type: none"> <li>Road Management Practice Improvements (Systems, Policies and Engagement).</li> <li>Gravel road maintenance as per Customer Charter and maintenance program.</li> </ul>
Gravel Resheeting	<ul style="list-style-type: none"> <li>Ongoing gravel resheeting program.</li> </ul>
Bridge Maintenance	<ul style="list-style-type: none"> <li>Bridge condition survey and revaluation program.</li> <li>Lobbying for Government and external bridge funding.</li> <li>Bridge and large culvert routine maintenance.</li> <li>Obtaining contributions from other Councils where bridges are on Council boundaries.</li> </ul>

Tree Maintenance	<ul style="list-style-type: none"> <li>Implement the plan to address the Inverleigh Cypress Trees and Avenue of Significance.</li> <li>Develop strategies to address the Meredith Avenues of Significance.</li> <li>Development and implementation of proactive routine inspection and maintenance programs across the Shire.</li> <li>Inventorisation of all Arboriculture Assets.</li> </ul>
Line marking, Guideposts and Signs	<ul style="list-style-type: none"> <li>Managing road user safety through line marking and sign maintenance.</li> </ul>
Street Lighting	<ul style="list-style-type: none"> <li>Management of power costs for street lighting.</li> <li>Conversion of lighting to energy efficient systems where possible.</li> </ul>
Township Maintenance	<ul style="list-style-type: none"> <li>Working with Committees of Management, Progress Associations and Volunteers to deliver best practice work programs across the Shire.</li> <li>Township maintenance activities including mowing, horticulture, streetsweeping and irrigation maintenance.</li> <li>Working with Community Coordinators to achieve community plan outcomes.</li> </ul>
Paths and Trails	<ul style="list-style-type: none"> <li>Maintenance of Council Paths &amp; Trails.</li> </ul>

### Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Revised Budget	2023/24 Budget
Statutory Planning	Decision making	100%	100%	100%
Roads	Satisfaction	37	44	44

### 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 upheld in favour of the Council)	$\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \times 100$
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.

## Strategic Direction 3: Sustainability

### Strategic Objectives:

#### 3.1 Valuing and protecting nature, cultural heritage and the environment

Sustainability is provided through practices, education and advocacy that protect native vegetation and ecosystems and preserve cultural and natural heritage for future generations.

#### 3.2 Effective and responsive waste services and education

Sustainability is provided through the efficient provision of waste management services and education to promote responsible behaviours and reduce waste to landfill.

#### 3.3 Responsibly maintaining and managing natural landscapes and resources

Sustainability is provided through land management practices, community partnerships, initiatives and behaviours that enable a safe and thriving natural environment.

#### 3.4 Mitigating climate change and promoting clean / green technology

Sustainability is provided through approaches to address climate change and its impact on health and the investigation and use of clean energy and technology solutions.

Strategic Objectives	Service area	Description of services provided		2021/22	2022/23	2023/24
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
3.1	Environmental Sustainability	To implement the Environment Strategy that includes the development of programs to address climate emissions and deliver specific actions to ensure the protection and enhancement of identified environmental assets. This includes the development of natural environment reserve management plans, ecological and cultural burning program and community engagement activities to promote specific environmental projects.	<i>Exp</i>	658	945	691
			<i>Rev</i>	145	290	70
			<i>NET</i>	512	655	621
3.2	Garbage Collection	Delivery of the Waste and Resource Recovery Strategy. This includes the collection and disposal of domestic garbage and recyclables across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	<i>Exp</i>	3,134	3,507	3,799
			<i>Rev</i>	3,707	3,788	4,169
			<i>NET</i>	(572)	(281)	(370)
3.2	Municipal Tips	Operation of the Rokewood Transfer Station including sorting and appropriate recycling and disposal. Rehabilitation and environmental monitoring of Council's registered historic landfill sites.	<i>Exp</i>	142	115	280
			<i>Rev</i>	34	27	36
			<i>NET</i>	107	88	244
3.2	Litter Control	Control of general litter and illegal dumping that occurs across the Shire. Dumping is normally seen in remote areas of low traffic. Council investigate all dumping to identify sources. Dumped rubbish is collected and disposed of properly. Management of public bin enclosures.	<i>Exp</i>	86	106	100
			<i>Rev</i>	0	0	0
			<i>NET</i>	86	106	100

## Initiatives

Service Area	Major Initiatives
Garbage Collections	<ul style="list-style-type: none"> <li>Kerbside collection and disposal of garbage.</li> <li>Kerbside collection and treatment of recycling.</li> <li>Community communication, engagement and education of key waste management principles.</li> <li>Deliver Waste and Resource Recovery Strategy.</li> </ul>
Municipal Landfills	<ul style="list-style-type: none"> <li>Operation of Rokewood transfer station.</li> </ul>
Environment Sustainability	<ul style="list-style-type: none"> <li>Maintenance and protection of natural environment reserves across the Shire.</li> <li>Community communication, engagement and education of key environment principles.</li> <li>Weed management and eradication.</li> <li>Deliver and implement the Emission Reduction Action Plan, including initiatives from Climate Emergency Plan.</li> <li>Ongoing review and implementation of Council's Environmental Strategy 2019-2027.</li> </ul>

## Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Revised Budget	2023/24 Budget
Waste Collection	Waste Diversion	35.75%	36.00%	36.00%

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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)	$\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100$

## Strategic Direction 4: Prosperity

### Strategic Objectives:

#### 4.1 Education, learning and skill development

Prosperity will be enabled through early childhood development and advocacy for access to education, learning and skill development through all stages of life.

#### 4.2 Supporting local producers, agriculture and business

Prosperity will be enabled through activities that connect and promote small businesses and support local producers and agriculture.

#### 4.3 Improved options for shopping, hospitality, tourism and events

Prosperity will be enabled through local shopping, hospitality and a variety of businesses, events and activities that attract visitation and tourism.

#### 4.4 Local employment and training

Prosperity will be enabled through incentives and assistance for training and initiatives that support local employment.

#### 4.5 Partnerships, advocacy and opportunities for investment

Prosperity will be enabled through advocacy and the identification of investment opportunities, partnerships and projects.

Strategic Objectives	Service area	Description of services provided		2021/22	2022/23	2023/24
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
4.5	Economic Development	This service facilitates and supports a diverse, resilient, prosperous and socially responsible economy. This is done by working with business, government and community partners, through attracting investment, supporting local business, lobbying and advocating for improved infrastructure and developing tourism.	Exp	453	703	468
			Rev	86	111	60
			NET	367	592	408
4.2	Farmers Market	To provide a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and tourism and creates a vibrant community meeting place.	Exp	53	57	62
			Rev	25	35	38
			NET	28	22	25
4.1	Maternal & Child Health (MCH)	Provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families. The service supports child and family health, wellbeing and safety, focusing on maternal health and father inclusive practice as key enabler to optimise child learning and development.	Exp	658	898	851
			Rev	459	454	455
			NET	198	444	395
4.1	Childrens Services	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services. Support access through advocacy and promotion of services operated throughout the Shire including Council operated Private and Not-for-profit. Providing families choice and promoting quality services that meet community needs. Establish networks, develop relationships with service providers and consider gaps in community access to services.	Exp	255	362	405
			Rev	85	127	63
			NET	170	235	342
4.1	Kindergartens	Central Registration and Enrolment Scheme (CRES) for Golden Plains Shire Kindergarten enrolments. Early Years Management of five funded kindergartens offering three and four year old programs and accompanying early learning facilities located at Bannockburn, Meredith, Rokewood, Inverleigh and Teesdale.	Exp	1,093	1,510	1,743
			Rev	986	1,393	1,835
			NET	107	117	(91)

4.1	Family Day Care	Golden Plains Shire Family Day Care Service operates a family day care service comprising of contracted Educators operating throughout the Shire within their own residences and from approved invenue facilities. To provide access to locally-based Family Day Care (Childcare) options for families and carers in Golden Plains Shire. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	<i>Exp</i>	232	321	260
			<i>Rev</i>	139	218	211
			<i>NET</i>	92	103	50
4.1	Bannockburn Family Services Centre	Management and operation of the integrated facility in Bannockburn. Facilitating access to childcare and funded Kindergarten programs, to Allied and Maternal and Child Health support, services and programs.	<i>Exp</i>	220	286	221
			<i>Rev</i>	221	225	213
			<i>NET</i>	(1)	61	8
4.1	Libraries	Providing a fit for purpose fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation. 2022/23 includes grant funding for the mobile library replacement.	<i>Exp</i>	498	509	536
			<i>Rev</i>	(10)	112	0
			<i>NET</i>	508	398	536

## Initiatives

Service Area	Major Initiatives
Children Services	<ul style="list-style-type: none"> <li>Development of Municipal Early Years Plan.</li> <li>Consideration of infrastructure planning concepts for Early Years facilitators.</li> <li>Planning and implementation of Funded Sleep and Settling programs.</li> <li>Planning and implementation of Funded Supported Playgroup program.</li> <li>Planning and implementation of School readiness funding.</li> <li>Advocacy, planning and implementation of State government Early Education Best Start Best Life reforms (commenced 2022).</li> <li>Delivery of Maternal and Child Health Service.</li> <li>Operation of Family Day Care Service.</li> <li>Provision of Infant and School Immunisation program.</li> </ul>
Investment Attraction & Business Support	<ul style="list-style-type: none"> <li>Continue to support business initiatives to recover from COVID-19.</li> <li>Implement the Tourism and Communications Strategy promoting the Three Trails.</li> <li>Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.</li> </ul>
Golden Plains Farmers' Market	<ul style="list-style-type: none"> <li>Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>Provide opportunities to participate on Community Events and Programs.</li> </ul>

## Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Revised Budget	2023/24 Budget
Maternal and Child Health (MCH)	Participation in 4 week key age and stage visit	102.04%	%	%
Maternal and Child Health	Infant enrolments in the MCH service	100.34%	%	%
Maternal and Child Health	Participation in the MCH service	82.57%	%	%
Maternal and Child Health	Participation in the MCH service by Aboriginal children	92.68%	%	%

## Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits  (Percentage of children attending the MCH key ages and stages visits)	$\frac{\text{Number of children who attend the MCH service at least once (in the year)}}{\text{Number of children enrolled in the MCH service}} \times 100$
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits by Aboriginal children  (Percentage of Aboriginal children attending the MCH key ages and stages visits)	$\frac{\text{Number of Aboriginal children who attend the MCH service at least once (in the year)}}{\text{Number of Aboriginal children enrolled in the MCH service}} \times 100$
Libraries	Participation	Active library borrowers in municipality  (Percentage of the municipal population that are active library borrowers)	$\frac{\text{Sum of the number of active library borrowers in the last 3 financial years}}{\text{Sum of the population in the last 3 financial years}} \times 100$

## Strategic Direction 5: Leadership

### Strategic Objectives:

#### 5.1 Information and engagement to involve community in decision making

Council leadership will include the provision of timely information to community and deliberative engagement to inform and involve stakeholders in Council decision making.

#### 5.2 Accountable and transparent governance and financial management

Council leadership will include operating in an open and transparent manner to ensure responsible governance and sustainable financial, asset and risk management.

#### 5.3 Responsive service delivery supported by systems, resources and an engaged workforce

Council leadership will include the delivery of efficient and responsive service delivery supported by Council systems, processes and a healthy, productive workforce.

#### 5.4 Planning, advocating and innovating for the future

Council leadership will include advocacy, innovation, partnerships and planning to progress the Golden Plains Community Vision 2040 and ensure a bright future for all.

Strategic Objectives	Service area	Description of services provided		2021/22	2022/23	2023/24
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
5.1	Communications & Engagement	Council deploys a suite of diverse and engaging communicate across a broad spectrum of channels to articulate Council initiatives, strategies and services to a broad range of stakeholder, including the following - media; proactive media releases, planned media releases, timely response to media enquiries, press advertising, radio interviews, building relationships with target journalists; digital advertising, social media, newsletters, website and video. Additionally, Council develops myth buster fact sheets for a suite of projects to inform the community of current engagement opportunities/works.	Exp	854	980	971
			Rev	5	0	0
			NET	849	980	971
5.3	Customer Experience	To provide consistent, high quality customer service, by managing, resolving and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively and exceeding customer expectations which will enable Council and our community to reach their goals.	Exp	541	621	667
			Rev	8	30	0
			NET	533	591	667
5.2	Governance	To promote Council's organisational values - pride, respect, integrity, collaboration and excellence in everything we do. To ensure principles of 'good' governance guide decision making and contribute to the strategic direction of Council and outcomes for the community.	Exp	780	891	819
			Rev	0	0	0
			NET	780	891	819
5.2	Elections	Maintenance of voters' rolls in readiness for elections.	Exp	8	0	0
			Rev	15	0	0
			NET	(7)	0	0
5.2	Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.	Exp	38	32	59
			Rev	0	0	0
			NET	38	32	59
5.2	Corporate Planning	Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance to meet customer service needs.	Exp	1,330	1,183	1,003
			Rev	0	0	0
			NET	1,330	1,183	1,003

5.3	Safety and Wellbeing	To develop, build and identify effective management of Council's exposure to risks which impact on the health, safety and wellbeing of our staff and to foster a safe workplace environment and culture.	Exp	232	272	254
			Rev	0	0	0
			NET	232	272	254
5.2	Risk Management	To develop, build and identify effective management of Council's exposure to all forms of risk and to foster safer places and environments within the municipality.	Exp	483	536	509
			Rev	5	0	0
			NET	478	536	509
5.2	People and Culture	Attraction, retention and ongoing engagement of employees. This includes recruitment, employee pay and benefits, employee relations, employee performance management and planning. Includes any expenses relating to traineeships, work experience and student placements.	Exp	1,227	1,063	1,213
			Rev	0	0	0
			NET	1,227	1,063	1,213
5.2	Organisational Development	Development and delivery of programs, systems and frameworks to support strategic performance planning in line with Council's vision and values. This includes corporate reporting and performance, workforce planning, employee engagement and recognition, learning and capability programs.	Exp	0	220	108
			Rev	0	0	0
			NET	0	220	108
5.2	Digital Transformation	To deliver digital and ICT services that enhance customer experience outcomes and improve staff operational efficiency.	Exp	2,330	3,046	2,706
			Rev	18	3	4
			NET	2,312	3,043	2,702
5.2	General Revenue	Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest and accounting for subdivisions handed to Council.	Exp	2	0	0
			Rev	33,538	31,776	35,354
			NET	(33,536)	(31,776)	(35,354)
5.2	Property & Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and supporting the annual valuations of all rateable properties.	Exp	556	574	676
			Rev	422	456	564
			NET	133	118	111
5.2	Financial Services	Preparation of Council's annual budget, annual financial statements, financial plan, accounts payable, accounts receivable, taxation compliance and other statutory returns and requirements.	Exp	679	636	807
			Rev	0	0	0
			NET	679	636	807
5.2	Procurement & Contract Management	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council.	Exp	313	279	271
			Rev	0	0	0
			NET	313	279	271
5.2	Borrowings	Effective management of Council borrowings.	Exp	255	227	198
			Rev	0	0	0
			NET	255	227	198
5.2	Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	Exp	674	753	622
			Rev	402	428	379
			NET	272	325	243
5.2	Asset Management	Strategic Management of Council's significant asset base including but not limited to roads, bridges, footpaths, buildings, recreation reserves, drainage systems, parks and playgrounds etc.	Exp	703	527	764
			Rev	0	0	0
			NET	703	527	764

## Initiatives

Service Area	Major Initiatives
Communications & Engagement	<ul style="list-style-type: none"> <li>Effective community engagement and communications rests on a thoughtful understanding of our target audiences. Consideration of their current issues and concerns and their interest will help ensure Council develops a relevant project/program. Carefully themes messages on framing and information aimed to guide people's thinking is a principle underpinning successful engagement. For example, messages that appeal closely help values had more traction.</li> <li>Support Council's Community Engagement Policy to reflect genuine engagement for all residents across the Shire.</li> <li>Launch the Councillor Engagement program.</li> <li>Review Council Social Media and Engagement Policy underway.</li> <li>Review and strengthen Council's digital communications channel to include expansion of current Website to reflect works/upgrade in your area portal.</li> <li>Develop and deliver Communications and Engagement informing framework to support the organisation in the delivery of communications and engagement tactics for project delivery.</li> </ul>
Customer Experience	<ul style="list-style-type: none"> <li>Implement the Customer Experience Strategy Action Plan that ensures Golden Plains Shire Council is an agile, capable and sustainable Council into the future.</li> <li>Implement customer-friendly processes including the Complaints Handling Policy and integration with the Customer Relationship Management System (CRMS).</li> </ul>
People and Culture	<ul style="list-style-type: none"> <li>Achieving the Gender Equality Action Plan to create leadership opportunities for diverse women, ensure an enabling workplace culture and embed a gender inclusive approach to community programs, services and infrastructure.</li> <li>Implement the requirements of the Local Government Act including development of the CEO Recruitment and Remuneration Policy and Workforce Plan.</li> </ul>
Corporate Planning	<ul style="list-style-type: none"> <li>Implement the adopted Council Plan 2021-2025 in accordance with the provisions of the Local Government Act 2020.</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Implement policies that continue to promote transparency and accountability to support Council to achieve their short, medium and long term goals for the municipal community.</li> <li>Implement good governance and decision making processes and meet all legislative requirements of the Local Government Act 2020.</li> <li>Reviewing and updating Policies and Procedures.</li> </ul>
Safety and Wellbeing	<ul style="list-style-type: none"> <li>Provide a structured Occupational Health and Safety System to Golden Plains Shire Council.</li> <li>Upskill our Leaders in key Occupational Health and Safety Areas.</li> <li>Improve response to emerging hazards.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.</li> </ul>
Digital Transformation	<ul style="list-style-type: none"> <li>Delivery of the key actions of the Digital Transformation Strategy including embedding the Corporate System upgrades into Council's operations.</li> <li>Enhance operations around GIS systems.</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program.</li> <li>Implementation and population of the Assetic software system.</li> <li>Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032.</li> </ul>

## Service Performance Outcome Indicators

Service	Indicator	2021/22 Actual	2022/23 Revised Budget	2023/24 Budget
Governance	Satisfaction	50	50	50

## 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 interests of the community

## Strategic Objectives Summary

Strategic Objectives - 2023/24 Budget	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1: Community	3,813	6,241	2,429
Strategic Objective 2: Liveability	6,178	21,590	15,412
Strategic Objective 3: Sustainability	594	4,870	4,275
Strategic Objective 4: Prosperity	1,673	4,548	2,875
Strategic Objective 5: Leadership	(24,655)	11,645	36,301
<b>Operating (surplus)/deficit for the year</b>	<b>(12,398)</b>	<b>48,894</b>	<b>61,292</b>

## Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 98 of the Act and included in the 2023-24 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5.2) and sustainable capacity, which are not included in this Budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

## 2.2 EXTERNAL FACTORS

### **Local Government Amendment (Fair Go Rates) Act 2015**

- Local Government Amendment (Fair Go Rates) Act 2015 received Royal Assent on 2 December 2015. The Minister for Local Government has made a determination that the cap, which sets the maximum capped amount of rates and municipal charge revenue, which was set at 3.5% for the 2023-24 year.

### **Fire Services Property Levy Act 2012**

- Council will continue to collect the Fire Services Property Levy (FSPL), on behalf of the State Government, which was introduced on 1 July 2013. Hence, Council does not recognise this revenue and the levy is not included in any rating calculation or comparisons.

### **Local Authorities Superannuation Fund Defined Benefit Plan (LASF DB Plan)**

- The LASF DB Plan is an industry wide defined benefit fund that current and past employees of Council are members of and Council has a legal obligation to meet any 'calls' made on the fund. The fund was closed to new members in 1993.

As at 30 June 2020 the triennial actuarial review of the Plan determined the LASF DB Plan as in a satisfactory financial position, fully funded and that a 'call' was not required. This Plan is managed by Vision Super and is exposed to fluctuations in the market. No 'call' is expected in the short term and no provision has been made in 2023-24. The next actuarial review is due at 30 June 2023.

### **Local Government Costs**

- The Budget has been framed taking into account the cost of delivering local government services. CPI is a weighted basket of household goods and services. But, Council services are quite different to household services, since a greater proportion of costs are directed towards providing infrastructure and social and community services. These costs generally exceed other cost increases in the economy.

### **Insurance Costs**

- In 2021, WorkSafe made a decision to refuse the Municipal Association of Victoria (MAV's) application for renewal as a self-insured WorkCover insurer, with WorkCare subsequently ceasing operation in June 2021. As a result of the cessation of the scheme, the participating Council members will be required to absorb significant financial cost as required by WorkSafe. These costs are estimated to be ongoing until the latter half of 2027.
- The 2021-22 financial year saw Council WorkCover insurance move to EML. It is estimated the 2023-2024 premium will approximately \$390,000.
- The insurance market is currently experiencing a 'hard market' cycle, where insurers tend to withdraw capacity, increase rates and limit covers, which has been accelerated by the impact of COVID-19 in early 2020. With the increased frequency and severity of natural catastrophes, including large claim events such as bush fires over the 2019-20 year and recent flood events across Australia, along with expected premium increases exacerbated by significant withdrawal of capacity, the hard market conditions are likely to continue for the short to medium term.

### **Interest Rates**

- No new borrowings are forecast for the 2023-24 year.
- Interest rates for investments are assumed to be between 3.8% and 4.2% per annum.

### **Household Waste Disposal**

- In February 2020, the State Government released its waste related circular economy policy 'Recycling Victoria – A New Economy'. A key action included was the increase in the State Government landfill levy fees over 3 years to bring it into line with other States.

### **Population Growth**

- Future population growth from 2023 is forecast to grow to 42,607 by 2041, a 66.1% increase.

**Rates and Charges**

- Total rates and charges of \$29.2m include rates, municipal charge, special charges and waste management charge, supplementary rates and interest on rates and charges.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to be 10.0% per annum. The rate can be reviewed at any stage during the year by the Attorney-General and this will be the rate that Council uses in accordance with the Local Government Act 1989.
- 10% of rates and charges raised in 2023-24 have been budgeted to remain outstanding at 30 June 2024.

**Grants**

- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase only marginally from the 2023-24 allocation.
- Operating grants have decreased by 10.4% to \$10.3m.
- Capital grants have increased by 11.8% to \$12.2m.
- Further detail on grant revenue is provided in Note 4.1 and 4.5.

**User Fees and Charges**

- Some statutory fees and charges will increase and the level of income from these fees is generally assumed to increase by 3.5% as a result of growth in the level of activity.
- Most of Council's non-statutory fees and charges will increase by 3.5% in accordance with the Financial Plan.

**Payables**

- Trade creditors are based on total capital expenditure, expenditure on Materials and Services and a portion of employee costs such as superannuation. The normal payment cycle is 30 days.

**Receivables**

- The balance of Other Debtors is based on collecting 95% of contributions, recoupments, grants, fees and charges raised during the year.

**Economy**

- Economic conditions are expected to remain stable during the budget period. Local Government plays a key role in the implementation of State and Federal Government economic development programs which impact on the level of capital works expenditure of Council.

## 2.3 INTERNAL FACTORS

### Employee Costs

- Total Employee costs for Council staff is expected to increase by \$1.2m or 6.3% from the 2022-23 forecast.
- Enterprise Bargaining Agreement increments as well as growth and movements between bandings contribute to this increase.

### Impact of 2022-23 year on 2023-24 Budget

- The 2022-23 forecast Balance Sheet becomes the starting point for the 2023-24 financial year; therefore, this Statement holds the key to analysing the impact of last year's operations on the new Budget.
- The 2022-23 forecast as at 28 February 2023 remains consistent with the original Budget and any known material variance has been allowed for in the forecast. However, any subsequent movement to the forecast before 30 June 2023 will impact the opening Balance Sheet for 2023-24.
- Transactions occurring in the 2022-23 year will have an impact on the 2023-24 Budget. These include such items as closing cash balance, capital purchases and borrowings. These will impact opening cash balance, depreciation and interest respectively.

### Councillor and Mayoral Allowances

- In accordance with *Local Government Act 2020*, Section 39, commencing 6 April 2020, Council will pay the allowance for the Mayor, Deputy Mayor and Councillors in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*.
- Since December 2019, Golden Plains Shire Council has been classified as a Category 2 council (mid-level), which currently allows for the following thresholds:

	Annual Allowance 18/12/22-17/12/23 Category 2	Annual Allowance 18/12/23-17/12/24 Category 2
Councillor	31,353	32,232
Deputy Mayor	50,319	51,679
Mayoral	100,637	103,357

The Mayor contributes a component of their salary for the use of a motor vehicle to conduct mayoral duties.

## 2.4 BUDGET PRINCIPLES

The Budget also takes into account the following principles:

- The financial result should be consistent with Council's Long Term Financial Plan, to ensure long-term sustainability.
- All strategies contained within the Council Plan for the 2023-24 year should be funded in the Budget.
- Rates and charges are levied in accordance with Council's Rating Strategy and in compliance with the Local Government Act 2020.
- Spending and rating policies should be consistent with a reasonable degree of stability in the level of the rates burden.
- Council should have regard to the effect on future generations of decisions made.
- Staffing levels should be in accordance with Council's Financial Plan.
- Only one-off capital projects should be funded from any retained earnings balance.
- Debt finance can be used where appropriate as per Council's Borrowing Policy.
- Cash reserves should be maintained at appropriate levels.
- Long-term assets should be managed to maximise community benefit.
- Existing fees and charges should be increased in line with Council's Financial Plan or market forces.
- New revenue sources should be identified wherever possible.
- New initiatives or new employee proposals should be justified through a business case.
- Council recognises that government grants are a crucial element of financial sustainability.
- Council's Budget should take into account all of Council's other strategic plans.
- Financial risks faced by Council should be managed having regard to economic circumstances.

## 2.5 LEGISLATIVE REQUIREMENTS

Under the Local Government Act 2020 (the Act), Council is required to implement the principles of sound financial management. The principles of sound financial management are that a Council must:

- Manage financial risks faced by the Council prudently, having regard to economic circumstances
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden
- Ensure that decisions are made and actions are taken having regard to their financial effects on future generations and
- Ensure full, accurate and timely disclosure of financial information relating to Council

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 Local Government (Planning and Reporting) Regulations 2020 (the Regulations) which support the Act.

The 2023-24 Budget, which is included in this report, is for the year 1 July 2023 to 30 June 2024 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. The Budget also includes a Statement of Human Resources.

These statements have been prepared for the year ended 30 June 2024 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

The Budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Financial Plan (Section 5.1), Rating Strategy and other strategies as detailed in Services, Initiatives and Service Performance Indicators (Section 2).

### 3 STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023-24 has been supplemented with projections to 2026-27 extracted from the Financial Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) regulations 2020.

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

#### Pending Accounting Standards

The 2023-24 budget has been prepared based on the accounting standards applicable at the date of preparation. There are no pending standards that are likely to impact on the 2023-24 financial statements.

### 3.1 COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2027

	Note	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projections		
				2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Income / Revenue</b>						
Rates and Charges	4.1.1	27,038	29,202	30,846	32,180	33,386
Statutory fees and fines	4.1.2	802	827	835	843	852
User Fees	4.1.3	2,234	2,382	2,430	2,484	2,540
Grants - Operating	4.1.4	11,551	10,349	10,604	10,816	11,032
Grants - Capital	4.1.5	10,885	12,174	4,630	6,003	5,640
Contributions - monetary	4.1.6	1,946	1,695	1,728	1,767	1,807
Contributions - non-monetary	4.1.7	1,125	2,000	2,040	2,086	2,133
Net Gain/(Loss) on Disposal of Property, Infrastructure	4.1.8	3,100	1,690	2,565	4,165	4,165
Other Income	4.1.9	524	973	987	1,235	2,254
<b>Total Income / Revenue</b>		<b>59,205</b>	<b>61,292</b>	<b>56,666</b>	<b>61,581</b>	<b>63,810</b>
<b>Expenses</b>						
Employee costs	4.1.10	(19,038)	(20,236)	(21,177)	(22,274)	(23,520)
Materials and Services	4.1.11	(21,369)	(18,965)	(20,027)	(20,829)	(21,661)
Bad & Doubtful Debts	4.1.12	(60)	(101)	(104)	(109)	(114)
Depreciation & amortisation	4.1.13	(9,268)	(8,987)	(9,154)	(9,306)	(9,462)
Borrowing Costs	4.1.14	(227)	(198)	(162)	(132)	(105)
Other Expenses	4.1.15	(368)	(406)	(425)	(512)	(556)
<b>Total Expenses</b>		<b>(50,331)</b>	<b>(48,894)</b>	<b>(51,049)</b>	<b>(53,162)</b>	<b>(55,418)</b>
<b>Surplus / (Deficit) for the year</b>		<b>8,874</b>	<b>12,398</b>	<b>5,617</b>	<b>8,419</b>	<b>8,391</b>
<b>Other comprehensive income</b>		0	0	0	0	0
<b>Total comprehensive result</b>		<b>8,874</b>	<b>12,398</b>	<b>5,617</b>	<b>8,419</b>	<b>8,391</b>

Notes are included in Section 4.1

## 3.2 BALANCE SHEET

For the four years ending 30 June 2027

	Note	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projections		
				2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Current Assets</b>						
Cash and cash equivalents		10,747	13,053	12,887	13,803	14,177
Trade and Other Receivables		4,833	2,000	4,029	4,119	4,213
Inventories - Consumables		12	11	15	15	15
Non-current assets classified as held for sale		1,399	824	428	694	694
Other Assets		133	171	185	188	193
<b>Total Current Assets</b>	4.2.1	<b>17,123</b>	<b>16,059</b>	<b>17,544</b>	<b>18,819</b>	<b>19,292</b>
<b>Non-Current Assets</b>						
Investments in associates and joint ventures		626	626	694	724	724
Other non-current financial assets						
Property, infrastructure, plant and equipment		556,369	567,876	581,904	588,387	595,870
<b>Total Non-Current Assets</b>	4.2.2	<b>556,995</b>	<b>568,502</b>	<b>582,598</b>	<b>589,111</b>	<b>596,594</b>
<b>TOTAL ASSETS</b>		<b>574,118</b>	<b>584,561</b>	<b>600,142</b>	<b>607,930</b>	<b>615,886</b>
<b>Current Liabilities</b>						
Trade and Other Payables		9,628	9,318	6,480	7,536	8,700
Trust Funds and Deposits		1,398	1,398	1,398	1,398	1,398
Provisions		3,040	3,066	2,935	2,860	2,685
Interest bearing loans and borrowings		1,649	1,632	1,311	1,330	1,349
<b>Total Current Liabilities</b>	4.2.3	<b>15,715</b>	<b>15,414</b>	<b>12,124</b>	<b>13,124</b>	<b>14,132</b>
<b>Non-Current Liabilities</b>						
Provisions		2,603	2,581	2,147	1,846	1,752
Interest bearing loans and borrowings		8,333	6,701	5,390	4,060	2,710
<b>Total Non-Current Liabilities</b>	4.2.4	<b>10,936</b>	<b>9,282</b>	<b>7,537</b>	<b>5,906</b>	<b>4,462</b>
<b>TOTAL LIABILITIES</b>		<b>26,651</b>	<b>24,696</b>	<b>19,661</b>	<b>19,030</b>	<b>18,594</b>
<b>NET ASSETS</b>		<b>547,467</b>	<b>559,865</b>	<b>580,481</b>	<b>588,900</b>	<b>597,292</b>
<b>Equity</b>						
Accumulated Surplus		211,223	223,156	228,772	237,191	245,583
Reserves		336,244	336,709	351,709	351,709	351,709
<b>TOTAL EQUITY</b>		<b>547,467</b>	<b>559,865</b>	<b>580,481</b>	<b>588,900</b>	<b>597,292</b>

Notes are included in Section 4.2

### 3.3 STATEMENT OF CHANGES IN EQUITY

#### Forecast for the year ending 30 June 2023

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		538,593	201,338	325,705	11,550
Surplus/(deficit) for the year		8,874	8,874		
Net asset revaluation increment/(decrement)					
Transfers to other reserves			(995)		995
Transfers from other reserves			2,006		(2,006)
<b>Balance at end of the financial year</b>		<b>547,467</b>	<b>211,223</b>	<b>325,705</b>	<b>10,539</b>

#### For the year ending 30 June 2024

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		547,467	211,223	325,705	10,539
Surplus/(deficit) for the year		12,398	12,398		
Net asset revaluation increment/(decrement)					
Transfers to other reserves			(1,032)		1,032
Transfers from other reserves			567		(567)
<b>Balance at end of the financial year</b>	<b>4.3</b>	<b>559,865</b>	<b>223,156</b>	<b>325,705</b>	<b>11,004</b>

#### For the year ending 30 June 2025

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		559,865	223,156	325,705	11,004
Surplus/(deficit) for the year		5,617	5,617		
Net asset revaluation increment/(decrement)		15,000		15,000	
Transfers to other reserves			(850)		850
Transfers from other reserves			850		(850)
<b>Balance at end of the financial year</b>		<b>580,481</b>	<b>228,772</b>	<b>340,705</b>	<b>11,004</b>

## For the year ending 30 June 2026

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		580,481	228,772	340,705	11,004
Surplus/(deficit) for the year		8,419	8,419		
Net asset revaluation increment/(decrement)					
Transfers to other reserves			(850)		850
Transfers from other reserves			850		(850)
<b>Balance at end of the financial year</b>		<b>588,900</b>	<b>237,191</b>	<b>340,705</b>	<b>11,004</b>

## For the year ending 30 June 2027

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		588,900	237,191	340,705	11,004
Surplus/(deficit) for the year		8,391	8,391		
Net asset revaluation increment/(decrement)					
Transfers to other reserves			(850)		850
Transfers from other reserves			850		(850)
<b>Balance at end of the financial year</b>		<b>597,292</b>	<b>245,583</b>	<b>340,705</b>	<b>11,004</b>

Notes are included in Section 4.3

### 3.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2027	Note	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projections		
				2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Cash Flows From Operating Activities</b> (Inclusive of GST where applicable)						
Receipts from Ratepayers		26,589	29,112	30,655	31,899	33,109
Grants		16,814	28,560	15,234	16,819	16,672
Interest Received		532	967	970	1,050	1,185
User Fees		3,070	3,303	3,265	3,328	3,392
Contributions and Recoupments		2,203	1,680	1,729	1,767	1,807
Payments to Employees		(19,074)	(20,261)	(20,895)	(21,838)	(22,951)
Payments to Suppliers		(22,272)	(24,173)	(17,814)	(22,034)	(22,711)
Net GST Refunded		1,518	1,196	1,295	1,368	1,391
<b>Net cash provided by/(used in) Operating Activities</b>	<b>4.4.1</b>	<b>9,380</b>	<b>20,384</b>	<b>14,439</b>	<b>12,359</b>	<b>11,894</b>
<b>Cash Flows From Investing Activities</b> (Net of GST)						
Payment for Land & Buildings		(759)	(1,425)	(340)	(340)	(340)
Payment for Infrastructure Assets		(24,033)	(14,748)	(13,985)	(12,220)	(12,650)
Payment for Plant & Machinery		(2,238)	(2,210)	(1,297)	(1,644)	(1,480)
Payment for Furniture & Equipment		(349)	(246)	(307)	(286)	(315)
Proceeds from Sale of Land		3,440	2,000	2,565	4,165	4,165
Proceeds from Sale of Assets		514	398	232	344	554
<b>Net cash provided by/(used in) Investing Activities</b>	<b>4.4.2</b>	<b>(23,425)</b>	<b>(16,231)</b>	<b>(13,132)</b>	<b>(9,981)</b>	<b>(10,066)</b>
<b>Cash Flows From Financing Activities</b>						
Interest Paid		(227)	(198)	(162)	(132)	(105)
Repayment of Borrowings		(1,238)	(1,649)	(1,311)	(1,330)	(1,349)
Proceeds from Loan						
<b>Net cash provided by/(used in) Financing Activities</b>	<b>4.4.3</b>	<b>(1,465)</b>	<b>(1,847)</b>	<b>(1,473)</b>	<b>(1,462)</b>	<b>(1,454)</b>
<b>Net Increase/(Decrease) in Cash and cash equivalents</b>		<b>(15,510)</b>	<b>2,306</b>	<b>(166)</b>	<b>916</b>	<b>374</b>
Cash and cash equivalents at the beginning of the financial year		26,257	10,747	13,053	12,887	13,803
<b>Cash and cash equivalents at the end of the financial year</b>		<b>10,747</b>	<b>13,053</b>	<b>12,887</b>	<b>13,803</b>	<b>14,177</b>

Notes are included in Section 4.4

### 3.5 STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2027

	Note	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Strategic Resource Plan Projections		
				2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Property</b>						
Land improvements		-	-	1,000	-	-
<b>Total land</b>		-	-	1,000	-	-
Buildings – specialised		435	<b>2,615</b>	165	165	165
Buildings – unspecialised		459	<b>525</b>	175	175	175
<b>Total buildings</b>	4.5	894	3,140	340	340	340
<b>Total property</b>		894	3,140	1,340	340	340
<b>Plant and equipment</b>						
Plant, machinery and equipment		2,238	<b>2,210</b>	1,297	1,644	1,480
Computers and telecommunications		349	<b>246</b>	307	286	315
<b>Total plant and equipment</b>	4.5	2,587	2,456	1,604	1,930	1,795
<b>Infrastructure</b>						
Roads		7,228	<b>6,536</b>	4,650	4,975	5,125
Bridges		2,478	<b>2,000</b>	2,100	2,200	2,250
Footpaths and cycleways		647	<b>325</b>	420	420	420
Drainage		1,073	<b>1,000</b>	600	700	850
Recreational, leisure and community facilities		7,540	<b>5,892</b>	2,850	2,870	2,950
Waste management		800	-	1,300	-	-
Parks, open space and streetscapes		3,591	<b>1,025</b>	750	750	750
Off street car parks		341	-	50	50	50
Other infrastructure		200	<b>255</b>	255	255	255
<b>Total infrastructure</b>	4.5	23,898	17,033	12,975	12,220	12,650
<b>Total capital works expenditure</b>		27,380	22,629	15,919	14,490	14,785
<b>Represented by:</b>						
New asset expenditure	<b>4.5.3</b>	2,251	<b>1,030</b>	1,546	1,571	1,722
Asset renewal expenditure	<b>4.5.4</b>	10,299	<b>7,756</b>	6,723	7,449	7,413
Asset upgrade expenditure	<b>4.5.5</b>	14,829	<b>12,675</b>	7,650	5,470	5,650
Asset expansion expenditure		-	<b>1,169</b>	-	-	-
<b>Total capital works expenditure</b>		27,380	22,629	15,919	14,490	14,785

Notes are included in Section 4.5

### 3.6 STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2027

	Note	Budget 2022-23 \$'000	Budget 2023-24 \$'000	Projections		
				2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
<b>Staff expenditure</b>						
Employee costs – operating		18,922	<b>19,960</b>	21,177	22,274	23,520
Employee costs - capital		160	<b>276</b>	0	0	0
<b>Total staff expenditure</b>	10	19,082	<b>20,236</b>	<b>21,177</b>	<b>22,274</b>	<b>23,520</b>
		FTE	<b>FTE</b>	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees		188.02	<b>198.78</b>	202.88	207.88	212.88
<b>Total staff numbers</b>	10	188.02	<b>198.78</b>	<b>202.88</b>	<b>207.88</b>	<b>212.88</b>

Notes are included in Section 4.1.10

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

Department	Budget	Comprises		
		Permanent		Casual
		Full Time	Part time	
	2023-24 \$'000	\$'000	\$'000	\$'000
Community, Planning and Growth	<b>7,268</b>	3,927	3,135	206
Corporate Services	<b>4,591</b>	3,790	731	70
Infrastructure and Environment	<b>7,313</b>	6,604	709	-
Office of CEO & Mayor	<b>1,064</b>	895	169	-
<b>Total permanent staff expenditure</b>	<b>20,236</b>	<b>15,216</b>	<b>4,744</b>	<b>276</b>

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

Department	Budget	Comprises		
		Permanent		Casual
		Full Time	Part time	
	2023-24 FTE	FTE	FTE	FTE
Community, Planning and Growth	<b>73.30</b>	38.00	33.50	1.80
Corporate Services	<b>42.42</b>	33.01	8.51	0.90
Infrastructure and Environment	<b>74.46</b>	67.00	7.46	-
Office of CEO & Mayor	<b>8.60</b>	7.00	1.60	-
<b>Total permanent staff</b>	<b>198.78</b>	<b>145.01</b>	<b>51.07</b>	<b>2.70</b>

Summary of Planned Human Resources Expenditure  
For the four years ended 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>CITIZEN &amp; CUSTOMER SERVICE</b>				
<b>Permanent - Full time</b>	<b>509</b>	<b>520</b>	<b>532</b>	<b>544</b>
Female	401	410	419	429
Male	108	110	113	115
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>465</b>	<b>475</b>	<b>486</b>	<b>497</b>
Female	465	475	486	497
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total CITIZEN &amp; CUSTOMER SERVICE</b>	<b>974</b>	<b>996</b>	<b>1,018</b>	<b>1,041</b>
<b>CIVIC LEADERSHIP</b>				
<b>Permanent - Full time</b>	<b>1,453</b>	<b>1,478</b>	<b>1,512</b>	<b>1,546</b>
Female	679	695	711	727
Male	773	783	801	819
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>79</b>	<b>80</b>	<b>82</b>	<b>84</b>
Female	79	80	82	84
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total CIVIC LEADERSHIP</b>	<b>1,532</b>	<b>1,559</b>	<b>1,594</b>	<b>1,630</b>
<b>ECONOMIC DEVELOPMENT</b>				
<b>Permanent - Full time</b>	<b>211</b>	<b>216</b>	<b>221</b>	<b>226</b>
Female	0	0	0	0
Male	211	216	221	226
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>32</b>	<b>33</b>	<b>34</b>	<b>34</b>
Female	24	25	25	26
Male	8	8	8	8
Self-described gender	0	0	0	0
<b>Total ECONOMIC DEVELOPMENT</b>	<b>243</b>	<b>249</b>	<b>255</b>	<b>260</b>
<b>DEVELOPMENT &amp; REGULATORY SERVICE</b>				
<b>Permanent - Full time</b>	<b>2,634</b>	<b>2,694</b>	<b>2,754</b>	<b>2,816</b>
Female	1,536	1,571	1,606	1,642
Male	1,098	1,123	1,148	1,174
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>591</b>	<b>604</b>	<b>617</b>	<b>631</b>
Female	554	567	580	593
Male	36	37	38	39
Self-described gender	0	0	0	0
<b>Total DEVELOPMENT &amp; REGULATORY SERVICE</b>	<b>3,225</b>	<b>3,297</b>	<b>3,372</b>	<b>3,448</b>

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>FINANCIAL MANAGEMENT</b>				
<b>Permanent - Full time</b>	<b>847</b>	<b>866</b>	<b>886</b>	<b>906</b>
Female	522	533	545	558
Male	325	333	340	348
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>96</b>	<b>99</b>	<b>101</b>	<b>103</b>
Female	96	99	101	103
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total FINANCIAL MANAGEMENT</b>	<b>944</b>	<b>965</b>	<b>987</b>	<b>1,009</b>
<b>HUMAN SUPPORT SERVICES</b>				
<b>Permanent - Full time</b>	<b>1,320</b>	<b>1,350</b>	<b>1,380</b>	<b>1,411</b>
Female	1,129	1,154	1,180	1,207
Male	191	196	200	205
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>2,412</b>	<b>2,466</b>	<b>2,522</b>	<b>2,578</b>
Female	2,412	2,412	2,522	2,578
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total HUMAN SUPPORT SERVICES</b>	<b>3,732</b>	<b>3,816</b>	<b>3,902</b>	<b>3,990</b>
<b>REC &amp; COMMUNITY DEVELOPMENT</b>				
<b>Permanent - Full time</b>	<b>942</b>	<b>964</b>	<b>986</b>	<b>1,008</b>
Female	498	510	521	533
Male	444	454	464	475
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>392</b>	<b>401</b>	<b>410</b>	<b>419</b>
Female	356	364	372	380
Male	36	37	38	39
Self-described gender	0	0	0	0
<b>Total REC &amp; COMMUNITY DEVELOPMENT</b>	<b>1,335</b>	<b>1,365</b>	<b>1,396</b>	<b>1,427</b>
<b>ASSETS SERVICES</b>				
<b>Permanent - Full time</b>	<b>2,968</b>	<b>3,696</b>	<b>4,399</b>	<b>5,243</b>
Female	703	719	735	751
Male	2,265	2,977	3,664	4,491
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>82</b>	<b>84</b>	<b>86</b>	<b>88</b>
Female	82	84	86	88
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total ASSETS SERVICES</b>	<b>3,050</b>	<b>3,780</b>	<b>4,485</b>	<b>5,331</b>

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>COMMUNITY PLACES AND ENVIRONMENT</b>				
<b>Permanent - Full time</b>	<b>2,260</b>	<b>2,259</b>	<b>2,310</b>	<b>2,362</b>
Female	545	557	570	583
Male	1,715	1,702	1,740	1,780
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>256</b>	<b>262</b>	<b>267</b>	<b>273</b>
Female	30	30	31	32
Male	226	231	236	242
Self-described gender	0	0	0	0
<b>Total COMMUNITY PLACES AND ENVIRONMENT</b>	<b>2,516</b>	<b>2,521</b>	<b>2,578</b>	<b>2,636</b>
<b>CORPORATE SUPPORT</b>				
<b>Permanent - Full time</b>	<b>2,072</b>	<b>2,073</b>	<b>2,120</b>	<b>2,167</b>
Female	979	1,001	1,024	1,047
Male	1,092	1,072	1,096	1,120
Self-described gender	0	0	0	0
<b>Permanent - Part time</b>	<b>338</b>	<b>346</b>	<b>354</b>	<b>362</b>
Female	338	346	354	362
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total CORPORATE SUPPORT</b>	<b>2,410</b>	<b>2,419</b>	<b>2,473</b>	<b>2,529</b>
Casuals, temporary and other expenditure	276	211	215	220
Capitalised labour costs	0	0	0	0
<b>Total staff expenditure</b>	<b>20,236</b>	<b>21,177</b>	<b>22,274</b>	<b>23,520</b>

## Summary of Planned Human Resources FTE

For the four years ended 30 June 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>CUSTOMER EXPERIENCE</b>				
<b>Permanent - Full time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
Female	4.00	4.00	4.00	4.00
Male	1.00	1.00	1.00	1.00
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>5.17</b>	<b>5.17</b>	<b>5.17</b>	<b>5.17</b>
Female	5.17	5.17	5.17	5.17
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total CUSTOMER EXPERIENCE</b>	<b>10.17</b>	<b>10.17</b>	<b>10.17</b>	<b>10.17</b>
<b>CIVIC LEADERSHIP</b>				
<b>Permanent - Full time</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>
Female	8.20	8.20	8.20	8.20
Male	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>
Female	.80	0.80	0.80	0.80
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total CIVIC LEADERSHIP</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>ECONOMIC DEVELOPMENT</b>				
<b>Permanent - Full time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
Female	2.00	2.00	2.00	2.00
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>	<b>0.39</b>
Female	0.30	0.30	0.30	0.30
Male	0.09	0.09	0.09	0.09
Self-described gender	-	-	-	-
<b>Total ECONOMIC DEVELOPMENT</b>	<b>2.39</b>	<b>2.39</b>	<b>2.39</b>	<b>2.39</b>
<b>DEVELOPMENT &amp; REGULATORY SERVICE</b>				
<b>Permanent - Full time</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
Female	15.00	15.00	15.00	15.00
Male	10.00	10.00	10.00	10.00
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>5.96</b>	<b>5.96</b>	<b>5.96</b>	<b>5.96</b>
Female	5.46	5.46	5.46	5.46
Male	.50	0.50	0.50	0.50
Self-described gender	-	-	-	-
<b>Total DEVELOPMENT &amp; REGULATORY SERVICE</b>	<b>30.96</b>	<b>30.96</b>	<b>30.96</b>	<b>30.96</b>

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>FINANCIAL MANAGEMENT</b>				
<b>Permanent - Full time</b>	<b>7.79</b>	<b>7.79</b>	<b>7.79</b>	<b>7.79</b>
Female	5.28	5.28	5.28	5.28
Male	2.51	2.51	2.51	2.51
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>1.23</b>	<b>1.23</b>	<b>1.23</b>	<b>1.23</b>
Female	1.23	1.23	1.23	1.23
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total FINANCIAL MANAGEMENT</b>	<b>9.02</b>	<b>9.02</b>	<b>9.02</b>	<b>9.02</b>
<b>HUMAN SUPPORT SERVICES</b>				
<b>Permanent - Full time</b>	<b>12.02</b>	<b>12.02</b>	<b>12.02</b>	<b>12.02</b>
Female	10.38	10.38	10.38	10.38
Male	1.64	1.64	1.64	1.64
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>26.06</b>	<b>26.06</b>	<b>26.06</b>	<b>26.06</b>
Female	26.06	26.06	26.06	26.06
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total HUMAN SUPPORT SERVICES</b>	<b>38.08</b>	<b>38.08</b>	<b>38.08</b>	<b>38.08</b>
<b>REC &amp; COMMUNITY DEVELOPMENT</b>				
<b>Permanent - Full time</b>	<b>8.66</b>	<b>8.66</b>	<b>8.66</b>	<b>8.66</b>
Female	4.63	4.63	4.63	4.63
Male	4.03	4.03	4.03	4.03
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>4.27</b>	<b>4.27</b>	<b>4.27</b>	<b>4.27</b>
Female	3.80	3.80	3.80	3.80
Male	0.47	0.47	0.47	0.47
Self-described gender	-	-	-	-
<b>Total REC &amp; COMMUNITY DEVELOPMENT</b>	<b>12.93</b>	<b>12.93</b>	<b>12.93</b>	<b>12.93</b>
<b>ASSETS SERVICES</b>				
<b>Permanent - Full time</b>	<b>30.60</b>	<b>35.60</b>	<b>40.60</b>	<b>45.60</b>
Female	7.00	9.00	11.00	13.00
Male	23.60	26.60	29.60	32.60
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
Female	1.00	1.00	1.00	1.00
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total ASSETS SERVICES</b>	<b>31.60</b>	<b>36.60</b>	<b>41.60</b>	<b>46.60</b>

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>COMMUNITY PLACES AND ENVIRONMENT</b>				
<b>Permanent - Full time</b>	<b>23.73</b>	<b>23.73</b>	<b>23.73</b>	<b>23.75</b>
Female	5.00	5.00	5.00	5.00
Male	18.73	18.73	18.73	18.73
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>2.48</b>	<b>2.48</b>	<b>2.48</b>	<b>2.48</b>
Female	0.32	0.32	0.32	0.32
Male	2.16	2.16	2.16	2.16
Self-described gender	-	-	-	-
<b>Total COMMUNITY PLACES AND ENVIRONMENT</b>	<b>26.21</b>	<b>26.21</b>	<b>26.21</b>	<b>26.21</b>
<b>CORPORATE SUPPORT</b>				
<b>Permanent - Full time</b>	<b>18.03</b>	<b>18.03</b>	<b>18.03</b>	<b>18.03</b>
Female	8.53	8.53	8.53	8.53
Male	9.50	9.50	9.50	9.50
Self-described gender	-	-	-	-
<b>Permanent - Part time</b>	<b>3.71</b>	<b>3.71</b>	<b>3.71</b>	<b>3.71</b>
Female	3.71	3.71	3.71	3.71
Male	-	-	-	-
Self-described gender	-	-	-	-
<b>Total CORPORATE SUPPORT</b>	<b>21.74</b>	<b>21.74</b>	<b>21.74</b>	<b>21.74</b>
Casuals, temporary and other expenditure	2.70	2.60	2.60	2.60
Capitalised labour	-	-	-	-
<b>Total staff expenditure</b>	<b>198.78</b>	<b>202.88</b>	<b>207.88</b>	<b>212.88</b>

## 4 NOTES TO THE FINANCIAL STATEMENTS

### 4.1 INCOME STATEMENT

#### Adjusted Underlying Result

The regulations prescribe the method for calculating the 'Adjusted Underlying Result'. Per the following table, it removes any non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and other contributions to fund capital expenditure from the total comprehensive result.

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Projection 2024-25 \$'000	Projection 2025-26 \$'000	Projection 2026-27 \$'000
<b>Total Comprehensive Result</b>	8,874	<b>12,398</b>	5,617	8,419	8,391
*Non-recurrent grants used to fund capital expenditure	(9,508)	<b>(10,841)</b>	(3,130)	(4,503)	(4,140)
Non-monetary asset contributions	(1,125)	<b>(2,000)</b>	(2,040)	(2,086)	(2,133)
Other contributions to fund capital expenditure	0	<b>0</b>	0	0	0
<b>Adjusted Underlying Result</b>	<b>(1,759)</b>	<b>(443)</b>	<b>447</b>	<b>1,830</b>	<b>2,119</b>

\* excludes Road to Recovery grants which are considered recurrent capital grants.

#### 4.1 Comprehensive Income Statement

##### Note 4.1.1: Rates and Charges (\$2.1m increase)

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Financial Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Financial Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023-24 the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 3.50% in line with the rate cap.

The current Rating Strategy is based on the following rating principles:

- Municipal charge of \$250 on all properties
- 87.5% differential rate for farms over 40 hectares
- 95% differential rate for farms intensive
- No discount for farms of 2 to 40 hectares (unless intensive farm)
- General rate applicable to non-farm, non-developable land in the Farm Zone
- Non-Farm Vacant Land rate of 205% of the general rate
- Business rate of 100% of the general rate
- Bannockburn business rate at 130% of the general rate
- General rate applicable to all other properties

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

	2022-23 Budget \$'000	2023-24 Budget \$'000	Change \$'000	%
General Rates*	20,099	21,417	1,318	6.6%
Municipal Charge*	2,807	2,888	81	2.9%
Interest on Rates	100	150	50	100%
Supplementary Rates and Rates Adjustments	257	498	241	93.8%
Municipal Charge on Supps	25	80	55	220%
Garbage Collection Charge (Compulsory)	3,581	3,971	390	10.9%
Garbage Collection Charge (Not Compulsory)	169	198	29	17.2%
<b>Total rates and charges</b>	<b>27,038</b>	<b>29,202</b>	<b>2,164</b>	<b>8.0%</b>

\*These items are subject to the rate cap established under the FGRS

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

Type or class of land	2022-23 # cents/\$CIV*	2023-24 # cents/\$CIV*	Change
Residential Improved	0.002185	0.001927	(0.000258)
Business, Industrial & Commercial	0.002185	0.001927	(0.000258)
Business, Industrial & Commercial Bannockburn	0.002841	0.002506	(0.000335)
Farm Land Broadacre	0.001912	0.001687	(0.000225)
Farm Land Intensive	0.002076	0.001831	(0.000245)
Farm Land < 40 Hectares	0.002185	0.001927	(0.000258)
Non Farm Vacant Land	0.004479	0.003952	(0.000527)
Vacant Land Non-Developable	0.002185	0.001927	(0.000258)

# Actual 2022-23 rate in dollar applied to final valuations. Budget rate in the dollar is calculated using draft revaluation data available at time of setting budget.

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

Type or class of land	2022-23 \$'000	2023-24 \$'000	Change	
			\$'000	%
Residential Improved	13,498	14,042	544	4.0%
Business, Industrial & Commercial	134	132	(2)	(1.5%)
Business, Industrial & Commercial Bannockburn	242	252	10	4.1%
Farm Land Broadacre	3,655	3,845	190	5.2%
Farm Land Intensive	60	90	30	50.0%
Farm Land < 40 Hectares	95	128	33	34.7%
Non Farm Vacant Land	2,252	2,831	579	25.7%
Vacant Land Non-Developable	163	97	(66)	(40.5%)
<b>Total amount to be raised by general rates</b>	<b>20,099</b>	<b>21,417</b>	<b>1,318</b>	<b>6.6%</b>

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2022-23 #	2023-24	Change	
			\$'000	%
Residential Improved	8,568	8,678	110	1.3%
Business, Industrial & Commercial	171	166	(5)	(2.9%)
Business, Industrial & Commercial Bannockburn	128	130	2	1.6%
Farm Land Broadacre	1,279	1,280	1	0.1%
Farm Land Intensive	22	24	2	9.1%
Farm Land < 40 Hectares	52	68	16	30.8%
Non Farm Vacant Land	1,441	1,543	102	7.1%
Vacant Land Non-Developable	269	143	(126)	(46.8%)
<b>Total assessments</b>	<b>11,930</b>	<b>12,032</b>	<b>102</b>	<b>0.9%</b>

# Actual 2022-23 assessments applied to rate in the dollar calculation. Only draft revaluation data was available at time of setting 2023-24 budget.

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

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2022-23 # \$'000	2023-24 * \$'000	Change	
			\$'000	%
Residential Improved	6,180,176	7,283,025	1,102,849	18%
Business, Industrial & Commercial	61,214	68,555	7,341	12%
Business, Industrial & Commercial Bannockburn	83,293	100,540	17,247	21%
Farm Land Broadacre	1,911,570	2,279,787	368,218	19%
Farm Land Intensive	28,747	49,254	20,507	71%
Farm Land < 40 Hectares	43,312	66,566	23,254	54%
Non Farm Vacant Land	502,937	716,374	215,214	42%
Vacant Land Non-Developable	74,559	50,191	(24,368)	(33%)
<b>Total valuation</b>	<b>8,885,808</b>	<b>10,614,292</b>	<b>1,728,484</b>	<b>19%</b>

\*The above valuations and rates in the dollar are based on the 2023 Stage 3 Certified Revaluations.

# Actual 2022-23 final valuations. Only draft revaluation data was available at time of setting 2023-24 budget.

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022-23 \$	Per Rateable Property 2023-24 \$	Change	
			\$	%
Municipal Charge General	250.00	<b>250.00</b>	0	<b>0%</b>

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

	2022-23 \$	2023-24 \$	Change	
			\$	%
Municipal Charge General	2,807	<b>2,888</b>	81	<b>3%</b>

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022-23	Per Rateable Property 2023-24	Change	
	\$	\$	\$	%
Residential Garbage Inc Recycling	389.00	427.00	38	9.8%
Second Service Garbage Collection	194.50	213.50	19	9.8%
Second Service Recycling Collection	194.50	213.50	19	9.8%
Commercial Garbage Inc Recycling (Cost Recovery)	389.00	427.00	38	9.8%

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

	2022-23	2023-24	Change	
	\$	\$	\$	%
Garbage Collection Charge (Compulsory)	3,581	3,971	390	11%
Garbage Collection Charge (Not Compulsory)	169	198	29	17%

#### 4.1.1(k) Fair Go Rates System Compliance

Golden Plains Shire is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System

	2022-23	2023-24
Total Rates	\$22,518,782	\$24,305,000
Number of rateable properties	11,930	12,032
Base Average Rate	\$1,887.58	\$1,951.54
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$1,918.94	\$2,019.41
Maximum General Rates and Municipal Charges Revenue	\$22,912,861	\$24,302,762
Budgeted General Rates and Municipal Charges Revenue	\$22,912,619	\$24,305,000
Budgeted Supplementary Rates and Municipal Charges Revenue	\$389,277	\$578,000
Budgeted Total Rates and Municipal Charges Revenue	\$23,301,866	\$24,883,000

#### 4.1.1(l) Any significant changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations (2023-24: estimated \$498k and 2022-23: \$257k)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa

#### 4.1.1(m) Differential rates

Further detailed information concerning Rates and Charges can be found in Section 5.4 Rating Information and Section 6 Appendices.

**Note 4.1.2: Statutory Fees and Fines (\$25k increase)**

Statutory fees and fines represent 1.3% of total income. Details of total fees and fines contained in the Budget follow.

Statutory Fees and Fines	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Planning and Building Fees	490	523	33
Animal Infringement Fines	70	70	0
Land Information Certificate Fees	28	30	2
Drainage Information Fees	50	50	0
Other Fees and Fines	164	154	(10)
<b>Total Statutory Fees and Fines</b>	<b>802</b>	<b>827</b>	<b>25</b>

**Note 4.1.3: User Fees (\$149k increase)**

User fees represent 3.9% of total income. Details of total fees contained in the Budget follow.

User Fees	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Animal Registration Charges	420	430	10
Kindergarten Cluster	244	404	160
Septic Tank Fees	220	220	0
Long Day Care	206	210	4
Subdivision Supervision Fees	500	450	(50)
Food and Health Fees	83	85	2
Bannockburn Cultural Centre Fees	60	60	0
Bannockburn Family Service Centre Income	20	4	(16)
Rents and Leases	41	43	2
Fire Hazard Eradication Fees	25	25	0
Farmers Market Fees	30	30	0
Smythesdale Business Hub Fees	33	33	0
Other	6	8	2
Community Protection Fees	19	16	(3)
Planning and Building Fees	114	142	28
Road Opening Permit Fees	15	16	1
Tip Fees	22	30	7
Private Quarry	160	160	0
Animal Fees and Fines	1	0	(1)
Local Laws Infringement Fines	3	5	2
Management Agreements Income	12	12	0
Meredith Community Hub Fees	1	1	0
<b>User Fees Total</b>	<b>2,234</b>	<b>2,382</b>	<b>149</b>

**Note 4.1.4: Grant Funding Types and Source (\$87k increase)**

Grants comprise 36.7% of the total income. The Budget provides for \$22.5m in total grants, representing a increase of \$ 86k from the 2022-23 forecast.

	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Summary of Grants			
Commonwealth Funded Grants	12,194	15,180	2,987
State Funded Grants	10,243	7,343	(2,900)
<b>Total Grants Received</b>	<b>22,437</b>	<b>22,523</b>	<b>87</b>

**Note 4.1.4: Grants - Operating (\$1.2m decrease)**

Operating grants comprise 16.9% of the total income. The Budget provides for \$10.3m in operating grants, representing a decrease of \$1.2m from the 2022-23 forecast.

The Budget allows for a Victoria Grants Commission (VGC) allocation of \$7.0m. A complete listing of total budgeted grants is shown below.

**Operating Grant Funding Types and Source**

(a) Operating Grants	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Recurrent - Commonwealth Government			
General Purpose Grants (VGC)	6,798	7,305	507
Local Road Funding (VGC)			0
Commonwealth Home Support Program	157	-	(157)
Children Services	182	171	(11)
Recurrent - State Government			
Kindergarten	924	1,425	501
Community Health	556	504	(53)
Maternal & Child Health	507	512	5
Home Care	22	10	(11)
Emergency Management	120	120	0
Youth Development	384	86	(298)
Others	45	54	9
Environment Management	45	52	7
<b>Total Recurrent Grants</b>	<b>9,740</b>	<b>10,238</b>	<b>498</b>
Non-recurrent - State Government			
Community Development	60	60	0
Community Health	30	-	(30)
Emergency Management	234	33	(202)
Environment Projects	225	19	(207)
Home Care	10	-	(10)
Maternal & Children	61	-	(61)
Rec, Leisure & Community	1,191	-	(1,191)
<b>Total Non-recurrent Grants</b>	<b>1,811</b>	<b>111</b>	<b>(1,700)</b>
<b>Total Operating Grant Funding</b>	<b>11,551</b>	<b>10,349</b>	<b>(1,202)</b>

**Note 4.1.5: Grants - Capital (\$1.3k increase)**

The Budget provides for \$12.2m in capital grants representing a increase of \$1.3m from 2022-23 forecast. Capital grants comprise 19.9% of the total income. Capital grants are utilised to deliver Capital projects.

Non-recurrent grant means a grant obtained on the condition that it is expended in a specified manner and is not expected to be received again during the period covered by Council's Financial Plan.

**Capital Grant Funding Types and Source**

(b) Capital Grants	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Recurrent - Commonwealth Government			
Roads	1,377	1,334	(43)
<b>Total Recurrent Grants</b>	<b>1,377</b>	<b>1,334</b>	<b>(43)</b>
Non-Recurrent - Commonwealth Government			
Bridges	-	780	780
Rec, Leisure & Community	603	2,000	1,397
Roads	3,077	2,103	(974)
Non-Recurrent - State Government			
Community Development	375	325	(50)
Rec, Leisure & Community	5,404	5,583	179
Roads	50	50	0
<b>Total Non-Recurrent Grants</b>	<b>9,508</b>	<b>10,841</b>	<b>1,332</b>
<b>Total Capital Grant Funding</b>	<b>10,885</b>	<b>12,174</b>	<b>1,289</b>

**Note 4.1.6: Contributions - Monetary (\$251k decrease)**

The Budget provides for \$1.7m monetary contributions, representing a decrease of \$251k from the 2022-23 forecast. Monetary Contributions comprise 2.8% of total income.

Below is a list of monetary contributions contained in the Budget.

Contributions	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Public Open Space Contributions	750	750	0
Wind Farm Income	415	432	17
Developer Community Contributions	100	100	0
Debt Collection Recoupment	10	100	90
Motor Vehicle Recoupments	61	84	23
Telecommunications Towers Income	53	56	2
Gravel Sales	54	54	0
Family Day Care Administration & Carer Levy	36	40	4
Panel Hearing Reimbursement	20	20	0
Valuation Fee Recoupments	8	18	10
Banno Youth Hub	10	10	0
Other	34	8	(26)
Farmers Market Sponsorship	5	8	3
Scrap Metal - Rokewood Transfer Station	5	7	2
Kindergarten Income	225	5	(219)
Swimming pool barrier inspection and report	5	2	(3)
Standpipe Water Sales	2	2	0
Auction Revenue - Animal Control	1	1	0
Sale of Waste Bins	38	-	(38)
Barrabool Views North Maintenance Contri.	95	-	(95)
Integrated Water Management Plan	20	-	(20)
<b>Contributions Total</b>	<b>1,946</b>	<b>1,695</b>	<b>(251)</b>

**Note 4.1.7: Contributions - Non-Monetary (\$875k increase)**

The Budget provides for \$2m non-monetary (assets) contributions, representing 3.4% of total income.

	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
<b>Contributions - Non-Monetary</b>			
Subdivisional Assets Handed to Council	1,125	2,000	875
<b>Total Contributions - Non-Monetary</b>	<b>1,125</b>	<b>2,000</b>	<b>875</b>

**Note 4.1.8: Net Gain on Disposal of Property, Plant and Equipment**

Proceeds from the sale of assets, less their written down value, is disclosed as a net figure in the Income Statement. The details of the net result are detailed in the table below.

	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
<b>Proceeds From Sale of Assets</b>			
Plant and Machinery	304	99	(205)
Motor Vehicles	207	295	88
Lomandra Drive Land Sales	3,440	2,000	(1,440)
Computers & Equipments	3	4	1
<b>Total Proceeds from Sale of Assets</b>	<b>3,954</b>	<b>2,398</b>	<b>(1,556)</b>
<b>Written Down Value of Assets Sold</b>			
Plant and Machinery	158	2	(156)
Motor Vehicles	120	131	11
Lomandra Drive Land Sales	575	575	0
<b>Total Written Down Value of Assets Sold</b>	<b>853</b>	<b>708</b>	<b>(145)</b>
<b>Net Gain on Disposal</b>	<b>3,100</b>	<b>1,690</b>	<b>(1,411)</b>

**Note 4.1.9: Other Income (\$598k increase)**

Other income includes interest on investments. Interest on investments has been based on short term deposit rates ranging from 3.8% to 4.2%. The budget of \$0.9m comprises only 1.6% of total income.

**Expenditure****Note 4.1.10: Employee Costs (\$1.2m increase)**

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, WorkCover premiums, long service leave and fringe benefits tax.

Employee costs are budgeted to increase from the 2022-23 forecast by \$1.2m, or 6.3%, to \$20.2m. Enterprise Bargaining Agreement increments, growth and movements between banding contribute to this increase.

## Reconciliation from 2023-24 Budget

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change	
			\$'000	%
Wages and salaries	16,675	17,823	1,148	6.88%
WorkCover	444	350	(94)	(21.17%)
Superannuation	1,751	1,923	172	9.82%
Fringe benefits tax	160	140	(20)	(12.5%)
Other	7	0	(7)	(100%)
<b>Total employee costs</b>	19,037	20,236	1,199	6.30%

**Note 4.1.11: Materials and Services (\$2.4m decrease)**

Materials and Services include the purchase of consumables, payments to contractors for the provision of services, utility costs and one-off operating costs of a capital nature.

Operating materials and services are budgeted to decrease by \$2.4m to \$18.9m.

Materials and Services	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Projects and Services	6,702	4,530	(2,172)
Garbage Operations	3,375	3,582	207
General Maintenance	1,791	1,839	48
Contractors and Consultants	1,623	1,760	137
IT Operations	1,602	1,406	(196)
Community Facility Projects	1,561	1,274	(287)
Building Maintenance	860	859	(1)
Vehicle and Machinery	944	793	(151)
Insurance	602	602	(1)
Cleaning	441	397	(44)
Utilities	330	354	24
Training	313	337	23
Telecommunications	285	284	(1)
Memberships and Subscriptions	235	209	(26)
Legal Fees	188	201	13
Advertising	164	190	26
Printing and Stationery	198	187	(11)
Other	101	109	7
Gravel Pit Operations	54	54	0
<b>Total Materials and Services</b>	<b>21,369</b>	<b>18,965</b>	<b>(2,404)</b>

\*Other category contains the following corporate memberships

Organisation	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
MAV	28	28	0
Timber Towns	1	1	0
CHCV Inc	14	14	0
G21	48	48	0
Committee of Ballarat	4	4	0
LG Pro	1	1	0
Rural Council Victoria Network	3	3	0
Peri Urban Regional Planning	21	21	0
Reginal Tourism - Tourism Geelong	8	8	0
Reginal Tourism - Ballarat Regional Tourism	4	4	0
LGVGA	5	0	5
Greenhouse Alliance	15	15	0
<b>Total Corporate Memberships</b>	<b>152</b>	<b>147</b>	<b>5</b>

#### Note 4.1.12: Bad and Doubtful Debts (\$41k increase)

Allocation of bad and doubtful debts of \$101k mainly relates to provision for community safety program infringements and hardship policy application.

#### Note 4.1.13: Depreciation and Amortisation (\$281k decrease)

Depreciation is the systematic allocation of the capital cost of a long-term asset over its useful life. It is an accounting measure that attempts to capture the deterioration or usage of Council's long-term assets over a financial year. Long-term assets include buildings, plant and machinery, furniture and equipment, infrastructure and other structures.

Depreciation by Class of Asset	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Buildings Specialised	951	944	(7)
Buildings Unspecialised	229	322	93
Buildings Heritage	64	64	0
Information Communications Technology	486	224	(262)
Furniture and Equipment	48	39	(9)
Plant and Machinery	747	763	16
Roads	5,050	4,611	(439)
Footpaths	179	379	200
Bridges	451	561	110
Drainage	174	204	30
Recreation, Leisure & Community	687	652	(35)
Parks, Open Spaces & Streetscapes	109	115	6
Car Parks	31	49	18
Gravel Pit Rehabilitation	62	61	(1)
<b>Total Depreciation Expense</b>	<b>9,268</b>	<b>8,987</b>	<b>(281)</b>

**Note 4.1.14: Borrowing Costs (\$29k decrease)**

Finance Costs relate to the interest paid on Council borrowings. The ratio of finance costs as a percentage of income indicates that less than 0.3% of income is required to service debt. The decrease of \$29k is primarily the result of lower prevailing interest rates on new and existing borrowings which are required to fund new capital projects.

**Note 4.1.15: Other Expenses (\$38k increase)**

Other expenses consists of Audit Fees and Mayoral & Councillor Allowances and makes up 0.8% of total expenditure.

## 4.2 BALANCE SHEET

### Note 4.2.1: Current assets (\$1.1m decrease)

- Cash assets increased by \$2.3m
- Receivables decreased by \$2.8m
- Non-current assets held for re-sale decreased by \$575k
- Other assets increased by \$38k

### Note 4.2.2: Non-current assets (\$16m increase)

The increase in non-current assets is detailed in the table below, including:

- An increase in property, infrastructure plant and equipment by \$16m, comprised of the capital works program (\$22.6m), less depreciation and amortisation (\$9m) and disposal of assets (\$0.13m) plus the receipt of gifted assets (\$2m).

### Movements in Non-Current Assets

Description	Forecast Balance 1 July 2023 \$'000	Additions \$'000	Handed to Council \$'000	WDV of Disposals \$'000	Depreciation \$'000	Balance 30 June 2024 \$'000
Land	47,657	0	0	0	0	47,657
Buildings Specialised	32,309	1,350	0	0	(944)	32,715
Buildings Unspecialised	10,508	75	0	0	(322)	10,261
Heritage Buildings	1,006	0	0	0	(64)	942
Parks, Open Spaces etc.	5,762	1,075	0	0	(115)	6,722
Recreation, Leisure & Community	19,378	7,632	0	0	(652)	26,358
Car Park	1,848	0	0	0	(49)	1,799
Furniture & Equip	498	0	0	0	(39)	459
Plant & Machinery	5,150	2,210	0	(131)	(763)	6,466
Roads	364,432	6,816	2,000	0	(4,611)	368,637
Bridges	34,993	2,000	0	0	(561)	36,432
Footpaths	14,031	225	0	0	(379)	13,877
Drainage	7,302	1,000	0	0	(204)	8,098
Waste management	0	0	0	0	0	0
Information Comm Technology	341	246	0	(2)	(224)	361
Gravel Pit	179	0	0	0	(61)	117
Land Under Roads	6,973	0	0	0	0	6,973
Invest In Association	626	0	0	0	0	626
<b>Total</b>	<b>552,993</b>	<b>22,629</b>	<b>2,000</b>	<b>(133)</b>	<b>(8,987)</b>	<b>568,502</b>

**Note 4.2.3: Current liabilities (\$0.3m decrease)**

- Current liabilities represent obligations Council must pay within the next year.
- The provision for employee benefits as at 30 June 2024 represents Council's liability to pay employees annual leave and long service leave.

**Note 4.2.4: Non-current liabilities (\$1.7m decrease)**

- Non-current liabilities represent obligations Council must pay beyond the next year.
- The non-current liability provision primarily for employment benefits will increase by \$22k.
- Interest bearing liabilities decrease by \$1.6m which is for repayments of loans taken out in prior years.
- The non-current liability for landfill rehabilitation will now be funded over 10 years with an increase in the garbage charge that commenced from 2021-22.

## 4.3 CHANGES IN EQUITY

### Note 4.3.1: Equity (\$12.4m increase)

Total equity of \$560m will always equal net assets and is made up of the following components:

- Committed reserves that Council wishes to separately identify as being set aside to meet specific or statutory purpose in the future. These reserves are derived from items such as developer contributions, specific levies and unexpended projects;
- Discretionary reserves are to fund the long term viability of Council. The decisions about future use of any available funds is reflected in Council's Financial Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. The funding of the replacement of long term infrastructure assets generally comes from discretionary funds; which is a component of the accumulated surplus. This is the value of all net assets, less reserves that have accumulated over time.

### Note 4.4.4: 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 indicates that Council is estimating at 30 June 2024 it will have cash and cash equivalents of \$13.1m, which has been restricted as shown in the following table.

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000
<b>Total Cash and Cash Equivalents</b>	<b>10,747</b>	<b>13,053</b>
Restricted cash and investments		
-Statutory Reserves	718	818
-Other Committed Reserves	1,545	1,900
<b>Unrestricted Cash and Cash Equivalents</b>	<b>8,484</b>	<b>10,335</b>

### Statutory Reserves (\$818k)

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. During the 2023-24 year \$100k is budgeted to be transferred to Statutory Reserves.

### Other Committed Reserves (\$1.9m)

These funds are shown as other committed reserves, although not restricted by a statutory requirement, 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. During the 2023-24 year \$355k is budgeted to be transferred to Committed Reserves. The decisions about future use of these funds has been reflected in Council's Financial 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.

### Unrestricted Cash and Cash Equivalents (\$10.3m)

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.

## 4.4 CASH FLOWS

### Note 4.4.1: Operating activities (\$20.4m cash inflow)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council and include:

- Receipts from ratepayers of \$29.1m
- Grants of \$28.5m to fund operating expenses and capital works
- User fees \$3.3m
- Contributions and recoupments of \$1.7m
- Payments to employees \$20.2m and
- Payments to suppliers \$24m

### Reconciliation of Surplus to Net Cash Inflow from Operations

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000
<b>Surplus for Period</b>	<b>8,874</b>	<b>12,398</b>
Depreciation	9,268	8,987
Net Gain on Disposals	(3,100)	(1,690)
Subdivisions - Roads Handed to Council	(1,125)	(2,000)
Borrowing Costs	227	198
Decrease/(Increase) in Receivables	(1,226)	3,708
Increase/(Decrease) in Operating Creditors and Provisions	(3,538)	(1,217)
<b>Net Cash Inflow from Operations</b>	<b>9,380</b>	<b>20,384</b>

### Note 4.4.2: Investing activities (\$16.2m cash outflow)

Investing activities refer to cash used in the purchase, enhancement or creation of property, plant and equipment and infrastructure. These activities also include the sale of non-current assets.

### Note 4.4.3: Financing activities (\$1.8m cash outflow)

Financing activities generally refer to borrowings used in the financing of capital projects and movements in funds held in trust.

The net outflow of \$1.8m includes the repayment of the principal component of borrowings \$1.65m and interest expenditure \$198k.

## 4.5 CAPITAL WORKS

Council's capital works program is broadly categorised into four groups: new assets, capital renewal, capital upgrade and capital expansion.

New assets are assets that did not previously exist prior to 1 July 2023. New assets will result in increased operating costs, maintenance costs and capital renewal in the future.

Capital renewal expenditure reinstates existing assets to original condition. It may reduce future operating and maintenance expenditure if completed at the optimum time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally been assigned. Upgrade expenditure is discretionary and increases operating and maintenance expenditure in the future because of the increase in the Council's asset base.

Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs because it increases Council's asset base.

**Note 4.5.1:** Summary major capital works and how they are funded in 2023-24.

	Forecast 2022-23 \$'000	Budget 2023-24 \$'000	Change \$'000	%
Property	894	3,140	2,246	251%
Plant and equipment	2,587	2,456	(132)	-5%
Infrastructure	23,898	17,033	(6,865)	-29%
<b>Total</b>	<b>27,380</b>	<b>22,629</b>	<b>(4,751)</b>	<b>-17%</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Retained Earnings \$'000
Property	3,140	100	525	2,515	-	2,590	-	550	-
Plant & equip	2,456	5	2,451	-	-	-	-	2,456	-
Infrastructure	17,033	925	4,780	10,160	1,169	9,583	-	7,075	375
<b>Total</b>	<b>22,629</b>	<b>1,030</b>	<b>7,756</b>	<b>12,675</b>	<b>1,169</b>	<b>12,173</b>	<b>-</b>	<b>10,081</b>	<b>375</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2023-24

Capital Works Area	Project Cost 2023/24 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Building Specialised</b>										
Disability Action Plan	40	-	-	40	-	-	-	40	-	-
Haddon Kindergarten extension	100	-	-	100	-	-	-	100	-	-
Teesdale Kindergarten extension septic upgrade	100	-	-	100	-	-	-	100	-	-
Kindergarten outdoor area compliance upgrades	10	-	-	10	-	-	-	10	-	-
Cyclone Fencing at Linton Pound	25	-	-	25	-	-	-	25	-	-
Bannockburn Family Services Centre extension	450	-	-	450	-	450	-	-	-	-
Bannockburn Vic Park Netball Pavilion (SRV & Fed)	1,790	-	-	1,790	-	1,790	-	-	-	-
Future Building Design - Early Years	100	100	-	-	-	-	-	100	-	-
					-					
<b>Building Specialised Total</b>	<b>2,615</b>	<b>100</b>	<b>0</b>	<b>2,515</b>	<b>0</b>	<b>2,240</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>
<b>Building Unspecialised</b>										
Facility Renewal	175	-	175	-	-	-	-	175	-	-
Maude Community Hall	350	-	350	-	-	350	-	-	-	-
<b>Building Unspecialised Total</b>	<b>525</b>	<b>-</b>	<b>525</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>
<b>Information Communications Technology</b>										
Computer Hardware	246	5	241	-	-	-	-	246	-	-
<b>Information Communications Technology Total</b>	<b>246</b>	<b>5</b>	<b>241</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>246</b>	<b>-</b>	<b>-</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2023-24

Capital Works Area	Project Cost 2023/24 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Infrastructure</b>										
<b>Roads</b>										
Future Road Design	100	100	-	-	-	-	-	100	-	-
Local Roads Resealing	1,100	-	1,100	-	-	-	-	1,100	-	-
Local Roads Improvements	900	-	-	900	-	-	-	900	-	-
Gravel Resheeting - Local Roads	800	-	800	-	-	-	-	800	-	-
Local Roads Improvements (Roads to Recovery)	1,333	-	-	1,333	-	1,333	-	-	-	-
Local Roads & Community Infrastructure Program	2,103	-	-	2,103	-	2,103	-	-	-	-
<b>Footpaths</b>		-	-	-	-		-		-	-
Footpaths	200	-	-	200	-	50	-	150	-	-
Active Recreation Trails	25	-	25	-	-	-	-	25	-	-
Footpath/Kerb Renewal	100	-	100	-	-	-	-	100	-	-
<b>Bridges</b>										
Bridge Renewal	600	-	600	-	-	-	-	600	-	-
Bridge Replacement	1,300	-	1,300	-	-	780	-	520	-	-
Future Bridge Design	100	100		-	-	-	-	100	-	-
<b>Drainage</b>					-		-		-	-
Storm Water Drainage Improvements	400	-	400	-	-	-	-	400	-	-
Emergency Drainage Works	500	-	-	500	-	-	-	500	-	-
Future Drainage Design	100	100	-	-	-	-	-	100	-	-
<b>Kerb &amp; Channel</b>										
Kerb & Channel	200	200	-	-	-	-	-	200	-	-

Capital Works Area	Project Cost 2023/24 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Others</b>				-				-		
Car Park Projects	-	-	-	-	-	-	-	-	-	-
Fire Access Track	30	-	30	-	-	-	-	30	-	-
Climate Emergency Plan Initiatives	75	-	75	-	-	-	-	75	-	-
Capitalisation of Labour	150	150	-	-	-	-	-	150	-	-
<b>Infrastructure Total</b>	<b>10,116</b>	<b>650</b>	<b>4,430</b>	<b>5,036</b>	<b>-</b>	<b>4,266</b>	<b>-</b>	<b>5,850</b>	<b>-</b>	<b>-</b>
<b>Parks, Open Spaces &amp; Streetscapes</b>										
Environmental Initiatives	-	-	-	-	-	-	-	-	-	-
Shire Beautification	25	25	-	-	-	-	-	25	-	-
Community & Recreation Facility Beautification / Safety Works	50	-	-	50	-	-	-	50	-	-
Northern Streetscape Implementation	650	-	-	650		325	-	325	-	-
Cypress Tree replacement program	75	-	75	-	-	-	-	75	-	-
Refurbishment of Playgrounds	150	-	150	-	-	-	-	-	150	-
Open Space Strategy Implementation	75	75	-	-	-	-	-	-	75	-
<b>Parks, Open Spaces &amp; Streetscapes Total</b>	<b>1,025</b>	<b>100</b>	<b>225</b>	<b>700</b>	<b>-</b>	<b>325</b>	<b>-</b>	<b>475</b>	<b>225</b>	<b>-</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2023-24

Capital Works Area	Project Cost 2023/24 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri. \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Recreational, Leisure &amp; Community</b>				-						
Sports Oval Irrigation Upgrades	100	-	-	100	-	-	-	100	-	-
Netball / Tennis Court Renewal	100	-	100	-	-	-	-	100	-	-
Hard Wicket Replacement Program	75	-	75	-	-	-	-	75	-	-
Future Design Work - Recreational Leisure & Community	175	175	-	-	-	-	-	175	-	-
Bannockburn Skate Park	805	-	-	805	-	805	-	-	-	-
Woody Yaloak (Smythesdale) Lighting	500	-	-	500	-	500	-	-	-	-
Teesdale Don Wallace Rec Reserve	1,800	-	-	1,800	-	1,500	-	300	-	-
Inverleigh Active Youth Space (Federal Growing Suburbs)	2,337	-	-	1,169	1,169	2,187	-	-	150	-
		-	-	-	-	-		-	-	-
<b>Recreational, Leisure &amp; Community Total</b>	<b>5,892</b>	<b>175</b>	<b>175</b>	<b>4,374</b>	<b>1,169</b>	<b>4,992</b>	<b>-</b>	<b>750</b>	<b>150</b>	<b>-</b>
<b>Plant &amp; Machinery</b>										
Fleet Vehicles	450	-	450	-	-	-	-	450	-	-
Utes	350	-	350	-	-	-	-	350	-	-
Heavy Plant and Machinery	1,410	-	1,410	-	-	-	-	1,410	-	-
<b>Plant &amp; Machinery Total</b>	<b>2,210</b>	<b>0</b>	<b>2,210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,210</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>22,629</b>	<b>1,030</b>	<b>7,756</b>	<b>12,675</b>	<b>1,169</b>	<b>12,173</b>	<b>0</b>	<b>10,081</b>	<b>375</b>	<b>0</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2024-25

Capital Works Area	Project Cost 2024/25 \$'000	Asset expenditure types				Funding sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Building Specialised</b>										
Disability Action Plan	40	-	-	40	-	-	-	40	-	-
Future Building Design - Early Years	125	-	-	125	-	-	-	125	-	-
<b>Building Specialised Total</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>
<b>Building Unspecialised</b>										
Facility Renewal	175	-	175	-	-	-	-	175	-	-
<b>Building Unspecialised Total</b>	<b>175</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>
<b>Information Communications Technology</b>										
Computer Hardware	307	-	307	-	-	-	-	307	-	-
<b>Information Communications Technology Total</b>	<b>307</b>	<b>-</b>	<b>307</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>307</b>	<b>-</b>	<b>-</b>

Capital Works Area	Project Cost 2024/25 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Infrastructure</b>										
<b>Roads</b>										
Future Road Design	100	100	-	-	-	-	-	100	-	-
Local Roads Resealing	1,100	-	1,100	-	-	-	-	1,100	-	-
Local Roads Improvements	1,000	-	-	1,000	-	-	-	1,000	-	-
Gravel Resheeting - Local Roads	800	-	800	-	-	-	-	800	-	-
Local Roads Improvements (Roads to Recovery)	1,500	-	-	1,500	-	1,500	-	-	-	-
Lomandra Drive	1,000	1,000	-	-	-	-	-	1,000		
<b>Footpaths</b>				-					-	-
Footpaths	250	-	-	250	-	50	-	200	-	-
Active Recreation Trails	70	-	70	-	-	-	-	70	-	-
Footpath/Kerb Renewal	100	-	100	-	-	-	-	100	-	-
<b>Bridges</b>				-						
Bridge Renewal	700	-	700	-	-	-	-	700	-	-
Bridge Replacement	1,300	-	1,300	-	-	780	-	520	-	-
Future Bridge Design	100	100	-	-	-	-	-	100	-	-
<b>Drainage</b>										
Storm Water Drainage Improvements	500	-	500	-	-	-	-	500	-	-
Future Drainage Design	100	100	-	-	-	-	-	100	-	-
<b>Kerb &amp; Channel</b>										
Kerb & Channel	250	250	-	-	-	-	-	250	-	-
<b>Others</b>										
Car park projects	50	50	-	-	-	-	-	50	-	-
Fire Access Track	5	-	5	-	-	-	-	5	-	-

Capital Works Area	Project Cost 2024/25 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
Landfill Rehabilitation Works	1,300		1,300						1,300	
Capitalisation of Labour	150	150	-	-	-	-	-	150	-	-
<b>Infrastructure Total</b>	<b>10,375</b>	<b>1,750</b>	<b>5,875</b>	<b>2,750</b>	<b>0</b>	<b>2,330</b>	<b>0</b>	<b>6,745</b>	<b>1,300</b>	<b>0</b>
<b>Parks, Open Spaces &amp; Streetscapes</b>										
Environmental Initiatives	100	100	-	-	-	-	-	100	-	-
Shire Beautification	75	75	-	-	-	-	-	75	-	-
Community & Rec Facility Beautification/Safety Works	100	-	-	100	-	-	-	100	-	-
Cypress Tree Replacement Program	125	-	125	-	-	-	-	125	-	-
Refurbishment of Playgrounds	150	-	150	-	-	-	-	-	150	-
Open Space Strategy Implementation	100	100	-	-	-	-	-	-	100	-
Sports Oval Irrigation	100	-	-	100	-	-	-	100	-	-
<b>Parks, Open Spaces &amp; Streetscapes Total</b>	<b>750</b>	<b>275</b>	<b>275</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>250</b>	<b>-</b>
<b>Recreational, Leisure &amp; Community</b>										
Netball / Tennis Court Renewal	100	-	100	-	-	-	-	100	-	-
Future Design Work - Recreational Leisure & Community	100	100	-	-	-	-	-	100	-	-
Bannockburn Skate Park	300	-	-	300	-	300	-	-	-	-
SRV L SIF Strategic Facilities	1,600	-	-	1,600	-	1,600	-	-	-	-
SRV L SIF Community Facilities	750	-	-	750	-	750	-	-	-	-
<b>Recreational, Leisure &amp; Community Total</b>	<b>2,850</b>	<b>100</b>	<b>100</b>	<b>2,650</b>	<b>-</b>	<b>2,650</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>
<b>Plant &amp; Machinery</b>										
Fleet Vehicles	245	-	245	-	-	-	-	245	-	-
Utes	97	-	97	-	-	-	-	97	-	-
Heavy Plant and Machinery	955	-	955	-	-	-	-	955	-	-
<b>Plant &amp; Machinery Total</b>	<b>1,297</b>	<b>0</b>	<b>1,297</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,297</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>15,919</b>	<b>2,125</b>	<b>8,029</b>	<b>5,765</b>	<b>-</b>	<b>4,980</b>	<b>0</b>	<b>9,389</b>	<b>1,550</b>	<b>0</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2025-26

Capital Works Area	Project Cost 2025/26 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Building Specialised</b>										
Disability Action Plan	40	-	-	40	-	-	-	40	-	-
Future Building Design - Early Years	125	-	-	125	-	-	-	125	-	-
<b>Building Specialised Total</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>
<b>Building Unspecialised</b>										
Facility Renewal	175	-	175	-	-	-	-	175	-	-
<b>Building Unspecialised Total</b>	<b>175</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>
<b>Information Communications Technology</b>										
Computer Hardware	286	-	286	-	-	-	-	286	-	-
<b>Information Communications Technology Total</b>	<b>286</b>	<b>-</b>	<b>286</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>286</b>	<b>-</b>	<b>-</b>

Capital Works Area	Project Cost 2025/26 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Infrastructure</b>										
<b>Roads</b>										
Future Road Design	100	100	-	-	-	-	-	100	-	-
Local Roads Resealing	1,200	-	1,200	-	-	-	-	1,200	-	-
Local Roads Improvements	1,100	-	-	1,100	-	-	-	1,100	-	-
Gravel Resheeting - Local Roads	900	-	900	-	-	-	-	900	-	-
Local Roads Improvements (Roads to Recovery)	1,500	-	-	1,500	-	1,500	-	-	-	-
<b>Footpaths</b>										
Footpaths	250	-	-	250	-	50	-	200	-	-
Active Recreation Trails	70	-	70	-	-	-	-	70	-	-
Footpath/Kerb Renewal	100	-	100	-	-	-	-	100	-	-
<b>Bridges</b>										
Bridge Renewal	700	-	700	-	-	-	-	700	-	-
Bridge Replacement	1,400	-	1,400	-	-	780	-	620	-	-
Future Bridge Design	100	100		-	-	-	-	100	-	-
<b>Drainage</b>										
Storm Water Drainage Improvements	600	-	600	-	-	-	-	600	-	-
Future Drainage Design	100	100	-	-	-	-	-	100	-	-
<b>Kerb &amp; Channel</b>										
Kerb & Channel	250	250	-	-	-	-	-	250	-	-
<b>Others</b>										
Car park projects	50	50	-	-	-	-	-	50	-	-
Fire Access Track	5	-	5	-	-	-	-	5	-	-
Capitalisation of Labour	175	175	-	-	-	-	-	175	-	-
<b>Infrastructure Total</b>	<b>8,600</b>	<b>775</b>	<b>4,975</b>	<b>2,850</b>	<b>0</b>	<b>2,330</b>	<b>0</b>	<b>6,270</b>	<b>0</b>	<b>0</b>

Capital Works Area	Project Cost 2025/26 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Parks, Open Spaces &amp; Streetscapes</b>										
Environmental Initiatives	100	100	-	-	-	-	-	100	-	-
Shire Beautification	75	75	-	-	-	-	-	75	-	-
Community & Recreation Facility Beautification/Safety Works	100	-	-	100	-	-	-	100	-	-
Cypress Tree Replacement Program	125	-	125	-	-	-	-	125	-	-
Refurbishment of Playgrounds	150	-	150	-	-	-	-	-	150	-
Open Space Strategy Implementation	100	100	-	-	-	-	-	-	100	-
Sports Oval Irrigation	100	-	-	100	-	-	-	100	-	-
<b>Parks, Open Spaces &amp; Streetscapes Total</b>	<b>750</b>	<b>275</b>	<b>275</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>250</b>	<b>-</b>
<b>Recreational, Leisure &amp; Community</b>										
Sports Oval Irrigation Upgrades	-	-	-	-	-	-	-	-	-	-
Netball / Tennis Court Renewal	100	-	100	-	-	-	-	100	-	-
Future Design Work - Recreational Leisure & Community	100	100	-	-	-	-	-	100	-	-
Bannockburn Skate Park	1,500	-	-	1,500	-	1,500	-	-	-	-
SRV LSIF Female Friendly Facilities	750	-	-	750	-	750	-	-	-	-
SRV Community Cricket Program	170	-	-	170	-	170	-	-	-	-
Bannockburn Heart Stage 2 Design	250	-	-	250	-	-	-	250	-	-
<b>Recreational, Leisure &amp; Community Total</b>	<b>2,870</b>	<b>100</b>	<b>100</b>	<b>2,670</b>	<b>-</b>	<b>2,420</b>	<b>-</b>	<b>450</b>	<b>-</b>	<b>-</b>
<b>Plant &amp; Machinery</b>										
Fleet Vehicles	386	-	386	-	-	-	-	386	-	-
Utes	160	-	160	-	-	-	-	160	-	-
Heavy Plant and Machinery	1,098	-	1,098	-	-	-	-	1,098	-	-
<b>Plant &amp; Machinery Total</b>	<b>1,644</b>	<b>0</b>	<b>1,644</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,644</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>14,490</b>	<b>1,150</b>	<b>7,455</b>	<b>5,885</b>	<b>-</b>	<b>4,750</b>	<b>0</b>	<b>9,490</b>	<b>250</b>	<b>0</b>

## Note 4.5.2: Capital Expenditure Funding Sources 2026-27

Capital Works Area	Project Cost 2026/27 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Building Specialised</b>										
Disability Action Plan	40	-	-	40	-	-	-	40	-	-
Future Building Design - Early Years	125	-	-	125	-	-	-	125	-	-
<b>Building Specialised Total</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>0</b>	<b>0</b>
<b>Building Unspecialised</b>										
Facility Renewal	175	-	175	-	-	-	-	175	-	-
<b>Building Unspecialised Total</b>	<b>175</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>
<b>Information Communications Technology</b>										
Computer Hardware	315	-	315	-	-	-	-	315	-	-
<b>Information Communications Technology Total</b>	<b>315</b>	<b>-</b>	<b>315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>315</b>	<b>-</b>	<b>-</b>

Capital Works Area	Project Cost 2026/27 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Infrastructure</b>										
<b>Roads</b>										
Future Road Design	150	150	-	-	-	-	-	150	-	-
Local Roads Resealing	1,200	-	1,200	-	-	-	-	1,200	-	-
Local Roads Improvements	1,200	-	-	1,200	-	-	-	1,200	-	-
Gravel Resheeting - Local Roads	900	-	900	-	-	-	-	900	-	-
Local Roads Improvements (Roads to Recovery)	1,500	-	-	1,500	-	1,500	-	-	-	-
<b>Footpaths</b>										
Footpaths	250	-	-	250	-	50	-	200	-	-
Active Recreation Trails	70	-	70	-	-	-	-	70	-	-
Footpath/Kerb Renewal	100	-	100	-	-	-	-	100	-	-
<b>Bridges</b>										
Bridge Renewal	700	-	700	-	-	-	-	700	-	-
Bridge Replacement	1,400	-	1,400	-	-	780	-	620	-	-
Future Bridge Design	150	150		-	-	-	-	150	-	-
<b>Drainage</b>										
Storm Water Drainage Improvements	700	-	700	-	-	-	-	700	-	-
Future Drainage Design	150	150	-	-	-	-	-	150	-	-
<b>Kerb &amp; Channel</b>										
Kerb & Channel	250	250	-	-	-	-	-	250	-	-
<b>Others</b>										
Car park projects	50	50	-	-	-	-	-	50	-	-
Fire Access Track	5	-	5	-	-	-	-	5	-	-
Capitalisation of Labour	175	175	-	-	-	-	-	175	-	-
<b>Infrastructure Total</b>	<b>8,950</b>	<b>925</b>	<b>5,075</b>	<b>2,950</b>	<b>0</b>	<b>2,330</b>	<b>0</b>	<b>6,620</b>	<b>0</b>	<b>0</b>

Capital Works Area	Project Cost 2026/27 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
<b>Parks, Open Spaces &amp; Streetscapes</b>										
Environmental Initiatives	100	100	-	-	-	-	-	100	-	-
Shire Beautification	75	75	-	-	-	-	-	75	-	-
Community & Recreation Facility Beautification/Safety Works	100	-	-	100	-	-	-	100	-	-
Cypress Tree Replacement Program	125	-	125	-	-	-	-	125	-	-
Refurbishment of Playgrounds	150	-	150	-	-	-	-	-	150	-
Open Space Strategy Implementation	100	100	-	-	-	-	-	-	100	-
Sports Oval Irrigation	100	-	-	100	-	-	-	100	-	-
<b>Parks, Open Spaces &amp; Streetscapes Total</b>	<b>750</b>	<b>275</b>	<b>275</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>250</b>	<b>-</b>
<b>Recreational, Leisure &amp; Community</b>										
Netball / Tennis Court Renewal	100	-	100	-	-	-	-	100	-	-
Future Design Work - Recreational Leisure & Community	100	100	-	-	-	-	-	100	-	-
Bannockburn Skate Park	500	-	-	500	-	500	-	-	-	-
SRV L SIF Community Facilities	750	-	-	750	-	750	-	-	-	-
Bannockburn Heart Stage 2	1,500	-	-	1,500	-	-	-	1,500	-	-
<b>Recreational, Leisure &amp; Community Total</b>	<b>2,950</b>	<b>100</b>	<b>100</b>	<b>2,750</b>	<b>-</b>	<b>1,250</b>	<b>-</b>	<b>1,700</b>	<b>-</b>	<b>-</b>
<b>Plant &amp; Machinery</b>										
Fleet Vehicles	269	-	269	-	-	-	-	269	-	-
Community Buses	70	-	70	-	-	-	-	70	-	-
Utes	336	-	336	-	-	-	-	336	-	-
Heavy Plant and Machinery	805	-	805	-	-	-	-	805	-	-
<b>Plant &amp; Machinery Total</b>	<b>1,480</b>	<b>-</b>	<b>1,480</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,480</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>14,785</b>	<b>1,300</b>	<b>7,420</b>	<b>6,065</b>	<b>-</b>	<b>3,580</b>	<b>0</b>	<b>10,955</b>	<b>250</b>	<b>0</b>

**Note 4.5.3: New Assets (\$1.m expenditure)****Infrastructure (\$650k expenditure)**

- Future Design Work \$300k
- Kerb & Channel \$200k
- Capitalisation of Labour \$150k

**Parks, Open Spaces & Streetscapes (\$100k expenditure)**

- Shire Beatification \$25k
- Open Space Strategy Implementation \$75k

**Note 4.5.4: Capital Renewal (\$7.8m expenditure)****Buildings (\$525k expenditure)**

- Major Facilities Renewal \$175k
- Maude Community Hall \$350k

**Plant and Machinery (\$2.2m expenditure)**

This expenditure of \$2.2m is consistent with Council's plant and machinery replacement schedule. The major items of plant to be changed are Tipper Trucks, Grader, Trailers, Fleet Vehicles and Utes.

**Infrastructure (\$4.4m expenditure)**

- The reseal program is budgeted for \$1.1m; the following page contains detailed information about the planned program for the year
- Gravel re-sheeting on local roads will be funded to an amount of \$800k
- Bridge Renewal \$600k
- Bridge Replacement \$1.3m
- Footpaths/Kerbs \$100k
- Drainage Works \$400k
- Fire Access Track \$30k
- Climate Emergency Plan Initiatives \$75k

**Computer hardware (\$246k expenditure)**

**Note 4.5.5: Capital Upgrade (\$12.7m expenditure)****Buildings (\$2.5m expenditure)**

- Disability Action Plan \$40k
- Haddon Kindergarten extension \$100k
- Teesdale Kindergarten extension septic upgrade \$100k
- Cyclone Fencing at Linton Pound \$25k
- Bannockburn Family Services Centre extension \$450k
- Bannockburn Vic Park Netball Pavilion \$1.8m

**Infrastructure (\$5.1m expenditure)**

- Local roads improvements \$900k
- Local roads improvements (R2R) \$1.3m
- Local Roads & Community Infrastructure Program \$2.1m
- Footpaths \$200k
- Emergency Drainage Works \$500k

**Other (\$5.1m expenditure)**

- Community & Recreation Facility Beautification/Safety Works \$50k
- Northern Streetscape Implementation \$650k
- Sports Oval Irrigation Upgrades \$100k
- Bannockburn Skate Park \$805
- Woody Yaloak (Smythesdale) Lighting \$500
- Teesdale Don Wallace Rec Reserve \$1.8m
- Inverleigh Active Youth Space (Fed, Growing Suburbs) \$1.2m

**Note 4.5.5: Capital Expansion (\$1.2m expenditure)**

- Inverleigh Active Youth Space (Fed, Growing Suburbs) \$1.2m

**Reseal Program**

Capital Renewal includes the following road reseal projects totalling \$1.1m.

ROAD NAME	DESCRIPTION	LOCALITY	BUDGET
Shelford-Cressy Road	3.5 km from Hamilton Highway to Geggies Road	CRESSY	300,000
Shelford-Cressy Road	Geggies Road to Bells Road	CRESSY	300,000
Ryan Road	Booley Road to Midland Highway	GHERINGHAP	100,000
Bells Road	Hendersons Road to Glenelg Highway	SMYTHES CREEK	300,000
Wilson Road	Ballarat-Carngham Road/C296 to Racecourse Road	HADDON	100,000

**Local Roads Re-Sheeting**

Re-sheeting program totals \$0.7m.

Seg_ID_no.	Road Name	Locality	From	To	Length	Width	Area
548-1	Anderson Street	SMYTHESDALE	314	392	78	5	390
560-1	Bakers Lane	INVERLEIGH	5570	6070	500	5	2500
560-2	Bakers Lane	INVERLEIGH	6070	6650	580	5	2900
573-1	Banksia Road	DEREEL	0	490	490	5	2450
1595-2	Bliss Road	DEREEL	500	1335	835	5.5	4593
628-1	Blunts Road	LINTON	0	200	200	4.5	900
2822-1	Brays Road	ROSS CREEK	7761	8571	810	4.5	3645
2596-1	Brewer Street	SCARSDALE	0	170	170	4.5	765
1628-2	Brindleys Road	WILLOWVALE	3032	3532	500	4	2000
1628-3	Brindleys Road	WILLOWVALE	3532	4032	500	4	2000
1628-4	Brindleys Road	WILLOWVALE	4032	4980	948	4	3792
1665-3	Cahirs Road	MOUNT MERCER	1000	1795	795	4	3180
1655-2	Cahirs Road	MOUNT MERCER	500	1000	500	4	2000
2785-1	Campbell Road	INVERLEIGH	0	50	50	3.5	175

Seg_ID_no.	Road Name	Locality	From	To	Length	Width	Area
1718-1	Dark Road	ROKEWOOD	2975	3590	615	4	2460
2820-1	Giblin Road	CORINDHAP	0	310	310	4.5	1395
3090-1	Grubbed Road	ENFIELD	0	240	240	6	1440
2673-1	Herberts Lane	SMYTHESDALE	0	220	220	4	880
1921-4	Jackas Road	ROKEWOOD	1500	2160	660	4	2640
1921-2	Jackas Road	ROKEWOOD	500	1000	500	4	2000
1957-1	Lawrence Road	NAPOLEANS	0	1000	1000	4	4000
2869-1	Ledwells Road	ROKEWOOD	2080	2296	216	4	864
2910-1	Loader Street	SMYTHESDALE	490	560	70	5	350
1977-2	Lockies Road	CAPE CLEAR	1452	2307	855	4	3420
2013-1	Mahers Road	INVERLEIGH	1995	2495	500	4	2000
2013-2	Mahers Road	INVERLEIGH	2495	2950	455	4	1820
2047-1	McPhersons Road	ROKEWOOD	2640	3500	860	5	4300
2048-1	McPhersons Road	ROKEWOOD	3500	4000	500	4.5	2250
2856-4	McPhillips Road	BANNOCKBURN	4278	4778	500	8	4000
2076-1	Mooney Street	MEREDITH	0	190	190	5.5	1045
227-1	Napier Street	INVERLEIGH	0	60	60	4	240
2105-1	O'Beirne Lane	LINTON	0	185	185	4	740
2106-2	O'Brien's Road	MEREDITH	500	1400	900	5.5	4950
1129-1	Old Glenelg (Linton West) Highway	LINTON	1316	1345	29	4.5	131
1132-1	Old Pitfield (pt.2) Road	PIGGOREET	180	200	20	5	100
1135-1	Paddys Gully Road	ROKEWOOD JUNCTION	1650	2150	500	5	2500
2116-2	Paddys Gully Road	ROKEWOOD JUNCTION	500	1000	500	5	4600
2884-1	Recreation (Illabrook) Road	ILLABROOK	670	1590	920	5	4600
488-1	Russell (Shelford) Street	SHELFORD	0	125	125	5.5	688
2322-1	Tweeneys Road	LINTON	0	150	150	5	750
2844-1	Ware (Teesdale) Street	TEESDALE	0	255	255	6	1530
2373-1	Wills Street	SMYTHESDALE	0	500	500	6	3000
2376-2	Wilsharts Road	INVERLEIGH	2010	2510	500	5.5	2750

**Road Improvements Program**

Improvements program totals \$0.7m, plus Roads to Recovery program \$1.5m

ROAD NAME	DESCRIPTION	LOCALITY	BUDGET
Kopkes Road	Road widening final stage (Roads to Recovery)	HADDON	334,000
Mt Mercer-Dereel Road	Road widening (Roads to Recovery)	MT MERCER	1,000,000
Milton Street	Between Moore Street and High Street, kerb and channel and carpark improvements	BANNOCKBURN	300,000
Haddon School Road-Racecourse Road	Crossing intersection upgrade	HADDON	300,000
Sebastapol-Smythesdale Road – Tom Jone Road	Sebastapol-Smythesdale Road – Tom Jone Road intersection improvement (LRCI)	SMYTHESDALE	310,000
Various projects	Various projects	Various	300,000

**Kerb and Channel/Footpaths**

Footpaths and Kerb and Channel program totals \$0.6m.

ROAD NAME	DESCRIPTION	LOCALITY	BUDGET
Byron Street	North section upgrade kerb and channel (Milton Street to McPhillips Road)	BANNOCKBURN	250,000
Ross Creek-Haddon Road	Ross Creek-Haddon Road footpath upgrade	HADDON	60,000
Clyde Road	Clyde Road footpath upgrade	BANNOCKBURN	50,000
Russell Street	Russell Street footpath upgrade	LETHBRIDGE	50,000
Tall Tree Road	Tall Tree Road new footpath connecting township (design and footbridge)	LETHBRIDGE	150,000

**Bridge Renewal and Replacement**

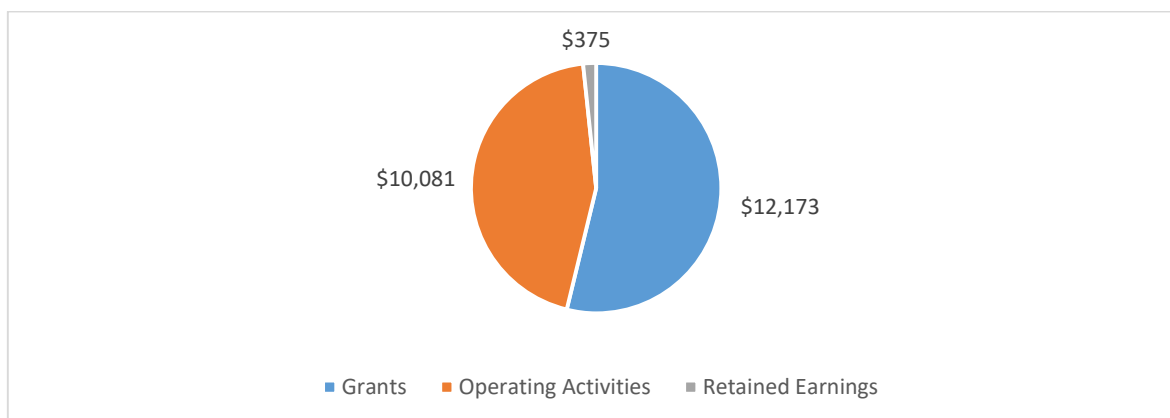
Bridge replacement totals \$2.08m, plus bridge renewals totalling \$0.6m

ROAD NAME	DESCRIPTION	LOCALITY	BUDGET
Hendersons Road	Hendersons Road Bridge (bridge replacement program)	BAMGANIE	1,300,000
Guard rails	Bridge renewal program	Various	300,000
Bridge renewal from condition inspections	Bridge renewal program	Various	300,000

**Drainage Program**

Drainage program totals \$0.40m plus Inverleigh drainage and car park works totalling \$0.50m

ROAD/FACILITY NAME	DESCRIPTION	LOCALITY	BUDGET
Jolly Road	Storm water drainage improvements	TEESDALE	75,000
Bannockburn Oval	Bannockburn Oval Stage 2 storm water drainage improvements	BANNOCKBURN	100,000
Ireland Street	Ireland Street Stage 1 storm water drainage improvements	SMYTHESDALE	150,000
Sharp Road	Sharp Road storm water drainage improvements	LETHBRIDGE	75,000
Rankins Road	Landslip repair rear of 61 Rankins Road emergency drainage works	INVERLEIGH	50,000
Common Road	Common Road Outfall emergency drainage works	INVERLEIGH	150,000
Common Road	Common Road area mitigation works (LRCI drainage works)	INVERLEIGH	200,000
Glen Avon Road	Glen Avon Road area mitigation works (LRCI drainage works)	BANNOCKBURN	200,000
Lowndes Road	Lowndes Road area mitigation works (LRCI drainage works)	BANNOCKBURN	200,000
Other TBA	Other mitigation works (LRCI drainage works)		208,000

**Note 4.5.6: Capital Expenditure Funding Sources \$'000****Note 4.5.7: Capital Grants**

In order for Council to deliver its capital works program, it relies on funding received from State and Federal Governments. Following is a list of all grants included in the Budget. Some, but not all, of these grants have been confirmed by funding agencies.

Grants for Capital Works	2022-23 Forecast \$'000	2023-24 Budget \$'000	Variance
Living Local - Smythesdale Medical Clinic Fit Out	50	-	(50)
Maude Community Hall	-	350	350
Bannockburn Family Services Centre Extension	-	450	450
Meredith Multi Playspace	420	-	(420)
Rokewood Community Hub Pavillion Upgrade	3,518	-	(3,518)
GPS Track and Trails	30	-	(30)
Rokewood Rec Reserve Upgrade	435	-	(435)
Linton Oval Reconstruction	200	-	(200)
SRV LSIF Community Facilities Ross Creek Playspace Upgrade	268	-	(268)
SRV LSIF Community Facilities Linton Oval Drainage Upgrade	214	-	(214)
SRV LSIF Female Friendly Facilities Leighdale Equestrian Upgrade	318	-	(318)
Bannockburn Skate Park Upgrade	-	805	805
Northern Streetscape Implementation	325	325	0
Roads to Recovery	1,377	1,334	(43)
Local Roads and Community Infrastructure Prog. - Phase 4	-	2,103	2,103
Bridge Replacement Program	-	780	780
Local Roads and Community Infrastructure Grant - Phase 3	2,589	-	(2,589)
Local Roads and Community Infrastructure Prog. - Phase 2	488	-	(488)
TAC Footpath	50	50	0
(SRV) Inverleigh Sporting Complex Change Room Upgrade	153	-	(153)
Woody Yaloak (Smythesdale) Lighting	-	500	500
Bannockburn Vic Park Netball Pavillion SRV	-	1,790	1,790
Inverleigh Sporting Complex Upgrade	450	-	(450)
Teesdale Don Wallace Rec Reserve	-	1,500	1,500
Inverleigh Active Youth Space (Fed Growing Suburbs)	-	2,188	2,188
<b>Total Grants</b>	<b>10,885</b>	<b>12,174</b>	<b>1,289</b>

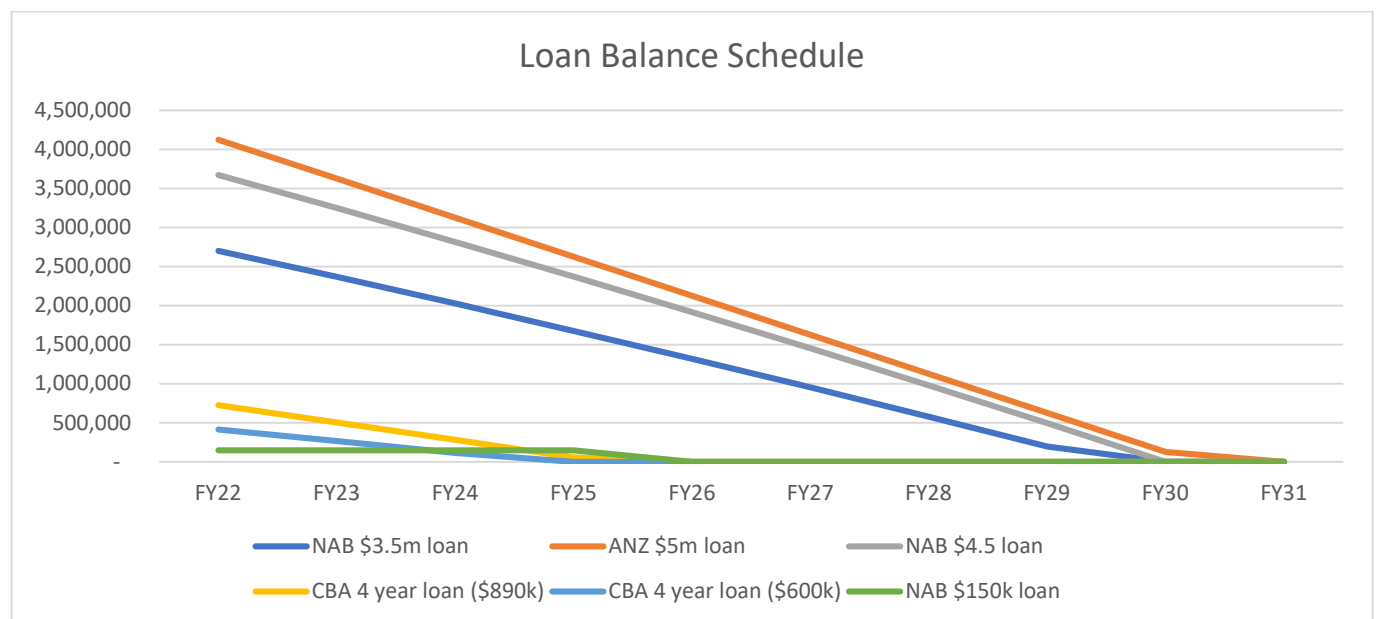
**Proceeds from the Sale of Non-Current Assets**

Proceeds from the sale of non-current assets totals \$3.4m and includes the trade-in of motor vehicles, plant items and sale of land.

## 4.6 BORROWINGS

The budgeted loan liability of \$8.3m at 30 June 2024 represents 28% of rates revenue, which is a decrease from 38% in 2022-23 (refer section 4.8 loans and borrowings financial indicators). These borrowings remain consistent with sound financial management principles. Borrowings allow Council to spread the financing cost of new facilities over a number of years, thereby eliminating the burden on ratepayers in any one year.

	2022-23 \$'000	2023-24 \$'000
Total amount borrowed as at 30 June of the prior year	11,611	9,982
Total amount to be borrowed	0	0
Total amount projected to be redeemed	(1,629)	(1,649)
<b>Total amount proposed to be borrowed as at 30 June</b>	<b>9,982</b>	<b>8,333</b>



## Borrowing Schedule

Loan No.	Lender	Drawd-own	Loan Term Years	Interest Rate	Interest Type	Loan Purpose	Opening Balance (01/07/23)	New Loans	Debt Redeemed	Closing Balance (30/06/24)
				%			\$'000	\$'000	\$'000	\$'000
1	NAB	Nov-19	10	2.38	Fixed	Bannockburn Rec Precinct Development	947	0	136	810
						LASF DB Plan Contribution	596	0	86	510
						Haddon Rec Upgrade	51	0	7	44
						GP Food Production Precinct	470	0	68	402
						Somerset Estate & The Well	304	0	44	261
2	NAB (Interest only)	Jun-16	10	3.97	Fixed	Bannockburn Heart	150	0	0	150
4	CBA	Jun-21	4	0.82	Fixed	Woody Yaloak Equestrian	45	0	23	23
						Smythesdale Sports Oval	76	0	38	38
						BSCS Redevelopment	252	0	126	127
						Maude Rec Pavilion	76	0	38	38
5	ANZ	Jun-20	10	1.91	Fixed	GPS community & Civic Centre	3,500	0	500	3,000
6	NAB	Jun-20	10	2.23	Fixed	GPS community & Civic Centre	3,251	0	434	2,817
7	CBA	Mar-21	4	0.66	Fixed	BCSC	264	0	151	114
Total 2023-24							9,982	0	1,649	8,333

## 4.7 TARGETED PERFORMANCE INDICATORS

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

### Targeted Performance Indicators – Service

Indicator	Measure	Note	Actual 2021-22	Forecast 2022-23	Target 2023-24	Projections			Trend +/-
						2024-25	2025-26	2026-27	
<b>Governance</b>									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council		50	50	50	50	50	50	o
<b>Roads</b>									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads		98.86%	98.86%	98.86%	98.86%	98.86%	98.86%	o
<b>Statutory Planning</b>									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made		67.25%	50.00%	60.00%	65.00%	65.00%	65.00%	o
<b>Waste Management</b>									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins		35.75%	36.00%	36.00%	36.00%	36.00%	36.00%	o

## Targeted Performance Indicators – Financial

Indicator	Measure	Note	Actual 2021-22	Forecast 2022-23	Target 2023-24	Projections 2024-25	2025-26	2026-27	Trend +/-
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	<b>1</b>	181.61%	108.96%	<b>104.18%</b>	144.70%	149.39%	136.51%	+
<b>Obligations</b>									
Asset Renewal	Asset renewal and upgrade expense / epreciation	<b>2</b>	115.07%	271.13%	<b>227.32%</b>	160.45%	163.70%	162.52%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	<b>3</b>	56.55%	55.67%	<b>60.27%</b>	59.90%	58.52%	58.03%	+
<b>Efficiency</b>									
Expenditure level	Total expenses / no. of property assessments		\$3,876.42	\$4,256.96	<b>\$4,063.00</b>	\$4,118.51	\$4,164.06	\$4,214.34	+

## 4.8 FINANCIAL PERFORMANCE INDICATORS

Indicator	Measure	Note	Actual 2021-22	Forecast 2022-23	Target 2023-24	Projections 2024-25	2025-26	2026-27	Trend +/-
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	<b>4</b>	-0.86%	-3.62%	<b>-0.92%</b>	0.87%	3.32%	3.68%	+
<b>Liquidity</b>									
Unrestricted cash	Unrestricted cash / current liabilities		101.27%	17.48%	<b>32.78%</b>	40.31%	44.22%	43.71%	+
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	<b>5</b>	44.52%	36.92%	<b>28.54%</b>	21.72%	16.75%	12.16%	-
Loans and borrowings	Interest and principal repayments / rate revenue	<b>6</b>	7.28%	5.42%	<b>6.32%</b>	4.78%	4.54%	4.36%	-
Indebtedness	Non-current liabilities / own source revenue		43.46%	30.68%	<b>25.24%</b>	19.13%	13.84%	9.91%	-
<b>Stability</b>									
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.38%	0.30%	<b>0.28%</b>	0.25%	0.23%	0.21%	-

Indicator	Measure	Note	Actual 2021-22	Forecast 2022-23	Target 2023-24	Projections 2024-25	2025-26	2026-27	Trend +/o/-
<b>Efficiency</b>									
Revenue level	General rates and municipal charges / no. of property assessments		\$1,855.75	\$2,286.90	\$2,426.63	\$2,488.58	\$2,520.59	\$2,538.88	+

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 Working Capital** – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at sustainable levels during the period of the Council Plan.

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

**3 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The current ratio indicates that Council's reliance on government funding has diminished and this balance is expected to remain steady over the term of the Council Plan. It will be very difficult to improve this ratio within a rate capping environment.

**4 Adjusted underlying result** – An indicator of the sustainable operating result is required to enable Council to continue to provide core services and meet its objectives.

**5 Loans and Borrowings compared to rates** – This ratio is forecast to reduce as loan principal is repaid with no new borrowings.

**6 Interest and Principal Repayments compared to rates** – This ratio reflects scheduled loan repayments as described in the Borrowing Schedule in Section 4.6.

## 5 APPENDICES

### 5.1 DECLARATION OF RATES AND CHARGES

#### Recommendation

#### 1. Amount Intended to be Raised

An amount of \$29,202,101 (or such other amount as is lawfully raised as a consequence of this resolution) be declared as the amount which Council intends to raise by general rates, the municipal charge and the annual service charges (described later in this resolution), which amount is calculated as follows:

General Rates	\$21,417,250
Municipal Charge	\$2,887,750
Annual Service (Garbage) Charge Compulsory	\$3,971,100
Annual Service (Garbage) Charge Not Compulsory	\$198,001
Supplementary Rates Income	\$498,000
Municipal Charge on Supplementary Rates	\$80,000
Interest on Rates	\$150,000

#### 2. General Rates

2.1. A general rate be declared in respect of the 2023-24 Financial Year.

2.2. It be further declared that the general rate be raised by the application of differential rates.

2.3. A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared:

##### 2.3.1. Residential Improved

Any land which:

2.3.1.1. is used primarily for residential purposes

##### 2.3.2. Business, Industrial and Commercial

Any land which:

2.3.2.1. is used primarily for commercial or industrial (including extractive industry) purposes

##### 2.3.3. Business, Industrial and Commercial (Bannockburn Area)

Any land which:

2.3.3.1. is used primarily for commercial or industrial (including extractive industry) purposes;

2.3.3.2. is located within any of the areas bounded by the continuous and unbroken lines and the plans is attached in the Schedule included in the Annual Budget; and

2.3.3.3. is designated as such in Council's rating database.

##### 2.3.4. Farm Land Broadacre

Any land which:

2.3.4.1. is over 40 hectares in area; and

2.3.4.2. is used primarily for grazing, 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

2.3.4.3. is used by a business that:

2.3.4.3.1. has a significant and substantial commercial purpose or character; and

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

2.3.4.3.3. 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 that it is operating.

##### 2.3.5. Farm Land Intensive

Any land which:

2.3.5.1. is over 2 hectares and less than 40 hectares in area; and

2.3.5.2. is intensively farmed; and

2.3.5.3. is used by a business that:

2.3.5.3.1. has a significant and substantial commercial purpose or character; and

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

2.3.5.3.3. 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 that it is operating.

2.3.6. Farm Land < 40 hectares in area

Any land which:

2.3.6.1. is over 2 hectares and less than 40 hectares in area; and

2.3.6.2. is used primarily for grazing, 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.

2.3.7. Non Farm Vacant Land

Any land which:

2.3.7.1. is not used primarily for residential, commercial or industrial (including extractive industry) purposes

2.3.8. Vacant Land Non Developable

Any land which:

2.3.8.1. is located in the Farming Zone (as zoned within the Golden Plains Planning Scheme); and

2.3.8.2. cannot be used for residential, commercial or industrial (including extractive industry) purposes due to the constraints of the Golden Plains Planning Scheme.

2.4. Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in this resolution) by the relevant cents in the dollar indicated in the following table, or such lesser amount as required to achieve compliance with Part 8A – Rate caps of the Local Government Act 1989:

2.5.

Category	Cents in the dollar on CIV*
Residential Improved	0.001927 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial	0.001927 cents in the dollar of Capital Improved Value
Business, Industrial and Commercial (Bannockburn Area)	0.002506 cents in the dollar of Capital Improved Value
Farm Land Broadacre	0.001687 cents in the dollar of Capital Improved Value
Farm Land Intensive	0.001831 cents in the dollar of Capital Improved Value
Farm Land < 40 Hectares	0.001927 cents in the dollar of Capital Improved Value
Non Farm Vacant Land	0.003952 cents in the dollar of Capital Improved Value
Vacant Land Non Developable	0.001927 cents in the dollar of Capital Improved Value

\*The above rates in the dollar are indicative only as they are based on the draft 2023 Revaluations available at 31 March 2023. These rates in the dollar will be recalculated in May 2023 following certification of the 2023 Revaluation by the Valuer-General, in order to ensure compliance with the rate capping provisions of the Local Government Act.

2.6. It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions, and that

2.6.1. the respective objectives of each differential rate be those specified in the Schedule included in the Annual Budget;

- 2.6.2. the respective types or classes of land which are subject to each differential rate be those defined in this resolution;
- 2.6.3. the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in this resolution; and
- 2.6.4. the relevant
  - 2.6.4.1. uses of;
  - 2.6.4.2. geographical locations of;
  - 2.6.4.3. planning scheme zonings of; and
  - 2.6.4.4. types of buildings on;the respective types or classes of land be those described in this resolution.

### **3. Municipal Charge**

- 3.1. A municipal charge be declared in respect of the 2023-24 Financial Year.
- 3.2. The municipal charge be declared for the purpose of covering some of the costs of Council.
- 3.3. The municipal charge be in the sum of \$250 for each rateable land (or part) in respect of which a municipal charge may be levied.
- 3.4. It be confirmed that the municipal charge is declared in respect of all rateable land within the municipal district in respect of which a municipal charge may be levied.

### **4. Annual Service (Garbage) Charge**

- 4.1. An annual service charge be declared in respect of the 2023-24 Financial Year.
- 4.2. The annual service charge be declared for the collection and disposal of refuse (including recyclables).
- 4.3. The annual service charge be:
  - 4.3.1. in the sum of \$427 for each rateable land (or part) in respect of which the annual service charge may be levied; and
  - 4.3.2. based on ownership of any land used primarily for residential purposes within the area designated for waste collection in the plan, which are the criteria for the annual service charge so declared.

### **5. Consequential**

- 5.1. It be recorded that Council requires any person to pay interest on any amount of rates and charges to which:
  - 5.1.1. that person is liable to pay; and
  - 5.1.2. have not been paid by the date specified for their payment
- 5.2. The Chief Executive officer be authorised to levy and recover the general rates, municipal charge and annual service charge in accordance with the Local Government Act 1989.
- 5.3. The Chief Executive officer be authorised to make so much of Council's rating database available as is reasonably necessary to enable any person to ascertain the designation of any land located within any of the areas bounded by the continuous and unbroken lines in the plans attached to this resolution.

## SCHEDULE

### Residential Improved

#### Objective:

To encourage commerce and industry, and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

#### Types and Classes:

Rateable land having the relevant characteristics described in the resolution.

#### Use and Level of Differential Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

#### Geographic Location:

Wherever located within the municipal district.

#### Use of Land:

Any use permitted under the relevant Planning Scheme.

#### Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

#### Types of Buildings:

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Business, Industrial and Commercial****Objective:**

To encourage commerce and industry, and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Business, Industrial and Commercial (Bannockburn Area)****Objective:**

To enable more resources to be devoted to strategic planning of Business, Industrial and Commercial (Growth Area) (including planning for the infrastructure and community needs of those operating businesses on Business, Industrial and Commercial (Growth Area)), to encourage commerce and industry and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Farm Land Broadacre****Objective:**

To enable more resources to be devoted to strategic planning of Farm Land (including planning for the infrastructure and community needs of those operating farms or residing on Farm Land), to encourage farming activity and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Farm Land Intensive****Objective:**

To enable more resources to be devoted to strategic planning of Farm Land (including planning for the infrastructure and community needs of those operating farms or residing on Farm Land), to encourage farming activity and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Farm Land < 40 Hectares****Objective:**

To encourage farming activity and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Types of Buildings:**

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2023-24 Financial Year.

**Non Farm Vacant Land****Objective:**

To enable more resources to be devoted to strategic planning of Non Farm Vacant Land (including planning for the infrastructure and community needs of those who may come to occupy Non Farm Vacant Land), to encourage development of that land and to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

**Vacant Land Non Developable****Objective:**

To enable more resources to be devoted to strategic planning of Non Farm Vacant Land (including planning for the infrastructure and community needs of those who may come to occupy Non Farm Vacant Land), to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including the:

- Construction and maintenance of public infrastructure
- Development and provision of health and community services and
- Provision of general support services

**Types and Classes:**

Rateable land having the relevant characteristics described in the recommendation.

**Use and Level of Differential Rate:**

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

**Geographic Location:**

Wherever located within the municipal district.

**Use of Land:**

Any use permitted under the relevant Planning Scheme.

**Planning Scheme Zoning:**

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.



2 Pope Street, Bannockburn, VIC 3331  
19 Heales Street, Smythesdale, VIC 3351

PO Box 111, Bannockburn, VIC 3331

☎ 5220 7111

✉ [enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)

🌐 [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

#### CUSTOMER HUB HOURS

Golden Plains Civic Centre, Bannockburn  
8.30am to 5pm, Monday to Friday

The Well, Smythesdale  
8.30am to 5pm, Monday to Friday

🐦 @GPSCouncilNews  
📷 lovegoldenplains  
📘 GoldenPlainsShire  
👤 GoldenPlainsMayor