



Pyrenees

Shire Council

2023 – 2024 Budget

Draft Document

Contents

Mayor and CEO Introduction.....	4
1 Link to the Council Plan	5
1.1 legislative planning and accountability framework.....	5
1.1.2 Key planning considerations.....	6
1.2 Priorities to achieve Council’s vision	7
2 Services and Service Performance Indicators.....	10
2.1 Priority: - People	11
2.2 Priority: - Place.....	15
2.3 Priority: - Environment	18
2.4 Priority: - Economy	21
2.5 Reconciliation with budgeted operating result	25
3 Financial statements.....	26
Comprehensive Income Statement	27
Balance Sheet	28
Statement of Changes in Equity	29
Statement of Cash Flows	30
Statement of Capital Works	31
Statement of Human Resources.....	32
Statement of Planned Human Resources Expenditure	33
Statement of Planned Human Resources FTE	34
4 Notes to the financial statements	35
4.1 Comprehensive Income Statement.....	35
4.1.1 Rates and charges.....	35
4.1.2 Statutory fees and fines.....	42
4.1.3 User fees	42
4.1.4 Grants	43
4.1.5 Contributions.....	44
4.1.6 Other Income.....	44
4.1.7 Employee costs.....	45
4.1.8 Material and services.....	45
4.1.9 Depreciation	46
4.1.10 Amortisation – Right of use assets	46
4.1.11 Other expenses.....	46
4.2 Balance Sheet	47
4.2.1 Borrowings.....	47
4.2.2 Leases by category.....	47

4.4 Capital Works.....	48
4.4.1 Summary.....	48
4.4.2 Capital Budget	49
5. Financial performance indicators	54
6. Schedule of Fees and Charges	59

Mayor and CEO Introduction

The Councillors and I are pleased to release to the Community the Budget 2023/24, the third of Council's four-year term. The preparation of this budget has been formulated within a difficult financial climate, where inflation has recorded levels of 7.8% whilst the State Government has deemed that Local Governments main source of income is capped at 3.5% (Rate Cap).

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

A great deal of work has been undertaken to find cost savings to deliver the required services in a high inflation environment. Rate increases have been capped at 3.50% in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, Council is determined to maintain current services, while working within the rate cap and high inflation environment.

In preparation of the 2023/24 Annual Budget, Council has been required to review its 10 year Financial Plan to ensure the financial sustainability of the Council, not only in the short term but into the future. It is Council's view that the adoption of the 2023/24 budget not only meets the needs of the community for that year but enables the financial sustainability of the Council over the next 10 years.

In the preparation of the 2023/24 budget and 10 Year Financial Plan, the major objectives are:

- Ensuring working capital is sustainable over the 10 years.
- Total capital program of \$7.8 million to fund essential works and projects for the infrastructure needs of the Municipality.
- Ensuring that the funding is provided for the delivery of the Council Plan
- Rates will increase within the State Government's Rate Cap of 3.50%.
- All charges have kept at the absolute minimum in the period of high levels of inflation.

Council's belief that it is essential to ensure the financial viability of the Council in the long term and believes that the 2023/24 budget will achieve this objective. This budget will allow for the growth of the municipality whilst ensuring the delivery of essential services and projects to the community.

Cr Ron Eason
Mayor

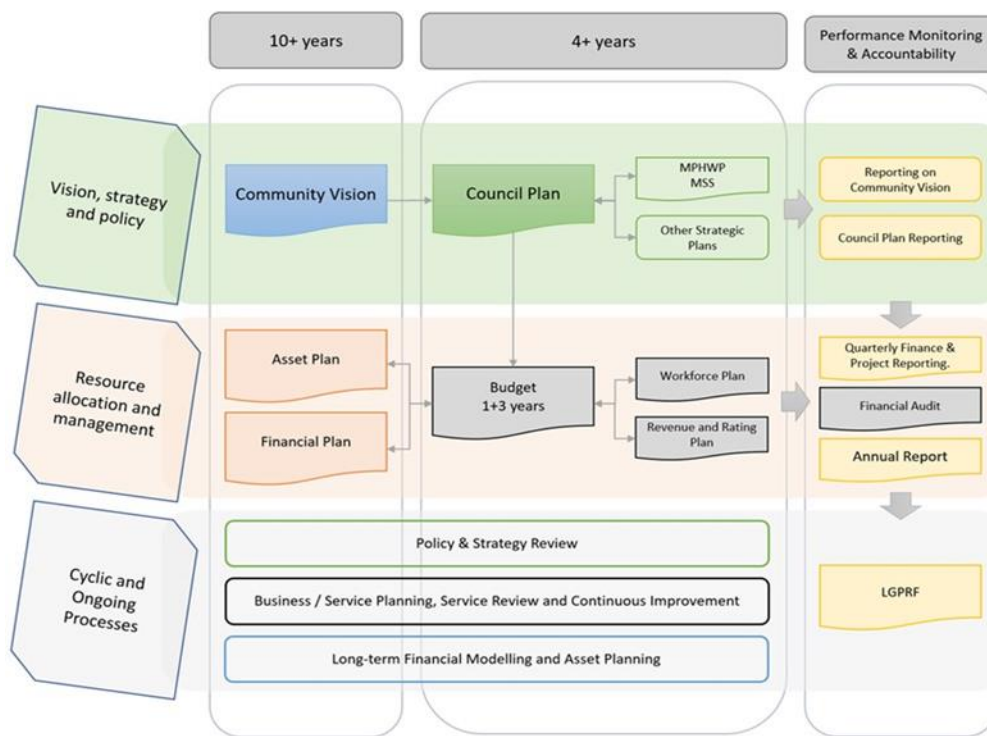
Jim Nolan
Chief Executive Officer

1 Link to the Council Plan

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated 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, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

1.1 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, Precincts and Regions

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

1.1.2 Key planning considerations

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.

Our purpose

In response to the Community Vision, the Council have agreed on the following vision for the course of the Council Plan:

Our vision

“Sustainable and welcoming places and natural environment that create inclusive, happy and healthy connected communities.”

Our values

Pyrenees Shire Council has a clear strength in the bond and affinity between its Councillors, the community, and staff. Staff support the community leadership and governance role of Councillors and work together to achieve the commitments of the Council Plan. Having all Pyrenees Shire Council staff practise the following organisational values enhances the quality of this partnership:

- **Service** - Our citizens, community and service users are the focus of all our actions
- **Accountability** - We are responsible for our actions, which are open to review
- **Innovation** - We encourage and seek new ideas in finding solutions
- **Teamwork** - We share our skills, knowledge, and experience as part of a team and work together towards achieving Council’s goals
- **Recognition** - We promote the achievements and efforts of others
- **Safety** - We look after our environment and the welfare of others
- **Integrity** - We are open and honest and work to the best of our ability
- **Respect** - We acknowledge the opinions of others and their rights and differences.

1.2 Priorities to achieve Council's vision

To deliver Council's vision three enabling principles have been agreed upon, these being:

a	Motivate and inspire community involvement
1	Embed community participation in project management framework
2	Work with our communities to understand and realise their aspirations
3	Encourage wide representation of community in Council decision-making being diverse in terms of gender, age, culture and occupation
4	Providing a range of opportunities for community participation, including online, in-person, and through different media
5	Annually report to a community consultative group to review the implementation of the Community Vision
b	Provide transparency and accountability
6	Reflect community consultation and research findings in decision-making
7	Have goals that are clear and measurable
8	Provide relevant, timely, and accessible updates via a broad range of communication channels to reach groups and individuals within our community (e.g. website, email, e-newsletters, paper newsletters, notice boards)
9	Continue to foster a culture of accountability and transparency
c	Use resources efficiently and effectively
10	Continue to build the capability and capacity of Council employees to deliver the Council Plan
11	Promote financially responsible decisions
12	Monitor staff wellbeing and satisfaction

Priorities (Objectives)

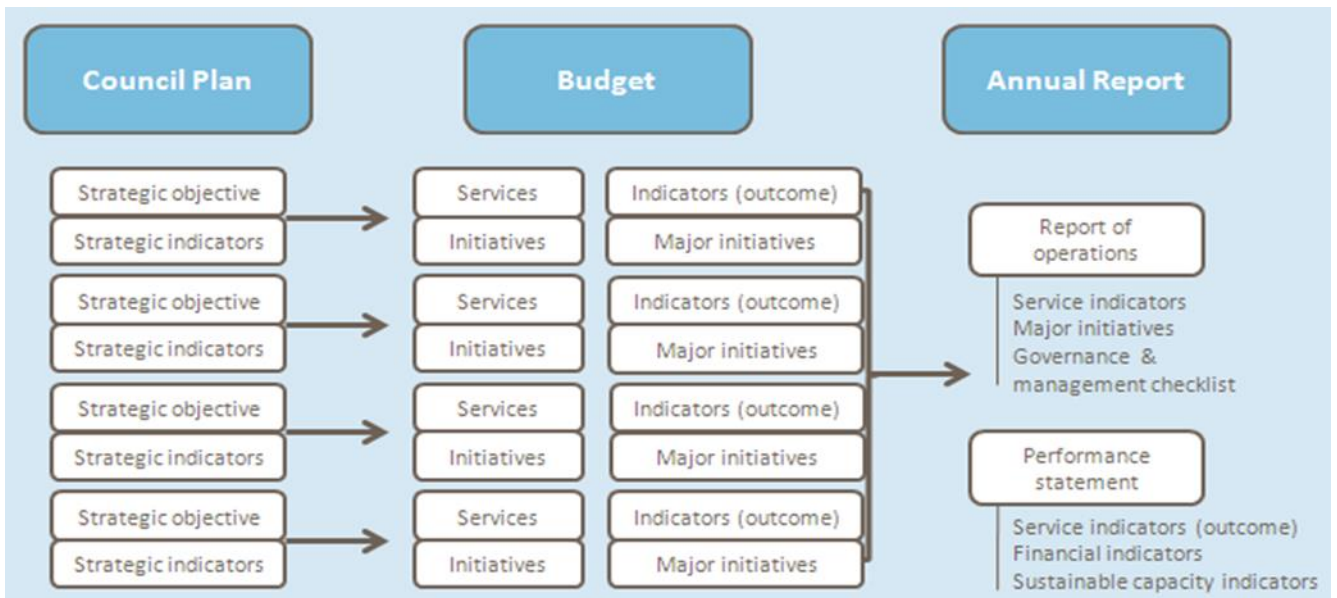
Priorities to Achieve the Vision	
People	Place
<ul style="list-style-type: none">Prepare for emergencies and ensure community safetySupport a vibrant community arts, culture and heritage environmentImprove accessibility and inclusivityPromote health, wellbeing, engagement and connectionImprove social outcomes	<ul style="list-style-type: none">Sustain and enhance unique character of our communitiesSupport community sustainabilityEnhance liveability of our communitiesPromote responsible development
Environment	Economy
<ul style="list-style-type: none">Lead and promote environmental sustainabilityFoster a climate change resilient communityEncourage community care of biodiversity and natural valuesImprove waste management to reduce landfill and reduce harm to the environment	<ul style="list-style-type: none">Support our local businesses and help to strengthen key industriesInvest in road infrastructure to improve connectivity for commerce and communityAdvocate for and invest in assets and infrastructure to support industry sustainability

Enabling Principles: - How we will measure success

Enabling Principles			
Measure		Target	Source
1	Percentage of Council decisions made at meetings open to the public	Maintain to at least 90%	Local Gov Performance Reporting
2	Attendance by Councillors at Council meetings	95% or higher	Local Gov Performance Reporting
3	Community satisfaction with community consultation and engagement	Maintain to at least 55%	Community Satisfaction Survey
4	Online Engagement Hub	At least 12 new engagement activities per annum	Engagement Hub Report
5	Social media activity - Number of followers on Facebook	Increase to 2,500	Facebook statistics
6	Face to face engagements with communities by Councillors and senior officers - community cuppa events	Held in at least 20 localities over a 2-year period	Councillor calendars
7	Responses to Customer Action Requests (CARs) submissions	Maintain "Open CARs" below 300	CARs report
8	Average rate per property assessment	Maintain below average for small rural Councils	Local Gov Performance Reporting
9	Rates as a percentage of underlying revenue	Under 50%	Local Gov Performance Reporting
10	Annual percentage of staff turnover	Maintain below 15%	Local Gov Performance Reporting
11	Report to Council on Health of organisation through Workforce Plan	Annually	Council Meeting Agenda

2 Services and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2022/23 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, Precincts and Regions

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

2.1 Priority: - People

The health and wellbeing of our communities is paramount.

- All Pyrenees Shire communities have facilities and services that encourage & support community connectedness, and intergenerational connections, including investing in creative arts, activities, and events.
- We're prepared for emergencies like pandemics.
- Our history is preserved, acknowledged, and recorded.
- We have access to an extensive quality community / health service & facilities for all ages.
- Communities are empowered to embed social & cultural diversity in all decision making.
- Communities have facilities and activities that support exercise for physical & mental health for all ages.

Services

Business area	Description of services provided	21/22 Actual \$'000	22/23 Forecast \$'000	23/24 Budget \$'000
Community grants	Council conducts two rounds of community grants each year. This service combines a wide range of opportunities for the community to apply for grants for a variety of projects which contribute to the general well being of the community.			
	Revenue	0	0	0
	Expenditure	143	81	81
	Net Cost	(143)	(81)	(81)
Disaster Management	This service facilitates the emergency preparedness and fire management services of the Council. This includes the roadside slashing program that occurs each year, the fire prevention officer's role and the emergency preparedness staff .			
	Revenue	236	579	19
	Expenditure	666	1,168	378
	Net Cost	(430)	(589)	(359)
Aged & Disability Services	This service provides a range of home and community care services for the aged and disabled including home delivered meals, personal care, transport, respite care, home modifications and senior citizen clubs.			
	Revenue	1,251	1,193	119
	Expenditure	1,381	1,130	592
	Net Cost	(130)	63	(473)
Family Services	This service provides family oriented support services including maternal and child health, youth services, immunisation and health and safety.			
	Revenue	312	275	291
	Expenditure	302	311	322
	Net Cost	10	(36)	(31)
Library Services	This service provides public library services at three locations and provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered.			
	Revenue	128	145	148
	Expenditure	128	184	155
	Net Cost	0	(39)	(7)
Admin and other	General administration and other expenditure items in this program area.			
	Revenue	32	56	45
	Expenditure	43	38	53
	Net Cost	(11)	18	(8)
People and Culture	This service provides the recruitment, training, performance evaluation and departure of Council staff.			
	Revenue	0	0	0
	Expenditure	158	204	206
	Net Cost	(158)	(204)	(206)
Total Net Cost		(862)	(868)	(1,165)

Initiatives:

a	Prepare for emergencies and ensure community safety	<i>Council's role</i>
1	Have appropriate and up-to-date emergency management plans	<i>Facilitate</i>
2	Support communities in times of emergencies and in post-emergency recovery	<i>Support</i>
b	Support a vibrant community arts, culture and heritage environment	<i>Council's role</i>
3	Develop a Creative Community Strategy	<i>Facilitate</i>
4	Implement the Reconciliation Plan and Reconciliation Advisory Committee	<i>Facilitate</i>
5	Support our community groups, including historical societies, preserve and understand our region's history	<i>Support</i>
6	Support community events	<i>Support</i>
c	Improve accessibility and inclusivity	<i>Council's role</i>
7	Facilitate connectivity and increase accessibility through appropriate infrastructure	<i>Advocate</i>
8	Develop a Diversity and Inclusion Strategy	<i>Pending funding</i>
9	Develop an Accessibility Strategy	<i>Pending funding</i>
10	Progress towards improved gender equity	<i>Facilitate</i>
d	Promote health, wellbeing, engagement and connection	<i>Council's role</i>
11	Have a Municipal Health and Wellbeing Plan	<i>Deliver</i>
12	Assist community with access to appropriate aged-care and early-years services	<i>Partner / Deliver</i>
13	Work with partners to support young people to be active in our community	<i>Support</i>
14	Support communities to have access to high-quality assets, facilities and programs to promote passive and active recreation	<i>Support</i>
15	Advocate for appropriate access to medical and allied health services	<i>Advocate</i>
e	Improve social outcomes	<i>Council's role</i>
16	Support community programs targeted at access to healthy food	<i>Support</i>
17	Deliver and support activities aimed at increasing community connections and reducing social isolation	<i>Deliver</i>
18	Support learning through provision of knowledge services including contemporary library services	<i>Support</i>

Service Performance Outcomes:

1. People			
Measure		Target	Source
1.1	Municipal Emergency Management Plan passes external audit	By Jun 2023	Audit
1.2	Visits to resource centres	Maintain or increase by 5% per year	Door counts
1.3	Participation in active ageing social support programs	Maintain at least 85 active clients	Client database
1.4	Participation in maternal and Child Health Service	90% or higher	Local Gov Performance Reporting
1.5	Community satisfaction with arts centres and libraries	Increase from 69%	Community Satisfaction Survey

2.2 Priority: - Place

Communities are thriving. Growth is underpinned by universal connectivity, access to technology, advanced services, and sustainable education facilities.

We've evolved through building opportunities that continue to encourage development while retaining the "country charm" and businesses that make the Pyrenees Shire unique.

Our residential and farmland is used productively and sustainably by embracing innovation and change. We provide opportunity through a balanced use of our land while meeting the contemporary needs of our community. We pride ourselves by growing our townships and settlements, whilst retaining the economic potential of our agricultural land.

Services

Business area	Description of services provided	21/22 Actual \$'000	22/23 Forecast \$'000	23/24 Budget \$'000
Planning	This statutory planning service processes all planning applications, provides advice and makes decisions about development proposals which require a planning permit, as well as representing Council at the Victorian Civil and Administrative Tribunal where necessary. It monitors the Council's Planning Scheme as well as preparing major policy documents shaping the future of the Shire. It also prepares and processes amendments to the Council Planning Scheme and carries out research on demographic, urban development, economic and social issues affecting Council.			
	Revenue	145	177	162
	Expenditure	502	771	762
	Net Cost	(357)	(594)	(600)
Economic development	This service provides Council with general economic development services, community building, events management, tourism, sponsorship, contribution towards state funded initiatives and promotional activities throughout the Shire.			
	Revenue	200	509	23
	Expenditure	690	1,203	857
	Net Cost	(490)	(694)	(834)
Recreation, public halls and parks and reserves	This service provides swimming pool facilities services at three locations, public halls, parks and gardens and provides a customer focused service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered. Parks Management provides management and implementation of open space strategies and maintenance programs. Parks and gardens maintenance provides management of all parks and gardens.			
	Revenue	381	38	31
	Expenditure	1,166	983	825
	Net Cost	(785)	(945)	(794)
Facilities maintenance	This service includes the building maintenance for facilities that provide an extensive range of recreational programs and opportunities accessible to individuals of all ages, gender and abilities.			
	Revenue	0	0	0
	Expenditure	338	311	342
	Net Cost	(338)	(311)	(342)
Public conveniences	This service provides Council with public convenience facilities throughout the Shire.			
	Revenue	0	0	0
	Expenditure	158	68	106
	Net Cost	(158)	(68)	(106)
Total Net Cost		(2,128)	(2,612)	(2,676)

Initiatives:

a	Sustain and enhance unique character of our communities	Council's role
1	Implement and develop strategic planning projects such as further progression of Pyrenees Futures or the Rural Review	<i>Deliver</i>
2	Identify priorities and seek support to identify, preserve and protect heritage assets	<i>Facilitate</i>
3	Maintain a planning scheme that accommodates community values and guides sustainable development	<i>Deliver</i>
b	Enhance the liveability and resilience of our communities	Council's role
4	Manage impacts of large-scale infrastructure projects (such as Beaufort Bypass) on communities	<i>Deliver, Advocate & Support</i>
5	Actively invite and encourage investment that supports employment	<i>Advocate & Support</i>
6	Provide services for towns (eg toilets parks, playgrounds, sports facilities, town entrance signs etc.)	<i>Deliver</i>
7	Maintain our streetscapes and public gathering spaces and improve and enhance where funding permits*	<i>Deliver</i>
8	Provide and maintain appropriate infrastructure to ensure a high level of amenity, accessibility and safety*	<i>Deliver</i>
9	Work with our communities to understand and realise their aspirations	<i>Facilitate</i>
c	Promote responsible development	Council's role
10	Adopt and apply principles around sustainable growth and development within townships	<i>Deliver</i>

Service Performance Outcomes:

2. Place			
Measure		Target	Source
2.1	Planning applications decided within required timeframes	At least 90%	Local Gov Performance Reporting
2.2	Community satisfaction with appearance of public areas	Maintain to at least 70%	Community Satisfaction Survey
2.4	Number of townships with Framework Plans	At least 1 new plan developed every 12 months	
2.5	Community satisfaction with recreational facilities	Maintain to at least 69%	Community Satisfaction Survey
2.6	Enforcement of Local Laws performance	Maintain to at least 62%	Community Satisfaction Survey

2.3 Priority: - Environment

Pyrenees Shire has taken action on climate change and reduced negative impacts across the Shire.

The Pyrenees Shire has an abundance of conserved natural resources which are highly valued and protected by the local community and visitors.

The community, including Indigenous groups, are actively engaged with environmental initiatives through innovative programs (e.g. bushfires plans/management) and services (e.g. recycling).

Environmental sustainability, such as water availability, underpins growth considerations.

Advocating for environmental preservation to be considered foremost in the context of future extractive activities, such as mining.

There is a biodiversity regenerative program for nature reserves.

Services

Business area	Description of services provided	21/22 Actual \$'000	22/23 Forecast \$'000	23/24 Budget \$'000
Environmental Health	This service protects the community's health and well-being by coordinating food safety support programs, Tobacco Act activities and smoke free dining. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.			
	Revenue	43	76	65
	Expenditure	242	232	233
	Net Cost	(199)	(156)	(168)
Animal control	This service provides the animal management services of the Shire. It maintains and improves the health and safety of people, animals and the environment by providing animal management services including a cat trapping program, a dog and cat collection service, a lost and found notification service, a pound service, a registration and administration service, an afterhours service and an emergency service. It also provides education, regulation and enforcement of the General Local Law and relevant State legislation.			
	Revenue	151	73	69
	Expenditure	246	276	283
	Net Cost	(95)	(203)	(214)
Waste Management Services	This service provides waste collection including kerbside rubbish collections of garbage, hard waste and green waste from households and some commercial properties in Council. It also provides street litter bins throughout the Shire. The net surplus here is used to fund \$59,000 of Transfer Station Upgrade capital works.			
	Revenue	2,046	2,145	2,466
	Expenditure	2,161	2,091	2,054
	Net Cost	(115)	54	412
Environmental Planning	This service develops environmental policy, coordinates and implements environmental projects and works with other services to improve Council's environmental performance. It also provides roadside weeds and pest animal management programs.			
	Revenue	61	61	60
	Expenditure	273	185	165
	Net Cost	(212)	(124)	(105)
Total Net Cost		(621)	(429)	(75)

Initiatives

a	Continue being an environmentally progressive organisation	<i>Council's role</i>
1	Continue to implement actions from the Climate Change response and Mitigation Action Plan	<i>Deliver</i>
2	Apply environmentally responsible design and construction principles	<i>Deliver</i>
3	Continue to increase the energy efficiency of all Council owned facilities	<i>Advocate</i>
b	Foster a climate change resilient community	<i>Council's role</i>
4	Support environmentally responsible technology innovation initiatives	<i>Advocate</i>
5	Ensure urban design and placemaking incorporates climate sensitive principles	<i>Deliver</i>
6	Cooperate regionally to implement initiatives identified within the Grampians Region Climate Adaptation Strategy	<i>Partner</i>
c	Encourage community care of biodiversity and natural values	<i>Council's role</i>
7	Encourage ownership and leadership over natural public open space, including participation / lead by First Nations peoples, youth, industry etc	<i>Facilitate</i>
8	Support community-led biodiversity projects	<i>Support</i>
9	Ensure that the implementation of Roadside Management Strategy considers and enhances biodiversity regeneration	<i>Deliver</i>
d	Improve waste management to reduce landfill and reduce harm to the environment	<i>Council's role</i>
10	Support a regional waste management community education campaign	<i>Support</i>
11	Strengthen partnerships with regional and state agencies to develop innovation in services and technology	<i>Partner</i>
12	Work with local partners to encourage practical waste and recycling opportunities	<i>Support</i>
13	Provide quality and efficient waste management and recycling services for our residents	<i>Deliver</i>

Service Performance Outcomes:

3. Environment			
Measure		Target	Source
3.1	Number of climate change or environmental projects involved in or supported	At least 3 significant actions delivered and reported on annually	Council Meeting Agenda
3.2	Community satisfaction with waste management and recycling	Maintain to at least 66%	Community Satisfaction Survey
3.3	Percentage kerbside collection waste diverted from landfill	Increase to at least 50%	Local Gov Performance Reporting
3.4	Cost of kerbside garbage bin collection service per bin	Maintain below average for small rural Councils	Local Gov Performance Reporting
3.5	Number of trees planted	500 per year	

2.4 Priority: - Economy

The Shire has supported significant economic development that is based on the following principles:

- Supporting 'Healthy towns' by developing new and existing infrastructure (e.g. NBN, shop fronts) in the business precincts, to encourage the relocation or start-up of businesses.
- Supporting 'Healthy regions' by encouraging growth in regional business (i.e. agri-business, tourism, etc.) through access to services (i.e. power)
- Ensuring economic planning and business development considers the climate with a push towards carbon-neutrality across the shire.
- Biodiversity
- Minimising the use of non-renewable resources
- Climate variability (droughts, rain events/flooding)
- Drawing on the geographical and location advantages enjoyed by the Shire.

Services:

Business area	Description of services provided	21/22 Actual \$'000	22/23 Forecast \$'000	23/24 Budget \$'000
Councillors, Chief Executive and Governance	This area of governance includes the Mayor, Councillors, Chief Executive Officer and Governance Team and associated support which cannot be easily attributed to the direct service provision areas.			
	Revenue	3	1	0
	Expenditure	1,106	1,254	1,300
	Net Cost	(1,103)	(1,253)	(1,300)
Customer & Civic Services	This service provides a range of statutory and corporate support services and acts as the main customer interface with the community. Services include the coordination of financial management, insurance, revenue management, audit, records and information management and office support services at the Council Offices.			
	Revenue	4,287	1,898	4,465
	Expenditure	3,665	4,715	3,947
	Net Cost	622	(2,817)	518
Road maintenance	This service is responsible for the maintenance of Council's road network.			
	Revenue	3,059	567	2,453
	Expenditure	2,447	3,370	3,220
	Net Cost	612	(2,803)	(767)
Depreciation	This is the non-cash charge that reflects the value of the Council assets base that is consumed each year. The majority of this figure relates to Council's road network.			
	Revenue	0	0	0
	Expenditure	5,698	6,697	5,907
	Net Cost	(5,698)	(6,697)	(5,907)
Traffic and Transportation Services	This service provides strategic planning, policy development and day to day management of traffic and transport related issues in Council. The unit also implements Local Area Traffic Management schemes and assistance with implementation of the Road Safety Strategy.			
	Revenue	13	66	14
	Expenditure	1,038	1,051	1,155
	Net Cost	(1,025)	(985)	(1,141)
Caravan parks	This service provides caravan park facilities for residents and visitors to the municipality.			
	Revenue	242	283	283
	Expenditure	293	260	287
	Net Cost	(51)	23	(4)
Information centres	This service provides, supports and maintains reliable and cost effective visitor information facilities and infrastructure to Council.			
	Revenue	52	41	66
	Expenditure	437	75	465
	Net Cost	(385)	(34)	(399)
Building Services	This service provides statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.			
	Revenue	61	65	66
	Expenditure	248	190	195
	Net Cost	(187)	(125)	(129)
Total Net Cost		(7,215)	(14,691)	(9,129)

Initiatives:

a	Support our local businesses and help to strengthen key industries	<i>Council's role</i>
1	Preserve and promote our built heritage and ecotourism opportunities and support tourism through promotion, marketing and sponsorship	<i>Advocate & Support</i>
2	Facilitate networks for industry knowledge-sharing and innovation across tourism, agriculture and commerce	<i>Facilitate</i>
3	Build relationships with investors to unlock opportunities for development and innovation and investment that supports employment	<i>Partner</i>
4	Promote and protect agricultural sustainability through land use planning and community education	<i>Deliver</i>
5	Collaborate with business associations to facilitate localised economic development	<i>Partner</i>
b	Invest in road infrastructure to improve connectivity for commerce and community	<i>Council's role</i>
6	Maintain and improve our roads and associated assets to ensure safe and efficient connectivity	<i>Deliver</i>
7	Identify infrastructure constraints and facilitate solutions, including investing in access for high-productivity vehicles to support the agricultural sector and access to markets	<i>Deliver</i>
c	Encourage and invest in assets and infrastructure for commerce and community	<i>Council's role</i>
8	Work with water authorities to facilitate opportunities for secure water sources for rural areas to support agriculture, viticulture and other economic opportunities	<i>Advocate</i>
9	Work with partners to advocate for improved telecommunications service outcomes	<i>Advocate & Support</i>
10	Establish relationships and advocate for commitment to continued investment and growth to improve access to water / sewer / internet access / phone connectivity / transport / housing / power upgrades etc.	<i>Advocate</i>
11	Develop a strategic plan for asset service improvement	<i>Deliver</i>
12	Utilise innovation for better outcomes in asset delivery	<i>Deliver</i>
13	Work with industry stakeholders to capitalise on renewable energy opportunities that will reduce consumption of fossil fuels, reduce greenhouse gas emissions and provide competitively priced energy to local industries and communities	<i>Partner</i>

Service Performance Outcomes:

4. Economy			
Measure		Target	Source
4.1	Kilometres of roads gazetted for high-productivity vehicle accessibility	At least an additional 50km of roads per year	Government Gazette
4.2	Number of new dwellings in the municipality per year	50 new dwellings per year	Victorian Building Authority
4.3	Rate of unemployment	Maintain at 5% or lower	ABS
4.4	Sealed local roads maintained to condition standards	Maintain to at least 95%	Local Gov Performance Reporting
4.5	Asset renewal and upgrade as a percentage of depreciation	At least 80%	Local Gov Performance Reporting

2.5 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
People	(1,165)	1,787	622
Place	(2,676)	2,892	216
Environment	(75)	2,735	2,660
Economy	(9,129)	16,476	7,347
Total services and initiatives	(13,045)	23,890	10,845
Other non-attributable	0		
Deficit before funding sources	(13,045)		
Funding sources:			
Rates	11,200		
Capital grants	2,795		
Gain on asset sales	0		
Total funding sources	13,995		
for the year	950		

3 Financial statements

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

Comprehensive Income Statement

For the four years ending 30 June 2027						
		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
	Notes					
Income/Revenue						
Rates and charges	4.1.1	12,814	13,662	14,099	14,550	15,016
Statutory fees and fines	4.1.2	272	261	268	275	282
User fees	4.1.3	800	568	582	597	612
Grants - Operating	4.1.4	4,891	6,901	7,074	7,251	7,432
Grants - Capital	4.1.4	5,048	2,795	1,442	1,479	2,966
Contributions - cash	4.1.5	68	0	0	0	50
Net gain on disposal of property, infrastructure, plant and equipment		62	0	0	0	0
Other income	4.1.6	475	652	668	685	702
Total income / revenue		24,430	24,839	24,133	24,837	27,060
Expenses						
Employee costs	4.1.7	10,004	9,445	9,738	10,040	10,351
Materials and services	4.1.8	9,805	8,133	8,352	8,637	8,932
Bad and doubtful debts - allowance for impairment losses		31	20	20	21	21
Depreciation	4.1.9	6,697	5,907	6,084	6,239	6,397
Amortisation - right of use assets	4.1.10	13	13	13	13	13
Borrowing costs		16	32	71	59	46
Finance Costs - Leases		6	7	7	7	7
Other expenses	4.1.12	279	332	342	351	360
Total expenses		26,851	23,889	24,628	25,366	26,128
Surplus (deficit) for the year		(2,421)	950	(495)	(530)	933
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods:		0	0	0	0	0
Net asset revaluation increment /(decrement)						
Total comprehensive result		(2,421)	950	(495)	(530)	933

Balance Sheet

For the four years ending 30 June 2027						
		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
	Notes					
Assets						
Current assets						
Cash and cash equivalents		6,279	6,513	6,652	6,919	7,162
Trade and other receivables		1,119	1,133	1,147	1,162	1,177
Inventories		10	10	10	10	10
Prepayments		15	15	15	15	15
Other assets		90	90	90	90	90
Total current assets		7,513	7,761	7,914	8,195	8,454
Non-current assets						
Trade and other receivables		21	21	21	21	21
Property, infrastructure, plant and equipment		264,846	266,491	265,699	264,735	265,716
Right of Use Assets		0	0	0	0	0
Total non-current assets		264,867	266,512	265,720	264,756	265,737
Total assets		272,380	274,272	273,634	272,951	274,191
Liabilities						
Current liabilities						
Trade and other payables		1,944	1,944	1,944	1,944	1,944
Trust funds and deposits		2,760	2,760	2,760	2,760	2,760
Provisions		2,448	2,517	2,595	2,675	2,758
Lease liabilities		0	0	0	0	0
Interest-bearing liabilities		121	225	237	250	195
Total current liabilities		7,273	7,446	7,536	7,629	7,657
Non-current liabilities						
Provisions		122	125	129	133	137
Lease liabilities		3	3	3	3	3
Interest-bearing loans and borrowings		443	1,209	972	722	997
Total non-current liabilities		568	1,337	1,104	858	1,137
Total liabilities		7,841	8,783	8,640	8,487	8,794
Net assets		264,539	265,489	264,994	264,464	265,397
Equity						
Accumulated surplus		95,935	96,885	96,390	95,860	96,793
Reserves		168,604	168,604	168,604	168,604	168,604
Total equity		264,539	265,489	264,994	264,464	265,397

Statement of Changes in Equity

For the four years ending 30 June 2027						
			Total	Accumulated	Revaluation	Other
			\$'000	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000	\$'000
2023 Forecast Actual						
Balance at beginning of the financial year			266,960	98,356	168,595	9
(Deficit) for the year			(2,421)	(2,421)		
Net asset revaluation increment(decrement)			0			
Balance at end of the financial year			264,539	95,935	168,595	9
2024 Budget						
Balance at beginning of the financial year			264,539	95,935	168,595	9
(Deficit) for the year			950	950		
Net asset revaluation increment(decrement)						
Balance at end of the financial year			265,489	96,885	168,595	9
2025						
Balance at beginning of the financial year			265,489	96,885	168,595	9
(Deficit) for the year			(495)	(495)		
Net asset revaluation increment(decrement)			0			
Balance at end of the financial year			264,994	96,390	168,595	9
2026						
Balance at beginning of the financial year			264,994	96,390	168,595	9
(Deficit) for the year			(530)	(530)		
Net asset revaluation increment(decrement)			0			
Balance at end of the financial year			264,464	95,860	168,595	9
2027						
Balance at beginning of the financial year			264,464	95,860	168,595	9
(Deficit) for the year			933	933		
Net asset revaluation increment(decrement)			0			
Balance at end of the financial year			265,397	96,793	168,595	9

Statement of Cash Flows

For the four years ending 30 June 2027						
		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and service charges		12,801	13,648	14,085	14,535	15,001
Statutory fees and fines		241	261	268	275	282
User charges		880	603	618	634	650
Grants - operating		4,891	6,901	7,074	7,251	7,432
Grants - capital		5,048	2,795	1,442	1,479	2,966
Contributions - cash		68	0	0	0	50
Interest on cash invested		180	400	400	400	400
Trust funds and deposits taken		0	0	0	0	0
Other receipts		295	252	268	285	302
Net GST refund		2,388	1,578	1,375	1,402	1,642
Employee costs		(9,934)	(9,373)	(9,656)	(9,956)	(10,264)
Materials and services		(10,786)	(8,946)	(9,187)	(9,501)	(9,825)
Trust funds and deposits repaid		0	0	0	0	0
Other payments		(307)	(365)	(376)	(386)	(396)
Net cash provided by operating activities	4.4.1	5,765	7,754	6,310	6,417	8,240
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(16,053)	(8,652)	(6,177)	(6,164)	(8,488)
Payments for land held for resale		0	0	0	0	0
Proceeds from sale of property, infrastructure, plant and equipment		264	300	309	317	325
Proceeds from sale of land held for resale		0	0	0	0	0
Net cash used in investing activities	4.4.2	(15,789)	(8,352)	(5,868)	(5,848)	(8,163)
Cash flows from financing activities						
Finance costs		(22)	(39)	(78)	(66)	(53)
Proceeds from borrowings		650	1,000	0	0	470
Repayment of borrowings		(86)	(129)	(225)	(237)	(250)
Interest paid - lease liability		0	0	0	0	0
Repayment of lease liabilities		0	0	0	0	0
Net cash used in financing activities	4.4.3	542	832	(303)	(303)	167
Net (decrease)/increase in cash and cash equivalents		(9,482)	234	139	266	244
Cash and cash equivalents at beginning of the financial year		15,761	6,279	6,513	6,653	6,919
Cash and cash equivalents at end of the financial year		6,279	6,513	6,653	6,919	7,163

Statement of Capital Works

For the four years ending 30 June 2027						
		Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000
Property						
Land		354	0	0	0	0
Total land		354	0	0	0	0
Buildings						
Heritage Buildings		0	0	0	0	0
Building improvements		918	1,185	191	195	2,170
Leasehold improvements		0	0	0	0	0
Total buildings		918	1,185	191	195	2,170
Total property		1,272	1,185	191	195	2,170
Plant and equipment						
Plant, machinery and equipment		1,199	745	767	787	807
Fixtures, fittings and furniture		102	20	21	21	22
Computers and telecommunications		323	305	310	164	168
Library collection		7	25	26	27	27
Total plant and equipment		1,631	1,095	1,124	999	1,024
Infrastructure						
Roads		4,294	2,922	3,009	3,085	3,163
Bridges		2,386	410	422	433	444
Footpaths and cycleways		1,288	29	30	31	32
Drainage		1,397	194	200	205	210
Recreational, leisure and community facilities		169	85	88	90	92
Waste management		1,143	50	52	53	54
Other Infrastructure		1,012	1,895	500	513	526
Total infrastructure		11,689	5,585	4,301	4,410	4,521
Total capital works expenditure		14,592	7,865	5,616	5,604	7,715
Represented by:						
New asset expenditure		3,476	1,440	1,464	1,347	3,351
Asset renewal expenditure		8,899	4,030	4,151	4,257	4,365
Asset expansion expenditure		0	0	0	0	0
Asset upgrade expenditure		2,217	2,395	0	0	0
Total capital works expenditure		14,592	7,865	5,615	5,604	7,716
Funding sources represented by:						
Grants		5,048	3,295	1,442	1,479	2,966
Contributions		68	0	0	0	50
Council cash		8,826	3,570	4,174	4,125	4,229
Asset Sales		650	1,000	0	0	470
Total capital works expenditure		14,592	7,865	5,616	5,604	7,715

Statement of Human Resources

For the four years ending 30 June 2027

	Forecast	Budget	Projections		
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	9,687	9,118	9,401	9,692	9,992
Employee costs - capital	317	327	337	348	358
Total staff expenditure	10,004	9,445	9,738	10,040	10,351
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	90.9	90.9	91.0	91.1	91.2
Total staff numbers	90.9	90.9	91.0	91.1	91.2

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

Department	Budget 2023/24 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part Time \$'000		
Corporate & Community Services	4,044	2,774	1,146	124	0
CEO & Council	1,081	850	231	0	0
Assets & Development Services	4,592	4,077	515	0	0
Total permanent staff expenditure	9,717	7,701	1,892	124	0
Other employee related expenditure	-599				
Capitalised labour costs	327				
Total expenditure	9,445				

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

Department	Budget 2023/24	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part Time		
Corporate & Community Services	37.0	24.0	11.9	1.1	0.0
CEO & Council	8.1	6.0	2.1	0.0	0.0
Assets & Development Services	45.9	41.0	4.9	0.0	0.0
Total staff	90.9	71.0	18.9	1.1	0.0

Statement of Planned Human Resources Expenditure

For the four years ending 30 June 2026				
	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000
Corporate & Community Services				
Permanent full time	-	-	-	-
Male	983	1,231	1,269	1,309
Female	1,801	1,169	1,205	1,243
Self-described gender	-	-	-	-
Permanent part time				
Male	19	-	-	-
Female	1,298	992	1,023	1,054
Self-described gender	-	-	-	-
Total	4,101	3,392	3,497	3,606
CEO & Council				
Permanent full time	-	-	-	-
Male	654	546	563	580
Female	113	189	195	201
Self-described gender	-	-	-	-
Permanent part time	-	-	-	-
Male	-	83	86	88
Female	326	117	121	124
Self-described gender	-	-	-	-
Total	1,093	935	964	994
Assets & Development Services				
Permanent full time	-	-	-	-
Male	3,461	3,109	3,205	3,305
Female	799	388	400	412
Self-described gender	-	-	-	-
Permanent part time				
Male	90	298	307	317
Female	181	221	228	235
Self-described gender	-	-	-	-
Total	4,531	4,016	4,140	4,269
Casual, temporary and other expenditure	280	1,102	1,136	1,171
Total staff expenditure	10,004	9,445	9,738	10,040

Statement of Planned Human Resources FTE

For the four years ending 30 June 2026				
	2022/23	2023/24	2024/25	2025/26
	FTE	FTE	FTE	FTE
Corporate & Community Services				
Permanent full time				
Male	13.00	13.00	13.00	13.00
Female	12.00	12.00	12.00	12.00
Self-described gender	-	-	-	-
Permanent part time				
Male	-	-	-	-
Female	11.93	11.93	11.93	11.93
Self-described gender	-	-	-	-
Total	36.93	36.93	36.93	36.93
CEO & Council				
Permanent full time	-	-	-	-
Male	4.00	4.00	4.00	4.00
Female	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-
Permanent part time				
Male	0.84	0.84	1.00	1.00
Female	1.23	1.23	1.23	1.23
Self-described gender	-	-	-	-
Total	8.07	8.07	8.23	8.23
Assets & Development Services				
Permanent full time	-	-	-	-
Male	37.00	37.00	37.00	37.00
Female	4.00	4.00	4.00	4.00
Self-described gender	-	-	-	-
Permanent part time				
Male	2.05	2.05	2.05	2.05
Female	2.83	2.83	2.83	2.83
Self-described gender	-	-	-	-
Total	45.88	45.88	45.88	45.88
Casual, temporary	0.05	0.14	0.07	0.16
Total staff numbers	90.93	91.02	91.11	91.20

4 Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

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

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, 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 2022/23 the FGRS cap has been set at 1.75%. 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 will increase by 1.75% in line with the rate cap.

This will raise total rates and charges for 2022/23 to \$12.818 million.

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

	Forecast			
	Actual	Budget	Change	
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Waste management charge	2,138	2,463	325	15.19%
Service rates and charges	9,351	9,740	389	4.16%
Supplementary rates and rate adjustments	84	68	-16	-18.83%
Interest on rates and charges	45	100	55	122.22%
Revenue in lieu of rates	1,200	1,291	91	7.62%
Total rates and charges	12,818	13,663	845	6.59%

*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	Budget	Budget	Change
	2022/23 cents/\$CIV	2023/24 cents/\$CIV	
General rate for rateable residential properties	0.2368	0.212309	-10.34%
General rate for rateable commercial properties	0.2723	0.244137	-10.34%
General rate for rateable industrial properties	0.2723	0.244137	-10.34%
General rate for rateable vacant non-farm land properties less than two hectares	0.6628	0.552003	-16.72%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	0.5446	0.488275	-10.34%
General rate for rateable non-farm vacant land properties greater than forty hectares	0.367	0.329043	-10.34%
General rate for undevelopable land	0.2368	0.212309	-10.34%
General rate for rateable farm properties	0.1657	0.142247	-14.15%
Recreational properties	0.2368	0.212309	-10.34%

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	Forecast	Budget	Change	
	Actual 2022/23 \$'000	2023/24 \$'000	\$'000	%
General rate for rateable residential properties	3,029	3,105	76	2.52%
General rate for rateable commercial properties	117	123	6	5.39%
General rate for rateable industrial properties	179	182	3	1.70%
General rate for rateable vacant non-farm land properties less than two hectares	246	303	57	23.04%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	823	885	62	7.53%
General rate for rateable non-farm vacant land properties greater than forty hectares	171	244	73	42.42%
General rate for undevelopable land	-	0	0	0.00%
General rate for rateable farm properties	4,758	4,870	112	2.36%
Recreational properties	28	28	0	-0.27%
Total amount to be raised by general rates	9,351	9,740	389	4.16%

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	
	Number	Number	Number	%
General rate for rateable residential properties	3,163	3,196	33	1.04%
General rate for rateable commercial properties	101	102	1	0.99%
General rate for rateable industrial properties	89	90	1	1.12%
General rate for rateable vacant non-farm land properties less than two hectares	379	383	4	1.06%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	723	721	- 2	-0.28%
General rate for rateable non-farm vacant land properties greater than forty hectares	109	116	7	6.42%
General rate for undevelopable land	2	2	-	0.00%
General rate for rateable farm properties	1,631	1,632	1	0.06%
Recreational properties	40	39	- 1	-2.50%
Total number of assessments	6,237	6,281	44	0.71%

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	2023/24	Change	
	000	000	000	%
General rate for rateable residential properties	1,279,188	1,439,704	160,516	12.55%
General rate for rateable commercial properties	42,955	49,719	6,764	15.75%
General rate for rateable industrial properties	65,553	73,403	7,850	11.98%
General rate for rateable vacant non-farm land properties less than two hectares	37,135	53,977	16,842	45.35%
General rate for rateable non-farm vacant land properties between two hectares and forty hectares	151,155	178,409	27,254	18.03%
General rate for rateable non-farm vacant land properties greater than forty hectares	46,624	72,855	26,231	56.26%
General rate for undevelopable land	128	136	8	6.25%
General rate for rateable farm properties	2,871,737	3,474,058	602,321	20.97%
Recreational properties	11,632	15,231	3,599	30.94%
Total value of land	4,506,107	5,357,492	851,385	18.89%

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

Type of Charge	Per	Per	Change	
	Rateable Property 2021/22	Rateable Property 2022/23	\$	%
Municipal Charge	\$	\$	-	0.00%

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

Type of Charge	2021/22	2022/23	Change	
	\$	\$	\$	%
Municipal Charge		-	-	0.00%

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	
	\$	\$	\$	%
Disposal Charge Unimproved Property	68	100	32	47.06%
Disposal Charge Improved Property	202	251	49	24.26%
Collection Charge Kerbside & Recycling	498	556	58	11.65%
Collection Charge Kerbside, Green & Recycling	498	556	58	11.65%

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:

Type of Charge	2022/23	2023/24	Change	
				%
Disposal Charge Unimproved Property	2,232	2,246	14	0.63%
Disposal Charge Improved Property	44	50	6	13.64%
Collection Charge Kerbside & Recycling	2,515	2,542	27	1.07%
Collection Charge Kerbside, Green & Recycling	1,451	1,461	10	0.69%
Total number of waste service charges	6,242	6,299	57	0.91%

4.1.1(k) The estimated total amount to be raised by all rates and charges compared with the previous financial year:

Type of Charge	2022/23	2023/24	Change	
	\$'000	\$'000	\$'000	%
Waste service charges	2,138	2,463	325	15.19%
General rates	9,351	9,351	-	0.00%
Supplementary/(objections) general rates	84	68	16	-18.83%
Windfarms in lieu of rates	1,200	1,291	91	7.62%
Interest on rates	45	100	55	122.22%
Total Rates and charges	12,818	13,273	455	3.55%

4.1.1(l) Fair Go Rates System Compliance:

Pyrenees Shire Council 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	9,351,331	9,740,382
Number of rateable properties	6,237	6,281
Base Average Rates	1,499.33	1,550.77
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	1,525.57	1,551.81
Maximum General Rates and Municipal Charges Revenue	9,514,980	9,746,908
Budgeted General Rates and Municipal Charges Revenue	9,351,331	9,740,382
Budgeted Supplementary Rates	84,000	68,183
Budgeted Total Rates and Municipal Charges Revenue	9,435,331	9,808,565

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

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

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

4.1.1(n) Differential rates:

The 2023/24 budget has been prepared in line with Council's Revenue and Rating Plan. The Revenue and Rating Plan is available on Council's website.

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

- A general rate of 0.212309 (cents in the dollar of CIV) for all rateable for rateable residential properties;
- A general rate of 0.244137 (cents in the dollar of CIV) for all rateable for rateable commercial properties;
- A general rate of 0.244137 (cents in the dollar of CIV) for all rateable for rateable industrial properties;
- A general rate of 0.552003 (cents in the dollar of CIV) for all rateable for rateable vacant non-farm land properties less than two hectares;
- A general rate of 0.488275 (cents in the dollar of CIV) for all rateable for rateable non-farm vacant land properties between two hectares and forty hectares;
- A general rate of 0.329043
- (cents in the dollar of CIV) for all rateable for rateable non-farm vacant land properties greater than forty hectares ;
- A general rate of 0.212309 (cents in the dollar of CIV) for all rateable for undevelopable land;
- A general rate of 0.142247 (cents in the dollar of CIV) for all rateable for rateable farm properties;
- A general rate of 0.212309 (cents in the dollar of CIV) for all rateable on for rateable recreational properties

Residential Rate (General Rate)

Residential land is any rateable land wherever located within the municipality which has a dwelling that can be occupied for the principal purpose of physically accommodating persons, and does not have the characteristics of Vacant Land, Farmland, Commercial Land, or Industrial Land.

The objective of this differential rate is to ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Commercial / Industrial Rate

Commercial/Industrial Land is any land which is:

- a) used primarily for carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation as per Public Health and Wellbeing Act (Vic) 2008; or
- b) unoccupied building erected which is zoned Commercial or Industrial under the Victorian City Council Planning Scheme; or
- c) unoccupied land which is zoned Commercial or Industrial under the Pyrenees Shire Council Planning Scheme.

The rate reflects the level of service provided and ensures that reasonable rate relativity is maintained between the commercial/industrial property and other classes of property. The differential is set higher than for other classes of land for several reasons, including:

- the tax deductibility of Council rates for commercial properties,
- the greater burden imposed by businesses on Council as demonstrated by the need for public infrastructure,
- rates tending to be a lower order factor in business investment decisions,
- the income-generating capability of commercial- or industrial-based properties.

The application of a Commercial/Industrial differential rate is aimed at fostering the creation of a vibrant local economy through the promotion of tourism and business investments, development of a sustainable public infrastructure and improvements in health, support, and community services within the municipality.

Non-farm vacant land properties

* Non-Farm Vacant Land less than two hectares (Urban)

* Non-Farm Vacant Land between two and forty hectares (Rural Residential)

* Non-Farm Vacant Land greater than forty hectares (Rural)

Vacant land in this class is any land wherever located within the Municipality on which no dwelling is erected, and which does not meet the definition of farm land as defined in the Valuation of Land Act 1960.

The objective of this differential rate for Non-Farm Vacant Land is to encourage the development of vacant land. The encouragement of development is strategically important as it has a positive effect on local employment and income whereas speculative behaviour may result in market instability and should be discouraged.

Council holds the view that the vacant land differential should be higher than the general rate to encourage the development of land and ensure that all rateable land will make an equitable financial contribution to the cost of carrying out the functions of Council.

Furthermore, the Council also believes that a higher differential rate will also assist to partly offset the costs of servicing new land, including major infrastructure studies and the implementation of interconnecting infrastructure between subdivisions. However, the more difficult task is determining an appropriate differential to the general rate.

Undevelopable Land

Land deemed not suitable for residential, commercial, or industrial purposes due to the restrictions under the Pyrenees Shire Council's Planning Scheme.

The objective of this rate is to ensure that the differential rate applied to undevelopable land is fair and equitable and does not pose any unnecessary financial burden on property owners. In its consideration of the cost and benefits of delivering services to the community, Council will examine the potential use of undevelopable land as green space and links/corridors to conservation areas and wildlife reserves.

Furthermore, the Council also believes that a higher differential rate will also assist to partly offset the costs of servicing new land, including major infrastructure studies and the implementation of interconnecting infrastructure between subdivisions. However, the more difficult task is determining an appropriate differential to the general rate.

Farm Properties

Farm land is defined as any rateable land which meets the definition as described under Section 2(1) of the Valuation of Land Act 1960:

- a) any rateable land that is 2 or more hectares in area,
- b) used for carrying on a business of primary production as determined by the Australian Taxation Office,
- c) used primarily for agricultural production (grazing, including agistment, dairying, pig-farming, poultry farming, fish farming, tree farming, beekeeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities, and
- d) used by a business:
 - which has a significant and substantial commercial purpose of character, and
 - seeks to make a profit on a continuous or repetitive basis from its activities on the land, and
 - is making a profit from the activities on the land if it continues to operate in the way that it is operating.

Council has decided that the Farm Properties definition for differential rating purposes be revised to only capture rateable properties which have primary production as its substantive use and exclude properties where primary production is secondary or incidental to the property use (commonly referred to as lifestyle properties). Therefore, the current differential farm rate will only be applicable to genuine farming operations as distinct from hobby or rural lifestyle properties.

It was also determined that the definition of Farm Land for differential rating purposes be modified so that rural lifestyle properties are no longer defined as Farm Land for differential rating purposes. Properties where primary production and associated improvements are secondary to the value of the residential home site and associated residential improvements should not be classified as Farm Land for differential rating purposes. Similarly, vacant properties in a rural, semi-rural or bushland setting that have no restrictions or are not likely to encounter difficulties in obtaining building purposes should not be classified as Farm Land for differential rating purposes.

The objective of this rate is to ensure that the differential Farm Land rate is fair and equitable through the application of a discount to farm land properties as Council believes these properties pay disproportionately higher rates in relation to income generated, because of the higher land component.

In its considerations of the cost and benefits of delivering services to the community, Council aims to assist in maintaining the sustainability of the farming sector as a major industry and balancing its strong agricultural base with the overall economic growth in the municipality.

Cultural and Recreational Land

Rateable property which is used primarily for cultural, recreational or club activities. including golf clubs, bowls clubs, scout or guide halls, masonic halls, historical societies, and heritage buildings (not for profit).

The objective of this rate is to recognise the public benefit that Cultural and Recreational Properties provide.

Trust for Nature Covenants

Rateable land which has a Trust for Nature Covenant applying to the land. A Trust for Nature Covenant enables the permanent protection of significant areas of natural bush habitat on private land. It is a voluntary agreement between the ratepayer and Trust for Nature and is to be recognised on title.

Council recognises the public and environmental benefit that Trust for Nature Covenants provide and supports ratepayers with these covenants by offering the reduction of rates payable through its biodiversity and land management incentive program.

4.1.2 Statutory fees and fines

	Forecast		Change	
	Actual	Budget		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
Planning Fees	168	161	7	-4.17%
Building Control	13	6	7	-53.85%
Environmental Health	42	48	6	14.29%
Animal Fees & Fines	25	23	2	-8.00%
Other	24	23	1	-4.17%
	272	261	11	-4.04%

4.1.3 User fees

	Forecast		Change	
	Actual	Budget		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Animal Registration Charges	48	46	2	-4.17%
Community Centres	42	67	25	59.52%
Caravan Parks	283	282	1	-0.35%
Property Rental	38	30	8	-21.05%
Aged Care Services	260	2	258	-99.23%
Other	129	141	12	9.30%
	800	568	232	-29.00%

4.1.4 Grants

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	2,364	9,020	6,656	281.56%
State funded grants	2,515	676	- 1,839	-73.12%
Total grants received	4,879	9,696	4,817	98.73%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Federal Assistance Grants - general purpose	504	2,429	1,925	381.94%
Federal Assistance Grants - local roads	1,175	3,796	2,621	223.06%
Commonwealth Home Support Program	684	-	- 684	-100.00%
Recurrent - State Government				
School Crossing	15	15	-	0.00%
Maternal & child health	276	292	16	5.80%
Other	18	1	- 17	-94.44%
Aged care and senior citizens	591	98	- 493	-83.42%
Library	124	126	2	1.61%
Total recurrent grants	3,387	6,757	3,370	99.50%
Non-recurrent - Commonwealth Government				
	-	-	-	0.00%
Non-recurrent - State Government				
Roadside Weeds & Pest Management	61	60	- 1	-1.64%
Other	1,018	20	- 998	-98.04%
Australia Day	-	10	10	0.00%
COVID-19 Emergency Support	3	-	- 3	-100.00%
Evaluating Transport Connections in the Pyrenees	-	-	-	0.00%
L2P Learner Driver Mentor Program	19	19	-	0.00%
Emergency Planning Process	60	-	- 60	-100.00%
Light up Goldfields Recreation Reserve Beaufort	250	-		
Library	13	-		
Aged care and senior citizens	80	35		
Total non-recurrent grants	1,504	144	- 1,360	-90.43%
Total operating grants	4,891	6,901	2,010	41.10%

	Forecast		Change	
	Actual	Budget		
	2022/23	2023/24	\$'000	%
	\$'000	\$'000	\$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads To Recovery	2,464	1,400	- 1,064	-43.18%
Recurrent - State Government				
Total recurrent grants	2,464	1,400	- 1,064	-43.18%
Non-recurrent - Commonwealth Government				
Local Roads and Community Infrastructure Program	2,358	1,395	- 963	-40.84%
Non-recurrent - State Government			-	0.00%
Bridge Renewal	74	-	- 74	-100.00%
Beaufort New Practice Nets & Storage Shed	60	-	- 60	-100.00%
COVID Outdoor Eating & Dining Project	92	-	- 92	-100.00%
Total non-recurrent grants	2,584	1,395	- 1,189	-46.01%
Total capital grants	5,048	2,795	- 2,253	-44.63%
Total Grants	9,939	9,696	- 243	-2.44%

4.1.5 Contributions

	Forecast		Change	
	Actual	Budget		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Monetary	68	-	- 68	-100.00%
Total contributions	68	-	- 68	-100.00%

4.1.6 Other Income

	Forecast		Change	
	Actual	Budget		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000	\$'000	%
Reimbursements	102	245	143	140.20%
Private Works	159	-	159	-100.00%
Interest	180	401	221	122.78%
Other Income	34	6	28	-82.35%
Total contributions	475	652	205	43.16%

4.1.7 Employee costs

	2021/22	2022/23	Change	
	Forecast Actual \$'000	Budget \$'000	\$'000	%
Wages and salaries	8,702	8,351	- 351	-4.03%
Superannuation	864	922	58	6.71%
Fringe benefits tax	35	-	35	-100.00%
WorkCover insurance premium	403	172	- 231	-57.32%
Total employee costs	10,004	9,445	- 559	-5.59%

4.1.8 Material and services

	2021/22	2022/23	Change	
	Forecast Actual \$'000	Budget \$'000	\$'000	%
Advertising	117	103	- 14	-11.97%
Conferences and training	78	47	- 31	-39.74%
Consumables	1,917	1,070	- 847	-44.18%
Contracted service delivery				
Caravan Park	7	7	-	0.00%
Cleaning Contract	59	100	41	69.49%
Information Centres	58	22	- 36	-62.07%
Library service	52	77	25	48.08%
Meals on Wheels	50	-	50	-100.00%
Pre Schools	8	22	14	175.00%
Private Works	-	-	-	0.00%
Senior Citizens	12	12	-	0.00%
Swimming Pool	338	338	-	0.00%
Waste Collection	1,530	1,751	221	14.44%
Contractors	3,396	2,445	- 951	-28.00%
Contributions and donations	80	110	30	37.50%
Fees	114	131	17	14.91%
Fire services levy	15	-	15	-100.00%
Information technology	361	383	22	6.09%
Insurance	448	572	124	27.68%
Plant Expenses	434	227	- 207	-47.70%
Stationery, postage, photocopying and printing	51	50	- 1	-1.96%
Subscriptions and memberships	201	219	18	8.96%
Telecommunications	248	217	- 31	-12.50%
Utilities	231	230	- 1	-0.43%
Valuations	-	-	-	0.00%
Total Material and services	9,805	8,133	- 1,672	-17.05%

4.1.9 Depreciation

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000		Change \$'000	%
Property	1,342	1,184	-	158	-11.77%
Plant and equipment	680	600	-	80	-11.76%
Infrastructure	4,675	4,123	-	552	-11.81%
Total Depreciation	6,697	5,907	-	790	-11.80%

4.1.10 Amortisation – Right of use assets

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000		Change \$'000	%
Printers	13	13	-		0.00%
Total Amortisation - right of use assets	13	13	-		0.00%

4.1.11 Other expenses

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000		Change \$'000	%
Leases	5	7		2	40.00%
Councillors' Expenses	174	228		54	31.03%
Auditors' remuneration - internal auditor	58	55	-	3	-5.17%
Auditors' remuneration - external auditor	42	42	-		0.00%
Total Other Expenses	279	332		2	0.72%

4.2 Balance Sheet

4.2.1 Borrowings

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

	Forecast				
	Actual	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	-	564	1,434	1,209	972
Amount proposed to be borrowed	650	1,000	-	-	470
Amount projected to be redeemed	86	129	225	237	250
Amount of borrowings as at 30 June	564	1,435	1,209	972	1,192

4.2.2 Leases by category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast	
	Actual	Budget
	2022/23	2023/24
	\$'000	\$'000
Right-of-use assets		
Printers	9	-
Total right-of-use assets	9	-
Lease liabilities		
Current lease Liabilities		
Printers	9	-
Total current lease liabilities	9	-
Non-current lease liabilities		
Printers	9	-
Total non-current lease liabilities	9	-
Total lease liabilities	18	-

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is XX%.

4.4 Capital Works

This section presents a listing of the capital works projects that will be undertaken for the 2022/23 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.4.1 Summary

	2022/23 Forecast Actual \$'000	2023/24 Budget \$'000	Change		
			\$'000		%
Property	1,272	1,185	-	87	-6.84%
Plant and equipment	1,631	1,095	-	536	-32.86%
Infrastructure	11,689	5,585	-	6,104	-52.22%
Total	14,592	7,865	-	6,727	-46.10%

	Project Cost					Grants	Contrib	Council Cash	Borrowings
	New	Renewal	Upgrade	Expansion					
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,185	-	185	1,000	-	500	-	185	500
Plant and equipment	1,095	940	155	-	-	-	-	1,095	-
Infrastructure	5,585	500	3,690	1,395	-	2,795	-	2,290	500
Total	7,865	1,440	4,030	2,395	-	3,295	-	3,570	1,000

4.4.2 Capital Budget

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PROPERTY									
Building Improvements									
Building Renewal Program	1,185	-	185	1,000	-	500	-	185	500
TOTAL PROPERTY	1,185	-	185	1,000	-	500	-	185	500
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant Purchases	565	565	-	-	-	-	-	565	-
Vehicle Purchases	180	180	-	-	-	-	-	180	-
Fixtures, Fittings and Furniture									
Fixtures, Fittings and Furniture	20	20	-	-	-	-	-	20	-
Computers and Telecommunications									
Computer Equipment	305	150	155	-	-	-	-	305	-
Library Collection									
Library Collection	25	25	-	-	-	-	-	25	-
TOTAL PLANT AND EQUIPMENT	1,095	940	155	-	-	-	-	1,095	-

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Gravel Resheets	612	-	612	-	-	-	-	612	-
Road Reconstruction	1,300	-	1,300	-	-	1,150	-	150	-
Reseals	950	-	950	-	-	250	-	700	-
Dust Suppression GAT Seals	30	-	30	-	-	-	-	30	-
Forward Survey & Design Works	30	-	30	-	-	-	-	30	-
Bridges									
Bridges, floopsways, & Major Culverts	410	-	410	-	-	-	-	410	-
Footpaths and Cycleways									
Footpath Rehabilitation	23	-	23	-	-	-	-	23	-
Footpaths	6	-	6	-	-	-	-	6	-
Drainage									
Drainage Projects	153	-	153	-	-	-	-	153	-
Kerb & Channel	26	-	26	-	-	-	-	26	-
Waterways, Dams & Bores	15	-	15	-	-	-	-	15	-
Recreational, Leisure & Community Facilities									
Playgrounds & Public Open Space Furniture	10	-	10	-	-	-	-	10	-
Recreation Facilities	75	-	75	-	-	-	-	75	-
Waste Management									
Transfer Station Improvements	50	-	50	-	-	-	-	50	-
Other Infrastructure									
LRCIP Phase 4	1,395	-	-	1,395	-	1,395	-	-	-
New Initiatives	500	500	-	-	-	-	-	-	500
TOTAL INFRASTRUCTURE	5,585	500	3,690	1,395	-	2,795	-	2,290	500
TOTAL NEW CAPITAL WORKS	7,865	1,440	4,030	2,395	-	3,295	-	3,570	1,000

**Summary of Planned Capital Works Expenditure
For the years 30 June 2025, 2026 & 2027**

2024/25	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings	-								
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	191	-	191	-	-	-	-	191	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	191	-	191	-	-	-	-	191	-
Total Property	191	-	191	-	-	-	-	191	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	767	767	-	-	-	-	-	767	-
Fixtures, fittings and furniture	21	21	-	-	-	-	-	21	-
Computers and telecommunications	310	150	160	-	-	-	-	310	-
Library books	26	26	-	-	-	-	-	26	-
Total Plant and Equipment	1,124	964	160	-	-	-	-	1,124	-
Infrastructure									-
Roads	3,008	-	3,008	-	-	-	-	3,008	-
Bridges	422	-	422	-	-	-	-	422	-
Footpaths and cycleways	30	-	30	-	-	-	-	30	-
Drainage	200	-	200	-	-	-	-	200	-
Recreational, leisure and community facilities	88	-	88	-	-	-	-	88	-
Waste management	52	-	52	-	-	-	-	52	-
Parks, open space and streetscapes	-	-	-	-	-	-	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	500	500	-	-	-	-	-	500	-
Total Infrastructure	4,300	500	3,800	-	-	-	-	4,300	-
Total Capital Works Expenditure	5,615	1,464	4,151	-	-	-	-	5,615	-

2025/26	Asset expenditure types					Summary of Funding Sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings	-								
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	195	-	195	-	-	-	-	195	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	195	-	195	-	-	-	-	195	-
Total Property	195	-	195	-	-	-	-	195	-
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	787	787	-	-	-	-	-	787	-
Fixtures, fittings and furniture	21	21	-	-	-	-	-	21	-
Computers and telecommunications	164	-	164	-	-	-	-	164	-
Library books	27	27	-	-	-	-	-	27	-
Total Plant and Equipment	999	835	164	-	-	-	-	999	-
Infrastructure									-
Roads	3,085	-	3,085	-	-	-	-	3,085	-
Bridges	433	-	433	-	-	-	-	433	-
Footpaths and cycleways	31	-	31	-	-	-	-	31	-
Drainage	205	-	205	-	-	-	-	205	-
Recreational, leisure and community facilities	90	-	90	-	-	-	-	90	-
Waste management	53	-	53	-	-	-	-	53	-
Parks, open space and streetscapes	-	-	-	-	-	-	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	513	513	-	-	-	-	-	513	-
Total Infrastructure	4,410	513	3,897	-	-	-	-	4,410	-
Total Capital Works Expenditure	5,604	1,348	4,256	-	-	-	-	5,604	-

2026/27	Asset expenditure types					Summary of Funding Sources			
	Project Cost	New	Renewal	Upgrade	Expansion	Grants	Contrib	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
Total Land	-	-	-	-	-	-	-	-	-
Buildings	-								
Heritage Buildings	-	-	-	-	-	-	-	-	-
Building improvements	2,170	1,970	200	-	-	-	-	1,700	470
Leasehold improvements	-	-	-	-	-	-	-	-	-
Total Buildings	2,170	1,970	200	-	-	-	-	1,700	470
Total Property	2,170	1,970	200	-	-	-	-	1,700	470
Plant and Equipment									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	807	807	-	-	-	-	-	807	-
Fixtures, fittings and furniture	22	22	-	-	-	-	-	22	-
Computers and telecommunications	168	-	168	-	-	-	-	168	-
Library books	27	27	-	-	-	-	-	27	-
Total Plant and Equipment	1,024	856	168	-	-	-	-	1,024	-
Infrastructure									
Roads	3,164	-	3,164	-	-	-	-	3,164	-
Bridges	444	-	444	-	-	-	-	444	-
Footpaths and cycleways	32	-	32	-	-	-	-	32	-
Drainage	210	-	210	-	-	-	-	210	-
Recreational, leisure and community facilities	92	-	92	-	-	-	-	92	-
Waste management	54	-	54	-	-	-	-	54	-
Parks, open space and streetscapes	-	-	-	-	-	-	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	526	526	-	-	-	-	-	526	-
Total Infrastructure	4,522	526	3,996	-	-	-	-	4,522	-
Total Capital Works Expenditure	7,716	3,352	4,364	-	-	-	-	7,246	470

5. Financial performance indicators

5a 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.

Indicator	Measure	Notes	Actual	Forecast	Target	Targeted Projections			Trend
			2021/22	Actual 2022/23	2023/24	2024/25	2025/26	2026/27	+ / o / -
Targeted performance indicators - Service									
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	53	54	55	56	56	56	+
Roads									
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	2							
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	85.61%	86.00%	87.00%	88.00%	89.00%	90.00%	+
Waste management									
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	4	24%	24%	22%	20%	19%	19%	-

Targeted performance indicators - Financial			Actual	Forecast	Target	Projections	0	0	Trend
			2021/22	Actual 2022/23	2023/24	2024/25	2025/26	2026/27	+o/-
Liquidity									
Working Capital	Current assets / current liabilities	5	240%	103%	104%	105%	107%	110%	+
Obligations									
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	6	111%	166%	109%	68%	68%	68%	0
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	7	39%	49%	44%	45%	45%	45%	0
Efficiency									
Expenditure level	Total expenses / no. of property assessments	8	\$ 3.77	\$ 4.26	\$ 3.75	\$ 3.83	\$ 3.90	\$ 3.98	0

5b Financial performance indicators

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure		Actual	Forecast	Target	Targeted Projections			Trend
			2021/22	Actual 2022/23	2023/24	2024/25	2025/26	2026/27	+ / o / -
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	9	4.22	-40.5%	-9.7%	-9.9%	-10.0%	-10.0%	0
Liquidity									
Unrestricted cash	Unrestricted cash / current liabilities	10	-66.83	48.4%	50.4%	51.6%	54.5%	57.5%	+
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	0	0.0%	14.7%	12.0%	9.3%	11.1%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0	0.0%	1316.3%	2225.3%	2272.2%	2320.1%	-
Indebtedness	Non-current liabilities / own source revenue		0.87%	4.0%	8.8%	7.1%	5.3%	6.8%	+
Stability									
Rates effort	Rate revenue / CIV of rateable properties in the municipality	12	0.40%	0.2%	0.2%	0.2%	0.2%	0.2%	+
Efficiency									
Revenue level	General Rates and municipal charge/no of property assessments	13	1.51	1.52	1.56	1.59	1.62	1.66	+

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. Satisfaction with community consultation and engagement**

- 2. Sealed local roads below the intervention level**

- 3. Planning applications decided within the relevant required time**

- 4. Kerbside collection waste diverted from landfill**

- 5. Working Capital**

- 6. Asset renewal**

- 7. Rates concentration**

- 8. Expenditure level**

- 9. Adjusted underlying result**

- 10. Unrestricted Cash**

11. Debt compared to rates

12. Rates effort

13. Revenue level

6. Schedule of Fees and Charges

A separate attachment to the draft budget document details the fees and charges of a non-statutory nature which will be charged in respect to various goods and services during the financial year 2023/24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.