



# BUDGET 2022/2023

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## **Mayor and CEO's Introduction**

We are pleased to invite you to view our Draft 2022/23 Budget.

This document forms an integral part of Council's overall strategic planning framework, and sets out our priorities in line with the Council Plan:

**Our natural environment**

**Our education, employment and industry**

**Our health and wellbeing**

**Our lifestyle, neighbourhood and culture**

**Our access, transport and technology**

**Your voice and our shared action**

We have worked hard to provide a responsible Budget that balances these current priorities with future needs. The Council Plan focuses on the ability to be flexible and able to respond to changing priorities and global issues, which is critical in this current climate. The last few years have been unprecedented regarding government grants and Council have positioned itself well to take maximum advantage. This budget provides the capacity to continue delivering on important Council actions.

This is a Budget that continues to build a solid foundation, ensuring Council has a strong and sustainable financial position in the years ahead. The investment in community assets is unprecedented for the next four years, and we anticipate that this will create countless opportunities for our community to continue to grow, thrive and achieve. For example, the completion of the Portland Foreshore upgrades, commencement of redevelopment works at Alexandra Park and lighting upgrades at our sporting and recreational facilities in Heywood and Casterton.

We developed this year's budget following broad community consultation held in February on the Rate Differential Discussion paper. During this time we heard from ratepayers and gathered insights to help inform the rate model used in the Draft Budget 2022/23. This community input has helped shape a Budget that implements a rate model that is considered best practice.

Rate increases have been capped at 1.75% in line with the Victorian Government's Fair Go Rates System. Despite the financial challenge this poses, council is determined to maintain and enhance its services, while working within the cap. Along with this, the cost for garbage collection has also increased by 1.75% for 2022/23.

This document outlines the broad range of services provided by council from home care for the elderly to road construction, building and planning, library services and providing leisure facilities plus so much more. It also details the funding that is required to deliver these services and maintain community infrastructure.

**The budget includes several initiatives and projects in 2022/23:**

- Improvements to risk outcomes in Council's plant management area.
- New software to be implemented for Environmental Health.
- Prepare for the next phase of Foreshore infrastructure, creativity and future attractions by investing in the delivery a Portland Foreshore Place Plan.
- Migrate Council's cultural collection data to an online industry platform.
- The budget also includes significant investment in digital connectivity across the municipality.
- There is a focus on enhancing public spaces to create economic growth and improved health and wellbeing outcomes
- A traineeship for 15 young people to participate in training and employment experience at Glenelg Shire Council.
- More than \$200k allocated for our community grants program.
- Improving the energy efficiency of our council facilities, including investigation into opportunities to reuse storm water

The Budget includes details of capital expenditure allocations to improve and renew our shire's physical infrastructure, buildings and operational assets. The Capital Works program for 2022/23 will be \$10.9M, excluding projects that may be carried over from the 2021/22 year. Of the \$10.9M in capital funding required, \$5.2M will come from external grants and \$5.7M from new borrowings.

**Highlights of the Capital Works program:**

- Allocation of \$1m for the Heywood Pool upgrade to contribute to potential government funding (total cost \$10M)
- Allocation of \$1M for a Basketball Stadium Complex as a contribution for potential government funding (total cost \$40M)
- Building works \$375k
- Plant and Equipment renewals \$1.1M
- Library, furniture and heritage equipment renewal programs \$115k
- Road works and bridge renewals \$3.1M
- Footpaths and Carparks \$100k
- Recreational and community facilities renewal, including a number of playspace upgrades \$200k
- Aerodrome upgrades \$50k
- Improvements to parks and open spaces \$160k
- Thermal loop replacement works \$250k
- Contribution to commence design development for priority tracks and trails \$100k

**Projects that will be completed in 2022/23 that are carried forward from 2021/22 include:**

- Portland Foreshore Multipurpose \$6M
- Casterton Island Park Lighting Upgrades
- Heywood Recreation Reserve Lighting Upgrades
- Casterton Little Athletics and Cricket Club Room Renewal Works
- Continued Tracks and Trails priority projects \$180k
- Merino and Heywood Transfer Station improvements \$300k
- Alexandra Park \$4.2M
- Bridgewater Boardwalks \$500k and Toilet upgrade \$650k
- Portland Arts Centre Roof \$250k
- Airport Hangar Compliance Works \$450k
- Portland North Industrial Precinct \$2.5M
- Various arts and cultural initiatives, including the Kathryn Mitchell Statue in Casterton

The Landfill Rehabilitation project will continue and monitoring costs of \$260k annually will continue to be budgeted. The landfill provision has reduced significantly in 2021/22 with \$3.7M in expenditure incurred this financial year. The provision is forecast to be \$7.8M at 30 June 2023.

Each year, the demands placed on Council exceed the revenue available. Council will continue to focus on identifying sustainable cost savings that will enable it to deliver on our Council Plan 2021-2025 and ensure the needs and aspirations of our community are realised.

**Have your say**

Critical to the process of getting it right is for you to have your say and provide feedback.

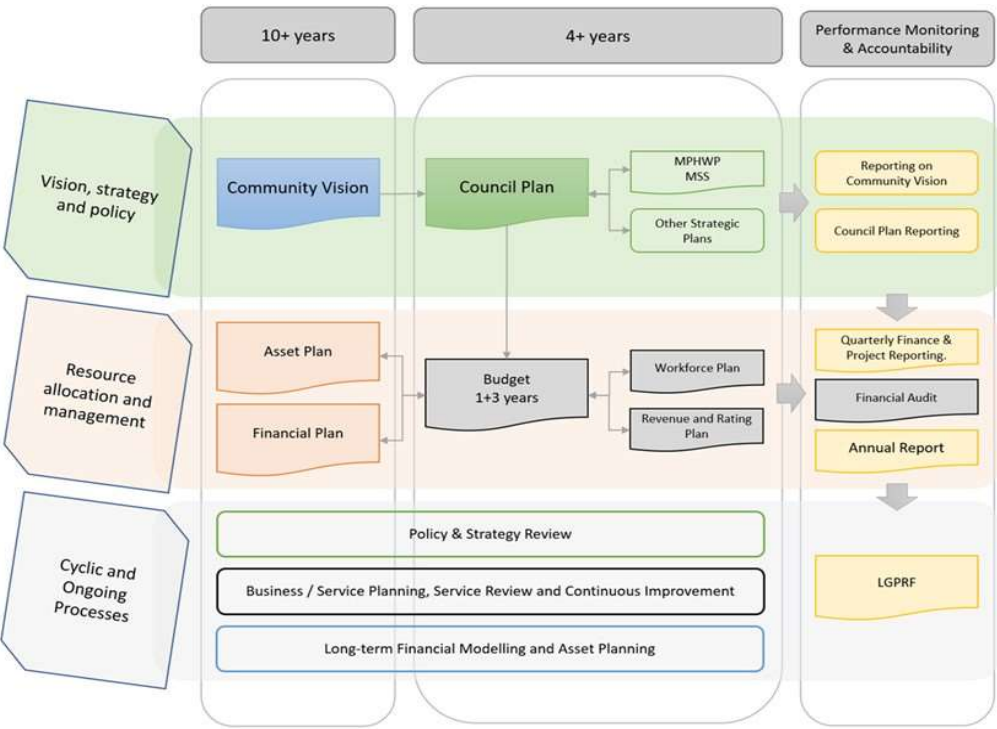
We are looking forward to receiving community feedback on our draft Budget. Your feedback does have an impact. Our aim is to deliver a fair and financially responsible budget that responds to the needs of our community. We look forward to receiving your feedback during the community consultation period.

# 1. Link to the Integrated Planning and Reporting Framework

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 Council's adopted Community Engagement Policy and Public Transparency Policy.

## 1.2 Our purpose

### Our Vision

Glenelg Shire Council is forward thinking and inclusive. We will continue to innovate and develop our diverse economy to deliver services that meet the needs of our community.

### Our Values

Respect, Integrity, Service Excellence, Teamwork and Innovation

## 1.3 Strategic objectives

Council delivers services and initiatives through more than 40 major service categories. Each contributes to the achievement of one of the five strategic objectives as set out in the council plan of 2021-25.

### Our Natural Environment

To strive towards a carbon neutral future to protect and enhance the natural environment for future generations.

### Our Education, Employment and Industry

To adapt and grow a diverse economy to embrace employment of the future and educational opportunities.

### Our Health and Wellbeing

To support the Glenelg community to thrive by being healthy, inclusive and well.

### Our Lifestyle, Neighbourhood and Culture

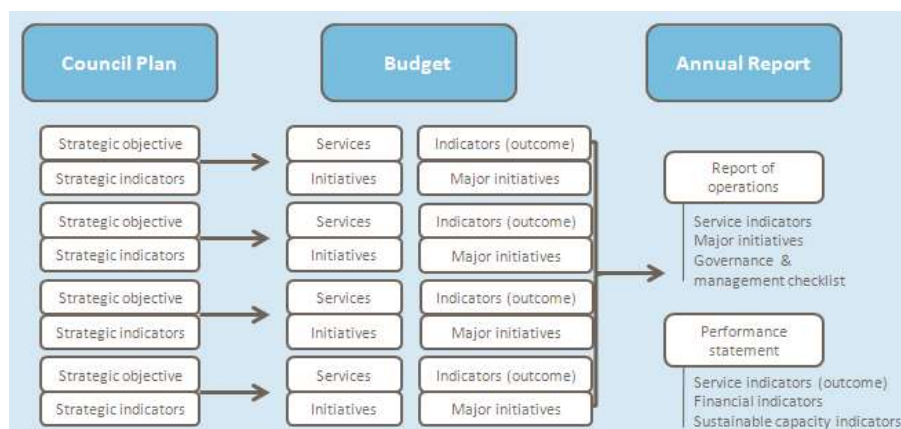
To create enriching and vibrant lives through experiences, safe and well planned neighbourhoods.

### Our Access, Transport and Technology

To make it easier for people to connect in and around the Glenelg Shire.

## 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

### 2.1 Strategic Objective - Our Natural Environment

The objective the Strategic Objective 'Our Natural Environment' is to strive towards a carbon neutral future to protect and enhance the natural environment for future generations. The services, initiatives and performance indicators for each business area within 'Our Natural Environment' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Emergency Response	Emergency Management Act 1986 and Emergency Management Act 2013 require councils to play a key role in emergency management, providing support to lead agencies and to manage emergency recovery on behalf of communities.	<i>Inc</i>	365	203	120
		<i>Exp</i>	814	552	371
		<i>Surplus / (deficit)</i>	(449)	(349)	(251)
Waste Management - Waste Reforms	Waste Management initiatives designed at minimising Council waste.	<i>Inc</i>	10	0	0
		<i>Exp</i>	155	325	237
		<i>Surplus / (deficit)</i>	(144)	(325)	(237)



Public Health	Ensure health and safety of the community in accordance with statutory requirements of the Food, Health, Environment, Protection and Residential Tenancies Acts. Inspection and liaison of premises registered under the acts are undertaken to ensure appropriate food safety and public health standards are maintained. Approval and inspections services for installation of domestic wastewater systems, infectious disease investigations, pool safety compliance for public swimming pools and investigation of public and/or environmental health complaints.	<i>Inc</i>	134	86	104
		<i>Exp</i>	274	302	310
		<i>Surplus / (deficit)</i>	(140)	(216)	(206)

Environmental and Sustainability Services	Strategic direction, advice and implementation on environmental and sustainability issues and actions of council's operations. Includes climate change, flora and fauna protection, coastal management, utility management and carbon footprint reduction in areas such as waste minimisation, renewable energy and water reuse.	<i>Inc</i>	69	75	70
		<i>Exp</i>	198	257	227
		<i>Surplus / (deficit)</i>	(129)	(182)	(157)

Thermal Loop	Managing Council's Thermal Loop system as a cost effective environmentally friendly alternative heating source.	<i>Inc</i>	0	0	0
		<i>Exp</i>	0	98	100
		<i>Surplus / (deficit)</i>	0	(98)	(100)

### Our Natural Environment - Major Initiatives

- 1) Increase the number of areas that are preserved and protected for conservation
- 2) Improve habitat connectivity and mapping of natural corridors.
- 3) Continued protection of South-eastern Red-tailed Black Cockatoo Habitat.
- 4) Increases in the number of registered domestic animals.
- 5) Increase in desexing rates of registered domestic animals.
- 6) Decrease costs to Council associated with heating and cooling buildings.
- 7) Decrease carbon emissions from Council's operations.
- 8) Increase the use of recyclable products in pathway and road construction.
- 9) Increase number of renewable fuel vehicles within Council's fleet.
- 10) Increase number of recharge points across Glenelg Shire
- 11) Increase in number of households using the Food and Organics Waste collection service
- 12) Increase in number of businesses that move to a plastic free service in the lead up to 2023.
- 13) Decrease in amount of waste to landfill.

## 2.2 Strategic Objective - Our Education, Employment and Industry

The objective the Strategic Objective 'Our Education, Employment and Industry' is to adapt and grow a diverse economy to embrace employment of the future and educational opportunities. The services, initiatives and performance indicators for each business area within 'Our Education, Employment and Industry' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Chief Executive Office and Executive Team	Oversee administrative function of council ensuring good governance practices providing advice to both the Mayor and Councillors. The Executive Team provide strategic direction and high level advice to enable policies and decisions of council to be implemented into the day to day operations.	<i>Inc</i>	85	131	84
		<i>Exp</i>	2,064	2,344	2,282
		<i>Surplus / (deficit)</i>	(1,979)	(2,213)	(2,198)
Organisational Development	Manages the recruiting process. Provides strategic advice to the Leadership Team, managers and coordinators on range of staffing matters including employee relations, industrial relations, training and development.	<i>Inc</i>	99	0	0
		<i>Exp</i>	875	797	898
		<i>Surplus / (deficit)</i>	(776)	(797)	(898)
Economy and Investment	Manage development enquiries and opportunities. Outcomes include advocating, networking to attract investments and sourcing/facilitating external grant funding opportunities to assist in the delivery of council projects.	<i>Inc</i>	282	200	0
		<i>Exp</i>	478	738	264
		<i>Surplus / (deficit)</i>	(196)	(538)	(264)
Grants Management	Source external grant funding opportunities to assist in delivery of council projects.	<i>Inc</i>	0	0	0
		<i>Exp</i>	28	50	50
		<i>Surplus / (deficit)</i>	(28)	(50)	(50)
Tourism and Events Management	Administer grant funding and Community contributions for more than 20 events each year and responsible for tourism marketing.	<i>Inc</i>	117	159	67
		<i>Exp</i>	596	986	760
		<i>Surplus / (deficit)</i>	(480)	(827)	(693)
Contracts and Procurement	Administer Council Contracts, lease agreements and procurement protocols.	<i>Inc</i>	73	65	67
		<i>Exp</i>	233	260	278
		<i>Surplus / (deficit)</i>	(160)	(195)	(211)

Childrens Services	Family orientated support services including pre-kindergarten, kindergarten, long day care, before and after school care and occasional care.	<i>Inc</i>	3,606	3,442	3,299
		<i>Exp</i>	4,117	4,519	4,595
		<i>Surplus / (deficit)</i>	(511)	(1,077)	(1,296)
Library Services	Provision of services at 3 libraries, Portland, Heywood and Casterton and outreach in smaller townships. Customer focused on catering for cultural, educational, recreational needs of communities.	<i>Inc</i>	226	255	222
		<i>Exp</i>	554	687	693
		<i>Surplus / (deficit)</i>	(328)	(432)	(470)
Youth Services	Initiate and implement projects/events to connect young people to their local community by encouraging participation in all facets of community life.	<i>Inc</i>	156	154	199
		<i>Exp</i>	145	191	277
		<i>Surplus / (deficit)</i>	11	(36)	(78)
Community Grants	Council grants and contributions for various areas including recreation, public halls, tourism, events funding, arts and culture and community support.	<i>Inc</i>	0	0	0
		<i>Exp</i>	193	214	214
		<i>Surplus / (deficit)</i>	(193)	(214)	(214)
Casterton Saleyards	Operation of the saleyards with input from an advisory committee made up of industry representatives and councillors. The yards host up to 6 store cattle sales plus a summer sheep sale per year.	<i>Inc</i>	91	127	136
		<i>Exp</i>	193	127	136
		<i>Surplus / (deficit)</i>	(102)	(0)	0

### Our Education, Employment and Industry - Major Initiatives

- 1) Increase funding for regional food and fibre programs.
- 2) Advocate for policy change to increase water allocations.
- 3) Decrease in shortage of unskilled workers in the region.
- 4) Increase number of online livestock sales.
- 5) Compliance with European Union Cattle Accreditation Scheme (EUCAS) EU accreditation.
- 6) Increase in the number of visitations to Visitor Information Centres across the Shire.
- 7) Increase investment in local infrastructure and tourism opportunities.
- 8) Increase traffic to Glenelg Shire Tourism based websites. I.e. GORRT Website and Glenelg Shire Webpage.
- 9) Increase the uptake and enrolment in three-year-old kindergarten (incl. Aboriginal and Torres Strait Islander children and children from vulnerable households).
- 10) Increase engagement in primary and secondary education.
- 11) Increase participation in library programs and outreach services.
- 12) Increase in the number of Aboriginal students completing year 12 or equivalent.
- 13) Increase participation rates in youth employment.
- 14) Decrease in the number of Waivers submitted to the Department of Education and Training as a result of shortage in staffing qualification ratios.
- 15) Increase the digital uptake of local businesses throughout Glenelg Shire.
- 16) Number of businesses accessing small grants programs.
- 17) Number of businesses supported through Glenelg Shire Council programs

## 2.3 Strategic Objective - Our Health and Wellbeing

The objective of 'Our Health and Wellbeing' is to support the Glenelg community to thrive by being healthy, inclusive and well. The services, initiatives and performance indicators for each business area within 'Our Health and Wellbeing' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Risk Management	Risk management and insurance advise, management of principles and best practice in order to minimise council's exposure to liability. Management of insurance portfolio, claims and work cover obligations.	<i>Inc</i>	128	150	30
		<i>Exp</i>	1,936	2,215	2,009
		<i>Surplus/ (deficit)</i>	(1,807)	(2,065)	(1,979)
Local Laws	Education, regulation and enforcement of General Local Law and relevant State legislation. Conducts reactive and proactive inspections including footpath trading, parking control and enforcement, litter control, fire prevention, issue and management of permits and offence prosecutions and parking patrols. Provision and inspection of the RV caravan site.	<i>Inc</i>	244	282	235
		<i>Exp</i>	1,113	1,255	1,292
		<i>Surplus/ (deficit)</i>	(869)	(974)	(1,057)
Aged and Disability Services	Range of services for the aged and disabled including home delivered meals, personal care, respite, home maintenance and planned activity groups.	<i>Inc</i>	2,312	2,148	2,386
		<i>Exp</i>	2,435	2,404	2,631
		<i>Surplus/ (deficit)</i>	(122)	(256)	(245)
Maternal Child Health	Family orientated support services including maternal and child health, immunisation and playgroup support.	<i>Inc</i>	451	429	472
		<i>Exp</i>	580	573	647
		<i>Surplus/ (deficit)</i>	(129)	(144)	(175)
Access & Inclusion	Opportunity to work with stakeholders and community to deliver increased access and inclusion across the Shire and to increase awareness of supports and networks available.	<i>Inc</i>	14	40	0
		<i>Exp</i>	14	7	98
		<i>Surplus/ (deficit)</i>	0	33	(98)

Community Development and Wellbeing	Key facilitator of community strengthening planning activities. Support volunteering and work with community agencies to develop projects addressing disadvantage issues. This service also allocates council grants to assist with implementing community plans or urban design frameworks.	<i>Inc</i>	3	45	42
		<i>Exp</i>	334	421	378
		<u><i>Surplus/ (deficit)</i></u>	<u>(332)</u>	<u>(376)</u>	<u>(336)</u>
<hr/>					
Sports and Recreation	Provide access and opportunities to a range of activities in quality sporting facilities, playgrounds and open space recreation areas.	<i>Inc</i>	50	63	15
		<i>Exp</i>	449	649	565
		<u><i>Surplus/ (deficit)</i></u>	<u>(399)</u>	<u>(586)</u>	<u>(550)</u>

### Our Health and Wellbeing - Major Initiatives

- 1) Increase in number of collaborative opportunities reported by Health and Wellbeing Partners.
- 2) Increase satisfaction with Maternal and Child Health Services and identify opportunities for improvement.
- 3) Monitor reportable KPI's within the relevant agencies' service agreements.
- 4) Increased participation in FTPG activities across the Shire.
- 5) Increase in public infrastructure to support physical activity and recreation opportunities.
- 6) Increase in the number of people that use Glenelg Shire sport and recreation facilities.
- 7) Increase proportion of community events and sporting/recreational facilities that provide healthy food options.
- 8) Increase access to low cost or free food (i.e. community gardens, food share programs).
- 9) Increase self-reported ability to access mental health services when needed.
- 10) Establish a Gender Equality Working Group.
- 11) Number of changes made to improve Gender Equality as a result of Gender Impact Assessments.
- 12) Increase number of meetings with Victoria Police and other key stakeholders to support Community Safety initiatives
- 13) Increase rates of participation in initiatives that promote social connection.
- 14) Increase opportunities for young people to participate across the Shire.
- 15) Increase community confidence in public safety.

## 2.4 Strategic Objective - Our Lifestyle, Neighbourhood and Culture

The objective of 'Our Lifestyle, Neighbourhood and Culture' is to create enriching and vibrant lives through experiences, safe and well planned neighbourhoods. The services, initiatives and performance indicators for each business area within 'Our Lifestyle, Neighbourhood and Culture' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Facilities Maintenance	Maintenance of facilities throughout the shire keeping them clean, safe and hygienic.	<i>Inc</i>	0	0	0
		<i>Exp</i>	803	1,190	1,174
		<i>Surplus / (deficit)</i>	(803)	(1,190)	(1,174)
Heritage Planning	Support of implementation of Heritage related legislation affecting the community.	<i>Inc</i>	0	0	0
		<i>Exp</i>	19	57	58
		<i>Surplus / (deficit)</i>	(19)	(57)	(58)
Planning Services	Strategic and statutory planning including assessment of planning permits, development of local policies and amendments to the Glenelg Planning Scheme. Representation at VCAT and other tribunals is also undertaken.	<i>Inc</i>	275	274	260
		<i>Exp</i>	874	1,016	946
		<i>Surplus / (deficit)</i>	(599)	(742)	(686)
Building Services	Ensuring obligations under Building Regulations, Building Act 1993 and Building Code of Conduct are adhered to. Responsible for issuing consent and reports and undertake swimming pool and commercial/building audits to ensure safety and appropriate maintenance levels are adequate.	<i>Inc</i>	429	405	300
		<i>Exp</i>	563	568	578
		<i>Surplus / (deficit)</i>	(134)	(163)	(278)
Arts and Culture	Under the ARTSGLENELG banner, a range of arts and cultural related function, programs and information is provided to the shire.	<i>Inc</i>	142	134	134
		<i>Exp</i>	376	499	528
		<i>Surplus / (deficit)</i>	(234)	(365)	(394)

Collection Conservation	Coordination, administration and support of conservation, storage and display of cultural and heritage artefacts. Approximately 10,000 collection items are catalogued. The service also supports tourism in the area with management and displays in the History House, Maritime Discovery Centre museum, Portland Rocket Shed and Portland and Casterton Customer Service Centres.	<i>Inc</i>	3	45	30
		<i>Exp</i>	83	153	202
		<i>Surplus / (deficit)</i>	(80)	(108)	(172)
Aboriginal Partnership	Partner with the Traditional Owners to increase representation of Aboriginal culture across townships and to deliver opportunities to increase cultural awareness across the Shire.	<i>Inc</i>	0	0	0
		<i>Exp</i>	48	20	20
		<i>Surplus / (deficit)</i>	(48)	(20)	(20)
Casterton Caravan Park	Manage and maintain the council owned caravan park at Casterton. This facility consists of 22 sites.	<i>Inc</i>	32	25	25
		<i>Exp</i>	21	17	18
		<i>Surplus / (deficit)</i>	10	8	7
Caravan Park Portland	Council owned caravan park located in Portland. This facility consists of Cabins and Camp sites.	<i>Inc</i>	99	100	120
		<i>Exp</i>	0	0	0
		<i>Surplus / (deficit)</i>	99	100	120
Visitor Information Centers	Operate and manage 3 Visitor Information Centres across the shire, located in Portland, Casterton and Nelson.	<i>Inc</i>	56	61	66
		<i>Exp</i>	395	444	481
		<i>Surplus / (deficit)</i>	(339)	(384)	(415)
Aquatic Facilities	Swimming Pools are located at Portland, Heywood, Merino and Casterton allowing a range of leisure activities.	<i>Inc</i>	0	0	0
		<i>Exp</i>	1,096	1,380	1,397
		<i>Surplus / (deficit)</i>	(1,096)	(1,380)	(1,397)
Infrastructure, Management and Planning	Design, tender and project management of a broad range of council capital works.	<i>Inc</i>	12	108	36
		<i>Exp</i>	798	1,201	922
		<i>Surplus / (deficit)</i>	(786)	(1,093)	(886)
Waste Management	Kerbside waste collection including recyclables from most urban and some rural households. Public waste collection including 6 waste transfer stations.	<i>Inc</i>	3,316	3,285	3,381
		<i>Exp</i>	1,492	4,680	4,199
		<i>Surplus/ (deficit)</i>	1,823	(1,395)	(818)

Management of Engineering Services	Management of Assets to ensure service requirements of council assets are met.	<i>Inc</i>	0	0	0
		<i>Exp</i>	448	748	576
		<i>Surplus/ (deficit)</i>	(448)	(748)	(576)
Public Buildings and Foreshore Management	Council provides a large range of services many utilising a council building or facility.	<i>Inc</i>	5	0	0
		<i>Exp</i>	2,060	1,715	1,713
		<i>Surplus / (deficit)</i>	(2,055)	(1,715)	(1,713)
Parks and Gardens	Management of public lands including playgrounds, recreation reserves, toilet blocks, wetlands, landscaped areas, pathways, seating BBQs, garden beds, traffic management devices, waterways, bridges and streamside reserves. Street and Park trees, bushland conservation and areas along waterways and other environmental significant locations are also managed.	<i>Inc</i>	5	0	5
		<i>Exp</i>	2,278	2,114	2,000
		<i>Surplus/ (deficit)</i>	(2,273)	(2,114)	(1,995)

### Our Lifestyle, Neighbourhood and Culture - Major Initiatives

- 1) Report on the continued progress of the nominated structure plans.
- 2) Decrease non-compliant owner/occupier builds.
- 3) Adoption and implementation of the Rural Land Strategy.
- 4) Increase the utilisation rate of council owned assets.
- 5) Increase the annual ratio of funding to reduce the funding gap associated with asset renewal.
- 6) Amount and type of asset replacements, renewals and consolidations aligned to identified strategic direction and stakeholder feedback.
- 7) Work with Traditional Owners to increase representation of Aboriginal culture across townships.
- 8) Develop with Traditional Owners a cultural awareness framework.
- 9) Increase the number opportunities for informal play and recreation for people of all ages and abilities across the
- 10) Increase attendance and participation in creative programs.
- 11) Increase the number of creative elements in infrastructure projects and public spaces.



## 2.5 Strategic Objective - Our Access, Transport and Technology

The objective of 'Our Access, Transport and Technology' is to make it easier for people to connect in and around the Glenelg Shire. The services, initiatives and performance indicators for each business area within 'Our Access, Transport and Technology' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Digital Glenelg	Implementation of initiatives identified in the Business Transformation Roadmap that will improve the quality of services we deliver to the community.	<i>Inc</i>	0	0	0
		<i>Exp</i>	624	1,008	1,369
		<i>Surplus/ (deficit)</i>	(624)	(1,008)	(1,369)
Information Technology	Support and maintain reliable and cost effective communications and computing systems, facilities and infrastructure. This enables council staff to deliver services in an efficient manner.	<i>Inc</i>	1	0	0
		<i>Exp</i>	1,659	1,793	2,153
		<i>Surplus/ (deficit)</i>	(1,658)	(1,793)	(2,153)
School Crossings	Provides resources for supervision of school crossings management.	<i>Inc</i>	60	60	62
		<i>Exp</i>	148	164	169
		<i>Surplus/ (deficit)</i>	(88)	(104)	(107)
Information & Data Management	Document, archival and information management including compliance with relevant legislation. Provides advice and support in development and promotion of records and information management systems, standards and procedures.	<i>Inc</i>	0	0	0
		<i>Exp</i>	191	320	345
		<i>Surplus/ (deficit)</i>	(191)	(320)	(345)
Quarries	Management of 6 operating limestone quarries for provision of road construction and maintenance materials.	<i>Inc</i>	774	390	442
		<i>Exp</i>	525	390	442
		<i>Surplus/ (deficit)</i>	249	0	0
Aerodromes	Council owned and operated airport at Portland. Facility users are Royal Flying Doctor, charter, private and emergency services. Commercial services were previously provided by Sharp Aviation. Casterton Airfield is used strategically for aerial fire operations and air ambulance.	<i>Inc</i>	84	57	69
		<i>Exp</i>	267	344	340
		<i>Surplus/ (deficit)</i>	(182)	(287)	(271)

Local Port	Management of multiple maritime facilities within the Portland Harbour including commercial and recreational fishing and boating.	<i>Inc</i>	562	624	596
		<i>Exp</i>	640	579	578
		<i>Surplus/ (deficit)</i>	(78)	46	17
Asset Management and Maintenance	Management of Plant and Depots. Incl managing rolling replacement of heavy plant and light plant including vehicles.	<i>Inc</i>	1	0	0
		<i>Exp</i>	947	235	114
		<i>Surplus/ (deficit)</i>	(946)	(235)	(114)
Road Infrastructure Maintenance	Regulatory compliance and management of road infrastructure including sealed and unsealed roads, footpaths, drainage, kerb and channels, signage, roadside vegetation, culverts, footbridges and fireplugs.	<i>Inc</i>	3	0	0
		<i>Exp</i>	4,541	4,785	4,823
		<i>Surplus/ (deficit)</i>	(4,538)	(4,785)	(4,823)

#### Our Access, Transport and Technology - Major Initiatives

- 1) Increase in transport options to, from and within Glenelg.
- 2) Advocate for funding to improve mobile and broadband connectivity across the Shire, specifically in remote areas.
- 3) Completion of phase 3 and commencement of phase 4 of the Digital Glenelg Implementation Plan and Program Roadmap
- 4) Increase road safety on local and state roads by working with Victoria Police to reduce road trauma incidents.
- 5) Increase freight movement to and from Glenelg (rail, port and road).
- 6) Increase pedestrian connections/crossings across the Shire.
- 7) Increase pedestrian access to and from the Portland Foreshore area.
- 8) Increase access to technology for residents.

## 2.6 Strategic Objective - Your Voice, Our Shared Action

The objective of 'Your Voice, Our Shared Action' is to create a highly engaged and capable local government, leading Glenelg to ensure the needs and aspirations of our community are realised. The services, initiatives and performance indicators for each business area within 'Your Voice, Our Shared Action' are described below -

Service area	Description of services provided		2020/21 Actual \$'000	2021/22 Forecast \$'000	2022/23 Budget \$'000
Mayor and Council	Mayor and Councillors provide strategic direction to the community through council and committee processes and are responsible for the governance of the shire.	<i>Inc</i>	0	0	0
		<i>Exp</i>	443	450	482
		<i>Surplus/ (deficit)</i>	(443)	(450)	(482)
Communication and Media	Provide accurate information and promotion on council activities and programs both internally and externally.	<i>Inc</i>	0	0	0
		<i>Exp</i>	138	161	148
		<i>Surplus/ (deficit)</i>	(138)	(161)	(148)
Corporate Services	Statutory and corporate support to council. This includes coordinating business papers, minutes of council meetings, maintenance of statutory registers and the conduct of municipal elections.	<i>Inc</i>	0	0	0
		<i>Exp</i>	151	51	100
		<i>Surplus/ (deficit)</i>	(151)	(51)	(100)
Customer Service	First line response for customer enquiries at the 3 customer service centres at Portland, Heywood and Casterton. Request for works taken directly from customers, recorded and sent to the relevant service units. Casterton and Heywood centres also provide library services.	<i>Inc</i>	20	33	31
		<i>Exp</i>	598	620	656
		<i>Surplus/ (deficit)</i>	(577)	(587)	(625)
Finance	Development of the annual council budget, annual financial report and the strategic financial plan. Coordination of external auditors and input into the audit committee requirements. Administer the accounts payable, accounts receivables and Payroll services for the council. Supports all units in financial analysis of variances to budget.	<i>Inc</i>	0	1	0
		<i>Exp</i>	865	812	991
		<i>Surplus/ (deficit)</i>	(865)	(811)	(991)

Rating / Property Services	Rating and valuation services including raising and collection of rates and charges and valuation of properties through the shire. Assist Victorian Electoral Commission in preparation for the Voters Roll for council elections.	<i>Inc</i>	0	0	0
		<i>Exp</i>	360	456	382
		<i>Surplus/ (deficit)</i>	(360)	(456)	(382)
Internal Audit	Management of the Internal Audit function including Audit and Risk Committee.	<i>Inc</i>	0	0	0
		<i>Exp</i>	169	176	190
		<i>Surplus/ (deficit)</i>	(169)	(176)	(190)
Community Engagement & Planning	Engaging with the Community to strengthen community input into planning activities, services and Council Plans .	<i>Inc</i>	0	0	0
		<i>Exp</i>	181	239	120
		<i>Surplus/ (deficit)</i>	(181)	(239)	(120)

### Major Initiatives - Your Voice, Our Shared Action

- 1) Increase in community satisfaction with Council's community engagement processes.
- 2) Increase in number of people participating in Council processes and projects.
- 3) Increase community trust in Council to advocate and make decisions on its behalf.
- 4) Increase in number of joint funding applications and grants received across the Shire.
- 5) Increase in number of joint projects delivered across the Shire.
- 6) Increase in number of people participating in Council processes and projects.

## 2.6 Reconciliation with Budgeted Operating Result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1 - Our Natural Environment	(951)	1,246	294
Strategic Objective 2 - Our Education, Employment and Industry	(6,373)	10,446	4,073
Strategic Objective 3 - Our Health and Wellbeing	(4,439)	7,620	3,180
Strategic Objective 4 - Our Lifestyle, Neighbourhood and Culture	(10,455)	14,813	4,357
Strategic Objective 5 - Our Access, Transport and Technology	(9,165)	10,333	1,168
Strategic Objective 5 - Leading Glenelg	(3,038)	3,069	31
<b>Total</b>	<b>(34,422)</b>	<b>47,526</b>	<b>13,105</b>
<b>Expenses added in:</b>			
Depreciation	12,529		
Amortisation - Right of Use Assets	223		
Finance costs - Leases	20		
Others	(668)		
<b>Surplus/(Deficit) before funding sources</b>	<b>(46,525)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue (Excluding Waste Management Charge)	28,912		
Other Rates and charges revenue (Fire Services etc)	121		
VLGFC Income - General Purpose and Roads Funding	9,240		
Capital Grants Income	8,248		
Finance Income	50		
Other Income	16		
<b>Total funding sources</b>	<b>46,587</b>		
<b>Operating surplus/(deficit) for the year</b>	<b>62</b>		

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2022/23 has been supplemented with projections to 2025/26.

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 2026

		Forecast 2021/22	Budget 2022/23	Projections		
	Notes	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Income</b>						
Rates and charges	4.1.1	31,112	31,393	31,878	32,371	32,872
Rates and charges - Rebate	4.1.1	(3,436)	0	-	-	-
Statutory fees and fines	4.1.2	978	932	948	965	982
User fees	4.1.3	2,597	3,153	3,208	3,264	3,321
Grants - Operating	4.1.4	15,685	14,784	14,594	14,849	15,109
Grants - Capital	4.1.4	26,461	8,248	8,125	8,125	3,125
Contributions - monetary	4.1.5	209	115	200	200	200
Other income	4.1.6	806	575	584	594	605
Net Gain (or Loss) on disposal of PP & E		566	0	-	-	-
<b>Total income</b>		<b>74,978</b>	<b>59,200</b>	<b>59,537</b>	<b>60,368</b>	<b>56,214</b>
<b>Expenses</b>						
Employee costs	4.1.7	(25,843)	(26,340)	(25,471)	(25,249)	(25,029)
Materials and services	4.1.8	(20,670)	(18,826)	(16,500)	(16,665)	(16,832)
Depreciation	4.1.9	(9,000)	(12,529)	(12,881)	(13,011)	(13,143)
Amortisation - right of use assets	4.1.10	(204)	(223)	(150)	(150)	(150)
Bad and doubtful debts		-	-	-	-	-
Borrowing costs		(193)	(146)	(410)	(387)	(363)
Finance Costs - leases		(28)	(20)	(24)	(24)	(24)
Other expenses	4.1.11	(1,637)	(1,056)	(1,033)	(1,011)	(989)
<b>Total expenses</b>		<b>(57,575)</b>	<b>(59,138)</b>	<b>(56,467)</b>	<b>(56,494)</b>	<b>(56,526)</b>
<b>Surplus/(deficit) for the year</b>		<b>17,403</b>	<b>62</b>	<b>3,070</b>	<b>3,874</b>	<b>(311)</b>
Items that may be reclassified to surplus or deficit in future periods		-	-	-	-	-
<b>Total comprehensive result</b>		<b>17,403</b>	<b>62</b>	<b>3,070</b>	<b>3,874</b>	<b>(311)</b>

## Balance Sheet

For the four years ending 30 June 2026

	Notes	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projections 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		15,159	4,696	2,122	2,944	5,290
Trade and other receivables		3,200	3,200	3,200	3,200	3,200
Other financial assets		4	4	4	4	4
Inventories		200	200	200	200	200
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		400	400	400	400	400
<b>Total current assets</b>		<b>18,963</b>	<b>8,500</b>	<b>5,926</b>	<b>6,748</b>	<b>9,094</b>
<b>Non-current assets</b>						
Trade and other receivables		10	10	10	10	10
Other financial assets		-	-	-	-	-
Property, infrastructure, plant & equipment		443,735	460,044	464,288	468,183	464,476
Right-of-use assets	4.2.2	343	249	178	58	-
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>		<b>444,088</b>	<b>460,303</b>	<b>464,476</b>	<b>468,251</b>	<b>464,486</b>
<b>Total assets</b>		<b>463,052</b>	<b>468,803</b>	<b>470,402</b>	<b>474,999</b>	<b>473,580</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		2,100	2,100	2,100	2,100	2,100
Trust funds and deposits		1,000	1,000	1,000	1,000	1,000
Provisions		5,716	5,052	5,130	5,210	5,290
Interest-bearing liabilities	4.2.1	590	1,147	1,055	904	931
Lease liabilities	4.2.2	181	155	80	28	-
<b>Total current liabilities</b>		<b>9,586</b>	<b>9,454</b>	<b>9,366</b>	<b>9,242</b>	<b>9,322</b>
<b>Non-current liabilities</b>						
Provisions		8,238	8,291	8,044	7,797	7,551
Interest-bearing liabilities	4.2.1	7,678	13,532	12,476	13,572	12,641
Lease liabilities	4.2.2	177	93	12	10	-
<b>Total non-current liabilities</b>		<b>16,093</b>	<b>21,915</b>	<b>20,532</b>	<b>21,380</b>	<b>20,192</b>
<b>Total liabilities</b>		<b>25,680</b>	<b>31,369</b>	<b>29,898</b>	<b>30,621</b>	<b>29,513</b>
<b>Net assets</b>		<b>437,372</b>	<b>437,434</b>	<b>440,504</b>	<b>444,378</b>	<b>444,067</b>
<b>Equity</b>						
Accumulated surplus		143,039	143,101	146,170	150,044	149,733
Reserves		294,333	294,333	294,333	294,333	294,333
<b>Total equity</b>		<b>437,372</b>	<b>437,434</b>	<b>440,503</b>	<b>444,377</b>	<b>444,066</b>

## Statement of Changes in Equity

For the four years ending 30 June 2026

	Notes	Total \$'000	Accum. Surplus \$'000	Reval. Reserve \$'000	Other Reserves \$'000
<b>2022 Forecast</b>					
Balance at beginning of the financial year		419,969	125,636	294,333	-
Surplus/(deficit) for the year		17,403	17,403	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>437,372</b>	<b>143,039</b>	<b>294,333</b>	<b>-</b>
<b>2023 Budget</b>					
Balance at beginning of the financial year		437,372	143,039	294,333	-
Surplus/(deficit) for the year		62	62	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>437,434</b>	<b>143,101</b>	<b>294,333</b>	<b>-</b>
<b>2024</b>					
Balance at beginning of the financial year		437,434	143,101	294,333	-
Surplus/(deficit) for the year		3,070	3,070	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>440,503</b>	<b>146,170</b>	<b>294,333</b>	<b>-</b>
<b>2025</b>					
Balance at beginning of the financial year		440,503	146,170	294,333	-
Surplus/(deficit) for the year		3,874	3,874	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>444,377</b>	<b>150,044</b>	<b>294,333</b>	<b>-</b>
<b>2026</b>					
Balance at beginning of the financial year		444,377	150,044	294,333	-
Surplus/(deficit) for the year		(311)	(311)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>444,066</b>	<b>149,733</b>	<b>294,333</b>	<b>-</b>



## Statement of Cash Flows

For the four years ending 30 June 2026

Notes	Forecast 2021/22	Budget 2022/23	Projections		
	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	31,112	31,393	31,878	32,371	32,872
Rates and charges - Rebate	(3,436)	-	-	-	-
Statutory fees and fines	978	932	948	965	982
User fees	2,597	3,153	3,208	3,264	3,321
Grants - operating	15,685	14,784	14,594	14,849	15,109
Grants - capital	7,994	8,248	12,495	8,125	3,125
Contributions - monetary	209	115	200	200	200
Interest received	150	100	100	100	100
Other receipts	656	475	484	494	505
Employee costs	(25,843)	(26,340)	(25,471)	(25,249)	(25,029)
Materials and services	(20,670)	(18,826)	(16,500)	(16,665)	(16,832)
Short-term, low value and variable lease	(28)	(20)	(24)	(24)	(24)
Other payments	(2,280)	(2,433)	(2,654)	(2,608)	(2,563)
<b>Net cash provided by/(used in) operating activities</b>	<b>7,123</b>	<b>11,582</b>	<b>19,258</b>	<b>15,822</b>	<b>11,767</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(18,986)	(10,920)	(15,810)	(15,810)	(8,560)
Payments for carry forward property, infrastructure, plant and equipment	-	(17,332)	(4,666)	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(18,986)</b>	<b>(28,252)</b>	<b>(20,476)</b>	<b>(15,810)</b>	<b>(8,560)</b>
<b>Cash flows from financing activities</b>					
Proceeds from borrowings	-	7,000	-	2,000	-
Repayment of borrowings	(565)	(590)	(1,147)	(1,055)	(797)
Interest paid - lease liability	(21)	(21)	(14)	(7)	(1)
Repayment of lease liabilities	(183)	(183)	(195)	(127)	(63)
<b>Net cash provided by/(used in) financing activities</b>	<b>(769)</b>	<b>6,206</b>	<b>(1,356)</b>	<b>811</b>	<b>(861)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(12,631)</b>	<b>(10,463)</b>	<b>(2,574)</b>	<b>822</b>	<b>2,346</b>
Cash and cash equivalents at the beginning of the financial year	27,790	15,159	4,696	2,122	2,944
<b>Cash and cash equivalents at the end of the financial year</b>	<b>15,159</b>	<b>4,696</b>	<b>2,122</b>	<b>2,944</b>	<b>5,290</b>

## Statement of Capital Works

For the four years ending 30 June 2026

		Forecast	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25	2025/26
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Building improvements		(7,170)	(5,375)	(375)	(375)	(375)
Total buildings		(7,170)	(5,375)	(375)	(375)	(375)
Total property		(7,170)	(5,375)	(375)	(375)	(375)
Plant and equipment						
Heritage plant and equipment		(10)	(10)	(10)	(10)	(10)
Plant, machinery and equipment		(1,406)	(1,135)	(1,135)	(1,135)	(1,135)
Fixtures, fittings and furniture		(20)	(10)	-	-	-
Library books		(95)	(95)	(95)	(95)	(95)
Total plant and equipment		(1,531)	(1,250)	(1,240)	(1,240)	(1,240)
Infrastructure						
Roads		(3,444)	(2,905)	(2,905)	(2,905)	(2,905)
Bridges		(1,000)	(200)	(200)	(200)	(200)
Footpaths and cycleways		(230)	(50)	(50)	(50)	(50)
Drainage		(2,550)	(50)	(50)	(50)	(50)
Recreational, leisure and community facilities		(4,846)	(200)	(200)	(200)	(200)
Waste management		(3,741)	(280)	(280)	(280)	(280)
Parks, open space and streetscapes		(8,649)	(260)	(160)	(160)	(160)
Aerodromes		(1,324)	(50)	(50)	(50)	(50)
Off street car parks		(20)	(50)	(50)	(50)	(50)
Other infrastructure		(7,903)	(250)	(10,250)	(10,250)	(3,000)
Total infrastructure		(33,707)	(4,295)	(14,195)	(14,195)	(6,945)
Total capital works expenditure	4.3.1	(42,408)	(10,920)	(15,810)	(15,810)	(8,560)
Represented by:						
New asset expenditure		(27,517)	(5,350)	(10,250)	(10,250)	(3,000)
Asset renewal expenditure		(7,555)	(5,310)	(5,560)	(5,560)	(5,560)
Asset upgrade expenditure		(7,336)	(260)	-	-	-
Total capital works expenditure	4.3.1	(42,408)	(10,920)	(15,810)	(15,810)	(8,560)
Funding sources represented by:						
Grants		(26,461)	(5,200)	(8,125)	(8,125)	(3,260)
Contributions		-	-	-	-	-
Council cash		(8,947)	-	(7,685)	(5,685)	(5,300)
Borrowings		(7,000)	(5,720)	-	(2,000)	-
Total capital works expenditure	4.3.1	(42,408)	(10,920)	(15,810)	(15,810)	(8,560)

## Statement of Human Resources

For the four years ending 30 June 2026

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	(25,443)	(25,990)	(25,121)	(24,899)	(24,679)
Employee costs - capital	(400)	(350)	(350)	(350)	(350)
<b>Total staff expenditure</b>	<b>(25,843)</b>	<b>(26,340)</b>	<b>(25,471)</b>	<b>(25,249)</b>	<b>(25,029)</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	260.0	286.7	275.1	272.1	269.1
<b>Total staff numbers</b>	<b>260.0</b>	<b>286.7</b>	<b>275.1</b>	<b>272.1</b>	<b>269.1</b>

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

Department	Budget 2022/23 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temp \$'000
Chief Executive Office	(1,502)	(1,086)	(307)	-	(109)
Glenelg Futures	(1,613)	(1,029)	(280)	-	(304)
Corporate Services	(6,642)	(4,164)	(1,840)	(223)	(414)
Community Services	(8,667)	(3,298)	(2,237)	(439)	(2,693)
Assets	(7,567)	(6,164)	(1,003)	(158)	(242)
Total permanent staff expenditure	(25,990)	(15,742)	(5,666)	(820)	(3,762)
Capitalised labour costs	(350)				
<b>Total expenditure</b>	<b>(26,340)</b>				

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

Department	Budget 2022/23	Comprises			
		Permanent Full Time	Part time	Casual	Temp
Chief Executive Office	12.9	9.0	3.0	-	0.9
Glenelg Futures	15.1	10.1	2.6	-	2.4
Corporate Services	68.7	38.0	23.2	2.5	5.0
Community Services	101.5	35.0	26.8	5.3	34.5
Assets	80.4	66.0	10.4	1.4	2.6
Total permanent staff expenditure	278.7	158.1	65.9	9.3	45.4
Capitalised labour costs	8.0				
<b>Total staff</b>	<b>286.7</b>				

## Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Chief Executive Office</b>				
Permanent - Full time	1,086	986	986	986
Female	706	606	606	606
Male	380	380	380	380
Self-described gender	0	0	0	0
Permanent - Part time	307	307	307	307
Female	307	307	307	307
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total Chief Executive Office</b>	<b>1,393</b>	<b>1,293</b>	<b>1,293</b>	<b>1,293</b>
<b>Glenelg Futures</b>				
Permanent - Full time	1,029	1,029	1,029	1,029
Female	450	450	450	450
Male	579	579	579	579
Self-described gender	0	0	0	0
Permanent - Part time	280	280	280	280
Female	280	280	280	280
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total Glenelg Futures</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>	<b>1,309</b>
<b>Corporate Services</b>				
Permanent - Full time	4,164	3,964	3,964	3,964
Female	2,393	2,293	2,293	2,293
Male	1,772	1,672	1,672	1,672
Self-described gender	0	0	0	0
Permanent - Part time	1,840	1,840	1,840	1,840
Female	1,502	1,502	1,502	1,502
Male	338	338	338	338
Self-described gender	0	0	0	0
<b>Total Corporate Services</b>	<b>6,005</b>	<b>5,805</b>	<b>5,805</b>	<b>5,805</b>
<b>Community Services</b>				
Permanent - Full time	3,298	3,298	3,298	3,298
Female	2,884	2,884	2,884	2,884
Male	413	413	413	413
Self-described gender	0	0	0	0
Permanent - Part time	2,237	2,237	2,237	2,237
Female	2,106	2,106	2,106	2,106
Male	130	130	130	130
Self-described gender	0	0	0	0
<b>Total Community Services</b>	<b>5,534</b>	<b>5,534</b>	<b>5,534</b>	<b>5,534</b>
<b>Assets</b>				
Permanent - Full time	6,164	6,014	6,014	6,014
Female	837	837	837	837
Male	5,328	5,178	5,178	5,178
Self-described gender	0	0	0	0
Permanent - Part time	1,003	1,003	1,003	1,003
Female	195	195	195	195
Male	808	808	808	808
Self-described gender	0	0	0	0
<b>Total Assets</b>	<b>7,167</b>	<b>7,017</b>	<b>7,017</b>	<b>7,017</b>
<b>Casuals, temporary and other expenditure</b>	<b>4,582</b>	<b>4,113</b>	<b>3,891</b>	<b>3,671</b>
<b>Capitalised labour costs</b>	<b>350.0</b>	<b>400.0</b>	<b>400.0</b>	<b>400.0</b>
<b>Total staff expenditure</b>	<b>26,340</b>	<b>25,471</b>	<b>25,249</b>	<b>25,029</b>

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
<b>Chief Executive Office</b>				
Permanent - Full time	9.0	10.0	10.0	10.0
Female	7.0	7.0	7.0	7.0
Male	2.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	3.0	4.1	4.1	4.1
Female	3.0	2.7	2.7	2.7
Male	0.0	1.4	1.4	1.4
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Chief Executive Office</b>	<b>12.0</b>	<b>14.1</b>	<b>14.1</b>	<b>14.1</b>
<b>Glenelg Futures</b>				
Permanent - Full time	10.1	10.1	10.1	10.1
Female	4.0	4.0	4.0	4.0
Male	6.1	6.1	6.1	6.1
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	2.6	2.6	2.6	2.6
Female	2.6	2.6	2.6	2.6
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Glenelg Futures</b>	<b>12.7</b>	<b>12.7</b>	<b>12.7</b>	<b>12.7</b>
<b>Corporate Services</b>				
Permanent - Full time	38.0	38.0	38.0	38.0
Female	24.0	24.0	24.0	24.0
Male	14.0	14.0	14.0	14.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	23.2	23.2	23.2	23.2
Female	18.6	18.6	18.6	18.6
Male	4.6	4.6	4.6	4.6
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Corporate Services</b>	<b>61.2</b>	<b>61.2</b>	<b>61.2</b>	<b>61.2</b>
<b>Community Services</b>				
Permanent - Full time	35.0	32.5	32.5	32.5
Female	32.0	29.5	29.5	29.5
Male	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	26.8	18.9	18.9	18.9
Female	25.1	18.5	18.5	18.5
Male	1.6	0.4	0.4	0.4
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Community Services</b>	<b>61.8</b>	<b>51.4</b>	<b>51.4</b>	<b>51.4</b>
<b>Assets</b>				
Permanent - Full time	66.0	68.0	68.0	68.0
Female	9.0	8.0	8.0	8.0
Male	57.0	60.0	60.0	60.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	10.4	10.0	10.0	10.0
Female	2.1	2.4	2.4	2.4
Male	8.3	7.6	7.6	7.6
Self-described gender	0.0	0.0	0.0	0.0
<b>Total Assets</b>	<b>76.4</b>	<b>78.0</b>	<b>78.0</b>	<b>78.0</b>
<b>Casuals and temporary staff</b>	<b>54.7</b>	<b>49.7</b>	<b>46.7</b>	<b>43.7</b>
<b>Capitalised labour</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Total staff numbers</b>	<b>286.7</b>	<b>275.1</b>	<b>272.1</b>	<b>269.1</b>

## 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 and the municipal charge will increase by 1.75% in line with the rate cap.

The ad valorem rates below are based on the current valuation as supplied by the valuer general which is subject to confirmation.

Council has proposed to introduce a differential rate structure in 2022/23 and removed the 30% rebate that was provided to the Primary Production rate category. This rebate had previously represented \$3.429M of Council's rate revenue source.

This will raise total rates and charges for 2022/23 to \$31.4M (including Kerbside collection).

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

	2021/22 Forecast \$'000	2022/23 Budget \$'000	Change \$'000	%
Waste Management charge - Kerbside Collection	2,439	2,481	42	1.72%
General Service Rates and Charges (excluding Rebates) *	23,465	23,877	411	1.75%
Valuation adjustments due to Supplementary Changes	(161)	-	161	-100.00%
Rates and Charges - Cultural & Recreational Lands Act	18	27	9	50.11%
Special rates and charges	5,241	4,859	(383)	-7.31%
Supplementary rates and rate adjustments	77	133	56	72.73%
Interest on rates and charges	32	17	(15)	-46.88%
<b>Total Rates and charges excluding rebates</b>	<b>31,112</b>	<b>31,393</b>	<b>281</b>	<b>0.90%</b>
Rebate - 30% Primary Production	(3,429)	-	3,429	-100.00%
Rebate - 50% Recreational Land	(6)	-	6	-100.00%

\*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	2021/22 cents/\$CIV*	2022/23 cents/\$CIV*	Change
General rate for rateable general land	0.004188	0.003728	-10.98%
General rate for rateable commercial land	0.004188	0.003728	-10.98%
General rate for primary production land	0.004188	0.002610	-37.68%
General rate for recreational land	0.004188	-	-100.00%
General rate for cultural and recreation lands	0.002094	0.001864	-10.98%

**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	2021/22 \$'000	2022/23 \$'000	Change \$'000	%
General land	10,537	12,510	1,973	18.72%
Commercial land	1,485	1,580	95	6.40%
Primary production land (excluding 30% rebate)	11,431	9,785	(1,646)	-14.40%
Recreational land (excluding 50% rebate)	12	-	(12)	-100.00%
<b>Total General Rates and Charges (excluding Rebates)</b>	<b>23,465</b>	<b>23,875</b>	<b>410</b>	<b>1.75%</b>
Valuation adjustments due to Supplementary Changes	(161)	-	161	-100.00%
Cultural and recreational land	18	27	9	51.90%
Rate agreements	5,241	4,859	-383	-7.30%
<b>Total amount Rates and Charges excluding rebates</b>	<b>28,563</b>	<b>28,761</b>	<b>197</b>	<b>0.69%</b>
Primary production land - 30% rebate	(3,429)	-	3,429	-100.00%
Recreational land - 50% rebate	(6)	-	6	-100.00%

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

**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	2021/22 Number	2022/23 Number	Change Number	%
General land	10,022	10,098	76	0.76%
Commercial land	1,028	1,024	-4	-0.39%
Primary production land	2,781	2,765	-16	-0.58%
Recreational land	15	-	-15	-100.00%
Cultural and recreational land	16	30	14	87.50%
Rate agreements	6	6	-	0.00%
<b>Total number of assessments</b>	<b>13,868</b>	<b>13,923</b>	<b>55</b>	<b>0.40%</b>



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

**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	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
General land	2,476,922	3,355,713	878,791	35.48%
Commercial land	354,842	423,874	69,032	19.45%
Primary production land	2,729,384	3,749,790	1,020,406	37.39%
Recreational land	3,008	-	3,008	-100.00%
Cultural and recreational land	8,488	14,314	5,826	68.64%
Rate agreements	674,523	583,965	(90,558)	-13.43%
<b>Total value of land</b>	<b>6,247,167</b>	<b>8,127,656</b>	<b>1,880,489</b>	<b>30.10%</b>

**4.1.1(g) 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 2021/22	Per Rateable Property 2022/23	Change	
	\$	\$	\$	%
Waste Management charge - Kerbside Collection	286.70	291.70	5	1.74%
<b>Total</b>	<b>286.70</b>	<b>291.70</b>	<b>5</b>	<b>1.74%</b>

**4.1.1(h) 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	2021/22	2022/23	Change	
	\$'000	\$'000	\$	%
Waste Management charge - Kerbside Collection	2,439	2,481	42	1.72%
<b>Total</b>	<b>2,439</b>	<b>2,481</b>	<b>42</b>	<b>1.72%</b>

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

	2021/22	2022/23	Change	
	\$'000	\$'000	\$'000	%
General rates	23,465	23,877	411	1.75%
Valuation adjustments due to Supplementary Changes	(161)	-	161	-100.00%
Rates and Charges - Cultural & Recreational Lands Act	18	27	9	50.11%
Rate agreements	5,241	4,859	382	-7.30%
Waste Management charge - Kerbside Collection	2,439	2,481	42	1.72%
<b>Total Rates and charges excluding rebates</b>	<b>31,002</b>	<b>31,243</b>	<b>241</b>	<b>0.78%</b>
Primary production land - 30% rebate	(3,429)	-	3,429	-100.00%
Recreational land - 50% rebate	(6)	-	6	-100.00%

Council has introduced a differential rate structure in 2022/23 and removed the 30% rebate that was provided to the Primary Production rate category. This rebate had previously represented \$3.429M of Council's rate revenue source.



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

Glenelg 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.

	2021/22	2022/23
Total Rates (excludes cultural and recreational properties)	\$ 23,465	\$ 23,875
Number of rateable properties	13,868	13,923
Base Average Rate	\$ 1,658	\$ 1,689
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$ 1,683	\$ 1,719
Maximum General Rates and Municipal Charges Revenue	\$ 23,304	\$ 23,875
Budgeted General Rates and Municipal Charges Revenue	\$ 23,304	\$ 23,875

A differential rate structure will see Council raise rates of \$23.8M. The rebate previously provided to the Primary Production category will be removed in 2022/23.

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

There are no known significant changes which may affect the estimated amounts to be raised by rates and

- The making of supplementary valuations (2022/23: estimated \$133k)
- 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; and
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.2 Statutory fees and fines

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Infringements and costs	1	1	-	0.00%
Planning	560	540	(20)	-3.57%
Registrations	235	233	(2)	-0.85%
Permits	164	143	(21)	-13.03%
Other	19	16	(3)	-15.79%
<b>Total Statutory fees and fines</b>	<b>978</b>	<b>932</b>	<b>(46)</b>	<b>-4.74%</b>

#### 4.1.3 User fees

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change	
			\$'000	%
Aged and health services	545	779	234	42.94%
Contracts and Leases	190	212	23	11.87%
Child care/Children's programs	609	883	274	44.95%
Local Port	314	330	16	4.98%
Waste management services	833	840	8	0.90%
Other fees and charges	106	108	3	2.48%
<b>Total User fees</b>	<b>2,597</b>	<b>3,153</b>	<b>556</b>	<b>21.42%</b>

#### 4.1.4 Grants

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

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
<b>Summary of grants</b>				
Commonwealth funded grants	22,409	18,519	(3,890)	-17%
State funded grants	19,737	4,513	(15,224)	-77%
<b>Total Grants received</b>	<b>42,146</b>	<b>23,032</b>	<b>(19,114)</b>	<b>-45%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	9,212	9,240	27	0%
Aged and Disability Services	1,223	1,248	25	2%
<b>Recurrent - State Government</b>				
Aged and Disability Services	353	356	3	1%
Emergency Response	140	120	(20)	-14%
Environmental Health	7	6	(0)	-7%
Libraries	7	7	-	0%
Maternal and child health	423	472	49	12%
Family & Children	621	599	(22)	-4%
Local Port	186	186	-	0%
Youth Services	110	102	(9)	-8%
<b>Total Recurrent grants</b>	<b>12,283</b>	<b>12,335</b>	<b>52</b>	<b>0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Aged and Disability Services	1	-	(1)	-100%
Collection Conservation	15	-	(15)	-100%
Family and children	1,256	1,235	(21)	-2%
<b>Non-recurrent - State Government</b>				
Aged and Disability Services	2	2	-	0%
Arts and Culture	90	90	-	0%
Community Wellbeing	45	42	(3)	-6%
Environmental Sustainability	75	70	(5)	-7%
Economy and Investment	260	15	(245)	-94%
Emergency Response	63	-	(63)	-100%
Family and children	942	575	(367)	-39%
Planning - Projects	58	6	(51)	-89%
Libraries	230	200	(30)	-13%
Local Laws	17	-	(17)	-100%
Local Port	81	80	(1)	-1%
Saleyards	2	-	(2)	-100%
School crossing supervisors	60	62	1	2%
Sports and Recreation	8	-	(8)	100%
Statutory Building Services	115	20	(95)	-83%
Youth Services	84	52	(32)	-38%
<b>Total Non-recurrent grants</b>	<b>3,403</b>	<b>2,449</b>	<b>(954)</b>	<b>-28%</b>
<b>Total Operating Grants</b>	<b>15,685</b>	<b>14,784</b>	<b>- 902</b>	<b>-6%</b>

**(b) Capital Grants****Recurrent - Commonwealth Government**

Roads to recovery	2,260	<b>2,200</b>	-	60	-3%
<b>Total Recurrent grants</b>	<b>2,260</b>	<b>2,200</b>		<b>(60)</b>	<b>-3%</b>

**Non-recurrent - Commonwealth Government**

LRCI Funding - Phase #1	1,137	-	(1,137)	-100%
LRCI Funding - Phase #2	2,032	<b>1,016</b>	(1,016)	-50%
LRCI Funding - Phase #3	4,547	-	(4,547)	-100%
Aerodromes	726	<b>80</b>	(646)	-89%
Building Better Regions Fund	-	<b>3,000</b>		
Portland Diversification Project	-	<b>500</b>		

**Non-recurrent - State Government**

Alexandra Park Redevelopment	3,066	<b>322</b>	(2,744)	100%
Bridgewater Bay Master Plan	1,100	-	(1,100)	-100%
Foreshore Master Plan	2,426	-	(2,426)	-100%
Foreshore Multi-Purpose Building	4,966	-		
Libraries Outreach Vehicle Fitout	48	-	(48)	-100%
Local Area Traffic Manage. Works	173	-	(173)	-100%
Portland Marina Trawler Wharf Ext Project	980	-	(980)	-100%
Portland Bay Marina Extension project	500	-	(500)	-100%
Portland North Industrial Precinct - Stage 2	2,500	<b>1,130</b>	(1,370)	-55%
<b>Total Non-recurrent grants</b>	<b>24,201</b>	<b>6,048</b>	<b>(18,153)</b>	<b>-75%</b>

<b>Total Capital grants</b>	<b>26,461</b>	<b>8,248</b>	<b>(18,213)</b>	<b>-69%</b>
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<b>Total Grants</b>	<b>42,146</b>	<b>23,032</b>	<b>(19,114)</b>	<b>-</b>	<b>0</b>
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**4.1.5 Contributions**

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Monetary	209	<b>115</b>	(94)	-44.96%
<b>Total Contributions</b>	<b>209</b>	<b>115</b>	<b>(94)</b>	<b>-44.96%</b>

**4.1.6 Other income**

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Interest income	100	<b>50</b>	(50)	-50.00%
Reimbursements	358	<b>176</b>	(182)	-50.75%
Sales and commission	348	<b>349</b>	1	0.24%
<b>Total Other income</b>	<b>806</b>	<b>575</b>	<b>(231)</b>	<b>-28.64%</b>

#### 4.1.7 Employee costs

	Forecast	Budget	Change	
	2021/22 \$'000	2022/23 \$'000	\$'000	%
Wages and salaries	21,507	21,773	265	1.23%
WorkCover	520	520	-	0.00%
Superannuation	2,070	2,249	179	8.67%
Fringe Benefits Tax	146	148	2	1.26%
Other employee costs	2,000	2,000	(0)	0.00%
Salary expenses capitalised	- 400	- 350	50	-12.50%
<b>Total Employee costs</b>	<b>25,843</b>	<b>26,340</b>	<b>497</b>	<b>1.92%</b>

#### 4.1.8 Materials and services

	Forecast	Budget	Change	
	2021/22 \$'000	2022/23 \$'000	\$'000	%
Contract payments	12,739	11,431	(1,308)	-10.26%
Material expenses	2,385	1,929	(456)	-19.12%
Utilities	1,269	1,431	162	12.79%
Office administration	282	216	(66)	-23.45%
Information technology	1,028	1,227	199	19.34%
Insurance	1,059	925	(134)	-12.68%
Legal and Consulting expenses	1,158	916	(241)	-20.85%
Maintenance	750	750	-	0.00%
<b>Total Materials and services</b>	<b>20,670</b>	<b>18,826</b>	<b>(1,844)</b>	<b>-8.92%</b>

#### 4.1.9 Depreciation

	Forecast	Budget	Change	
	2021/22 \$'000	2022/23 \$'000	\$'000	%
Property	2,449	3,402	952	38.89%
Plant & equipment	876	1,216	340	38.89%
Infrastructure	5,675	7,911	2,236	39.40%
<b>Total Depreciation</b>	<b>9,000</b>	<b>12,529</b>	<b>3,529</b>	<b>39.21%</b>

#### 4.1.10 Amortisation - Right of use assets (ROU)

	Forecast	Budget	Change	
	2021/22 \$'000	2022/23 \$'000	\$'000	%
Right of use assets	204	223	19	9.24%
<b>Total Amortisation - ROU Assets</b>	<b>204</b>	<b>223</b>	<b>19</b>	<b>9.24%</b>

#### 4.1.11 Other expenses

	Forecast	Budget	Change	
	2021/22 \$'000	2022/23 \$'000	\$'000	%
Audit fee expenses	41	50	10	23.19%
Councillor Allowances	264	292	27	10.36%
Seminar and training fees	463	327	(136)	-29.38%
Memberships	329	323	(6)	-1.95%
Communication expenses	342	266	(75)	-22.07%
Advertising	128	132	4	2.93%
Travel and accommodation	149	118	(31)	-21.01%
Statutory expenses	143	98	(45)	-31.46%
Bank fees	49	53	4	7.63%
Contributions and donations	483	348	(136)	-28.06%
Other expenses	80	47	(34)	-41.89%
Registrations	180	213	33	18.36%
Internal cost allocations	- 1,016	- 1,211	(150)	-75.44%
<b>Total Other expenses</b>	<b>1,637</b>	<b>1,056</b>	<b>(581)</b>	<b>-35.48%</b>

## 4.2 Balance Sheet

### 4.2.1 Borrowings

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

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Projections 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Amount borrowed as at 30 June of the prior year	8,833	8,268	14,679	13,531	14,476
Amount proposed to be borrowed	.	7,000	-	2,000	-
Amount projected to be redeemed	(565)	(589)	(1,148)	(1,055)	(904)
<b>Amount of borrowings as at 30 June</b>	<b>8,268</b>	<b>14,679</b>	<b>13,531</b>	<b>14,476</b>	<b>13,572</b>

### 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 2021/22 \$'000	Budget 2022/23 \$'000
<b>Right-of-use (ROU) assets</b>		
Plant and Equipment	343	249
<b>Total ROU assets</b>	<b>343</b>	<b>249</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Plant and Equipment	181	155
<b>Total Current lease liabilities</b>	<b>181</b>	<b>155</b>
<b>Non-current lease liabilities</b>		
Plant and Equipment	177	93
<b>Total Non-current lease liabilities</b>	<b>177</b>	<b>93</b>
<b>Total Lease liabilities</b>	<b>358</b>	<b>248</b>

### 4.3 Capital works program

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.

#### 4.3.1 Summary

	Forecast 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000	%
Property	7,170	5,375	(1,795)	-25.03%
Plant and equipment	1,531	1,250	(281)	-18.35%
Infrastructure	33,707	4,295	(29,412)	-87.26%
<b>Total</b>	<b>42,408</b>	<b>10,920</b>	<b>(31,488)</b>	<b>-74.25%</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	Borrowings \$'000
Property	5,375	5,000	375	-	-	3,000	-	-	2,375
Plant and equipment	1,250	-	1,250	-	-	-	-	-	1,250
Infrastructure	4,295	350	3,685	260	-	2,200	-	-	2,095
<b>Total</b>	<b>10,920</b>	<b>5,350</b>	<b>5,310</b>	<b>260</b>	<b>-</b>	<b>5,200</b>	<b>-</b>	<b>-</b>	<b>5,720</b>

#### 4.3.2 Current Budget

Capital Works Area	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	Borrowings \$'000
<b>PROPERTY</b>									
<b>Buildings</b>									
<i>Mechanical Plant Renewals</i>	20	-	20	-	-	-	-	-	20
<i>Renewal Plan</i>	300	-	300	-	-	-	-	-	300
<i>Casterton Saleyard Renewal</i>	30	-	30	-	-	-	-	-	30
<i>DDA Compliance Program</i>	25	-	25	-	-	-	-	-	25
<i>Building Infrastructure</i>	5,000	5,000		-	-	3,000	-		2,000
<b>TOTAL PROPERTY</b>	<b>5,375</b>	<b>5,000</b>	<b>375</b>	-	-	<b>3,000</b>	-	-	<b>2,375</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
<i>Heavy Plant Renewal Program</i>	500	-	500	-	-	-	-	-	500
<i>Light Fleet Renewal Program</i>	615	-	615	-	-	-	-	-	615
<i>Light Plant Renewal Program</i>	20	-	20	-	-	-	-	-	20
<b>Fixtures, Fittings and Furniture</b>									
<i>Furniture Renewal Program</i>	10	-	10	-	-	-	-		10
<b>Heritage Plant and Equipment</b>									
<i>Heritage Plant and Equipment</i>	10	-	10	-	-	-	-		10
<b>Library books</b>									
<i>Library Resources Renewal Program</i>	95	-	95	-	-	-	-		95
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>1,250</b>	-	<b>1,250</b>	-	-	-	-	-	<b>1,250</b>



Capital Works Area	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	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Road Resheeting Program	1,200	-	1,200	-	-	1,200	-	-	-
Sealed Road Resurfacing Program	600	-	600	-	-	600	-	-	-
Final Seals Prior Year Projects	700	-	700	-	-	400	-	-	300
Sealed Road Rehabilitation Program	100	-	100	-	-	-	-	-	100
Local Area Traffic Facilities Renewal Works	75	-	75	-	-	-	-	-	75
Urban Kerb and Channel Renewal Program	100	-	100	-	-	-	-	-	100
Rural Drainage Renewal Program	30	-	30	-	-	-	-	-	30
Major Road Patching Program	100	-	100	-	-	-	-	-	100
<b>Bridges</b>									
Bridge Annual Renewal Program	200	-	200	-	-	-	-	-	200
<b>Footpaths and Cycleways</b>									
Path Annual Renewal Program	50	-	50	-	-	-	-	-	50
<b>Drainage</b>									
Stormwater Assets Renewal Program	50	-	50	-	-	-	-	-	50
<b>Recreational, Leisure &amp; Community Facilities</b>									
Recreation & Open Space Renewal Program	200	-	200	-	-	-	-	-	200
<b>Waste Management</b>									
Waste Management Facilities Renewal	20	-	20	-	-	-	-	-	20
Waste Rehabilitation Provision	260			260					260
<b>Parks, Open Space and Streetscapes</b>									
Street Lighting Renewal Program	10	-	10	-	-	-	-	-	10
Street Furniture Renewal Program	20	-	20	-	-	-	-	-	20
Street Tree Replacement Program	30	-	30	-	-	-	-	-	30
Local Port Renewal Program	50	-	50	-	-	-	-	-	50
Rock Seawall Renewal	50	-	50	-	-	-	-	-	50
Tracks and Trails - Enabling Tourism	100	100	-	-	-	-	-	-	100
<b>Off Street Car Parks</b>									
Parking Facilities Renewal Program	50	-	50	-	-	-	-	-	50
<b>Aerodrome</b>									
Aerodrome Renewal Program	50	-	50	-	-	-	-	-	50
<b>Other Infrastructure</b>									
Thermal Loop	250	250	-	-	-	-	-	-	250
<b>TOTAL INFRASTRUCTURE</b>	<b>4,295</b>	<b>350</b>	<b>3,685</b>	<b>260</b>	<b>-</b>	<b>2,200</b>	<b>-</b>	<b>-</b>	<b>2,095</b>
<b>TOTAL NEW CAPITAL WORKS</b>	<b>10,920</b>	<b>5,350</b>	<b>5,310</b>	<b>260</b>	<b>-</b>	<b>5,200</b>	<b>-</b>	<b>-</b>	<b>5,720</b>

#### 4.3.3 Works carried forward from the 2021/22 year

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	\$'000	
PROPERTY										
Building										
Multipurpose Building - Portland Foreshore	3,150	3,150	-	-	-	3,150	-	-	-	
Portland Arts Centre Roof Upgrade	250	-	-	250	-	-	-	250	-	
Portland Boat Ramp North Toilet Block	40	40	-	-	-	40	-	-	-	
INFRASTRUCTURE										
Bridge Program										
Bridge Replacement Program	500	-	500	-	-	500	-	-	-	
Footpaths and Cycleways										
Portland Coast Trail	180	180	-	-	-	-	-	180	-	
Drainage										
Portland North Industrial Precinct - Stage 2	800	800	-	-	-	800	-	-	-	
Waste Management										
Waste Rehabilitation Works	211	211	-	-	-	-	-	-	211	
Parks, Open Space and Streetscapes										
Island Park Little Athletics / Cricket Club Room Renewal (LRCI)	123	-	123	-	-	123	-	-	-	
Lighting Projects	109	109	-	-	-	109	-	-	-	
Heywood Rec Reserve Lighting Upgrade (LRCI)	204	204	-	-	-	204	-	-	-	
Alexandra Park Lighting Upgrade (LRCI)	128	128	-	-	-	128	-	-	-	
Island Park Lighting Upgrade (LRCI)	165	165	-	-	-	165	-	-	-	
Alexandra Park Upgrade (LRCI)	1,550	1,550	-	-	-	1,550	-	-	-	
Portland Coast Trail (North Portland to Botanic Gardens) (LRCI)	270	270	-	-	-	270	-	-	-	
Portland Foreshore Ancilliary Works (LRCI)	800	800	-	-	-	800	-	-	-	
Merino Transfer Station Improvements (LRCI)	150	-	-	150	-	150	-	-	-	
Heywood Transfer Station Improvements (LRCI )	150	-	-	150	-	150	-	-	-	
Henty St Toilet Upgrade (LRCI)	600	-	-	600	-	600	-	-	-	
Alexandra Park Master Plan	4,400	4,400	-	-	-	4,400	-	-	-	
Portland Foreshore Improvements	1,052	1,052	-	-	-	1,052	-	-	-	
Bridgewater Bay Master Plan Works	900	900	-	-	-	-	-	-	900	
Bridgewater Amenities Upgrade (LRCI Program Phase 2)	650	-	-	650	-	650	-	-	-	
Aerodromes										
Airport Improvements - Runway Resealing	450	450	-	-	-	450	-	-	-	
Other										
Thermal Loop Pipeline Replacement	500	500	-	-	-	-	-	-	500	
TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2021/22	17,332	14,909	623	1,800	-	15,291	-	430	1,611	
TOTAL NEW & CARRIED FORWARD CAPITAL WORKS		28,252	20,259	5,933	2,060	-	20,491	-	430	7,331

Note: Borrowings available to fund the carry forward projects from 2021/22 are \$1.28m. Council will be required to increase some contributions to these projects if other funding sources are not identified

**Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2024, 2025 & 2026**

2023/24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	375	0	375	0	0	375	0	0	375	0
<b>Total Buildings</b>	<b>375</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>
<b>Total Property</b>	<b>375</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>
<b>Plant and Equipment</b>										
Heritage plant and equipment	10	0	10	0	0	10	0	0	10	
Plant, machinery and equipment	1,135	0	1,135	0	0	1,135	0	0	1,135	
Library books	95	0	95	0	0	95	0	0	95	
<b>Total Plant and Equipment</b>	<b>1,240</b>	<b>0</b>	<b>1,240</b>	<b>0</b>	<b>0</b>	<b>1,240</b>	<b>0</b>	<b>0</b>	<b>1,240</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	2,905	0	2,905	0	0	2,905	2,125	0	780	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	50	0	50	0	0	50	0	0	50	0
Drainage	50	0	50	0	0	50	0	0	50	0
Recreational, leisure and community facilities	200	0	200	0	0	200	0	0	200	0
Waste management	280	0	280	0	0	280	0	0	280	0
Parks, open space and streetscapes	160	0	160	0	0	160	0	0	160	0
Aerodromes	50	0	50	0	0	50	0	0	50	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	10,250	10,250	0	0	0	10,250	6,000	0	4,250	0
<b>Total Infrastructure</b>	<b>14,195</b>	<b>10,250</b>	<b>3,945</b>	<b>0</b>	<b>0</b>	<b>14,195</b>	<b>8,125</b>	<b>0</b>	<b>6,070</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>15,810</b>	<b>10,250</b>	<b>5,560</b>	<b>0</b>	<b>0</b>	<b>15,810</b>	<b>8,125</b>	<b>0</b>	<b>7,685</b>	<b>0</b>

2024/25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	375	0	375	0	0	375	0	0	375	0
<b>Total Buildings</b>	375	0	375	0	0	375	0	0	375	0
<b>Total Property</b>	375	0	375	0	0	375	0	0	375	0
<b>Plant and Equipment</b>										
Heritage plant and equipment	10	0	10	0	0	10	0	0	10	0
Plant, machinery and equipment	1,135	0	1,135	0	0	1,135	0	0	1,135	0
Library books	95	0	95	0	0	95	0	0	95	0
<b>Total Plant and Equipment</b>	1,240	0	1,240	0	0	1,240	0	0	1,240	0
<b>Infrastructure</b>										
Roads	2,905	0	2,905	0	0	2,905	2,125	0	780	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	50	0	50	0	0	50	0	0	50	0
Drainage	50	0	50	0	0	50	0	0	50	0
Recreational, leisure and community facilities	200	0	200	0	0	200	0	0	200	0
Waste management	280	0	280	0	0	280	0	0	280	0
Parks, open space and streetscapes	160	0	160	0	0	160	0	0	160	0
Aerodromes	50	0	50	0	0	50	0	0	50	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	10,250	10,250	0	0	0	10,250	6,000	0	2,250	2,000
<b>Total Infrastructure</b>	14,195	10,250	3,945	0	0	14,195	8,125	0	4,070	2,000
<b>Total Capital Works Expenditure</b>	15,810	10,250	5,560	0	0	15,810	8,125	0	5,685	2,000

2025/26	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
<b>Property</b>										
Building improvements	375	0	375	0	0	375	0	0	375	0
<b>Total Buildings</b>	<b>375</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>
<b>Total Property</b>	<b>375</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>	<b>0</b>	<b>375</b>	<b>0</b>
<b>Plant and Equipment</b>										
Heritage plant and equipment	10	0	10	0	0	10	0	0	10	0
Plant, machinery and equipment	1,135	0	1,135	0	0	1,135	0	0	1,135	0
Library books	95	0	95	0	0	95	0	0	95	0
<b>Total Plant and Equipment</b>	<b>1,240</b>	<b>0</b>	<b>1,240</b>	<b>0</b>	<b>0</b>	<b>1,240</b>	<b>0</b>	<b>0</b>	<b>1,240</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	2,905	0	2,905	0	0	2,905	2,260	0	645	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	50	0	50	0	0	50	0	0	50	0
Drainage	50	0	50	0	0	50	0	0	50	0
Recreational, leisure and community facilities	200	0	200	0	0	200	0	0	200	0
Waste management	280	0	280	0	0	280	0	0	280	0
Parks, open space and streetscapes	160	0	160	0	0	160	0	0	160	0
Aerodromes	50	0	50	0	0	50	0	0	50	0
Off street car parks	50	0	50	0	0	50	0	0	50	0
Other infrastructure	3,000	3,000	0	0	0	3,000	1,000	0	2,000	0
<b>Total Infrastructure</b>	<b>6,945</b>	<b>3,000</b>	<b>3,945</b>	<b>0</b>	<b>0</b>	<b>6,945</b>	<b>3,260</b>	<b>0</b>	<b>3,685</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>8,560</b>	<b>3,000</b>	<b>5,560</b>	<b>0</b>	<b>0</b>	<b>8,560</b>	<b>3,260</b>	<b>0</b>	<b>5,300</b>	<b>0</b>

## 5. 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	Budget	Projections			Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+o/-
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-8.7%	-18.7%	-16.1%	-9.8%	-8.1%	-6.5%	+
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	118.9%	198%	90%	63%	73%	98%	o
Unrestricted cash	Unrestricted cash / current liabilities	54.3%	9.1%	46.5%	22.7%	31.9%	56.8%	o
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	40.0%	32.8%	50.8%	46.2%	48.6%	44.9%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2.5%	3.0%	2.5%	5.3%	4.8%	3.8%	o
Indebtedness	Non-current liabilities / own source revenue	55.3%	49.3%	60.8%	56.1%	57.5%	53.4%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	65.9%	165.5%	44.5%	43.2%	42.7%	42.3%	-
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	43.3%	57.04%	61.61%	62.00%	61.96%	61.92%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.4%	0.50%	0.56%	0.57%	0.58%	0.59%	o
<b>Efficiency</b>								
Expenditure level	Total expenses/ no. of property assessments	\$3,835	\$4,158	\$4,271	\$4,078	\$4,080	\$4,082	+
Revenue level	Total rate revenue / no. of property assessments	\$1,361	\$1,823	\$2,083	\$2,114	\$2,147	\$2,180	o

### Key to Forecast Trend:

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