

**2024 - 2025**

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# **GLENELG SHIRE COUNCIL BUDGET**



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## Mayor and CEO's Introduction

Glenelg Shire Council has prepared this budget for 2024/25 following community consultation.

This budget document outlines the revenue and expenditure required to deliver Council's extensive array of services and programs in the 2024/25 financial year and beyond.

It also includes income and expenditure allocated to maintain Council assets in accordance with prudent financial management.

The budget is a key contributor to the delivery of the Council plan.

This budget is a financially responsible document and makes the most of the limited funds available to Council as the Victorian Government's Fair Go Rates Cap continues to impact Local Government.

There are no changes to any of Council's rating differentials and no new loans are proposed. The existing \$7M loan facility has been reallocated to 2024/25 to enable Council to draw down on the funds in 2024/25.

A focus on the budget development has been to maintain existing service levels whilst ensuring expenditure is within the rates cap, which has been declared at 2.75% in 2024/25.

The 2.75% increase in the rates cap equates to a maximum increase in dollar terms of approximately \$688,000 that Council can increase its general rates income.

The decision on the rate cap for the 2024/25 year was guided by independent advice from the Essential Services Commission recommending that rate increases be capped at the forecast Consumer Price Index to reduce pressures on household budgets.

Regrettably, the increase in the cost of living is significant to everyone at present and Council is not immune to this. The expenses incurred by Council to allow it to deliver services pose some significant financial challenges. For example, the costs of materials, utilities and insurances are all increasing at a rate far higher than the rate cap. The current economic climate has also seen a reduction in opportunities for grants, which in recent years Council has been extremely successful in obtaining.

Whilst the budget document outlines an operating result of a \$2.1M deficit, this figure includes depreciation and amortisation.

A total of \$25.8M is anticipated to be collected in general rates with \$2.7M also collected in kerbside waste collection (Kerbside collection is cost neutral for Council). Grant income recognised in 2024/25 is expected to total \$19M and is a significant decrease from 2022/23 grant income recognised of \$30M. The variance of \$11M is due to \$19.3M of Non-Recurrent (one-off) Capital Grant funding received which is offset by an increase in Operational Grant funding (due to a large amount of Victorian Local Government Grant Funding for 2023/24 being received in 2022/23.)

The valuation information received by Council indicates property values have remained steady across the Shire with general land increasing by just under 2% whilst rural land experienced a slight decrease in overall value.

Excluding depreciation, capital funds and internal cost allocations, Council expects to run its operations with an expenditure budget of \$49M and revenue of \$54M. This operational cash surplus of \$5.3M will then be used to fund the Capital Program (Capital Expenditure minus Capital Income) and repayment of Borrowings.

A summary of the key expenditure items and capital program is outlined within the budget document.

Glenelg Shire Council's cash position will be negatively impacted in 2024/25 with the delivery of the capital program including the carry forward projects from 2023/24, and is anticipated to be at \$4M at 30 June 2025.

At this time this position is expected to further drop in 2025/26 pending the capital program delivery.

This figure is significantly lower than ideal but is required for Council to make inroads into its capital program. The past few years of using unspent capital grants funding has essentially overstated the true cash position.

Council staff have diligently reviewed operational budgets and identified costs savings which have been included within the budget, particularly within the materials and services component.

Budget Information Sessions were conducted in Nelson, Dartmoor, Heywood, Portland and Casterton throughout February seeking community input into the development of the draft budget.

These information sessions generated many excellent suggestions for budget consideration, however Council's ability to fund many of these is restricted.

Feedback from the community was minimal in respect of areas of Council that the community wished to see service levels reduced, whilst requests for additional expenditure amounted to several million dollars.

Requests such as Food Organics Garden Organics (FOGO) collection have not been included at this time given the additional financial impact it would impose on households and the fact that it is not mandated until 2030.

The budget includes the following items which were raised during the community sessions:

- Inclusion of \$50k to maintain the condition of the Heywood Old School
- Ongoing funding of \$25k in the renewal budget for accessibility projects throughout the Shire
- Continued funding for Christmas activities including lighting of the Christmas Tree of approximately \$50k
- Contributions to the three major events in Casterton, Portland and Heywood totalling \$52k
- Ongoing funding of \$200k through the renewal budget for recreational assets including playground equipment.

Council has worked hard to deliver an enormous capital works program over the past four years generated from significant stimulus funding and grant opportunities.

In 2024/25 we are aiming to get through the backlog and deliver capital works that focus on renewing existing assets, not creating new ones.

This budget places a priority in completing the backlog of capital works programs already scheduled whilst responsibly providing ongoing funding for renewal.

A modest new capital program of \$7.9M is proposed which is predominantly allocated to the renewal of existing assets.

Key Renewal Projects include:

- Renewal of Shire wide Council buildings \$320k
- Renewal of plant, equipment and vehicles \$1.1M
- Renewal of Library resources at all libraries \$95k
- Road Renewal Shire wide \$3.5M
- Kerb & Channel renewal across the Shire \$200k
- Pathway renewal across the Shire \$150k
- Recreation Asset Renewal Shire Wide \$200K

New capital assets are limited to approximately \$1.3M and includes a new Street Sweeping Vacuum Truck, Lighting to pedestrian crossings and the first stage in the replacement of the Council core software system (ERP) which is end of life.

At this time Council expects to carry forward approximately \$16M of capital projects into 2024/25 and 2025/26.

The Fees and Charges have been reviewed against cost recovery objectives and benchmarked with similar Shires.

Several fees are well below industry standard and will be increased to address this deficit. Some of these fees will be increased gradually over multiple Financial years. Overall, the total fees and charges income for 2024/25 is expected to increase by \$247k to approximately \$3.7M.

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 the Council Plan 2021-25 and ensure the needs and aspirations of the community are realised.

Council will continue to seek community input and engage the Glenelg Shire community in these important decisions.

The budget information sessions undertaken in February were used to develop the budget and public submissions considered. A further 33 feedback responses were received to the draft budget which was open from the 26 April to the 17 May 2024.

Mayor Karen Stephens and CEO Craig Niemann

## 2024/25 Budget at a Glance

### Summary of Operational Result

	Budget 2024/25 \$'000
Income/Revenue	57,169
Expenses	(59,293)
<b>Total comprehensive result</b>	<b>(2,124)</b>

### Summary of Cash Flows

#### Operational Cash Position

	Budget 2024/25 \$'000
Income/Revenue	54,068
Expenses	(48,722)
<b>Total Operational Cash Position</b>	<b>5,346</b>

#### Capital Program Cash Position

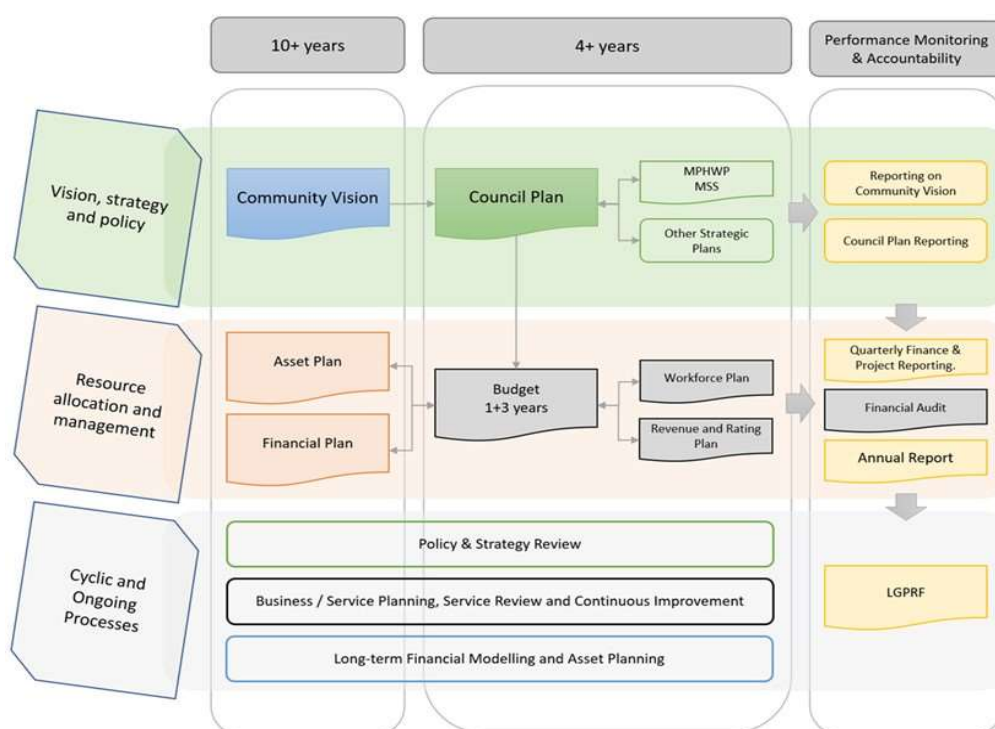
	Budget 2024/25 \$'000
Capital Grants Income	3,060
2024/25 Capital Works Program - Asset Expenditure - New	(1,328)
2024/25 Capital Works Program - Asset Expenditure - Renewal	(6,315)
2024/25 Capital Works Program - Asset Expenditure - Upgrade	(250)
<b>Total Capital Program Cash Position</b>	<b>(4,833)</b>
<b>Net Cash Result - Operational &amp; Capital</b>	<b>514</b>

# 1. Link to the Integrated Planning and Reporting Framework

This 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.

## 1.2 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. Councils 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 continuously 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 is undertaken in accordance with Council's adopted Community Engagement Policy and Public Transparency Policy.

## 1.3 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

## 1.4 Strategic objectives

Council delivers services and initiatives through 50 major service categories. Each contributes to the achievement of one of the five strategic objectives as set out in the Council Plan 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.

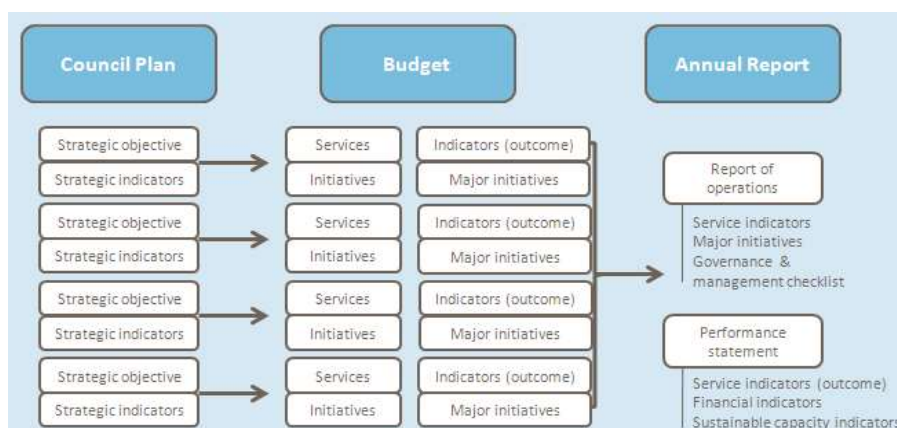
### Your Voice, Our Shared Action

To create a highly engaged and capable local government, leading Glenelg to ensure the needs and aspirations of our community are realised.



## 2. Services and service performance indicators

The following section provides a description of the services and initiatives to be funded in the Budget for the 2024/25 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 the key areas of Council's operations. Council is required by legislation to identify major 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 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	2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Emergency Response	Emergency Management Act 1986 and 2013 requires councils to play a key role in emergency management, providing support to lead agencies in emergency relief and to lead emergency recovery on behalf of communities.	<i>Inc</i> 120 <i>Exp</i> 527 <i>Surplus / (deficit)</i> (407)	120 227 (107)	120 277 (157)
	<u>2024/2025 Budget Includes:</u>			
	Municipal Emergency Plan			\$20k
	Emergency Management Activities & Exercises			\$26k
Waste Management - Waste Reforms	Initiatives implemented by Council to adhere to the requirements from the Circular Economy Act which was introduced to minimise waste, increase recycling and divert waste from landfill.	<i>Inc</i> 0 <i>Exp</i> 130 <i>Surplus / (deficit)</i> (130)	0 232 (232)	0 118 (118)



Public Health	Ensure health and safety of the community in accordance with statutory requirements of the Food, Public Health and Wellbeing, 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 inspection services for installation of domestic wastewater systems, infectious disease investigations, pool water quality compliance for public swimming pools and investigation of public and/or environmental health complaints.	<i>Inc</i>	102	184	104
		<i>Exp</i>	304	417	384
		<i>Surplus / (deficit)</i>	(202)	(233)	(280)
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 use.	<i>Inc</i>	75	77	77
		<i>Exp</i>	221	264	220
		<i>Surplus / (deficit)</i>	(146)	(187)	(143)
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>	1	81	50
		<i>Surplus / (deficit)</i>	(1)	(81)	(50)

## 2.1 Our Natural Environment Initiatives and Major Projects -

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Foreshore, Bridgewater Infrastructure, Portland Employment Precinct & Multipurpose Building.
- 2) Council is committed to considering the introduction of the food and organics waste collection in future years and identifying funding opportunities to offset the costs to rate payers.

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

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		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Chief Executive Officer 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 in to the day to day operations.	<i>Inc</i>	126	44	55
		<i>Exp</i>	2,310	2,352	2,204
		<i>Surplus / (deficit)</i>	(2,184)	(2,308)	(2,149)
	<u>2024/2025 Budget Includes:</u> Trainee				\$56k
Organisational Development	Oversees the recruitment process and also provides strategic advice to the Leadership Team, managers, and coordinators on a range of staffing matters. These include employee relations, industrial relations, learning and development, as well as performance management.	<i>Inc</i>	0	0	0
		<i>Exp</i>	737	1,126	1,084
		<i>Surplus / (deficit)</i>	(737)	(1,126)	(1,084)
Economy and Investment	Manages development and business enquiries, acts as a central support for local business capability and employment, and advocates for new initiatives and projects for the region.	<i>Inc</i>	0	250	0
		<i>Exp</i>	432	419	175
		<i>Surplus / (deficit)</i>	(432)	(169)	(175)
	<u>2024/2025 Budget Includes:</u> Food & Fibre SouthWest Victoria Alliance				\$30k
Grants Management	Source external grant funding opportunities to assist in delivery of council projects.	<i>Inc</i>	0	0	0
		<i>Exp</i>	27	50	85
		<i>Surplus / (deficit)</i>	(27)	(50)	(85)
Tourism and Events Management	Manages tourism marketing initiatives and projects, supports local event organisers with event planning and delivers Council's annual community events calendar.	<i>Inc</i>	40	40	32
		<i>Exp</i>	845	696	760
		<i>Surplus / (deficit)</i>	(805)	(656)	(727)
	<u>2024/2025 Budget Includes:</u> Events - Christmas Events - Hooked on Portland Events - New Years Eve				\$50k \$118k \$100k
Contracts and Procurement	Administers Council Contracts, lease agreements and procurement protocols.	<i>Inc</i>	77	73	92
		<i>Exp</i>	304	333	305
		<i>Surplus / (deficit)</i>	(227)	(260)	(213)

Childrens Services	Family orientated support services including kindergarten, long day care, occasional care, maternal and child health, immunisation and playgroup support.	<i>Inc</i>	3,487	3,707	3,970
		<i>Exp</i>	4,520	4,710	4,557
		<i>Surplus / (deficit)</i>	(1,033)	(1,003)	(588)
 <u>2024/2025 Budget Includes:</u>					
Kindergarten & Long Day Care Programs					\$303k
Library Services	To provide user-friendly accessible library services across the Shire, through our branches in Casterton, Heywood and Portland and our Library Outreach services. We care about our community and strive to ensure that every person's library experience – in our libraries, online or at community events – is the best it can be.	<i>Inc</i>	251	226	309
		<i>Exp</i>	707	625	742
		<i>Surplus / (deficit)</i>	(456)	(400)	(432)
Youth Services	Co-design and implement programs and events with, and for young people to support their development, and positive mental wellbeing and connection to community.	<i>Inc</i>	138	133	89
		<i>Exp</i>	273	325	308
		<i>Surplus / (deficit)</i>	(135)	(192)	(220)
 <u>2024/2025 Budget Includes:</u>					
Youth Programs					\$40k
Community Grants & Support	Council grants and contributions for various categories and projects including recreation, public halls, tourism, events funding, arts and culture and community support.	<i>Inc</i>	0	0	0
		<i>Exp</i>	230	224	282
		<i>Surplus / (deficit)</i>	(230)	(224)	(282)
 <u>2024/2025 Budget Includes:</u>					
Community Grants Program					\$163k
Triennial Event Funding - Kelpie, Wood Wine & Roses & Upwelling festivals					\$52k
Casterton Saleyards	Operation of saleyards, hosting up to 6 store cattle sales plus a summer sheep sale per year.	<i>Inc</i>	98	126	115
		<i>Exp</i>	190	120	127
		<i>Surplus / (deficit)</i>	(93)	6	(12)

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

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Foreshore, Bridgewater Infrastructure, Portland Employment Precinct & Multipurpose Building.
- 2) Continued allocation of \$282k for Community Grants Program
- 3) Undertake a strategic review of Children's Services.

## 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		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Risk Management	Risk management and insurance advice, 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>	222	190	160
		<i>Exp</i>	1,647	1,939	2,066
		<i>Surplus/ (deficit)</i>	(1,426)	(1,749)	(1,906)
	<u>2024/2025 Budget Includes:</u>				
	Insurance				\$640k
	Workcover				\$682k
Local Laws	Education, regulation and enforcement of General Local Law and relevant State legislation. Conducts reactive and proactive inspections including footpath trading, litter control, fire prevention, issue and management of permits and offence prosecutions. Provides resources for supervision of school crossings and animal management.	<i>Inc</i>	272	238	245
		<i>Exp</i>	1,166	1,317	1,392
		<i>Surplus/ (deficit)</i>	(894)	(1,079)	(1,147)
	<u>2024/2025 Budget Includes:</u>				
	Animal Welfare Centre				\$440k
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. GSC transitioned out of Aged and Disability services from Oct 2023.	<i>Inc</i>	2,427	370	0
		<i>Exp</i>	2,684	1,106	0
		<i>Surplus/ (deficit)</i>	(257)	(737)	0
Maternal Child Health	Family orientated support services including maternal and child health, immunisation and playgroup support.	<i>Inc</i>	462	436	455
		<i>Exp</i>	577	581	596
		<i>Surplus/ (deficit)</i>	(116)	(145)	(141)
Access & Inclusion	Provide information, advocacy and resources to support access and inclusion across the shire.	<i>Inc</i>	8	28	0
		<i>Exp</i>	74	121	87
		<i>Surplus/ (deficit)</i>	(66)	(93)	(87)
Community Development and Wellbeing	Key facilitator of community strengthening activities and strategic planning. Initiating and partnering with agencies to address disadvantage, inequity, resilience, wellbeing and public health.	<i>Inc</i>	137	227	77
		<i>Exp</i>	368	483	396
		<i>Surplus/ (deficit)</i>	(231)	(256)	(319)
	<u>2024/2025 Budget Includes:</u>				
	Health & Wellbeing Plan				\$63k
	L2P Program				\$26k

Sports and Recreation	Provide access and opportunities to a range of activities and sporting facilities, playgrounds and open space recreation areas.	<i>Inc</i>	24	17	24
		<i>Exp</i>	867	582	536
		<u><i>Surplus/ (deficit)</i></u>	<u>(842)</u>	<u>(565)</u>	<u>(512)</u>
<u>2024/2025 Budget Includes:</u>					
	Sports & Community Facility & Grounds Improvements				\$237k
	Narrawong Beach Patrols				\$24k
	Events & Programs				\$42k
	Junior Sports Trust				\$5k

### 2.3 Our Health and Wellbeing Initiatives and Major Projects -

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Foreshore, Bridgewater Infrastructure, Portland Employment Precinct & Multipurpose Building.
- 2) A biennial survey has been implemented to measure progress initiatives of the Municipal Public Health and Wellbeing Plan.
- 3) Council is working with existing clubs and community organisations to deliver other social recreation opportunities.

## 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		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Facilities Maintenance	Ensuring Council facilities are kept to a standard, ensuring safety and appropriate maintenance for the community keeping them clean, safe and hygienic.	Inc	0	0	0
		Exp	1,361	1,306	1,344
		Surplus / (deficit)	(1,361)	(1,306)	(1,344)
Heritage Planning	Assistance and support for community in implementation of legislative requirements related to heritage places.	Inc	0	0	0
		Exp	42	38	30
		Surplus / (deficit)	(42)	(38)	(30)
Planning Services	Statutory planning services including assessment of planning permits, associated customer service and compliance with the Planning and Environment Act 1987. Strategic planning services including local policy development, amendments to the Glenelg Planning Scheme and representation at Panels and Tribunals.	Inc	406	466	255
		Exp	852	1,279	976
		Surplus / (deficit)	(446)	(813)	(721)
	2024/2025 Budget Includes: Planning Scheme Amendments Strategic Planning Projects				\$35k \$485k
Building Services	Responsible for compliance with Building Act 1993 and Building Regulations 2018. This includes assessment of Building permit applications, report and consents, undertake building audits, swimming pool and essential safety measure inspections.	Inc	310	280	320
		Exp	531	636	616
		Surplus / (deficit)	(221)	(356)	(296)
Arts and Culture	Coordination, administration and delivery of a range of creative experiences for the Community and support of local not-for-profit arts organisations. Council provides an annual program of professional touring performances with support from State Government, as well as promoting the development of our creative economy, and improved community outcomes by implementing the Arts and Culture Strategy.	Inc	161	152	163
		Exp	551	549	447
		Surplus / (deficit)	(390)	(397)	(285)

Collection Conservation	Coordination, administration and support of conservation, storage and display of cultural and heritage artefacts. Council holds approximately 10,000 collection items, conserving and displaying these works of art and historical objects for the benefit of current and future audiences. The service also supports tourism in the area with management and displays in History House, Maritime Discovery Centre, Portland Rocket Shed and Portland and Casterton Customer Service Centres.	<i>Inc</i>	28	145	12
		<i>Exp</i>	211	297	179
		<i>Surplus / (deficit)</i>	(184)	(152)	(167)
<u>2024/2025 Budget Includes:</u> History House					\$11k
Aboriginal Partnership	Ongoing partnership between Gunditj Mirring Traditional Owners Aboriginal Corporation, Dhauwurrd Wurrung Elderly and Community Health Services, Winda Mara Aboriginal Corporation and Glenelg Shire Council providing place based responses through leadership, engagement, advocacy, and education to strengthen the voices of Aboriginal people living in the far Southwest of Victoria.	<i>Inc</i>	0	0	0
		<i>Exp</i>	17	23	24
		<i>Surplus / (deficit)</i>	(17)	(23)	(24)
<u>2024/2025 Budget Includes:</u> Scholarships National Reconciliation Week					\$6k \$7k
Casterton Caravan Park	Manage and maintain the council owned caravan park at Casterton.	<i>Inc</i>	66	55	66
		<i>Exp</i>	79	27	25
		<i>Surplus / (deficit)</i>	(14)	29	41
Caravan Park Portland	A Long Term Lease has been entered into with a National Caravan Park Operator to manage the Caravan Park.	<i>Inc</i>	122	127	127
		<i>Exp</i>	0	0	0
		<i>Surplus / (deficit)</i>	122	127	127
Visitor Information Centres	Manage three Visitor Information Centres; Portland, Casterton and Nelson. Provide local and Regional tourist advice.	<i>Inc</i>	151	152	154
		<i>Exp</i>	615	603	676
		<i>Surplus / (deficit)</i>	(464)	(451)	(522)
<u>2024/2025 Budget Includes:</u> Cruise Ship Visitation Costs					\$11k
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>	1,531	1,425	1,438
		<i>Surplus / (deficit)</i>	(1,531)	(1,425)	(1,438)
<u>2024/2025 Budget Includes:</u> Maintenance of Aquatic Facilities					\$250k
Infrastructure, Management and Planning	Design, tender and project management of a broad range of council capital works.	<i>Inc</i>	564	0	0
		<i>Exp</i>	1,029	989	970
		<i>Surplus / (deficit)</i>	(465)	(989)	(970)
<u>2024/2025 Budget Includes:</u> Asset Condition Assessments					\$100k



Waste Management	Kerbside and Public Place collection of waste and recyclables from most urban and selected rural areas. Includes the operation of 6 Waste Transfer Stations.	<i>Inc</i>	3,791	3,759	4,089
		<i>Exp</i>	6,312	4,524	5,133
		<i>Surplus/ (deficit)</i>	(2,521)	(765)	(1,044)
<u>2024/2025 Budget Includes:</u>					
Waste Management - Kerbside Collection - Expenditure					\$2.74M
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>	498	611	570
		<i>Surplus/ (deficit)</i>	(498)	(611)	(570)
Public Buildings and Foreshore Management	Council provides a large range of services many utilising a council building or facility.	<i>Inc</i>	400	147	0
		<i>Exp</i>	1,830	2,071	2,081
		<i>Surplus / (deficit)</i>	(1,430)	(1,924)	(2,081)
<u>2024/2025 Budget Includes:</u>					
Operational Costs					\$545k
Maintenance Costs					\$950k
Foreshore Management					\$12k
Parks and Gardens	Upkeep of playgrounds, recreation reserves, garden beds, street and park trees including crown land reserves.	<i>Inc</i>	0	0	0
		<i>Exp</i>	2,234	2,261	2,536
		<i>Surplus/ (deficit)</i>	(2,234)	(2,261)	(2,536)
<u>2024/2025 Budget Includes:</u>					
Electric Line Clearance Mgmt Plan					\$200k
Maintenance of Street Trees					\$80k

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

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Foreshore, Bridgewater Infrastructure, Portland Employment Precinct, Tracks and Trails Construct & Multipurpose Building.
- 2) Increased budget allocation for the maintenance of Council owned buildings.
- 3) Improvements in Collection Conservation to value, maintain and keep artwork.
- 4) Engage expert skills to address Asset Management Plans for Council's assets and future capital works.

## 2.4 Service Performance Outcome Indicators -

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Statutory Planning	<b>Service Standard*</b> - Planning applications decided within required time frames	71.36%	72.00%	74.00%
	<b>Decision Making</b> - Council planning decisions upheld at VCAT	100.00%	100.00%	100.00%
Waste Management	<b>Waste Diversion*</b> - Kerbside collection waste diverted from landfill	30.40%	32.00%	32.33%

\* refer to table in section 2.7 for information on the calculation of Service Performance Outcome Indicators

## 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		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Digital Glenelg	Digital Glenelg leads the implementation of Councils Business Transformation program. Engendering change across people, process and technology to affect outcomes that benefit community and increase operational effectiveness in the provision of Council services to residents.	<i>Inc</i>	94	0	0
		<i>Exp</i>	969	1,076	1,104
		<i>Surplus/ (deficit)</i>	(875)	(1,076)	(1,104)
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>	5	0	0
		<i>Exp</i>	1,885	2,137	2,425
		<i>Surplus/ (deficit)</i>	(1,880)	(2,137)	(2,425)
	<u>2024/2025 Budget Includes:</u>				
	Software & Business Applications				\$1.165M
	Computer, Printer, Network & Server Expenditure				\$381k
School Crossings	Provision of School Crossings across the shire.	<i>Inc</i>	74	74	76
		<i>Exp</i>	171	185	172
		<i>Surplus/ (deficit)</i>	(97)	(111)	(96)
Information & Data	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>	218	350	483
		<i>Surplus/ (deficit)</i>	(218)	(350)	(483)
	<u>2024/2025 Budget Includes:</u>				
	Public Records Act Compliance				\$90k
Quarries	Management of Limestone quarry for material to maintain and construct Roads.	<i>Inc</i>	411	335	250
		<i>Exp</i>	411	335	300
		<i>Surplus/ (deficit)</i>	(0)	0	(50)
Aerodromes	Council owned and operated airport at Portland. Users include Royal Flying Doctor, charter, private and emergency services. The Casterton Airfield is used strategically for aerial fire operations and air ambulance.	<i>Inc</i>	82	94	79
		<i>Exp</i>	342	362	347
		<i>Surplus/ (deficit)</i>	(260)	(268)	(268)
Local Port	Management of multiple maritime facilities within the Portland Harbour including commercial and recreational fishing and boating.	<i>Inc</i>	564	626	615
		<i>Exp</i>	741	627	628
		<i>Surplus/ (deficit)</i>	(177)	(1)	(13)

Asset Management and Maintenance	Sustainably maintain assets and ensure service requirements of council assets are met. Manage rolling replacement of heavy plant and light plant, including fleet vehicles.	<i>Inc</i>	0	0	0
		<i>Exp</i>	873	345	876
		<i>Surplus/ (deficit)</i>	(873)	(345)	(876)
		<u>2024/2025 Budget Includes:</u>			
	Mechanical Workshop Costs				\$487k
Road Infrastructure Maintenance	Regulatory compliance of Road infrastructure with in a Road Reserve.	<i>Inc</i>	1	0	0
		<i>Exp</i>	4,699	4,913	5,302
		<i>Surplus/ (deficit)</i>	(4,698)	(4,913)	(5,302)
		<u>2024/2025 Budget Includes:</u>			
	Street Lighting				\$300k
	Management of Roadside Vegetation				\$400k
	Footpath Maintenance				\$200k
	Street Cleaning				\$130k
	Maintenance of Roads, Drainage, Signage & Furniture				\$1.594M

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

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Employment Precinct, Local Freight Roads Project-Portland & Tracks and Trails Construct.
- 2) Additional budget allocation to the annual footpath and renewal program.
- 3) Budget allocation to investigate Council's Enterprise Resource System.

## 2.5 Service Performance Outcome Indicators -

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Roads	<b>Condition*</b> - Sealed local roads maintained to condition standards	95.00%	94.90%	94.90%

\* refer to table in section 2.7 for information on the calculation of Service Performance Outcome Indicators

## 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		2022/23 Actual \$'000	2023/24 Forecast \$'000	2024/25 Budget \$'000
Mayor and Council	The role of the Mayor and Councillors is to provide good governance and strategic direction to achieve the best outcomes for the benefit of the community, including future generations.	<i>Inc</i>	2	0	12
		<i>Exp</i>	450	596	524
		<i>Surplus/ (deficit)</i>	(448)	(596)	(512)
	<u>2024/2025 Budget Includes:</u>				
	Councillor Allowances				\$307k
	Council Meeting Costs incl Livestreaming				\$48k
	Councillor Insurance				\$70k
	Municipal Monitor Costs				\$14k
Communication and Media	Provide timely information and promotion on council activities and programs, both internally and externally.	<i>Inc</i>	0	0	0
		<i>Exp</i>	120	164	159
		<i>Surplus/ (deficit)</i>	(120)	(164)	(159)
Corporate Governance	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>	1	0	0
		<i>Exp</i>	215	143	420
		<i>Surplus/ (deficit)</i>	(215)	(143)	(420)
	<u>2024/2025 Budget Includes:</u>				
	Council Elections				\$200k
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>	42	33	46
		<i>Exp</i>	766	755	770
		<i>Surplus/ (deficit)</i>	(724)	(722)	(724)
Finance	Development of the annual Council Budget, annual Financial Report and the Strategic Financial Plan. Co-ordination of external auditors and input into the audit committee requirements. Administer the accounts payable and accounts receivables services for the council. Supports all units in financial analysis of variances to budget.	<i>Inc</i>	2	0	0
		<i>Exp</i>	866	751	803
		<i>Surplus/ (deficit)</i>	(865)	(751)	(803)

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>	64	47	50
		<i>Exp</i>	384	383	390
		<i>Surplus/ (deficit)</i>	(320)	(336)	(340)
Internal Audit	Council's Internal Audit function provides assurance on the effectiveness of internal controls, systems and processes by improving performance, reducing risk and increasing accountability.	<i>Inc</i>	0	0	0
		<i>Exp</i>	168	207	221
		<i>Surplus/ (deficit)</i>	(168)	(207)	(221)
Community Engagement & Planning	Provision of the Your Say Engagement Platform, ensuring Principles of Engagement are adhered to, and the voice of community is incorporated into planning and strategic development across the business, including Council Plan Development, annual action planning, quarterly reporting and annual report development.	<i>Inc</i>	0	0	0
		<i>Exp</i>	106	129	226
		<i>Surplus/ (deficit)</i>	(106)	(129)	(226)
<u>2024/2025 Budget Includes:</u>					
Council Plan					\$73k
Glenelg 2040 Community Plan					\$20k

## 2.6 Your Voice, Our Shared Action Initiatives and Major Projects -

- 1) Council is committed to the following major projects which meet this Objective in the Council Plan - Portland Foreshore, Bridgewater Infrastructure, Portland Employment Precinct, Multipurpose Building, Local Freight Roads Project - Portland & Tracks and Trails Construct.
- 2) Council continues to undertake community engagement in alignment with the Community Engagement Policy and Framework for Major Projects and initiatives.
- 3) Continued budget allocation for Livestreaming Council Meetings.
- 4) Continue to hold Council Meetings across the Shire where possible.
- 5) Promote and deliver Listening Posts across the shire.

## 2.6 Service Performance Outcome Indicators -

Service	Indicator	2022/23 Actual	2023/24 Forecast	2024/25 Budget
Governance	<b>Consultation and engagement*</b> - Satisfaction with community consultation and engagement (rating out of 100)	45	57	58

\* refer to table in section 2.7 for information on the calculation of Service Performance Outcome Indicators

## 2.7 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of Council)	Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement
Statutory planning	Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100
Roads	Condition	Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100
Waste management	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

## 2.8 Reconciliation with Budgeted Operating Result

	Surplus/ (Deficit) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1 - Our Natural Environment	(747)	1,049	301
Strategic Objective 2 - Our Education, Employment and Industry	(5,967)	10,629	4,662
Strategic Objective 3 - Our Health and Wellbeing	(4,113)	5,074	961
Strategic Objective 4 - Our Lifestyle, Neighbourhood and Culture	(11,860)	17,045	5,185
Strategic Objective 5 - Our Access, Transport and Technology	(10,618)	11,638	1,020
Strategic Objective 5 - Your Voice, Our Shared Action	(3,405)	3,513	108
<b>Total</b>	<b>(36,710)</b>	<b>48,948</b>	<b>12,237</b>
<b>Expenses added in:</b>			
Depreciation	(11,020)		
Depreciation - Right of Use Assets	(223)		
Finance costs - Leases	(17)		
Finance costs - Loans	(359)		
Others	1,063		
<b>Deficit before funding sources</b>	<b>(47,266)</b>		
<b>Funding sources added in:</b>			
Rates and charges revenue (Excluding Waste Management Charge)	30,631		
Other Rates and Revenue (Fire Services)	46		
VLGGC Income - General Purpose and Roads Funding	11,239		
Capital Grants Income	3,060		
Finance Income	150		
Other Income	16		
<b>Total funding sources</b>	<b>45,142</b>		
<b>Operating deficit for the year</b>	<b>(2,124)</b>		

## 2.9 Adjusted underlying surplus/deficit

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items. This is not reflected in the operating result reporting figure under accountancy standards.

	Budget 2023/24 \$'000	Budget 2024/25 \$'000
Total income	60,586	57,169
Total expenses	59,500	59,293
<b>Operational Surplus (deficit) for the year</b>	<b>1,086</b>	<b>(2,124)</b>
Grants - capital non-recurrent	5,585	-
Contributions - non monetary assets	-	-
Capital contributions - other sources	-	-
<b>Adjusted Operational underlying result</b>	<b>(4,499)</b>	<b>(2,124)</b>

The adjusted underlying result for the 2024/25 year is a deficit of \$2.1M which is a decrease of \$2.3M when compared to the Budget for 2023/24.

It is important that Council continues to reduce this gap as part of prudent financial management. This will be an ongoing challenge as revenue streams are limited and Council is operating within a rate capped environment, however increased scrutiny of operating services budgets will be at the forefront of Council's focus to ensure financial sustainability. Further reference to this financial performance indicator is provided in Section 5 of this document.



### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2024/25 has been supplemented with projections to 2027/28.

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

Summary of Planned Human Resources Expenditure

## Comprehensive Income Statement

For the four years ending 30 June 2028

		Forecast 2023/24	Budget 2024/25	2025/26	Projections 2026/27	2027/28
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income/Revenue</b>						
Rates and charges	4.1.1	32,618	<b>33,379</b>	34,183	35,026	35,893
Statutory fees and fines	4.1.2	835	<b>937</b>	963	989	1,016
User fees	4.1.3	2,636	<b>2,782</b>	2,858	2,937	3,018
Grants - Operating	4.1.4	6,233	<b>16,104</b>	16,547	17,002	17,469
Grants - Capital	4.1.4	23,971	<b>3,060</b>	3,060	3,060	3,060
Contributions - Monetary	4.1.5	90	<b>38</b>	38	38	38
Contributions - Non Monetary	4.1.5	40	<b>40</b>	40	40	40
Other income	4.1.6	1,107	<b>828</b>	850	874	898
Net Gain (or Loss) on disposal of PP & E		340	<b>1</b>	-	-	-
<b>Total income/revenue</b>		<b>67,871</b>	<b>57,169</b>	<b>58,539</b>	<b>59,966</b>	<b>61,432</b>
<b>Expenses</b>						
Employee costs	4.1.7	26,346	<b>27,055</b>	27,799	28,564	29,349
Materials and services	4.1.8	20,269	<b>19,203</b>	19,731	20,274	20,831
Depreciation	4.1.9	12,525	<b>11,020</b>	10,777	10,577	10,377
Depreciation - Right of Use Assets	4.1.10	223	<b>223</b>	223	223	223
Allowance for Impairment Losses		0	-	-	-	-
Borrowing costs		-	<b>354</b>	337	320	302
Finance Costs - Leases		17	<b>17</b>	17	17	17
Other expenses	4.1.11	1,032	<b>1,421</b>	1,446	1,471	1,496
<b>Total expenses</b>		<b>60,412</b>	<b>59,293</b>	<b>60,331</b>	<b>61,445</b>	<b>62,595</b>
<b>Surplus/(deficit) for the year</b>		<b>7,459</b>	<b>(2,124)</b>	<b>(1,791)</b>	<b>(1,480)</b>	<b>(1,163)</b>
Items that may be reclassified to surplus or deficit in future periods		-	-	-	-	-
<b>Total comprehensive result</b>		<b>7,459</b>	<b>(2,124)</b>	<b>(1,791)</b>	<b>(1,480)</b>	<b>(1,163)</b>

## Balance Sheet

For the four years ending 30 June 2028

	Notes	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000	2027/28 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		1,786	<b>3,969</b>	255	604	1,751
Trade and other receivables		2,500	<b>2,500</b>	2,500	2,500	2,500
Inventories		200	<b>200</b>	200	200	200
Prepayments		350	<b>350</b>	350	350	350
Other assets		50	<b>50</b>	50	50	50
<b>Total current assets</b>		<b>4,886</b>	7,069	<b>3,355</b>	<b>3,704</b>	<b>4,851</b>
<b>Non-current assets</b>						
Property, infrastructure, plant & equipment		490,009	<b>484,526</b>	485,985	483,715	480,974
Right-of-use assets	4.2.2	589	<b>347</b>	154	21	-
<b>Total non-current assets</b>		<b>490,598</b>	484,873	<b>486,139</b>	<b>483,736</b>	<b>480,974</b>
<b>Total assets</b>		<b>495,483</b>	491,942	<b>489,494</b>	<b>487,440</b>	<b>485,825</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		2,100	<b>2,100</b>	2,100	2,100	2,100
Trust funds and deposits		1,000	<b>1,000</b>	1,000	1,000	1,000
Unearned Income		7,513	-	-	-	-
Provisions		5,795	<b>5,947</b>	6,104	6,266	6,433
Interest-bearing liabilities	4.2.1	259	<b>339</b>	357	375	394
Lease liabilities	4.2.2	257	<b>203</b>	138	-	-
<b>Total current liabilities</b>		<b>16,924</b>	9,590	<b>9,699</b>	<b>9,741</b>	<b>9,926</b>
<b>Non-current liabilities</b>						
Provisions		10,706	<b>10,461</b>	10,217	9,974	9,731
Interest-bearing liabilities	4.2.1	-	<b>6,337</b>	5,981	5,606	5,212
Lease liabilities	4.2.2	341	<b>163</b>	-	-	-
<b>Total non-current liabilities</b>		<b>11,047</b>	16,963	<b>16,197</b>	<b>15,580</b>	<b>14,943</b>
<b>Total liabilities</b>		<b>27,971</b>	26,553	<b>25,896</b>	<b>25,321</b>	<b>24,870</b>
<b>Net assets</b>		<b>467,513</b>	465,389	<b>463,598</b>	<b>462,119</b>	<b>460,955</b>
<b>Equity</b>						
Accumulated surplus		135,354	<b>133,230</b>	131,439	129,959	128,796
Reserves		332,159	<b>332,159</b>	332,159	332,159	332,159
<b>Total equity</b>		<b>467,513</b>	465,389	<b>463,598</b>	<b>462,119</b>	<b>460,955</b>

## Statement of Changes in Equity

For the four years ending 30 June 2028

	Total \$'000	Accum. Surplus \$'000	Reval. Reserve \$'000	Other Reserves \$'000
<b>2024 Forecast</b>				
Balance at beginning of the financial year	460,054	127,895	332,159	-
Surplus/(deficit) for the year	7,459	7,459	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>467,513</b>	<b>135,354</b>	<b>332,159</b>	<b>-</b>
<b>2025 Budget</b>				
Balance at beginning of the financial year	467,513	135,354	332,159	-
Surplus/(deficit) for the year	(2,124)	(2,124)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>465,389</b>	<b>133,230</b>	<b>332,159</b>	<b>-</b>
<b>2026</b>				
Balance at beginning of the financial year	465,389	133,230	332,159	-
Surplus/(deficit) for the year	(1,791)	(1,791)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>463,598</b>	<b>131,439</b>	<b>332,159</b>	<b>-</b>
<b>2027</b>				
Balance at beginning of the financial year	463,598	131,439	332,159	-
Surplus/(deficit) for the year	(1,480)	(1,480)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>462,119</b>	<b>129,959</b>	<b>332,159</b>	<b>-</b>
<b>2028</b>				
Balance at beginning of the financial year	462,119	129,959	332,159	-
Surplus/(deficit) for the year	(1,163)	(1,163)	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>460,955</b>	<b>128,796</b>	<b>332,159</b>	<b>-</b>

## Statement of Cash Flows

For the four years ending 30 June 2028

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000	2027/28 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	32,618	<b>33,379</b>	34,183	35,026	35,893
Statutory fees and fines	835	<b>937</b>	963	989	1,016
User fees	2,636	<b>2,782</b>	2,858	2,937	3,018
Grants - operating	5,011	<b>16,104</b>	16,547	17,002	17,469
Grants - capital	10,104	<b>10,915</b>	3,060	3,060	3,060
Contributions - monetary	90	<b>38</b>	38	38	38
Interest received	200	<b>150</b>	100	100	100
Other receipts	907	<b>678</b>	750	774	798
Employee costs	(26,346)	<b>(27,055)</b>	(27,799)	(28,564)	(29,349)
Materials and services	(20,219)	<b>(19,144)</b>	(19,672)	(20,214)	(20,772)
Short-term, low value and variable lease	(50)	<b>(60)</b>	(60)	(60)	(60)
Other payments	(2,339)	<b>(2,463)</b>	(2,488)	(2,513)	(2,538)
<b>Net cash provided by/(used in) operating activities</b>	<b>3,447</b>	16,261	<b>8,481</b>	<b>8,576</b>	<b>8,674</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(14,619)	<b>(7,893)</b>	(7,305)	(7,395)	(6,485)
Payments for carry forward property, infrastructure, plant and equipment	-	<b>(11,977)</b>	(3,993)	-	-
Proceeds from sale of plant & equipment	340	<b>1</b>	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(14,279)</b>	(19,869)	<b>(11,298)</b>	<b>(7,395)</b>	<b>(6,485)</b>
<b>Cash flows from financing activities</b>					
Finance costs	-	<b>(354)</b>	(337)	(320)	(302)
Proceeds from borrowings	-	<b>7,000</b>	-	-	-
Repayment of borrowings	(452)	<b>(583)</b>	(339)	(357)	(375)
Interest paid - lease liability	(17)	<b>(17)</b>	(17)	(17)	(17)
Repayment of lease liabilities	(194)	<b>(257)</b>	(203)	(138)	(348)
<b>Net cash provided by/(used in) financing activities</b>	<b>(662)</b>	5,790	<b>(897)</b>	<b>(832)</b>	<b>(1,042)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(11,494)</b>	2,183	<b>(3,714)</b>	<b>349</b>	<b>1,147</b>
Cash and cash equivalents at the beginning of the financial year	13,280	<b>1,786</b>	3,969	255	604
<b>Cash and cash equivalents at the end of the financial year</b>	<b>1,786</b>	3,969	<b>255</b>	<b>604</b>	<b>1,751</b>

## Statement of Capital Works

For the four years ending 30 June 2028

		Forecast	Budget	Projections		
		2023/24	2024/25	2025/26	2026/27	2027/28
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Building Renewal Improvements		6,541	375	375	375	395
Total property		6,541	375	375	375	395
Plant and Equipment						
Arts & Cultural Heritage Renewal Program		30	10	10	10	10
Plant, machinery and equipment		1,436	1,685	1,155	1,155	1,135
Fixtures, fittings and furniture		-	10	10	10	10
Library books		95	95	95	95	95
Other Plant and Equipment		-	778	970	460	150
Total Plant and Equipment		1,561	2,578	2,240	1,730	1,400
Infrastructure						
Roads		9,367	3,810	3,810	3,810	3,810
Bridges		1,067	100	200	200	200
Footpaths and cycleways		100	150	150	150	150
Drainage		2,574	100	50	50	50
Recreational, leisure and community facilities		2,473	200	200	200	200
Waste management		80	20	20	20	20
Parks, open space and streetscapes		1,945	110	160	160	160
Aerodromes		147	50	50	50	50
Off street car parks		50	50	50	50	50
Other infrastructure		4,684	350	-	600	-
Total infrastructure		22,487	4,940	4,690	5,290	4,690
Total capital works expenditure	4.3.1	30,589	7,893	7,305	7,395	6,485
Represented by:						
New asset expenditure		19,442	1,328	970	1,060	150
Asset renewal expenditure		8,598	6,315	6,335	6,335	6,335
Asset upgrade expenditure		2,549	250	-	-	-
Total capital works expenditure	4.3.1	30,589	7,893	7,305	7,395	6,485
Funding sources represented by:						
Grants		25,971	3,060	3,060	3,060	3,060
Contributions		-	-	-	-	-
Council cash		4,618	4,833	4,245	4,335	3,425
Borrowings		-	-	-	-	-
Total capital works expenditure	4.3.1	30,589	7,893	7,305	7,395	6,485

## Statement of Human Resources

For the four years ending 30 June 2028

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000	2027/28 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	26,696	<b>27,405</b>	28,149	28,914	29,699
Employee costs - capital	(350)	<b>(350)</b>	(350)	(350)	(350)
<b>Total staff expenditure</b>	<b>26,346</b>	<b>27,055</b>	<b>27,799</b>	<b>28,564</b>	<b>29,349</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	269.6	<b>271.8</b>	271.8	271.8	271.8
<b>Total staff numbers</b>	<b>269.6</b>	<b>271.8</b>	<b>271.8</b>	<b>271.8</b>	<b>271.8</b>

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

Department	Budget 2024/25 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temp \$'000
Chief Executive Office	<b>1,683</b>	1,356	317	-	10
Glenelg Futures	<b>1,882</b>	1,029	585	-	268
Corporate Services	<b>5,629</b>	3,668	1,661	148	152
Community Services	<b>7,902</b>	4,017	3,112	381	392
Assets	<b>9,608</b>	7,619	1,676	214	99
Total permanent staff expenditure	26,705	17,690	7,350	744	920
Capitalised labour costs	<b>350</b>				
<b>Total expenditure</b>	<b>27,055</b>				

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

Department	Budget 2024/25	Comprises			
		Permanent Full Time	Part time	Casual	Temp
Chief Executive Office	<b>14.4</b>	11.0	3.2	-	0.1
Glenelg Futures	<b>16.0</b>	9.0	5.0	-	2.0
Corporate Services	<b>52.4</b>	31.0	18.2	1.3	1.8
Community Services	<b>84.8</b>	40.2	36.1	4.2	4.4
Assets	<b>96.3</b>	75.0	17.8	2.3	1.2
Total permanent staff expenditure	263.8	166.2	80.4	7.8	9.5
Capitalised labour costs	<b>8.0</b>				
<b>Total staff</b>	<b>271.8</b>				



## Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2028

	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
<b>Chief Executive Office</b>				
Permanent - Full time	1,356	1,356	1,356	1,356
Female	931	931	931	931
Male	425	425	425	425
Self-described gender	0	0	0	0
Permanent - Part time	317	317	317	317
Female	317	317	317	317
Male	0	0	0	0
Self-described gender	0	0	0	0
<b>Total Chief Executive Office</b>	<b>1,674</b>	<b>1,674</b>	<b>1,674</b>	<b>1,674</b>
<b>Glenelg Futures</b>				
Permanent - Full time	1,029	1,029	1,029	1,029
Female	397	397	397	397
Male	632	632	632	632
Self-described gender	0	0	0	0
Permanent - Part time	585	585	585	585
Female	471	471	471	471
Male	114	114	114	114
Self-described gender	0	0	0	0
<b>Total Glenelg Futures</b>	<b>1,614</b>	<b>1,614</b>	<b>1,614</b>	<b>1,614</b>
<b>Corporate Services</b>				
Permanent - Full time	3,668	3,668	3,668	3,668
Female	2,443	2,443	2,443	2,443
Male	1,225	1,225	1,225	1,225
Self-described gender	0	0	0	0
Permanent - Part time	1,661	1,661	1,661	1,661
Female	1,408	1,408	1,408	1,408
Male	253	253	253	253
Self-described gender	0	0	0	0
<b>Total Corporate Services</b>	<b>5,329</b>	<b>5,329</b>	<b>5,329</b>	<b>5,329</b>
<b>Community Services</b>				
Permanent - Full time	4,017	4,017	4,017	4,017
Female	3,173	3,173	3,173	3,173
Male	845	845	845	845
Self-described gender	0	0	0	0
Permanent - Part time	3,112	3,112	3,112	3,112
Female	3,008	3,008	3,008	3,008
Male	103	103	103	103
Self-described gender	0	0	0	0
<b>Total Community Services</b>	<b>7,129</b>	<b>7,129</b>	<b>7,129</b>	<b>7,129</b>
<b>Infrastructure</b>				
Permanent - Full time	7,619	7,619	7,619	7,619
Female	681	681	681	681
Male	6,938	6,938	6,938	6,938
Self-described gender	0	0	0	0
Permanent - Part time	1,676	1,676	1,676	1,676
Female	544	544	544	544
Male	1,132	1,132	1,132	1,132
Self-described gender	0	0	0	0
<b>Total Assets</b>	<b>9,295</b>	<b>9,295</b>	<b>9,295</b>	<b>9,295</b>
<b>Casuals, temporary and other expenditure</b>	<b>1,664</b>	<b>1,664</b>	<b>1,664</b>	<b>1,664</b>
<b>Capitalised labour costs</b>	<b>350.0</b>	<b>350.0</b>	<b>350.0</b>	<b>350.0</b>
<b>Total staff expenditure</b>	<b>27,055</b>	<b>27,055</b>	<b>27,055</b>	<b>27,055</b>

	2024/25 FTE	2025/26 FTE	2026/27 FTE	2027/28 FTE
<b>Chief Executive Office</b>				
Permanent - Full time	11.0	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>
Female	<b>9.0</b>	9.0	9.0	9.0
Male	<b>2.0</b>	2.0	2.0	2.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
Permanent - Part time	3.2	<b>3.2</b>	<b>3.2</b>	<b>3.2</b>
Female	<b>3.2</b>	3.2	3.2	3.2
Male	<b>0.0</b>	0.0	0.0	0.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
<b>Total Chief Executive Office</b>	14.2	<b>14.2</b>	<b>14.2</b>	<b>14.2</b>
<b>Glenelg Futures</b>				
Permanent - Full time	9.0	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
Female	<b>3.0</b>	3.0	3.0	3.0
Male	<b>6.0</b>	6.0	6.0	6.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
Permanent - Part time	5.0	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
Female	<b>4.0</b>	4.0	4.0	4.0
Male	<b>1.0</b>	1.0	1.0	1.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
<b>Total Glenelg Futures</b>	14.0	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>
<b>Corporate Services</b>				
Permanent - Full time	31.0	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>
Female	<b>23.0</b>	23.0	23.0	23.0
Male	<b>8.0</b>	8.0	8.0	8.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
Permanent - Part time	18.2	<b>18.2</b>	<b>18.2</b>	<b>18.2</b>
Female	<b>15.0</b>	15.0	15.0	15.0
Male	<b>3.2</b>	3.2	3.2	3.2
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
<b>Total Corporate Services</b>	49.2	<b>49.2</b>	<b>49.2</b>	<b>49.2</b>
<b>Community Services</b>				
Permanent - Full time	40.2	<b>40.2</b>	<b>40.2</b>	<b>40.2</b>
Female	<b>33.2</b>	33.2	33.2	33.2
Male	<b>7.0</b>	7.0	7.0	7.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
Permanent - Part time	36.1	<b>36.1</b>	<b>36.1</b>	<b>36.1</b>
Female	<b>34.9</b>	34.9	34.9	34.9
Male	<b>1.2</b>	1.2	1.2	1.2
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
<b>Total Community Services</b>	76.2	<b>76.2</b>	<b>76.2</b>	<b>76.2</b>
<b>Assets</b>				
Permanent - Full time	75.0	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>
Female	<b>7.0</b>	7.0	7.0	7.0
Male	<b>68.0</b>	68.0	68.0	68.0
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
Permanent - Part time	17.8	<b>17.8</b>	<b>17.8</b>	<b>17.8</b>
Female	<b>6.1</b>	6.1	6.1	6.1
Male	<b>11.7</b>	11.7	11.7	11.7
Self-described gender	<b>0.0</b>	0.0	0.0	0.0
<b>Total Assets</b>	92.8	<b>92.8</b>	<b>92.8</b>	<b>92.8</b>
<b>Casuals and temporary staff</b>	17.3	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>
<b>Capitalised labour</b>	8.0	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
<b>Total staff numbers</b>	271.8	<b>271.8</b>	<b>271.8</b>	<b>271.8</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 2024/25 the FGRS cap has been set at 2.75%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges. Glenelg Shire Council does not have a municipal charge.

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 2.75% 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 will raise total rates and charges for 2024/25 to \$33.3M.

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

	2023/24 Forecast \$'000	2024/25 Budget \$'000	Change \$'000	%
General Service Rates and Charges *	25,064	<b>25,751</b>	687	2.74%
Rates and Charges - Cultural & Recreational Lands Act	28	<b>28</b>	1	3.49%
Special rates and charges	4,874	<b>4,701</b>	(172)	-3.54%
Supplementary rates and rate adjustments	128	<b>150</b>	22	17.19%
Interest on rates and charges	6	-	(6)	-100.00%
<b>Total Rates and charges</b>	<b>30,099</b>	<b>30,631</b>	<b>531</b>	<b>1.76%</b>

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

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

Type or class of land	2023/24 cents/\$CIV*	2024/25 cents/\$CIV*	Change
General rate for rateable general land	0.003371	<b>0.003434</b>	1.87%
General rate for rateable commercial land	0.003371	<b>0.003434</b>	1.87%
General rate for primary production land (70% differential)	0.002359	<b>0.002404</b>	1.91%
General rate for cultural and recreation lands	0.001686	<b>0.001717</b>	1.87%

**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	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
General land *	13,255	<b>13,766</b>	511	3.86%
Commercial land *	1,736	<b>1,770</b>	35	2.01%
Primary production land *	10,074	<b>10,214</b>	141	1.40%
<b>Total amount to be raised by general rates</b>	<b>25,064</b>	25,751	<b>687</b>	<b>2.74%</b>

\*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	2023/24 Number	2024/25 Number	Change Number	%
General land	10,173	<b>10,204</b>	31	0.30%
Commercial land	1,021	<b>1,011</b>	(10)	-0.98%
Primary production land	2,751	<b>2,757</b>	6	0.22%
<b>Total General Rates assessments</b>	<b>13,945</b>	13,972	27	<b>0.19%</b>
Cultural and recreational land	30	<b>30</b>	-	0.00%
Rate agreements	6	<b>6</b>	-	0.00%
<b>Total number of assessments</b>	<b>13,981</b>	14,008	27	<b>0.19%</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	2023/24 \$'000	2024/25 \$'000	Change \$'000	%
General land	3,932,029	<b>4,008,720</b>	76,691	1.95%
Commercial land	514,834	<b>515,535</b>	701	0.14%
Primary production land	4,270,314	<b>4,248,909</b>	(21,405)	-0.50%
Cultural and recreational land	16,324	<b>16,583</b>	259	1.59%
Rate agreements	347,776	<b>491,248</b>	143,472	41.25%
<b>Total value of land</b>	<b>9,081,277</b>	9,280,995	<b>199,718</b>	<b>2.20%</b>

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

Type of Charge	Per Rateable Property 2023/24 \$	Per Rateable Property 2024/25 \$	Change \$	%
Municipal*	-	-	-	0.00%
<b>Total</b>	-	-	-	<b>0.00%</b>

\* Council does not charge any Municipal charges

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

Type of Charge	2023/24 \$'000	2024/25 \$'000	Change \$	%
Municipal*	-	-	-	0.00%
<b>Total</b>	-	-	-	<b>0.00%</b>

\* Council does not charge any Municipal charges

**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 2023/24	Per Rateable Property 2024/25	Change	
	\$	\$	\$	%
Waste Management charge - Kerbside Collection	296.00	<b>316.00</b>	20	6.76%
<b>Total</b>	<b>296.00</b>	<b>316.00</b>	<b>20</b>	<b>6.76%</b>

**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	2023/24 \$'000	2024/25 \$'000	Change	
			\$'000	%
Waste Management charge - Kerbside Collection	2,519	<b>2,748.29</b>	229	9.10%
<b>Total</b>	<b>2,519</b>	<b>2,748</b>	<b>229</b>	<b>9.10%</b>

**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	2023/24 \$'000	2024/25 \$'000	Change	
			\$'000	%
General Rates	25,064	<b>25,751</b>	687	2.74%
Cultural and recreational land	28	<b>28</b>	1	3.49%
Rate agreements	4,874	<b>4,701</b>	(172)	-3.54%
Waste Management charge - Kerbside Collection	2,519	<b>2,748</b>	229	9.10%
Supplementary rates and rate adjustments	128	<b>150</b>	22	17.19%
Interest on Rates and Charges	6	-	(6)	(100.00%)
<b>Total</b>	<b>32,618</b>	<b>33,379</b>	<b>760</b>	<b>2.33%</b>

**4.1.1(l) 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.

	2023/24	2024/25
Total Rates (excludes rate agreements & cultural and recreational	\$ 25,064	\$ 25,751
Number of rateable properties	13,945	13,972
Base Average Rate	\$ 1,797	\$ 1,794
Maximum Rate Increase (set by the State Government)	<b>3.50%</b>	<b>2.75%</b>
Capped Average Rate	\$ 1,797.35	\$ 1,843.02
Maximum General Rates and Municipal Charges Revenue	\$ 25,064	\$ 25,753
Budgeted General Rates and Municipal Charges Revenue	\$ 25,013	\$ 25,751
Budgeted Supplementary Rates	\$ 128	\$ 150
Budgeted Total Rates and Municipal Charges Revenue	\$ 30,099	\$ 30,631

Data provided for 2024/25 is consistent with Annual Compliance Information submitted to the ESC for 2024/2025

**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 (2024/25: estimated \$150k)
- 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 Commercial land and vice versa.

**4.1.1(n) Differential rates**

Refer to better practice guide for details on disclosing differential rates.

Differential Rates Schedule	
General land	100%
Commercial land	100%
Primary production land	70%
Cultural and recreational land	50%

#### 4.1.2 Statutory fees and fines

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Planning	490	550	60	12.24%
Registrations	220	227	7	3.30%
Permits	109	132	23	20.84%
Other	16	28	12	75.94%
<b>Total Statutory fees and fines</b>	<b>835</b>	<b>937</b>	<b>102</b>	<b>12.23%</b>

#### 4.1.3 User fees

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Aged and health services	79	-	(79)	(100.00%)
Contracts and Leases	255	285	31	11.98%
Child care/Children's programs	615	689	75	12.14%
Local Port	356	345	(11)	(3.17%)
Waste, recycling or resource recovery services	1,200	1,300	100	8.37%
Other fees and charges	132	162	30	22.38%
<b>Total User fees</b>	<b>2,636</b>	<b>2,782</b>	<b>145</b>	<b>5.51%</b>

#### 4.1.4 Grants

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

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
<b>Summary of grants</b>				
Commonwealth funded grants	13,041	15,933	2,891	22.17%
State funded grants	17,163	3,231	(13,931)	(81.17%)
<b>Total Grants received</b>	<b>30,204</b>	<b>19,164</b>	<b>(11,040)</b>	<b>-36.55%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	474	11,239	10,765	2271.54%
Aged and Disability Services	280	-	(280)	-100.00%
<b>Recurrent - State Government</b>				
Aged and Disability Services	55	-	(55)	-100.00%
Emergency Response	120	120	-	0.00%
Environmental Health	4	13	9	198.21%
Libraries	210	210	-	0.00%
Local Port	186	186	-	0.00%
Maternal and child health	436	455	19	4.43%
Family & Children	863	950	87	10.06%
Community Wellbeing - L2P	66	77	11	16.33%
Youth Services	36	36	-	-
<b>Total Recurrent grants</b>	<b>2,729</b>	<b>13,286</b>	<b>10,556</b>	<b>386.80%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Aged and Disability Services	(45)	-	45	-100.00%
Planning Services	181	25	(156)	-86.21%
Family and children	1,372	1,608	236	17.23%
<b>Non-recurrent - State Government</b>				
Arts and Culture	90	90	-	0.00%
Collection Conservation	134	-	(134)	-100.00%
Community Wellbeing	161	-	(161)	-100.00%
Environmental Health	100	-	(100)	-100.00%
Environmental Sustainability	77	77	-	0.00%
Economy and Investment	250	-	(250)	-100.00%
Family and children	857	722	(136)	-15.81%
Planning Services	75	-	(75)	-100.00%
Organisational Development	28	-	(28)	-100.00%
Libraries	12	84	72	630.05%
Local Port	84	84	-	0.00%
School crossing supervisors	74	76	2	3.01%
Sports and Recreation	2	-	(2)	100.00%
Youth Services	52	52	-	-
<b>Total Non-recurrent grants</b>	<b>3,504</b>	<b>2,818</b>	<b>(685)</b>	<b>-19.56%</b>
<b>Total Operating Grants</b>	<b>6,233</b>	<b>16,104</b>	<b>9,871</b>	<b>158.37%</b>

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to Recovery	4,604	3,060	- 1,544	-33.54%
<b>Total Recurrent grants</b>	<b>4,604</b>	<b>3,060</b>	<b>(1,544)</b>	<b>-33.54%</b>
<b>Non-recurrent - Commonwealth Government</b>				
LRCI Funding - Phase #1	227	-	(227)	-100.00%
LRCI Funding - Phase #2	203	-	(203)	-100.00%
LRCI Funding - Phase #3	2,159	-	(2,159)	-100.00%
LRCI Funding - Phase #4	3,585	-	(3,585)	-100.00%
<b>Non-recurrent - State Government</b>				
Alexandra Park Redevelopment	100	-	(100)	100.00%
Living Local Project	46	-	(46)	-100.00%
Portland Foreshore Ceremonial Space Project	873	-	(873)	-100.00%
Foreshore Multi-Purpose Building	4,696	-	(4,696)	-100.00%
Local Freight Roads Project	4,635	-	(4,635)	-100.00%
Portland Trawler Wharf Refuelling Facility	367	-	(367)	-100.00%
Portland North Industrial Precinct	2,476	-	(2,476)	-100.00%
<b>Total Non-recurrent grants</b>	<b>19,367</b>	<b>-</b>	<b>(19,367)</b>	<b>-100.00%</b>
<b>Total Capital grants</b>	<b>23,971</b>	<b>3,060</b>	<b>(20,911)</b>	<b>-87.23%</b>
<b>Total Grants</b>	<b>30,204</b>	<b>19,164</b>	<b>(11,040)</b>	<b>-36.55%</b>

#### 4.1.5 Contributions

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Monetary	90	38	(52)	-57.47%
Non-Monetary	40	40	-	-
<b>Total Contributions</b>	<b>130</b>	<b>78</b>	<b>(52)</b>	<b>-39.79%</b>

#### 4.1.6 Other income

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Interest income	200	150	(50)	-25.00%
Reimbursements	502	285	(217)	-43.28%
Sales and commission	405	393	(12)	-3.02%
<b>Total Other income</b>	<b>1,107</b>	<b>828</b>	<b>(280)</b>	<b>-25.26%</b>

#### 4.1.7 Employee costs

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Wages and salaries	21,404	21,903	498	2.33%
WorkCover	591	602	11	1.93%
Superannuation	2,349	2,400	51	2.15%
Fringe Benefits Tax	148	150	3	1.69%
Other employee costs	2,203	2,350	147	6.66%
Salary expenses capitalised	(350)	(350)	-	0.00%
<b>Total Employee costs</b>	<b>26,346</b>	<b>27,055</b>	<b>709</b>	<b>2.69%</b>



#### 4.1.8 Materials and services

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Contract payments	11,729	10,775	(954)	-8.13%
Material expenses	2,545	2,662	117	4.60%
Utilities	1,466	1,395	(72)	-4.88%
Office administration	203	212	8	4.17%
Information technology	1,315	1,455	140	10.64%
Insurance	874	895	21	2.37%
Legal and Consulting expenses	1,386	1,009	(377)	-27.17%
Maintenance	750	800	50	6.67%
<b>Total Materials and services</b>	<b>20,269</b>	<b>19,203</b>	<b>(1,066)</b>	<b>-5.26%</b>

#### 4.1.9 Depreciation

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Property	2,456	2,161	(295)	-12.02%
Plant & equipment	1,084	954	(130)	-12.02%
Infrastructure	8,985	7,905	(1,080)	-12.02%
<b>Total Depreciation</b>	<b>12,525</b>	<b>11,020</b>	<b>(1,505)</b>	<b>-12.02%</b>

#### 4.1.10 Depreciation - Right of Use Assets (ROU)

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Right of use assets	223	223	-	0.00%
<b>Total Depreciation - ROU Assets</b>	<b>223</b>	<b>223</b>	<b>-</b>	<b>0.00%</b>

#### 4.1.11 Other expenses

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Change	
			\$'000	%
Audit fee expenses	53	56	3	5.00%
Councillor Allowances	312	307	(5)	-1.70%
Seminar and training fees	297	355	58	19.51%
Memberships	325	331	6	1.73%
Communication expenses	272	295	23	8.62%
Advertising	118	123	5	4.00%
Travel and accommodation	113	102	(11)	-10.10%
Statutory expenses	155	169	14	9.20%
Bank fees	56	100	44	77.99%
Contributions and donations	381	398	17	4.38%
Other expenses	51	23	(28)	-54.64%
Registrations	205	205	(0)	-0.04%
Internal cost allocations	(1,307)	(1,042)	291	-22.22%
<b>Total Other expenses</b>	<b>1,032</b>	<b>1,421</b>	<b>390</b>	<b>37.77%</b>

## 4.2 Balance Sheet

### 4.2.1 Borrowings

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

	Forecast 2023/24 \$'000	Budget 2024/25 \$'000	Projections 2025/26 \$'000	2026/27 \$'000	2027/28 \$'000
Amount borrowed as at 30 June of the prior year	678	259	6,677	6,337	5,981
Amount proposed to be borrowed	-	7,000	-	-	-
Amount projected to be redeemed	(419)	(582)	(339)	(357)	(375)
<b>Amount of borrowings as at 30 June</b>	<b>259</b>	<b>6,677</b>	<b>6,337</b>	<b>5,981</b>	<b>5,606</b>

Loan borrowings is a legitimate and responsible financial management tool used to fund major projects and is best utilised to spread the payments for such projects across the generations who benefit.

As part of the development of this Budget, Council has proposed borrowings that are affordable and flexible, ensures on-going financial sustainability, and provides an alternative funding option for specific major projects that are intergenerational.

New borrowings of \$7M are required for major capital project expenditure that has occurred over several years relating to the Landfill Rehabilitation Works. Cash inflows from grant funding in prior years has financed the landfill works in the respective years these works were carried out.

### 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 2023/24 \$'000	Budget 2024/25 \$'000
<b>Right-of-use (ROU) assets</b>		
Plant and Equipment	589	347
<b>Total ROU assets</b>	<b>589</b>	<b>347</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Plant and Equipment	257	203
<b>Total Current lease liabilities</b>	<b>257</b>	<b>203</b>
<b>Non-current lease liabilities</b>		
Plant and Equipment	341	163
<b>Total Non-current lease liabilities</b>	<b>341</b>	<b>163</b>
<b>Total Lease liabilities</b>	<b>598</b>	<b>367</b>

### 4.3 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2024/25 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 2023/24 \$'000	Budget 2024/25 \$'000	Change \$'000	%
Property	6,541	375	(6,166)	-94.27%
Plant and equipment	1,561	2,578	1,016	65.10%
Infrastructure	22,487	4,940	(17,547)	-78.03%
<b>Total</b>	<b>30,589</b>	<b>7,893</b>	<b>(22,696)</b>	<b>-74.20%</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	375	-	375	-	-	-	-	375	-
Plant and equipment	2,578	1,328	1,250	-	-	-	-	2,578	-
Infrastructure	4,940	-	4,690	250	-	3,060	-	1,880	-
<b>Total</b>	<b>7,893</b>	<b>1,328</b>	<b>6,315</b>	<b>250</b>	<b>-</b>	<b>3,060</b>	<b>-</b>	<b>4,833</b>	<b>-</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>Building Renewal Plan</i>	<b>320</b>	-	320	-	-	-	-	320	-
<i>Casterton Saleyard Renewal</i>	<b>30</b>	-	30	-	-	-	-	30	-
<i>DDA Compliance Program</i>	<b>25</b>	-	25	-	-	-	-	25	-
<b>TOTAL PROPERTY</b>	<b>375</b>	-	<b>375</b>	-	-	-	-	<b>375</b>	-
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
<i>Heavy Plant Renewal Program</i>	<b>500</b>	-	500	-	-	-	-	500	-
<i>Light Fleet Renewal Program</i>	<b>615</b>	-	615	-	-	-	-	615	-
<i>Light Plant Renewal Program</i>	<b>20</b>	-	20	-	-	-	-	20	-
<i>New Asset - Heavy Plant</i>	<b>550</b>	550	-	-	-	-	-	550	-
<b>Fixtures, Fittings and Furniture</b>									
<i>Furniture Renewal Program</i>	<b>10</b>	-	10	-	-	-	-	10	-
<b>Arts &amp; Cultural Heritage Renewal Program</b>									
<i>Arts &amp; Cultural Heritage Renewal Program</i>	<b>10</b>	-	10	-	-	-	-	10	-
<b>Library books</b>									
<i>Library Resources Renewal Program</i>	<b>95</b>	-	95	-	-	-	-	95	-
<b>Other Plant and Equipment</b>									
<i>Priority Project - ERP</i>	<b>778</b>	778	-	-	-	-	-	778	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,578</b>	<b>1,328</b>	<b>1,250</b>	-	-	-	-	<b>2,578</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	800	-	800	-	-	800	-	-	-
Sealed Road Resurfacing Program	1,000	-	1,000	-	-	1,000	-	-	-
Sealed Road Rehabilitation Program	1,630	-	1,630	-	-	1,160	-	470	-
Local Area Traffic Facilities Renewal Works	30	-	30	-	-	-	-	30	-
Urban Kerb and Channel Renewal Program	200	-	200	-	-	-	-	200	-
Rural Drainage Renewal Program	50	-	50	-	-	-	-	50	-
Major Road Patching Program	100	-	100	-	-	-	-	100	-
<b>Bridges</b>									
Bridge Annual Renewal Program	100	-	100	-	-	100	-	-	-
<b>Footpaths and Cycleways</b>									
Path Annual Renewal Program	150	-	150	-	-	-	-	150	-
<b>Drainage</b>									
Stormwater Assets Renewal Program	100	-	100	-	-	-	-	100	-
<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	-
<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	-
<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>									
Pedestrian Crossings - Lighting	150	-	-	150	-	-	-	150	-
Transfer Station Improvements Upgrades	40	-	-	40	-	-	-	40	-
Casterton Livestock Saleyards Upgrades	60	-	-	60	-	-	-	60	-
Other	100	-	100	-	-	-	-	100	-
<b>TOTAL INFRASTRUCTURE</b>	<b>4,940</b>	-	<b>4,690</b>	<b>250</b>	-	<b>3,060</b>	-	<b>1,880</b>	-
<b>TOTAL NEW CAPITAL WORKS</b>	<b>7,893</b>	<b>1,328</b>	<b>6,315</b>	<b>250</b>	-	<b>3,060</b>	-	<b>4,833</b>	-

#### 4.3.3 Works carried forward from the 2023/2024 year

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>Building</b>									
<i>Multipurpose Building - Portland Foreshore</i>	<b>5,692</b>	5,692	-	-	-	4,492	-	1,200	-
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
<i>Local Freight Roads Projects</i>	<b>2,695</b>	2,695	-	-	-	2,695	-	-	-
<b>Drainage</b>									
<i>Portland North Industrial Precinct - Stage 2</i>	<b>2,373</b>	-	-	2,373	-	2,373	-	-	-
<b>Parks, Open Space and Streetscapes</b>									
<i>Portland Foreshore Lighting and Ceremonial Space Project</i>	<b>368</b>	368	-	-	-	368	-	-	-
<i>LRCI 3 Projects - Henty St Toilet Upgrade</i>	<b>593</b>	-	-	593	-	593	-	-	-
<i>LRCI 3 Projects - Thermal Loop Upgrade</i>	<b>335</b>	-	-	335	-	335	-	-	-
<i>LRCI 4 Projects - Various</i>	<b>3,344</b>	2,033	1,311	-	-	3,344	-	-	-
<b>Other</b>									
<i>Other Infrastructure - Trawler Wharf Refuel Facility</i>	<b>121</b>	121	-	-	-	121	-	-	-
<b>PLANT &amp; EQUIPMENT</b>									
<b>Plant, Machinery &amp; Equipment</b>									
<i>Building Renewal Works - Fire Panels</i>	<b>100</b>		100	-		-		100	
<i>Heavy Plant Renewal Program</i>	<b>323</b>	-	323	-	-	-	-	323	-
<i>Other</i>	<b>27</b>	-	27	-	-	-	-	27	-
<b>TOTAL CARRIED FORWARD CAPITAL WORKS FROM 2023/2024</b>	<b>15,970</b>	<b>10,908</b>	<b>1,761</b>	<b>3,300</b>	<b>-</b>	<b>14,320</b>	<b>-</b>	<b>1,650</b>	<b>-</b>
<b>TOTAL NEW &amp; CARRIED FORWARD CAPITAL WORKS</b>	<b>23,863</b>	<b>12,236</b>	<b>8,076</b>	<b>3,550</b>	<b>-</b>	<b>17,380</b>	<b>-</b>	<b>6,483</b>	<b>-</b>

**Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2026, 2027 & 2028**

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
Property										
Building improvements	375	0	375	0	0	375	0	0	375	0
Total Buildings	375	0	375	0	0	375	0	0	375	0
Total Property	375	0	375	0	0	375	0	0	375	0
Plant and Equipment										
Arts & Cultural Heritage Renewal Program	10	0	10	0	0	10	0	0	10	0
Plant, machinery and equipment	1,155	0	1,155	0	0	1,155	0	0	1,155	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Library books	95	0	95	0	0	95	0	0	95	0
Priority Project - ERP	970	970	0	0	0	970	0	0	970	0
Total Plant and Equipment	2,240	970	1,270	0	0	2,240	0	0	2,240	0
Infrastructure										
Roads	3,810	0	3,810	0	0	3,810	3,060	0	750	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	150	0	150	0	0	150	0	0	150	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	20	0	20	0	0	20	0	0	20	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
Total Infrastructure	4,690	0	4,690	0	0	4,690	3,060	0	1,630	0
Total Capital Works Expenditure	7,305	970	6,335	0	0	7,305	3,060	0	4,245	0

**Summary of Planned Capital Works Expenditure**  
**For the years ending 30 June 2026, 2027 & 2028**

2026/27	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>										
Arts & Cultural Heritage Renewal Program	10	0	10	0	0	10	0	0	10	0
Plant, machinery and equipment	1,155	0	1,155	0	0	1,155	0	0	1,155	0
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Library books	95	0	95	0	0	95	0	0	95	0
New Asset - Heavy Plant	600	600	0	0	0	600	0	0	600	0
Priority Project - ERP	460	460	0	0	0	460	0	0	460	0
<b>Total Plant and Equipment</b>	<b>2,330</b>	<b>1,060</b>	<b>1,270</b>	<b>0</b>	<b>0</b>	<b>2,330</b>	<b>0</b>	<b>0</b>	<b>2,330</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	3,810	0	3,810	0	0	3,810	3,060	0	750	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	150	0	150	0	0	150	0	0	150	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	20	0	20	0	0	20	0	0	20	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
<b>Total Infrastructure</b>	<b>4,690</b>	<b>0</b>	<b>4,690</b>	<b>0</b>	<b>0</b>	<b>4,690</b>	<b>3,060</b>	<b>0</b>	<b>1,630</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>7,395</b>	<b>1,060</b>	<b>6,335</b>	<b>0</b>	<b>0</b>	<b>7,395</b>	<b>3,060</b>	<b>0</b>	<b>4,335</b>	<b>0</b>



**Summary of Planned Capital Works Expenditure  
For the years ending 30 June 2026, 2027 & 2028**

2027/28	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	395	0	395	0	0	395	0	0	395	0
<b>Total Buildings</b>	<b>395</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>395</b>	<b>0</b>
<b>Total Property</b>	<b>395</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>395</b>	<b>0</b>	<b>0</b>	<b>395</b>	<b>0</b>
<b>Plant and Equipment</b>										
Arts & Cultural Heritage Renewal Program	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
Fixtures, fittings and furniture	10	0	10	0	0	10	0	0	10	0
Library books	95	0	95	0	0	95	0	0	95	0
Priority Project - Replacement Fence Bentinck St, Portland	150	0	150	0	0	150	0	0	150	0
<b>Total Plant and Equipment</b>	<b>1,400</b>	<b>0</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>1,400</b>	<b>0</b>	<b>0</b>	<b>1,400</b>	<b>0</b>
<b>Infrastructure</b>										
Roads	3,810	0	3,810	0	0	3,810	3,060	0	750	0
Bridges	200	0	200	0	0	200	0	0	200	0
Footpaths and cycleways	150	0	150	0	0	150	0	0	150	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	20	0	20	0	0	20	0	0	20	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
<b>Total Infrastructure</b>	<b>4,690</b>	<b>0</b>	<b>4,690</b>	<b>0</b>	<b>0</b>	<b>4,690</b>	<b>3,060</b>	<b>0</b>	<b>1,630</b>	<b>0</b>
<b>Total Capital Works Expenditure</b>	<b>6,485</b>	<b>0</b>	<b>6,485</b>	<b>0</b>	<b>0</b>	<b>6,485</b>	<b>3,060</b>	<b>0</b>	<b>3,425</b>	<b>0</b>

## 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.

### Targeted performance indicators - Service

Indicator	Measure	Actual 2022/23	Forecast 2023/24	Budget 2024/25	Target Projections			Trend +/-
					2025/26	2026/27	2027/28	
<b>Governance *</b>								
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	45	57	58	58	59	60	+
<b>Roads</b>								
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	93.52%	95%	94.90%	94.90%	94.90%	94.90%	o
<b>Statutory planning</b>								
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	71.36%	72%	74.00%	76.00%	78.00%	80.00%	+
<b>Waste management</b>								
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	30.40%	32%	32.33%	32.33%	32.33%	32.33%	o

#### Notes to indicators

**1. Satisfaction with community consultation and engagement**

Continued focus on active community consultation and engagement including the reactivation of listening posts as per the 4 year council action plan (year 4).

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

Council aims to have 95% of sealed roads maintained to condition standards. This may vary due to intense weather events.

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

This target is difficult to control with limited influence. Council is only able to estimate the number of applications and enquiries it will receive.

**4. Kerbside collection waste diverted from landfill**

Waste Education Strategy is currently being developed for release to public to assist in Waste Diversion.

### Targeted performance indicators - Financial

Indicator	Measure	Actual 2022/23	Forecast 2023/24	Budget 2024/25	Target Projections			Trend +/-
					2025/26	2026/27	2027/28	
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	94.14%	29%	73.70%	34.59%	38.02%	48.87%	+
<b>Obligations</b>								
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	55.97%	89.0%	59.57%	58.78%	59.89%	61.05%	-
<b>Stability</b>								
Rates concentration*	Rate revenue / adjusted underlying revenue	46.17%	74.30%	61.69%	61.61%	61.55%	61.49%	o
<b>Efficiency</b>								
Expenditure level	Total expenses / no. of property assessments	\$4,440.01	\$4,323.76	\$4,240.98	\$4,315.18	\$4,394.92	\$4,477.18	o

\* The significant change between 2022/23 & 2023/24 is due to the Victorian Local Governments being paid in advance for 2023/24 in 2022/23 distorting the adjusted underlying revenue amount

## 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	Budget	Projections			Trend
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	+/o/-
Operating position								
Adjusted underlying result*	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-7.63%	-37.6%	-9.6%	-8.7%	-8.0%	-7.2%	+
Liquidity								
Unrestricted cash^	Unrestricted cash / current liabilities	25.27%	10.6%	41.4%	2.6%	6.2%	17.6%	+
Obligations								
Loans and borrowings~	Interest bearing loans and borrowings / rate revenue	2.54%	0.8%	20.0%	18.5%	17.1%	15.6%	+
Loans and borrowings~	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	2.22%	1.4%	2.8%	2.0%	1.9%	1.9%	+
Indebtedness~	Non-current liabilities / own source revenue	29.71%	29.4%	44.7%	41.6%	39.1%	36.6%	+
Stability								
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.33%	0.36%	0.36%	0.37%	0.38%	0.39%	o
Efficiency								
Revenue level	Total rate revenue / no. of property assessments	\$1,720.49	\$1,806,808	\$1,843,020	\$1,887,415	\$1,933,960	\$1,981,811	o

\* This result is impacted by our Depreciation costs

^ This result is impacted by a catch up effect for Capital Works carried forward from prior years

~ This result is impacted by the \$7M loan expected to be drawn down in 2023/24

### 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