



SPECIAL COUNCIL MEETING

AGENDA

Wednesday 19 June 2019

Commencing at 5.00pm

Wycheproof Supper Room

367 Broadway, Wycheproof

**Anthony Judd
Chief Executive Officer
Buloke Shire Council**

ORDER OF BUSINESS

1. COUNCIL WELCOME AND STATEMENT OF ACKNOWLEDGEMENT

WELCOME

The Mayor Cr Carolyn Stewart will welcome all in attendance.

STATEMENT OF ACKNOWLEDGEMENT

The Mayor Cr Carolyn Stewart will acknowledge the traditional owners of the land on which we are meeting and pay our respects to their Elders and to the Elders from other communities who maybe here today.

2. RECEIPT OF APOLOGIES

3. DECLARATION OF PECUNIARY AND CONFLICTS OF INTEREST

In accordance with Sections 77A, 77B and 78 of the Local Government Act Councillors are required to disclose an "interest" in a decision if they would receive, or could be reasonably perceived as receiving a direct or indirect financial or non-financial benefit or detriment (other than as a voter, resident or ratepayer) from the decision.

Disclosure must occur immediately before the matter is considered or discussed.

4. BUSINESS

4.1 MANAGEMENT REPORTS	3
4.1.1 ADOPTION OF BUDGET 2019 - 2020	3

NEXT MEETING

THE NEXT ORDINARY MEETING OF COUNCIL WILL BE HELD IN WYCHEPROOF SUPPER ROOM, , 367 BROADWAY, WYCHEPROOF ON WEDNESDAY, 10 JULY 2019 AT 7.00PM.

Anthony Judd
CHIEF EXECUTIVE OFFICER

4. BUSINESS

4.1 MANAGEMENT REPORTS

4.1.1 ADOPTION OF BUDGET 2019 - 2020

Author's Title: Director Corporate Services

Department: Corporate Services

File No: FM/05/02

Attachments: 1 [Buloke Shire Council Budget for 2019/2020 Financial Year](#)

Relevance to Council Plan 2017 - 2021

Strategic Objective: Deliver our service in a financially viable way

RECOMMENDATION

That Council having considered all submissions received in accordance with Section 223 of the *Local Government Act 1989* (the Act) and having complied with the requirements of the Act:

1. Adopt the amendments to the draft budget document as detailed in this report in relation the following –
 - (a) Grants Commission Allocation for the 2019/20 Year;
 - (b) Additional Roads to Recovery allocation for the 2019/20 year;
 - (c) Successful Fixing Country Roads Project Approvals;
 - (d) Successful application for Maternal Child Health staffing trial; and
 - (e) Inclusion of the Donald Kinder Decking Renewal Project
2. Adopt the 2019/20 Annual Budget Document as amended.
3. Authorises the Chief Executive Officer to give public notice of this decision to adopt the 2019/20 Budget, in accordance with Section 130(2) of the Act.
4. Provide the following details in relation to the 2019/20 Annual Budget
 - i. There are no new borrowings proposed for the 2019/20 financial year;
 - ii. The total amount of borrowings to be redeemed during the financial year is \$7,000,000;
 - iii. The total amount of borrowings as at 30 June 2020 will be Nil;
 - iv. The cost of servicing borrowings during the financial year will be \$148,000;
 - v. The rate in the dollar for each type of rate to be levied for the period 1 July 2019 to 30 June 2020 is as follows:

Type of Rate	Cents in \$ on CIV
Rateable residential properties	0.7699
Rateable commercial and industrial properties	0.7699
Rateable farming properties	0.6314

- vi. Raise a Municipal Charge \$170.00 for each rateable assessment in respect of which a Municipal Charge may be levied; and
- vii. Levy an annual Service Charge of \$413.00 for Kerbside Garbage and Recycling Collection for the period 1 July 2019 to 30 June 2020 on improved properties

5. The general rates and service charges referred to in this resolution shall be levied by the service of a notice on each person liable to pay such rate or charge in accordance with Section 158 of the Act.
6. In accordance with Section 167 of the Act, the rates and charges declared by the Council for the 2019/20 financial year must be paid as follows:
 - a) by four instalments made on or before the following dates:
Instalment 1 – 30 September 2019;
Instalment 2 – 30 November 2019;
Instalment 3 – 28 February 2020; and
Instalment 4 – 31 May 2020
or;
 - b) by nine equal instalments paid by monthly by direct debit between the months of September to May.
or;
 - c) by a lump sum payment made on or before 15 February 2020.
7. That the Chief Executive Officer be authorised to levy and recover the general rates and annual service charges in accordance with the Act.
8. Determines that the fees and charges for the 2019/20 financial year as detailed in the Council's Amended 2019/20 Annual Budget be adopted.

1. Executive Summary

The purpose of this report is for Council after having considered the budget submissions, to adopt the 2019/20 Annual Budget, including the amendments as detailed in this report and to declare the rates and charges for that year.

Council considered submissions on its draft Budget at its meeting on Wednesday, 12 June 2019. Council received two submissions on the proposed Budget document.

This report recommends that Council adopts the 2019/20 Annual Budget document that is attached to this report, as the final Adopted Annual Budget of Council for the 2019/20 financial year. The document incorporates all the budget amendments as detailed in this report.

2. Discussion

2.1 General

Under the provisions of the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges the Council intends to levy, as well as a range of other information required by the regulations which support the Act (e.g. the capital works program to be undertaken and the human resources required).

Importantly, the Budget document contains detailed financial performance indicators which provide a useful analysis of the Council's financial position and performance.

The 2019/20 Budget reflects Council's commitment to long term financial sustainability and continued support for the community with a range of initiatives.

In this proposed Budget we have allocated funding of \$11.7 million for asset renewals, upgrades and expansions. Highlights of the capital program include:

- Roads (\$4.6 million) – including Culgoa Ultima Road and Watchem Warracknabeal Road rehabilitations and significant increase in resealing program;
- Footpaths (\$70,000);

- Buildings (\$5.1 million) – including Charlton Park 2020 (\$560,000), Donald Community Precinct (\$950,000), Charlton Early Years (\$350,000), Charlton Riverfront (\$450,000), and Donald Riverfront (\$450,000);
- Tourism (\$1.9 million) – continuation of development of infrastructure to support tourism at Lake Tyrell;
- Swimming Pools (\$80,000) – including replacement and upgrades to equipment;
- Information Technology (\$400,000) – including replacement of a number of Council's outdated and unsupported systems with an integrated enterprise-wide software solution; and
- Plant and Equipment (\$670,000) – including replacement of a gravel cartage truck and water tanker.

We have also allocated funding to deliver tangible progress on other key priorities and initiatives including:

- \$5.0 million to complete December 2018 flood restoration works. These works are fully funded by government grant through the Natural Disaster Relief and Recovery Authority
- Implementation of initiatives arising from the Integrated Buloke Community Plan, including public toilet upgrades, community art and events;
- Sustainability community grants program funded through revenue from the Coonooer Bridge Wind Farm and Yawong Wind Farm;
- Participation in the 'Move It' program, aimed at encouraging Buloke's older population to be active;
- Preparation of facilities for the introduction of three year old kindergarten;
- Implementation of a number of initiatives from the Economic Development Strategy and Tourism Strategy, including development of a Branding Strategy; and
- Implementation of Council's rating and revenue strategy and aligned rating policy.

2.2 Amendments to Draft Budget Document

Since the release of the draft budget certain events have occurred that necessitate the amendment of the original draft budget document. The budget document has been amended to reflect the changes detailed below.

2.2.1 Grants Commission Allocation for the 2019/20 Year.

The Victorian Grants Commission has advised that Council's estimated allocation for 2019/20 will be \$6,283,177. This is \$260,000 higher than the amount allowed for in the original draft budget document.

2.2.2 Additional Roads to Recovery allocation for the 2019/20 Year

The Federal Government has advised that Council's 2019/20 Roads to Recovery allocation will be \$1.6 million, which is \$300,000 higher than the amount included in the draft budget.

The final budget outlines that an additional \$150,000 will be spent on the resealing program and the other \$150,000 will be used to fund the Watchem Warracknabeal Road (further details below)

2.2.3 Successful Fixing Country Roads Program

Council last month received notification from Regional Roads Victoria that its grant applications in respect of three road projects has been successful.

Council had anticipated receiving funds for the Safer Cumming Avenue project and the Culgoa Ultima Road upgrade project and both were included in the draft budget. Both projects were successful.

Council also received funding for the Watchem Warracknabeal Road project, which was not originally included in the draft budget. Regional Roads Victoria has funded this project for \$300,000, and \$150,000 is required to match the project.

This project is an important opportunity for Council to renew road pavement assets.

Council has had limited funds available in recent years for this type of asset renewal.

Council officers have reviewed the budget document and consider the following funding option provides Council with the opportunity to fund this successful grant application.

- Council use part of the additional Roads to Recovery allocation to fund the matching \$150,000 required for the project.

2.2.4 Funding for Maternal Child Health Hard to Staff Trial

Council has received funding for \$115,000 to support Maternal Child Health Nurses across three LGA's in the Mallee region.

Council will use this funding to employ a full time nurse to support the network of nurses across Mallee councils. This is a one-year project and is fully funded without a Council contribution.

2.2.5 Donald Kinder Decking Renewal Project

A submission was made during the consultation phase to install a new deck for the Donald Kinder. The condition of the current deck is poor and the installation of a new weatherproof deck has been included in the final budget at a cost of \$70,000.

This additional \$70,000 in the capital expenditure will be covered by the additional Grants Commission Allocation.

3. Financial Implications

The annual budget adoption process is a formal process required under Section 127 (1) of the Act and includes the current and future financial implications of Council's operations and capital expenditure requirements.

The adopted 2019/20 Annual Budget will provide an overarching financial framework for the Council to implement for the forthcoming year.

4. Cost Shift Considerations

No cost shift considerations are applicable to this report.

5. Community Consultation

The Draft Budget 2019/2020 was presented at the Ordinary Council Meeting of Wednesday 8 May 2019.

The Proposed Budget was then publicly advertised in the three local newspapers seeking submissions from interested parties in accordance with Section 223 of the Act.

The draft Budget was available for inspection at the Council office and also on the Council's website www.buloke.vic.gov.au

A Community Forum was held on 16 April 2019 to discuss key assumptions and factors considered as part of the Draft Budget preparation process.

Submissions on the budget closed on Friday 7 June 2019 and Council received two budget submissions.

A brief description of the subject matter of each submission is listed below.

Sub No.	Subject
1.	Victorian Farmer's Federation Policy Statement – Local Rates
2.	Donald Children's Centre – Upgrade to Outdoor Decking

Council considered these submissions at its Ordinary Meeting held on Wednesday, 12 June 2019.

No presentations were made in support of the submissions.

6. Internal Consultation

The Budget has been prepared by the Finance Manager with extensive input from Councillors, the Senior Management Team and Budget Managers.

7. Legislative / Policy Implications

Council has a statutory responsibility to prepare and adopt a Budget in accordance with the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

The Council must adopt its budget and forward a copy to the Minister for Local Government by 30 June 2019.

8. Environmental Sustainability

There are no environmental considerations arising from this report.

9. Conflict of Interest Considerations

No officer preparing this report had a conflict of interest.

10. Conclusion

Council has complied with all of the relevant requirements of the *Local Government Act 1989* relating to the preparation, presentation and adoption of the 2019/20 Budget.

BULOKE SHIRE COUNCIL ANNUAL BUDGET 2019/20

www.buloke.vic.gov.au



Contents	Page
Mayors and CEO's Introduction	3
 Budget Reports	
1. Link to the Council Plan	7
2. Services and service performance indicators	10
3. Financial statements	18
4. Notes to the financial statements	25
5. Financial Performance Indicators	38
Appendix - Fees and Charges	

Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

Mayor and CEO's Introduction

51 Mayor's Introduction

The Councillors and I are pleased to present this Budget to the Buloke community. This Budget will deliver on key priorities in our 2017 - 21 Council Plan and Long Term Financial Plan which focusses on the following five key objectives:

- Deliver our services in a financially viable way
- Build a healthy and active community
- Diversify and enhance our local economy
- Responding to and enhancing our built and natural environment
- Support our Councillors, staff, volunteers and the community to make informed and transparent decisions

The Budget details the resources required over the next year to fund the large range of services we provide to the community. It also includes details of proposed capital expenditure allocations to improve and renew our roads, buildings, footpaths, aerodromes and recreational facilities.

A highlight of the Budget is to pay off the \$7 million loan that Council has carried over the past five years. Prudent financial management since 2014 has allowed Council to service the loan, whilst still delivering key services and major projects. This strong focus on financial discipline is a credit to the Council and the need to review services and find better ways of doing business remains an ongoing focus. The community strongly supports the maintenance of existing service levels and for these to be funded through a mix of rates revenue and user charges. Council will continue to focus on the identification of sustainable cost reductions to protect existing service levels. We will also explore new approaches for providing services to our community in a tighter fiscal environment and ensure that we engage with you on any planned changes.

As Councillors, it is our job to listen to community sentiment and understand your priorities. During and following the Council elections in 2016 we have consistently heard that Council's services are valued by the community, and that Council also needs to be financially responsible. In response, Council has continued an enterprise wide approach to identify savings that don't impact on its services and which provide increased value for money to ratepayers. Council will continue to focus on identifying sustainable cost savings that will enable it to deliver on our Council Plan and still deliver high quality, responsive and accessible services to the community.

In this Budget we have allocated funding of \$11.7 million for asset renewals, upgrades and expansions. Highlights of the capital program include:

- Roads (\$4.6 million) - including Culgoa Ultima Road Upgrade and Watchem Warracknabeal Road Upgrade
- Footpaths (\$70,000)
- Buildings (\$5.1 million) - including continuation of Charlton Park 2020 (\$560,000), Donald Community Precinct (\$950,000), Charlton Early Years (\$350,000), Charlton Riverfront (\$450,000) and Donald Riverfront (\$450,000)
- Tourism (\$1.9 million) - continuation of development of infrastructure to support tourism at Lake Tyrrell
- Swimming Pools (\$80,000) - including replacement and upgrades to equipment
- Information Technology (\$400,000) - including replacement of a number of Council's outdated and unsupported systems with an integrated enterprise-wide software solution
- Plant and Equipment (\$670,000)

We have also allocated funding to deliver tangible progress on other key priorities and initiatives including:

Mayor and CEO's Introduction

Mayor's Introduction - continued

- An anticipated outlay of \$5 million on December 2018 flood restoration works in 2019/20. These works are fully funded by government grant through the Natural Disaster Relief and Recovery Authority
- Implementation of a range of actions arising from the Integrated Buloke Community Plan, including public toilet upgrades, community art and events.
- Sustainability community grants program funded through revenue from the Coonoor Bridge Wind Farm and Yawong Wind Farm
- Participation in the 'Move It' program, aimed at getting Buloke's older population active
- Implementation of Council's Rating and Revenue Strategy, and Rating Policy
- Continued direct management of library service delivery
- Preparation of facilities for the introduction of three year old kindergarten
- Implementation of actions programmed under the Economic Development Strategy and Tourism Strategy, including an Investment Gap Analysis and Prospectus

The Budget proposes a rate increase of 2.5%. This is in line with the Fair Go Rates System (FGRS) which has capped rate increases by Victorian Councils. The impact of the FGRS combined with Council's ability to meet the expectations of the community within the rate cap continues to be a challenge. The adoption of Council's Revenue and Rating Strategy, and Rating Policy, in the 2018/19 financial year will assist Council to ensure the rating structure continues to provide a fair and equitable distribution of the rate burden. The 2018/19 year marked the first year in Council's requirement to have all properties revalued on an annual basis. The revaluation was undertaken as at 1 January 2019 and applies for the 2019/20 rating year.

Waste service charges will reduce slightly (- 0.24%) whilst maintaining full cost recovery.

The Budget was developed through a rigorous process of consultation and review and Council endorses it as financially responsible. I encourage you to read the remainder of this document, in conjunction with our Long Term Financial Plan.

Cr Carolyn Stewart
Mayor

Mayor and CEO's Introduction

Executive Summary

Council has prepared a Budget for 2019/20 which is aligned to the vision in the 2017-2021 Council Plan, and Council's Long Term Financial Plan. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community.

The Budget projects a surplus of \$3.5M, before asset revaluation adjustments in 2019/20.

1) Key things we are funding

- a. Ongoing delivery of services to the Buloke Shire Community funded by a Budget of \$37.6 million. These services are summarised in Section 2.
- b. Continued investment in infrastructure assets (\$11.7 million):

- i. Roads \$4,598,000
- ii. Footpaths \$70,000
- iii. Drainage \$190,000
- iv. Recreation \$160,000
- v. Aerodromes \$170,000
- vi. Buildings \$5,166,000
- vii. Plant and Equipment \$1,220,000
- viii. Other infrastructure \$120,000

(Refer Section 4 for details)

Strategic Objective 1: Delivering our services in a financially viable way

- Implementation of the 2019 Revenue and Rating strategy to ensure equitable outcomes for our ratepayers
- Investigate further shared service with other councils and governance bodies
- Redevelopment of asset management plans and ten year capital works plan

Strategic Objective 2: Build a healthy and active community

- Implementation of a range of initiatives coming out of the Integrated Buloke Community Plan
- Delivery of the 'Move It' program, aimed at getting older residents more active
- Actively advocate and involvement in the effective roll out of the NDIS in our community
- Delivery of supported playgroups across the Shire
- Continuation of the internally delivered library service
- Implementation of a Buloke Inclusiveness Plan

Council funds many community groups which are highly valued for the work they do in the community. These community groups are once again funded through the 2019/20 Budget. Some programs receive Council funding and some receive funding from other sources, including State Government.

Strategic Objective 3: Diversify and enhance our local economy

- Implementation of an Economic Development Strategy and Tourism Strategy
- Development of an Investment Gap Analysis and Prospectus
- Establishment of community and silo art projects

Mayor and CEO's Introduction

Executive Summary - continued

Strategic Objective 4: Responding to and enhancing our built and natural environment

- E-waste storage for improved waste management practices
- Redevelop and prioritise major projects advocacy document
- Completion of key infrastructure projects, including completion of the Charlton Park 2020 Project and Donald Community Precinct
- Commencement of the December 2018 flood works restoration program

Strategic Objective 5: Support our Councillors, staff, volunteers and the community to make informed and transparent decisions

- Effecting the Volunteer Action Plan
- Continued implementation of the Councillor Development Program
- Implementation of Information Communications Technology Strategy

2) The Rate Rise

- a. The average general rates will rise by 2.5% for 2019/20 in line with the Fair Go Rates System (FGRS). The rate cap is determined by the Minister for Local Government in December each year under the FGRS.
- b. Key Drivers
 - i. To fund ongoing service delivery
 - ii. To allow Council to remain financially sustainable
 - iii. To cope with cost shifting from the state government
- c. As per the General Valuations dated 1 January 2019
- d. The waste service charge incorporating kerbside collection and recycling is at full cost recovery.
- e. Refer to Section 4.1.1 for further Rates and Charges details

3) Budget influences

External Influences

- Introduction of rate capping has placed pressure on long term financial plans of Council
- Setting of Statutory Fees such as Town Planning Fees by the Victorian State Government at levels which do not cover the cost of providing these services which Council is legislatively required to provide
- Funds received by local governments for the provision of services such as Home and Community Care and School Crossing Supervision are not increasing in line with actual service costs to provide this service
- The Fire Services Property Levy will continue to be collected by Council on behalf of the State Government with the introduction of the *Fire Services Property Levy Act 2012*

Internal Influences

- Council has embarked on a three year review of all services in an effort to identify and implement efficiencies and reduce expenditure. The results these reviews will be incorporated into Council's Long Term Financial Planning document
- In November 2019, Council is repaying a year \$7million loan, which will allow for increased asset renewal expenditure into the future

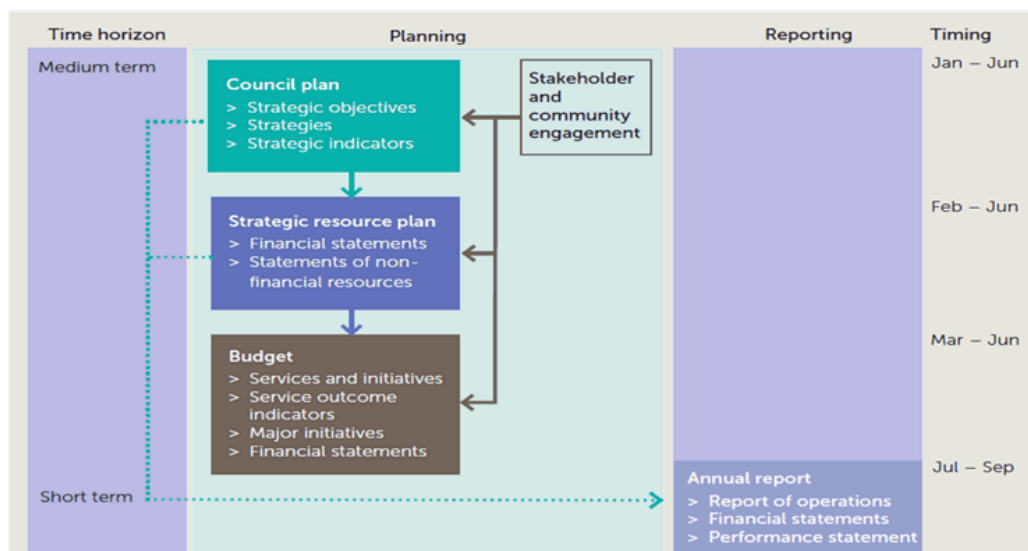
Anthony Judd
CEO

G2 1. Link to the Council Plan

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

G3 1.1 Legislative Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Council Plan, 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 Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

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

1.1.2 Key planning considerations

Service level planning

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

G4 1.2 Our purpose

Our vision

Buloke: Shaping our future together.

Our values

Council addresses its key values through:

- Good communication
- Transparency in decision making
- Accountability for actions
- Working collaboratively with partners
- Taking responsibility
- Being responsive and timely

G5 1.3 Strategic objectives

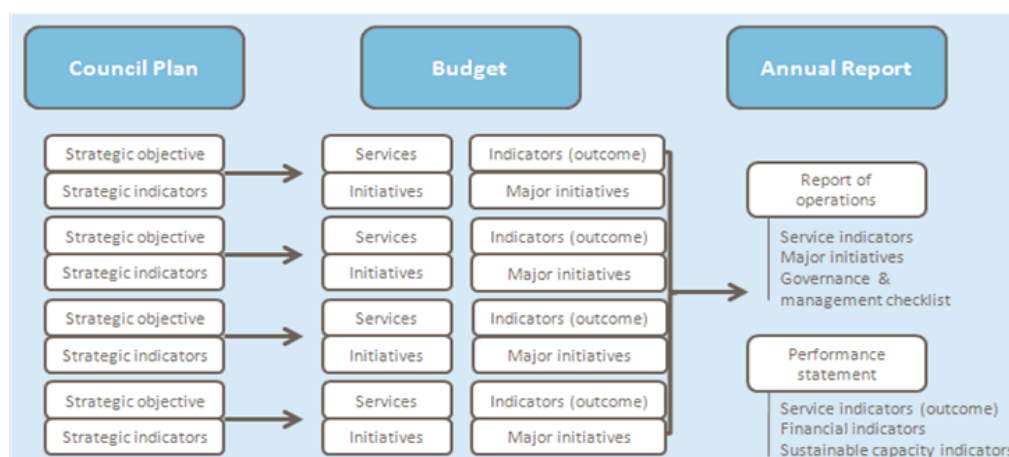
Council delivers many services and initiatives. Each contributes to the achievement of one of the five Strategic Objectives as set out in the Council Plan for the years 2017 - 2021. The following table lists the five Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. Delivering our services in a financially viable way	1. Improve our financial planning and reporting. 2. Continuous service improvement. 3. Improve our Information Communication and Technology.
2. Build a healthy and active community	1. Seek effective place based health services and initiatives focused on prevention based measures. 2. Make public and community transport accessible for all Buloke residents. 3. Promote and enhance passive and active recreation. 4. Develop community plans to enhance the liveability of all Buloke communities. 5. Actively work to reduce community violence and support victims in partnership with key agencies. 6. Develop and implement a Buloke inclusiveness plan to address access and engagement of all residents. 7. Explore greater place based delivery of education to address skill gaps and capitalise on local employment opportunities. 8. Implement the Municipal Early Years Plan and Child and Youth Strategy to address the needs of young people in the Shire.
3. Diversify and enhance our local economy	1. Strengthen agribusiness diversification. 2. Capitalise on tourism opportunities. 3. Advocate and facilitate improved and equitable connectivity to promote liveability. 4. Encourage and promote renewable energy options as a driver of economic growth and a sustainable environment. 5. Actively seek funding for regional supply chain strategies to secure viable market access for Buloke products. 6. Promote the lifestyle and economics of living in Buloke to attract people who can contribute to the Buloke fabric. 7. Enhance community cohesion and attractiveness with well maintained and functional streetscapes.

Strategic Objective	Description
4. Responding to and enhancing our built and natural environment	1. Aim to reduce the asset renewal gap. 2. Partner with communities to develop fit for multi purpose hubs. 3. Partner with key agencies to build community preparedness and resilience to the effects of extreme weather events. 4. Enhance the strategic delivery of Council assets. 5. Ensure the ongoing practical management and protection of the Shire's native vegetation. 6. Support communities' access to recreational water by enhancing our aquatic features. 7. Become a champion of environmental sustainability through design and practice. 8. Improve waste management practices and reduce waste to landfill for improved environmental outcomes.
5. Support our Councillors, staff, volunteers and the community to make informed and transparent decisions	1. Implement a robust compliance and risk framework to ensure statutory obligations are fulfilled. 2. Realise the Buloke Organisational Development Strategy to ensure we have the right culture. 3. Ensure our Councillors have support in performing their roles and responsibilities. 4. Review and monitor partnership arrangements to maximise services for Buloke. 5. Increase our communication and involvement with the community in decision making. 6. Recognise our volunteers and support their significant contributions.

G6 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Environment, Land, Water and Planning

2.1 Strategic Objective 1:

Delivering our services in a financially viable way

To achieve our objective of delivering our services in a financially viable way, we will continue to review our services to provide high quality, cost effective, and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Finance	This service encompasses all areas of financial reporting, rates, debtors and creditors for Council. Expenses include loan interest, internal and external audit fees, property valuation fees and other miscellaneous corporate expenses	Exp	975	1,227	762
		Rev	4,063	2,250	4,265
		NET	- 3,088	- 1,024	- 3,503
Corporate Services	This service provides organisational policy, systems and support in the areas of continuous improvement, corporate planning, performance measurement and reporting. Expenses include general corporate expenses such as postage and stationery, staff amenities and pool cars.	Exp	544	564	658
		Rev	1	0	0
		NET	543	564	658

G6 Major Initiatives

- 1) Investigate further shared service with other Councils and governance bodies.
- 2) Continue to actively review a ten year financial plan to improve the long term financial management of the organisation.

G6 2. Services and service performance indicators

2.2 Strategic Objective 2

Build a healthy and active community

To achieve our objective of building a healthy and active community, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Library Services	This service provides library services to all ten townships within the Buloke Shire. In 2018/19 Council commenced delivering the service internally. Residents will see increased opening hours and a range of value-added programs such as toddler reading programs.	Exp	282	239	216
		Rev	53	124	114
		NET	229	115	102
Environmental Health	This service promotes the health and well-being of the Shire's local communities through a range of Public Health Programs including immunisations, food surveillance and registration of food premises, accommodation standards and waste water management.	Exp	171	169	165
		Rev	48	59	64
		NET	123	110	100
Recreation	This service provides recreational facilities and support to community run recreation reserves in 10 towns across the Shire, as well as governance support to community recreation clubs and committees. Council has adopted a funding model which funds various recreation facilities based on usage and facilities available	Exp	123	151	139
		Rev	-	-	-
		NET	123	151	139
Aged and Disability Services	This service provides a range of maintenance and support services to assist frail older people and younger people with a disability to live independently at home. Council's service provides domestic assistance, personal care, respite care, home maintenance, meals services, volunteer coordination, aged accommodation and five senior citizens centres. These services are integral to allowing many people stay living in their own homes.	Exp	1,329	1,383	1,286
		Rev	1,217	1,204	1,115
		NET	112	178	171
Early Years	This service is to advocate for the wellbeing of children and their families and ensure it is supported through planning and service development. The service provides pre-school services in 5 towns, maternal and child health and support for playgroups run by parents.	Exp	306	319	381
		Rev	192	179	247
		NET	114	140	134
Enhanced Maternal Child Health Project	One year project supported by the State Government	Exp	-	-	115
		Rev	-	-	115
		NET	-	-	-
Community Support	The service develops links between and within the communities in the Shire. It works with local community groups to access community projects recognised as community priorities. It provides a range of youth services that support young people aged between 12 and 25.	Exp	106	103	55
		Rev	21	-	-
		NET	85	103	55
Community Grants	This service provides donations, allocations and support to groups in the community that contribute to services that connect and involve the local area.	Exp	42	39	10
		Rev	56	56	27
		NET	- 14	- 18	17

G6 2. Services and service performance indicators

Major Initiatives

- 1) Implement Council's Integrated Community Plan to guide Council's decision making on township projects
- 2) Increased planning and design to support shovel-ready applications
- 3) Implement the Buloke Inclusiveness Plan

G6 2. Services and service performance indicators

2.2 Strategic Objective 3

Diversify and enhance our local economy

To achieve our objective of diversifying and enhancing our local economy, we will continue to actively seek economic opportunities. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

G6 Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Statutory Compliance	The purpose of the Statutory and Compliance Service is to provide Statutory Planning, Building Services and Compliance and Local Laws services.	<i>Exp</i>	1,040	801	937
		<i>Rev</i>	239	264	373
		<i>NET</i>	801	537	563
Economic development and tourism	The service facilitates economic development throughout the Shire and provides support to local businesses and assists in the promotion of tourism.	<i>Exp</i>	381	407	2,375
		<i>Rev</i>	31	185	1,905
		<i>NET</i>	350	222	470
Saleyards	This service provides for the management and administration of the Council's Saleyards Precinct at Wycheproof for external Livestock Agents to sell Livestock.	<i>Exp</i>	101	94	99
		<i>Rev</i>	138	120	110
		<i>NET</i>	- 37 -	26 -	11

Major Initiatives

- 1) Actively promote our sustainability fund to communities
- 2) Continue to implement the Economic Development Strategy and Tourism Strategy

Other Initiatives

- 3) Complete the transition to electronic tagging in Council saleyard operations
- 4) Work with the state government to develop tourism facilities and enhance visitor experience at Lake Tyrrell.

G6 2. Services and service performance indicators

2.2 Strategic Objective 4

Responding to and enhancing our built and natural environment

To achieve our objective of responding to and enhancing our built and natural environment, we will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each business area are described below.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Property Maintenance	This service is to provide Property Maintenance Services to a range of Council's building-based assets, focussing on the upkeep and renewal of buildings.	<i>Exp</i>	2,173	1,762	1,862
		<i>Rev</i>	14	51	40
		<i>NET</i>	2,159	1,711	1,822
Road Services	This service is to provide road maintenance for the 1100km of Sealed, 650km of Gravel and 3,800km of Earth roads across the Shire. The higher than normal amount of expenditure in this area occurs as a result of the 2018 flood restoration works. Council anticipates spending \$5.0M on these works in 2019/20. The income relates to Local Roads Funding received from Victoria Grants Commission and flood restoration grant funding.	<i>Exp</i>	9,505	17,577	13,617
		<i>Rev</i>	6,249	8,226	7,703
		<i>NET</i>	3,256	9,351	5,914
Swimming Pools	This service manages and operates seven seasonal swimming pools, from the third week in November to the third week in March, annually.	<i>Exp</i>	591	582	605
		<i>Rev</i>	4	2	1
		<i>NET</i>	587	580	604
Assets and Project Management	This service is to provide for the management, design and administration of Council's assets and infrastructure services, including planning and management of the capital works program.	<i>Exp</i>	959	929	653
		<i>Rev</i>	207	741	5
		<i>NET</i>	752	188	648
Urban Areas	This service manages and coordinates Council's Parks and Gardens and Urban Infrastructure providing routine, preventative and on-going maintenance and improvements.	<i>Exp</i>	2,460	2,537	2,646
		<i>Rev</i>	37	29	-
		<i>NET</i>	2,423	2,508	2,646
Environmental Planning	This service manages Council's Environmental Compliance and Sustainability Programs and Services.	<i>Exp</i>	30	129	253
		<i>Rev</i>	-	9	9
		<i>NET</i>	30	120	245
Lakes	This service provides a contribution to the management and development of the Recreational Lakes including Tchum, Green, Wooroonook, Watchem, and Folletti Lakes.	<i>Exp</i>	36	44	42
		<i>Rev</i>	6	-	-
		<i>NET</i>	30	44	42
Waste and Environment	Waste and Environment Services is responsible for the maintenance and improvement of Council's landfills and transfer stations as well as providing a Residential Kerbside Garbage and Recycling service in all towns within the Shire.	<i>Exp</i>	1,137	1,420	1,400
		<i>Rev</i>	1,419	1,596	1,541
		<i>NET</i>	- 282 -	176 -	141

G6 2. Services and service performance indicators

Municipal	This service develops, coordinates and delivers	<i>Exp</i>	86	47	51
Emergency	Council's Municipal Emergency Management Plan.	<i>Rev</i>	60	60	60
Management		<i>NET</i>	26 -	13 -	9

Major Initiatives

- 1) Continue to review and re-adopt a tend year capital works plan
- 2) Redevelop and prioritise Major Projects Pipeline document

Other Initiatives

- 3) Implementation of key infrastructure projects, including Charlton Park 2020 Project, Birchip Early Years Centre, Donald and streetscape master plan implementation
- 4) Construction of visitor amenities at Tchum, Wooroonook and Watchem Lakes to improve capacity and increase tourism to the Shire

2.2 Strategic Objective 5

Support our Councillors, staff, volunteers and the community to make informed and transparent decisions

To achieve our objective of supporting Councillors, staff, volunteers and the community to make informed and transparent decisions we will develop engagement frameworks and continuously review the way in which we communicate.

Services

Service area	Description of services provided		2017/18 Actual \$'000	2018/19 Forecast \$'000	2019/20 Budget \$'000
Governance and Executive Management	This service provides for Councillors, and Executive Support and associated which provides the overall Governance Services to the Council.	<i>Exp</i>	645	906	891
		<i>Rev</i>	6	0	-
		<i>NET</i>	639	906	891
Information Management	This service is to provide the organisation with Records Management Services and Information and Telecommunications Services.	<i>Exp</i>	1,061	1,037	1,160
		<i>Rev</i>	-	-	-
		<i>NET</i>	1,061	1,037	1,160
Customer Services	This service provides for both internal and external customers by resolving the majority of customer enquiries, requests and payments at the first point of contact.	<i>Exp</i>	227	170	172
		<i>Rev</i>	-	-	-
		<i>NET</i>	227	170	172
Human Resources	This service provides the organisation with recruitment, training, organisational development, occupational health and safety and corporate risk management and insurance programs.	<i>Exp</i>	354	356	343
		<i>Rev</i>	4	4	-
		<i>NET</i>	350	352	343
Media and Communications	This service provides information to the community on Council's services, activities and events through print and online media.	<i>Exp</i>	177	194	196
		<i>Rev</i>	1	-	-
		<i>NET</i>	176	194	196

G6 2. Services and service performance indicators

Major Initiatives

- 1) Continued implementation of the Information Communications Technology Strategy
- 2) Implementation of the Volunteer Strategy

Other

Initiatives

- 3) Ongoing implementation of a Councillor Development Program
- 4) Implementation of a customer service strategy

2.2 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library members. (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

G6 2. Services and service performance indicators

Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions. (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications. (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population who receive a HACC service)	(Number of people that received a HACC service / Municipal target population for HACC services) x100
		Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a HACC service)	(Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x100
Early Years	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	(Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	(Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x100

G6 2. Services and service performance indicators

G8 2.3 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
Strategic Objective 1 - <i>Delivering our services in a financially viable way</i>	(2,845)	1,420	4,265
Strategic Objective 2 - <i>Build a healthy and active community</i>	685	2,366	1,681
Strategic Objective 3 - <i>Diversify and enhance our local economy</i>	1,023	3,411	2,388
Strategic Objective 4 - <i>Responding to and enhancing our built and natural environment</i>	11,771	21,130	9,359
Strategic Objective 5 - <i>Support our Councillors, staff, volunteers and the community to make informed and transparent decisions</i>	2,761	2,761	-
Total	13,395	31,089	17,694
Expenses added in:			
Depreciation (<i>allocated against Strategic Objectives above - Total \$7,318,457</i>)	-		
Finance costs	148		
Others	-		
Deficit before funding sources	13,543		
Funding sources added in:			
Rates and charges revenue	12,318		
Capital grants and contributions	7,665		
Waste charge revenue	-		
Total funding sources	19,983		
Operating (surplus)/deficit for the year	(6,440)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019/20 has been supplemented with projections to 2022/23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) regulations 2014*.

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

Pending Accounting Standards

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

G9 Comprehensive Income Statement

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	13,395	13,691	13,990	14,340	14,698
Statutory fees and fines	4.1.2	102	188	195	200	205
User fees	4.1.3	759	776	807	828	848
Grants - Operating	4.1.4	12,321	14,919	11,095	8,181	8,386
Grants - Capital	4.1.4	7,826	7,665	4,417	2,565	1,915
Contributions - monetary	4.1.5	1,389	185	50	50	55
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		10	50	100	100	100
Other income	4.1.6	408	203	278	278	279
Total income		36,208	37,677	30,932	26,542	26,486
Expenses						
Employee costs	4.1.7	9,134	9,927	10,097	10,450	10,795
Materials and services	4.1.8	15,780	13,139	9,825	6,892	7,064
Depreciation and amortisation	4.1.9	7,185	7,318	7,132	7,203	7,275
Bad and doubtful debts		51	50	19	25	21
Borrowing costs		297	148	-	-	-
Other expenses	4.1.10	793	654	1,111	980	950
Total expenses		33,240	31,237	28,184	25,550	26,105
Surplus/(deficit) for the year		2,968	6,440	2,748	992	381
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	-	-	-	-
Total comprehensive result		2,968	6,440	2,748	992	381

G9 Balance Sheet

For the four years ending 30 June 2023

	NOTES	Forecast	Budget	Strategic Resource Plan		
		Actual		Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		15,911	10,804	9,206	8,285	8,210
Trade and other receivables		2,000	1,949	2,678	2,271	2,259
Other financial assets			-		-	-
Inventories		63	63	63	63	63
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		350	350	350	350	350
Total current assets	4.2.1	18,324	13,166	12,297	10,969	10,882
Non-current assets						
Trade and other receivables		-	-	-	-	-
Other financial assets		-	-	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	-	-	-	-
Property, infrastructure, plant & equipment		202,082	206,680	210,594	212,666	213,176
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
Total non-current assets	4.2.1	202,082	206,680	210,594	212,666	213,176
Total assets		220,406	219,846	222,891	223,635	224,058
Liabilities						
Current liabilities						
Trade and other payables		1,521	1,521	1,818	1,570	1,612
Trust funds and deposits		150	150	150	150	150
Provisions		2,000	2,000	2,000	2,000	2,000
Interest-bearing liabilities	4.2.3	7,000	-	-	-	-
Total current liabilities	4.2.2	10,671	3,671	3,968	3,720	3,762
Non-current liabilities						
Provisions		950	950	950	950	950
Interest-bearing liabilities	4.2.3	-	-	-	-	-
Total non-current liabilities	4.2.2	950	950	950	950	950
Total liabilities		11,621	4,621	4,918	4,670	4,712
Net assets		208,785	215,225	217,973	218,965	219,346
Equity						
Accumulated surplus		102,179	108,619	111,367	112,359	112,740
Reserves		106,606	106,606	106,606	106,606	106,606
Total equity		208,785	215,225	217,973	218,965	219,346

G9 Statement of Changes in Equity

For the four years ending 30 June 2023

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
NOTES	\$'000	\$'000	\$'000	\$'000
2019 Forecast Actual				
Balance at beginning of the financial year	205,817	99,211	106,606	-
Surplus/(deficit) for the year	2,968	2,968	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	208,785	102,179	106,606	-
2020 Budget				
Balance at beginning of the financial year	208,785	102,179	106,606	-
Surplus/(deficit) for the year	6,440	6,440	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves 4.3.1	-	-	-	-
Transfers from other reserves 4.3.1	-	-	-	-
Balance at end of the financial year 4.3.2	215,225	108,619	106,606	-
2021				
Balance at beginning of the financial year	215,225	108,619	106,606	-
Surplus/(deficit) for the year	2,748	2,748	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	217,973	111,367	106,606	-
2022				
Balance at beginning of the financial year	217,973	111,367	106,606	-
Surplus/(deficit) for the year	992	992	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	218,965	112,359	106,606	-
2023				
Balance at beginning of the financial year	218,965	112,359	106,606	-
Surplus/(deficit) for the year	381	381	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
Balance at end of the financial year	219,346	112,740	106,606	-

G9 Statement of Cash Flows

For the four years ending 30 June 2023

Notes	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	13,316	13,690	13,777	14,588	14,752
Statutory fees and fines	100	188	192	203	206
User fees	854	778	795	842	851
Grants - operating	12,320	14,219	10,927	8,323	8,416
Grants - capital	7,826	7,459	4,350	2,609	1,922
Contributions - monetary	1,389	185	50	50	55
Interest received	-	-	225	225	225
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,505	17	50	55	55
Net GST refund / payment	2,084	2,555	1,905	1,632	1,465
Employee costs	(9,200)	(9,812)	(10,478)	(11,040)	(11,231)
Materials and services	(19,674)	(14,090)	(10,197)	(7,281)	(7,350)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(911)	(654)	(1,154)	(1,035)	(988)
Net cash provided by/(used in) operating activities	9,609	14,535	10,442	9,171	8,378
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(13,721)	(12,544)	(12,151)	(10,202)	(8,563)
Proceeds from sale of property, infrastructure, plant and equipment	50	50	110	110	110
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by/ (used in) investing activities	(13,671)	(12,494)	(12,041)	(10,092)	(8,453)
Cash flows from financing activities					
Finance costs	(297)	(148)	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	(7,000)	-	-	-
Net cash provided by/(used in) financing activities	(297)	(7,148)	-	-	-
Net increase/(decrease) in cash & cash equivalents	(4,359)	(5,107)	(1,599)	(921)	(75)
Cash and cash equivalents at the beginning of the financial year	20,270	15,911	10,804	9,205	8,284
Cash and cash equivalents at the end of the financial year	15,911	10,804	9,205	8,284	8,209

G9 Statement of Capital Works
For the four years ending 30 June 2023

		Forecast Actual	Budget	Strategic Resource Plan Projections		
		2018/19	2019/20	2020/21	2021/22	2022/23
	NOTES	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		-	-	-	-	-
Land improvements		-	630	259	266	273
Total land		-	630	259	266	273
Buildings		5,611	4,536	3,080	903	371
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
Total buildings		5,611	4,536	3,080	903	371
Total property		5,611	5,166	3,339	1,169	644
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		639	740	1,266	1,281	1,313
Fixtures, fittings and furniture		-	-	-	-	-
Computers and telecommunications		429	430	550	170	174
Library books		200	50	52	53	55
Total plant and equipment		1,268	1,220	1,868	1,504	1,542
Infrastructure						
Roads		4,337	4,678	5,046	5,469	4,950
Bridges		-	-	-	-	-
Footpaths and cycleways		86	130	150	175	158
Drainage		190	190	-	-	-
Recreational, leisure and community facilities		1,030	80	415	638	436
Waste management		30	120	52	53	55
Parks, open space and streetscapes		195	-	-	-	-
Aerodromes		-	170	176	266	-
Off street car parks		-	-	-	-	-
Other infrastructure		-	-	-	-	-
Total infrastructure		5,868	5,368	5,839	6,601	5,599
Total capital works expenditure	4.5.1	12,747	11,754	11,046	9,274	7,785
Represented by:						
New asset expenditure		1,306	1,819	467	-	-
Asset renewal expenditure		6,303	7,975	10,371	8,307	7,785
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		5,138	1,960	208	967	-
Total capital works expenditure	4.5.1	12,747	11,754	11,046	9,274	7,785
Funding sources represented by:						
Grants		7,583	7,665	4,417	2,565	1,915
Contributions		1,212	192	-	-	-
Council cash		3,952	3,897	6,629	6,709	5,870
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	12,747	11,754	11,046	9,274	7,785 -

G10 Statement of Human Resources

For the four years ending 30 June 2023

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	(9,133)	(9,927)	(10,097)	(10,450)	(10,795)
Employee costs - capital	-	-	-	-	-
Total staff expenditure	(9,133)	(9,927)	(10,097)	(10,450)	(10,795)
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	115.0	115.0	115.0	115.0	115.0
Total staff numbers	115.0	115.0	115.0	115.0	115.0

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

Department	Budget 2019/20	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Governance	617	504	113	-	-
Community Services	1,155	432	608	-	-
Corporate Services	1,362	1,106	256	-	-
Planning and Community Support	971	746	225	-	-
Human Resources	300	178	122	-	-
Works and Technical Services	5,093	4,818	275	-	-
Total permanent staff expenditure	9,498	7,784	1,599	-	-
Casuals, temporary and other expenditure	332				
Capitalised labour costs	97				
Total expenditure	9,927				

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

Department	Budget 2019/20	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
Governance	4	2	2	-	-
Community Services	12	4	8	-	-
Corporate Services	14	11	3	-	-
Planning and Community Support	10	8	2	-	-
Risk and Human Resources	3	2	1	-	-
Works and Technical Services	65	61	4	-	-
Total permanent staff expenditure	108	88	20	-	-
Casuals, temporary and other expenditure	6				
Capitalised labour costs	1				
Total staff	115				

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

G11 4.1.1 Rates and charges

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

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019/20 the FGRS cap has been set at 2.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

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

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will be below the 2.5% rate cap.

This will raise total rates and charges for 2019/20 to \$13.689 million.

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

	2018-19 Forecast Actual	2019/20 Budget	Change	%
	\$'000	\$'000	\$'000	
General rates*	11,074	11,358	284	2.56%
Municipal charge*	754	752	(3)	(0.33%)
Waste management charge	1,425	1,421	(4)	(0.28%)
Supplementary rates and rate adjustments	(7)	-	7	(100.00%)
Interest on rates and charges	70	80	10	14.29%
Revenue in lieu of rates	79	81	2	2.00%
Total rates and charges	13,395	13,691	297	2.21%

*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	2018/19 cents/\$CIV*	2019/20 cents/\$CIV*	Change
General rate for rateable residential properties	0.7715	0.7699	(0.21%)
General rate for rateable commercial and industrial properties	0.7715	0.7699	(0.21%)
General rate for rateable farming properties	0.6789	0.6314	(7.00%)

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	2018/19 \$'000	2019/20 \$'000	Change	%
Residential	2,474	2,521	47	1.90%
Commercial and Industrial	618	629	11	1.78%
Farming	7,982	8,208	226	2.83%
Total amount to be raised by general rates	11,074	11,358	284	2.56%

4. Notes to the financial statements

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	2018/19	2019/20	Change	
	Number	Number	Number	%
Residential	2,926	2,921	(5)	(0.17%)
Commercial and Industrial	447	454	7	1.57%
Farming	2,885	2,884	(1)	(0.03%)
Total number of assessments	6,258	6,259	1	0.02%

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

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

Type or class of land	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
Residential	320,548	327,419	6,871	2.14%
Commercial and Industrial	79,972	81,706	1,734	2.17%
Farming	1,174,118	1,300,033	125,915	10.72%
Total value of land	1,574,638	1,709,158	134,520	8.54%

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 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
Municipal	170	170	-	0.00%

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

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
Municipal	754,420	751,910	- 2,510	-0.33%

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 2018/19	Per Rateable Property 2019/20	Change	
	\$	\$	\$	%
<i>Kerbside garbage and recycling collection</i>	414	413	(1)	(0.24%)
Total	414	413	(1)	(0.24%)

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

4. Notes to the financial statements

Type of Charge	2018/19	2019/20	Change	
	\$	\$	\$	%
<i>Kerbside garbage and recycling collection</i>	1,424,754	1,420,814	(3,940)	(0.28%)
Total	1,424,754	1,420,814	(3,940)	(0.28%)

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

	2018/19	2019/20	Change	
	\$'000	\$'000	\$'000	%
<i>General rates</i>	11,074	11,358	284	2.56%
<i>Municipal charge</i>	754	752	(3)	(0.33%)
<i>Kerbside collection and recycling</i>	1,425	1,421	(4)	(0.28%)
<i>Supplementary rates</i>	9	-	(9)	(100.00%)
<i>Electricity generation charge in lieu of rates</i>	79	81	2	2.00%
Total Rates and charges	13,341	13,611	270	2.02%

4.1.1(l) Fair Go Rates System Compliance

Buloke 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.

	2018/19	2019/20
Total Rates	\$ 11,837,628	\$ 12,109,910
Number of rateable properties	6,258	6,259
Base Average Rate	\$ 1,891.60	\$ 1,934.80
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 1,898.86	\$ 1,938.89
Maximum General Rates and Municipal Charges Revenue	\$ 11,883,080	\$ 12,135,508
Budgeted General Rates and Municipal Charges Revenue	\$ 11,837,628	\$ 12,109,910
Budgeted Supplementary Rates	\$ 9,005	\$ -
Budgeted Total Rates and Municipal Charges Revenue	\$ 11,846,633	\$ 12,109,910

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 (2019/20: estimated \$nil and 2018/19: \$9,005)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(n) Differential rates

4. Notes to the financial statements

Rates to be levied

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

- A general rate of 0.007699% (0.007699 cents in the dollar of CIV) for all rateable residential properties; and
- A general rate of 0.007699% (0.007699 cents in the dollar of CIV) for all rateable commercial and industrial properties.
- A general rate of 0.006314% (0.006314 cents in the dollar of CIV) for all rateable farming properties.

Each differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

Commercial and Industrial land

Commercial and Industrial land is any land, which is:

- Occupied for the principal purpose of carrying out the manufacture or production of, or trade in, goods or services; or
- Unoccupied but zoned commercial or industrial under the Buloke Shire Council Planning Scheme.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to commercial and industrial land. The vacant land affected by this rate is that which is zoned commercial and/or industrial under the Buloke Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial year.

Residential land

Residential land is any land, which is:

- Occupied for the principal purpose of physically accommodating persons; or
- Unoccupied but zoned residential under the Buloke Shire Planning Scheme and which is not commercial land.

4. Notes to the financial statements

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services; and
- Provision of general support services.

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

The characteristics of planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to residential land. The vacant land affected by this rate is that which is zoned residential under the Buloke Shire Council Planning Scheme. The classification of land which is improved will be determined by the occupation of that land and have reference to the planning scheme zoning.

The types of buildings on the land within this differential rate are all buildings which are now constructed on the land or which are constructed prior to the expiry of the 2019/20 financial year.

Farm Land

Farm land is any rateable land:

- That is not less than 2 hectares in area;
- That is used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or any combination of those activities; and that is used by a business;
- That has significant and substantial commercial purpose or character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land;

The types and classes of rateable land within this differential rate are those having the relevant characteristics described above.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets;
- Development and provision of health and community services;
- Provision of general support services;
- To maintain agriculture as a major industry in the municipal district; and,
- To ensure that the concessional rate in the dollar declared for defined Farm Land properties is fair and equitable, having regard to the cost of provision of Council services, and the level of benefits derived from expenditures made by Council on behalf of the farm sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is where it is located within the municipal district, without reference to ward boundaries.

The use of the land within this differential rate, in the case of improved land, is any use of land.

4. Notes to the financial statements

G12 4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Election fines	-	-	-	0.00%
Town planning fees	42	57	14	34.36%
Revenue collection	6	6	0	1.61%
Compliance	51	120	69	135.69%
Building	3	5	2	60.71%
Total statutory fees and fines	102	188	85	83.73%

Election fines - No council election is scheduled for 2019/20

G12 4.1.3 User fees

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Planning	-	1	0	36.5%
Compliance	50	68	18	35.0%
Home Help General	330	340	10	3.1%
Public Health and Wellbeing	42	42	-	0.0%
Immunization Services	1	1	-	0.0%
Building Regulations and Inspections	90	90	-	0.0%
Swimming Pools	1	1	-	0.0%
Caravan Parks	30	30	-	0.0%
Halls	5	5	-	0.0%
Pump Stations Water Re Use and Standpipes	-	-	-	0.0%
Landfill and Transfer Stations	90	90	-	0.0%
Saleyards Truck Wash	120	110	(10)	(8.3%)
Total user fees	759	776	18	2.3%

4. Notes to the financial statements

G13 4.1.4 Grants

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

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	13,361	16,148	2,786	21%
State funded grants	6,785	6,437	(348)	(5%)
Total grants received	20,146	22,584	2,438	12%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	3,189	6,661	3,473	109%
General home care	650	656	5	1%
Meals on wheels	54	54	-	-
Recurrent - State Government				
Aged care	174	75	(99)	(57%)
School crossing supervisors	12	12	-	-
Libraries	124	114	(10)	(8%)
Maternal and child health	167	235	67	40%
Meals on wheels	3	1	(2)	(66%)
3 year old Preschool	-	115	115	#DIV/0!
Other	15	21	5	34%
Playgroups	55	55	-	-
Community safety - Emergency management	60	60	-	-
Volunteer co-ordination	10	4	(6)	(65%)
Total recurrent grants	4,514	8,062	3,548	79%
Non-recurrent - Commonwealth Government				
Flood rehabilitation works	7,000	5,000	(2,000)	(29%)
Lake Tyrrell Intersection		1,500	1,500	-
Non-recurrent - State Government				
Community Plans	90	-	(90)	(100%)
Environmental management	113	-	(113)	(100%)
Other	219	347	128	59%
Family and children	385	10	(375)	(97%)
Total non-recurrent grants	7,806	6,857	(949)	(12%)
Total operating grants	12,321	14,919	2,599	21%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,252	1,599	347	28%
Total recurrent grants	1,252	1,599	347	28%
Non-recurrent - Commonwealth Government				
Buildings	1,100	-	(1,100)	-
Drought Community Program	-	677	677	-
Livestock management	116	-	(116)	(100%)
Non-recurrent - State Government				
Buildings	2,093	2,560	467	22%
Flood Prevention	454	-	(454)	-
Waste Management	158	-	(158)	(100%)
Roads infrastructure	1,941	1,800	(141)	(7%)
Other	712	1,029	317	45%
Total non-recurrent grants	6,574	6,066	(508)	(8%)
Total capital grants	7,826	7,665	(161)	(2%)
Total Grants	20,146	22,584	2,438	12%

The budget allows all Financial Assistance Grants to be received during the 2019/20 financial year. In the 2018/19 forecast 50% of the grant was received June 2018.

4. Notes to the financial statements

G12 4.1.5 Contributions

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Monetary	1,389	185	(1,204)	(86.71%)
Non-monetary	-	-	-	-
Total contributions	1,389	185	(1,204)	(86.71%)

Council forecasts for contributions in relation to the following major capital projects in 2018/19.

- Donald Community Precinct \$250,000
- Charlton Park \$950,000

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Interest	275	132	(143)	(52.13%)
Other Income	132	70	(62)	(46.80%)
Total other income	407	202	(205)	(50.40%)

G12 4.1.7 Employee costs

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Wages and salaries	8,427	9,131	704	8.36%
WorkCover	214	215	1	0.25%
Superannuation	460	518	58	12.62%
Fringe Benefit Taxation	33	63	31	94.58%
Total employee costs	9,134	9,927	794	8.69%

G12 4.1.8 Materials and services

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Materials, services and contracts	13,777	11,094	(2,684)	(19.48%)
Utilities	506	514	8	1.60%
Plant costs	1,497	1,531	34	2.26%
Total materials and services	15,780	13,139	(2,642)	(16.74%)

Materials, services and contracts - higher than normal as a result of carried forward flood restoration works in 2018/19

4. Notes to the financial statements

G12 4.1.9 Depreciation and amortisation

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Property	1,476	1,476	0	0.00%
Plant & equipment	783	916	133	17.02%
Infrastructure	4,926	4,926	-	-
Total depreciation and amortisation	7,185	7,318	133	1.86%

Property and infrastructure valuation not finalised at the time of preparing budget. Depreciation and amortisation based on 18/19 valuations

G12 4.1.10 Other expenses

Add additional tables for each material component of the Comprehensive Income Statement

	Forecast Actual	Budget	Change	
	2018/19	2019/20		
	\$'000	\$'000	\$'000	%
Auditors remuneration - VAGO	64	65	1	1.56%
Bank fees	30	30	-	-
Mayoral and Councillor allowances	186	190	5	2.48%
Council meeting expenses	10	12	2	20.00%
Contributions and donations	352	301	(51)	(14.41%)
Auditors remuneration - Internal and Audit Committee	31	15	(16)	(51.49%)
Other	120	41	(80)	(66.07%)
Total other expenses	793	654	(139)	(17.48%)

4.2 Balance Sheet

4.2.1 Assets

Council is forecasting cash and investment position at 30 June 2020 of \$10.8M. The continues to reflect Council's strong cash position after the Council has repaid a loan liability of \$7 M in November 2019.

4.2.2 Liabilities

Loan liability of \$7M to be repaid in November 2019

G14 4.2.3 Borrowings

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

	2018/19	2019/20
	\$	\$
Amount borrowed as at 30 June of the prior year	7,000,000	-
Amount proposed to be borrowed	-	-
Amount projected to be redeemed	-	-
Amount of borrowings as at 30 June	7,000,000	-

4. Notes to the financial statements

4.3 Statement of changes in Equity

4.3.1 Reserves

Nil change anticipated

4.3.2 Equity

Movement in equity due to increased accumulated surplus only

4.4 Statement of Cash Flows

4.4.1 Net decrease in cash and cash equivalents for the year

Council cash reserves will reduce by approximately \$5.1 M during 2019/20 due to the schedule \$7 M loan repayment.

4. Notes to the financial statements

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019/20 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

G15 4.5.1 Summary

	Forecast Actual 2018/19	Budget 2019/20	Change	%
	\$'000	\$'000	\$'000	
Property	5,611	5,166	- 445	-7.93%
Plant and equipment	1,268	1,220	- 48	-3.79%
Infrastructure	5,868	5,368	- 500	-8.52%
Total	12,747	11,754	- 993	-7.79%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	5,166	1,719	1,937	1,510	-	4,186	192	788	-
Plant and equipment	1,220	20	1,200	-	-	-	-	1,220	-
Infrastructure	5,368	80	4,838	450	-	3,479	-	1,889	-
Total	11,754	1,819	7,975	1,960	-	7,665	192	3,897	-

Refer to 4.5.2 for details of Capital Projects summarised above on pages 36-37

4. Notes to the financial statements

4.5.2 Current Budget

4.5 Capital works program - continued

G15	Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
			New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	PROPERTY									
	Land Improvements									
	Park Irrigation	40	-	40	-	-	-	-	40	-
	Park & street furniture/BBQ	20	-	20	-	-	-	-	20	-
	Streetscape Improvements	440	-	440	-	-	320	-	120	-
	Town entrances	10	-	10	-	-	-	-	10	-
	Buildings									
	Donald Community Precinct	950	-	-	950	-	470	-	480	-
	Charlton Park 2020	560	-	-	560	-	750	-	190	-
	Charlton Early Years	350	-	350	-	-	350	-	-	-
	Charlton Riverfront	450	450	-	-	-	450	-	-	-
	Donald Riverfront	450	450	-	-	-	450	-	-	-
	Lake Tyrell Infrastructure	526	526	-	-	-	526	37	37	-
	Birchip Community Leisure Centre	85	-	85	-	-	85	-	-	-
	Oval Sprinkler System									
	Berriwillock Tynan Park Toilets	135	-	135	-	-	135	-	-	-
	Replacement									
	Culgoa Public Toilets	100	-	100	-	-	100	-	-	-
	Replacement									
	Nandaly Travellers Rest	122	-	122	-	-	122	-	-	-
	Development									
	Nullawil Public Toilet	95	-	95	-	-	95	-	-	-
	Replacement									
	Wycheproof Centenary Park Toilet	140	-	140	-	-	140	-	-	-
	Replacement									
	Building Improvements									
	Depot Safety	30	-	30	-	-	-	-	30	-
	Municipal offices renewal	20	-	20	-	-	-	-	20	-
	Split system replacement	15	-	15	-	-	-	-	15	-
	Sustainability Developments	100	100	-	-	-	50	-	50	-
	Birchip Leisure Centre	145	-	145	-	-	10	35	100	-
	Donald Skate Park	193	193	-	-	-	133	60	-	-
	Wycheproof Golf Club Kitchen	60	-	60	-	-	-	30	30	-
	Wycheproof Bowls Club Kitchen	60	-	60	-	-	-	30	30	-
	Donald Kindergarten Decking	70	-	70	-	-	-	-	70	-
	TOTAL PROPERTY	5,166	1,719	1,937	1,510	-	4,186	192	788	-
	PLANT AND EQUIPMENT									
	Plant, Machinery and Equipment									
	Major Plant	650	-	650	-	-	-	-	650	-
	Minor Plant	20	-	20	-	-	-	-	20	-
	Sale yards equipment	70	20	50	-	-	-	-	70	-
	Computers and Telecommunications									
	General IT and equipment replacen	160	-	160	-	-	-	-	160	-
	Asset management system	40	-	40	-	-	-	-	40	-
	New IT system	200	-	200	-	-	-	-	200	-
	Engineering design equipment	30	-	30	-	-	-	-	30	-
	Library books									
	Book purchases	50	-	50	-	-	-	-	50	-
	TOTAL PLANT AND EQUIPMENT	1,220	20	1,200	-	-	-	-	1,220	-

4. Notes to the financial statements

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
INFRASTRUCTURE									
Roads									
Reseal Program	1,008	-	1,008	-	-	862	-	146	
Birchip Corack Final Seal	75	-	75	-	-	50	-	26	
Yeungroon Final Seal	75	-	75	-	-	50	-	26	
Watchem Warrack Final Seal	80	-	80	-	-	53	-	27	
Watchem Warrack (Stage 2)	450	-	-	450	-	450	-	-	
Major Patch & Culvert	100	-	100	-	-	66	-	34	
Road Resheeting	560	-	560	-	-	370	-	190	
Culgoa Ultima	2,250	-	2,250	-	-	1,500	-	750	
Footpaths and Cycleways									
Renewal program	70	-	70	-	-	-	-	70	
Avon Plains Road Donald	60	-	60	-	-	-	-	60	
Drainage									
Walker Street Donald	75	-	75	-	-	-	-	75	
Charlton Drainage Feasibility	115	-	115	-	-	80	-	35	
Recreational, Leisure & Community Facilities									
Swimming pools	80	-	80	-	-	-	-	80	
Playground replacement	80	-	80	-	-	-	-	80	
Waste Management									
Wycheproof transfer station fence	40	-	40	-	-	-	-	40	
Solar power to Charlton transfer station	25	25	-	-	-	-	-	25	
Solar power to Wycheproof transfer station	25	25	-	-	-	-	-	25	
E-waste storage sheds	30	30	-	-	-	-	-	30	
Aerodromes									
Donald runway reseal	170	-	170	-	-	-	-	170	
TOTAL INFRASTRUCTURE	5,368	80	4,838	450	-	3,479	-	1,889	
TOTAL NEW CAPITAL WORKS	11,754	1,819	7,975	1,960	-	7,665	192	3,897	

G16 5. Financial performance indicators

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

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	6.80%	(23.14%)	(4.72%)	(6.50%)	(6.78%)	(6.48%)	(6.48%)
Liquidity									
Working Capital	Current assets / current liabilities	2	415.00%	171.72%	358.65%	309.90%	294.87%	289.26%	289.26%
Unrestricted cash	Unrestricted cash / current liabilities	3	375.00%	147.70%	290.22%	228.23%	218.68%	214.25%	214.25%
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	54.00%	52.26%	-	-	-	-	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.30%	2.22%	1.13%	-	-	-	-
Indebtedness	Non-current liabilities / own source revenue		55.00%	47.71%	-	-	-	-	-
Asset renewal	Asset renewal expenses / Asset depreciation	5	%	87.72%	108.97%	145.42%	115.33%	107.01%	107.01%
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	58.00%	49.62%	45.90%	52.86%	59.93%	59.95%	59.95%
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.94%	0.78%	0.80%	0.82%	0.84%	0.86%	0.86%

Indicator	Measure	Notes	Actual	Forecast	Budget	Strategic Resource Plan Projections			Trend
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	+/-o/-
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$4,036	\$5,311	\$4,991	\$4,503	\$4,082	\$4,171	c
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,406	\$846	\$863	\$880	\$898	\$916	c
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		16%	12%	5%	5%	5%	5%	.

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

