



# **COUNCIL MEETING**

## **ADDENDUM AGENDA**

**Wednesday 11 May 2022**

**Commencing at 7:00pm**

**Wycheproof Supper Room**

**367 Broadway, Wycheproof**

**Wayne O'Toole  
Chief Executive Officer  
Buloke Shire Council**

## **ADDENDUM AGENDA**

### **1. FINANCIAL REPORTS**

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**Wayne O'Toole**  
**CHIEF EXECUTIVE OFFICER**

## 1. FINANCIAL REPORTS

### 1.1 DRAFT 2022-23 FINANCIAL YEAR ANNUAL BUDGET

**Author's Title:** Manager Finance

**Department:** Office of the CEO

**File No:** FM/05/02

**Relevance to Council Plan 2021 - 2025**

**Strategic Objective:** Our Council and Community Leadership

#### PURPOSE

This report proposes the adoption of the Draft 2022-2023 Annual Budget (Draft Budget) and commencement of public submissions in accordance with the requirements of the *Local Government Act 2020* (Act).

#### SUMMARY

Section 94 of the Act requires the Council to prepare an Annual Budget. The Draft Budget outlines the revenue raising activities and financial resourcing of Council's key initiatives for the 2022-23 financial year. Prior to budget adoption a period of community engagement must be undertaken.

#### RECOMMENDATION

That Council:

1. Having prepared the Draft 2022-23 Annual Budget and schedule of fees in accordance with the *Local Government Act 2020*, gives notice of its endorsement
2. Invites submissions in relation any proposal contained with the Draft 2022-23 Draft Annual Budget until 12 noon 8 June 2022.
3. Allows presentations in support of submissions to be heard at the Council Meeting to be held on 8 June 2022.

**Attachments:** 1 Draft Buloke Shie Council 2022-23 Annual Budget

#### DISCUSSION

The Act requires Council to prepare and adopt an Annual Budget. The Annual Budget is required to contain certain information about the rates and charges the Council intends to levy, as well as a range of other information required by Regulations which support the Act.

The Draft Budget reflects Council's focus to delivering on key initiatives and maintaining current services across its programs, services, facilities and infrastructure. The Draft Budget has been developed alongside the draft Financial Plan and builds on Council's commitment to long term financial sustainability and continued support for the community with a range of initiatives.

Council proposes to resource key priorities under its draft Council Plan as follows:

- \$18,517M – Our Built and Natural Environment: for ongoing maintenance and upkeep of Councils assets and road network, parks, streetscapes, lakes and waste management.
- \$1.333M – Our Community Wellbeing: Implementation of the Community Vision and Council Plan, review and implementation of Volunteer Action Plan and COVID Recovery Plan;
- \$0.954M – Our Economy: working with key stakeholders to review and promote housing opportunities, implementation of key projects from Silo Art Activation fund; and
- \$1.244M – Our Council and Community Leadership: commence implementation of Business Transformation Strategy, continued implementation of the Act, develop Gender Equity Action Plan and continued active review of Financial Plan to improve long term financial management of the organisation.

Expenditure on infrastructure projects will total \$17.619M across roads (\$6.018M), drainage (\$378K), footpaths and cycleways (\$832K), parks and streetscapes (\$3.112M) land and building improvements (\$1.250M), Recreational facilities (\$4.794M), plant and equipment (\$1.044M). This includes carried forward projects from the current financial year separately identified in the budget.

The Draft Budget highlights a general rating increase of 1.75% in line with the Fair Go Rates System and a further shift in the farming differential to 60% down from 70%.

The Act requires the Council to undertake community engagement action prior to the final adoption of the 2022-23 Annual Budget. It is proposed the community engagement commences following Council's endorsement of the Draft Budget, and concludes 12 noon 8 June 2022, with invitation extended to any persons to present their submissions at the Council Meeting to be held on 8 June 2022. A community summit is proposed for 24<sup>th</sup> May 2022 to provide specific discussion of the Draft 2022-23 Annual Budget and Draft 2022-23 to 2031-32 Financial Plan.

#### **RELEVANT LAW**

The Draft Budget has been prepared in accordance with section 94 of the Act.

#### **RELATED COUNCIL DECISIONS**

The Council will be commencing community engagement the Draft Budget through a community summit proposed for 24<sup>th</sup> May 2022.

#### **OPTIONS**

Council Officers modelled the financial implications of reducing general rates below the gazetted rate cap (1.75%). Modelling indicates a reduction of general rate revenue would impact Council's ability to sustain current service level standards and its ability to generate income through matched government grants over a 10-year period.

Council Officers modelled differential rate structure against Council's Revenue Policy and Revenue Strategy which commits Council to match (as far as reasonably practicable) a tolerance of +/- 5% variance across each property class. Modelling undertaken has resulted in a recommended differential rate for farms to be set at 60%.

#### **SUSTAINABILITY IMPLICATIONS**

There are no direct sustainability implications associated with this report, however the Draft Budget does include planned resource allocations toward sustainability, social and environmental services and projects.

#### **COMMUNITY ENGAGEMENT**

The Draft Budget engagement process will comprise media information across print, social and radio media. A copy of the Draft Budget will be made available to community forums, and be placed on the Council's website. The process of community engagement is consistent with the Council's community engagement policy.

**INNOVATION AND CONTINUOUS IMPROVEMENT**

There are no direct innovation and continuous improvement activities associated with this report, however the Draft Budget provides for specific actions in relation to review of waste and resource management and the development of a new Economic Development and Tourism Strategy.

**COLLABORATION**

The Draft Budget initiatives include further investigation of shared services opportunities with other councils and governance bodies.

**FINANCIAL VIABILITY**

The Draft Budget is for the year 1 July 2022 to 30 June 2023, and contains financial statements including a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash flows, Statement of Capital Works and Statement of Human Resources.

These statements have been prepared for the year ending 30 June 2023 in accord with the Act and Regulations. They are consistent with the annual financial statements prepared in accord with the Australian Accounting Standards.

The Draft Budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other information Council requires in order to make an informed decision about the adoption of the Budget.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Key initiatives include supporting deliver of VicHealth Local Government Partnering priorities, development of a Gender Equity Action Plan, and continued implementation of the Act

**COUNCIL PLANS AND POLICIES**

The Draft Budget provides resourcing to enable continued implementation of Council's current plans and strategies.

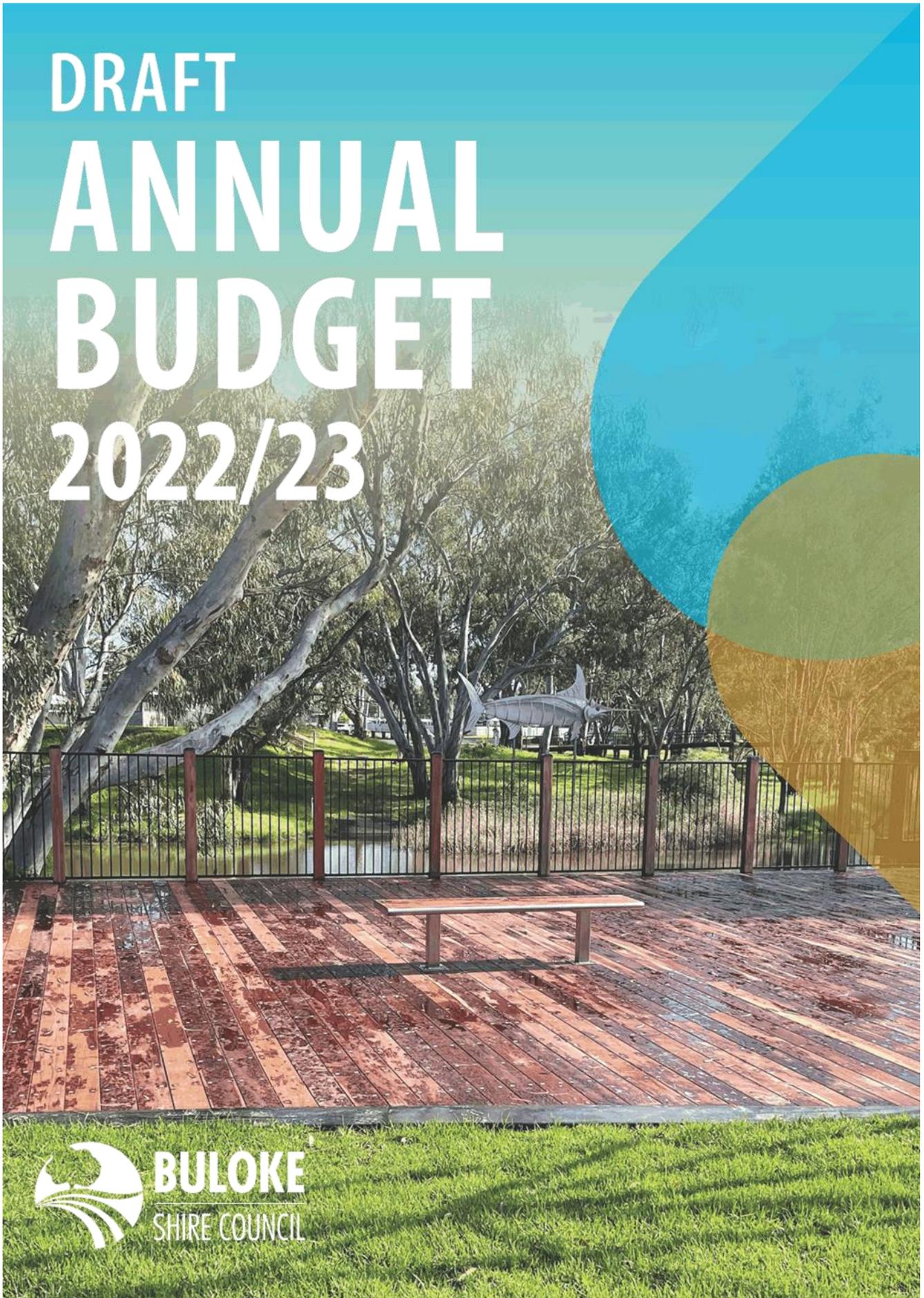
**TRANSPARENCY OF COUNCIL DECISIONS**

Council's engagement approach provides for receipt and consideration of submissions to the Draft Budget at a Council Meeting which is open to the public.

**CONFLICTS OF INTEREST**

I, Aileen Douglas, have no conflicts of interest to declare in relation to this report.

# DRAFT ANNUAL BUDGET 2022/23



**Acknowledgement**

Buloke Shire Council acknowledges the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagalk Nations and the Dja Dja Wurrung people as the traditional owners of parts of the land now known as Buloke. We pay our respects to Elders past and present, and value their ongoing contribution to our heritage and our community.

Buloke has significant number cultural heritage places including an Aboriginal historical place, burials, artefact scatters, earth features, low density artefact distributions, scarred trees and a stone feature.

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

The Councillors and I are pleased to present the Annual Budget 2022/23.

The development of the Annual Budget 2022/23 has referred to the following key documents, the Long-Term Community Vision, Council Plan 2021-2025, Revenue and Rating Strategy and 10-year Financial Plan which gives us a clear direction as Councillors. Significantly the budget process started very early in 2021, a step acknowledged by the Councillors as necessary given the uncharted waters that Buloke Shire now encounters.

Our Community and Corporate Planning have also placed Council in a strong position to advocate for State and Federal Government funding, without which our Budget would barely address the ongoing needs of the Buloke community, this funding creates the environment that ensures we are able to deliver services that are vital for our community well-being.

The global and domestic economy are still very much feeling the effects of the COVID-19 pandemic, developing our budget against ever rising costs across all sectors whilst meeting community expectation is unprecedented in local government.

As mandated by the State Government, Buloke Shire has kept the rate rise to 1.75%. in line with the Fair Go Rates System.

Applying our adopted Revenue and Rating Strategy, Council has adjusted the farm differential rate down from 70% to 60% in response to the massive increase in farm property values, something Council can't control but needs to address given that 73% of our rate income comes from the farming community.

This budget again reflects the key messages that you, the community told us you valued and wished to see during this Council term.

In the state's agricultural heartland, roads are life. In this budget Council is investing over \$6m into our road network, a trend that has continued over the past 2 years.

Whilst some will look at the Budget and feel disappointment, in its present form it does deliver on our core services, such as pools, sporting and recreational facilities, parks and gardens, children services and asset renewal, plus the roads network as indicated.

Councillors and staff look forward to your feedback on our proposed Budget for 2022/23 and working together to achieve our vision through the life of the document by building a better Buloke, a healthy, connected, inclusive and prosperous community.

Cr Daryl Warren  
Mayor

Council has prepared a Budget for 2022/23 which is aligned with the Council's Financial Plan and Community and Council Planning process. Our commitment to the Buloke community is a robust and transparent financial planning process. In meeting this commitment Council continues to take steps to ensure planned long-term service and infrastructure levels and standards are met and aligned with the values of our community as established under the Council Plan 2021-2025.

The Budget projects a total comprehensive surplus including capital grant funding. Expenditure relating to capital grant funding is reflected in the Capital Works Statement fully utilising the surplus reported.

### **1) Key things we are funding**

a. Ongoing delivery of services to the Buloke Shire Community funded by a combined operating and capital expenditure of \$40.7 million (not including depreciation). These services are summarised in throughout the budget.

b. Continued investment in infrastructure assets (total program \$17.6 million):

- i. Roads \$6,018,000
- ii. Land and Buildings \$1,250,000
- iii. Plant and Equipment \$1,044,000
- iv. Other infrastructure (parks, drainage, footpaths) \$4,322,000

### **2) The Rate Rise**

a. The average general rates will rise by 1.75% for 2022/23 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. Rates contribute to the delivery of works and community services to the Buloke Shire. Council implements the Revenue and Rating Strategy, and Rating Policy to provide equity in the rating properties across the Shire.

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 2022.

d. The waste service charge incorporating kerbside collection and recycling is at full cost recovery.

The Fees and Charges schedule has been incorporated into this document. Any cost increases are reflective of correspondence cost increases incurred in delivering the service and, in some instances, are reflective of mandated fees and charges required under Federal and State Legislation.

### **3) Budget influences**

#### **External Influences**

- Continuation of the 'Fair Go Rates System' (rate capping) has placed pressure on long term financial plans of Council. Council's Financial Plan sets out further information on how Council plans to manage its expenditure in line with gazetted rate caps.
- Unprecedented valuation on rural properties and a need to balance rates burden on this sector.
- 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.
- 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 been reviewing all services in an effort to identify and implement efficiencies and reduce expenditure. The results these reviews will continue to be incorporated into Council's Financial Plan.

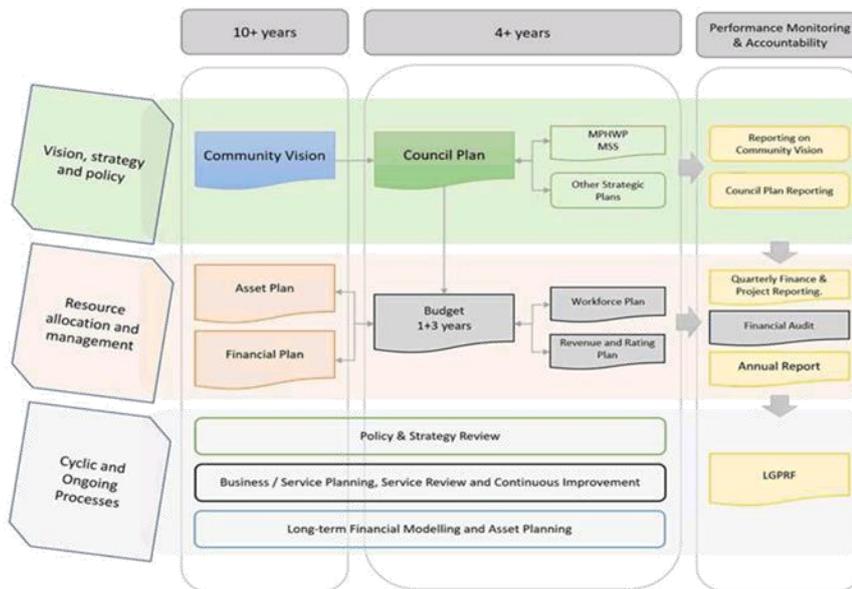
Wayne O'Toole  
Chief Executive Officer

## 1. Link to the Integrated Planning and Reporting Framework

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

### 1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precincts and Regions

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

### 1.1.2 Key planning considerations

#### Service level planning

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

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

## 1.2 Our purpose

### Our Vision

*Buloke: Build a better Buloke*

### Our values

Council addresses its key values through:

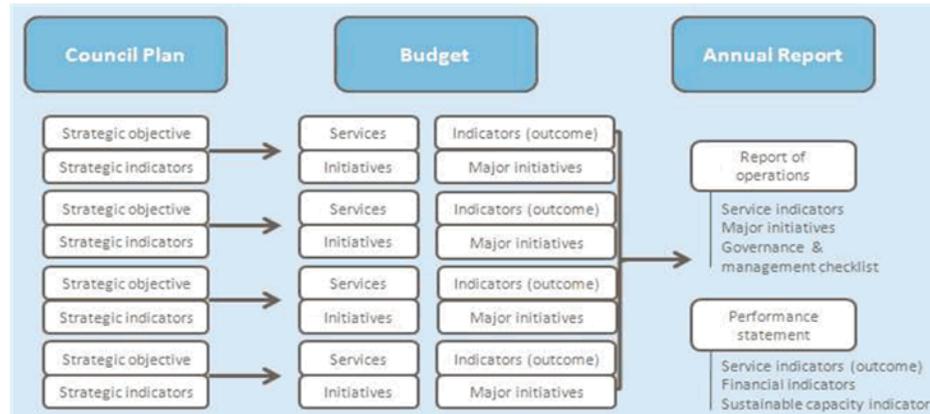
- Good communication
- Transparency in decision making
- Accountability for actions
- Working collaboratively with partners
- Taking responsibility
- Being responsive and timely

## 1.3 Strategic objectives

Strategic Objective	Description
1. Our Built and Natural Environment	1.1 Work Towards Sustainability
	1.2 Suitable Housing Options
	1.3 An Attractive and Well Maintained Buloke
	1.4 A Safe and Active Buloke
2. Our Community Wellbeing	2.1 Partnerships to Outcomes
	2.2 Inclusiveness Plan in Action
	2.3 Well Supported Community
	2.4 Increased Community Wellbeing
3. Our Economy	3.1 Tourism
	3.2 Attraction and Promotion of Local Business
	3.3 Employment Opportunities
	3.4 Digital Connections
4. Our Council and Community Leadership	4.1 Active Leaders and Volunteers
	4.2 Community Engagement
	4.3 Continuous Service Improvement for Efficient and Flexible Services
	4.4 A Well Governed and Healthy Organisation

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

### 2.1 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		2021/22	2021/22	2022/23
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Property Maintenance	This service is to provide property maintenance services to a range of Councils building-based assets, focusing on the upkeep and renewal of buildings. This area maintains in excess of 250 buildings across the Shire and aims to keep them maintained in a fit for purpose state.	<i>Inc</i>	196	76	48
		<i>Exp</i>	2,709	2,656	2,674
		<i>Surplus / (deficit)</i>	(2,513)	(2,580)	(2,626)
Road Services	Provide road maintenance for the 1100km of Sealed, 650km of Gravel and 3,800km of Earth roads across the Shire. The income relates to Local Roads Funding received from Victoria Grants Commission. In 20/21 additional income was received through the	<i>Inc</i>	2,815	3,642	2,225
		<i>Exp</i>	9,756	10,038	10,954
		<i>Surplus / (deficit)</i>	(6,941)	(6,396)	(8,729)
Swimming Pools	Manages and operates seven seasonal swimming pools, from the third week in November to the third week in March, annually.	<i>Inc</i>	(1)	-	-
		<i>Exp</i>	672	715	770
		<i>Surplus / (deficit)</i>	(673)	(715)	(770)
Assets and Project Management	Provide for the management, design and administration of Council's assets and infrastructure services, including planning and management of the capital works program. Provides recreational facilities and support to community run recreation reserves in ten townships across the Shire, as well as governance support to community recreation clubs and committees.	<i>Inc</i>	1,226	189	44
		<i>Exp</i>	4,406	2,140	4,093
		<i>Surplus / (deficit)</i>	(3,180)	(1,951)	(4,049)

## 2.1 Our Built and Natural Environment (Cont.)

Parks and Urban	Manages and coordinates Council's Parks and Gardens and Urban Infrastructure providing routine, preventative and on-going maintenance and improvements.	<i>Inc</i>	1,383	26	-
		<i>Exp</i>	4,450	2,658	2,481
		<i>Surplus / (deficit)</i>	(3,067)	(2,632)	(2,481)
Environmental Planning	Manages Council's Environmental Compliance and Sustainability Programs and Services.	<i>Inc</i>	125	127	120
		<i>Exp</i>	280	236	230
		<i>Surplus / (deficit)</i>	(155)	(109)	(110)
Lakes	Costs associated with support for recreational Lakes including Tchum, Green, Wooroonook, Watchem, and Folletti Lakes now allocated under Parks and Urban.	<i>Inc</i>			
		<i>Exp</i>			
		<i>Surplus / (deficit)</i>	-	-	-
Waste and Environment	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>Inc</i>	1,695	1,688	1,659
		<i>Exp</i>	1,521	1,652	1,592
		<i>Surplus / (deficit)</i>	174	36	67
Municipal Emergency Management	Develops, coordinates and delivers Council's Municipal Emergency Management Plan.	<i>Inc</i>	73	163	225
		<i>Exp</i>	42	202	43
		<i>Surplus / (deficit)</i>	31	(39)	182

## 2.2 Our Community Wellbeing

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.

### Services

Service area	Description of services provided		2021/22	2021/22	2022/23
			Actual \$'000	Forecast \$'000	Budget \$'000
Library Services	Provides library services to all ten townships within the Buloke Shire. Council delivers the service internally resulting in increased opening hours and a range of value-added programs such as toddler reading programs.	<i>Inc</i>	125	159	129
		<i>Exp</i>	201	250	249
		<i>Surplus/ (deficit)</i>	(76)	(91)	(120)
Public Health and Wellbeing	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.	<i>Inc</i>	44	97	54
		<i>Exp</i>	189	214	196
		<i>Surplus/ (deficit)</i>	(145)	(117)	(142)
Independence Support	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 and five senior citizens centres. These services are integral to allowing many people stay living in their own homes.	<i>Inc</i>	1,119	1,117	1,141
		<i>Exp</i>	1,159	1,218	1,170
		<i>Surplus/ (deficit)</i>	(40)	(101)	(29)
Early Years	This service delivers both universal and enhanced maternal and child health programs. It advocates for the wellbeing of children and their families through planning and agency engagement.	<i>Inc</i>	409	432	375
		<i>Exp</i>	368	711	784
		<i>Surplus/ (deficit)</i>	41	(279)	(409)
Community Support	This service encompasses the full spectrum of community development. It develops links between and within the communities in the Shire, working with local community groups to access community projects recognised as community priorities. It provides support and co-ordination to a range of sectors and strengthens partnerships to work toward better outcomes for young people.	<i>Inc</i>	109	82	7
		<i>Exp</i>	460	543	639
		<i>Surplus/ (deficit)</i>	(351)	(461)	(632)

Community Grants	Provides donations, allocations and support to groups in the community that contribute to services that connect and involve the local area.	<i>Inc</i>		
		<i>Exp</i>		
		<i>Surplus/ (deficit)</i>	-	-

### 2.3 Our 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.

#### Services

Service area	Description of services provided		2021/22	2021/22	2022/23
			Actual \$'000	Forecast \$'000	Budget \$'000
Development Services	Provides statutory planning, building services and compliance and local laws services. This department also includes areas such as fire hazards, dog and cat registration and control and stock control.	<i>Inc</i>	444	389	331
		<i>Exp</i>	882	920	1,025
		<i>Surplus/ (deficit)</i>	(438)	(531)	(694)
Economic Development and Tourism	Facilitates economic development throughout the Shire and provides support to local businesses and assists in the promotion of tourism.	<i>Inc</i>	-	2	2
		<i>Exp</i>	92	150	220
		<i>Surplus/ (deficit)</i>	(92)	(148)	(218)
Saleyards	Provides for the management and administration of the Council's Saleyards Precinct at Wycheproof for external Livestock Agents to sell Livestock.	<i>Inc</i>	83	72	80
		<i>Exp</i>	47	70	122
		<i>Surplus/ (deficit)</i>	36	2	(42)

### 2.4 Our Council and Community Leadership

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. To achieve our objective of delivering our service 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.

#### Services

Service area	Description of services provided		2021/22	2021/22	2022/23
			Actual \$'000	Forecast \$'000	Budget \$'000
Governance and Executive Management	Provides for Councillors, and Executive Support and associated which provides the overall Governance Services to the Council.	<i>Inc</i>	65	37	-
		<i>Exp</i>	1,045	1,105	1,038
		<i>Surplus/ (deficit)</i>	(980)	(1,068)	(1,038)
Information Management	Provides the organisation with Records Management Services and Information Services.	<i>Inc</i>	100	-	-
		<i>Exp</i>	1,204	1,204	1,334
		<i>Surplus/ (deficit)</i>	(1,104)	(1,204)	(1,334)
Customer Services	Provides for both internal and external customers by resolving the majority of customer enquiries, requests and payments at the first point of contact.	<i>Inc</i>	-	-	-
		<i>Exp</i>	165	168	179
		<i>Surplus/ (deficit)</i>	(165)	(168)	(179)
Human Resources	Provides the organisation with recruitment, training, organisational development and occupational health and safety.	<i>Inc</i>	-	-	-
		<i>Exp</i>	374	625	628
		<i>Surplus/ (deficit)</i>	(374)	(625)	(628)
Media and Communications	Provides information to the community on Council's services, activities and events through print and online media.	<i>Inc</i>	-	-	-
		<i>Exp</i>	198	187	233
		<i>Surplus/ (deficit)</i>	(198)	(187)	(233)
Finance	Encompasses all areas of financial reporting, rates, debtors and creditors for Council. Expenses external audit fees, property valuation fees and other miscellaneous corporate expenses. Revenue refers to Federal Assistance Grant.	<i>Inc</i>	4,115	5,744	3,550
		<i>Exp</i>	830	1,002	767
		<i>Surplus/ (deficit)</i>	3,285	4,742	2,783
Corporate Services	Provides organisational policy, systems and support in the areas of continuous improvement, corporate planning, risk management, governance, insurance, performance measurement and reporting. Expenses include general corporate expenses such as postage and stationery, staff amenities and pool cars.	<i>Inc</i>	-	-	-
		<i>Exp</i>	400	499	614
		<i>Surplus/ (deficit)</i>	(400)	(499)	(614)

**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 interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest 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 borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] 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

Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome 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 financial year) / Number of children enrolled in the MCH service] x100
		Participation in the 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 financial year) / Number of Aboriginal children enrolled in the MCH service] x100

**2.3 Reconciliation with budgeted operating result**

	Surplus/ (Deficit)
	\$'000
Our Built and Natural Environment	(18,516)
Our Community Wellbeing	(1,332)
Our Economy	(954)
Our Council and Community Leadership	(1,243)
<b>Total</b>	<b>(22,045)</b>
<b>Surplus/(Deficit) before funding sources</b>	<b>(22,045)</b>
<b>Funding sources added in:</b>	
Rates and charges revenue	13,013
Capital Grants and Contributions	12,348
<b>Total funding sources</b>	<b>25,361</b>
<b>Operating surplus/(deficit) for the year</b>	<b>3,316</b>

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

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

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

#### Comprehensive Income Statement

For the four years ending 30 June 2025

		Forecast Actual	Budget	Projections		
	NOTES	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Income</b>						
Rates and charges	4.1.1	14,192	14,398	14,700	14,947	15,199
Statutory fees and fines	4.1.2	265	244	256	263	269
User fees	4.1.3	873	839	881	904	926
Grants - Operating	4.1.4	10,915	7,171	9,098	9,326	9,559
Grants - Capital	4.1.4	9,208	12,294	1,938	2,020	2,070
Contributions - monetary	4.1.5	120	97	97	97	97
Contributions - non-monetary	4.1.5	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		56	-	567	-	-
Other income	4.1.6	517	308	310	310	311
<b>Total income</b>		<b>36,146</b>	<b>35,351</b>	<b>27,849</b>	<b>27,867</b>	<b>28,432</b>
<b>Expenses</b>						
Employee costs	4.1.7	10,358	11,343	11,800	12,036	12,277
Materials and services	4.1.8	8,422	10,432	9,430	9,666	9,908
Depreciation	4.1.9	8,947	8,950	10,012	10,423	10,784
Amortisation - intangible assets	4.1.10	-	-	-	-	-
Amortisation - right of use assets	4.1.11	396	404	334	334	334
Bad and doubtful debts		198	78	-	-	-
Borrowing costs		-	-	-	-	-
Finance Costs - leases		33	33	35	35	35
Other expenses	4.1.12	808	795	835	856	878
<b>Total expenses</b>		<b>29,162</b>	<b>32,035</b>	<b>32,447</b>	<b>33,350</b>	<b>34,216</b>
<b>Surplus/(deficit) for the year</b>		<b>6,984</b>	<b>3,316</b>	<b>(4,599)</b>	<b>(5,484)</b>	<b>(5,783)</b>
<b>Other comprehensive income</b>						
Net asset revaluation increment /(decrement)		-	-	-	-	-
<b>Total comprehensive result</b>		<b>6,984</b>	<b>3,316</b>	<b>(4,599)</b>	<b>(5,484)</b>	<b>(5,783)</b>

**Balance Sheet**

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		21,899	16,747	12,868	8,109	3,164
Trade and other receivables		2,041	1,134	267	267	267
Other financial assets		5,000	-	-	-	-
Inventories		262	262	262	262	262
Non-current assets classified as held for sale		-	-	-	-	-
Other assets		29	29	29	29	29
<b>Total current assets</b>	4.2.1	29,231	18,172	13,426	8,667	3,722
<b>Non-current assets</b>						
Trade and other receivables		-	-	-	-	-
Other financial assets		-	-	-	-	-
Property, infrastructure, plant & equipment		281,040	289,312	288,501	287,776	286,936
Right-of-use assets	4.2.4	657	1,002	668	334	334
Investment property		-	-	-	-	-
Intangible assets		-	-	-	-	-
<b>Total non-current assets</b>	4.2.1	281,697	290,314	289,169	288,110	287,270
<b>Total assets</b>		310,928	308,486	302,595	296,776	290,992
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		879	957	-	-	-
Trust funds and deposits		6,288	453	453	453	453
Provisions		2,172	2,171	2,155	2,154	2,153
Interest-bearing liabilities	4.2.3	-	-	-	-	-
Lease liabilities	4.2.4	345	345	334	31	31
<b>Total current liabilities</b>	4.2.2	9,684	3,926	2,942	2,638	2,637
<b>Non-current liabilities</b>						
Provisions		1,211	1,211	1,226	1,226	1,226
Interest-bearing liabilities	4.2.3	-	-	-	-	-
Lease liabilities	4.2.4	354	354	31	-	-
<b>Total non-current liabilities</b>	4.2.2	1,565	1,565	1,257	1,226	1,226
<b>Total liabilities</b>		11,249	5,491	4,199	3,864	3,863
<b>Net assets</b>		299,679	302,995	298,396	292,912	287,129
<b>Equity</b>						
Accumulated surplus		126,203	129,909	125,310	119,826	114,043
Reserves		173,476	173,086	173,086	173,086	173,086
<b>Total equity</b>		299,679	302,995	298,396	292,912	287,129

**Statement of Changes in Equity**

For the four years ending 30 June 2025

	NOTES	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022 Forecast Actual</b>					
Balance at beginning of the financial year		292,696	119,610	172,086	1,000
Surplus/(deficit) for the year		6,984	6,984	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		(1)	(391)	-	390
<b>Balance at end of the financial year</b>		<b>299,679</b>	<b>126,203</b>	<b>172,086</b>	<b>1,390</b>
<b>2023 Budget</b>					
Balance at beginning of the financial year		299,679	126,203	172,086	1,390
Surplus/(deficit) for the year		3,316	3,316	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves	4.3.1	-	390	-	(390)
<b>Balance at end of the financial year</b>	4.3.2	<b>302,995</b>	<b>129,909</b>	<b>172,086</b>	<b>1,000</b>
<b>2023</b>					
Balance at beginning of the financial year		302,995	129,909	172,086	1,000
Surplus/(deficit) for the year		(4,599)	(4,599)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>298,396</b>	<b>125,310</b>	<b>172,086</b>	<b>1,000</b>
<b>2024</b>					
Balance at beginning of the financial year		298,396	125,310	172,086	1,000
Surplus/(deficit) for the year		(5,484)	(5,484)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>292,912</b>	<b>119,826</b>	<b>172,086</b>	<b>1,000</b>
<b>2025</b>					
Balance at beginning of the financial year		292,912	119,826	172,086	1,000
Surplus/(deficit) for the year		(5,783)	(5,783)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfer (to)/from reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>287,129</b>	<b>114,043</b>	<b>172,086</b>	<b>1,000</b>

**Statement of Cash Flows**

For the four years ending 30 June 2025

Notes	Forecast	Budget	Projections		
	Actual 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	14,132	14,477	15,567	14,947	15,199
Statutory fees and fines	265	244	256	263	269
User fees	873	839	881	904	926
Grants - operating	11,486	7,171	9,098	9,326	9,559
Grants - capital	7,891	6,459	1,938	2,020	2,070
Contributions - monetary	120	97	97	97	97
Other receipts	40	528	190	190	191
Net GST refund / payment	610	610	-	-	-
Employee costs	(10,412)	(11,343)	(12,758)	(12,037)	(12,278)
Materials and services	(10,606)	(10,400)	(9,430)	(9,666)	(9,908)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(1,006)	(872)	(835)	(856)	(878)
<b>Net cash provided by/(used in) operating activities</b>	4.4.1 13,607	<b>7,810</b>	5,124	5,307	5,369
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(16,635)	(17,617)	(9,202)	(9,697)	(9,944)
Proceeds from sale of property, infrastructure, plant and equipment	56	-	567	-	-
Payments for investments	-	-	-	-	-
Proceeds from investments	13,015	5,000	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2 (3,564)	<b>(12,617)</b>	(8,634)	(9,697)	(9,944)
<b>Cash flows from financing activities</b>					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Interest paid - lease liability	-	-	(35)	(35)	(35)
Repayment of lease liabilities	(277)	(345)	(334)	(334)	(334)
<b>Net cash provided by/(used in) financing activities</b>	4.4.3 (277)	<b>(345)</b>	(369)	(369)	(369)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	9,766	<b>(5,152)</b>	(3,879)	(4,759)	(4,945)
Cash and cash equivalents at the beginning of the financial year	12,133	<b>21,899</b>	16,747	12,868	8,109
<b>Cash and cash equivalents at the end of the financial year</b>	21,899	<b>16,747</b>	12,868	8,109	3,164

**Statement of Capital Works**

For the four years ending 30 June 2025

	NOTES	Forecast	Budget	Projections		
		Actual		2023/24	2024/25	2025/26
		2021/22	2022/23	2023/24	2024/25	2025/26
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Land		60	438	-	-	-
Land improvements		3,818	572	-	-	-
<b>Total land</b>		<b>3,878</b>	<b>1,010</b>	-	-	-
Buildings		816	-	-	-	-
Building improvements		8	240	1,121	1,722	1,771
Leasehold improvements		-	-	-	-	-
<b>Total buildings</b>		<b>824</b>	<b>240</b>	<b>1,121</b>	<b>1,722</b>	<b>1,771</b>
<b>Total property</b>		<b>4,702</b>	<b>1,250</b>	<b>1,121</b>	<b>1,722</b>	<b>1,771</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment		492	865	700	717	735
Fixtures, fittings and furniture		108	-	65	66	68
Computers and telecommunications		345	179	183	188	192
Library books		-	-	27	28	28
<b>Total plant and equipment</b>		<b>945</b>	<b>1,044</b>	<b>975</b>	<b>999</b>	<b>1,024</b>
<b>Infrastructure</b>						
Roads		8,165	6,018	6,002	5,789	5,934
Bridges		5	161	-	-	-
Footpaths and cycleways		81	832	291	298	305
Drainage		751	378	269	276	283
Recreational, leisure and community facilities		1,106	4,794	431	497	508
Waste management		-	-	54	55	57
Parks, open space and streetscapes		880	3,112	60	61	63
Aerodromes		-	30	-	-	-
Off street car parks		-	-	-	-	-
Other infrastructure		-	-	-	-	-
<b>Total infrastructure</b>		<b>7,377</b>	<b>13,394</b>	<b>6,219</b>	<b>6,375</b>	<b>6,788</b>
<b>Total capital works expenditure</b>	4.5.1	<b>13,024</b>	<b>15,688</b>	<b>8,314</b>	<b>9,096</b>	<b>9,584</b>
<b>Represented by:</b>						
New asset expenditure		-	3,951	-	-	-
Asset renewal expenditure		16,635	10,515	9,202	9,642	9,944
Asset expansion expenditure		-	-	-	-	-
Asset upgrade expenditure		-	3,153	-	55	-
<b>Total capital works expenditure</b>	4.5.1	<b>16,635</b>	<b>17,619</b>	<b>9,202</b>	<b>9,697</b>	<b>9,944</b>
<b>Funding sources represented by:</b>						
Grants		9,208	12,294	1,938	2,020	2,070
Contributions		-	54	-	-	-
Council cash		7,427	5,271	7,263	7,677	7,874
Borrowings		-	-	-	-	-
<b>Total capital works expenditure</b>	4.5.1	<b>16,635</b>	<b>17,619</b>	<b>9,202</b>	<b>9,697</b>	<b>9,944</b>

**Statement of Human Resources**

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	(10,358)	11,272	(11,800)	(12,036)	(12,277)
Employee costs - capital		798			
<b>Total staff expenditure</b>	<b>(10,358)</b>	<b>12,070</b>	<b>(11,800)</b>	<b>(12,036)</b>	<b>(12,277)</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	128.0	128.0	128.0	115.0	115.0
<b>Total staff numbers</b>	<b>128.0</b>	<b>128.0</b>	<b>128.0</b>	<b>115.0</b>	<b>115.0</b>

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2022/23	\$'000	\$'000	\$'000	\$'000	\$'000
Community Services	2,348	951	1,265	132	
Corporate Services	1,850	1,384	442	24	
Works and Technical Services	6,975	5,510	1,205	260	
Office of CEO	898	808	90		
<b>Total permanent staff expenditure</b>	<b>12,071</b>	<b>8,653</b>	<b>3,002</b>	<b>416</b>	<b>-</b>
Other employee related expenditure	70				
Capitalised labour costs	(798)				
<b>Total expenditure</b>	<b>11,343</b>				

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
		Full Time	Part time		
2022/23					
Community Services	26	9	15	2	
Corporate Services	18	13	5	0	
Works and Technical Services	85	66	15	4	
Office of CEO	6	5	1		
<b>Total permanent staff FTE</b>	<b>136</b>	<b>93</b>	<b>36</b>	<b>6</b>	<b>-</b>
Capitalised labour costs	(8)				
<b>Total staff</b>	<b>128</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 2021/22 the FGRS cap has been set at 1.5%. 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 increase by 1.5% in line with the rate cap.

This will raise total rates and charges for 2021/22 to \$14,250,424

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

	2021/22 Forecast Actual \$'000	2022/23 Budget \$'000	Change \$'000	%
Service rates and charges*	12,594	12,802	208	1.65%
Supplementary rates and rate adjustments	-	-	-	#DIV/0!
Waste management charge	1,467	1,464	3	-0.20%
Interest on rates and charges	73	80	7	9.59%
Revenue in lieu of rates	131	131	-	0.00%
<b>Total rates and charges</b>	<b>14,265</b>	<b>14,477</b>	<b>212</b>	<b>1.49%</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	2021/22 cents/\$CIV*	2022/23 cents/\$CIV*	Change
General rate for rateable residential properties	0.7399	0.61880	-16.37%
General rate for rateable commercial and industrial properties	0.7399	0.61880	-16.37%
General rate for rateable farming properties	0.5179	0.37128	-28.32%

#### 4. Notes to the financial statements

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

Type or class of land	2021/22	2022/23	Change	
	Budget \$'000	Budget \$'000	\$'000	%
Residential	2,065	2,707	642	31.09%
Commercial and Industrial	601	519	-82	-13.64%
Farming	8,607	8,884	277	3.22%
<b>Total amount to be raised by general rates</b>	<b>11,273</b>	<b>12,110</b>	<b>837</b>	<b>7.42%</b>

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

Type or class of land	2021/22	2022/23	Change	
	Budget Number	Budget Number	Number	%
Residential	2,933	2,947	14	0.48%
Commercial and Industrial	454	452	-2	-0.44%
Farming	2,914	2,929	15	0.51%
<b>Total number of assessments</b>	<b>6,301</b>	<b>6,328</b>	<b>27</b>	<b>0.43%</b>

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	2021/22	2022/23	Change	
	Budget \$'000	Budget \$'000	\$'000	%
Residential	352,083	437,416	85,333	24.24%
Commercial and Industrial	81,200	83,925	2,725	3.36%
Farming	1,661,814	2,392,761	730,947	43.98%
<b>Total value of land</b>	<b>2,095,097</b>	<b>2,914,102</b>	<b>819,005</b>	<b>39.09%</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	Per Rateable Property	Change	
	2021/22 \$	2022/23 \$	\$	%
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	2021/22	2022/23	Change	
	\$	\$	\$	%
Municipal	750,308	750,308	-	0.00%

#### 4. Notes to the financial statements

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	Per Rateable Property	Change	
	2021/22	2022/23	\$	%
<i>Kerbside garbage and recycling collection</i>	422	422	-	0.00%
<b>Total</b>	422	422	-	0.00%

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	2021/22	2022/23	Change	
	\$	\$	\$	%
<i>Kerbside garbage and recycling collection</i>	1,467,217	1,464,762	- 2,455	-0.17%
<b>Total</b>	1,467,217	1,464,762	- 2,455	-0.17%

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

	2021/22	2022/23	Change	
	Actual Forecast	Budget	\$	%
<i>General rates</i>	11,844,501	12,051,779	207,278	1.75%
<i>Municipal charge</i>	750,308	750,308	-	0.00%
<i>Kerbside collection and recycling</i>	1,467,217	1,464,762	- 2,455	-0.17%
<i>Supplementary rates</i>	-	-	-	0.00%
<i>Electricity generation charge in lieu of rates</i>	130,543	130,543	-	0.00%
<b>Total Rates and charges</b>	<b>14,170,364</b>	<b>14,397,392</b>	227,028	1.60%

4.1.1(l) Fair Go Rates System Compliance

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

	2021/22	2022/23
Total Rates	\$ 12,594,809	\$ 12,802,087
Number of rateable properties	6,328	6,328
Base Average Rate	\$ 1,990	\$ 2,023
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$ 2,029	\$ 2,025
Maximum General Rates and Municipal Charges Revenue	\$ 12,838,510	\$ 12,815,218
Budgeted General Rates and Municipal Charges Revenue	\$ 12,802,087	\$ 12,802,087
Budgeted Supplementary Rates	\$ -	\$ -
Budgeted Total Rates and Municipal Charges Revenue	\$ 12,802,087	\$ 12,802,087

#### 4. Notes to the financial statements

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

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

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

4.1.1(n) Differential rates

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 0.00618797% (0.618797 cents in the dollar of CIV) for all rateable residential properties; and
- A general rate of 0.00618797% (0.618797 cents in the dollar of CIV) for all rateable commercial and industrial properties.
- A general rate of 0.00371278% (0.371278 cents in the dollar of CIV) for all rateable farming properties.

Each differential rate will be determined by multiplying the Capital Improved Value (CIV) 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 2022/23 financial year.

#### 4. Notes to the financial statements

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.

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 2021/22 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

##### 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	Actual	2022/23		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000		
Town planning fees	57	60	3	5.26%
Revenue collection	10	7	-3	-30.00%
Compliance	108	98	-10	-9.26%
Asset Management	4	4	-	0.00%
Building	86	75	-11	-12.79%
<b>Total statutory fees and fines</b>	<b>265</b>	<b>244</b>	<b>-21</b>	<b>-7.92%</b>

##### 4.1.3 User fees

	Forecast	Budget	Change	
	Actual	2022/23		
	2021/22	2022/23	\$'000	%
	\$'000	\$'000		
Compliance	97	70	-27	-27.84%
Independence Support	459	443	-16	-3.49%
Public Health and Wellbeing	42	42	-	0.00%
Building Regulations and Inspections	16	16	-	0.00%
Halls	1	12	11	1100.00%
Electric Vehicle Charge	7	2	-5	-71.43%
Landfill and Transfer Stations	179	174	-5	-2.79%
Saleyards Truck Wash	72	80	8	11.11%
<b>Total user fees</b>	<b>873</b>	<b>839</b>	<b>-34</b>	<b>-3.89%</b>

## 4. Notes to the financial statements

### 4.1.4 Grants

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

	Forecast	Budget	Change	
	Actual 2021/22 \$'000	2022/23 \$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	14,591	11,021	- 3,570	-24%
State funded grants	5,532	8,444	2,912	53%
<b>Total grants received</b>	<b>20,123</b>	<b>19,465</b>	<b>- 658</b>	<b>-3%</b>
<b>(a) Operating Grants</b>				
<i>Recurrent - Commonwealth Government</i>				
Financial Assistance Grants	9,080	5,575	- 3,505	-39%
Independence Support	517	541	24	5%
<i>Recurrent - State Government</i>				
Independence Support	138	157	19	14%
Libraries	159	129	- 30	-19%
Maternal and child health	326	273	- 53	-16%
Other	199	85	- 114	-57%
<b>Total recurrent grants</b>	<b>10,419</b>	<b>6,760</b>	<b>- 3,659</b>	<b>-35%</b>
<i>Non-recurrent - State Government</i>				
Other	496	411	- 85	-17%
<b>Total non-recurrent grants</b>	<b>496</b>	<b>411</b>	<b>- 85</b>	<b>-17%</b>
<b>Total operating grants</b>	<b>10,915</b>	<b>7,171</b>	<b>- 3,744</b>	<b>-34%</b>
<b>(b) Capital Grants</b>				
<i>Recurrent - Commonwealth Government</i>				
Roads Infrastructure	1,600	1,600	-	0%
<b>Total recurrent grants</b>	<b>1,600</b>	<b>1,600</b>	<b>-</b>	<b>0%</b>
<i>Non-recurrent - Commonwealth Government</i>				
Roads Infrastructure	3,346	699	- 2,647	-79%
Buildings		174		-
Drainage		719		-
Footpaths		581		-
Parks, Open Space & Streetscapes		574		-
Other	48	558	510	1063%
<i>Non-recurrent - State Government</i>				
Roads Infrastructure		919		-
Buildings	127		127	-100%
Recreational, Leisure & Community Facilities	339	3,692	3,353	989%
Parks, Open Space & Streetscapes	2,400	2,278	- 122	-5%
Other	1,348	500	- 848	-63%
<b>Total non-recurrent grants</b>	<b>7,608</b>	<b>10,694</b>	<b>3,086</b>	<b>41%</b>
<b>Total capital grants</b>	<b>9,208</b>	<b>12,294</b>	<b>3,086</b>	<b>34%</b>
<b>Total Grants</b>	<b>20,123</b>	<b>19,465</b>	<b>- 658</b>	<b>-3%</b>

**4. Notes to the financial statements****4.1.5 Contributions**

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Monetary	120	97	- 23	-19.17%
Non-monetary			-	-
<b>Total contributions</b>	<b>120</b>	<b>97</b>	<b>- 23</b>	<b>-19.17%</b>

**4.1.6 Other income**

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Interest	120	120	-	0.00%
Reimbursements and Other Income	397	188	- 209	-52.64%
<b>Total other income</b>	<b>517</b>	<b>308</b>	<b>- 209</b>	<b>-40.43%</b>

**4.1.7 Employee costs**

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Wages and salaries	9,005	9,873	868	9.64%
Travel Allowances	3	26	23	766.67%
WorkCover	213	220	7	3.21%
Superannuation	1,093	1,184	91	8.37%
Fringe Benefit Taxation	44	40	(4)	-9.09%
<b>Total employee costs</b>	<b>10,358</b>	<b>11,343</b>	<b>985</b>	<b>9.51%</b>

Forecast Actual 2020/21 includes addition 50 temporary employees under the Work for Victoria funding

**4.1.8 Materials and services**

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Materials, services and contracts	6,596	7,095	499	7.57%
Utilities	548	543	- 5	-0.91%
Plant costs	1,278	2,794	1,516	118.62%
<b>Total materials and services</b>	<b>8,422</b>	<b>10,432</b>	<b>2,010</b>	<b>23.87%</b>

Forecast Actual 2020/21 includes addition requirement under the Work for Victoria funding and December 2018 flood restoration works

#### 4. Notes to the financial statements

##### 4.1.9 Depreciation

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Property	2,112	2,125	13	0.62%
Plant & equipment	1,086	1,122	36	3.31%
Infrastructure	5,749	5,703	-46	-0.80%
<b>Total depreciation</b>	<b>8,947</b>	<b>8,950</b>	<b>3</b>	<b>0.03%</b>

##### 4.1.11 Amortisation - Right of use assets

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Right of use assets	396	404	8	2.02%
<b>Total amortisation - right of use assets</b>	<b>396</b>	<b>404</b>	<b>8</b>	<b>2.02%</b>

##### 4.1.12 Other expenses

	Forecast	Budget	Change	
	Actual	2022/23	\$'000	%
	2021/22	2022/23		
	\$'000	\$'000		
Auditors remuneration	44	46	2	4.55%
Bank fees	34	33	-1	-2.94%
Mayoral and Councillor allowances	190	236	46	24.21%
Council meeting expenses	15	21	6	40.00%
Contributions and donations	501	429	-72	-14.37%
Internal Audit	24	30	6	25.00%
Other	-	-	-	-
<b>Total other expenses</b>	<b>808</b>	<b>795</b>	<b>-13</b>	<b>-1.61%</b>

## 4. Notes to the financial statements

### 4.2 Balance Sheet

#### 4.2.1 Assets

Council is forecasting cash and investment position at 30 June 2023 of \$16.747M including \$0.453M restricted funds relating to funds held on trust.

#### 4.2.2 Liabilities

Council is not forecasting borrowings

#### 4.2.4 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	Budget
	Actual 2021/22	2022/23
	\$	\$
<b>Right-of-use assets</b>	-	-
Vehicles	626	1,002
<b>Total right-of-use assets</b>	626	1,002
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Vehicles	345	345
<b>Total current lease liabilities</b>	345	345
<b>Non-current lease liabilities</b>		
Vehicles	354	354
<b>Total non-current lease liabilities</b>	354	354
<b>Total lease liabilities</b>	699	699

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5.5%.

### 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

**Buloke Shire Council**  
**Capital Works Program**  
For the year ending 30 June 2023

**New Works**

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	83	83	-	-	-	-	-	83	-
<b>Total land</b>	<b>83</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>83</b>	<b>-</b>
<b>Buildings</b>									
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	240	-	-	240	-	174	-	66	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>240</b>	<b>-</b>	<b>-</b>	<b>240</b>	<b>-</b>	<b>174</b>	<b>-</b>	<b>66</b>	<b>-</b>
<b>Total property</b>	<b>323</b>	<b>83</b>	<b>-</b>	<b>240</b>	<b>-</b>	<b>174</b>	<b>-</b>	<b>149</b>	<b>-</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	397	(264)	661	-	-	200	-	197	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	179	-	179	-	-	-	-	179	-
Library books	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>576</b>	<b>(264)</b>	<b>840</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>376</b>	<b>-</b>
<b>Infrastructure</b>									
Roads	5,003	-	5,003	-	-	2,354	-	2,649	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	587	-	587	-	-	581	-	6	-
Drainage	378	-	-	378	-	226	-	152	-
Recreational, leisure and community facilities	884	113	253	518	-	501	-	383	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	869	868	1	-	-	1,002	-	(133)	-
Aerodromes	30	-	-	30	-	28	-	2	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>7,751</b>	<b>981</b>	<b>5,844</b>	<b>926</b>	<b>-</b>	<b>4,692</b>	<b>-</b>	<b>3,059</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>8,650</b>	<b>800</b>	<b>6,684</b>	<b>1,166</b>	<b>-</b>	<b>5,066</b>	<b>-</b>	<b>3,584</b>	<b>-</b>

**Works Carried Forward from Previous Year**

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council \$'000	Borrowings \$'000
<b>Property</b>									
Land	438	438	-	-	-	300	-	138	-
Land improvements	489	147	-	342	-	143	54	292	-
<b>Total land</b>	<b>927</b>	<b>585</b>	<b>-</b>	<b>342</b>	<b>-</b>	<b>443</b>	<b>54</b>	<b>430</b>	<b>-</b>
<b>Buildings</b>									
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total property</b>	<b>927</b>	<b>585</b>	<b>-</b>	<b>342</b>	<b>-</b>	<b>443</b>	<b>54</b>	<b>430</b>	<b>-</b>
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	468	468	-	-	-	-	-	468	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>468</b>	<b>468</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>468</b>	<b>-</b>
<b>Infrastructure</b>									
Roads	1,015	-	1,015	-	-	864	-	151	-
Bridges	161	-	161	-	-	161	-	-	-
Footpaths and cycleways	245	-	245	-	-	-	-	245	-
Drainage	-	-	-	-	-	-	-	-	-
Recreational, leisure and community facilities	3,910	2,098	167	1,645	-	3,910	-	-	-
Waste management	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	2,243	-	2,243	-	-	1,850	-	393	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>7,574</b>	<b>2,098</b>	<b>3,831</b>	<b>1,645</b>	<b>-</b>	<b>6,785</b>	<b>-</b>	<b>789</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>8,969</b>	<b>3,151</b>	<b>3,831</b>	<b>1,987</b>	<b>-</b>	<b>7,228</b>	<b>54</b>	<b>1,687</b>	<b>-</b>

## Works for 2023/24

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	1,121	-	1,121	-	-	-	-	1,121	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	1,121	-	1,121	-	-	-	-	1,121	-
<b>Total property</b>	1,121	-	1,121	-	-	-	-	1,121	-
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	700	-	700	-	-	-	-	700	-
Fixtures, fittings and furniture	65	-	65	-	-	-	-	65	-
Computers and telecommunications	183	-	183	-	-	-	-	183	-
Library books	27	-	27	-	-	-	-	27	-
<b>Total plant and equipment</b>	975	-	975	-	-	-	-	975	-
<b>Infrastructure</b>									
Roads	6,002	-	6,002	-	-	1,938	-	4,064	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	291	-	291	-	-	-	-	291	-
Drainage	269	-	269	-	-	-	-	269	-
Recreational, leisure and community facilities	431	-	431	-	-	-	-	431	-
Waste management	54	-	54	-	-	-	-	54	-
Parks, open space and streetscapes	60	-	60	-	-	-	-	60	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	7,106	-	7,106	-	-	1,938	-	5,168	-
<b>Total capital works expenditure</b>	9,202	-	9,202	-	-	1,938	-	7,263	-

## Works for 2024/25

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	1,722	-	1,722	-	-	-	-	1,722	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	1,722	-	1,722	-	-	-	-	1,722	-
<b>Total property</b>	1,722	-	1,722	-	-	-	-	1,722	-
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	717	-	717	-	-	-	-	717	-
Fixtures, fittings and furniture	66	-	66	-	-	-	-	66	-
Computers and telecommunications	188	-	188	-	-	-	-	188	-
Library books	28	-	28	-	-	-	-	28	-
<b>Total plant and equipment</b>	999	-	999	-	-	-	-	999	-
<b>Infrastructure</b>									
Roads	5,789	-	5,789	-	-	2,020	-	3,769	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	298	-	298	-	-	-	-	298	-
Drainage	276	-	276	-	-	-	-	276	-
Recreational, leisure and community facilities	497	-	442	55	-	-	-	497	-
Waste management	55	-	55	-	-	-	-	55	-
Parks, open space and streetscapes	61	-	61	-	-	-	-	61	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	6,976	-	6,921	55	-	2,020	-	4,956	-
<b>Total capital works expenditure</b>	9,697	-	9,642	55	-	2,020	-	7,677	-

## Works for 2025/26

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council \$'000	Borrowings \$'000
<b>Property</b>									
Land	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-	-
Buildings	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	1,771	-	1,771	-	-	-	-	1,771	-
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	1,771	-	1,771	-	-	-	-	1,771	-
<b>Total property</b>	<b>1,771</b>	-	<b>1,771</b>	-	-	-	-	<b>1,771</b>	-
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	735	-	735	-	-	-	-	735	-
Fixtures, fittings and furniture	68	-	68	-	-	-	-	68	-
Computers and telecommunications	192	-	192	-	-	-	-	192	-
Library books	28	-	28	-	-	-	-	28	-
<b>Total plant and equipment</b>	<b>1,024</b>	-	<b>1,024</b>	-	-	-	-	<b>1,024</b>	-
<b>Infrastructure</b>									
Roads	5,934	-	5,934	-	-	2,070	-	3,863	-
Bridges	-	-	-	-	-	-	-	-	-
Footpaths and cycleways	305	-	305	-	-	-	-	305	-
Drainage	283	-	283	-	-	-	-	283	-
Recreational, leisure and community facilities	508	-	508	-	-	-	-	508	-
Waste management	57	-	57	-	-	-	-	57	-
Parks, open space and streetscapes	63	-	63	-	-	-	-	63	-
Aerodromes	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
Other infrastructure	-	-	-	-	-	-	-	-	-
<b>Total infrastructure</b>	<b>7,149</b>	-	<b>7,149</b>	-	-	<b>2,070</b>	-	<b>5,079</b>	-
<b>Total capital works expenditure</b>	<b>9,944</b>	-	<b>9,944</b>	-	-	<b>2,070</b>	-	<b>7,874</b>	-

**Buloke Shire Council**  
**Summary of capital expenditure by funding source and type**

ASSET CLASS AND TYPE OF CAPITAL EXPENDITURE	Funding source				Total	Funding source			Total	Funding source		Total	Funding source		Total	Grand total
	Grants	Contributions	Council Cash			Grants	Council Cash			Grants	Council Cash		Grants	Council Cash		
	Federal Grants	State Grants	User Contributions	Council Cash		Federal Grants	Council Cash			Federal Grants	Council Cash		Federal Grants	Council Cash		
2022/23	2022/23	2022/23	2022/23	2022/23	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25	2025/26	2025/26	2025/26	4 Years		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000		
<b>Land</b>																
<i>re asset expenditure</i>		00		1	4										4	
<i>re new asset expenditure</i>																
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>		0		1	4										4	
<b>Land improvements</b>																
<i>re asset expenditure</i>			54	16	20										20	
<i>re new asset expenditure</i>																
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>	14			1	42										42	
<b>Total</b>	14		54	17	62										62	
<b>Total Land</b>	14	00	54	18	106										106	
<b>Building improvements</b>																
<i>re asset expenditure</i>							1,121	1,121		1,22	1,22		1,22	1,22	4,614	
<i>re new asset expenditure</i>																
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>	14			66	240					1,22	1,22		1,22	1,22	4,544	
<b>Total</b>	14			66	240		1,121	1,121		1,22	1,22		1,22	1,22	4,544	
<b>Total Buildings</b>	14			66	240		1,121	1,121		1,22	1,22		1,22	1,22	4,544	
<b>Total Property</b>	1	00	54	5	1,250		1,121	1,121		1,22	1,22		1,22	1,22	5,644	
<b>Plant, machinery and equipment</b>																
<i>re asset expenditure</i>		200		4	204										204	
<i>re new asset expenditure</i>				661	661		00	00		1	1		5	5	2,144	
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>		200		665	665		0	0		1	1		5	5	2,144	
<b>Fixtures, fittings and furniture</b>																
<i>re asset expenditure</i>																
<i>re new asset expenditure</i>							65	65		66	66		6	6	1	
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>							65	65		66	66		6	6	1	
<b>Computers and telecommunications</b>																
<i>re asset expenditure</i>																
<i>re new asset expenditure</i>				1	1		1	1		1	1		1	1	4	
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>				1	1		1	1		1	1		1	1	4	
<b>Library books</b>																
<i>re asset expenditure</i>																
<i>re new asset expenditure</i>							2	2		2	2		2	2	2	
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>							2	2		2	2		2	2	2	
<b>Total Plant and Equipment</b>		200		44	1,044		0	0		2	2		2	2	4,041	
<b>INFRASTRUCTURE</b>																
<b>Roads</b>																
<i>re asset expenditure</i>																
<i>re new asset expenditure</i>	2,2	1		2,00	6,01	1,	4,064	6,002	2,020	, 6	5,	2,00	, 6	5,	2, 4	
<i>re expansion asset expenditure</i>																
<i>re upgrade asset expenditure</i>																
<b>Total</b>	2,2	1		2,0	6,01	1,	4,064	6,002	2,020	, 6	5,	2,00	, 6	5,	2, 4	
<b>Bridges</b>																
<i>re asset expenditure</i>																



Asset renewal expenditure				161											161	
Asset expansion expenditure																
Asset upgrade expenditure																
<b>Total</b>				161											161	
<b>Footpaths and cycleways</b>																
e asset expenditure																
Asset renewal expenditure	5			251	2		2	2		2	2		05	05	1, 26	
Asset expansion expenditure																
Asset upgrade expenditure																
<b>Total</b>	5			251	2		2	2		2	2		0	0	1, 26	
<b>Drainage</b>																
e asset expenditure																
Asset renewal expenditure							26	26		2	6		2	2	2	
Asset expansion expenditure																
Asset upgrade expenditure	226			152												
<b>Total</b>	226			152			26	26		2	6		2	2	1,206	
<b>Recreational, leisure and community facilities</b>																
e asset expenditure		2,1		4	2,211										2,211	
Asset renewal expenditure		22		1	420		4	4		442	442		50	50	1, 00	
Asset expansion expenditure																
Asset upgrade expenditure	1	1,2	6	15	2,16					55	55				2,21	
<b>Total</b>	1	1,2	6	15	4,4		4	4		4	4		50	50	6,22	
<b>Waste management</b>																
e asset expenditure																
Asset renewal expenditure							54	54		55	55		5	5	166	
Asset expansion expenditure																
Asset upgrade expenditure																
<b>Total</b>							54	54		55	55		5	5	166	
<b>Parks, open space and streetscapes</b>																
e asset expenditure				5	6										6	
Asset renewal expenditure	5	4	1,4	5	1	5	2,244	60	60	61	61		6	6	2,42	
Asset expansion expenditure																
Asset upgrade expenditure																
<b>Total</b>	5	4	2,2	5	260	11		60	60	61	61		6	6	2,42	
<b>Aerodromes</b>																
e asset expenditure																
Asset renewal expenditure																
Asset expansion expenditure																
Asset upgrade expenditure	2			2	0										0	
<b>Total</b>	2			2	0										0	
<b>Total Infrastructure</b>	4,5	6		4	15,25	1	5,16	106	2,020	4,56	6,6	2,0	0	5,0	14	6,55
<b>Total Property, Plant and Equipment and Infrastructure</b>	4,05			54	5,2	1	1,61	1	26	2,020	2,020	6	6	2,0	0	46,462
<b>Total capital works expenditure</b>	<b>4,905</b>	<b>7,389</b>		<b>54</b>	<b>5,271</b>	<b>17,619</b>	<b>1,938</b>	<b>7,263</b>	<b>9,202</b>	<b>2,020</b>	<b>7,677</b>	<b>9,697</b>	<b>2,070</b>	<b>7,874</b>	<b>9,944</b>	<b>46,462</b>
<b>Represented by:</b>																
e asset expenditure																
Asset renewal expenditure	615	2,64		54	4	10,515	1	26	2,020	622	642	2,0	0	4	44	57
Asset expansion expenditure																
Asset upgrade expenditure	1,2	0	1,2	6	5	15				55	55				20	
<b>Total capital works expenditure</b>	<b>4,905</b>	<b>7,389</b>		<b>54</b>	<b>5,271</b>	<b>17,619</b>	<b>1,938</b>	<b>7,263</b>	<b>9,202</b>	<b>2,020</b>	<b>7,677</b>	<b>9,697</b>	<b>2,070</b>	<b>7,874</b>	<b>9,944</b>	<b>46,462</b>

**5. Financial performance indicators**

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

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

Indicator	Measure	Actual	Forecast	Budget	Projections			Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+/ -
<b>Operating position</b>								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	6.4	2.6	0.4	16	20.1	-20	
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	26	02	46	456	2	141	-
Unrestricted cash	Unrestricted cash / current liabilities	0		45	0	25		N/A
<b>Obligations</b>								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	0	0	0	0	0	0	N/A
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0	0	0	0	0	0	N/A
Indebtedness	Current liabilities / own source revenue		10	10				o
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	1.5	1.6	1.5	2		2	-
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	4	4	5	52	5	5	
Rates effort	Rate revenue / CIV of rateable properties in the municipality	1	1	0	0	1	1	o

Indicator	Measure	Actual	Forecast	Budget	Projections			Trend
		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	+/ -
<b>Efficiency</b>								
Expenditure level	Total expenses / no. of property assessments	4.1		4.62	5.04	5.150	5.2	5.40
Revenue level	Total rate revenue / no. of property assessments	2,222	2,252	2,252	2,255	2,255	2,255	2,412

**Key to Forecast Trend:**

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

## 1.2 DRAFT 2022-23 TO 2031-32 FINANCIAL PLAN

**Author's Title:** Manager Finance

**Department:** Office of the CEO

**File No:** FM/05/02

**Relevance to Council Plan 2021 - 2025**

**Strategic Objective:** Our Council and Community Leadership

### PURPOSE

This report proposes the adoption of the Draft 2022-2023 to 2031-32 Financial Plan (Financial Plan) and commencement of public submissions in accordance with the requirements of the *Local Government Act 2020* (Act).

### SUMMARY

Section 91 of the Act requires the Council to develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices. The Financial Plan outlines the revenue raising activities and financial resourcing of Council's key initiatives for at least 10 years.

### RECOMMENDATION

That Council:

1. Having prepared the Draft 2022-23 to 2031-32 Financial Plan in accordance with the *Local Government Act 2020*, gives notice of its endorsement
2. Invites submissions in relation any proposal contained with the Draft 2022-23 to 2031-32 Financial Plan until 12 noon 8 June 2022.
3. Allows presentations in support of submissions to be heard at the Council Meeting to be held on 8 June 2022.

**Attachments:** 1 Draft Buloke Shire 2022-23 Financial Plan

### DISCUSSION

The Act requires Council to develop, adopt and keep in force a Financial Plan in accordance with its deliberative engagement practices. The Financial Plan is required to contain certain information about the rates and charges the Council intends to levy, as well as a range of other information required by Regulations which support the Act over a minimum 10-year period.

A Financial Plan outlines Councils projected ability to fund and resource maintenance of current and forecasted service levels and assets managed. The implications of rate capping introduced under the Fair Go Rates System restricts Council's ability to meeting increasing costs for operational and capital expenditure and heavy reliance of State and Federal funding is required.

The Act requires the Council to undertake community engagement action prior to the final adoption of the 2022-2023 to 2031-32 Financial Plan. It is proposed the community engagement commences following Council's endorsement of the Draft Budget, and concludes 12 noon 8 June 2022, with

invitation extended to any persons to present their submissions at the Council Meeting to be held on 8 June 2022. A community summit is proposed for 24<sup>th</sup> May 2022 to provide specific discussion of the Draft Financial Plan and the Draft 2022-23 Annual Budget.

### **RELEVANT LAW**

The Draft Financial Plan has been prepared in accordance with section 91 of the Act.

### **RELATED COUNCIL DECISIONS**

The Council will be commencing community engagement the Draft Financial Plan through a community summit proposed for 24<sup>th</sup> May 2022.

### **OPTIONS**

Council Officers modelled the financial plan with information from several sources. These included; operational forecasts and budgets for 2021-22 and 2022-23, recommendations for Roads annual expenditure from Peter Maloney, expected EBA negotiations for employees and CPI assumptions over the scoped 10-year period. Growth rate assumptions, including CPI and Rate capping, are listed in the Financial Plan for reference.

### **SUSTAINABILITY IMPLICATIONS**

There are no direct sustainability implications associated with this report, however the Draft Financial Plan does include planned resource allocations toward sustainability, social and environmental services and projects.

### **COMMUNITY ENGAGEMENT**

In addition to the Community summit scheduled, the Draft Financial Plan engagement process will comprise media information across print, social and radio media. A copy of the Draft Financial Plan will be made available to community forums and be placed on the Council's website. The process of community engagement is consistent with the Council's community engagement policy.

### **INNOVATION AND CONTINUOUS IMPROVEMENT**

There are no direct innovation and continuous improvement activities associated with this report, however the Draft Financial Plan provides for specific actions in relation to review of waste and resource management and the development of a new Economic Development and Tourism Strategy.

### **COLLABORATION**

The Draft Financial Plan initiatives include further investigation of shared services opportunities with other councils and governance bodies.

### **FINANCIAL VIABILITY**

The Draft Financial Plan contains financial statements including a budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash flows, Statement of Capital Works and Statement of Human Resources.

These statements have been prepared for 10 years commencing the year ending 30 June 2023 in accord with the Act and Regulations. They are consistent with the annual financial statements prepared in accord with the Australian Accounting Standards.

The Draft Financial Plan also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other information Council requires in order to make an informed decision about the adoption of the Financial Plan.

The Draft Financial Plan identifies Council reliance on both operational and capital funding to maintain current service and asset levels. Even with focus on capital renewal expenditure Council is still significantly challenged by an asset renewal gap due to both a comparatively large asset base and the capped rating regime.

**REGIONAL, STATE AND NATIONAL PLANS AND POLICIES**

Key initiatives include supporting deliver of VicHealth Local Government Partnering priorities, development of a Gender Equity Action Plan, and continued implementation of the Act.

**COUNCIL PLANS AND POLICIES**

The Draft Budget provides resourcing to enable continued implementation of Council's current plans and strategies.

**TRANSPARENCY OF COUNCIL DECISIONS**

Council's engagement approach provides for receipt and consideration of submissions to the Draft Budget at a Council Meeting which is open to the public.

**CONFLICTS OF INTEREST**

I, Aileen Douglas, have no conflicts of interest to declare in relation to this report.

# BULOKE SHIRE COUNCIL FINANCIAL PLAN



## Executive Summary

The Financial Plan provides a 10 year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10 year financial resources necessary to implement the goals and aspirations of the Council Plan to support the Community Vision.

In addition to the planning for the delivery of the Community Vision, resource planning is important for ensuring that a Council remains sustainable in the long term and takes account of long lived assets such as road and drainage infrastructure. Buloke Shire Council has prepared a 10 year long term financial plan to enable a longer term perspective of the ongoing financial sustainability of the Council and the impact of financial decisions into the longer term.

This Financial Plan objectives include:

- Maintain the existing range and level of service provision improve the understanding of the range and levels of service provided;
- Maintain a viable cash position, ensuring Council remains financially sustainable in the long-term;
- Invest heavily into road and road related assets to reduce the renewal gap; and
- Continue to pursue recurrent grant funding for strategic capital funds from the State and Federal Government.
- Meet the financial requirements of the actions and initiatives outlined in the Community Vision.

The Plan highlights ongoing challenges for Council, including continuing to meet changing service demands and the forecast asset management challenges over the next ten years.

**Wayne O'Toole**  
Chief Executive Officer

**Assumptions to the financial plan statements**

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2022/23 to 2031/32.

Description and table of annual escalations, for the 10 year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Escalation Factors % movement	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Rates and charges	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Statutory fees and fines	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
User fees	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Operating	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Grants - Capital	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Contributions - monetary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Contributions - non-monetary	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other income	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Employee costs	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Materials and services	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Depreciation & Amortisation	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Other expenses	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

#### 4 Financial performance indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial performance, interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast								
			Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operating position											
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-2.6%	-30.4%	-16.9%	-20.1%	-20.8%	-21.4%	-22.0%	-22.7%	-23.3%
Liquidity											
Working Capital	Current assets / current liabilities	2	302%	463%	456%	329%	141%	-48%	-255%	-464%	-611%
Unrestricted cash	Unrestricted cash / current liabilities	3	89%	45%	-70%	-258%	-444%	-571%	-838%	-1046%	-1111%
Obligations											
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0%	0%	0%	0%	0%	0%	0%	0%	0%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0%	0%	0%	0%	0%	0%	0%	0%	0%
Indebtedness	Non-current liabilities / own source revenue		10%	10%	8%	7%	7%	7%	7%	7%	7%
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	186%	153%	92%	93%	92%	91%	91%	90%	89%
Stability											
Rates concentration	Rate revenue / adjusted underlying revenue	6	49%	58%	52%	53%	53%	53%	53%	53%	53%
Rates effort	Rate revenue / CIV of rateable properties in the municipality		1%	0%	0%	1%	1%	1%	1%	1%	1%

Indicator	Measure	Notes	Forecast								
			Actual	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Efficiency											
Expenditure level	Total expenses/ no. of property assessments		\$4,628	\$5,084	\$5,150	\$5,293	\$5,430	\$5,571	\$5,715	\$5,862	\$6,009
Revenue level	Total rate revenue / no. of property assessments		\$2,252	\$2,285	\$2,333	\$2,372	\$2,412	\$2,453	\$2,495	\$2,537	\$2,579

**Legend 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

**Buloke Shire Council  
Audited Comprehensive Income Statement**

	Forecast	Budget				Projections		
	Actual 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	000	000	000	000	000	000	000	000
<b>Income</b>								
Rates and charges	1,124	14,398	1,000	1,000	15,100	15,500	15,100	15,000
Statutory fees and fines	253	244	250	230	200	200	230	200
User fees	3	839	100	0	0	0	300	0
Grants - Operating	10,153	7,179	0	320	550	0	10,030	10,200
Grants - Capital	20	12,294	1,300	2,020	2,000	2,122	2,150	2,230
Contributions - monetary	120	97	-	-	-	-	-	-
Contributions - non-monetary	-	-	-	-	-	-	-	-
Net gain/loss on disposal of property, infrastructure, plant and equipment	5	-	500	-	-	-	-	-
Fair value adjustments for investment property	-	-	-	-	-	-	-	-
Net gain/loss on disposal of investment property	-	-	-	-	-	-	-	-
Net gain/loss on disposal of intangible assets	-	-	-	-	-	-	-	-
Share of net profits/losses of associates and joint ventures	-	-	-	-	-	-	-	-
Other income	51	308	310	310	311	312	313	310
<b>Total Income</b>	3,127	35,356	2,900	2,900	2,322	2,011	2,002	30,200
<b>Expenses</b>								
Employee costs	10,350	11,340	11,000	12,030	12,200	12,522	12,300	12,300
Materials and services	22	10,430	300	0	0	10,150	10,000	10,000
Depreciation	895	10,012	10,012	10,230	10,000	11,155	11,530	11,530
Amortisation - intangible assets	-	-	-	-	-	-	-	-
Amortisation - right of use assets	3	404	330	330	330	330	330	330
Bad and doubtful debts	1	76	-	-	-	-	-	-
Borrowing costs	-	-	-	-	-	-	-	-
Finance Costs - leases	33	33	35	35	35	35	35	35
Other expenses	0	795	35	5	0	0	0	22
<b>Total Expenses</b>	2,109	32,030	32,320	33,350	3,210	35,101	3,000	30,200
<b>Surplus/deficit for the year</b>	0	3,316	580	550	112	501	002	000
<b>Other comprehensive income</b>								
Items that will not be reclassified to surplus or deficit in future periods								
Net asset revaluation increment / decrement	-	-	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-	-	-
<b>Total comprehensive result</b>	0	3,316	580	550	112	501	002	000

**Buloke Shire Council  
Budget Balance Sheet**

	Forecast Actual 2021/22	Budget 2022/23	Projections 2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	000	000	000	000	000	000	000	000	000
<b>Assets</b>									
<b>Current assets</b>									
Cash and cash equivalents	21,000	16,747	12,000	10,000	3,100	1,500	2,000	2,000	2,000
Trade and other receivables	2,015,000	1,134,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Other financial assets	5,000	-	-	-	-	-	-	-	-
Inventories	2,200	262,000	2,200	2,200	2,200	2,200	2,200	2,200	2,200
Non-current assets classified as held for sale	-	-	-	-	-	-	-	-	-
Other assets	2,000	29,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>Total current assets</b>	<b>2,231,000</b>	<b>18,172,000</b>	<b>13,200,000</b>	<b>12,000,000</b>	<b>3,220,000</b>	<b>1,010,000</b>	<b>1,220,000</b>	<b>1,220,000</b>	<b>1,220,000</b>
<b>Non-current assets</b>									
Trade and other receivables	-	-	-	-	-	-	-	-	-
Investments in associates and joint ventures	-	-	-	-	-	-	-	-	-
Property, infrastructure, plant & equipment	2,100,000	289,312,000	2,501,000	2,330,000	2,330,000	2,500,000	2,500,000	2,500,000	2,500,000
Right-of-use assets	5,000	1,002,000	-	33,000	33,000	-	33,000	33,000	33,000
Investment property	-	-	-	-	-	-	-	-	-
Intangible asset	-	-	-	-	-	-	-	-	-
Landfill rehabilitation intangible asset	-	-	-	-	-	-	-	-	-
<b>Total non-current assets</b>	<b>2,105,000</b>	<b>290,314,000</b>	<b>2,501,000</b>	<b>2,363,000</b>	<b>2,363,000</b>	<b>2,533,000</b>	<b>2,533,000</b>	<b>2,533,000</b>	<b>2,533,000</b>
<b>Total assets</b>	<b>4,336,000</b>	<b>308,486,000</b>	<b>302,550,000</b>	<b>294,363,000</b>	<b>295,583,000</b>	<b>3,543,000</b>	<b>3,753,000</b>	<b>3,753,000</b>	<b>3,753,000</b>
<b>Liabilities</b>									
<b>Current liabilities</b>									
Trade and other payables	-	957,000	-	-	-	-	-	-	-
Trust funds and deposits	2,000	453,000	53,000	53,000	53,000	53,000	53,000	53,000	
Provisions	2,120,000	2,170,000	2,155,000	2,150,000	2,153,000	2,152,000	2,151,000	2,150,000	
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	
Lease liabilities	3,500	345,000	33,000	31,000	31,000	33,000	31,000	31,000	
<b>Total current liabilities</b>	<b>5,620,000</b>	<b>3,925,000</b>	<b>2,241,000</b>	<b>2,234,000</b>	<b>2,337,000</b>	<b>2,335,000</b>	<b>2,335,000</b>	<b>2,335,000</b>	
<b>Non-current liabilities</b>									
Provisions	1,211,000	1,211,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	1,220,000	
Interest-bearing loans and borrowings	-	-	-	-	-	-	-	-	
Lease liabilities	35,000	354,000	31,000	-	-	31,000	-	-	
<b>Total non-current liabilities</b>	<b>1,246,000</b>	<b>1,565,000</b>	<b>1,251,000</b>	<b>1,220,000</b>	<b>1,220,000</b>	<b>1,251,000</b>	<b>1,220,000</b>	<b>1,220,000</b>	
<b>Total liabilities</b>	<b>6,866,000</b>	<b>5,490,000</b>	<b>3,492,000</b>	<b>3,454,000</b>	<b>3,557,000</b>	<b>3,586,000</b>	<b>3,555,000</b>	<b>3,555,000</b>	
<b>Net assets</b>	<b>2,470,000</b>	<b>302,996,000</b>	<b>299,058,000</b>	<b>290,909,000</b>	<b>289,996,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	
<b>Equity</b>									
Accumulated surplus	12,203,000	129,909,000	125,310,000	11,200,000	11,000,000	10,500,000	10,500,000	10,500,000	
Reserves	1,300,000	173,086,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	
<b>Total equity</b>	<b>13,503,000</b>	<b>302,995,000</b>	<b>296,610,000</b>	<b>292,500,000</b>	<b>292,300,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	

**Buloke Shire Council  
Audited Statement of Changes in Equity**

	Total 000	Accumulated Surplus 000	Revaluation Reserve 000	Other Reserves 000	000
<b>2021/22</b>					
Balance at beginning of the financial year	2,211	110	120		1,000
Surplus/ deficit for the year	-	-	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	1	31	-	30	
<b>Balance at end of financial year</b>	<b>2,996</b>	<b>126,203</b>	<b>172,086</b>	<b>1</b>	<b>390</b>
<b>2022/23</b>					
Balance at beginning of the financial year	2,996	126,203	172,086		1,300
Surplus/ deficit for the year	331	331	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	30	-	30	
<b>Balance at end of financial year</b>	<b>3,027</b>	<b>129,909</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2023/24</b>					
Balance at beginning of the financial year	3,027	129,909	172,086		1,000
Surplus/ deficit for the year	5	5	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,982</b>	<b>125,310</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2024/25</b>					
Balance at beginning of the financial year	2,982	125,310	172,086		1,000
Surplus/ deficit for the year	5	5	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,992</b>	<b>119,826</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2025/26</b>					
Balance at beginning of the financial year	2,992	119,826	172,086		1,000
Surplus/ deficit for the year	53	53	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,877</b>	<b>114,043</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2026/27</b>					
Balance at beginning of the financial year	2,877	114,043	172,086		1,000
Surplus/ deficit for the year	120	120	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,817</b>	<b>107,953</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2027/28</b>					
Balance at beginning of the financial year	2,817	107,953	172,086		1,000
Surplus/ deficit for the year	105	105	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,742</b>	<b>101,547</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2028/29</b>					
Balance at beginning of the financial year	2,742	101,547	172,086		1,000
Surplus/ deficit for the year	33	33	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-
<b>Balance at end of financial year</b>	<b>2,677</b>	<b>94,819</b>	<b>172,086</b>	<b>1</b>	<b>1,000</b>
<b>2029/30</b>					
Balance at beginning of the financial year	2,677	94,819	172,086		1,000
Surplus/ deficit for the year	5	5	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-	-
Transfer to /from reserves	-	-	-	-	-

<b>Balance at end of financial year</b>	<b>260 847</b>	<b>87 761</b>	<b>172 086</b>	<b>1 000</b>
<b>2030/31</b>				
Balance at beginning of the financial year	2 030,000	1 100,000	1 200,000	1,000
Surplus/ deficit for the year	3,000	3,000	-	-
Net asset revaluation increment/ decrement	-	-	-	-
Transfer to /from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>253 449</b>	<b>80 363</b>	<b>172 086</b>	<b>1 000</b>
<b>2031/32</b>				
Balance at beginning of the financial year	253,000	80,363	172,086	1,000
Surplus/ deficit for the year	-	-	-	-
Net asset revaluation increment/ decrement	-	-	-	-
Transfer to /from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>245 703</b>	<b>72 617</b>	<b>172 086</b>	<b>1 000</b>

**Buloke Shire Council  
Audited Statement of Cash Flows**

	Forecast	Budget Projections							
	Actual 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	000	000	000	000	000	000	000	000	000
	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow	Inflow Outflow
<b>Cash flows from operating activities</b>									
Rates and charges	1,132	14,477	15,5	1,1	15,1	15,5	15,1	15,1	15,1
Statutory fees and fines	2,5	244	25	2,3	2	2	2,3	2,0	2,0
User fees	3	839	1	0	2		3		
Grants - operating	11,1	7,179	0	32	55		10,0	3	10,2
Grants - capital		6,459	1,3	2,020	2,0	2,122	2,1	5	2,230
Contributions - monetary	120	97							
Interest received	-		120	120	120	120	120	120	120
Dividends received	-		-	-	-	-	-	-	-
Trust funds and deposits taken	21		-	-	-	-	-	-	-
Other receipts	0	528	1,0	1,0	1,1	1,2	1,3	1	1
Net GST refund / payment	10	610	-	-	-	-	-	-	-
Employee costs	10,1	11,34	12,5	12,03		12,2	12,52	12,	0
Materials and services	10,0	10,40	30			0	10,15	10,0	0
Short-term, low value and variable lease payments	-		-	-	-	-	-	-	-
Trust funds and deposits repaid	-		-	-	-	-	-	-	-
Other payments	1,00	872	35	5					22
<b>Net cash provided / used in operating activities</b>	<b>13,0</b>	<b>7,810</b>	<b>5,12</b>	<b>5,30</b>	<b>5,3</b>	<b>5,32</b>	<b>5,</b>	<b>5,5</b>	<b>3</b>
<b>Cash flows from investing activities</b>									
Payments for property, infrastructure, plant and equipment	1,135	17,65	202				10,1	10,	
Proceeds from sale of property, infrastructure, plant and equipment	5		5						
Payments for investment property	-		-	-	-	-	-	-	-
Proceeds from investment property	-		-	-	-	-	-	-	-
Payments for intangible assets	-		-	-	-	-	-	-	-
Proceeds from intangible assets	-		-	-	-	-	-	-	-
Payments for investments	-		-	-	-	-	-	-	-
Proceeds from investments	13,015	5,000							
Loan and advances made	-		-	-	-	-	-	-	-
Repayments of loans and advances	-		-	-	-	-	-	-	-
<b>Net cash provided / used in investing activities</b>	<b>3,5</b>	<b>12,65</b>	<b>3</b>	<b>,</b>	<b>,</b>	<b>,</b>	<b>10,1</b>	<b>10,</b>	<b></b>
<b>Cash flows from financing activities</b>									
Finance costs	-		-	-	-	-	-	-	-
Proceeds from borrowings	-		-	-	-	-	-	-	-
Repayment of borrowings	-		-	-	-	-	-	-	-
Interest paid - lease liability	-		35	35	35	35	35	35	35
Repayment of lease liabilities	2	345	33	33	33	33	33	33	33
<b>Net cash provided / used in financing activities</b>	<b>2</b>	<b>345</b>	<b>3</b>						
<b>Net increase/ decrease in cash and cash equivalents</b>	<b>,</b>	<b>5,15</b>	<b>3,</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5,123</b>	<b>5,321</b>	<b></b>
Cash and cash equivalents at the beginning of the financial year	12,133	21,899	1,	12,	10	3,1	1,5	1,5	2,0
<b>Cash and cash equivalents at the end of the financial year</b>	<b>21,</b>	<b>16,747</b>	<b>12,</b>	<b>10</b>	<b>3,1</b>	<b>1,5</b>	<b>1,5</b>	<b>2,0</b>	<b></b>

**Buloke Shire Council  
Budgeted Capital Expenditure State**

	Forecast Actual 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	000	000	000	000	000	000	000	000	000
<b>Property</b>									
Land	0	3	-	-	-	-	-	-	-
Land improvements	3,110	5,200	-	-	-	-	-	-	-
<b>Total land</b>	3,110	1,010	-	-	-	-	-	-	-
<b>Buildings</b>									
Buildings	1	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-
Building improvements	-	2,000	1,121	1,220	1,100	1,000	1,100	1,000	
Leasehold improvements	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	2	2,000	1,121	1,220	1,100	1,000	1,100	1,000	
<b>Total property</b>	0,000	1,250	1,121	1,220	1,100	1,000	1,100	1,000	
<b>Plant and equipment</b>									
Heritage plant and equipment	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2	5,000	5,000	1,000	3,500	5,000	3,000	2,000	
Fixtures, fittings and furniture	10	-	5	-	-	0	1	3	
Computers and telecommunications	3,500	1,000	1,300	1,000	1,200	1,000	2,000	2,000	
Library books	-	-	2	2	2,300	2,000	3,000	3,000	
<b>Total plant and equipment</b>	5	1,000	5	2,000	1,020	1,050	1,000	1,103	
<b>Infrastructure</b>									
Roads	1,500	1,000	1,000	5,000	5,300	10,200	2,300	3,000	
Bridges	5	1,100	-	-	-	-	-	-	
Footpaths and cycleways	1	3,200	2,100	2,000	3,050	3,130	3,210	3,200	
Drainage	51	3,000	2,000	2,000	2,300	2,000	2,000	3,050	
Recreational, leisure and community facilities	1,100	-	3,100	5,500	5,000	5,200	5,350	5,000	
Waste management	-	-	5,000	5,500	5,000	5,000	5,000	1,000	
Parks, open space and streetscapes	-	3,112	0	1,000	3,000	-	-	-	
Aerodromes	-	30	-	-	-	-	-	-	
Off street car parks	-	-	-	-	-	-	-	-	
Other infrastructure	-	-	-	-	-	-	-	-	
<b>Total infrastructure</b>	10,000	15,325	10,000	10,000	10,000	10,000	10,000	10,000	
<b>Total capital expenditure</b>	1,000	17,615	2,000	2,000	2,000	10,100	10,000	10,000	
<b>Represented</b>									
New asset expenditure	-	3,510	-	-	-	-	-	-	
Asset renewal expenditure	1,000	10,515	2,000	2,000	-	10,100	10,300	10,000	
Asset expansion expenditure	-	-	-	-	-	-	-	-	
Asset upgrade expenditure	-	3,153	-	5,500	-	-	5,000	-	
<b>Total capital expenditure</b>	1,000	17,615	2,000	2,000	2,000	10,100	10,000	10,000	
<b>Fund sources represented</b>									
Grants	20	12,294	1,300	2,020	2,000	2,122	2,150	2,230	
Contributions	-	54	-	-	-	-	-	-	
Council Cash	2	5,271	2,300	-	-	0	-	2,000	
Borrowings	-	-	-	-	-	-	-	-	
<b>Total capital expenditure</b>	1,000	17,615	2,000	2,000	2,000	10,100	10,000	10,000	

**Buloke Shire Council  
Budgeted Statement of Human Resources**

	Forecast Actual 2021/22	Budget 2022/23	Projections					2028/29	2029/30
	000	000	2023/24	2024/25	2025/26	2026/27	2027/28	000	000
<b>Staff expenditure</b>									
Employee costs - Operating	10,35	11,34	11,00	12,03	12,2	12,522	12,3		
Employee costs - Capital	-	-	-	-	-	-	-		
<b>Total staff expenditure</b>	<b>10,35</b>	<b>11,34</b>	<b>11,00</b>	<b>12,03</b>	<b>12,2</b>	<b>12,522</b>	<b>12,3</b>		
<b>Staff numbers</b>									
Employees	EFT 133	EFT 133	EFT 115	EFT 115	EFT 115	EFT 115	EFT 115	EFT 115	EFT 115
<b>Total staff numbers</b>	<b>133</b>	<b>133</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>	<b>115</b>